

June 11, 2025

Strategic Planning & Performance Measures

Board of Trustees Meeting

Roddrick D. Jones, Ph.D.
VP, Division of Strategic Planning,
Analysis & Institutional Effectiveness



State University System of Florida Strategic Plan: SUS 30

The **State University System (SUS) 30 Strategic Plan** was designed to:

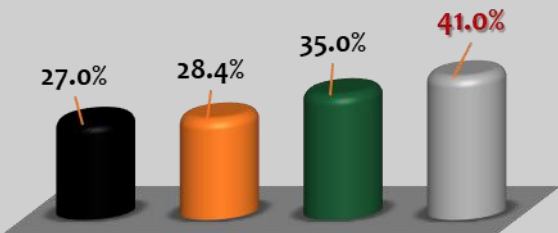
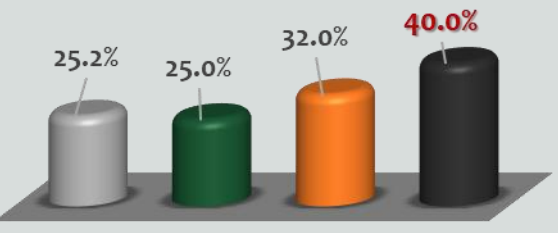
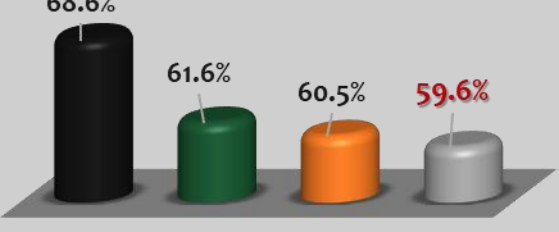
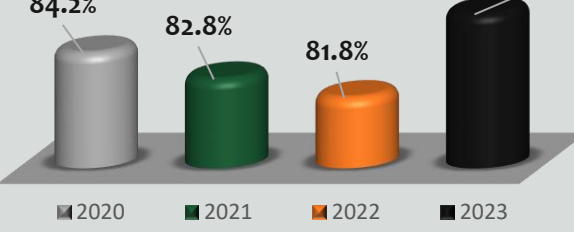
- Elevate Florida's public universities to be the **premier system in the nation**
- Drive **student success, workforce alignment, and research innovation**
- Ensure each university has **distinct areas of excellence** to enhance the overall system



Key Priority Areas

1. **One SUS** – Strengthening collaboration across institutions
2. **Elevating Student Success** – Improving graduation rates and workforce readiness
3. **Operational Excellence** – Enhancing financial and operational efficiency
4. **World-Class Talent** – Attracting and retaining top faculty and students
5. **Innovative Research & Economic Development** – Expanding research and industry partnerships

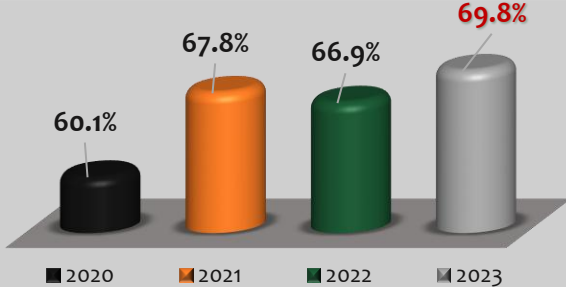
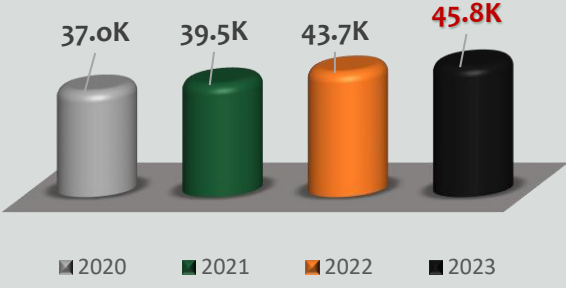
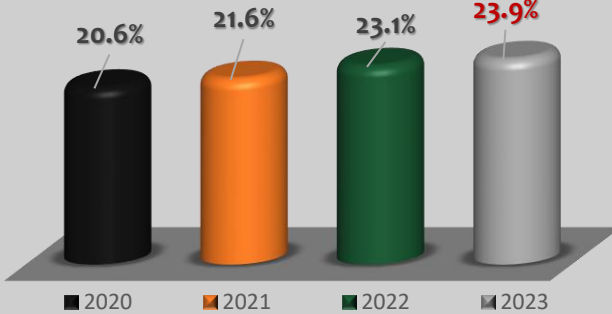
SUS 30 + FAMU's "Boldly Striking" 2027 Strategic Plan: Student Success ≈ Graduation/Retention

Metric	SUS Goal	“Boldly Striking” Goal	Trend										
4-Year Graduation Rate	62% (2025) → 70% (2030)	38% (2022) → 55% (2027)	 <table><thead><tr><th>Year</th><th>Rate</th></tr></thead><tbody><tr><td>2017</td><td>27.0%</td></tr><tr><td>2018</td><td>28.4%</td></tr><tr><td>2019</td><td>35.0%</td></tr><tr><td>2020</td><td>41.0%</td></tr></tbody></table>	Year	Rate	2017	27.0%	2018	28.4%	2019	35.0%	2020	41.0%
Year	Rate												
2017	27.0%												
2018	28.4%												
2019	35.0%												
2020	41.0%												
4-Year Graduation Rate (Pell student)	54% (2025) → 70% (2030)	35% (2022) → 56% (2027)	 <table><thead><tr><th>Year</th><th>Rate</th></tr></thead><tbody><tr><td>2017</td><td>25.2%</td></tr><tr><td>2018</td><td>25.0%</td></tr><tr><td>2019</td><td>32.0%</td></tr><tr><td>2020</td><td>40.0%</td></tr></tbody></table>	Year	Rate	2017	25.2%	2018	25.0%	2019	32.0%	2020	40.0%
Year	Rate												
2017	25.2%												
2018	25.0%												
2019	32.0%												
2020	40.0%												
FCS AA Transfer Graduation Rate (3-Year)	62% (2025) → 72% (2030)	65% (2022) → 67% (2027)	 <table><thead><tr><th>Year</th><th>Rate</th></tr></thead><tbody><tr><td>2018</td><td>68.6%</td></tr><tr><td>2019</td><td>61.6%</td></tr><tr><td>2020</td><td>60.5%</td></tr><tr><td>2021</td><td>59.6%</td></tr></tbody></table>	Year	Rate	2018	68.6%	2019	61.6%	2020	60.5%	2021	59.6%
Year	Rate												
2018	68.6%												
2019	61.6%												
2020	60.5%												
2021	59.6%												
Academic Progress Rate	89% (2025) → 92% (2030)	88% (2022) → 90% (2027)	 <table><thead><tr><th>Year</th><th>Rate</th></tr></thead><tbody><tr><td>2020</td><td>84.2%</td></tr><tr><td>2021</td><td>82.8%</td></tr><tr><td>2022</td><td>81.8%</td></tr><tr><td>2023</td><td>86.3%</td></tr></tbody></table>	Year	Rate	2020	84.2%	2021	82.8%	2022	81.8%	2023	86.3%
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2020	84.2%												
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2022	81.8%												
2023	86.3%												

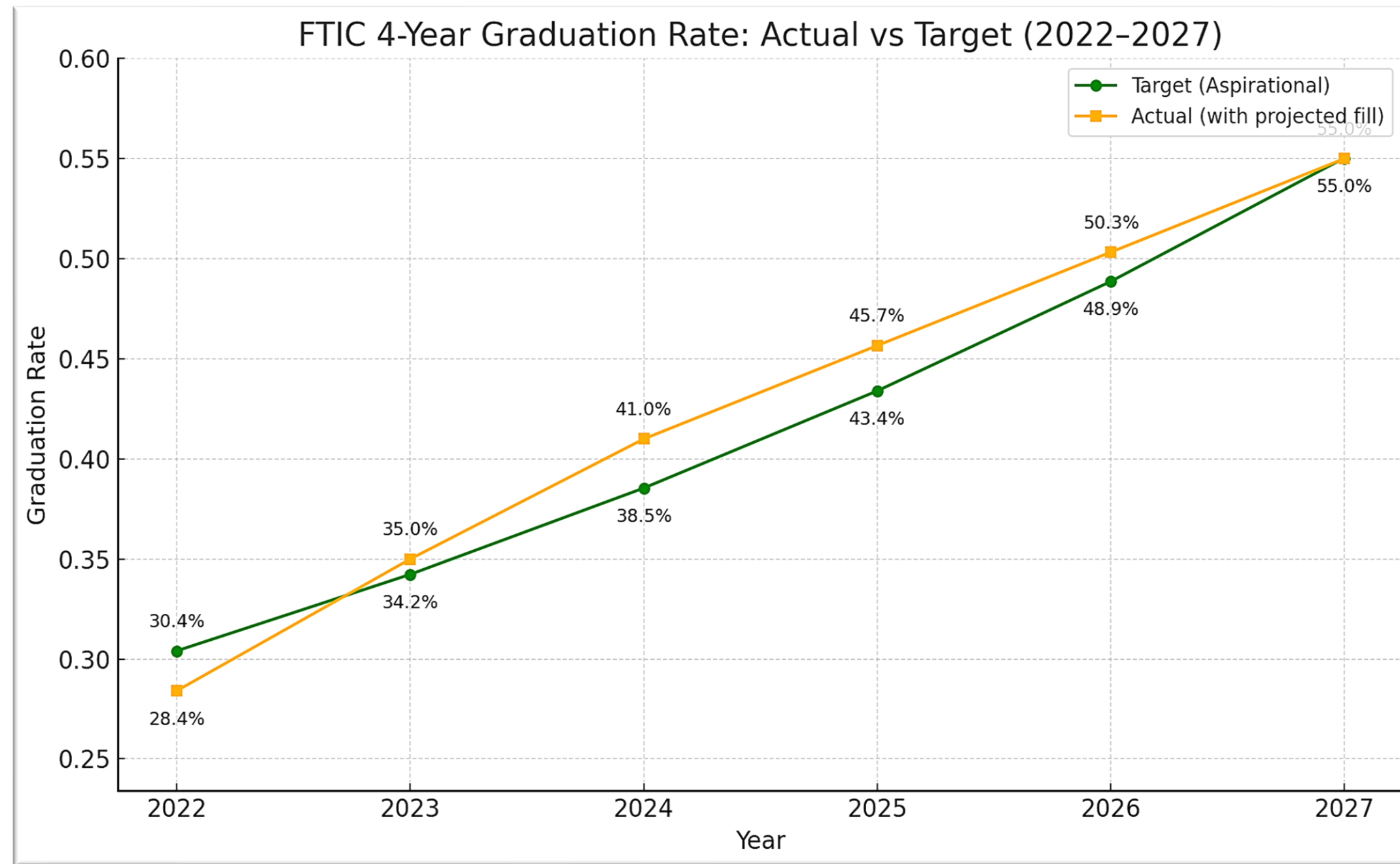
Key Initiatives:

- Academic Support & Retention
- Financial Support & Scholarships
- Technology & Data Analytics

SUS 30 + “Boldly Striking” 2027 Strategic Plans: Student Success ≈ Post Graduation Outcomes

Metric	SUS Goal	“Boldly Striking” Goal	Trend										
% Employed \$40K or Enrolled (1 Year after Grad)	74% (2025) → 85% (2030)	70% (2022) → 75% (2027)	 <table><thead><tr><th>Year</th><th>Value</th></tr></thead><tbody><tr><td>2020</td><td>60.1%</td></tr><tr><td>2021</td><td>67.8%</td></tr><tr><td>2022</td><td>66.9%</td></tr><tr><td>2023</td><td>69.8%</td></tr></tbody></table>	Year	Value	2020	60.1%	2021	67.8%	2022	66.9%	2023	69.8%
Year	Value												
2020	60.1%												
2021	67.8%												
2022	66.9%												
2023	69.8%												
Median Wages of Bachelor’s Grads	50K (2025) → 60K (2030)	40K (2022) → 55K (2027)	 <table><thead><tr><th>Year</th><th>Value</th></tr></thead><tbody><tr><td>2020</td><td>37.0K</td></tr><tr><td>2021</td><td>39.5K</td></tr><tr><td>2022</td><td>43.7K</td></tr><tr><td>2023</td><td>45.8K</td></tr></tbody></table>	Year	Value	2020	37.0K	2021	39.5K	2022	43.7K	2023	45.8K
Year	Value												
2020	37.0K												
2021	39.5K												
2022	43.7K												
2023	45.8K												
% of Undergraduates with Internships or Experiential Learning	29% (2025) → 40% (2030)	Not stated FAMU self-reported: 24%	 <table><thead><tr><th>Year</th><th>Value</th></tr></thead><tbody><tr><td>2020</td><td>20.6%</td></tr><tr><td>2021</td><td>21.6%</td></tr><tr><td>2022</td><td>23.1%</td></tr><tr><td>2023</td><td>23.9%</td></tr></tbody></table>	Year	Value	2020	20.6%	2021	21.6%	2022	23.1%	2023	23.9%
Year	Value												
2020	20.6%												
2021	21.6%												
2022	23.1%												
2023	23.9%												

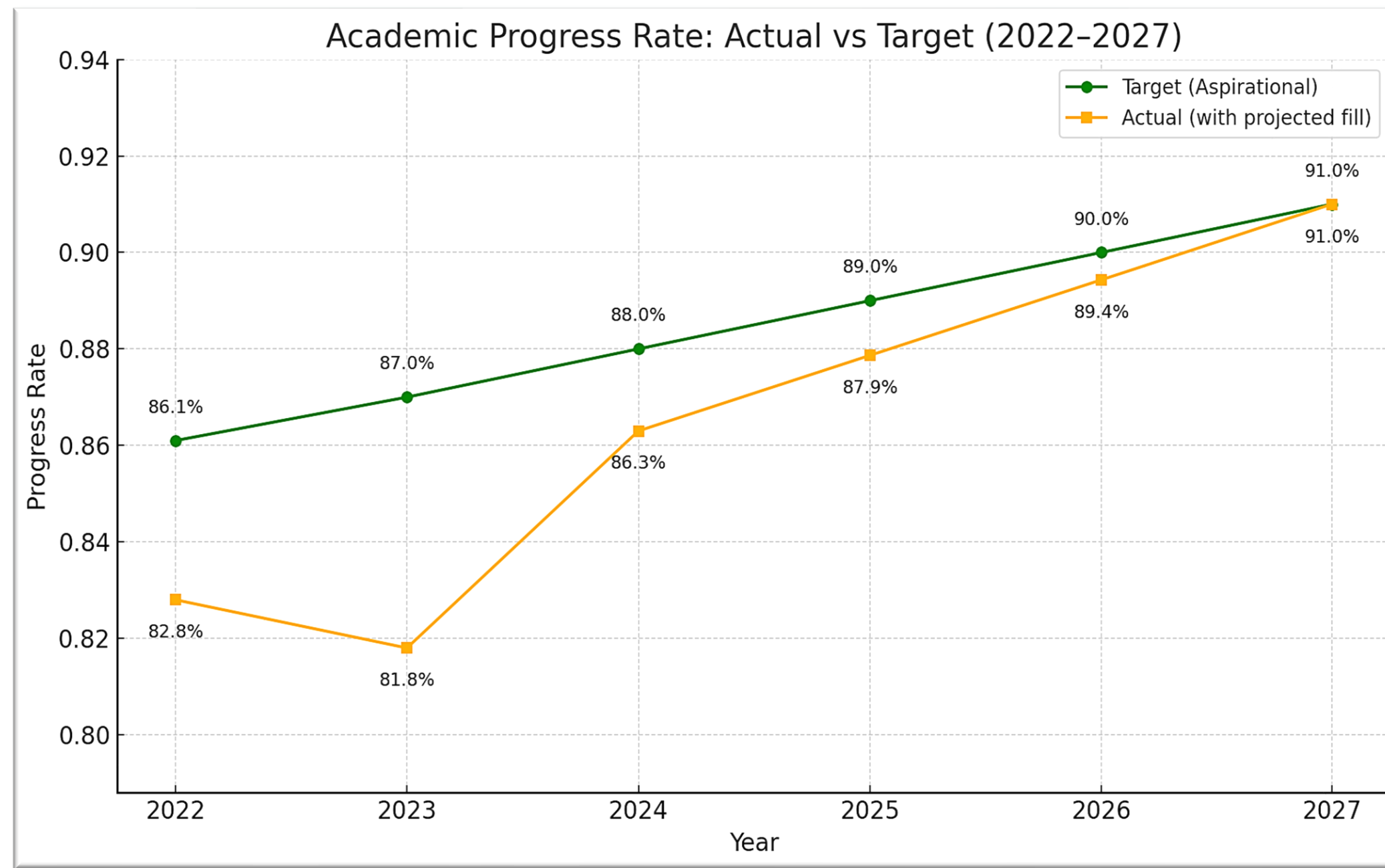
“Boldly Striking” Targets vs. Actual Growth Rate Trend



Year	Target (Aspirational)	Actual/Projected	YoY Change (Actual/Projected %)
Fall 2022	30	28.4	
Fall 2023	34	35	23.24
Fall 2024	39	41	17.14
Fall 2025	43	45.67	11.38
Fall 2026	49	50.33	10.22
Fall 2027	55	55	9.27

Strike, Strike, and **Strike Again!**

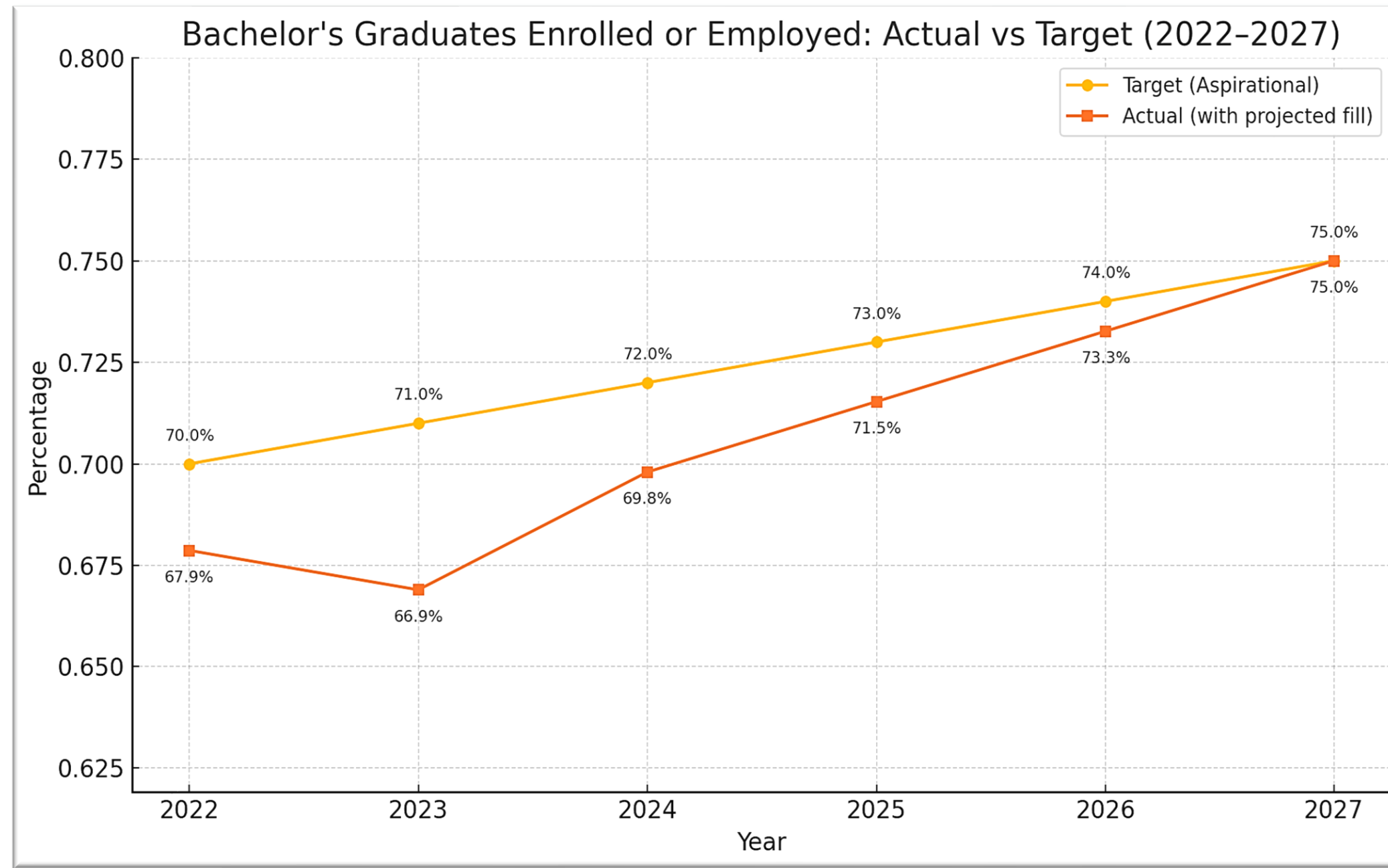
“Boldly Striking” Targets vs. Actual Growth Rate Trend



Year	Target (Aspirational)	Actual/Projected	YoY Change (Actual/Projected %)
Fall 2022	86.1	82.8	
Fall 2023	87	81.8	-1.21
Fall 2024	88	86.3	5.5
Fall 2025	89	87.87	1.82
Fall 2026	90	89.43	1.78
Fall 2027	91	91	1.75

Strike, Strike, and **Strike Again!**

“Boldly Striking” Targets vs. Actual Growth Rate Trend












Year	Target (Aspirational)	Actual/Projected	YoY Change (Actual/Projected %)
Fall 2022	70	67.87	
Fall 2023	71	66.9	-1.43
Fall 2024	72	69.8	4.33
Fall 2025	73	71.53	2.48
Fall 2026	74	73.27	2.42
Fall 2027	75	75	2.37

Strike, Strike, and **Strike Again!**










FAMU Foundation's

2024-27 Strategic Initiatives & KPIs

The goal is to identify strategic initiatives and Key Performance Indicators (KPIs) that align with the "Boldly Striking" Strategic Plan to guide the development of the FAMU Foundation's Strategic Plan.				
Goal	Strategic Initiative	KPIs (Year 1)	KPI Actual	Notes
Establish and host an annual signature event to support and promote <u>Small Business Enterprises</u> , foster engagement, networking, and growth opportunities.	Implement an annual signature event for Small Business Enterprises.	Successfully host one signature event in four strategic locations, ensuring alignment with SMB concentrations and FAMU Foundation members.		Hosted 3 of the 4 events
		Secure J.P. Morgan Chase as the signature sponsor to cover event expenses and provide a direct-level donation at each event for local PR purposes.		Signature sponsor " Pending "
		Generate \$400,000 in total revenue (\$100,000 per event) through 100 participants at each event paying \$1,000, while growing the database by 400 SMBs and proprietors.		Has generated \$60,000 as of 05/01/2025
Enhance Foundation Board fundraising efforts through <u>"Give/Get" initiatives</u> .	Implement a comprehensive training program and tracking system to ensure board members are informed and motivated to achieve their give/get targets.	Conduct training sessions for all board members on give/get tracking tools by the end of Q1.		Have conducted 10 training sessions this FY and on paste to conduct 12 (4 per quarter)
		Ensure 80% of board members commit to their give/get targets via written documentation at the start of the year.		20% of board members have committed to give/get targets
		Achieve 50% board members meeting or exceeding their give/get targets by year-end.		18% of board members met give/get targets as of 04/15/2025
Increase the number of <u>major donors</u> through collective engagement, relationship cultivation, and alignment with university initiatives to secure their commitment to a future <u>capital campaign</u> .	Develop a structured approach to identify, engage, and cultivate relationships with major donors, aligning their interests with university initiatives and preparing them for active participation in a capital campaign by Year 3.	Compile a database of at least 50 potential major donors identified through board referrals and existing networks.		Compile a database of 41 potential major donors as of 05/15/2025
		Conduct at least 20 individual meetings or events connecting major donors with university staff to establish relationships.		Conducted 20 individual meetings or events as of 06/01/2025
		Facilitate at least 10 collaborative planning sessions between university staff and board members to strategize donor engagement.		Held 2 planning sessions with university staff as of 03/15/2025










FAMU National Alumni Association's

2024-27 Strategic Initiatives & KPIs

The goal is to identify strategic initiatives and Key Performance Indicators (KPIs) that align with the "Boldly Striking" Strategic Plan to guide the development of the FAMU National Alumni Association's Strategic Plan.				
Goal	Strategic Initiative	KPIs (Year 1)	KPI Actual	Notes
Increase National Alumni Association membership with a specific focus on expanding life memberships.	Implement an annual targeted outreach campaign to promote life membership in the NAA.	Increase overall membership by 10% with at least 3% growth in life memberships by year-end.		Increased overall membership by 4% as of 05/01/2025.
		Conduct 6 bi-monthly outreach campaigns promoting life memberships, highlighting benefits and impact.		Conducted 5 bi-monthly outreach campaigns as of 05/15/2025.
		Host four membership drives or events specifically focused on recruiting new life members, aiming for a minimum of 50 new sign-ups.		Hosted 2 membership drives or events as of 01/31/2025.
Enhance the National Alumni Association's ability to track, analyze, and optimize recruitment efforts through a centralized reporting tool/system.	Develop and Implement a Comprehensive Alumni Recruitment Reporting System.	Complete system requirements gathering and stakeholder consultations by Q2.		System requirements complete
		Select and procure a reporting tool/system by Q3.		Selection of reporting tool/system is Pending.
		Conduct pilot testing with at least 25% of alumni chapters by Q4, incorporating their feedback into the system design.		Securing of reporting tool/system is Pending.
Increase financial support for students facing overwhelming debt, ensuring they can continue their education and graduate, while achieving and surpassing annual fundraising goals.	Expand the FAMU NAA's S.O.S. Scholarship Retention Campaign.	Raise \$100,000 by year-end through targeted fundraising events, direct appeals, and online campaigns.		Raised \$90,000 as of 05/01/2025.
		Increase donor participation by 10% compared to the previous year.		Donor participation increased by 5% year over year as of 06/1/2025.
		Provide financial assistance to at least 150 students, ensuring 90% remain enrolled.		Provided financial assistance to 40 students as of 06/15/2025.

FAMU Boosters'

2024-27 Strategic Initiatives & KPIs

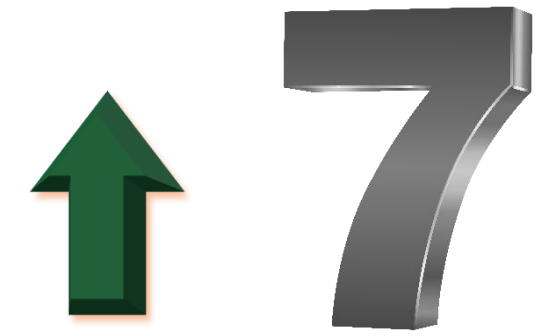
The goal is to identify strategic initiatives and Key Performance Indicators (KPIs) that align with the "Boldly Striking" Strategic Plan to guide the development of the FAMU Boosters' Strategic Plan.				
Goal	Strategic Initiative	KPIs (Year 1)	KPI Actual	Notes
Provide financial and moral support to athletes through scholarships, awards, and recognition.	Enhance Support for Student-Athletes through Scholarships and Recognition Programs.	Raise \$100,000 in scholarship funds through targeted fundraising campaigns and donor contributions.		Raised \$10,000 in scholarship funds as of 05/31/2025
		Award scholarships to 14 student-athletes, with a focus on academic achievement and athletic performance.		Awarded scholarships to 14 student-athletes as of 03/31/2025
		Host two recognition events to honor student-athletes for their achievements and contributions to the athletic program.		Hosted 3 recognition events in 2024-25
Grow the booster club membership to expand support and resources for athletic programs.	Expand Booster Club Membership to Enhance Support for Athletic Programs.	Increase booster club membership by 20% compared to the previous year, reaching a total of 500 members.		Increased booster club membership by 15% compared to last year
		Achieve a membership retention rate of 80% by implementing targeted retention strategies and member benefits.		Achieved a membership retention rate of 60% FY 2024-25
		Host four membership drive events, attracting an average of 50 attendees per event and converting 50% into new members.		Hosted 2 membership drive events in FY 2024-25
Increase community involvement and support for athletic events and activities.	Enhance Community Engagement and Support for Athletic Events.	Increase community attendance at athletic events by 15% compared to the previous year, with a focus on football and basketball games.		Increased community attendance at athletic events by 13% compared to the previous year
		Establish partnerships with three local businesses or organizations to sponsor athletic events or provide in-kind donations.		Establish partnerships with 1 local business in FY 2024-25.
		Recruit and train 50 community volunteers to support event logistics and fan engagement activities.		Recruit and train 16 community volunteers as of 05/01/2025

Florida A&M University One-Page Strategic Plan Action Items (5.2.2)					
Actions	Start/Stop/Continue	Strengths	Weaknesses	Opportunities	Threats
Implement a comprehensive data analytics and reporting platform with institutional visibility.	Continue	Enhances data-driven decision-making, improves transparency, and supports strategic planning.	Requires significant initial investment and ongoing maintenance costs; potential resistance to change from existing systems.	Provides insights for improved efficiency, identifies new trends, and enhances institutional competitiveness.	Data security risks, challenges in integrating disparate data sources, and potential data privacy concerns.
Develop robust customized data dashboards and reports for academic and administrative units.	Continue	Enhances data accessibility, supports informed decision-making, and improves operational efficiency.	Requires specialized skills for development and maintenance, potential resistance to adopting new reporting tools.	Enables targeted interventions, fosters data-driven culture, and enhances accountability across units.	Data quality issues, privacy concerns, and the need for continuous updates and support.
Create analytics/business intelligence training program in partnership with identified champions/power users, and provide personalized ongoing training.	Continue	Empowers staff with analytical skills, improves data literacy, and fosters a culture of continuous learning.	Requires significant resources for training and support, potential resistance to change among staff.	Enhances decision-making capabilities, promotes innovation in data usage, and strengthens institutional effectiveness.	Difficulty in sustaining momentum post-training, challenges in keeping training content relevant to evolving technologies and needs.
Strategy	Challenge(s)		Resource Allocation/Budget Alignment		
• Utilize analytics to drive data driven decisions for improved institutional/university outcomes.	• <u>Change Management</u> : Implementing new analytics tools and training programs requires cultural and organizational changes. Resistance to change from staff, faculty, or administrators accustomed to existing processes and systems can hinder adoption and utilization. • <u>Resource Allocation</u> : Securing adequate financial resources for maintaining a comprehensive data analytics platform, developing customized dashboards, and funding ongoing training programs. Budget constraints may limit the scope and effectiveness of these initiatives.		Actions	Estimated Cost	Dept.
			Implement a comprehensive data analytics and reporting platform with institutional visibility.	Software Licensing : Ranging from \$10k-\$15k annually [software vendor, licensing model (per user, per server, etc.), and scale of deployment].	SPAIE
			Develop robust customized data dashboards and reports for academic and administrative units.	Software and Tools : Dashboard and reporting software licenses can range from \$10k to \$20k annually, [number of users, and vendor pricing models, etc.].	SPAIE
			Create analytics/business intelligence training program in partnership with identified champions/power users, and provide personalized ongoing training.	BI software licenses, training platforms, and simulation tools range from \$5k to \$10k annually, depending on the number of users and software complexity.	SPAIE
Results/Data					
2023-2024 Institutional/Standard Reports/Analysis: • FTIC Report, • 2022-2023 Fact Book • Fall 2024 Quick Facts • Academic Scorecards Dashboard • Strategic Plan Scorecards, President's Goals/Institutional Scorecard • PBF Metrics • U.S. News Report/ Analysis • IPEDS Report/ Analysis • FAMU Institutional Profile Sheet • SPAIE Quarterly Newsletter • Weekly Enrollment Reports • Weekly Admissions Reports • Undergraduate Retention Report • Admitted FTIC Non-Enrollees Report					
Key Performance Indicators					
• Four-Year Graduation Rates • Six-Year Graduation Rates • Implementation of iterative improvement cycles based on data-driven insights, measuring the impact of interventions and adjusting strategies accordingly. • Total Undergraduate Enrollment • New Full-Time FTIC Enrollment • Established feedback mechanisms to solicit input from stakeholders on the effectiveness of data-driven decisions and identify areas for further improvement. • Compliance with data privacy regulations. • Institutional data governance policies to protect sensitive information and maintain trust among stakeholders. • Improvement of bottlenecks, inefficiencies, and opportunities for automation within administrative processes (e.g. admissions, registration, and financial aid). • Analysis and reporting of student-level data to identify patterns and predictors of academic success, enabling early intervention and support for at-risk students. • Evaluation of the impact of data-driven decisions on key university KPIs (e.g. student retention rates, graduation rates, research productivity, and financial performance). • Campus Climate Data • Second Year Retention Rate • Academic Progress Rate (2nd Year Retention with GPA Above 2.0) • Average Time to Degree for 120 Hour Programs					

2025 PBF Points

Metric	Excellence		Improvement		Final Score Projected	FAMU YoY
	Data	Points	Data	Points		
1 Percent of Bachelor's Graduates Employed (+\$40,000, Effective Fall 2021) and/or Continuing their Education (1-Yr after Graduation)	69.8%	6	2.9%	5	6	↑
2 Median Wages of Bachelor's Graduates Employed Full-time (1-year after Graduation)	\$45,800	10	4.7%	9	10	↑
3 Average Cost to Student	\$-1,300	10	209%	10	10	↑
4 FTIC Four-Year Graduation Rate	41.0%	2	6.0%	10	10	↑
5 Academic Progress Rate (2nd Year Retention with GPA Above 2.0)	86.3%	6	4.5%	9	9	↑
6 Percentage of Bachelor's Degrees Awarded within Programs of Strategic Emphasis	53.7%	10	-0.6%	0	10	↓
7 University Access Rate (Percent of Undergraduates with a Pell Grant)	56.6%	10	-0.8%	0	10	↓
8 Percentage of Graduate Degrees Awarded within Programs of Strategic Emphasis	54.0%	7	2.3%	4	7	↑
9A BOG Choice: FCS AA Transfer Three-Year Graduation Rate (Effective 2023)	59.6%	1	-1.3%	0	1	↓
9B BOG Choice: FTIC Pell Recipient Six-Year Graduation Rate (Effective 2021)	48.5%	0	-1.3%	0	0	↓
10 Number of Bachelor's Degrees Awarded to Transfers with AA from FCS (Effective 2020)	327	8	13%	10	10	↑

Total Score



Metrics **IMPROVED**



Total Points

Strike, Strike, and **Strike Again!**



Colleges & Schools Dashboard & Scorecards

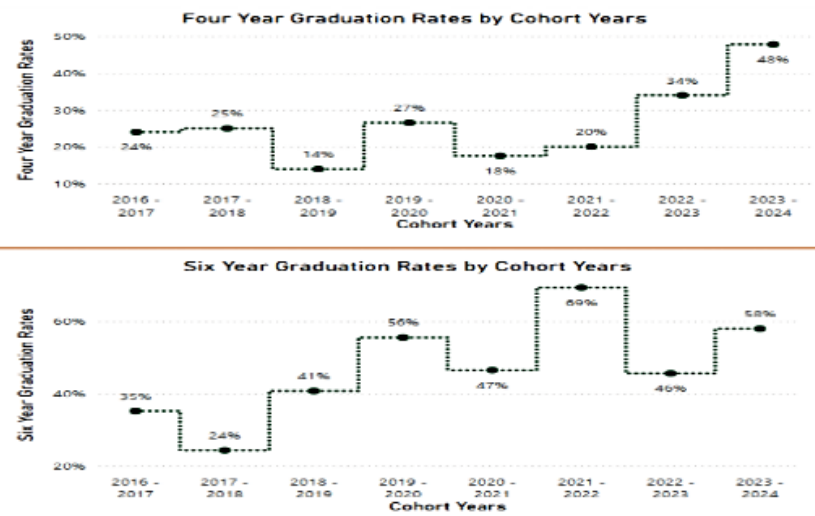


KEY PERFORMANCE INDICATORS

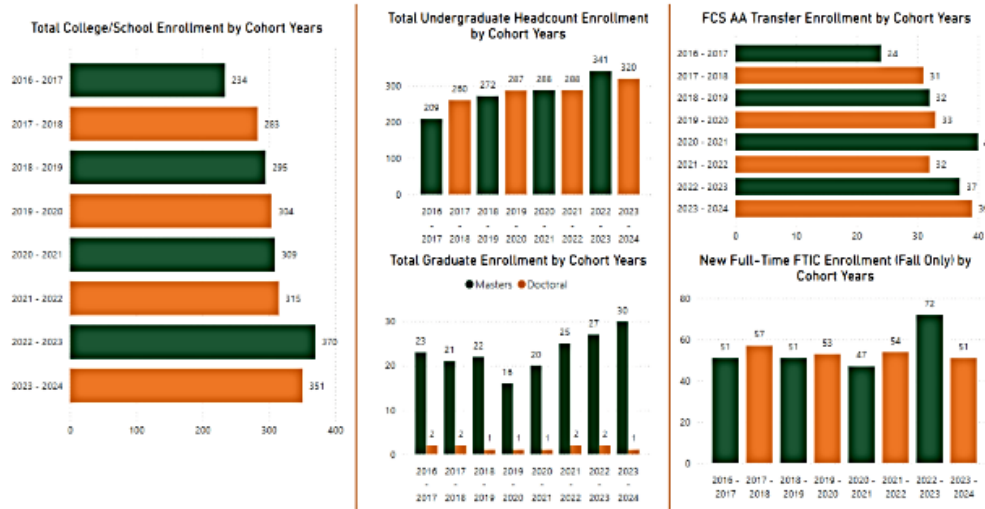
Click images to open details. CTRL + Click image



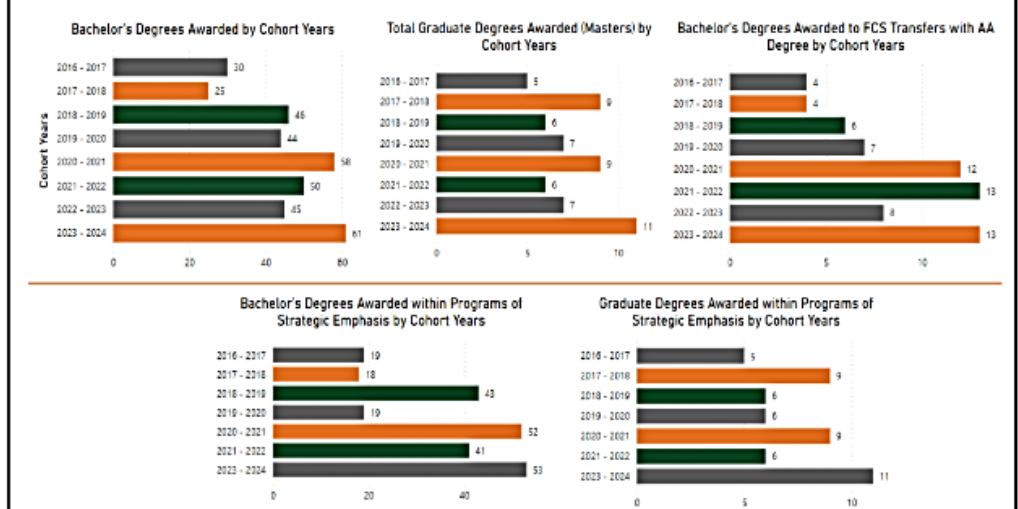
Graduation Rates



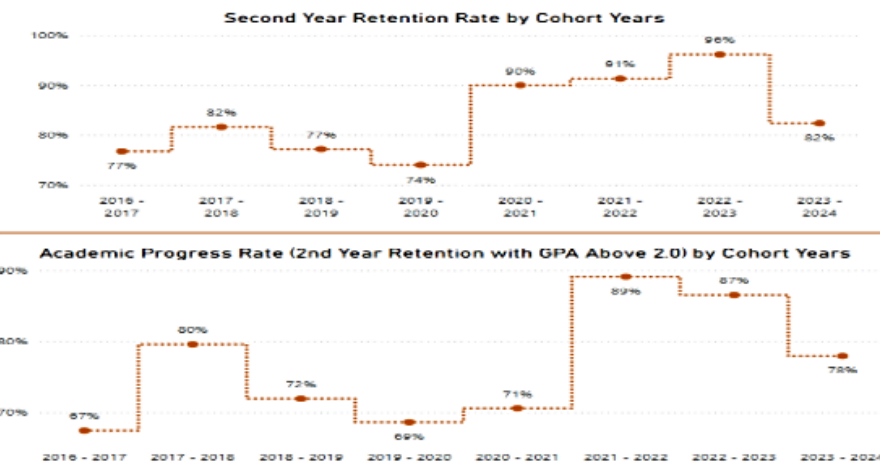
Fall Headcount Enrollment



Degrees Awarded



Second-Year Retention Rates



Persistence

