Appendix O8

Strategic Plan Annual Progress Report
2010-2011
Mission Statement, Vision Statement and Core Values

Mission Statement

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

Vision Statement

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

Core Values

Scholarship, Excellence, Openness, Fiscal Responsibility, Accountability, Collaboration, Diversity, Service, Fairness, Courage, Integrity, Respect, Collegiality, Freedom, Ethics and Shared Governance
Strategic Plan Development

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

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

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

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

After a thorough analysis of the current plan, the committee recommended five initiatives that the University will engage in over the next decade. The five strategic initiatives are:

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

**Strategic Initiative 2:** Enable excellence in University processes and procedures

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

**Strategic Initiative 4:** Enable excellence in University Relations and Development

**Strategic Initiative 5:** Enhance and sustain an academic and social environment, promoting internationalization, diversity, and inclusiveness

The revised plan was submitted to the Board of Trustees, and the Board approved the new Strategic Plan, ‘2020 Vision With Courage’ on October 15, 2009.

Strategic Plan Implementation and Monitoring

The Office of Planning in conjunction with the Office of the President and Provost has the responsibility for the implementation and monitoring of the University's strategic planning process. The Office of Planning assisted the vice presidents, deans and other departments with primary responsibility in the University’s Strategic Plan to develop unit strategic plans that align with the University’s plan.

Beginning in January 2010, the Office of Planning began meeting with each vice president, dean and director who has primary responsibility in implementing the goals in the University’s 2010-2020 Strategic
Plan to discuss the President’s charge that the 2010-2020 Strategic Plan will become an integral part of each division’s agenda and the unit’s responsibility as it relates to the implementation of the Plan. During these meetings, a binder that contained the identified goals, strategies and/or performance measures that must be included in the unit’s plan to assure alignment with the University’s Strategic Plan was distributed. Since January 2010, approximately 90% of the units have submitted draft unit plans, which are pending review and approval by the Provost and/or President. The Strategic Plan and supporting documents are located at the following website: www.famu.edu/strategic.

**Accountability**

During the 2010-11 academic year, each vice president, dean and director provided a mid-year progress report on actions/initiatives taken to support the University’s plan. The Office of Planning within the Office of Institutional Effectiveness was responsible for the collection of this information.
Highlights of Initiatives/Actions Taken During 2010-11 to Support the University’s Strategic Plan
Strategic Initiative 1: Create a 21st century living and learning collegiate community

Goal 1.1: Enhance access to the University
Goal 1.2: Continuous enhancement and assessment of the student experience
Goal 1.3: Improve academic progression, performance, and graduation rates
Goal 1.4: Assess and enhance current degree programs
Goal 1.5: Develop and implement new degree programs based on University priorities
Goal 1.6: Maintain and enhance NCAA sanctioned athletic programs

Goal 1.1 Enhance Access to the University

- In fall 2010, the University experienced its highest enrollment with 13,277 students. This was an 8.6% increase from the previous fall semester.
- In spring 2011, President Ammons conducted the 4th “Annual Up Close and Personal Tour” in an effort to recruit some of the best and brightest students in the state of Florida. President Ammons met with students, parents, business executives and alumni in The Villages, Leesburg, Winter Haven, St. Petersburg, Naples, Ft. Myers and Miami to award scholarships on the spot to students who met presidential scholarship requirements. During these events, over $1.5 million in scholarships were awarded.
- In an effort to attract local transfer students, the University sponsored a Recruitment Fair at the Tallahassee Community College with all FAMU’s schools and colleges participating.
- The Office of Academic Affairs completed the revision of the Transfer Manual to inform prospective transfer students regarding the general guidelines that applicants should know regarding the admission process to ensure a smooth transition from the previous institution.
- The College of Law has engaged in extensive recruitment and admissions activities to increase enrollment by attending over 52 recruitment events. In July 2010, the College appointed a new Assistant Dean of Admission to develop initiatives for targeted schools that are top feeder schools in the nation and are top feeder schools for minority applicants. As a result of these initiatives, the College invited prospective students to take mock LSAT exams and hosted two open house events. During the 2010-2011 academic year, the College of Law enrolled the largest entering class in its history: 296 students.
- In the fall 2010, the School of Business and Industry (SBI) purchased the SAT and ACT test score lists for all Presidential Distinguished Scholarship Award (DSA) qualified student in Florida and qualified African American DSA students outside the State of Florida. A personally signed letter by the Dean was sent to each prospective student. As a result, over 30% of the 2,600 DSA qualified students accepted, with 5% of students responding within the first 30 days.
- In fall 2010, the College of Pharmacy and Pharmaceutical Sciences, College Admissions Review Committee, reviewed and revised admissions policies to attract outstanding students.
- The College of Arts and Sciences continued to encourage faculty to participate in out of town recruitment fairs and develop program materials to increase the visibility of academic programs in the college. The College created compact disc (CDs) to describe available academic degree programs and admissions requirements and established departmental websites/ Blackboard sites to make information readily available to prospective students.
- The College of Education developed strategies to increase enrollment in Pre-K Education program by targeting potential students working with Head Start Centers across the State of Florida.
The School of Graduate Studies and Research (SGSR) conducted various workshops/sessions to address the importance of undergraduate education to ensure that the students successfully matriculate in chosen fields of study and pursue graduate studies. Topics included, GRE Preparation, Graduate Admission Process, Defining the Right Fit-What Factors Make Your Choice the Best Choice. Over 90% of the students attending each session indicated the workshops were helpful in motivating them to pursue graduate school.

The College of Pharmacy and Pharmaceutical Sciences implemented Economic, Social and Administrative Pharmacy (ESAP) Open House and established the FAMU Student Chapter of International Society for Pharmacoeconomics and Outcome Research (ISPOR) to attract potential PharmD students.

The Institute of Public Health (IPH), under the auspices of the College of Pharmacy and Pharmaceutical Sciences (COPPS), implemented an Open House and established the Student Future Public Health Professional (FPHP) organization to attract undergraduate and graduate students in public health majors.

In an effort to support the University’s current initiative in offering online degree programs, in January 2011, the Office of Instructional Technologies upgraded the Blackboard Learning Management System to 9.1. This upgrade offers significant enhancements in the way students and faculty members interact in courses. The Blackboard system is used by faculty for online, hybrid, and traditional classes.

The Environmental Sciences Institute (ESI) implemented plans to offer distance education courses in environmental sciences. The plan will include opportunities for potential military/veterans degree seekers that plan to transfer military credits.

In October, 2010, the College of Education hired an online Instructional Course Specialist to develop online course materials for two master’s level degree programs and to conduct training classes for faculty in the delivery of online courses.

The College of Education, in its quest to offer assistance to military/veterans, offered a series of workshops to address workforce development in the Department of Workforce Education and Development Office.

**Goal 1.2: Continuous enhancement and assessment of the student experience**

The Enterprise Information Technology Division, in conjunction with the Office of Instructional Media, enhanced the campus classroom technology by installing approximately 20 SMART classrooms. These classrooms serve as presentation rooms which are equipped with an overhead projector and a presenter’s computer station and/or a docking station. The SMART Classrooms equip the faculty with a tool for more effective and efficient teaching methods.

The Enterprise Information Technology enhanced the iRattler Student Application to provide the following services for students:

- Integrated Registration Integration in collaboration with Barnes & Noble. This process allows students and faculty to order textbooks online.
- Developed and submitted mass email communications advisories for Financial Aid.
- Revised the admissions communication plan which provides for moving paper admissions notifications to email.

The School of Allied Health Sciences (SOAHS) infused case studies, simulation models, role playing and clinical activities into 100% of the program curriculums.

The Office of Quality Enhancement Program (QEP), together with the Office of Student Affairs required all incoming freshman students to read the assigned book, “Bombingham”, and complete a writing assignment prior to the fall 2010 semester. The author, Anthony Grooms, was a featured speaker on campus in early fall, offering students the opportunity to interact with the author. Students subsequently participated in small book discussion groups and a campus-wide forum.
during Welcome Week in August 2010, as well as the students received assignments in various courses throughout the academic year based on the assigned reading. In addition, QEP continued to offer seminars, forums and workshops to enhance the critical thinking skills of undergraduate students by sponsoring fourteen (14) seminars to include topics such as “Critical Thinking 101 in the College Environment”, “Effective Strategies for Managing Challenging Personal Situations” and “An Introduction to Financial Literacy” to freshman students.

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

- The University’s established Retention Committee developed several strategies to address student retention, progression and graduation. Based on recommendations of the committee the following actions were taken:
  - Office of University Retention, in collaboration with the Office of Financial Aid, developed Individual Educational Plans for all students requesting aid who are on Student Academic Progress hold. Also, in conjunction with the Office of New Student Orientation included Early Advisement in the New Freshmen Students Orientation process.
  - The School of General Studies sponsored several University Change of Major Fairs to assist students in changing and/or declaring a major of intent.
  - The Division of Student Affairs, in conjunction with the Provost’s Office/College Deans, administered the Noel-Levitz Student Satisfaction Survey to identify, develop and implement strategies to enhance the student retention efforts.
- The College of Arts and Sciences initiated strategies to identify and assist at-risk students in major and service course offerings. The College appointed a tutoring coordinator, increased social activities that promote student-faculty dialogue and involved more undergraduate students in research projects. Also, the College of Arts and Sciences sponsored “Back to Basics” seminars for students to address the college requirements for academic progression and graduation.
- University Libraries redesigned spaces in the Commons area to accommodate several tutoring groups. In addition, instructional boards were purchased to be used as mobile classrooms; these boards are currently being utilized by students when participating in self-tutoring sessions.
- In fall 2010, School of Business and Industry (SBI) implemented a freshmen mentoring program where First-time-in-college (FTIC) students were assigned an upper-class mentor for the fall 2010 and spring 2011 semesters. As a result, in the Professional Leadership Development courses (GEB 1091 and 1092), 100% of the students were assigned a mentor.
- The College of Law offered approximately 10 workshops for first year law students to help students develop skills needed to be successful in law school. In the fall 2010, the College hired an Associate Dean for Administration and Student Services and initiated second year Academic Success workshops for students that have not mastered the necessary skills and are on academic probation.
- The FAMU-FSU College of Engineering established a Center for Academic Support (CASE) that will provide at least eight person-hours of instruction for each student per semester. The College also conducted an “At-Risk” seminar for students with an overall GPA near 2.0.
- The School of Journalism and Graphic Communication reactivated the Retention Committee to review and address the academic progress of the students.
- The School of Allied Health Sciences increased the student’s awareness of university and school policies by conducting two All School Meetings (fall 2010 and spring 2011). Over 96% of the students attended the meetings that addressed strategies for successful matriculation, progression and graduation within selected programs of study.
- The School of Architecture utilized three graduate teaching assistants in the freshman and sophomore classes to engage new students in the courses by the use of digital communication tools.
The Environmental Sciences Institute (ESI) conducted undergraduate orientation sessions and developed advisor/student assignment lists on a semester basis.

The School of Nursing hired a coordinator of student services to improve student success. The School conducted four student workshops and enhanced the use of ATI retention resources (ATI Nurse Logic and Learning Systems course).

The College of Arts and Sciences appointed a tutoring coordinators and initiated strategies to identify and assist at-risk students in major and service course offerings. The College also increased the number of social activities that promote student-faculty dialogue and involved more undergraduate students in research projects.

The College of Pharmacy and Pharmaceutical Sciences implemented the Center for Academic Retention (CARE) for tutoring of students with over 40% of students visiting the center improved in letter grade.

The School of Graduate Studies (SGSR) conducted several workshops/sessions for current graduate students to encourage and motivate persistence in graduate school. Workshop topics included “Key Success Factors in Graduate School”, “Graduate School Success and Pitfalls to Avoid”, and “Research and Writing for Graduate School”.

The University Libraries department conducted two welcome events for students with the expectation to personally greet and assist at least 300 persons during the event and inform attendees of the library offerings. The events attracted over 400 and 206 students at the first and second event, respectively.

The Division of Enterprise Information Technology (EIT) assisted the Office of Student Retention and Academic Advisement with the planned implementation of the Academic Advisement Module in the Oracle Campus Solutions system. EIT has provided training to 100% of the advisors on how to properly utilize the module.

EIT developed and implemented the Enterprise Performance Manager (EPM) and Oracle Business Intelligence Enterprise Edition to provided senior leadership access to view detailed reports on students’ progress.

Goal 1.4: Assess and enhance current degree programs

The Office of Provost/Academic Affairs coordinated the efforts for the Board of Governors and Board of Trustees approval to begin offering the PharmD degree program in Crestview, Florida.

The School of Journalism and Graphic Communication, after completing an extensive self-study and hosting a site visit by a team of industry and education experts, the Graphic Design and Graphic Communication received national re-accreditation beginning September 1, 2010. These programs are among the eight, baccalaureate level, graphic communications related programs nationwide to have received initial and re-accreditation distinction.

The School of Business and Industry (SBI) in its quest to obtain accreditation, submitted the required Self Evaluation Report (SER) to the Association to Advance the Schools of Collegiate Business (AACSB) International Accreditation agency. SBI will host the AACSB International Peer Review Team onsite visit in April 2011.

The College of Arts and Sciences, in conjunction with the Office of Institutional Effectiveness, conducted five program reviews in the areas of African American Studies, History, Political Science, Master of Applied Social Sciences (MASS) and Economics.

The Environment Sciences Institute (ESI) faculty approved in fall 2010, an Environmental Health curriculum and initiated the development of a certificate program in environmental lobbying.

The College of Education revised the Elementary Education Master’s program and implemented in the Health, Physical Education and Recreation department, the TaskStream software application to enhance instruction, evaluation and course assessment.
• The College of Pharmacy and Pharmaceutical Sciences (COPPS) developed and implemented several strategies to improve licensure pass rates to include the development of final year seminars to enhance student preparation prior to sitting for licensure exam, the implementation of new standards and guidelines for capstone exam. COPPS continues to engage annually in the review of courses and the course curriculum and inculcate a culture of highest proficiency in test taking “skills” to go along with information assimilation at all level of student training.
• The College of Law has implemented three new initiatives to help students build critical skills during the first and second year, thus improving licensure pass rates for 2009-10 by 9.9 percentage points, the largest increase for any law school in the State of Florida. In the fall, the College began informing students early and frequently about the bar examination, beginning in the new student orientation process. In addition, the College offered two-four credit hour bar preparation courses (one for each part of the bar exam) taken in the last 12 months before graduation and provided a free Bar Exam Success Training (BEST) preparatory program for recent graduates and alumni who have not passed the bar exam.
• The School of Allied Health Sciences, to address and increase licensure pass rates, conducted mock/comprehensive exit examinations, increased minimal requirements for admissions to the program and utilized the expertise of consultants.
• The School of Nursing implemented strategies to address NCLEX-RN preparation by expanding and modifying the use of Assessment Technologies Institute (ATI) products. Also, faculty attended NCSBN conference to obtain further knowledge of NCLEX-RN requirements.

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

• The School of Business and Industry a proposal for an Online Executive MBA degree program in August 2010. The program proposal received approval from the FAMU Board of Trustees and Southern Association of Colleges and Schools (SACS) on the proposed fees. The School is in the planning stages of the Online MBA program that will be launched by fall 2012.
• The School of Nursing obtained approval to offer a new online track under the Master of Nursing (MSN) to be launched as early as fall 2011. The FAMU Board of Trustees, National League for Nursing Accrediting Commission (NLNAC) and SACS approved the offering of the online program.
• The Computer and Information Sciences (CIS) department, within the College of Arts and Sciences, received approval of a new degree program in Information Technology in July 2010.
• The College of Education received approval from the Board of Trustees to offer a M.S. degree in Sports Management in December 2010.
• The College of Arts and Sciences, Music Department received approval to offer a major in Music Industry with the Bachelors in Music.
• The FAMU-FSU College of Engineering is in the planning stages to begin to offer a Masters of Engineering degree program in Civil Engineering, as well as a 4+1 MS in Electrical Engineering.
• The College of Arts and Sciences, Department of History, Political Sciences, Geography and Afro-American Studies is in the planning stage to offer a certificate in Global Security.
• The Library continued to maintain information resources and services in compliance with the SACS standards and submitted three substantive change forms documenting library support for the proposed new online degree programs.
• The Office of the Provost and Academic Affairs continued the University’s efforts to plan for the establishment of a College of Dentistry.
Goal 1.6: Maintain and enhance NCAA sanctioned athletic programs

- The Men’s Tennis team won the 2010 Historically Black Colleges and Universities (HBCU) Men's Tennis National Tournament Champions.
- The Football team was Co-Champs in MEAC Football for the 2010 season.
Strategic Initiative 2: Enable excellence in University processes and procedures

Goal 2.1: Improve Administrative Processes throughout the University

- The University embarked on a process to determine how the university will look 10 years from today, with the development of a Restructuring and Reinvestment Plan. The Plan, being prompted by budget cuts, afforded the University the opportunity to review its current administrative and academic structures. Over the past three years, various committees were established and task and focus groups meetings have occurred to gather information from the campus community and stakeholders on the future FAMU. Consequently, the University’s organizational structure, academic degree programs productivity, staffing of areas, business processes were reviewed. As a result of the review findings, a proposed restructuring plan, “Excellence in a New Era: Developing the Millennial FAMUan”, was developed and was approved by the University’s Board of Trustees on April 7, 2011. With the approval of the plan, the administration has begun to solidify the future FAMU by eliminating the programs and positions impacted. The goal of the restructuring initiative, in alignment with the University’s 2010-2020 Strategic Plan, is to create a 21st century living and learning community that fosters innovation, excellence and engagement.

- The Division of Administrative and Financial Services, through the Transformation Through Technology Enhancement (T3E) project, reviewed the Oracle/PeopleSoft (iRattler) business processes for financial management. The review enabled the University to fully leverage the capabilities of the iRattler system so that the University can improve dramatically its core business processes. The review process was conducted in partnership with the Division of Enterprise Information Technology (EIT) and the Division of Audit and Compliance. Key stakeholders from these areas met and reviewed the work that has been done to date regarding the problem areas previously identified with the PeopleSoft system and its associated processes. The T3E group reengineered approximately 15 processes, including travel, payroll, and purchasing. As a result of the review, the Travel Module is being piloted in five administrative and academic areas.

Goal 2.2: Enhance and Assess Employees’ Experiences


- The Office of Organizational Training and Development staff researched, designed and implemented courses based on University employees’ departmental job functions and responsibilities. These courses provided employees with the knowledge and skill sets required to maintain an effective and productive work environment. The department offered training in categories as Basic Technology Skills, Career Development Training, Fiscal Administration,
Grants Management, Human Resources, Individual Performance Development, and University-wide Compliance. In addition to instructor-led classroom training, courses were designed to be delivered online via e-learning to afford employees the convenience of completing the courses online, either at the office or in the comfort of home during a 24 hour period, 7-days-a-week.

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

- In the 2009-10 academic year, the President established a committee to review the student customer service offerings at the University to ensure prompt attention is given to student concerns and to alleviate any unnecessary pressures students may encounter in the quest for the achievement of academic goals. As a result of the recommendations, throughout this academic year, several units participated in the Six Sigma Green Belt certification and Black Belt training classes which addressed improving customer service. Currently, there are plans to offer this training to other student-focused and academic departments.
- The University conducted the One Stop Shop Registration Process in fall 2010. The purpose of the One-Stop-Shop is to improve the efficient and effective operation of the registration process by housing all of the critical areas in one facility. Students were able to address registration issues such as, email and iRattler access, receive academic advisement, address financial aid and student account issues, register for classes and submit University required forms.
- The School of Business and Industry (SBI), in summer 2010, renovated and relocated the Students Services Office to one suite of offices to better accommodate students. The School also conducted a professional development seminar/workshop on customer service.
- The School of Allied Health Sciences and the School of Architecture implemented the Blackboard Student Services feature to provide students with convenient access to policies, student handbooks and other enrichment activities.
- The School of Nursing continued to conduct the All-School Convocations to address service offerings of the School with over 95% of the students attending.
- The College of Education conducted several workshops for faculty, staff and students on customer service and conducted forums for faculty and staff on customer service. The College, utilizing the TaskStream application, uploaded all of the College’s student related forms to include FERPA form, Excused Absence forms, Students Grievance and Appeals form for readily access to students.
- The College of Arts and Sciences implemented strategies and conducted events to address student service offerings. The College also holds annual departmental banquets to foster a better rapport between faculty and students.
- The College of Pharmacy and Pharmaceutical Sciences implemented a customer service orientation program for all of the College’s Academic Affairs faculty and staff. The College holds four orientations annually and ten pharmacy forums a year. In addition, the College established hours of operations and assigned academic advisors to ensure all students are obtaining convenient and efficient services.
- The School of General Studies hired a part-time coordinator and four part-time OPS tutors, and extended the hours of operation for the Athletic Resource Center to provide academic assistance to student-athletes.
- The Library, on a bi-annual basis, administers Library Universal User Survey to determine the overall satisfaction regarding library services and offerings to students. The results indicated that at least 70% of the respondents found that the Library services were satisfactory and at least 81% of respondents agreed that the Library provided computer support met research needs.
- The FAMU-FSU College of Engineering established an Office of Student Services and implemented the Student Executive Council (SEC). Professional staff in the College provide
academic advising for undergraduate students in the Pre-engineering program in areas such as admissions, registration, interpretation of degree requirements, including pre-engineering requirements, and university requirements, and financial assistance opportunities. In addition, the College established Twitter Feed and Facebook pages and sent weekly email to students on “This Week in Engineering”.

- The College of Education developed a Recruiting Marketing plan and implemented Facebook pages to communicate with students.
- The School of Graduate Studies conducted the Annual Graduate Appreciation Reception which recognizes the scholarly activities and research of all graduate students. The School provided an opportunity for students to meet graduate faculty and university administrators.
- The College of Arts and Sciences produced monthly newsletters to inform students of the college service offerings, upcoming events and other important information. The College also continued to encourage faculty to attend at least one training annually conducted at the university on customer service.
- Environmental Sciences Institute (ESI) conducted a workshop for Graduate Program coordinators on the Processing of Tuition Waivers, Assistantships and Fellowships and developed an exit interview process for graduating students.
- College of Law in fall 2010, hired an Associate Dean for Administration and Student Services and sponsored personnel training workshops exclusively for the College of Law in conjunction with the Human Resources Department. In the three workshops conducted, approximately 85% of targeted faculty/staff were in attendance. In addition, the College conducts biweekly senior management meetings with all department heads to address customer relations issues.
- School of Graduate Studies and Research (SGRS) implemented cross-training of staff to ensure efficiency of offerings to graduate students. The entire staff participated in the training sessions and reports monthly on the service offerings provided to students.
- University Libraries piloted a document delivery services to faculty, administrators and online learners for greater accessibility to the academic community.
- EIT relocated the Helpdesk staff to a centralized location to offer prompt and efficient customer support to students, faculty and staff.

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

- The Division of Audit and Compliance conducted financial and information technology risk assessments to ensure University-wide compliance and ability to meet required mandates. The Division of Audit and Compliance conducted Financial and Information Technology risk assessment to ensure University-wide compliance and ability to meet required mandates.

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

- The Division of Audit and Compliance completed an Audit Plan that was approved by the Board of Trustees in July 2010. Once audits are completed, a report of the results are provided to the Board of Trustees and the President.
- The Division of Audit and Compliance implemented strategies to maintain an open channel of communication between state, federal, and other external auditors or investigators, thus resulting in the reduction of effort expended by state and federal auditors.

**Goal 2.6: Develop a Business Process Re-engineering Initiative**
The Division of Audit and Compliance, through the Transformation Through Technology Enhancement (T³E) project, is deploying change management strategies that will help the University successfully accommodate the transition to new roles and activities related to the new business processes identified in the Restructuring and Reinvestment Plan and T³E project (see Goal 2.1).
Strategic Initiative 3: Develop, enhance, and retain appropriate fiscal, human, technological, research, and physical resources to achieve the University’s mission

Goal 3.1: To provide stewardship, accountability and optimization of state appropriated resources
Goal 3.2: Retain and recruit excellent and diverse faculty, staff and students
Goal 3.3: Strengthen the institutions cyberinfrastructure and provide cost effective technology resources that enable high usability and efficiency
Goal 3.4: Enhance visibility and productivity as a Doctoral/Research University
Goal 3.5: Maintain and enhance functional, culturally relevant, sustainable, environmentally friendly and aesthetically pleasing campus facilities, infrastructure, and resources

Goal 3.1: To provide stewardship, accountability and optimization of state appropriated resources

- During the 2010-11 fiscal year, the State of Florida Auditor General conducted an annual audit of the University’s financial records for 2009-10. The audit disclosed that the University’s basic financial statements were presented fairly, in all material respects, in accordance with prescribed financial reporting standards. The audit did not identify any deficiencies in internal control over financial reporting that we consider to be material weaknesses.

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

- CBS established the Harold Dow Professorship in the School of Journalism and Graphic Communication.
- The University enrolled six (6) National Achievement Scholars in fall 2010. One being a 16 year old, sought after by other prominent institutions of higher learning.
- The School of Journalism welcomed Hip-Hop icon Christopher “Play” Martin, of Kid ‘n Play fame, to serve as a professional-in-residence with the Institute of Hip Hop and Music Industry studies.
- The College of Pharmacy and Pharmaceutical Sciences (COPPS) hired a new faculty member with expertise in medication compliance.
- Journalism students were named “Best of the South” in February 2011, by the Southeast Journalism Conference who were in competition with peers from eight states—Alabama, Arkansas, Florida, Georgia, Louisiana, Mississippi, North Carolina and Tennessee.
- The Office of University Libraries is in the process of developing a succession program for targeted library leadership positions.

Goal 3.3: Strengthen the institutions cyberinfrastructure and provide cost effective technology resources that enable high usability and efficiency

- The Enterprise Information Technology (EIT) Division was awarded nearly $1.5 million grant from the U.S. Department of Commerce to establish the FAMU Center for Public Computing and
Workforce Development. Through the grant, the EIT Division and the College of Education Department of Workforce Education and Development will establish a new Center for Public Computing and Workforce Development on the FAMU campus to serve the public of Tallahassee and surrounding Gadsden and Jefferson Counties. The center also plans to serve as a resource to other public computing centers in the region.

- EIT developed and implemented the Enterprise Performance Manager (EPM) and the Oracle Business Intelligence Enterprise Edition to provide senior leadership with the capability to view detailed reports on students’ progress.

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

- The Division of Research (DoR) organized a series of workshops, presentations and discussions regarding research opportunities and the commercialization of research at the University. To date, faculty submitted over 208 proposals, and received over 233 new contract and grant awards in excess of $45 million. As a result, the Enterprise Information Technology (EIT) division was awarded nearly $1.5 million grant from the U.S. Department of Commerce to establish the FAMU Center for Public Computing and Workforce Development (see Goal 3.3). In addition, the Division sponsors an awards program to recognize faculty members who have demonstrated outstanding achievements in research and scholarly activities. The categories are: Distinguished Researcher Award, Research Excellence Award and Emerging Researcher Award.
- The DoR website is being enhanced to provide enhanced communication of funding opportunities and tools to researchers to increase sponsored research activity.
- The Research Advisory committee continued the Distinguished Lecture Series by inviting the chief technology officer for the Boeing Company and senior vice president of Engineering Operations & Technology to conduct a seminar on “Leveraging of Academia Research with Corporate Business and Technology Strategy” in April 2011.
- The Office of Technology Transfer, Licensing and Commercialization (OTTLC) contracted with Altitude Media to advertise FAMU's patented technologies on three major airlines (Delta, USAir and American) and on CNN’s Airport Network.
- The College of Pharmacy and Pharmaceutical Sciences (COPPS) implemented a specialization in Pharmacoeconomics and Outcome Research within the existing PhD in Pharmaceutical Sciences and enrolled four (4) PhD students in fall 2010.
- The College of Law created a mentoring program pairing each member of the Retention, Promotion and Tenure (RPT) Committee with 4-5 tenure track faculty to increase the number of published research publications per academic year. The Committee meets on a monthly basis to engage in mutual peer review and comment regarding each participant’s current scholarship project. The RPT member report each mentee’s progress to the RPT on at least a bi-monthly basis. The College of Law requires faculty to demonstrate substantial progress in publishing and/or obtaining grant funding and encouraged students to write and publish quality work in the College of Law Review.
- The School of Allied Health Sciences (SOAHS) collaborated with the Claude D. Pepper American Independence Center Grant and Office of Academic Affairs - Villages Project (Geriatric) project initiatives.
- The College of Education held Research Poster Sessions to exchange action research collaborative activities among colleagues who have engaged in studies searching for solutions to everyday problems experienced in schools, or looking for ways to improve instruction and increase student achievement. During the event, twenty-seven student teachers presented Action Research and other related projects topics.
- The FAMU Cooperative Extension Program, housed in the College of Engineering Sciences, Technology and Agriculture, has awarded a $100,000 for the "New Wave Youth
Entrepreneurship Project: Youth Energized for Wealth and Health” Capacity Building grant. Through this grant, the University will have the opportunity to strengthen the capacity of cooperative extension to address the complexity and the increasing number of children and youth experiencing poverty and obesity. Through development and implementation of a multi-disciplinary garden-based curriculum targeting children and youth, the proposed curriculum will facilitate adoption of positive attitudes, preferences and interest in 1) healthy food choices and, 2) agripreneurship to reduce obesity and poverty, respectively.

- School of Journalism and Graphic Communication assumed the responsibility for the publication of the Negro Educational Review (NER). The NER is an international, scholarly, professional quarterly journal in publication since 1950 that seeks scholarly articles and research reports, competent analyses, descriptions of social problems, compilations, and creative works.
- The School of Graduate Studies (SGRS) conducted the Student Research Forum as part of the Graduate Feeder Scholars Conference and Graduate Recruitment Fair. The forum attracted thirty-two Graduate Feeder Institutions and over 65 student researchers competed to demonstrate “cutting-edge” research.

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

- The Princeton Review’s Guide to 311 Green Colleges in April 2011, recognized the University’s comprehensive recycling program. Currently, 75 percent of the University’s grounds are maintained organically, 30 percent of the buildings on campus have undergone energy-related retrofits, and 75 percent of the campus buildings have designated recycling areas. The comprehensive recycling program is a collaborative effort between the campus green coalition student organizations, the city and county offices/organizations.
- The University entered into two agreements with EPA focused on green initiatives in February 2011. The first agreement, plans to address environmental issues ranging from energy policy and sustainability to food security, health disparities, environmental justice and children’s health. The second agreement, in conjunction with the Florida Department of Environmental Protection, the University is designated as the first Center of Excellence for Watershed Management in Florida.
- The College of Law and the FAMU Center for Environmental Equity and Justice, a division of the Environmental Sciences Institute, held the inaugural Environmental Law and Justice Symposium entitled “New Directions in Environmental Justice” that offered an overview of the latest international, national, regional, state and local developments in environmental justice. The symposium, held in Orlando, Florida, attracted over 200 participants from the state of Florida.
- In July 2010, the University began undertaking an electrical service upgrade across the entire campus which included an upgrade to the campus amenity lighting. More than 750 new luminaries and decorative styled posts have been installed across the campus. In addition, the University installed wireless controls that will bring energy savings, sustainability and high-quality, uniform outdoor lighting to the campus environment.
- Florida A&M University (FAMU) broke ground for its $40.5 million Pharmacy Phase II building. This initiative involves the design and construction of a state-of-the-art 45,000 net square feet research, graduate and professional study instructional space. The new pharmacy complex will facilitate the College's hiring of and filling for five endowed chairs in biomedical research. With the addition of more than 30 new research laboratories, the College's anticipates an increase in graduate enrollment by more than 50 new students. Participating in the
ceremony were the Florida's then Governor Charlie Crist, Senator Alfred Lawson Jr. and Frank T. Brogan, chancellor of the State University System of Florida.

- The University reopened two academic buildings after extensive renovations and remodeling. The Tucker Hall building reopened in fall 2010 after undergoing a $16 million remodeling effort. The Jones Hall building was reopened in spring 2011 with state-of-the-art teaching and research laboratories.

- The renovation of Sampson and Young Residence Hall is underway and will be completed for occupancy by fall 2011. The renovated space will result in 238 rooms.

- The University (FAMU) hosted a ribbon cutting ceremony for the Hansel E. Tookes, Sr. Student Recreation Center and Recreational Fields in April 2011. The ceremony celebrated the opening of Phase Two and Phase Three of the three-phase project. The Phase Two additions, include two indoor multi-functional basketball courts, two racquetball courts, a wellness suite and a 36-foot indoor rock-climbing wall, costing approximately $2.7 million. The Phase Three additions, which are outdoor add-ons, include three basketball courts, two turf flag football fields, a softball and baseball field, a soccer field, two sand volleyball courts, a field house and a pavilion which will cost approximately $5 million.
Strategic Initiative 4: Enable Excellence in University Relations and Development

Goal 4.1: Enhance Institutional Fundraising

- The University plans to launch a $50 million Capital Campaign fundraiser. In spring 2010, the University conducted a Campaign Feasibility Study to determine the University’s readiness. As a result of the study findings, the University is in the process of examining and implementing the recommendations. The Campaign is set to begin in fall 2011.
- The FAMU Industry Cluster, a partnership program, which originated from the 1968 “Plans for Progress” initiative of the Johnson Administration, has grown to 50 corporations. The Industry Cluster has enabled employers to access highly-qualified FAMU students across the various academic disciplines. This year, in collaboration with the National Black Executive Exchange Program (BEEP) and Industry Cluster, used information delivery model where eight (8) visiting executives had interaction with FAMU students by speaking to classes remotely. The topics included work culture, employee conduct, job readiness, college courses and other topics related to success in the workplace. Approximately 1,700 students participated in these sessions.
- The Division of University Relations implemented strategies to enhance the relationships and involvement with the Industry Cluster partners by conducting virtual cluster meetings throughout the year and is in the process of developing an Industry Cluster Website and E-magazine.

Goal 4.2: Enhance the viability of Athletics support programs

- The Office of Alumni Affairs conducted membership recruitment drives and leadership workshops during various athletic sponsored events, the FAMU National Alumni Association (NAA) events, and other friendship building university sponsored events to increase participation of alumni and giving.
- The FAMU Boosters sponsored several Booster Bashes in anticipation of increasing the organization’s membership.

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

- FAMU joined forces with Florida State University, Tallahassee Community College, the City of Tallahassee, Leon County, the John S. and James L. Knight Foundation, Archibald Foundation, BB&T, Premier Bank, Sun Trust, Tri-Eagle Sales and other businesses to support the Town and Gown of Tallahassee Project (TAG). The purpose of TAG is to enhance collaborations between Tallahassee’s institutions of higher education and the broader community. It also focuses on addressing areas related to economic development and promotes the universities involvement in research areas to create jobs, retain students and address public safety matters.
- The Office of the Provost organized the University’s effort in bringing to the campus notable and distinguished artists of national and international prominence through the Lyceum Series. The series provided FAMU with an opportunity to boost the intellectual and cultural climate of students, faculty and staff, while also engaging the Tallahassee and regional community in support of the arts. This year’s guests included renowned poet Maya Angelou, famous tap dancer,
actor, and choreographer Savion Glover; opera singer Kathleen Battle; and pianist, composer, and arranger Nat Adderley, Jr.

- In August 2010, College of Pharmacy and Pharmaceutical Sciences (COPPS) was named to President Obama’s Higher Education Community Service Honor Roll, the highest federal recognition a college or university can receive for its commitment to volunteering, service-learning and civic engagement.

- The University signed a Memorandum of Understanding (MOU) with the Ministry of Higher Education, Science and Technology in Kenya through the Ramogi Institute of Advanced Technology (RIAT) in April 2011 that establishes a collaborative agreement with a focus on health sector workers. RIAT is one of the pioneer Technical Training Institutes in Kenya and has trained mid-level professionals in various business fields.

- The School of Nursing expanded clinical practice sites to include new agreements with the Bond Clinic and Select Hospital. In addition, the School initiated a new partnership with Area Health Education Centers Program (AHEC) and conducted new health activities in the Tallahassee Frenchtown area.

- The College of Pharmacy and Pharmaceutical Sciences (COPPS) continues to operate five pharmacies and provide pharmacy healthcare services to indigent patients in several counties in the State of Florida (Leon, Duval and Pasco Counties). Throughout the year, the College conducted approximately 10 health fairs for community organizations.

- The School of Allied Health Sciences participated in Community Health Fairs in the Tallahassee and surrounding areas. Over 90% of students and over 50% of faculty participated in health related activities in the local community.

- The College of Arts and Sciences infused in several courses topics addressing mental health, substance abuse, relationship and eating disorder screening.

- The College of Arts and Sciences faculty and students conducted training on social skills for children attending the After School Program at the Smith-Williams Center.

- The Center for Viticulture and Small Fruit Research and the USDA/ARS/CMAVE Center for Biological Control, in the College of Engineering Sciences, Technology and Agriculture (CESTA) held the Annual Grape Harvest Festival community event. The festival offered a variety of fun-filled amusements, educational displays and informative demonstrations that included the following: the Annual Vineyard Walk and Vineyard Run (1K, 3K and 5K) competitions; pony and hot air balloon rides; grape throwing games; wine-making demonstrations/workshops; blood bank donations; a health fair with exhibits from the various schools and colleges at FAMU; a special event entitled, “Ask A Doctor - Q&A” featuring some of Tallahassee’s most prominent doctors; an invitational wine-tasting session featuring FAMU’s own and Florida commercial wineries; the exciting and highly popular old fashioned grape stomping contest; and grape harvesting. Over 2,000 people were in attendance.

- The College of Law established programs to assist communities locally, statewide and nationally by conducting three workshops, symposiums and/or programs. Topics included: VITA (Volunteer Income Tax Assistance), Legal Clinics (Homelessness, Housing, Community Economic Development, and Guardian Ad Litem), Environmental Law and Justice Symposium, Abortion Forum.

- College of Law students proposed a state child custody bill to the Florida Legislature.

- Environmental Sciences Institute (ESI) is developing a curriculum in environmental health to address the impact of environmental conditions on human health - in particular the health effects in people that can arise from exposures to chemical/biological related agents.
Strategic Initiative 5: Enhance and sustain an academic and social environment that promotes internationalism, diversity, and inclusiveness

Goal 5.1: Produce diverse and culturally astute graduates for the global workforce
Goal 5.2: Enhance International Initiatives and Programs

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

- The University is No. 1 in the nation as the institution of origin for African Americans who earn doctorates in natural science and engineering according to the pre-publication of Expanding Underrepresented Minority Participation: America’s Science and Technology Talent at the Crossroads, the National Academy of Sciences, National Academy of Engineering, and Institute of Medicine in November 2010.
- The University won the 2011 Honda Campus All-Star Challenge Champion. After 15 rounds of play, the FAMU Honda Campus All-Star Challenge team was leading all teams, in all divisions, in total points. In the past, the University won the championship in 2005, 2003, 1999, 1998, 1996 and 1991. To date, FAMU is the only team to have won seven championships.
- The National Jurist magazine in April 2011 placed the College of Law among the top of the Diversity Honor Roll for law schools. Based on 2009 figures, the College of Law held a 61.5 percent student minority population and a 66.7 percent faculty minority population.
- The Student Government President was selected by the Open World Leadership Center, the Congressional agency working to increase U.S.-Eurasian understanding and partnerships, to travel to Russia during spring 2011 semester as a guest of the host country.
- The College of Pharmacy and Pharmaceutical Sciences, Basic Pharmaceutical Sciences Division Director, was awarded a Fulbright Fellowship to conduct research in Kumasi, Ghana, located in West Africa.
- COPPS PharmD students participated in Medical and Educational assistance to the people of Guyana. Three professional students, two faculty members and local physicians provided medical relief and personnel training in medical clinics in the remote areas of Guyana under an established organization (HERG).
- In November 2010, a researcher in the College of Engineering, Sciences, Technology and Agriculture (CESTA), Center for Viticulture and Small Fruit Research, participated in a two-month visit to Tsukuba, Japan by National Institute of Crop Research to conduct research on grape and peanut proteomics. The program is funded by a grant from Japan Science Foundation which invites eminent scientists in the field of expertise from across the world to promote science and motivate the scientists in functional genomics.
- A senior international agriculture and business student participated in a research internship with the FAMU Farmer-to-Farmer (FtF) program, in Alice, Eastern Cape, South Africa. During the four-week internship, the student conducted a multi-purpose General Household Survey (GHS) in the Eastern Cape involving a total of 20 small scale farmers in the region. The results will be used by the FtF Program to obtain a comprehensive profile on the farming households in order to gain a better understanding of how to improve their economic condition.
- Environmental Science Institute (ESI) students were featured in the video “From Education to Exploration: Students at Sea,” which is on display at the Smithsonian Ocean Hall of the Museum of Natural History.
- Twelve students and one faculty member from the School of Business and Industry traveled to Santiago, Chile in August 2010 for a week long international business trip. In addition, two
students completed study abroad assignments in China and one student studied abroad in Egypt (assignment interrupted).

- The School of Journalism and Graphic Communication students participated in coverage of the FIFA-World Cup in South Africa. One professor, four undergraduate and one graduate student teamed with Chinese journalism students to cover the international game. In addition, one student is studying in the Dominican Republic.

**Goal 5.2: Enhance International Initiatives and Programs**

- The University hired a nationally recognized expert and former Chief, Africa Bureau of the Education Division of the US Agency for International Development. The consultant outlined the vision to faculty and staff to develop a planning document that can increase the international activities and international presence of the University. In addition, an International Advisory Board has been established to include former ambassadors, international corporate leaders and educators. The Board activities for 2010-11 included presenting FAMU’s plan at the White House Initiative on HBCUs and identifying sources of funding.

- School of Business and Industry (SBI) hosted in July 2010, its inaugural Global Leadership Conference where business professionals shared philosophies on leadership and how to mobilize efforts towards sustaining diverse globalized agendas. Topics included change management, economic development, entrepreneurship, sustainability, and team-building in the global economy.

- The Office of International Agriculture (OIA), in the College of Engineering, Sciences, Technology and Agriculture (CESTA), received a new 4-Year Grant from US Department of Education. Through this grant, the University is working collaboratively with the University of Natural Resources and Applied Life Sciences (BOKU) in Austria, LaSalle-Beauvais in France, and the University of Georgia. The program builds curricula in the food and agricultural sciences and provides a framework for 48 US-EU student exchanges and 16 US-EU faculty exchanges over the life of the project. In January 2011, the OIA began coordinating exchange visits for students and faculty. Three undergraduate students were selected last fall to participate in the program and spent a semester of study at LaSalle in France. In addition, the University had its first exchange faculty visit from BOKU with an Associate Professor of Agricultural Economics in BOKU’s Institute of Marketing and Innovation, from January 30 - February 8, 2011.

- The School of Graduate Studies facilitated an International Affairs Workshop on Informational Session on Graduate Programs in International Affairs with other institutions of higher learning including Columbia University, John Hopkins University, Georgetown University, Princeton University and Tufts University. Thirty (30) graduate students were in attendance.

- School of Architecture initiated a student exchange program with the College of the Bahamas and is developing a plan for five students to enroll in FAMU by fall 2011.

- Environmental Sciences Institute (ESI) established an initiative with the Federal University of Brazil to provide student training in renewable energy and biofuels. Currently, three students from Brazil are doing biofuel research, one FAMU student was selected to go to Brazil for study.

- The FAMU-FSU College of Engineering conducted its first “International Appreciation Day” event in spring 2011.

- The College of Education participated in the Indus Foundation Conference in Hyderabad, India for recruiting and developing partnerships with universities in India.

- The College of Education recruited and trained students for Camp Adventure, Inc., an international service-learning program that works with children and youth globally.
The College of Pharmacy and Pharmaceutical Sciences (COPPS) established collaborations with China/Japan Pharmacists and attended a China/Japan Pharmacists National Forum to exchange ideas with the Ping University School of Pharmacy.

COPPS developed strategies for attracting international students and engaging faculty and students in international opportunities by conducting seminars to pharmacies in developing countries. The College established an oversight committee specifically charged with enhancing the College’s visibility and productivity in increasing the number of foreign students enrolled in the graduate programs of the college.

The Institute of Public Health in the College of Pharmacy and Pharmaceutical Sciences established research collaborations with Universities in Ghana with the goal of the producing one research project per year.

The College of Law Center, for International Law and Justice (CILJ), provided robust research and experiential opportunities for students and faculty including international law internships, study abroad support and foreign affairs research projects by offering over 20 global opportunities for faculty and students. Throughout the year, approximately 90 international law track students participated. In addition, the CILJ offers a Certificate in Human Rights Law and Global Justice Studies.

The College of Law established an International Law Scholars Program that aims to increase the number faculty publications, presentations, project innovations and grantsmanship in international law and affairs to at least five annually.