June 11, 2025

Strategic Planning & Performance Measures

Board of Trustees Meeting

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

FAMU [FLORIDA AGRICULTURAL AND MECHANICAL UNIVERSITY]

State University System of Florida Strategic Plan: SUS 30

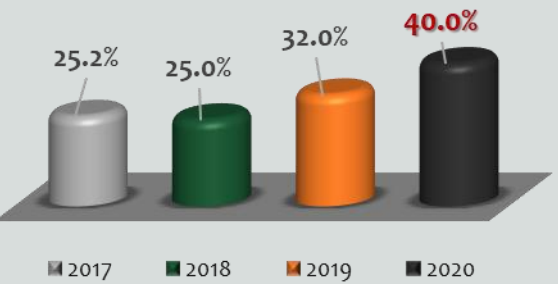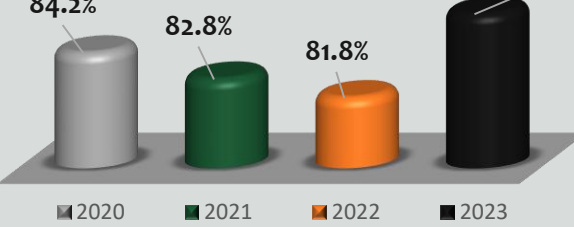The **State University System (SUS) 30 Strategic Plan** was designed to:

- 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

STATE UNIVERSITY
SYSTEM OF FLORIDA

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)	27.0% (2017), 28.4% (2018), 35.0% (2019), 41.0% (2020)
4-Year Graduation Rate (Pell student)	54% (2025) → 70% (2030)	35% (2022) → 56% (2027)	25.2% (2017), 25.0% (2018), 32.0% (2019), 40.0% (2020)
FCS AA Transfer Graduation Rate (3-Year)	62% (2025) → 72% (2030)	65% (2022) → 67% (2027)	68.6% (2018), 61.6% (2019), 60.5% (2020), 59.6% (2021)
Academic Progress Rate	89% (2025) → 92% (2030)	88% (2022) → 90% (2027)	84.2% (2020), 82.8% (2021), 81.8% (2022), 86.3% (2023)
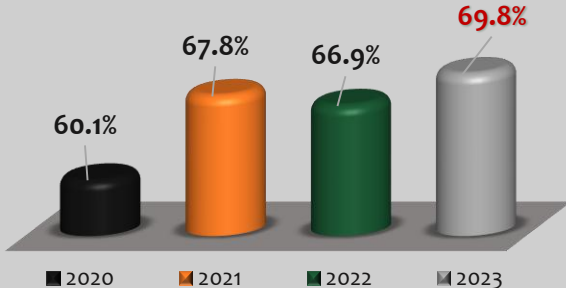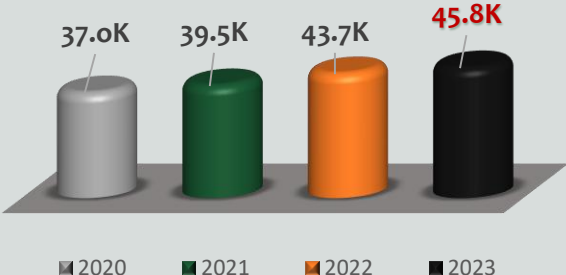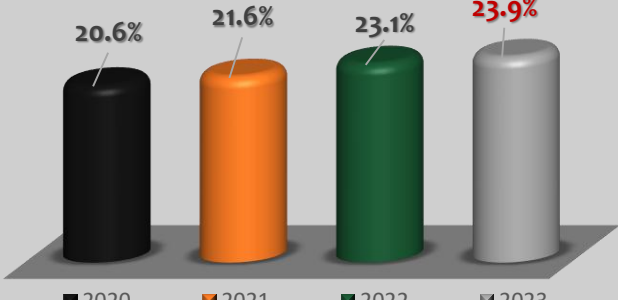
Key Initiatives:

• Academic Support & Retention
• Financial Support & Scholarships
• Transfer Articulation Agreements & Support Services
• Transfer Degree Audits & Advising

Key Insights:

• 4-year grad rate steady increase nearly 8%
• Pell students grad rate increase mirrors overall rate (approx. 8%)
• Identify/close equity gaps for Pell students
• Strategic Review of Transfer Credit Assessment and Articulation Procedures

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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)	60.1% 67.8% 66.9% 69.8% (2020, 2021, 2022, 2023)
Median Wages of Bachelor's Grads	50K (2025) → 60K (2030)	40K (2022) → 55K (2027)	37.0K 39.5K 43.7K 45.8K (2020, 2021, 2022, 2023)
% of Undergraduates with Internships or Experiential Learning	29% (2025) → 40% (2030)	Not currently stated FAMU self-reported: 24%	20.6% 21.6% 23.1% 23.9% (2020, 2021, 2022, 2023)

Key Initiatives:

- Job-Readiness Initiatives
- Career Services Support
- Increase Employer Partnerships

Key Insights:

- Metric 1: strong upward trend approx. 10% pts. since 2020
- Academic Programs & Labor Market Alignment
- Institutionalize and track experiential learning & internships

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SUS 30 + FAMU's "Boldly Striking" 2027 Strategic Plan: Fiscal Health & Sustainability

Metric	SUS Goal	"Boldly Striking" Goal
Total Research Expenditures	$2.93B (2025) → $3.75B (2030)	$47M (2022) → $68M (2027)
Federal Research Expenditures	$1.39B (2025) → $1.75B (2030)	Not currently stated FAMU Now: $60.7M
Research Expenditures with Business	$79M (2025) → $120M (2030)	Not currently stated

Key Initiatives:
- Faculty seed funding
- Corporate & Alumni Engagement
- Host innovation summits

Key Insights:
- Develop private sector partnerships
- Expand research capacity & infrastructure
- Strengthen federal grant competitiveness

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"Boldly Striking" Targets vs. Actual Growth Rate Trend

FTIC 4-Year Graduation Rate: Actual vs Target (2022–2027)
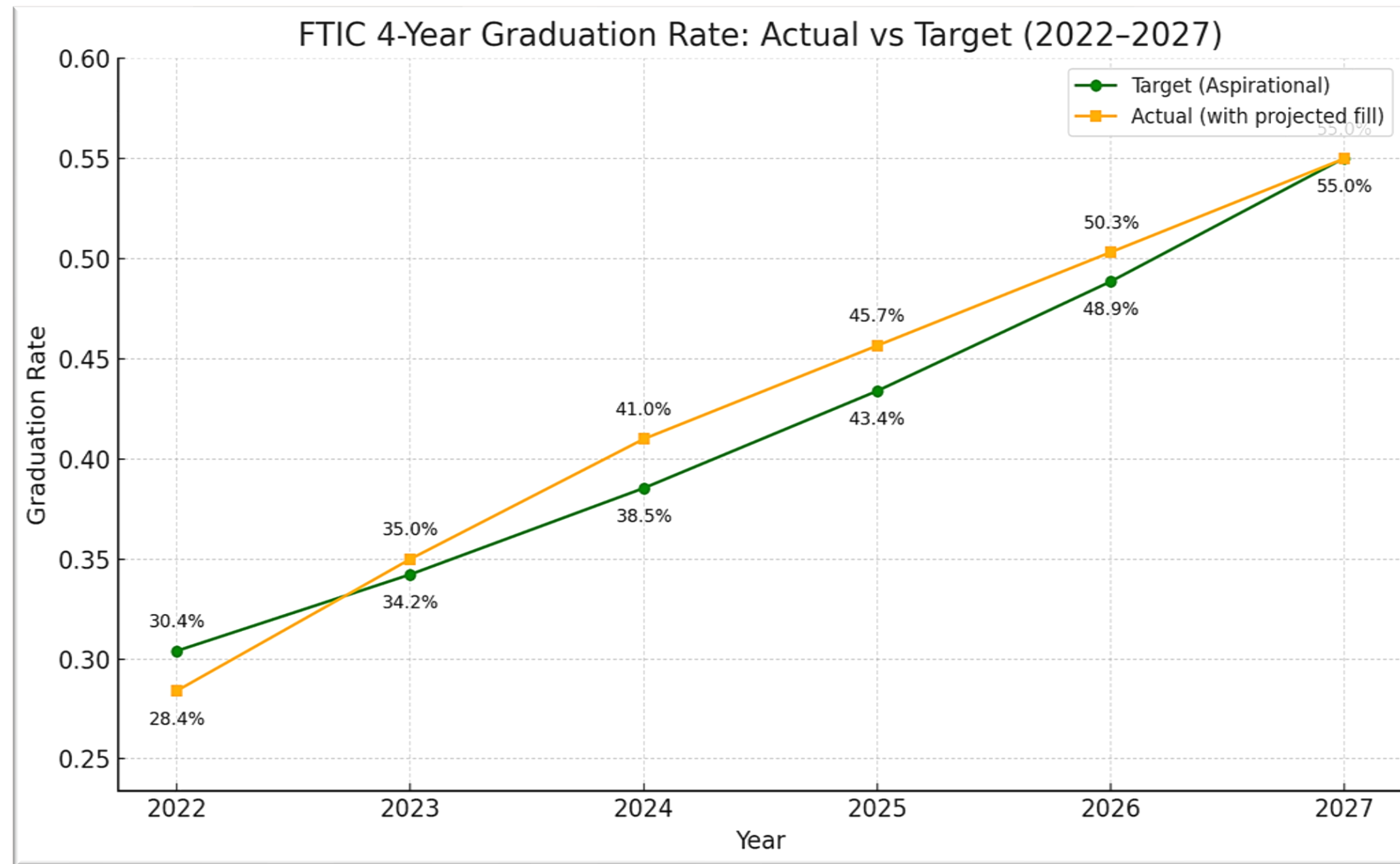
Year	Target (Aspirational)	Actual/Projected	YoY Change (Actual/Projected %)
Fall 2022	30	28.4	
Fall 2023	34	35	23.24
Fall 2024	39	41	17.14
Fall 2025	43	45.67	11.38
Fall 2026	49	50.33	10.22
Fall 2027	55	55	9.27

"Boldly Striking" Targets vs. Actual Growth Rate Trend

Academic Progress Rate: Actual vs Target (2022–2027)

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

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"Boldly Striking" Targets vs. Actual Growth Rate Trend

Bachelor's Graduates Enrolled or Employed: Actual vs Target (2022–2027)
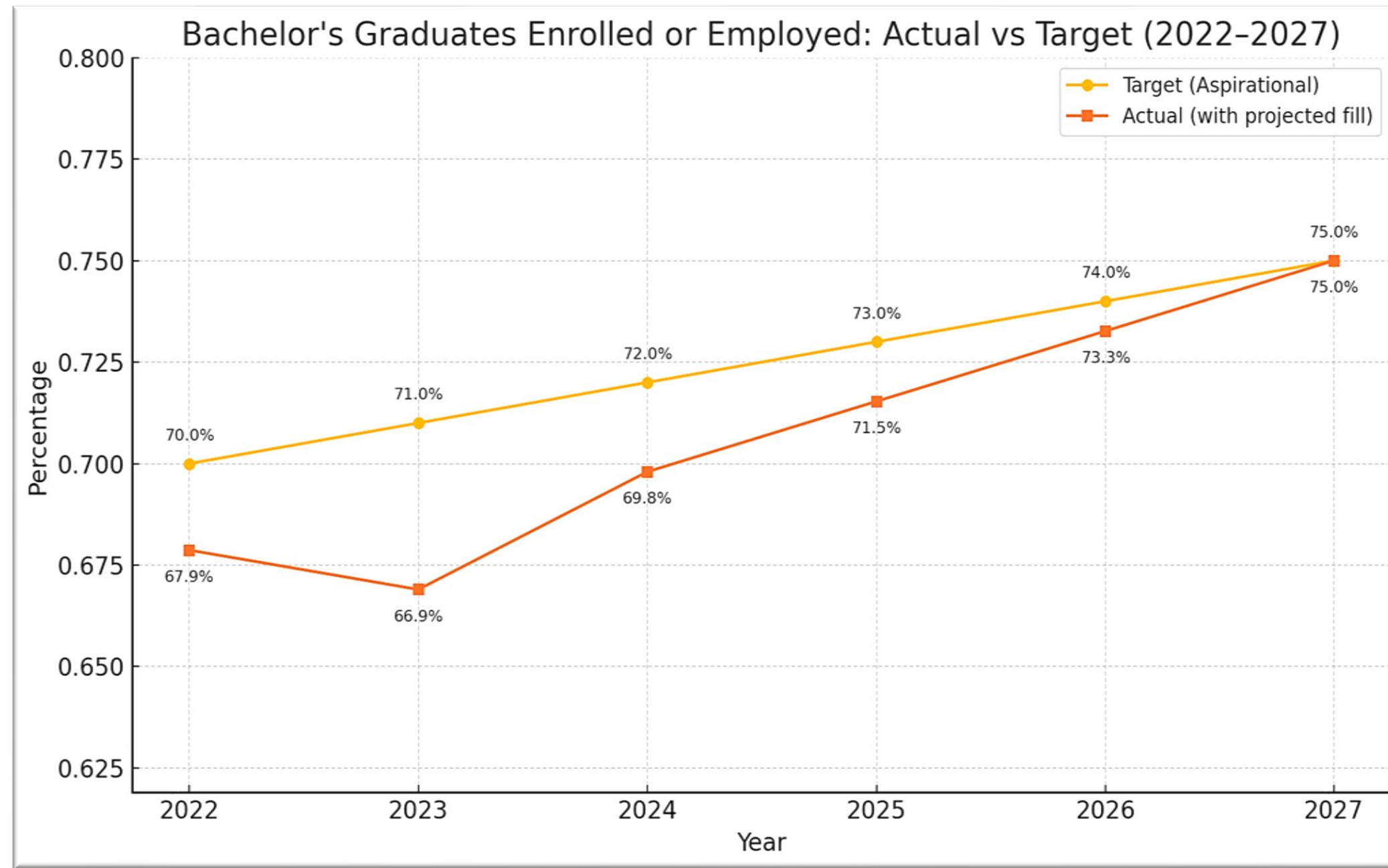
Year	Target (Aspirational)	Actual/Projected	YoY Change (Actual/Projected %)
Fall 2022	70	67.87	
Fall 2023	71	66.9	-1.43
Fall 2024	72	69.8	4.33
Fall 2025	73	71.53	2.48
Fall 2026	74	73.27	2.42
Fall 2027	75	75	2.37

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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 **Small Business Enterprises**, 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 **"Give/Get" initiatives**.	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 **major donors** through collective engagement, relationship cultivation, and alignment with university initiatives to secure their commitment to a future **capital campaign.**	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		
		Actions	**Estimated Cost**	**Dept.**
• Utilize analytics to drive data driven decisions for improved institutional/university outcomes.	• Change Management: 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. • Resource Allocation: 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.	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

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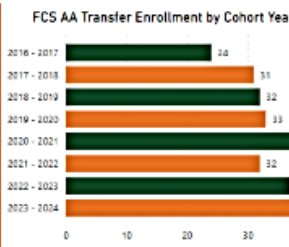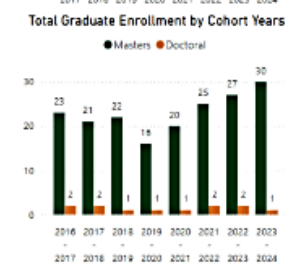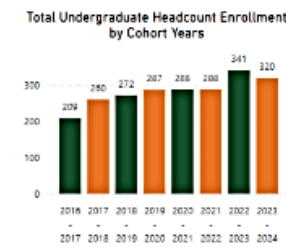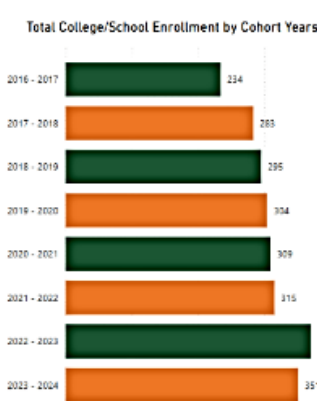
Colleges & Schools Dashboard & Scorecards

KEY PERFORMANCE INDICATORS

Click images to open details. CTRL + Click image

NEW

Graduation Rates
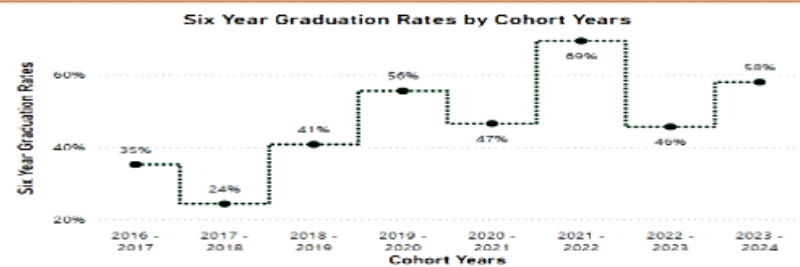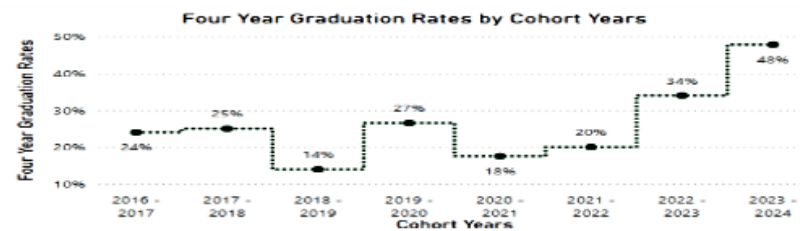
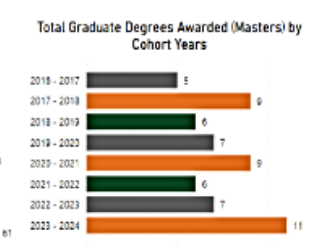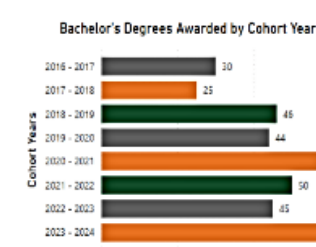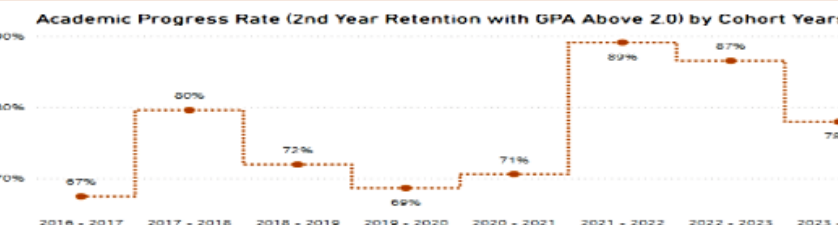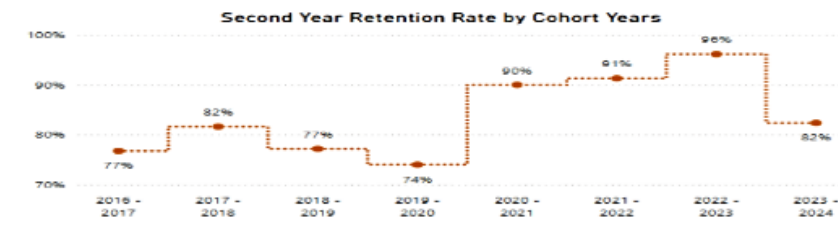Fall Headcount Enrollment
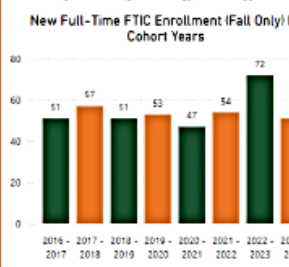
Degrees Awarded
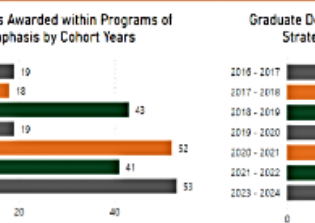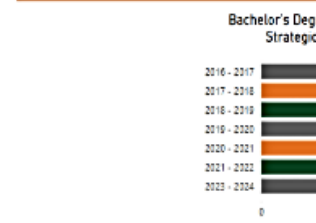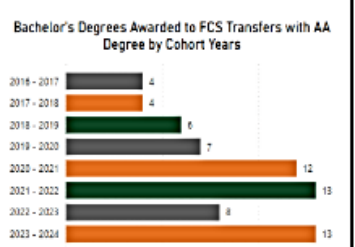
Second-Year Retention Rates

Persistence

DIVISION OF STRATEGIC
PLANNING, ANALYSIS AND
INSTITUTIONAL EFFECTIVENESS