



Strategic Planning & Performance Measures Committee

Trustee Kristin Harper
December 7, 2022



Stakeholder(s)	Objectives	Update
Florida BOG	To report on FAMU's direction, priorities, performance expectations, and outcomes on institutional and system-wide goals.	The plan was presented to and approved by the BOG at the September 2022 board meeting. The accountability plan submitted to the board will include updates on the key performance indicators included in the strategic plan. This report will be submitted in March 2023.
Academic Council of Deans; Associate & Assistant Deans; Associate & Assistant Vice Presidents; Directors; Associate & Assistant Directors; Academic Advisors; Department Chairs	<ol style="list-style-type: none"> 1) To institutionalize FAMU Boldly Striking Strategic Plan: 2022-2027 to ingrain operational changes to help accomplish the strategic plan goals over the next five years. 2) To engage stakeholders in strategic management to be champions for performance success for FAMU. 	<p>Meetings have been conducted to present the plan to Administrators, Faculty, and Staff in various areas. Meetings have been conducted with 8 colleges/schools and 5 divisions.</p> <p>Meetings completed: College of Education; College of Engineering; College of Law; College of Social Sciences, Arts and Humanities; Division of Audit; Division of Finance and Administration; Division of Legal Affairs; Division of Research; Division of Strategic Planning, Analysis, and Institutional Effectiveness; School of Allied Health Sciences; School of Architecture and Engineering Technology; School of Journalism and Graphics Communication; School of Nursing</p>
Students	To raise awareness, motivate, and change attitudes for performance success at FAMU.	Townhalls will be conducted in January to further raise awareness around the plan.
Federal, State, and Local Officials	To raise awareness about FAMU's strategic priorities and how its strategic plan aligns with federal initiatives, SUS strategic plan and State of Florida priorities, and local initiatives	Hard copies of the strategic plan were distributed to officials during various events and activities hosted by governmental relations.
Alumni	To raise awareness about FAMU's strategic plan.	Townhalls will be conducted in January to further raise awareness around the plan.
Foundation Board	To raise awareness about FAMU's strategic plan.	The plan was shared with the Foundation Board. Townhalls will be conducted in January to further raise awareness around the plan.
Corporate Partners	To raise awareness about FAMU's strategic priorities and how its strategic plan aligns with corporate priorities	Information was distributed about the plan and priorities during the career fair.

Communication Update

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 and Sustain Student Success Outcome: Move into the top tier on SUS peers on performance outcomes

Initiatives	Strategic Priority
Expand and enhance recruitment initiatives	Student Success
Increase the availability and use of academic support services and resources	Student Success
Increase online education via technology acquired using COVID-19 resources	Academic Excellence
Increase the allocation of financial support to address unmet need	Student Success
Increase program offerings and degree production in programs of strategic emphasis	Academic Excellence
Increase student participation in internship and research training opportunities	Student Success
Increase engagement with employers in the private and public sectors	Student Success/Academic Excellence

Foster Faculty Excellence and Vitality: Attract, develop and retain world-class faculty

Initiatives	Strategic Priority
Increase support for more competitive salaries and benefits packages	Organizational Effectiveness and Transformation
Expand professional development and leadership training opportunities	Academic Excellence/Organizational Effectiveness and Transformation
Upgrade teaching and research facilities	Long-Term Fiscal Health and Sustainability
Enhance faculty recruitment in programs of strategic emphasis	Academic Excellence
Evaluate faculty workloads to enhance teaching and research productivity	Academic Excellence

Advance FAMU's Reputation, Rankings and Impact: Become a Top 100 public university

Initiatives	Strategic Priority
Expand and diversify the network of advocates and supporters to promote FAMU's mission and strategic priorities	Leverage the Brand
Garner additional financial support from the private sector for student success and faculty initiatives through expanded partnerships and increased philanthropy	Leverage the Brand
Implement a comprehensive marketing and communications plan to elevate the University's profile	Leverage the Brand
Establish the "FAMU Health" initiative to position FAMU as a national leader in healthcare education, research and service to address disparities, emergent needs, and advance holistic well-being	Academic Excellence

Year 1 Key Initiatives

STRATEGIC PRIORITY: STUDENT SUCCESS

GOAL 1: Elevate Student Success Outcomes to the High Excellence Range among state and national scales.

Strategy: Expand and enhance strategic recruitment initiatives to improve the academic profile of incoming cohorts.

Action	Divison Responsible	Person(s) Responsible
Enhance scholarship and research assistantship packages to increase competitiveness for high-performing students.	Division of Academic Affairs Division of Student Affairs	William Hudson, Vice President Student Affairs Michael Abazinge, Dean, Graduate Studies
Develop and enhance feeder opportunities with high schools and state colleges.	Division of Student Affairs	Terri Little-Berry, Associate Vice President, Enrollment Management
Align scholarship practices with peer institutions.	Division of Student Affairs	William Hudson, Vice President Student Affairs Michael Abazinge, Dean, Graduate Studies Lewis Johnson, Associate Provost for Student Success and Strategic Initiatives

Strategy: Increase the availability and use of academic support services and resources to improve student performance.

Action	Divison Responsible	Person(s) Responsible
Complete the transition of academic advising to the intrusive advising model and create more specialized (i.e., freshmen, etc.) advising units.	Division of Academic Affairs Division of Student Affairs	Terri Little-Berry, Associate Vice President, Enrollment Management Lewis Johnson, Associate Provost for Student Success and Strategic Initiatives
Establish program-based academic benchmarks and awards that hold students and faculty accountable for academic progress.	Division of Academic Affairs	Lewis Johnson, Associate Provost for Student Success and Strategic Initiatives Genyne Boston, Associate Provost for Faculty Affairs and Academic Initiatives/Chief of Staff
Improve the graduate student experience (i.e., academic support, mentoring, mental wellness, socialization within and amongst respective programs).	Division of Academic Affairs	Michael Abazinge, Dean, Graduate Studies
Require co-curricular inter-professional experiences workshops and/or seminars amongst the disciplines for the purpose of professional development.	Division of Academic Affairs Division of Student Affairs	Allyson Watson, Provost Bill Means, Director, Career and Professional Development Center Jamie Davis, Director of Academic Support Services
Support current and new evidence-based program improvement projects that increase licensure pass rate success.	Division of Academic Affairs	Sundra Kinsey, Assistant Vice President, Academic Program Quality

Implementation Plan - Example

STRATEGIC PRIORITY: STUDENT SUCCESS

GOAL 1: Elevate Student Success Outcomes to the High Excellence Range among state and national scales.

Strategy: Increase the availability and use of academic support services and resources to improve student performance.

Action	Divison Responsible	Person(s) Responsible
Establish and/or enhance partnerships with academic and student affairs units to improve student success support services usage.	Division of Academic Affairs Division of Student Affairs	Terri Little-Berry, Associate Vice President, Enrollment Management Lewis Johnson, Associate Provost for Student Success and Strategic Initiatives
Continue development of required collaborative support services programs for students who do not meet specific academic requirements during freshman and sophomore year.	Division of Academic Affairs	Jennifer Collins, Assistant Provost for Freshmen Studies
Utilize technology to delineate a clear path for students' academic aspirations for each classification and post-graduation.	Division of Academic Affairs Division of Information Technology Services	Lewis Johnson, Associate Provost for Student Success and Strategic Initiatives Fran Fitz, Director OIT Robert Seniors, Vice President, Information Technology Services/CIO

Strategy: Regularly review academic program curricula to identify and eliminates barriers to timely degree completion.

Action	Divison Responsible	Person(s) Responsible
Create a system of automated alerts for milestone triggers and awards (i.e., badges, acknowledge milestones, etc.) for academic achievements.	Division of Academic Affairs	Jennifer Collins, Assistant Provost, Freshmen Studies

Strategy: Increase the allocation of financial support to address unmet need.

Action	Divison Responsible	Person(s) Responsible
Prioritize scholarship/funding support for students (i.e., recruitment of FTIC, transfer and offering both merit and needs-based).	Division of Academic Affairs Division of Student Affairs	Allyson Watson, Provost William Hudson, Vice President Student Affairs

Implementation Plan - Example

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.	Strategic Planning and Performance Measures
	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.	Strategic Planning and Performance Measures
	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 & Strategic Planning and Performance Measures
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.	Strategic Planning and Performance Measures
	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.	Strategic Planning and Performance Measures
	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

Next Steps

Publicize the Strategic Plan

Finalize unit strategic plans

Finalize metric benchmarks

Finalize budget and align reporting to the budget cycle

Begin mid-year review

Next Steps

The logo for Florida Agricultural and Mechanical University (FAMU) is displayed in a light purple font within a semi-transparent grey rectangular box. The letters are bold and sans-serif.

FAMU

The full name of the university, "FLORIDA AGRICULTURAL AND MECHANICAL UNIVERSITY", is written in a smaller, light purple, all-caps sans-serif font, enclosed within white square brackets.

**FLORIDA
AGRICULTURAL AND
MECHANICAL
UNIVERSITY**

The background of the slide is a nighttime photograph of a large, dark brick building with a central portico supported by columns. The building's windows are illuminated from within, casting a warm yellow glow. The sky above is a mix of purple, blue, and orange, suggesting a sunset or sunrise. The overall scene is well-lit by streetlights and building lights.

BOLDLY STRIKING

Excellence • Innovation • Transformation

Thank you for your time! Questions?