

Florida Agricultural and Mechanical University
Board of Trustees



Strategic Planning and Performance Measures Committee Report
Chair Harper, Chair
Wednesday, March 6, 2024

The Strategic Planning and Performance Measures Committee met on Wednesday, March 6, 2024. The meeting was attended by Chair Harper, Vice Chair Gibbons, Trustee Brown, Trustee Cliatt, Trustee Mondelus, Trustee Reed, Trustee Stone and Trustee Washington. A quorum was present.

Action Items:

Approval of Minutes from December 6, 2023 meeting.

The committee approved the minutes from the December 6, 2023 meeting.

Information Items:

Update on year 2 implementation of the 2022-2027 Strategic Plan.

Chair Harper opened the discussion by stating the informational item for today's meeting was an update on year-2 implementation of the 2022-2027 strategic plan including the strategic priorities, key initiatives and performance indicators. She continued by explaining the implementation plan is a comprehensive and ongoing process that ensures communication, accountability, ownership, benchmarking and reporting. Our charge is to ensure that planning takes place and insist that plans are used regularly for decision-making. The implementation plan will continue positioning FAMU to execute our strategic priorities well and help us accomplish our mission and vision.

Dr. Jones followed by stating the 2022-2027 Strategic Plan is our roadmap to our next level of success. This year the implementation committee identified and focused on the following major initiatives under each priority that we felt would result in the most significant change in outcomes:

Strategic Priorities-Continues to focus on elevating:

1. Student success outcomes
2. Fostering faculty excellence
3. Innovating academic programs to address workforce needs
4. Elevating our rankings
5. Positioning FAMU on a trajectory to become a Carnegie Research One (R1) institution.

Implementation Timeline-Established with the goal of identifying any gaps and carrying forward the gains from Year 1.

Annual Implementation Schedule-This is a more detailed schedule than the timeline. The schedule will serve as a roadmap for university and unit-level planning and submissions, resulting in well-crafted and actionable initiatives that align with the university's mission and objectives.

Implementation Mid-Year Action Updates-During Year 2, "Strategic Priority Leaders" and subcommittee members were identified and assigned action items based on their functional areas.

Year 2 Key Initiatives Student Success-Several student success initiatives implemented throughout this year focusing on:

1. Enhancing student outcomes
2. Increase recruitment of high performing students
3. Increasing academic progress
4. Improving four-year graduation rates
5. Improving students' post-graduation employability

Year 2 Key Initiatives Academic Excellence-These Initiatives are designed to put FAMU on a path to becoming a Carnegie Research 1 institution. We will continue our progress by benchmarking metrics and creating action plans.

Year 2 Key Initiatives Long-Term Fiscal Health and Sustainability-Focuses on implementing a strategic budget process, investing in capacity building for sponsored research, and enhancing our advancement infrastructure.

Year 2 Key Initiatives Organizational Effectiveness and Transformation-

Focuses on enhancing a high performing workforce – which include developing a compensation framework, employee onboarding program, and expanding employee activities. We are optimizing business operations by adhering to organizational best practices and enhancing our data analytics and assessment to improve performance outcomes.

Key Performance Indicators-The key performance indicators align to the Florida Board of Governor's Performance Based Funding metrics. They are designed to assess how well the university is doing in key areas of focus on completion, retention, graduation, degree production, licensure pass rates, post-graduate outcomes, enrollment, affordability, R&D expenditures, annual giving and endowment value.

Measures of Success Indicators -The measure of success indicators is aligned to each strategic priority; some metrics may overlap with the key performance indicators.

FAMU & SUS 5-Year Performance-Based Funding Trend-**Dr. Jones used a slide that depicted** our PBF metrics **1, 5, 6 & 7** 5-Year trend of FAMU compared to the SUS averages that showed the most recent years displayed comparable rates.

Unit-Level Strategic Planning-The purpose of unit-level strategic planning is to align the activities and objectives of academic and administrative units with the overall strategic priorities of the university.

Dashboards & Scorecards (PATH)-Dr. Jones demonstrated how to navigate to the Colleges and Schools Dashboards and Scorecards on FAMU's website.

Academic Scorecards-maintained and monitored by each college and school. The scorecard webpage is located on the strategic planning and president's goals website. The scorecard provides the current and prior years metrics.

Interactive Dashboards-Dr. Jones provided guidance through each step of the Dashboard.

The floor was opened for questions and comments by the Board. Trustee Lawson asked what does FAMU have in place to connect students to the Career Center to find out what opportunities are available for them that they may qualify for? He asked what are we doing to help them get a seat in front of a potential employer and how is this measured? And, is it time now to expand the scope to include that piece? He mentioned how the School of business requires their students to complete external internships as a graduation requirement. In comparison could all students be required to visit the placement center at least twice?

Trustee Harper followed by asking Dr. Jones to elaborate on what metrics are currently in place as it relates to the Career Center. Dr. Jones responded by saying one of the things his division is looking at is working closely with the Career Center to establish some baseline data as it relates to students enrolled in the Career Center. He added currently we do not have data that shows specific numbers of students that have been seen by the Career Center or that have been exposed to various opportunities, but we're looking to get more numbers and then utilize that information.

Trustee Lawson suggested they may be able to help the students prepare their resume and prepare for an interview. He said we want to measure what the Career Center can control. Dr. Hudson said those numbers are kept and that data is available and every school and college has engaging in the Career Center as part of their curriculum. He continued by explaining how employers are now looking for skills sets in majors other than SBI or Engineering and they've been encouraging that through Dr. Friday-Stroud through the Provost's office as well to engage students to come and visit the Career Center and seek opportunities for employment. He said he will bring back to the board a presentation that was provided at a board meeting two months ago so that the board members can see what those numbers look like. He added there are other activities as well and he will make sure benchmarks are included.

Trustee Lawson emphasized the question he asked was more of an idea for the committee who worked closely with the Strategic Plan. He then related a conversation he and Provost Watson had with Publix a couple of months ago. Publix asked where should they be connected at FAMU. And how to get better connected to a lot of people. Trustee Lawson then asked are we holding ourselves accountable and measuring ourselves, businesses such as Publix and more importantly, our students?

Chair Harper asked Dr. Jones to come back to the committee and share the specific metrics She said she knew they had discussed this extensively in the development of the strategic plan, because it all does cascade to "what do you do after graduation?" She said she was pretty sure

that they had included some specific metrics. She explained she'd like to understand what specific metrics do we currently have in place and then discuss with this committee who could then determine if there are additional metrics that we should consider?

Trustee Lawson acknowledged that while the team can't be held accountable for things they can't control such as the number of job offers, they can control the process.

Trustee Brown-suggested Professional development could possibly be part of a course. Using SBI and Pharmacy as examples, he said in a class such as Professional Forum, students are asked to upload their CV and they are asked to apply for X number of jobs. In terms of a buy-in, it's not related to their grade. He continued by stating, if students of other majors have the opportunity to have that type of one-credit hour course, they could work on professional skills and speakers from different companies could visit and they can use that as a class structure.

Chair Harper asked Dr. Hudson in regards to his comments around integrating professional development into the curriculum, to come back to the board with the percentage of majors that have professional development integrated into their curriculum including resume development, engaging in the Career Center, etc. She said that as Trustee Lawson stated, we can't necessarily control the outcome of career placement, but we can influence the inputs that leads to a higher probability of career placement. She said she believe there were over 180 companies here recruiting our students in the last Career Fair. So, there's a great demand that we want to make sure that our students are well prepared for.

Trustee Mondelus, offering an opinion from a student's perspective and as a Political Science major with a minor in Pre-Law, said they have two Professional Development courses that they are required to take. But regarding engaging with the Career Center and going to the Career Fairs, she believes the students just don't have the information. She said the students are on social media, but she feels the publicity/marketing that the Career Center has done the last three years is not captivating to students. She suggested looking at how we market the Career Center, and also explaining all of the things that they offer. She said recently a student mentioned to her the need to create a personal statement for a course. She told the student about how the Career Center had helped her create hers. She said the student did not know they provided such assistance and that many other students are unaware also. She concluded by stating it's all about marketing and making sure that students know what is offered. She said she knows we like using FAMU Info, but students are not checking their emails as often, especially with the influx of emails that we have that are not important.

Trustee Washington thanked Trustee Mondelus and said we need to see how we can actually engage Trustee Mondelus and the SGA on how we can really make those messages resonate. She said the folks around this table get information very differently from the way that students are getting information. Relating to some of the other sentiments mentioned by others earlier in the meeting about how we engage with businesses, she said several companies have come to her and asked who are they supposed to connect to. She said she thinks SBI has done a really good job, however companies who engage with SBI want to include other majors also and they're having a hard time making that connection. She said making such connections are going to be very important for our success. She said we need to think about streamlining that experience for

businesses. She added while at a Board meeting where a friend of hers from Amazon was presenting, she mentioned FAMU was having a job fair. The friend was unaware and said some of Amazon's leading workforce staff was at FSU and would have loved to come to FAMU also.

President Robinson said he volunteers himself for anybody who has a company that needs to get in touch with FAMU and asked everyone to please send them to him. He said we have a special relationship with Amazon, but we need to do more to get students aware of what these things are. He said that while some of this is covered in orientation, we need to encourage students—even as freshmen to go to the Career Fair and present themselves in a professional way opposed to just walking in off of the street. He further stated, twice a year we have the JC Penney Suit-Up event where the students are given 30% discounts. And then, members of the corporate community and members of the leadership team donate significant dollars to allow students to purchase clothing to present themselves in a professional manner. We're doing a lot, but we need to do more for sure. He reminded everyone that FAMU Info has been replaced with the Daily Venom which has a 97% open-rate so it seems to be working. He further stated that while we have to do more, we have to reach students where they are. He said it's a joint responsibility. Students have to do their part. He added concerning the Professional Development piece, we've talked about making sure that every college is at least aware of Professional Development. It's going to be hard to build it in the curriculum the way SBI does because of the limits on credit hours. We're trying to reduce those in certain cases so students can finish in four years.

Trustee Cliatt said we need to make sure that our students understand that there's a big difference between knowing someone at the company and getting access to HR and getting access to a position than knowing someone in the company who's going to grant you a position. Those are two very distinctly different things. He used the illustration of a parent bringing a student to the leader of a company that they know. He said by the time the leader of the company turns the student over to HR, the HR Director can have a completely different view of that student than what you have because you know them and you are assuming they have the spunk and tenacity and aggressiveness to pursue the position. He added students can have a wonderful GPA and be better test takers but be unsuccessful because they are passive in their approach.

Chair Harper made a comment around our strategy around leveraging the brand. President Robinson mentioned the new Daily Venom, and it's great to hear a 97% open rate. Dr. Weatherford gave us a magazine on sponsored research, very impressive information in there. We know some of the metrics, as it relates to the amount of awards and the amount of R&D expenditures. One of the other strategies, and plans as a part of the strategic plan, is really pushing out information into a lot of vehicles and leveraging the diverse mailing list. So, I would also encourage ensuring that this type of information gets to different stakeholders wherever they are. You know our current companies that are recruiting at FAMU whether they are current or future philanthropist.

She went on say there's a lot of impressive things that are going on, even in the content that Dr. Jones shared as it relates to implementation of the Strategic Plan. She said she would encourage continued use of the Daily Venom and other mechanisms to tell the good story and to have it accessible so that people can find the information online in the age of self-service and businesses who want to engage with

FAMU will be able to find that information directly and not have to do the phone chain to get connected to the right people.

Trustee Washington had a question on the performance metric slide. She said she noticed that for this year we're expecting the graduate, the program, the awards or completions and grad areas of strategic emphasis to increase. But there have been some recent changes. She asked if someone could talk a little bit about what the impact is and when we'll see the impact and how we're sort of planning for the impact of those changes?

Provost Watson responded by saying one of the biggest hit areas for programs of strategic emphasis was our health sciences, general? We had a 796-student population graduating from that degree. And that program was removed from the PSE list so that could have an impact on our overall scores. But what we are doing now is being proactive in the way that we initialize our freshmen. So, we have a Stem recruiter, specifically in health sciences. But that person is recruiting for Biology, Chemistry, Physics, as well as those precursor degrees that get into Premed and Pharmacy. That is going to be how we proactively offset that. We're also looking at a robust strategy around our College of Science and Technology to really give support services for the Premed pathway. We have Dr. Fran Scott, who serves as our Premed pipeline recruiter, and he has established MOU's and partnerships with medical schools. That's a way that we're proactively curbing what we know will be a fluctuation. But we're also really embarking upon top level research and teaching in those other areas.

Trustee Washington responded by asking Dr. Watson when does the list actually effectively change?

Provost Watson- This will change for our following year.

Chair Harper- Mentioned there will be a refresher of the Strategic Plan for the SUS and the Board of Governors. So, we'll need to refresh and re-look at our Strategic Plan to make sure that it remains in line with the evolution of the SUS Strategic Plan.

Trustee Brown said there's a big cultural piece that the University can give to students to assist with career placement. In SBI, students are learning to shake hands, wear a suit and, interview before a speaker comes to speak to a crowd of students. They're looking at their CV ahead at time. This is the type of preparation that all of our students really need, regardless of the field that they're in. I think that there's a lot that we could learn from what we're already doing on campus. All of our students need to start day one freshman year with that type of mindset to stay locked in for career placement.

Trustee Stone responded by stating that he believes the trustees have a role in building the culture of the organization from the top down. He said it's one thing to look the part, have the suit, and to shake someone's hand the right way. He suggested the committee consider the right infrastructure around mental health as being really important. He said as pressures increase, we'd like to make sure that we have plans around mental health in the Strategic Plan, because mental health is the basis of everything. Students need to feel worthy of the opportunity to really sell themselves. We should start thinking about what's the framework for the mental health component? What are we pouring into our students, what can we pour into our students from the SUS perspective? That could be a way for FAMU to really set itself apart.

Trustee Gibbon agreed with Trustee Stone's comments and said the University needs to be able to articulate that there's an urgency of our culture shift and change within the organization.

Trustee Reed- Thanked Dr. Jones for a great presentation. He said it was extremely comprehensive, and he loved to see the alignment between networks. He then said we need to look at how we formally prepare our students for Corporate America. He said we have a process, for example in SBI, but it isn't comprehensive across the University. He said he wasn't sure whether or not we have corporate relations, but that's the institution's organization that fundamentally drives how you actually come into the University and see the University from a corporate perspective.

He then said we need to consider how do we then nurture and drive those relationships for students, while also helping us to achieve the other strategic thrust that we have as an institution. For example, corporations do a lot of research. We could be leveraging them there. They have a lot of individuals that they're going to drive funding for various things from a giving standpoint. There's a lot of different things that we could fundamentally get from corporations if we strategically think about how we want to engage with them in a bigger, broader way. And it probably takes some level of investment. But, it's an opportunity for us to really think through how we stand that up as a part of the strategic plan.

Trustee Reed said another thing that should be considered is the number one topic that we're all hearing about now, which is Generative AI. and how we leverage that as an institution to support some of the strategic goals that we have-especially in the areas of driving efficiency and effectiveness of operations. These things are moving extremely quickly, and if we don't stay on top of it we'll get left behind as an institution. He concluded by saying, being able to make sure that we're standing up and leveraging something, to be able to drive that and have it incorporated into how we think and how we operate will be great for us as well.

President Robinson commented on the corporate side of the houses to remind everyone that besides this board he has one advisory group, and that's the FAMU Industry Cluster which is about 60 corporate entities of various shapes and sizes. It has been a very effective model for institutions of all types. He also reiterated that anybody out there who knows of a corporate entity that's interested in partnering with FAMU, to please let him know, because we'll find a way to get there. We have people not ashamed to go and tell the FAMU story and help them understand how they can help us with our bottom line, and we can help them with theirs.

He proceeded to announce the National Sustainability of HBCU's Summit which will be held on April 5th at Honeywell's Headquarters. He said he's sharing a panel with another corporate partner on AI and have the good fortune of having Dr. Watson as a panelist who will be talking about all of the wonderful things that are already happening at FAMU. He said they're trying to coordinate that in a way to make sure that we're covering all bases.

He continued by saying we also have the Chief of Staff of the Southern Association of Colleges and Schools Commission on Colleges, who organized a similar summit at the SACCS annual meeting in Orlando this past December. We have two corporate partners, and the whole idea is to see what we're doing, what we need to be doing and what are the threats and opportunities. We also want to consider what do we need to do to make sure that we're not only applying artificial intelligence internally, but we're preparing our students for that ever emerging job market as well.

Trustee Harper concluded the meeting by providing the following items for follow-up at the next meeting:

1. Share specific strategies and metrics we currently have in place to support the Career Center including everything from resume' coaching to supporting mental health, self-confidence, communication, written oral, selling yourself to how to pursue and engage with organizations all the way to image and dress.
2. Share strategies for helping students to pursue and engage in interviews.
3. Provide metrics that support mental health for students.
4. Determine key account meetings to have with each corporation/organization to help us engage with them in a broader way.
5. Dr. Hudson was asked to provide the percentage of majors with Professional Development in their curriculum.

There being no further business, the meeting was adjourned.