

**FLORIDA AGRICULTURAL AND MECHANICAL  
UNIVERSITY**

**Strategic Plan**

**2010-2020**



***2020 VISION  
With Courage***

*Submitted  
October 8, 2009*

*Approved by the FAMU Board of Trustees  
October 15, 2009*

**FLORIDA AGRICULTURAL AND MECHANICAL UNIVERSITY**  
**Strategic Plan**  
**2010-2020**

***2020 VISION With Courage***

**FAMU 2020**

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

**STUDENT PROFILE 2020**

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

**FACULTY PROFILE 2020**

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

**RESEARCH PROFILE 2020**

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

**PHYSICAL PROFILE OF THE CAMPUS 2020**

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

**GRADUATE PROFILE 2020**

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

## **STRATEGIC PLANNING PROCESS**

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

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

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

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

## **MISSION STATEMENT**

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

## **VISION STATEMENT**

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

## **CORE VALUES**

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

## STRATEGIC INITIATIVES

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

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

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

### **Strategic Initiative 1: Create a 21<sup>st</sup> century living and learning collegiate community**

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

#### **Goal 1.1: Enhance access to the University**

- Strategy 1.1.1:** Enhance and implement effective and targeted recruitment strategies.
- Strategy 1.1.2:** Develop and implement comprehensive distance learning programs.

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

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

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

- Strategy 1.3.1:** Continuous assessment and improvement of student retention, academic progression, and graduation rates.

#### **Goal 1.4: Assess and enhance current degree programs**

- Strategy 1.4.1:** Enhance current academic degree programs.

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

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

**Goal 1.6: Maintain and enhance NCAA sanctioned athletic programs**

**Strategy 1.6.1:** Maintain NCAA standards for retention and graduation rates for all athletes.

**Strategy 1.6.2:** Enhance and improve the quality of all NCAA sanctioned athletic programs.

<b>Strategic Initiative 1 Accountability Indicators</b>			
<b>Accountability Indicators</b>	<b>Entities with Primary Responsibility</b>	<b>Supporting Unit(s)</b>	<b>Source of Information</b>
Student Enrollment	VP Student Affairs	Provost and Deans	Office of Institutional Research (OIR), Board of Governors (BOG) Student Instruction File
Degrees Awarded	Provost and VP Academic Affairs	Deans, VP Student Affairs, Registrar's Office	OIR, BOG Degrees Awarded File
Retention and Graduation Rates	Provost and VP Academic Affairs	Director, Retention	OIR, BOG Retention File, BOG Fact Book, Retention and Graduation Rates
Residential Facilities	VP Student Affairs	Housing Office	Residential Management System, Annual Residential Experience Survey
Distance Learning	Provost and VP Academic Affairs	Director, Instructional Media and Technology	Blackboard Learning Management System

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

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

### **Goal 2.1: Improve administrative processes throughout the University**

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

### **Goal 2.2: Enhance and assess employees’ experiences**

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

### **Goal 2.3: Enhance and improve accountability and communication processes**

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

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

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

### **Goal 2.4: Reduce institutional risk through risk management assessment and annual audit plans**

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

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

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

### **Goal 2.6: Develop a business process re-engineering initiative**

**Strategy 2.6.1:** Enhance and manage the University’s business process re-engineering efforts.

<b>Strategic Initiative 2 Accountability Indicators</b>			
<b>Accountability Indicators</b>	<b>Entities with Primary Responsibility</b>	<b>Supporting Unit(s)</b>	<b>Source of Information</b>
Administrative Processes	VP Administrative and Financial Affairs	Travel, Budget, Human Resources, and Purchasing Offices	Administrative Workflow Processes Survey, Student Administered Surveys
Customer Satisfaction	VP Student Affairs, VP Administrative and Financial Services	All other VPs	Administrative Service Offerings Survey, Employee Experience Survey, Student Administered Surveys
Communication and Information Systems	Executive Assistance to President – Communication, VP Enterprise Information Technology		Communication and Information Systems Survey
Accountability	VP Audit and Compliance	All other VPs	Internal and External Audit Results

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

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

**Goal 3.1: Provide stewardship, accountability and optimization of state appropriated resources**

**Strategy 3.1.1:** Develop a comprehensive budget planning process.

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

**Strategy 3.2.1:** Strengthen salaries and support for faculty and staff to nationally competitive levels.

**Strategy 3.2.2:** Provide professional development opportunities for faculty and staff.

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

**Strategy 3.2.4:** Implement strategies to ensure affordable, life-long learning opportunities for students.

**Goal 3.3: Strengthen the institutions cyberinfrastructure<sup>1</sup> and provide cost effective technology resources that enable high usability and efficiency**

**Strategy 3.3.1:** Enhance and solidify the Information Systems (IS) network and ensure continuous university-wide connectivity.

**Strategy 3.3.2:** Develop strategies that support the acquisition of state-of-the-art Information Technology (IT) resources for the University community.

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

**Strategy 3.4.1:** Establish a comprehensive research strategy identifying areas of critical importance to the University.

**Strategy 3.4.2:** Provide incentives for faculty, staff and students to be aggressively engaged in research and other creative activities and to pursue federal, state and private funding.

**Strategy 3.4.3:** Enhance all business processes to facilitate FAMU being a nationally recognized doctoral/ research institution.

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

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

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<sup>1</sup> The term "**cyberinfrastructure**" describes the new research environments that support advanced data acquisition, data storage, data management, data integration, data mining, data visualization and other computing and information processing services over the Internet. In scientific usage, **cyberinfrastructure** is a technological solution to the problem of efficiently connecting data, computers, and people with the goal of enabling derivation of novel scientific theories and knowledge.



<b>Strategic Initiative 3 Accountability Indicators</b>			
<b>Accountability Indicators</b>	<b>Entities with Primary Responsibility</b>	<b>Supporting Unit(s)</b>	<b>Source of Information</b>
Funding (E&G Revenues and Expenditures)	VP Administrative and Financial Affairs	Budget Office	Annual Operating Budget
Faculty and Staff	VP Student Affairs, VP Administrative and Financial Services	All other VPs	Employee Experience Survey
Research Expenditures and Activities	VP Research	Provost/VP Academic Affairs	BOG Annual Contract and Grants Survey, Electronic Grants Management System
Technology Integration and Development	VP Enterprise Information Technology		Internal and/or External Assessment of Information Systems

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

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

### **Goal 4.1: Enhance institutional fundraising**

**Strategy 4.1.1:** Institute the University’s Capital Campaign.

**Strategy 4.1.2:** Enhance the relationships and involvement with the Industry Cluster Partners.

**Strategy 4.1.3:** Enhance the University relations with and the donations from trustees, alumni, faculty, staff and other university constituents.

**Goal 4.2: Enhance the viability of Athletics support programs**

**Strategy 4.2.1:** Enhance the contributions from the Rattler Boosters.

**Strategy 4.2.2:** Enhance corporate sponsorships of athletic programs.

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

**Strategy 4.3.1:** Engage the University in economic development in Tallahassee and throughout the state of Florida.

**Strategy 4.3.2:** Enhance the University’s involvement with Leon County K-12 public schools.

**Strategy 4.3.3:** Enhance the University’s involvement and service with community organizations throughout the state and region.

<b>Strategic Initiative 4 Accountability Indicators</b>			
<b>Accountability Indicators</b>	<b>Entities with Primary Responsibility</b>	<b>Supporting Unit(s)</b>	<b>Source of Information</b>
Capital Campaign	VP University Relations		Blackbaud Accounting System
Alumni Membership and Giving	VP University Relations	Alumni Affairs Office	Alumni Database
Foundation Endowment	VP University Relations	Foundation Office	Blackbaud Accounting System
Industry Cluster Membership and Giving	VP University Relations	Foundation Office, Dean, School of Business and Industry	Blackbaud Accounting System
Direct Support Organizations	VP University Relations	FAMU Boosters Office	Boosters Annual Report
Community Service	Provost/VP Academic Affairs, Executive Assistant to President-Communications	Deans, Teachers for a New Era Office	FAMUINFO, University Published Reports, FAMOUS Assessment Report
Economic Development	Provost/ VP Academic Affairs	Director, Small Business, Dean, School of Business and Industry, VP Research	Grants Management System

## **Strategic Initiative 5: Enhance and sustain an academic and social environment that promotes internationalism, diversity, and inclusiveness**

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

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

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

**Strategy 5.1.1:** Maintain FAMU's position as a top producer of African American baccalaureate degree recipients.

**Strategy 5.1.2:** Become a top producer of African Americans with graduate and professional degrees in the Science, Technology, Engineering and Mathematics (STEM), law and health.

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

### **Goal 5.2: Enhance international initiatives and programs**

**Strategy 5.2.1:** Enhance the international dimension of academic and research programs at FAMU.

**Strategy 5.2.2:** Keep FAMU's brand highly visible throughout the international community.

### Strategic Initiative 5 Accountability Indicators

<b>Accountability Indicators</b>	<b>Entities with Primary Responsibility</b>	<b>Supporting Unit(s)</b>	<b>Source of Information</b>
Diverse Faculty and Staff	Provost/VP Academic Affairs, VP Administrative and Financial Services	All VPs	OIR, BOG Employee File, iRattler Human Capital Management System
Degrees Awarded	Provost/VP Academic Affairs	VP Student Affairs, Registrar's Office, Deans	OIR, BOG Degrees Awarded File
International Awareness and Involvement	Provost/VP Academic Affairs	VP Research, Director, International Education & Development, Executive Assistant to President - Communication	Grants Management System, FAMUINFO
Student Enrollment	Provost/VP Academic Affairs, VP Student Affairs	Deans, Registrar's Office	OIR, BOG Student Instruction File

**APPENDIX A**  
**INSTITUTIONAL WORK PLAN**  
(SEE ATTACHED DOCUMENT)

**APPENDIX B**  
**NEW DEGREE PROGRAMS**  
(SEE ATTACHED DOCUMENT)

## APPENDIX C

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

(Spring and Fall 2009)

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**Huberta Jackson-Lowman**  
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**Dreamal Worthen**  
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**Library**  
**CESTA**  
**General Studies**  
**Psychology**  
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