

August 6, 2025

# Strategic Planning & Performance Measures

## Board of Trustees Retreat

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VP, Strategic Planning, Analysis &  
Institutional Effectiveness

**FAMU**

FLORIDA  
AGRICULTURAL AND  
MECHANICAL  
UNIVERSITY





# Striking within the Top 100



Strategic Alignment Overview

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Big Rocks: Strengthening SUS Alignment

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Data-Informed Strategic Planning: PBF Points

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2028-2033 Strategic Plan Development Timeline

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# Strategic Alignment Overview



SUS 2030 Priority	FAMU Priority	Alignment Status
Elevating Student Success	Student Success	✓ Strong
Operational Excellence	Organizational Effectiveness & Transformation	✓ Moderate
World-Class Talent	Academic Excellence	✓ Strong
Innovative Research & Economic Development	Long Term Fiscal Health & Fiscal Sustainability	⚠ Partial
One System Collaboration	Leverage the Brand	! Limited

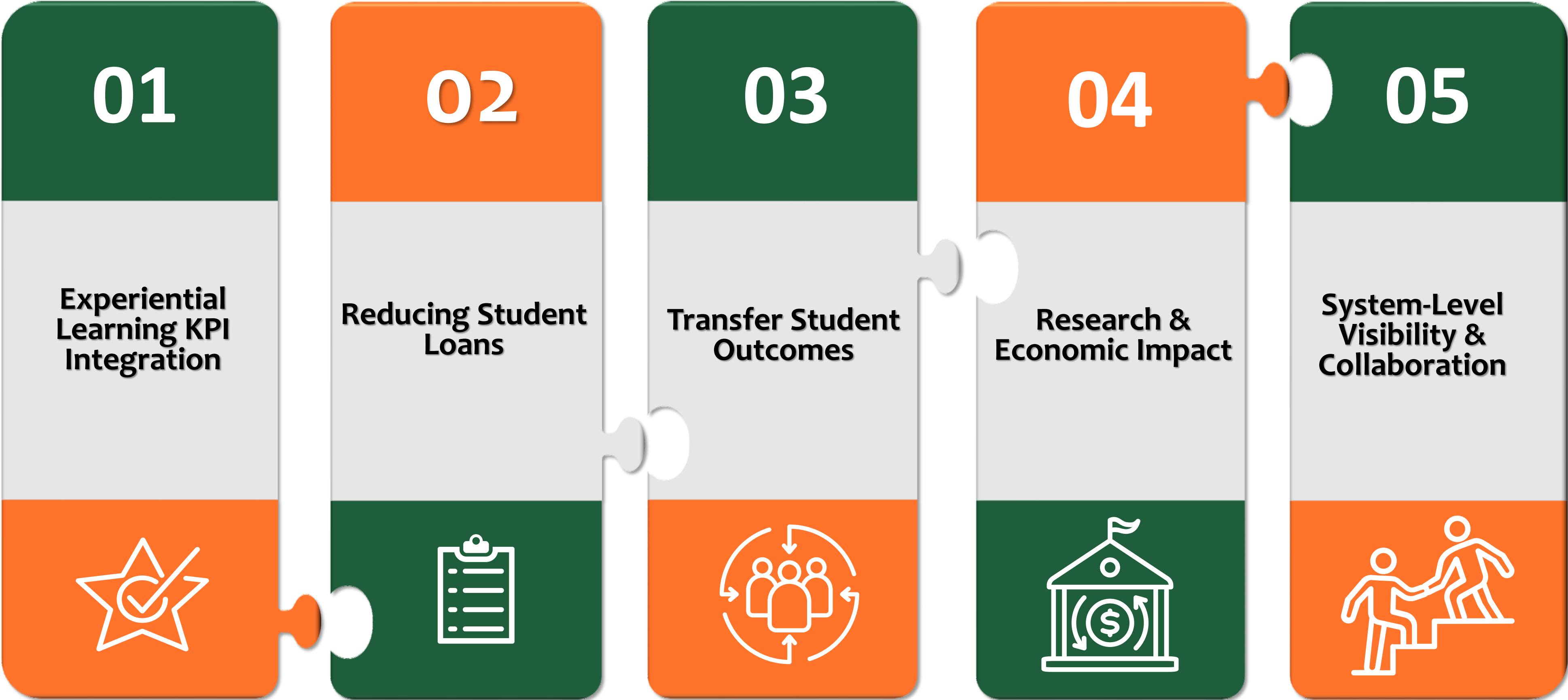
Strike, Strike, and Strike Again!





# FAMU's Strategic Evolution for Strengthening SUS 2030 Alignment

*Aspiring Boldly: Big Rocks That Move Us Forward*



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



# Big Rock #1 Experiential Learning KPI Integration



**SUS Goal:** 40–60% of undergraduates participating in internships or experiential learning by 2030.

**FAMU Status:** No explicit experiential learning KPI in Boldly Striking; current tracking is limited.

 **Embed experiential learning**  
*"In every undergraduate program"*

 **Launch dashboards & partnerships**  
*"Track progress and engage employers"*

 **Encourage real-world projects**  
*"Support faculty to bring practice into coursework"*



# Big Rock #2 Reducing Student Debt

**SUS Goal:** 85% of undergraduates graduate without student loans.

**FAMU Status:** Currently at 49%, with modest year-over-year improvement.



**Expand Financial Literacy & Emergency Aid**  
“Workshops, tools, and direct support to increase financial resilience”

**Increase Scholarships & Institutional Aid**  
“Grow donor-funded awards and internal financial assistance”

**Track Debt-Free Graduation Progress**  
“Monitor by college/school and cohort; drive accountability”




# Big Rock #3 Transfer Students Outcomes



**SUS Goal:** 72% 3-year graduation rate for AA transfers

**FAMU Status:** ~59%

 **Transfer Advising Pathways**  
*“Create onboarding and advising tailored to transfer students”*

 **Predictive Analytics for Risk**  
*“Identify high-risk transfer cohorts proactively”*

 **Transfer KPIs in Dashboards**  
*“Track outcomes in strategic performance tools”*



# Big Rock #4 Research & Economic Impact



**SUS Goal:** \$3.75B in system-wide research expenditures

## **FAMU Opportunity:**

### **Grow R&D Investment**

*“By targeting key areas (health equity, climate resilience, AI)”*

### **Build Collaboratives & Advisory Boards**

*“Foster cross-college research and industry partnerships”*

### **Position FAMU as Innovation Hub**

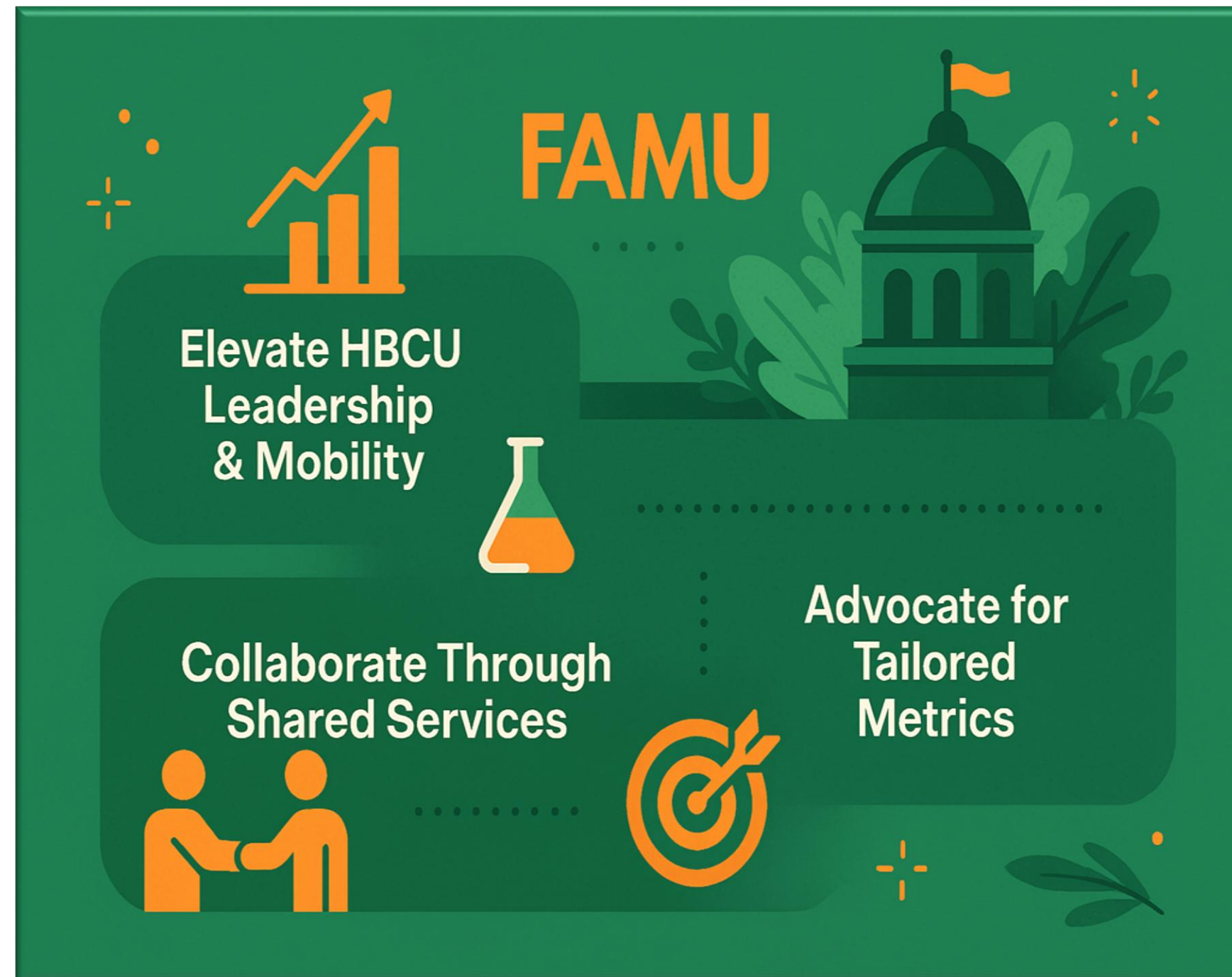
*“Establish leadership in inclusive, future-driven innovation”*



# Big Rock #5 System-Level Visibility & Collaboration

**SUS Priority:** “One System” collaboration

**FAMU Opportunity:**



 **Elevate HBCU Leadership & Mobility**  
*Boost FAMU’s impact in SUS scorecards and rankings*

 **Collaborate Through Shared Services**  
*Joint research centers, shared services, and pilot initiatives*

 **Advocate for Tailored Metrics**  
*Promote evaluation standards aligned with FAMU’s mission*



# SUS 30 Student Success

Metrics	2025 Baseline	2025 Plan Goal	2030 Goal	FAMU AY 2023-24	FAMU YoY	
4-year Grad Rate (PBF 4)	62%	65%	70%	41%	+6	↑
Academic Progress Rate (PBF 5)	89%	90%	92%	86%	+5	↑
% Employed or Enrolled \$40k (PBF 1)	74%	80%	85%	70%	+3	↑
Median Wages Bachelor's (PBF 2)	\$43,200	\$50,000	\$60,000	\$45,800	+\$2,600 (5%)	↑
Professional Licensure & Certification Exam (First –Time Pass Rates)	31 of 39 Above	Above Benchmarks	Top Decile/Top in FL	1 of 4	N/C	↔
% of undergrad students participating in internships or experiential learning	29% (low est.)	New	40 – 60%	N/A	N/A	↔
% of undergrads without loans (annual)	77% (3 <sup>rd</sup> in Nation)	New	85% (83% is current #1)	49%	+2	↑
% of Bachelors/Graduate in Programs of Strategic Emphasis (PBF 6 & 8) *	TBD	50%	TBD	54% (B) / 52% (G)	N/C	↔
<b>Transfer Student Outcomes</b>						
FCS AA Transfer 3-year Grad Rate (PBF 9a)	62%	62%	72%	59%	-1	↓
<b>Pell Student Outcomes</b>						
4-year Grad Rate Pell students	54%	58%	70%	40%	+8	↑
Access Rate (Modified: % of new FTIC fall entering students)	30%	30% (all univ.)	35%	56%	+7 (prelim)	↑

\*The new Programs of Strategic Emphasis list was implemented in the 2024-2025 academic year. New goals will be determined by the Board  
N/C = No Change

•Improving  
•No Significant Change  
•Declining



# PBF – Overview of PBF Points

## Points

- Points are allocated based on an institution's annual outcome on each metric.
- Points for each metric can be earned for “Excellence” and “Improvement”
- The “Excellence” benchmark scale outlines the level of performance on the metric that is needed to earn points, ranging from 1-10 points
- The “Improvement” benchmark scale outlines the level of improvement on the metric that is needed (compared to the performance in the previous year) to earn points, ranging from 1-10 points
- The higher of the two scores (“Excellence” vs. “Improvement”) is counted towards an institution's overall PBF score for the year

Source: Table from BOG Website

Performance Based Funding Model 2024-25 Benchmarks											
		EXCELLENCE (Achieving System Goals)									
Points		10	9	8	7	6	5	4	3	2	1
Key Metrics Common to All Universities											
1	Percent of Bachelor's Graduates Employed (\$40,000+) and/or Continuing their Education Further 1 Yr after Graduation	80.0%	77.0%	74.0%	71.0%	68.0%	65.0%	62.0%	59.0%	56.0%	53.0%
2	Median Wages of Bachelor's Graduates Employed Full-time One Year After Graduation	\$43,200	\$40,700	\$38,200	\$35,700	\$33,200	\$30,700	\$28,200	\$25,700	\$23,200	\$20,700
3	Net Tuition & Fees per 120 Credit Hours	\$9,000	\$10,000	\$11,000	\$12,000	\$13,000	\$14,000	\$15,000	\$16,000	\$17,000	\$18,000
4	Four Year Graduation Rate Full-time FTIC	65.0%	62.0%	59.0%	56.0%	53.0%	50.0%	47.0%	44.0%	41.0%	38.0%
5	Academic Progress Rate 2nd Year Retention with GPA Above 2.0	90.0%	88.8%	87.5%	86.3%	85%	83.8%	82.5%	81.3%	80.0%	78.8%
6	Bachelor's Degree's Awarded in Areas of Strategic Emphasis (includes STEM)	50.0%	47.5%	45.0%	42.5%	40.0%	37.5%	35.0%	32.5%	30%	27.5%
7	University Access Rate Percent of Undergraduates with a Pell Grant	42.0%	38.0%	34.0%	30.0%	26.0%	22.0%	18.0%	14.0%	10.0%	6.0%
8.A.	Graduate Degrees Awarded in Areas of Strategic Emphasis (includes STEM)	60.0%	57.5%	55.0%	52.5%	50.0%	47.5%	45.0%	42.5%	40.0%	37.5%
8.B.	Percentage of Newly Admitted FTICs with High School GPA of a 4.0 or Higher (Alternative metric for NCF only)	70.0%	65.0%	60.0%	55.0%	50.0%	45.0%	40.0%	35.0%	30.0%	25.0%
		IMPROVEMENT									
% Improvement		5.0%	4.5%	4.0%	3.5%	3.0%	2.5%	2.0%	1.5%	1.0%	0.5%
Points		10	9	8	7	6	5	4	3	2	1

Note: For Metric 3 only the percentage improvement should be negative in order to receive points.



# PBF – Overview of PBF Points (cont.)

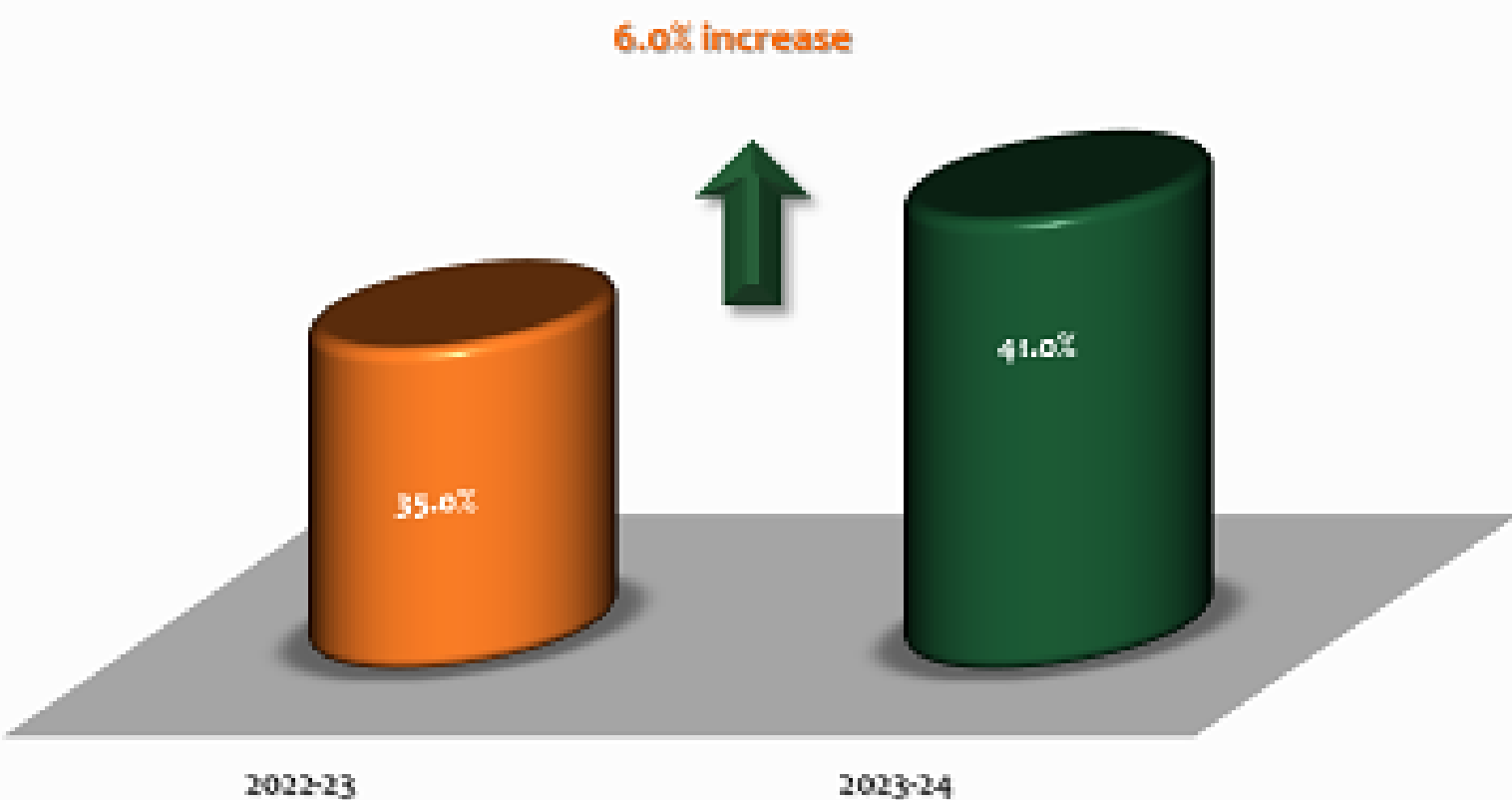
Performance Based Funding Model 2024-25 Benchmarks						
		EXCELLENCE (Achieving System Goals)				
Points		5	4	3	2	1
Key Metrics Common to All Universities						
9.A.	Three-Year Graduation Rate for FCS Associate in Arts Transfer Students	70.0%	67.0%	64.0%	61.0%	58.0%
9.B.	Six-Year Graduation Rate for Students who are Awarded a Pell Grant in their First Year	80.0%	75.0%	70.0%	65.0%	60.0%
9.B.1.	Academic Progress Rate, 2nd Year Retention for FTIC with a Pell Grant <i>(Alternative metric for FL Poly only)</i>	89.0%	88.0%	87.0%	86.0%	85.0%
		IMPROVEMENT				
% Improvement		5.0%	4.0%	3.0%	2.0%	1.0%
Points		5	4	3	2	1

Performance Based Funding Model 2024-25 Benchmarks											
		EXCELLENCE (Achieving System Goals)									
Points		10	9	8	7	6	5	4	3	2	1
Metric 10											
10.A.	FAMU - Number of Bachelor's Degrees Awarded to Transfers with AA Degrees from FCS	350	330	310	290	270	250	230	210	190	170

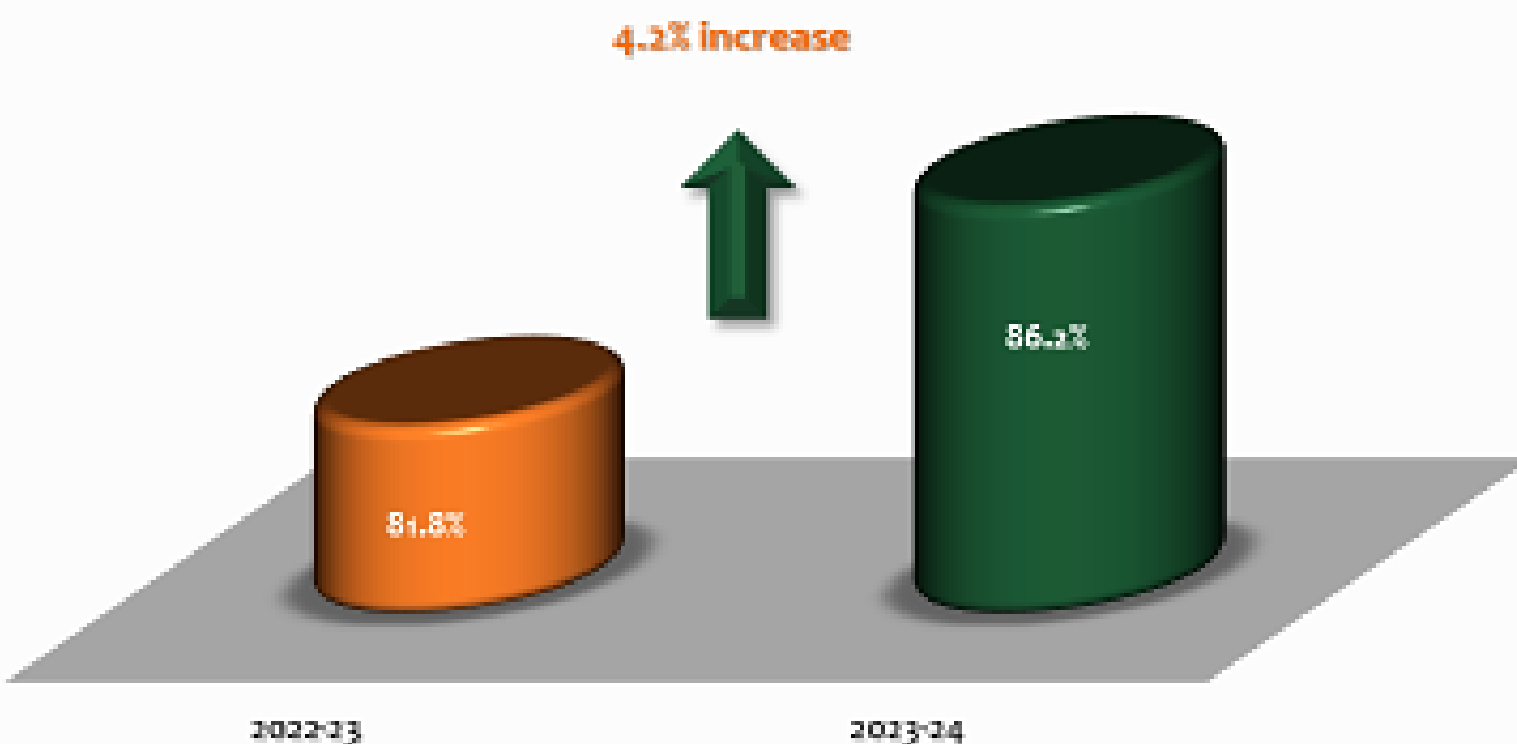


# Performance Funding Improvements

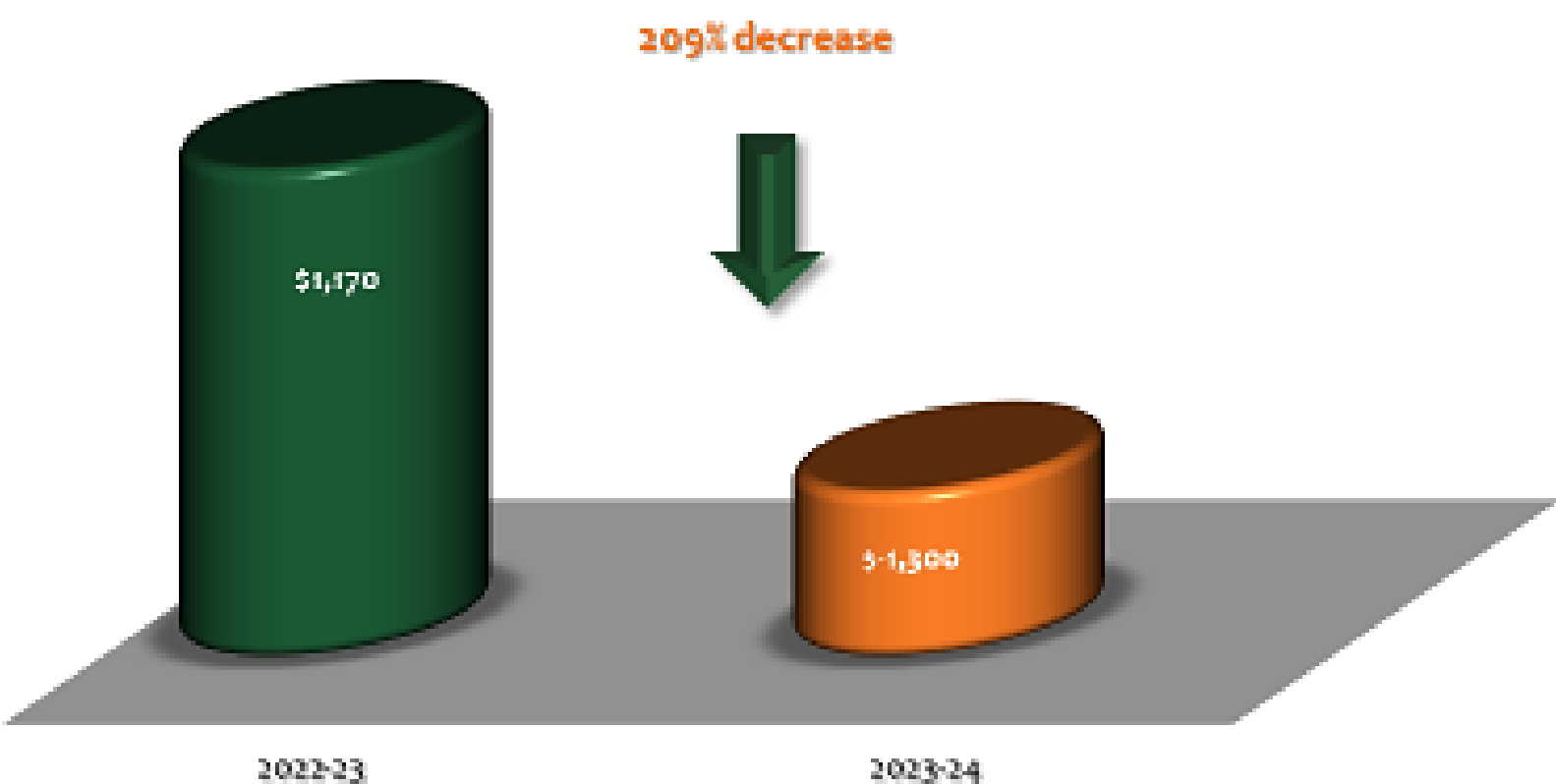
Metric 4: 4-Year Grad Rate



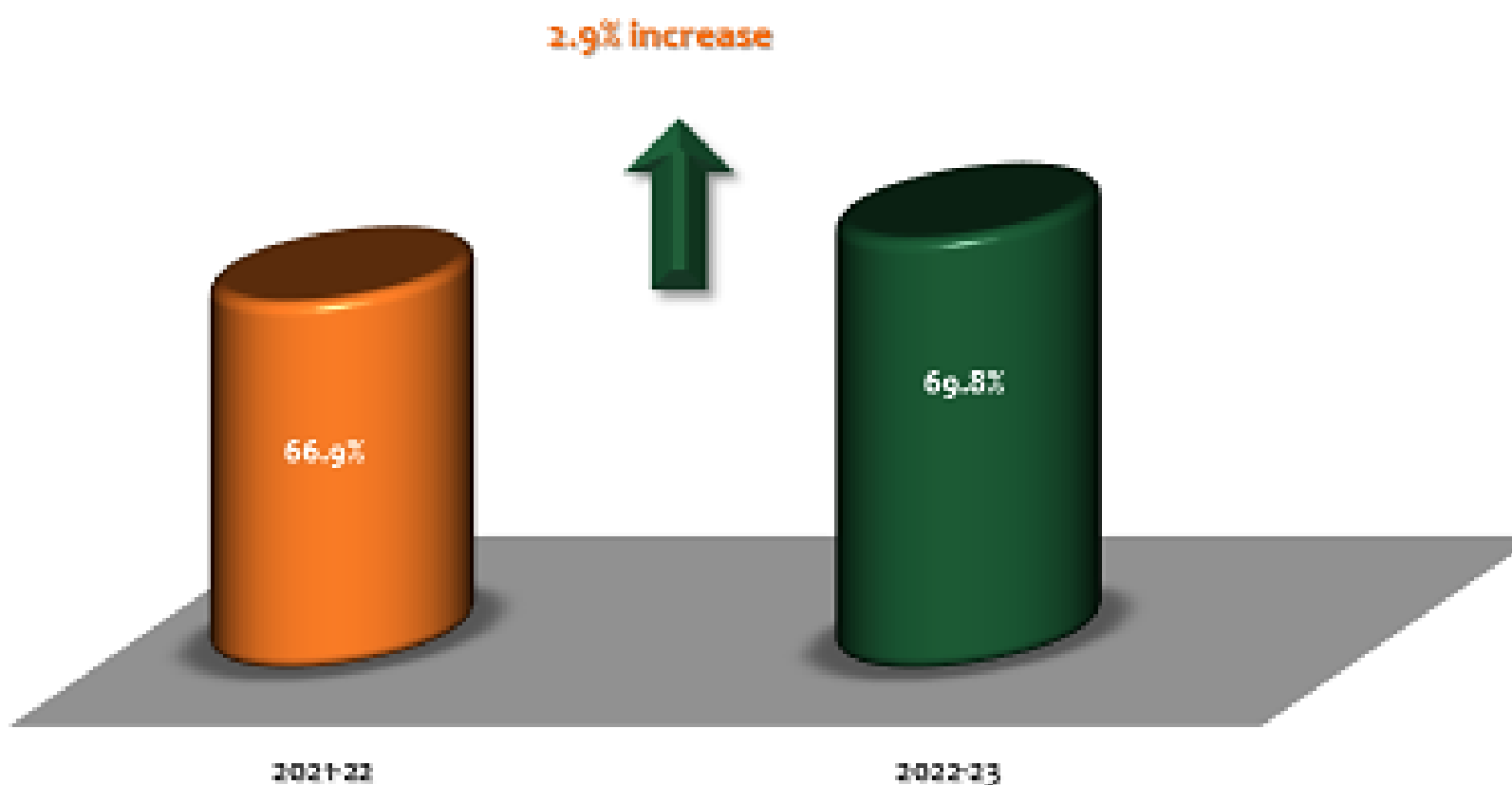
Metric 5: Academic Progress Rate  
(2nd Year Retention with GPA Above 2.0)



Metric 3: Average Cost to Student



Metric 1: % of Bach Grads Employed (earning \$40,000+) and/or  
Continuing their Education (1 Yr after Graduation)

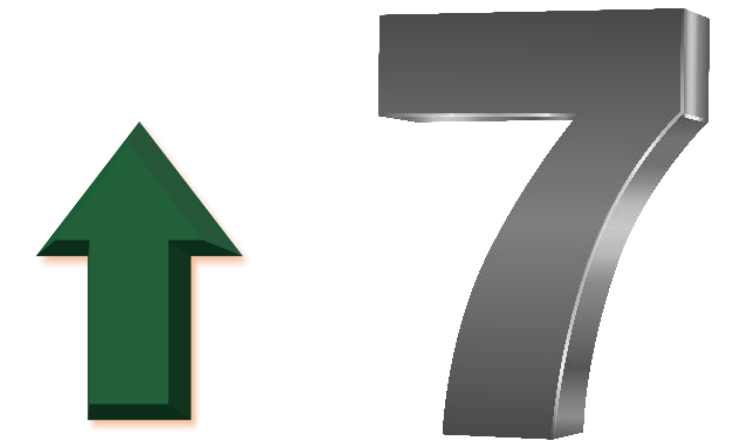




# 2025 PBF Points

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!



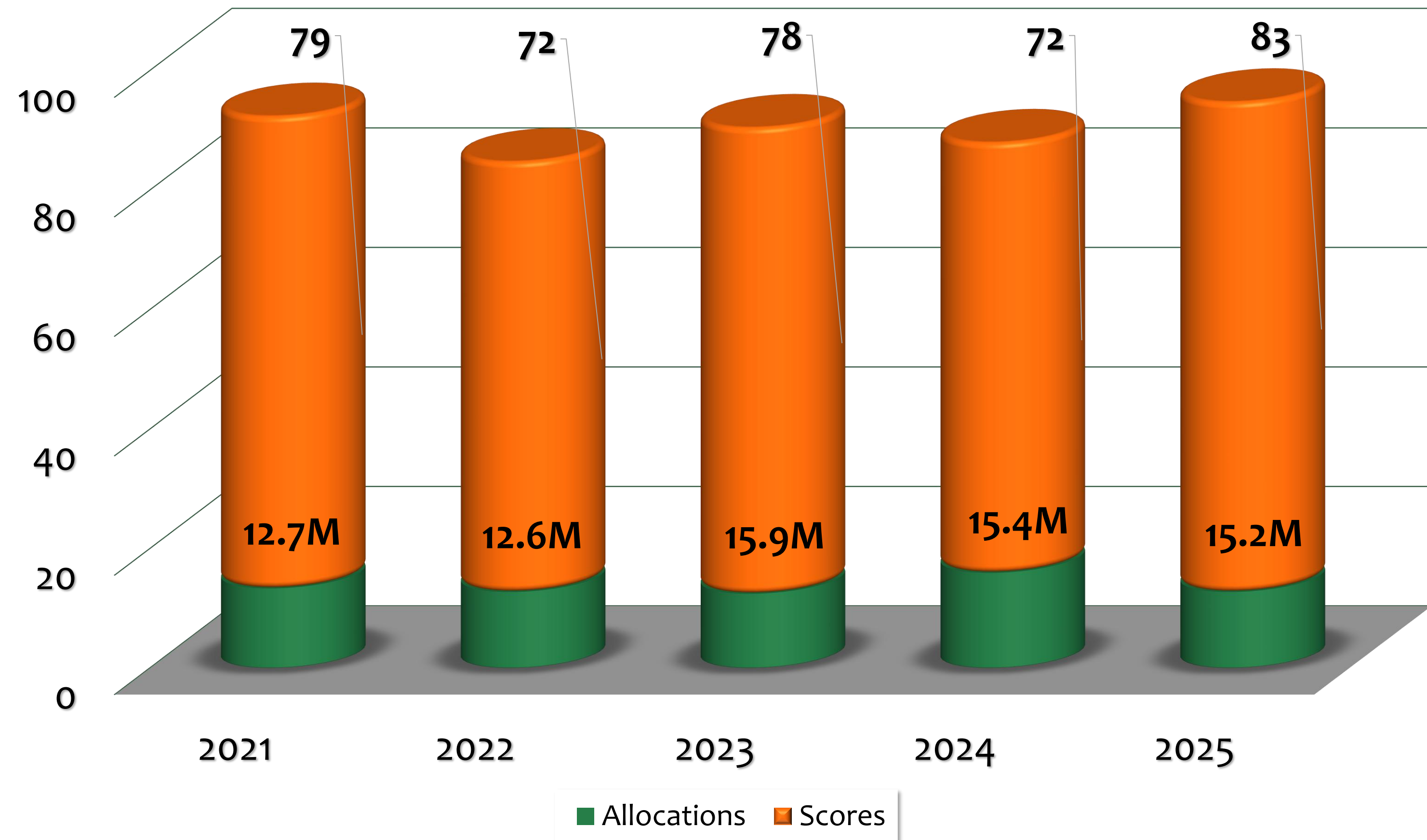


# 2025 Performance Base Funding Snapshot

PBF Scores and Allocations 2021-2025

## Summary:

- 83 points for 2025
- Annual goals met for three metrics
- Year-over-Year improvement on 7 metrics





# 2028-2033 Strategic Plan Development

