



Strategic Planning & Performance Measures Committee

Trustee Kristin Harper
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Phase 1

- Publicize the Strategic Plan
- Formation of the Strategic Planning Implementation Committee
- Initial development of unit strategic plans
- Finalize metric benchmarks
- Finalize budget and align reporting to the budget cycle

**August 2022 –
November 2022**

Phase 2

- Continue Publicizing the Strategic Plan
- Finalize unit strategic plans
- Finalize budget and align reporting to the budget cycle
- Mid-Year Review
- Strategic Planning Implementation Committee reviews plans and provides feedback

**December 2022 –
February 2023**

Phase 3

- Continue Publicizing the Strategic Plan
- Divisions and departments report on action status
- Year One Strategic Plan Annual Report
- 2023-2024 Goal Confirmation Meeting

**March 2023 –
July 2023**

Implementation Timeline – Year 1



STUDENT SUCCESS

Ranking in the top-tier
of SUS peers on
performance
outcomes



ACADEMIC EXCELLENCE

Innovative academic
programs that address
workforce needs



LEVERAGE THE BRAND

Elevated rankings,
reputation, and impact



LONG-TERM FISCAL HEALTH AND SUSTAINABILITY

Broader array of
funding sources to
support our strategic
initiatives



ORGANIZATIONAL EFFECTIVENESS AND TRANSFORMATION

Optimized operations
through enhanced
processes and
innovation

Boldly Striking Strategic Priorities

Elevate Student Success Outcomes

Restructure academic advising program

Enhance recruitment and retention activities for licensure programs

Improve the graduate student experience

Establish FAMU as the 1st Choice Destination Among Scholars

Expand co-curricular activities (e.g., Honors Program, Undergraduate Research)

Reimagine and Align Academic Program Offerings

Expand online courses and degree program offerings

Align career readiness competencies within academic programs

Year 1 - Academic Excellence Key Initiatives



Trajectory to become Carnegie R1

Benchmark Carnegie metrics and develop action plan

Nurture the professional development of faculty and staff

Strengthen faculty and staff development programs

Position FAMU to emerge as a world-class leader in healthcare education and research

Establish the FAMU Health initiative

Enhance clinical, academic and research innovation

Amplify discovery and innovation to solve complex real-world problems

Advance a more transdisciplinary approach to research and development

Year 1 - Leverage the Brand Key Initiatives



Foster a university-wide customer-centric culture

Evaluate and reconfigure administrative structures

Enhance and expand customer service coaching and training

Adopt enhanced measures to ensure accountability and buy-in

Increase recognition as a leading academic, research and cultural institution

Develop and execute an Integrated Marketing Communications Plan

Cultivate and diversify the network of advocates and supporters

Establish targeted outreach initiatives

Enhance infrastructure and capacity to support advocacy and outreach efforts

Year 1 - Long-Term Fiscal Health Key Initiatives



Implement an enhanced planning and budgeting process

Transition to a strategic budgeting process

Invest in capacity building for sponsored research

Implement infrastructure enhancements

Sustain a state-of-the-art technology infrastructure

Support and sustain a robust university advancement enterprise

Enhance the University Advancement infrastructure

Leverage existing relationships with corporate partners and alumni

Enhance a culture that fosters building and engaging a high performing workforce

Develop an enhanced compensation framework

Develop a comprehensive employee onboarding program

Expand employee-engagement and employee-centered activities

Optimize effectiveness of business operations

Sustain a state-of-the art technology infrastructure

Strengthen the University's culture of strategic decision making
















Expand educational opportunities to foster adherence to organizational best practices

Enhance the organizational framework for managing policies and procedures

Enhance use of data analytics and assessment to improve performance outcomes

SCORECARD

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[Scorecard](#)

Key Performance Indicators						
Type	#	Description	2020-21	2021-22	Change	2027 Goal
KPI	1	Academic Progress Rate (2nd year retention with GPA above 2.0)	82.2%	84.2%		90%
KPI	2	FTIC four-year graduation rate	34.6%	27.0%		55%
KPI	3	FTIC PELL recipient six-year graduation rate	53.3%	52.0%		67%
KPI	4	Percent of Bachelor's graduates enrolled or employed full-time (earning salary of \$30,000+)	61.9%	62.5%		80%
KPI	5	Median wages of bachelor's graduates full-time	\$34,500	\$37,000		\$39,400
KPI	6	Average cost to student	\$2,370	(\$630)		\$7,540
KPI	7	Bachelor degrees awarded within programs of strategic emphasis	47.2%	53.9%		55%
KPI	8	Graduate degrees awarded within programs in strategic emphasis	44.6%	47.3%		60%
KPI	9	Number of bachelor degrees awarded to transfers with AA Degrees from FCS	325	340		400
KPI	10	Professional licensure exam scores relative to benchmarks	0	1		4
KPI	11	Number of research doctorates awarded	26	28		30
KPI	12	Fall headcount enrollment	8,841	8,688		10,000
KPI	13	Total R&D expenditures	\$41.0M	\$47.0M		\$49.0M
KPI	14	Annual giving	\$13.7M	\$24.6M		\$20.0M
KPI	15	Endowment value	\$95.6M	\$110.6M		\$150.0M

Boldly Striking KPIs

KPI	Description	2020-21	2021-22	Change	2022-23 Projected	2027 Goal
1	Academic Progress Rate (2nd year retention with GPA above 2.0)*	82.2%	84.2%	↑	↓	90.0%
2	FTIC four-year graduation rate*	34.6%	27.0%	↓	↑	55.0%
3	FTIC PELL recipient six-year graduation rate*	53.3%	52.0%	↓	↑	67.0%
4	Percent of Bachelor's graduates enrolled or employed full-time (earning salary of \$40,000+)*	61.9%	62.5%	↑	↑	80.0%
5	Median wages of bachelor's graduates full-time*	\$34,500	\$37,000	↑	↑	\$39,400
6	Average cost to student*	\$2,370	-\$630	↑	↑	\$7,540
7	Bachelor degrees awarded within programs of strategic emphasis*	47.2%	53.9%	↑	↓	55.0%
8	Graduate degrees awarded within programs in strategic emphasis*	44.6%	47.3%	↑	↑	60.0%
9	Number of bachelor degrees awarded to transfers with AA Degrees from FCS*	325	340	↑	↑	400
10	Professional licensure exam scores relative to benchmarks	0	1	↑	--	4
11	Number of research doctorates awarded	26	28	↑	↑	30
12	Fall headcount enrollment	8,841	8,688	↓	↑	10,000
13	Total R&D expenditures	\$41.0M	\$47.0M	↑	↑	\$49.0M
14	Annual giving	\$13.7M	\$24.6M	↑	↑	\$20.0M
15	Endowment value	\$95.6M	\$110.6M	↑	--	\$150.0M

Next Steps

Publicize the Strategic Plan

Finalize unit strategic plans

Finalize metric benchmarks

Finalize mid-year review

Implement Strategic Planning Tool

Next Steps

Strategic Priorities	Goals	Original BOT Committee Alignment	Revised BOT Committee Alignment
Academic Excellence	Goal 2: Nurture the professional development of faculty and staff across the career span and across disciplines to create a culture of sustainable excellence.	Strategic Planning and Performance Measures	Talent and Culture
Leverage the Brand	Goal 1: Foster a university-wide customer-centric culture to support academic and operational excellence.	Strategic Planning and Performance Measures	Talent and Culture
	Goal 3: Cultivate and diversify the network of advocates and supporters to advance the university's mission and strategic priorities.	Direct Support Organization & Strategic Planning and Performance Measures	Direct Support Organization or Governance
Long-Term Fiscal Health and Sustainability	Goal 2: Implement infrastructure enhancements in academics, research, administration, technology, and facilities to increase student success outcomes for FTIC, FCS AA transfer, and graduate students that lead to increased performance in state and national metrics.	Strategic Planning and Performance Measures	Budget, Finance and Facilities
Organizational Effectiveness & Transformation	Goal 1: Enhance a culture that intentionally fosters building and engaging a high performing workforce and fortifies FAMU's status as an employer of choice.	Strategic Planning and Performance Measures	Talent and Culture

Strategic Priorities	Goals	BOT Committee Alignment
Student Success	Goal 1: Elevate student success outcomes to the high excellence range among state and national scales.	Academic and Student Affairs
	Goal 2: Establish FAMU as the 1st Choice Destination among diverse scholars	Academic and Student Affairs
	Goal 3: Reimagine and align academic offerings to address emerging workforce demands and increase degree production in programs of strategic emphasis.	Academic and Student Affairs
Academic Excellence	Goal 1: Pursue pathways that position FAMU on a trajectory to become a Carnegie R1 institution.	Academic and Student Affairs
	Goal 2: Nurture the professional development of faculty and staff across the career span and across disciplines to create a culture of sustainable excellence.	Talent and Culture
	Goal 3: Position FAMU to emerge as a world-class leader in healthcare education, research and service to address disparities, emergent needs and advance holistic well-being	Academic and Student Affairs
	Goal 4: Amplify discovery and innovation to solve complex real-world problems.	Academic and Student Affairs
Leverage the Brand	Goal 1: Foster a university-wide customer-centric culture to support academic and operational excellence.	Talent and Culture
	Goal 2: Increase international recognition as a leading academic, research, and cultural institution.	Academic and Student Affairs & Direct Support Organization
	Goal 3: Cultivate and diversify the network of advocates and supporters to advance the university's mission and strategic priorities.	Direct Support Organization or Governance
Long-Term Fiscal Health and Sustainability	Goal 1: Implement a planning and budgeting process that identifies, secures, and allocates existing and new E&G, C&G, and Auxiliary funding.	Budget, Finance and Facilities
	Goal 2: Implement infrastructure enhancements in academics, research, administration, technology, and facilities to increase student success outcomes for FTIC, FCS AA transfer, and graduate students that lead to increased performance in state and national metrics.	Budget, Finance and Facilities
	Goal 3: Support and sustain a robust university advancement enterprise that consistently generates transformative alumni, friend, and corporate giving.	Direct Support Organization
Organizational Effectiveness & Transformation	Goal 1: Enhance a culture that intentionally fosters building and engaging a high performing workforce and fortifies FAMU's status as an employer of choice.	Talent and Culture
	Goal 2: Optimize effectiveness of operations through enhancement of processes and innovation.	Strategic Planning and Performance Measures
	Goal 3: Strengthen the University's culture of strategic and ethical decision making through promotion and enhancement of compliance, internal controls, and enterprise risk management practices with an emphasis on engagement, education, reporting and accountability.	Audit and Compliance

The logo for Florida Agricultural and Mechanical University (FAMU) is displayed in a light purple font within a semi-transparent grey rectangular box. The background of the entire slide is a photograph of a large, multi-story brick building at dusk, with its windows illuminated from within, set against a colorful sky transitioning from purple to orange.

FAMU

FLORIDA
AGRICULTURAL AND
MECHANICAL
UNIVERSITY

BOLDLY

Excellence • Innovation • Transformation

STRIKING

Thank you for your time! Questions?