Briefing Report for
Florida A&M University
an
"Introspection & Projection"
A reflection on the past
A look into the future

The President's Transition Committee (PTC)
Dr. Clyde Ashley, Chairman

Committee Members

Authorized by
Dr. Henry Lewis, III, Interim President
Selected FAMU Facts

- Florida A&M University’s (FAMU)-rich history and heritage have catapulted it into the national prominence among the academy of colleges and universities. The University being named as the *Time Magazine/Princeton Review* inaugural College of the Year in 1997 reflects this status. FAMU is recognized as one of the premier academic institutions in the nation. It has the largest student enrollment of any single campus among Historically Black Colleges and Universities (HBCUs).

- FAMU is highly regarded for its academic programs among institutions of higher education in the graduation of African-Americans with baccalaureate degrees. The University tops the nation in the graduation of African-Americans in the areas of pharmacy, education, business, and engineering. Several colleges and schools have national and international reputations and are recognized as being on the cutting edge in their fields. Among these are the College of Pharmacy and Pharmaceutical Sciences, FAMU/FSU College of Engineering, and the School of Business and Industry.


- FAMU has received outstanding recognition for its: Honors Program, Arts and Humanities programs, national award winning Honda All Star Challenge Brain Bowl team, and nationally recognized Law Team (Mock Trial Team), and the renowned Deloitte and Touche Case Competition team. The athletic programs, service organizations, academic societies, and alumni association are also notable.

* Insert footnote here
Selected FAMU Facts continued

➢ FAMU is home to the internationally acclaimed band, “The Marching 100.”

➢ FAMU continues to have tremendous economic and social impact on Tallahassee and surrounding communities.

➢ Through its academic, service, and volunteer programs, FAMU maintains its commitment to community service.

➢ The FAMU Developmental Research School (DRS) allows us the opportunity to remain consistent with the contemporary thrust of a seamless system of delivering educational programs.

Charge to the President’s Transition Committee

FAMU is at a point of transition. The University is poised to move from its present stage to one that will allow it to further carve out special niches that will enhance its position as a unique and progressive university. At this juncture of change, we embrace the opportunity to define and refocus our strategic direction.

The Presidential Transition Committee (PTC) was charged to:

➢ Conduct a thorough introspection of the academic operations of the university to assess the strengths, weaknesses, opportunities, and threats (S.W.O.T.)

➢ Prepare a series of recommendations to address the challenges of the university for consideration by the next president.

➢ Submit, in priority order, a list of issues within the university that the next president should consider to further the growth and development of FAMU.

➢ Propose a set of long-range strategies to address the challenges identified by the PTC.
Steps in the Process:

A process was developed to meet the charge given by the Interim President to the PTC. The following steps were utilized by the PTC:

➢ Solicit participation and input from all constituent groups.
➢ Conduct S.W.O.T. Analyses.
➢ Identify goals related to the needs and values of the university community.
➢ Prioritize goals based on importance.
➢ Make recommendations based upon the findings of the PTC.

The PTC was divided into three subcommittees:

➢ The Introspection Subcommittee
➢ The Planning Subcommittee
➢ The Implementation Subcommittee

The Charge to the Introspection Subcommittee

The Introspection Subcommittee was charged to set up a mechanism to obtain input from all constituents (administrators, faculty, students, staff, alumni and other support organizations) within the university about their perceptions of FAMU’s strengths, weaknesses, opportunities, and threats. Town Hall Meetings were determined to be the best means of efficiently and accurately collecting these data.

** See appendixes A,B,C, and D.
S.W.O.T. Analysis Process

Town Hall Meetings were held with a focus on the following constituent groups:

- Administrators (April 2, 2002)
- Faculty (April 3, 2002)
- Students (April 4, 2002)
- Staff (April 8, 2002)
- Alumni & Other Support Organizations (April 9, 2002)

The process of informing the above constituents about the Town Hall Meetings included:

- Sending electronic mail messages to members of each constituent group.
- Posting notices prominently in all campus buildings.
- Asking key personnel (faculty senators, deans, directors, chairs) to make announcements.
- Placing an advertisement in the FAMUAN (campus newspaper).
- Placing notices in faculty mailboxes and under office doors.
- Placing notices on bulletin boards throughout the campus.

All aggregated data from constituent groups and procedures used to collect and analyze them are available in the Appendixes A, B, C, and D.
Findings and Results

The top elements identified by each constituent group are specified in the summary S.W.O.T. forms appearing in the appendixes. It is perhaps not surprising that administrators were more likely to identify issues that relate to the institution. Members of staff were more concerned about how issues and problems affected their own individual jobs and their functions. Together these perspectives form a complex overview of issues within the university. It is important to note that ideas converged to create a potential roadmap for strategic planning.
The Charge to the Planning Subcommittee

Dr. Lewis charged the Planning Subcommittee to take an in-depth look at the operations of the University. Within this general framework, the chair of the Presidential Transition Committee asked that the Planning Subcommittee look into time frames and issues surrounding the transition to a new administration. The subcommittee felt that the University Community's vision of FAMU is an important element in shaping the direction of the University for some time to come. In keeping with our discussions, we requested a modification of our charge to focus more on the strategic direction of the University, and Dr. Lewis granted the request.

The Process

A survey instrument was designed and distributed through the offices of the Deans of the various Colleges and Schools. The design provided for input from faculty, staff, and students. Constraints of time and resources resulted in a less than satisfactory rate of return. The design of the survey also contributed to some problems. The partial results obtained, however, permitted sufficient data to extrapolate some generalized conclusions about the concerns of faculty and students.

Identified Needs: Students

The survey requested that respondents identify the areas needing attention, because of perceived problems or issues. Student responses yielded no surprises. Their top concerns were:

- Security
- Parking
- Housing
- Financial Aid
- Maintenance of Buildings and Grounds
Identified Needs: Faculty and Staff

The results for faculty and staff (the two categories were considered together because of the low number of returns from staff) were less predictable. The groups were asked to identify their priorities among fourteen categories as follows:

- Availability of travel funds for professional development
- Improved processing of student financial aid
- Maintenance of buildings
- Employee parking
- Better utilization of the student Counseling Center
- Improved services from the Division of Sponsored Research
- A more efficiently organized and more sensitive Housing Service
- A more proactive Continuing Education program
- A more efficient Admissions process
- Increased spaces to hold meetings for all size groups
- Improved and more controlled parking for students
- A reduced number of Convocations
- Improved security and safety on campus
- Involvement of Alumni in specific fund-raising efforts
The results were as follows:

1. Only three respondents selected increased travel funds as a first priority.

2. A total of twenty-seven respondents indicated travel funds among their top five priorities.

3. Eight different items were identified as the first priorities for a number of faculty members. These items were: a) travel funds; b) financial aid to students; c) employee parking; d) more use of the Counseling Center; e) improved services from Sponsored Research; f) a more pro-active Continuing Education program; g) improved control of Student Parking, and h) greater involvement of the Alumni in targeted fund-raising efforts.

4. Improved availability and control of faculty parking received the greatest number of first-priority selections (9).

5. The three items listed as first or second priorities most often were: Employee Parking; Travel Funds; and improved services from Sponsored Research.

6. Items not listed as priorities at all were: a) the admissions process; b) more meeting spaces; and c) fewer Convocations.
The Vision For FAMU

The Planning subcommittee set forth a series of vision statements for the university community to consider. The statements included:

1. FAMU should be known as a university that openly encourages new program ideas from faculty, staff, and students.
2. FAMU should be known as a university with a strong research orientation.
3. FAMU should be known as a university that makes use of state-of-the-art educational technology.
4. FAMU should be known as a university that is actively involved in promoting the public good through various programs of public service.
5. FAMU should be known as a university with strong and diverse athletic programs.
6. FAMU should be known as a university with outstanding, well-maintained physical plant and grounds.
7. FAMU should be a university that has international visibility in several areas of activities.
8. FAMU should be known as a university with high admissions standards for all students.
9. FAMU should be known as a university that has high standards for graduation for all students.
10. FAMU should be known as a university that has a highly trained staff and provides excellent services in all areas.

11. FAMU should be known as a university that is flexible in responding to academic and institutional challenges and opportunities.
12. FAMU should be known as a university with a comprehensive student life program.

13. FAMU should be known as a university that values and programmatically supports diversity on campus.

Respondents indicated their level of agreement with the statements concerning FAMU's vision. The results were wide ranging, but what emerged as of primary concern to the faculty, is that FAMU should strive to be:

1. A University that is known as an institution that encourages and supports new ideas and programs originated from faculty, staff, and students.
2. A University with a strong research orientation.
3. A University that acquires and makes use of state-of-the-art educational technology.
4. A University that is known for being actively involved in promoting public good through programs of community service.
1. Establish a system of technology on campus that includes the appropriate hardware, software, and connectivity throughout the university.

2. Assure that the necessary steps are taken to place efficacious and efficient services throughout the university.

3. Promote a culture of efficiency.

4. Strategically place and use administrators and staff in positions that match their capabilities.

5. Develop strategies to deal with the impeding large number of retiring faculty.

6. Improve the protocol of communication among all university constituents.

7. Provide adequate funding to support faculty development.

8. Promote greater collegiality and involvement among and between faculties of the various academic units.

9. Assess available resources and deploy them to fill the strategic needs of the university.

10. Analyze and address current admissions standards.

11. Move towards greater efficiency in academic advising and the monitoring of academic progression.

12. Assess the future needs of the university library and library services.

13. Assess institutional support services to determine their effectiveness.

Recommendations

The PIC makes the following recommendations. The President and the Board of Trustees should make every effort to:

Recommenendations
14. Improve security and safety on campus and take preventive measures to safeguard the university community and all visitors.

15. Actively support scholarly research and to create a conducive environment for the promotion of scholarly research.
Long-range Strategies

The following strategies could be used to build on the strengths of FAMU, minimize its weaknesses, recognize the opportunities, and address the threats:

1. To enhance participation among all constituent groups to get their input, feedback, and recommendations; e.g., Town Hall Meetings.

2. Establish planning teams to address all vision, mission, and value statements.

3. Improve the performance-based evaluation system for all employees at the University (recognition and reward).

4. Ensure that there is in place a system for monitoring accountability standards that would measure the effectiveness of operational units.

5. Implement a continuous improvement process with a system of objectives where goals are driven by performance measures. These should be formulated by bottom up, top down, and 360 degrees evaluation intended to meet departmental, divisional, and university missions.
Summary

The PTC was charged to:

1. Conduct an introspection of the operations of the University to assess the strengths, weaknesses, opportunities, and threats.

2. Prepare a series of recommendations to address the challenges of the University for consideration by the next President.

3. Submit, in priority order, a list of issues within the University that the new President should consider to further the growth and development of FAMU.

4. Propose a set of long-range strategies to address the challenges identified by the PTC.

Town Hall meetings were held with the focus on the following constituent groups: administrators, faculty, students, staff, and alumni, and other support organizations. The results indicated a myriad of strengths, weaknesses, opportunities, and threats, as indicated in the appendices.

The PTC submitted 15 recommendations that the next President can use to take FAMU to the next level.

The PTC developed 14 vision statements resulting from feedback from the faculty, staff, students, and the alumni.

The PTC came up with five strategies that should allow the next President and FAMU to reach targeted goals over the next eight to ten years.

The PTC proudly presents these ideas, results, and recommendations to the next President for consideration. We are eager and ready to work with the new President to implement these ambitious plans and strategies.
Briefing Report

An Introspection And Projection

A Reflection / A Look
On the Past / Into the Future

April 30, 2002

Submitted by:
The President's Transition Committee (PTC) / Dr. Clyde Ashley, Chairman

Authorized by:
Dr. Henry Lewis, III, Interim President
Commendation to

Dr. Henry Lewis, III
_Interim President_

For authorizing the introspection of

_Florida A&M University_
Presented by:

Dr. Clyde Ashley, Chairman
President’s Transition Committee

May 17, 2002
Acknowledgments

The Presidential Transition Committee (PTC) recognizes the professional service and dedication of those individuals responsible for creating this report. With a sense of Rattler Pride, collegial spirit, and commitment to Excellence with Caring, this product has come to fruition.

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The Charge to the President's Transition Committee

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Identified Needs continued

Faculty and Staff

• Increased spaces to hold meetings for all size groups
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The vision for FAMU continued

9. FAMU should be known as a University that has high standards for graduation for all students.

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Primary concerns of faculty:

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Recommendations

The PTC makes the following recommendations. The President and the Board of Trustees should make every effort to:

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2. Assure that the necessary steps are taken to place effective and efficient services throughout the University.

3. Promote a culture of efficiency.

4. Strategically place and use administrators and staff in positions that match their capabilities.

5. Develop strategies to deal with the impending large number of retiring faculty. Faculty should be a part of the process.

6. Improve the protocol of communication among all University constituents.

7. Provide adequate funding to support faculty development.

8. Promote greater collegiality and involvement among and between faculties of the various academic units.
Recommendations continued

9. Assess available resources and deploy them to fit the strategic needs of the University.

10. Analyze and address current Admissions standards.

11. Move towards greater efficiency in Academic Advisement and the monitoring of academic progression.

12. Assess the future needs of the University Libraries and Library Services.


14. Improve security and safety on campus and take preventive measures to safeguard the University Community and all visitors.

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5. Implement a continuous improvement process with a system of objectives where goals are driven by performance measures.

These should be formulated by bottom up, top down, and 360 degrees evaluation intended to meet departmental, divisional, and university missions.
Summary

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