

**Strategic Planning and Performance Measures
Committee Minutes Trustee Harper, Chair**

Wednesday, June 1, 2022

Committee Members Present: Chair Kristin Harper, Trustee Ann Marie Cavazos, Trustee Otis Cliatt, Trustee Kimberly Moore, Trustee Kenward Stone and Trustee Nicole Washington.

Call to Order/Roll Call: Chair Harper called the meeting to order. Mrs. Adams called the roll. There was a quorum.

Action Items

Approval of Meeting minutes from February 16, 2022. Trustee Washington moved for the minutes to be approved. The approval was seconded by Trustee Moore. The minutes were approved.

Approval Items

Update on University Strategic Plan

The 2022-2027 strategic plan is up for approval. Last spring, President Robinson initiated a comprehensive strategic planning process to identify long range goals for the next five years. Over the past year, a dedicated team of faculty, staff, students, alumni, community representatives and consultants have worked tirelessly to craft a bold plan for a transformative future consistent with our values and mission. The strategic plan will enhance student success, foster faculty excellence, meet performance-based metrics to fund strategic initiatives, fulfill our mission, and position FAMU to become a Top 100 public institution. Additionally, action steps were developed for implementation and metrics to assess ongoing progress.

During the first phase, the University Strategic Planning Committee engaged in a comprehensive landscape assessment to review and analyze data, examine internal and external trends, strengths, and opportunities, and administer campus and community-wide surveys.

FLORIDA **A&M** UNIVERSITY
Board of Trustees

In phase two, subcommittees were formed based on the five strategic priorities and charged with developing goals and strategies based on the landscape assessment while considering diversity, equity, and inclusion issues.

In the final stage before implementation, the committee held town halls and modified the strategic plan based on input received. Additionally, action steps were developed for implementation and metrics to assess ongoing progress.

The committee also reviewed and refreshed the mission statement, vision statement, and values to reflect who we are and aspire to be as we approach 2027.

The mission statement is: “Florida Agricultural and Mechanical University (FAMU) is an 1890 land grant, doctoral/research institution devoted to student success at the undergraduate, graduate, doctoral and professional levels. FAMU enhances the lives of its constituents and empowers communities through innovative teaching, research, scholarship, partnerships and public service. The University continues its rich legacy and historic mission of educating African Americans, and embraces all dimensions of diversity.”

The vision statement is: “Florida Agricultural and Mechanical University (FAMU) will be recognized as a leading national public university that is nationally renowned for its competitive graduates, transformative research, and innovation.”

Our values are **accountability, inclusion, innovation, and integrity**. The University also values and endorses the **Board of Governors’ Statement of Free Expression and expects open-minded and tolerant civil discourse to take place throughout the campus community**.

The overall health of our strategic plan will be measured based on two sets of metrics- key performance indicators and measures of success 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. The targets for 2027 were approved by the Board of Trustees in the 2022 Accountability Plan,

Both the key performance indicator as well as the measure of success indicators are aligned to each strategic priority: Student Success, Academic Excellence, Leverage the Brand, Long-Term Fiscal Health and Sustainability and Organizational Effectiveness and Transformation. Together, the key performance indicators and metrics of success indicators will enable us to measure the performance and success of our strategic

An overview of each strategic priority and their respective goals and strategies were shared. All goals have associated actions to ensure we are meeting the strategic priorities. The goals presented promote a sense of excellence, innovation and transformation throughout the University.

Upon approval of the Board of Trustees, we will share the Strategic Plan with the Board of

FLORIDA **A&M** UNIVERSITY
Board of Trustees

Governors for approval. The Committee will continue to refine the plan to include budget development, measurement of success targets, and development of division unit strategic plans.

We look forward to implementing the plan and continuing to actively engage in this important endeavor as we move forward.

Discussion

Trustee Moore asked for consideration to allow additional time for board members to review and respond to the draft and add the vote to approve the plan to the upcoming call meeting already scheduled.

Response: Trustee Harper responded that the new items to the strategic plan draft are the measures and the metrics and that the strategies and goals have previously been shared in former committee meetings.

Response: AVP McMurray responded that in addition the mission, vision and values were also being shared for the first time.

Response: Trustee Cliatt also asked for additional time to review the draft of the strategic plan

Trustee Cavazos inquired about a specific date that the new strategic plan would be presented to the Board of Governors.

Response: Trustee Harper responded that we are tentatively scheduled to present the new strategic plan during the September agenda.

Trustee Cavazos commented that she does support the committee to have time to reflect on the new things that have been added.

FLORIDA **A&M** UNIVERSITY
Board of Trustees

Trustee Harper inquired if additional time to review the plan would be have any impact for any other stakeholders

Response: AVP McMurray responded that the strategic plan will be refined and additional edits will be done

Trustee Cliatt questioned the delay on vote approval for the new strategic plan as well as additional edits being made

Response: AVP McMurray commented that the edits would be refinement of the look of the strategic plan but nothing substantive in the document. The next steps of the new plan would be developing metrics for the measures of success.

Response: Trustee Cliatt commented that the 72- hour board established time frame for reviewal of documents needs to be upheld for the new strategic plan as well.

Trustee Washington complimented the work done on the new strategic plan and commented about the significant changes made to the university's mission and vision statements. There was previously a significant conversation around changing those statements and what sort of buy in would be necessary. She requested time to discuss the modifications, the rationale, who provided input, etc. considering the significance of those statements to the university.

Response: Trustee Harper commented that the subcommittees made recommendations to the full committee to revamp the mission and vision statement

Trustee Washington inquired as to whether there were any board members involved or aware of the revamping of the mission and vision statements.

Response Trustee Harper answered that there were no other board members involved in the core committee

Chair Lawson suggested that adding the new strategic plan vote to the retreat agenda

Response: Trustee Harper stated her preference wrap up the process in the next four weeks to give the designer time to make final changes for the final document to be presented to the Board of Governors.

Response: Chair Lawson agreed to be guided by the recommendations of the strategic planning committee as long as members were comfortable and had time to digest the document as well as provide enough time for individual briefings to be completed if requested by trustee members.

A motion was made and carried by Trustee Washington and seconded by Trustee Moore to

FLORIDA **A&M** UNIVERSITY
Board of Trustees

delay vote approval of the new strategic plan to coincide with the call meeting that will be scheduled with the audit committee within the next four weeks. Additional briefings with the staff would also be completed to allow members the opportunity to digest and speak with the team with any changes, questions, etc.

Chair Lawson complimented the work done on the new strategic plan

There being no further business, the meeting was adjourned.