State University System
Education and General
2026-2027 Legislative Budget Request
Form I

University(s):	Florida A&M University
Request Title:	**Restructuring Talent for Operational Excellence and Institutional Competitiveness**
Date Request Approved by University Board of Trustees:	**Pending Board Approval on August 7, 2025**
Recurring Funds Requested:	**$65,000,000.00**
Non-Recurring Funds Requested:	**$5,000,000.00**
Total Funds Requested:	**$70,000,000.00**
Please check the request type below:	
Shared Services/System-Wide Request	☐
Unique Request	☒

I. Purpose:

1. *Describe the overall purpose of the plan, specific goal(s) and metrics, specific activities that will help achieve the goal(s), and how these goals and initiatives align with strategic priorities and accountability plan established by each university (include whether this is a new or expanded service/program). If expanded, what has been accomplished with the current service/program?*
2. *Describe any projected impact on academic programs, student enrollments, and student services.*

Florida Agricultural and Mechanical University (FAMU) requests $65 million in recurring and $5 million in non-recurring funding for strategic investments to support the progression of the University's five-year strategic plan in *Boldly Striking*. FAMU is currently ranked No. 81 among national public

universities, No. 1 Public Historically Black College & University (HBCU) for the past six consecutive years, and is a top producer of African American graduates in STEM, health, and legal fields. With a proud legacy of access and affordability for first-generation and low-income students, FAMU is leading the State University System (SUS) in delivering on the promise of public education for at-risk communities. FAMU sets ambitious goals to further enhance performance outcomes, rankings, and the institutional profile. These objectives include ascending to the top tier of SUS institutions in Performance Based Funding outcomes and attaining a coveted Carnegie R1 Research Institution designation. The requested resources are pivotal in propelling FAMU toward these objectives while meeting state needs. This Legislative Budget Request reflects FAMU's continued rise as a national model for academic excellence and exceptional student success.

To accelerate its progress toward Carnegie R1 designation, FAMU is launching a bold new initiative to create Career Workforce Ready Harnessing Unlimited Brilliance (HUBs) for student success, enhance career-ready workforce, support faculty excellence, research innovation, and successful workforce pathways. Aligned with FAMU's 2022–2027 Strategic Plan and the 2025 University Accountability Plan, this request directly supports high-impact goals, including improving student success and degree completion, expanding academic excellence and research output, and creating aligned workforce pathways across Colleges and Schools. To attain these aspirations, substantial and sustained investments are imperative to attract and retain high-achieving students, bolster support for faculty excellence, and fortify the University's signature academic programs, ensuring they are primed for workforce demands.

SECTION I: STRATEGIC GOALS AND ACTIVITIES | $21.5 Million Recurring | $5 Million Nonrecurring

Aligned with FAMU's **2022–2027 Strategic Plan** and the **2023 University Accountability Plan**, this request directly supports the following high-impact goals:

***1*. Improve Student Success and Degree Completion**

FAMU will launch a **network of Career Workforce Ready HUBs** across campus and throughout key disciplines. These HUBs will combine academic support, co-curricular engagement, and career readiness into centralized, student-centered spaces that serve both traditional and non-traditional learners.

Key investments will include:

- The **Innovation HUB at Coleman Library** with e-sports, makerspace, and peer learning zones;
    - A centralized **Academic Support HUB** to boost advising, tutoring, and early alerts;
    - The **Legal Studies for the Future HUB** at the College of Law (Orlando);
    - A **Cyber and Digital HUB** with micro-credentials in AI and ML;

- The integrated **FAMU Health HUB** unifying health professions pathways; and
- An **Internship-to-Career HUB** embedded within the Center for Career and Workforce Development

These initiatives will support FAMU's performance-based funding (PBF) and student achievement goals, including:

- Increasing the **4-year graduation rate** from 41% to **50%;**
- Improving **academic progress rate (APR)** from 81.8% to **90%;**
- Expanding licensure exam preparedness across Nursing, Pharmacy, Physical Therapy, and Law;
- Raising the **percentage of calculus-ready students** from under 10% to over 50%; and
- Elevating the **median wage of bachelor's graduates** from $42,500 to over **$45,700**

A. **Restructuring Talent for Operational Excellence and Institutional Competitiveness | $20 Million Recurring**

Florida A&M University is advancing a bold Legislative Budget Request to realign institutional resources, enhance workforce effectiveness, and position the university for long-term competitiveness. This comprehensive investment restructures faculty and staff compensation, reinforces accountability, and strengthens the infrastructure needed to recruit, retain, and develop world-class talent.

This initiative is anchored in three phases. First, the University will establish a performance-driven culture through required annual evaluations, leveraging Workday and modern HR analytics. A portion of the recurring funds will support a 5% base increase for employees, a performance-based bonus pool, and a professional development model designed to build internal capacity and leadership. In tandem, strategic investments will support accountability training and tools to modernize our approach to operational management. Second, a voluntary separation program will provide flexible pathways for workforce realignment. Eligible employees with sustained service and strong performance records will be offered incentives to transition, allowing for renewed organizational structure and fiscal efficiency without forced reduction.

B. **Jumpstart for the FAMU Research Foundation | $5 Million Nonrecurring**

The purpose of the FAMU Research Foundation is to advance scientific and educational research innovations and revenue-generating opportunities in direct support of FAMU and its interests. As a University Direct-Support Organization (DSO) under Section 1004.28, Florida Statutes, the Research Foundation is committed to advancing research innovation, discovery, and academic excellence. This will empower FAMU to lead transformative research, foster knowledge creation, and translate ideas into real-world

impact for the public good. To catalyze FAMU's research enterprise and innovation pipeline, the University seeks a $5 million investment to jumpstart the FAMU Research Foundation. This initiative will:

- Establish administrative and operational infrastructure for self-sustaining research growth;
- Advance and foster the annual graduation of at least 70 research doctoral degree students towards Carnegie R1 status;
- Provide seed funding for commercialization, patent applications, and faculty start-up packages; and
- Support industry partnerships, intellectual property development, and sponsored research

C. **Carrie P. Meek Civic Engagement Institute | $1.5 Million Recurring**
Named in honor of one of Florida's most iconic public servants, the Carrie P. Meeks Civic Engagement Institute at FAMU will be a hub for civic education, public leadership, and community empowerment. With a $1.5 million investment, we will implement a curriculum modeled after successful peer programs, train student fellows in public policy and advocacy, and ensure a broad range of perspectives are heard.

The Institute fulfills SUS 30 priorities on civic literacy and supports our growing reputation as a leading producer of public service professionals. This investment positions FAMU to prepare Florida's next generation of civic leaders and amplify community-informed policymaking.

2. Expand Academic Excellence and Research Output
To strengthen FAMU's academic reputation and move toward R1 classification, the university will invest in faculty recruitment, research infrastructure, and undergraduate engagement through:

- **Academic Excellence Research HUBs** in cybersecurity, health, AI, social innovation, and energy systems
- A **new academic department of Data Science and Innovation** in the College of Science and Technology
- **Strategic hiring of 40–50 new faculty lines** in Programs of Strategic Emphasis (PSE) and doctoral research areas
- **Expansion of undergraduate research opportunities** with targeted faculty-student mentorship
- Use of **Academic Analytics** to benchmark faculty productivity and support promotion and tenure alignment

These efforts will:

- Increase **research doctoral degrees awarded** by 20%
- Grow **research expenditures** from $68 million to over **$70 million**
- Enhance faculty excellence, leading to national recognition and competitiveness

- Support the development of **micro-credentialing and AI-integrated curricula** in every college

3. Create Aligned Workforce Pathways Across Colleges and Schools
FAMU is building workforce-ready pathways by modernizing our over 45 Programs of Strategic Emphasis (PSEs). These initiatives align directly with Florida's workforce goals and are central to our R1 aspirations. We seek to ensure 100% alignment between academic programs and labor market needs by integrating micro-credentials, industry-recognized certifications, and employer-embedded curriculum components.

We will scale entrepreneurship programs, pre-apprenticeship, and apprenticeship partnerships with global firms like Amazon, IBM, PGIM, and more, while developing bridge programs in Construction, Cybersecurity, Engineering, and Public Health. These efforts position our students for high-skill, high-wage careers while preparing Florida's future workforce.

Initiatives Include:

- Modernization of all PSEs
- Embedded certifications and digital skills
- Industry partnerships with Fortune 500s
- Bridge programs and entrepreneurship tracks

Key Metrics:

- 100% program alignment with workforce needs
- 15% increase in STEM, Health, Education degrees

FAMU will revamp all 45 PSE programs to integrate digital skills, certifications, and experiential learning. Partnerships with the **Florida Council of 100**, McDonald's, Corporate Real Estate partnerships, Amazon, PGIM, IBM, and others will allow FAMU to build pathways into Florida's top growth sectors. In addition:

- Curriculum will be restructured for **stackable credentials** and cross-disciplinary relevance.
- FAMU will mirror and expand elements of **FSU's College of Engineering LBR**, seeking parity in infrastructure and doctoral growth.
- Bridge programs in **Cybersecurity, Public Health, Construction, and Supply Chain Management** will expand degree production in priority workforce areas.

Outcomes include:

- 100% alignment between PSE programs and Florida's workforce demands
- 15% increase in PSE graduation and retention
- Expansion of industry-credentialed graduates in STEM, education, and health

4. Special Focus: Licensure Pass Rate Programs (Nursing, Pharmacy, Physical Therapy, Law)

FAMU has taken bold steps to improve licensure pass rates in key areas such as Nursing, Pharmacy, Physical Therapy, and Law. Our redesigned academic support infrastructure integrates board prep, peer tutoring, and diagnostic coaching to ensure that all licensure programs meet or exceed the state benchmark by 2027.

Our success in licensure pass improvement will directly impact our PBF metrics and demonstrate our commitment to academic excellence and student readiness for professional practice in Florida and beyond.

The goal is to increase **first-time pass rates** in all four programs to meet or exceed national benchmarks by 2027. To ensure compliance, accreditation stability, and professional readiness, FAMU will implement specialized interventions in four licensure-critical programs:

- **Nursing**: NCLEX Next Generation preparation and redesign, clinical placement expansion, simulation technology, and dedicated remediation tracks
- **Physical Therapy**: Faculty support for clinical training, mock exams, and high-stakes prep integration
- **Pharmacy**: Co-location alignment, mentoring for P4 students, and curriculum diagnostics for NAPLEX readiness
- **Law**: Bar prep integration, full-time bar coaches, and a robust pipeline through the Legal Studies HUB

Projected Impact

This investment will transform FAMU's:

- **Student Services Systems**, ensuring centralized, high-impact engagement through physical and virtual HUBs
- **Academic programs**, with aligned and modernized curricula across every college
- **Faculty development and research enterprise**, ensuring future-ready teaching and scholarship
- **Licensure and credentialing outcomes**, raising FAMU's profile across Florida's health, legal, and engineering workforce

Initiatives by Program:

- Nursing: NCLEX alignment, clinical enhancement
- PT: Technology and instructional investment
- Pharmacy: Peer coaching, NAPLEX module tracking
- Law: Full bar prep program and diagnostics

Key Metric:

- Benchmark Pass Rate: 1 of 4 → All 4 by 2027

SECTION II: STUDENT SUCCESS | $6 Million Recurring

Goal: Boost graduation rates, career readiness, and student support.

FAMU is committed to transforming student outcomes through a multi-tiered, data-driven approach rooted in student-centered innovation and performance-based funding strategies. Building on our legacy of excellence and our rise as a national leader among public HBCUs, FAMU's student success investments directly align with SUS 30 and our internal KPIs.

Our plan includes the implementation of signature Living Learning Communities, embedded career readiness supports, and last-dollar scholarships to offset Pell Grant reductions. We will re-engage stop-outs through our Rattler Return Degree Completion initiative, with targeted online pathways, $1,500 student incentives, and academic coaching to complete credentials. We will also offer full scholarships for scholar-athletes and top-performing students in and out of Florida.

Initiatives Include:

- Launch 6 "HUBs" (Innovation, Academic Support, FAMU Health, Legal Studies, Cyber & Digital, Internship-to-Career)
- Enhance math support and degree alignment
- Expand Living Learning Communities
- Modernize support services via Workday
- Increase civic and policy engagement via Public Policy Office

Key Metrics:

- 4-Year Grad Rate: 41% → 50%
- Academic Progress Rate (APR): 81.8% → 90%
- Licensure Pass Rates: All programs meet/exceed benchmarks
- Calculus readiness: <10% → >50%

Career Workforce Ready HUBs for Student Success | $5 Million Recurring

FAMU will develop a HUB model to centralize and enhance student success outcomes, including:

- **Innovation HUB at Coleman Library** – A transformative academic space with:
  - E-sports and digital innovation suites
  - Makerspaces for hands-on learning
  - Study pods and Success Center for tutoring and peer mentoring
- **Academic Support HUB** – Consolidated advising and early alert systems

- **FAMU Health HUB** – Student-centered health academic pathway integration across Nursing, Pharmacy, Public Health, Allied Health, and Physical Therapy
- **Internship-to-Career HUB** – A centralized unit to guide students from experiential learning to job placement
- **Cyber/Digital HUB** – Equips students with AI, cybersecurity, and IT credentials
- **Legal Studies for the Future HUB (Orlando)** – Pipeline for legal training and policy leadership

Student Impact Goals:

- Increase 4-year graduation rate from 41% to **50%**
- Raise APR from 86.1% to **90%**
- Increase first-time licensure pass rates across Nursing, Pharmacy, Law, and Physical Therapy
- Increase calculus readiness from <10% to **>50%** of entering students

Student Affordability and Degree Completion | $1 Million Recurring

FAMU is committed to educational access and excellence. We propose a multi-tiered strategy:

- **Last-Dollar Scholarships**: Offset Pell Grant reductions by funding unmet needs of students in PSE majors.
- **Full Scholarships**: Recruit high-performing scholar-athletes and honor students from Florida and beyond.
- **Rattler Return Program**: This initiative to re-engage 300 stop-outs via FAMU Online with waived fees and scholarships.

These strategies will close gaps, increase retention, and advance FAMU's PBF standing in student completion and wage metrics.

SECTION III: ACADEMIC EXCELLENCE | $10 Million Recurring

FAMU's academic distinction is a driving force behind our rise in national rankings and performance metrics. To sustain this momentum, our academic excellence strategy includes faculty development, research growth, and the expansion of high-impact programs. We propose to realign compensation structures for faculty and staff through a recurring restructuring of institutional resources to promote performance and innovation.

Our plan calls for the development of new Ph.D. programs in non-duplicative, high-demand fields like Pharmaceutical Engineering, expansion of graduate student funding to accelerate doctoral completion, and establishment of Preeminent Scholar Endowed Chairs with recurring research support. By investing in faculty teaching for research-active faculty and teaching scholars, we can make greater impacts in our strategy to R1.

Additionally, with this method, FAMU will have a focused approach to research with a load research load reduction (2/2 or 3/2). We can then align with national R1 models to promote faculty research, publication, and mentorship. This approach also provides an opportunity to increase and enhance the number of faculty who are primarily teachers and work in pedagogy to hold a higher teaching load of (4/4 or 5/5).

We also request resources to establish a state-of-the-art STEM Center integrating AI across all disciplines and a new Cybersecurity and Computer Science building to replace Banneker. These capital projects will strengthen FAMU's academic infrastructure and prepare our students for a workforce powered by AI, cybersecurity, and data science.

Initiatives Include:

- Research HUBs in Cybersecurity, AI, Health, Social Innovation, Energy
- Academic Analytics to measure faculty productivity
- Faculty hiring in doctoral/PSE areas
- Undergraduate research expansion
- New Department of Data Science and Innovation

Key Metrics:

- Doctoral Degree Growth: +20%
- Research Spending: $68M → $70M+
- AI & Micro-credentials in all colleges

Academic Excellence HUBs and Research Expansion

- **Strategic Faculty Hiring** – Recruit 40–50 world-class faculty across research doctoral, PSE, and FAMU strategic programs. Aligned with the SUS 30 strategic goal four, World Class Faculty, these faculty members will be used to grow research, technology commercialization, and the production of graduate students.
- **Research HUBs** – Empower faculty and undergraduate research with seed grants, lab support, and interdisciplinary pilot funding.
- **Faculty Development HUB** – Support onboarding, AI integration, and digital pedagogy training.
- **Doctoral Degree Output Growth** – Support dissertation completion, doctoral assistantships, and career placement.

New Centers:

- **FAMU Center for Cyber-Studies**
- **AI & ML Micro-Credentialing Hub** for digital workforce readiness

Academic Outcomes:

- Increase research doctoral degrees awarded by 20%

- Grow research expenditures to over **$70 million**
- Strengthen FAMU's Carnegie R1 research trajectory

SECTION IV: CREATING PATHWAYS THROUGH COLLEGES & SCHOOLS | $1 Million Recurring

Curriculum Modernization and Workforce Alignment

- **Revamp of all 45 PSE programs** (e.g., Cybersecurity, Engineering, Nursing, Supply Chain)
- **Council of 100 Partnership** – FAMU will partner to design credentials for Florida's economic priorities
- **FAMU-FSU College of Engineering Parity Expansion** – Duplicate successful FSU funding models and research support (See below)
- **PSE Alignment Advising** – Dedicated advisors and data dashboards to guide student degree choices

Target Metrics:

- 100% alignment of PSE programs with workforce projections
- Increase degrees awarded in PSE areas by 15%
- Increase post-grad employment rates and median wage from $45,800

SECTION V: PRIORITY INVESTMENTS IN STRATEGIC COLLEGES & SCHOOLS | $26.5 Million Recurring

Each of our Colleges is a driver of academic distinction, workforce readiness, and research. We are scaling aerospace, energy, and AI research in the College of Engineering while expanding dual-degree and national laboratory partnerships.

The College of Education and FAMU Developmental Research School seek funding to expand career-connected curriculum, increase teacher pay for FAMU DRS faculty, and enhance a FUTURES Center for math and reading remediation, robotics, and aerospace programming. This K–12 and beyond pipeline model accelerates learning and supports seamless transition into postsecondary pathways.

Our School of Journalism will anchor the launch of an entertainment and film hub, leveraging FAMU's brand and Florida's growing media economy to prepare students for careers in digital storytelling, content creation, and civic media.

School of Allied Health | $12.5 Million Recurring

FAMU proposes the establishment of a comprehensive Health Science Center (HSC) to strengthen its leadership in health education, research, and service, particularly in

advancing health access and workforce development across Florida. The HSC will unify FAMU's health-related academic units under a strategic governance structure, expand interdisciplinary training, drive innovation in care delivery, and enhance the university's capacity to address the pressing health needs of Florida's under-resourced and rural communities.

- **Establishment of the FAMU Health Science Center (HSC) | $6.5 Million Recurring**
    - This foundational investment ensures the centralized coordination and integration of all health sciences programs, positioning FAMU to drive innovation and accountability while reducing redundancies and improving compliance, quality, and operational efficiency.

Item	Description	Cost
Executive VP Office	Establishment of the HSC Office of the Executive Vice President to oversee unified health-related operations, research, and academic affairs	$1.5M
Unified Structures	Alignment of governance, administrative, and academic structures across colleges (e.g., Pharmacy, Nursing, Public Health, Allied Health)	$1.2M
Shared Services	Establish core support services (compliance, accreditation, grants management, simulation, interprofessional education)	$2.5M
Strategic Planning	Support strategic planning, policy development, and accreditation alignment	$1.3M

- **Building Research Capacity | $6 Million Recurring**
    - This funding will position FAMU as a national leader in health research. It will also enhance our capacity to compete for extramural funding, elevate research productivity, and support Florida's Health Research Agenda.

Item	Description	Cost
Faculty Recruitment	Hire research-active faculty focused on health and community-engaged scholarship	$2.5M
Research Infrastructure	Develop core facilities (e.g., biostatistics, data science, clinical trials support, translational science hubs)	$2M
Sponsored Research Development	Expand federal grant portfolio with NIH, CDC, HRSA, and private foundations; support grant writing and proposal development	$1.5M

FAMU's Health Science Center will serve as a transformative platform for advancing education, discovery, and service in the health sciences. This investment will bolster Florida's public health infrastructure by producing highly trained professionals and creating scalable solutions to persistent health disparities. The proposed funding will lay the groundwork for a more integrated,

innovative, and efficient health system, anchored by FAMU's commitment to excellence, access, and impact.

FAMU-FSU College of Engineering | $5 Million Recurring

- Increase and expand research infrastructure for interdisciplinary programs that impact our national security, workforce development, and technical vitality. This will align FAMU with the mission of national laboratories and increase partnerships.
    - Undergraduate, graduate, and doctoral (i.e., science, technology, engineering, agriculture, mathematics, physics, chemistry, biological sciences, and business)
    - Shared laboratories, research infrastructure, workforce development, and training facilities
    - Driven-manufacturing, AI, semiconductor, technical transfer, and defense research pipelines
- Faculty Loan Programs and faculty hiring in collaboration with national labs (e.g., Oak Ridge National Lab, Sandia National Laboratories, Department of Energy, Department of Defense, etc.)
- Externship and postdoctoral associate pathways in non-STEM and STEAM disciplines
- Support structure for Advancing Research Capacity (ARC) initiative
- **Expected ROI:**
    - 20% increase in workforce development and training for STEAM and non-STEM clearable candidates for employment to work on national security issues
    - Strategic industry-funded research collaborations (e.g., Boeing, Honeywell, Lockheed Martin, Raytheon, and National Laboratories, etc.)
    - National leadership in mission agile systems and AI-integrated engineering

College of Agriculture and Food Sciences (CAFS) | $3 Million Recurring

- **Expand capacity in:**
    - **Agricultural investment in viticulture research and patent expansion** around muscadine grapes. Increase funding for food systems research tied to viticulture and agricultural technology. Enhance the research laboratory investment to utilize current institutional patents and pursue commercialization in honey, wine, personal products, and consumable items for mass production and purchase.
    - **Extension services and urban agriculture programs** for isolated communities.

- **Invest in:**
    - Faculty lines in plant science, food security, and water systems
    - Partnerships with USDA and industry for internships and experiential learning
- Develop a **Food Systems and Sustainability HUB**

Expected ROI:

- Boost agriculture graduate employment in Florida's farming and food distribution sectors
- Strengthen pathways from 1890 Scholars to doctoral study

FAMU DRS | $3 Million Recurring

The College of Education and FAMU Developmental Research School seek funding to expand career-connected curriculum, increase teacher pay for FAMU DRS faculty, and enhance a FUTURES Center for math/reading remediation, robotics, and aerospace programming. This K–12 and beyond pipeline model accelerates learning and supports seamless transition into postsecondary pathways.

- Funding will assist with teacher pay increases to be comparable to the county in which they reside; supplies for classes, electives, and activities; repairs; fund school nurses; and incentivize teacher certifications.
- Enhance student success and outcomes and offer DRS students dual enrollment classes with FAMU, create pathways for DRS students to enroll in a FAMU Programs of Strategic Emphasis (PSE), college, or technical school upon graduating, and expand programs designed and developed like those through the Live Healthy Initiative, including accelerating DRS students' enrollment into articulated health care programs and other PSEs.

School of Architecture and Engineering Technology (SAET) | $2 Million Recurring

- Upgrade digital labs and studios with VR/AR design, construction simulations, and digital twins
- Establish **SAET Innovation HUB**:
    - Integrate AI in design
    - Expand workforce-ready certifications in construction, drafting, and design
- Recruit industry-savvy faculty in construction science and technology

Expected ROI:

- Increase in architecture and construction licensure pass rates
- SAET students ready for Florida's evolving smart city and urban design workforce

- Stronger recruitment from underrepresented backgrounds in built environment professions

School of Journalism | $1 Million Recurring

FAMU and the award-winning School of Journalism and Graphic Communication are uniquely positioned to be Florida's next entertainment powerhouse and create an Entertainment, Film, and Media Storytelling Hub. FAMU requests investment to expand our film, storytelling, and digital media offerings within the School of Journalism. This initiative honors our cultural impact and positions FAMU as a national creative expression and digital innovation leader.

Proposed Enhancements:

- Professional-grade production equipment
- Industry mentorship and workshops
- Narrative, scriptwriting, and content entrepreneurship programs
- A multimedia storytelling lab and studio environment

These foundational investments align with FAMU's Boldly Striking Strategic Plan and R1 classification goals.

II. Return on Investment:

Describe the outcome(s) anticipated, dashboard indicator(s) to be improved, or return on investment. Be specific. For example, if this issue focuses on improving retention rates, indicate the current retention rate and the expected increase in the retention rate. Similarly, if the issue focuses on expanding access to academic programs or student services, indicate the current and expected outcomes.

SECTION VI: RETURN ON INVESTMENT (ROI)

FAMU is fully committed to improving institutional outcomes on the Performance-Based Funding Metrics and other key performance indicators. The requested funding will support these efforts by enabling the University to strategically target resources and support areas that will have the most significant impact on increasing student success.

Impact on Florida:

- To enhance the state workforce, this request will enable FAMU to be more impactful in increasing workforce readiness across STEM, healthcare, education, agriculture, and improve digital infrastructure.
- Supports SUS goals for talent development and economic mobility
- Bridges access gaps for low-income and first-generation students
- Addresses critical workforce needs in Florida and the nation.

FAMU's HUB framework supports tangible and measurable statewide outcomes:

Key Metric	Current	Target (by 2027)
4-Year Graduation Rate	40.1%	**50%**
Academic Progress Rate (APR)	86%	**90%**
Research Expenditures	$68M	**$70M+**
PSE Degrees Awarded	60% of the total	**+15%** growth
FCS AA Transfers Degrees	341	**400**
Licensure Pass Benchmarks Met	1 of 4	**4 of 4**
Median Wages of Grads	$42,500	**$48,500**
% First-Time-In-College Top 10% HS Class	15%	**30%**

Benefits to the State:

- Supports the SUS Strategic Priority to increase student success and access as identified in the 2024 Accountability Plan approved by the Board of Governors.
- Addresses critical workforce needs in Florida and the nation.
- Enables FAMU to be more impactful in enhancing the socio-economic status of first-generation and low-income students. Notably, FAMU ranked No. 23 on the Social Mobility Index for the 2022-23 U.S. News & World Report.

Anticipated Outcomes:

- Increase the four-year graduation rate from 40.1 percent to 50 percent for the 2024-2028 cohort.
- Increase in academic progress rate from 86 percent to 90 percent.
- Increase in degrees awarded to FCS AA transfers from 341 to 400.
- Increase total research expenditures from $68 million to $70 million.
- Increase in the number of professional programs that meet state/national benchmarks for first-time pass rates from 1 to 4 (nursing, pharmacy, law, and physical therapy).
- Increase in first-time-in-college percentage in the top 10 percent of high school classes from 15 percent to 35 percent by Fall 2027.
- Increase in median wages of bachelor's graduates from $42,500 to $48,500.

The FAMU 2022-2027 Strategic Plan identifies several ambitious goals designed to elevate the University's performance outcomes, rankings, and profile. These goals include moving into the top tier of State University System (SUS) institutions in annual Performance Based Funding metrics, rising among the Top 100 public university rankings

by U.S. World News & Report (currently number 91), and being designated as a Carnegie R1 Research institution (currently R2).

As the nation's highest-ranked public HBCU for the sixth consecutive year and amongst the SUS leaders in providing access to higher education for first-generation and low-income students, FAMU remains focused on addressing the critical needs of Florida's citizens and the nation.

Specific focus areas of the "Boldly Striking" Strategic Plan include:

- Increasing retention and graduation rates and first-time licensure pass rates;
- Increasing degree production in Programs of Strategic Emphasis (PSE);
- Recruiting, developing, and retaining world-class faculty;
- Increasing research productivity;
- Ensuring long-term fiscal health and sustainability;
- Improving organizational efficiency and effectiveness; and
- Positioning FAMU as a leader in healthcare education, research, and service.

III. Personnel:

Describe personnel hiring and retention plans, making sure to connect both plans to initiative(s) and goal(s) described in section I. State the amount of faculty FTE and staff FTE and estimated funding amounts used for retention and new hires in each category. In describing faculty hires, provide overall hiring goals, including academic area(s) of expertise and anticipated hiring level (e.g., assistant professor, associate professor, full professor). Please describe how funds used for faculty or staff retention will help the institution achieve its stated goals.

FAMU is known for its robust academic programs and commitment to research. Recruitment and retention of faculty, teaching assistants, research laboratory managers, technologists, and student support specialists indicate FAMU's dedication to providing quality education and fostering a supportive learning environment.

➢ **Faculty** are responsible for teaching courses, conducting research, and providing academic guidance to students. They play a vital role in shaping the educational experience and contributing to the University's research endeavors. FAMU boasts 14 academic colleges and schools, and the need for increased faculty lines is imperative to move to the R1 Carnegie Classification. Additional faculty lines will be provided for each school or college with specific emphasis on those that offer research doctoral degrees, STEM degrees, and programs of strategic emphasis.

➢ **Learning Assistants** support faculty members in teaching undergraduate or graduate courses. They often provide instructional support, facilitate discussions, grade assignments, and offer guidance to students.

➢ **Research Laboratory** Managers oversee the day-to-day operations of research labs. They are responsible for maintaining equipment, ensuring lab safety

protocols are followed, managing research projects, and providing guidance to researchers.

➢ **Technologists** are skilled professionals who specialize in using technology and scientific equipment. They support research activities by maintaining and operating lab equipment, assisting with data analysis, and troubleshooting technical issues.

➢ **Student Support Specialists** work closely with students to provide guidance, resources, and assistance with academic and personal matters.

IV. Facilities

(If this issue requires an expansion or construction of a facility, please complete the following table): ***NOT APPLICABLE***

Facility Project Title	Fiscal Year	Amount Requested	Priority Number

2026-2027 Legislative Budget Request
Education and General
Position and Fiscal Summary
Operating Budget Form II

(to be completed for each issue)

University: **Florida A&M University**

Issue Title: **Restructuring Talent for Operational Excellence and Institutional Competitiveness**

	Recurring	Non-Recurring	Total
Positions			
Faculty	76.00	0.00	76.00
Other (A&P/USPS)	23.00	5.00	28.00
Total	**99.00**	**5.00**	**104.00**
Salaries and Benefits	$37,650,000.00	$0.00	$37,650,000.00
Other Personal Services	$1,300,000.00	$250,000.00	$1,550,000.00
Expenses	$11,900,000.00	$3,750,000.00	$15,650,000.00
Operating Capital Outlay	$5,550,000.00	$500,000.00	$6,050,000.00
Electronic Data Processing	$2,600,000.00	$500,000.00	$3,100,000.00
Financial Aid	$6,000,000.00	$0.00	$6,000,000.00
Special Category (Specific)	$0.00	$0.00	$0.00
	$0.00	$0.00	$0.00
	$0.00	$0.00	$0.00
	$0.00	$0.00	$0.00
Grand Total	**$65,000,000.00**	**$5,000,000.00**	**$70,000,000.00**

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State University System
Education and General
2026-2027 Legislative Budget Request
Form I

University(s):	Florida A&M University and Florida State University
Request Title:	ENGINEERING FLORIDA'S COMPETITIVE WORKFORCE: Accelerating High-Tech Job Creation and Economic Growth
Date Request Approved by University Board of Trustees:	Pending Joint College Management Council Approval
Recurring Funds Requested:	$13,140,328
Non-Recurring Funds Requested:	
Total Funds Requested:	$13,140,328
Please check the request type below:	
Shared Services/System-Wide Request	☒
Unique Request	☐

I. Purpose:

Florida faces a critical shortage of high-tech engineering talent that constrains business growth and economic competitiveness statewide. The FAMU-FSU Joint College of Engineering—established in 1982 as the only engineering college in the nation jointly operated by two public universities—stands ready to address this workforce crisis through strategic expansion that delivers job-ready engineers to Florida businesses while driving innovation-based economic development.

The demand for advanced capabilities in aerospace, power systems, cybersecurity technologies, and resilient infrastructure is accelerating. The college is uniquely positioned to address these gaps—supplying career-ready engineers, fueling applied research, and driving innovation across critical industries. To enhance this

impact, the college developed a five-year strategic plan, ***Engineering Our Future*** (2024–2029), aligned with the SUS 2030 Strategic Plan and the Accountability Plans of both partner universities. **This legislative budget request (LBR) seeks the targeted investments necessary to implement that vision—expanding talent, research, and innovation capacity to accelerate Florida's economy for decades to come.**

The requested resources are aimed at fulfilling two core objectives that align with our vision of transformative impact and integrated excellence:

Drive Innovation and Economic Growth through Applied Research and Advanced Engineering Talent Development: The FAMU-FSU College of Engineering leverages the unique multidisciplinary ecosystem of Tallahassee's Innovation Park—home to the Center for Advanced Power Systems (CAPS), the High-Performance Materials Institute (HPMI), the Florida Center for Advanced Aero-Propulsion (FCAAP), and the world-renowned National High Magnetic Field Laboratory (MagLab)—the only national lab in the state of Florida. Faculty-led research across these centers and academic departments is advancing critical technologies in aerospace systems, advanced manufacturing, energy infrastructure, quantum information science, cybersecurity, and healthcare engineering. These initiatives support Florida's economic development by attracting industry partners, launching technology-driven startups, and preparing innovations for real-world deployment. The result is sustained job creation, business diversification, and increased competitiveness in sectors central to Florida's long-term growth. **This funding expands applied research capacity, strengthens industry partnerships, and accelerates the commercialization of technologies that drive high-skill job creation and economic growth in Florida.**

Develop a Future-Ready Engineering Workforce for Florida: The college's forward-looking model of engineering education integrates foundational knowledge with applied training in high-demand fields. Through hands-on research experiences, industry-aligned curricula, and experiential learning pathways, students are prepared to enter and lead in key areas of Florida's economy—aerospace engineering, artificial intelligence, advanced power and electrification systems, critical infrastructure resilience, cybersecurity, and pharmaceutical engineering. **This funding will support student access to experiential learning, expand industry-relevant academic programs, and ensure a continuous pipeline of engineering talent prepared to meet the evolving workforce needs of the state.** OBJ

Key components of the request:

- ***Strengthening Research and Exemplary Scholarship:*** Supporting the joint college's ability to deliver critical research and rigorous instruction across strategic areas such as aerospace, AI, advanced materials, power systems, and healthcare engineering, leading to increased innovation and industry-igniting technology that will create high-impact, high-wage employment opportunities across the state.

- **Enhancing Operational and Programmatic Capacity*:*** Ensuring the technical, administrative, and instructional infrastructure needed to sustain growth, manage large-scale critical, bleeding-edge research initiatives, and deliver responsive, student-centered programs that deliver job-ready engineers ready to meet industry demands.
- **Expanding Student Access and Success:** Providing financial support to undergraduate and graduate students to reduce barriers to entry, enable full participation in research and professional training, and build Florida's future high-tech engineering workforce.
  Why it Matters: Strategic investments in the joint college are critical to advancing Florida's economic competitiveness, technological leadership, and talent development. These investments are urgently needed to propel the college to address Florida's critical shortage of engineering talent that constrains business growth.

Florida faces a significant shortage of engineers at both the bachelor's and Ph.D. levels. Florida faces a critical shortage of 27,400 high-tech engineers (Florida Chamber Workforce 2030 Report), threatening $4.2 billion in annual economic growth. Our college will close 45% of this gap through 1,200 annual job-ready graduates by 2027. Investment in the joint college will support Florida's competitive advantage in aerospace, defense, and high-tech manufacturing.

Engineering Drives Economic Growth and Mobility*.* According to the Florida Department of Economic Opportunity, engineering jobs pay an average of $86,000 per year, significantly exceeding the state average of $57,000 per year[1]. MyFloridaFuture data show that Florida engineering graduates significantly exceed the State University System (SUS) 2030 earnings goals, with a median salary of $66,567 one year after graduation—11% above the SUS benchmark. That figure climbs to $119,840 after five years, doubling the goal, and reaches $137,710 after ten years, exceeding it by 125%. These outcomes clearly demonstrate that engineering education is one of the most effective drivers of economic mobility and sustained income growth for Florida residents. Additionally, each engineer creates an average of 2.3 additional jobs once in the workforce.

- **The joint college delivers a ready-to-hire engineering workforce.** With a 97% job placement rate within six months of graduation, our graduates are entering critical Florida industries at scale. 85% of engineers remain in Florida, directly supporting targeted industry sectors identified in the Florida 2030 Blueprint. These engineers contribute $1.2M+ in lifetime tax revenue.

- **The joint college generates high research impact with modest faculty size.** In FY25, the College reached $84 million in research expenditures, a 200% increase over five years. With only 109 tenure-track faculty, the college outperforms national benchmarks with $585,000 in expenditures per faculty member, reflecting strong ROI on state investment.

Supporting Florida Business Priorities: The college's initiatives directly advance key business community goals identified by major Florida organizations:

- **Florida Chamber 2030 Blueprint Alignment:**
  - Producing a globally competitive workforce in high-demand engineering fields
  - Supporting innovation-driven economic growth through research and development
  - Creating job-ready graduates who drive productivity and competitiveness
  - Addressing critical STEM workforce shortages that limit business expansion
- **Economic Impact Metrics:**
  - **Job Creation:** Each engineering graduate generates an average of 2.3 additional jobs in Florida's economy
  - **Salary Premium:** Engineering graduates earn 40% above state median wages, contributing $1.2M+ in lifetime tax revenue
  - **Industry Alignment:** 85% of graduates remain in Florida, directly supporting targeted industry sectors
  - **Innovation Pipeline:** Faculty research generates intellectual property and startup companies that create high-wage employment opportunities

GOAL 1: Drive Innovation and Economic Growth through Applied Research and Advanced Engineering Talent Development:

The FAMU-FSU College of Engineering offers a dynamic environment for multidisciplinary research and education across six departments, including one newly established this year. Situated in Innovation Park—a 208-acre R&D hub governed by the Leon County Research and Development Authority—the College is co-located with premier engineering centers such as the High-Performance Materials Institute (HPMI), Florida Center for Advanced Aero-Propulsion (FCAAP), Center for Advanced Power Systems (CAPS), Resilient Infrastructure and Disaster Response Center (RIDER), Applied Superconductivity Center (ASC), and the National High Magnetic Field Laboratory (MagLab)—the world's leading magnet lab and Florida's only national laboratory. These centers drive innovation across aerospace, energy, materials, and infrastructure, and serve as engines for industry collaboration with partners like Boeing, L3Harris, Danfoss, NextEra, and others. Their proximity and shared mission enable complex, high-impact research that accelerates commercialization and strengthens Florida's advanced technology ecosystem. The College's continued growth supports the state's economic development strategy and reinforces its role as a hub for talent and innovation.

Goal 1.1: Drive real-world impact through pioneering, multidisciplinary research, and partnerships. Engineering faculty research generates intellectual property and startups that create high-wage jobs that help Florida meet its Industry 4.0 goals in terms of innovation, manufacturing, and workforce development.

Strategy 1.1.1: Expand faculty to pursue new research programs addressing emerging societal needs and national priorities: The FAMU-FSU College of Engineering is uniquely positioned to lead high-impact, interdisciplinary research that advances national priorities and addresses Florida's most critical technological needs. With deep expertise in areas such as high-field magnet science, superconductivity, cryogenics, aerospace, advanced materials, and biomedical engineering, the College fosters innovation that drives economic growth, strengthens national security, and enhances public well-being. Located at the nexus of major defense, healthcare, and advanced industry assets, the College supports a vibrant research ecosystem. This foundation enables a focused strategy across nine core research areas, each designed to meet emerging challenges and create long-term value for Florida and the nation:

- **Aerospace Engineering and Advanced Flight Technologies**: Supporting Florida's $89 billion aerospace industry cluster through specialized research in hypersonic flight, electric propulsion, and autonomous systems. Our new MS and PhD programs expand the state's capacity to train engineers for defense contractors and aerospace manufacturers who depend on local engineering talent, maintaining Florida's competitive advantage in these high-value sectors.
- **Artificial Intelligence and Data-Driven Engineering:** AI is transforming how we design, operate, and maintain complex systems. Our faculty are applying AI in aerospace control, predictive maintenance, smart infrastructure, materials discovery, and healthcare diagnostics. These research efforts not only improve performance and reduce costs but also support Florida's growing tech workforce and innovation ecosystem.
- **High-Performance Materials:** The next generation of vehicles, electronics, and infrastructure will depend on stronger, lighter, and smarter materials. Our researchers—supported by the world-renowned High-Performance Materials Institute (HPMI)—are pioneering work in advanced composites, functional nanomaterials, and high-temperature ceramics. These materials are essential for aerospace, transportation, energy, and defense applications, helping Florida manufacturers remain competitive in a global market.
- **Advanced Power Systems:** Florida's growing power demand—driven by population growth, electrification, and AI—is part of a national trend, with data center electricity use projected to more than triple in the U.S. by 2030, reaching over 600 TWh annually (McKinsey, 2023). Meeting this demand requires resilient and efficient energy systems for homes, military bases, transportation, and industry. Our faculty, leveraging the Center for Advanced Power Systems (CAPS), is advancing research in grid integration, electric mobility, high-power converters, and resilient microgrids. These innovations are essential for modernizing infrastructure and ensuring storm-resilient energy systems critical to Florida's economy and public safety. This work directly supports Florida's $47 billion energy sector by developing next-generation grid technologies that

attract energy companies and generate high-wage engineering jobs across the state.

- **Disaster Resilience*:*** To enhance Florida's resilience against natural disasters, we plan to broaden our focus beyond current initiatives such as the Resilient Infrastructure and Disaster Response (RIDER) Center. This expansion will involve developing adaptation technologies and strategies, utilizing predictive modeling and simulations for disaster management, and integrating AI and machine learning in disaster prediction and response. By undertaking these efforts, we aim to create safer and more resilient communities while providing valuable support for policymaking in disaster management.
- **Rare-Earth Extraction and Critical Minerals:** Rare earths and strategic materials are foundational to high-tech manufacturing, aerospace systems, and national defense. Our faculty are developing sustainable technologies for extracting and processing these materials, with applications in permanent magnets, electronics, and energy storage. Informed by our collaborations with the MagLab, this work supports both U.S. supply chain resilience and Florida-based industrial investment.
- **Cybersecurity Engineering**: We propose a comprehensive cybersecurity engineering program to safeguard critical infrastructures in our digitally interconnected world. Leveraging research capabilities at HPMI and CAPS, the program will focus on hardware and software systems for national security and industrial control. Graduates will be skilled at protecting these infrastructures and responding to cybersecurity threats effectively, enhancing national security. They will be equipped to develop secure technologies and implement robust consumer protection measures, addressing emerging threats to businesses and consumers, including data privacy and AI safety.
- **Quantum Information Science and Engineering**: Quantum technologies will transform communication, sensing, and computation, with far-reaching impacts on defense, logistics, and healthcare sectors central to Florida’s economy and national security footprint. Leveraging unique access to the National High Magnetic Field Laboratory (MagLab), our faculty are advancing research in quantum sensing, superconducting systems, and quantum-secure communication. These efforts position Florida as a leader in quantum innovation while cultivating a high-tech workforce aligned with the state’s growing needs in aerospace, cybersecurity, and medical technology.
- **Engineering Healthcare and Pharmaceutical Innovation**: Florida faces urgent challenges in patient care, chronic disease management, and the need to relocate critical pharmaceutical manufacturing—particularly for essential prescription drugs—within the state. Our researchers are developing medical devices, diagnostic tools, biomanufacturing methods, and engineered health systems. In collaboration with FAMU Health, FSU Health, and regional medical partners, this work addresses state health disparities while supporting the growth of Florida’s biomedical sector.

Strategy 1.1.2: Accelerate workforce development and business competitiveness through innovation and industry engagement: The college will establish an **Office for Technological Innovation (OTI)** and an **Industrial Affiliates Program (IAP)** to accelerate commercialization and deepen partnerships with Florida industry.

These two groups will work together at the college for **Industry 4.0 Workforce Development.** Florida businesses consistently identify workforce development and high-tech talent shortages as primary concerns. Our programs target emerging technology skills:

- **Artificial Intelligence and Machine Learning*:*** Preparing graduates for the fastest-growing sector in Florida's economy
- **Cybersecurity:** Meeting critical infrastructure protection needs identified by Florida businesses
- **Advanced Manufacturing:** Supporting aerospace, defense, and manufacturing industries, central to Florida's economic base

- **The Office for Technological Innovation (OTI)** will support faculty and students in translating research into products and services, facilitating IP protection, business planning, and market navigation. It will host entrepreneurship programs and connect innovators with state and regional economic development initiatives.
- **The Industrial Affiliates Program (IAP)** will engage Florida companies in research collaborations, provide them early access to emerging technologies, and create pathways for student internships and employment. By aligning academic research with industry needs, the IAP will help build a robust talent pipeline and foster a collaborative innovation ecosystem.

Goal 1.2: Enhance the training and graduation of exceptional engineers with advanced degrees: Our commitment is strengthened by a focus on increasing the recruitment of domestic graduate students and integrating advanced AI technologies to streamline and enhance our recruitment and support strategies.

Strategy 1.2.1: Expand fellowship support for doctoral degree completion: Key to our strategy is the enhancement of doctoral completion through robust fellowship programs, including the Doctoral Summer Fellowship and Final Year Fellowship Program. These initiatives are designed to incentivize completion and foster academic excellence among our doctoral candidates.

Strategy 1.2.2: Implement an AI-enabled strategic recruitment and communication plan for graduate students: To significantly enhance our recruitment efforts, we will deploy AI-driven tools to improve the efficiency and effectiveness of our recruitment processes. This strategic plan involves hiring dedicated staff to oversee AI implementations that streamline data analysis and communication. Our recruitment strategy will focus on domestic outreach and building partnerships with top feeder institutions and HBCUs without doctoral programs. AI will also support personalized and timely communication with prospective students, detailing our academic programs,

financial aid options, and unique research opportunities. Additionally, a new Graduate Ambassador Program will empower current students to share their experiences and highlight the innovative research conducted here.

Strategy 1.2.3: Advance graduate student success and job readiness through targeted mentoring, professional development, and strengthened academic support: We will implement a wrap-around support system to accelerate degree completion and prepare graduate students for competitive high-tech careers. Through enhanced advising, expanded skills-based training, and strong faculty mentorship, we will deliver an outcomes-driven graduate experience that builds a career-ready workforce.

Key Performance Metrics for GOAL 1: We will track several metrics, including program rankings, total grant awards, total research expenditures, research expenditure per faculty, number of invention disclosures, number of licensed patents, IAP partnerships, graduate enrollment at FAMU and FSU, graduate students per faculty, degrees awarded, and graduation rate.

GOAL 2: Develop a Future-Ready Engineering Workforce for Florida:

The FAMU-FSU College of Engineering delivers job-ready graduates to meet industry demand while creating high-impact, high-wage employment opportunities statewide. By integrating the strengths of two leading institutions, we offer a unique educational model that produces engineers equipped with Industry 4.0 skills, including artificial intelligence, cybersecurity, data analytics, and advanced manufacturing technologies essential for Florida businesses to compete globally.

Goal 2.1: Strengthen workforce alignment through applied training, industry engagement, and technical depth.

Consistent with the National Academy of Engineering's (NAE) vision for the engineer of 2020 and beyond, as outlined in "The Engineer of 2020: Visions of Engineering in the New Century" and "The Engineer of 2020: Adapting to the New Century," this goal supports our mission to develop a future-ready workforce equipped with technical proficiency, global awareness, and social consciousness. To support this vision, we will pursue the following strategies:

Strategy 2.1.1: Implement applied learning projects tied to real-world engineering problems: Students will complete service-based or capstone projects that address Florida-specific challenges such as infrastructure resilience, energy systems, and transportation technology. These projects build technical proficiency, teamwork, and accountability—skills essential for day-one readiness in the workplace.

Strategy 2.1.2: Expand direct engagement with Florida industries through internships and cooperative education: Through expanded partnerships with employers across the state, we will provide students with structured internship and co-op experiences in fields including aerospace systems, cybersecurity, advanced power

electronics, and materials development. These experiences accelerate workforce integration and ensure alignment with employer needs.

Strategy 2.1.3: Support research and innovation among undergraduate and graduate students: This strategy enhances our educational model by providing funding and creating a supportive environment for student-led research. It also connects students with mentors in their fields, further supporting their development as future-ready engineers prepared to tackle global challenges.

Goal 2.2: Strengthen student success and timely degree completion through targeted financial support and integrated academic services.
Engineering remains one of the most direct pathways to high-paying, high-demand careers in Florida. However, financial hardship and academic challenges can delay or derail degree completion, even for capable students. At Florida A&M University, 57% of undergraduates receive Pell Grants—well above the SUS average of 37%—with many students also balancing work obligations and limited family financial support. These challenges, if unaddressed, can impede Florida's ability to meet its growing demand for skilled engineers.

To ensure that more students complete their degrees on time and enter the workforce job-ready, the college has implemented a focused strategy to reduce financial stress and improve student support. This includes hiring an Assistant Dean for Advancement to increase private support for scholarships and launching the following targeted initiatives:

Strategy 2.2.1: Expand need-based financial assistance to reduce attrition and improve completion rates: We seek to provide additional financial support to academically qualified pre-engineering and engineering students who are at risk of leaving due to economic hardship. This assistance helps students maintain momentum toward graduation and allows them to focus on rigorous coursework rather than external employment.

Strategy 2.2.2: Integrate AI-Driven Academic and Career Support to Enhance Student Outcomes: This strategy leverages Artificial Intelligence and data-informed platforms to improve student success, retention, and workforce readiness. By enhancing core services—academic advising, tutoring, and career planning—with AI tools, we can deliver personalized guidance that adapts to each student's academic performance, learning style, and career goals. AI-powered analytics will help identify at-risk students, recommend timely interventions, and map individualized pathways to degree completion and employment in Florida's priority industries. This approach ensures students are not only supported academically but are also aligned with real-world opportunities from day one.

Key Performance Metrics for GOAL 2: We will track key metrics at FAMU and FSU, including the enrollment rate of first-time in college (FTIC) students, four-year and six-

year graduation rates for Pell Grant recipients within the College, second-year retention rate for undergraduate engineering students from both universities, four-year and six-year graduation rates for these students, student-to-faculty ratio within the College, and annual participation rates of undergraduate students in research projects, service learning projects, and industry internships and co-op programs.

II. Return on Investment:

Describe the outcome(s) anticipated, dashboard indicator(s) to be improved, or return on investment. Be specific. For example, if this issue focuses on improving retention rates, indicate the current retention rate and the expected increase in the retention rate. Similarly, if the issue focuses on expanding access to academic programs or student services, indicate the current and expected outcomes.

The additional investments will result in the following ROI:

- **Addressing Florida's Critical Workforce Shortage**: The Florida Chamber Foundation's 2022 Florida Workforce Needs Study identifies architecture and engineering as having the most severe talent deficits statewide. Strategic investment will produce an additional 150 graduates annually, directly addressing this shortage while generating $345M in economic impact.
- **Expanding Research Funding and National Reach:** The FAMU-FSU College of Engineering is experiencing robust and sustained growth in research productivity, with total externally funded research projected to increase from $84 million in FY24 to over $105 million within five years. FAMU-administered research expenditures have increased by 260% over the past five years, reaching $14 million in FY24, with projections to rise to $25 million within five years and continue growing at 15% annually. Simultaneously, FSU-administered research expenditures for the College totaled approximately $70 million in FY24, with expectations to reach $80 million in five years and maintain a 15% annual growth rate. This sustained momentum reflects the college's strength in aerospace, energy, materials, and biomedical research, backed by premier infrastructure, nationally recognized centers, and outstanding faculty.
- **Rising National Rankings and Reputation:** With enhanced capabilities and resources, the College is positioned to advance from its current U.S. News & World Report ranking of 56 among public universities with a doctoral degree into the top 50 within five years. A higher ranking will strengthen the state's reputation, draw top-tier students and faculty, and accelerate partnerships with industry and federal agencies.
- **More patents**: In Fiscal Year 2024, the College reported 23 invention disclosures, filed 42 patent applications, and received 24 issued patents—a testament to its growing and impactful intellectual property portfolio. The goal is to increase the number of patents issued to 50 per year within the next five years. This will generate revenue for FAMU and FSU through licensing and help protect the colleges' intellectual property.

- **Graduate enrollment**: Graduate programs at the FAMU-FSU College of Engineering are on a steep upward trajectory, with total enrollment expected to rise from 533 to 1,000 students—an 88% increase over five years. As of Fall 2024, the FAMU-FSU College of Engineering enrolls 533 graduate students—74 Ph.D. and 17 master's students from FAMU, and 234 Ph.D. and 239 master's students from FSU. With strategic investment, total graduate enrollment is projected to grow to 1,000 within five years (an 88% increase), including a more than doubling of FAMU's Ph.D. students to 180 and FSU's total graduate cohort to 800. This expansion will enhance the capacity to train a highly skilled research workforce and support Florida's innovation economy across sectors such as aerospace, energy, materials, and healthcare.
- **Undergraduate enrollment**: Undergraduate enrollment across the FAMU-FSU College of Engineering is poised for substantial growth, with total student numbers projected to increase by over 60%—from 2,727 to 4,297—over the next five years. As of Fall 2024, the FAMU-FSU College of Engineering enrolls 2,727 undergraduate students—529 at FAMU and 2,198 at FSU. With recent initiatives such as FAMU's Knack Tutoring Program and FSU's expanded undergraduate research and mentorship networks, both universities are enhancing student success and retention. With additional investment, FAMU aims to double its undergraduate enrollment to over 1,000, while FSU projects a 50% increase to 3,297 students. These efforts will significantly strengthen Florida's engineering workforce pipeline by expanding access, promoting academic achievement, and producing career-ready graduates to meet growing statewide demand.
- **Technology Infrastructure for Economic Competitiveness:** Faculty and student innovations create intellectual property that can be commercialized, supporting Florida's knowledge economy. Each dollar invested in engineering education generates $7 in regional economic activity through startup creation, industry partnerships, and high-wage job creation.
- **New business partners coming to Florida:** By enticing companies with substantial research interests in strategic areas such as energy and power, materials, space, biomedical, environmental, robotics, and medical devices, we aim to bolster Florida's business landscape.

Triumph Gulf Coast Integration

- The $160.3 million Triumph Gulf Coast InSPIRE investment creates unprecedented opportunities to transform regional economic capacity. The college's engineering programs provide essential workforce infrastructure to maximize this investment's impact:
- **Research Partnerships:** Faculty expertise supports high-tech industry attraction and expansion
- **Entrepreneurship Development:** Student and faculty innovations create new business formation opportunities
- **Skilled Workforce Pipeline:** Graduates fill critical positions in defense, aerospace, and technology companies

- **Economic Multiplier Effects:** Each dollar invested in engineering education generates $7 in regional economic activity

III. Personnel:

Describe personnel hiring and retention plans, making sure to connect both plans to initiative(s) and goal(s) described in section I. State the amount of faculty FTE and staff FTE and estimated funding amounts used for retention and new hires in each category. In describing faculty hires, provide overall hiring goals, including academic area(s) of expertise and anticipated hiring level (e.g., assistant professor, associate professor, full professor). Please describe how funds used for faculty or staff retention will help the institution achieve its stated goals.

The following plans for personnel hiring and retention includes:

1. $7.67 million to hire 50 new faculty: Workforce Development Capacity Expansion – Florida businesses require immediate access to qualified engineering talent. Current faculty-to-student ratios limit the college's ability to meet industry demand for graduates. These strategic faculty investments enable:
   a. 50% increase in graduate production to address identified talent shortages
   b. Industry 4.0 curriculum development meeting emerging technology skill requirements
   c. Research capacity expansion supporting business innovation and competitiveness needs
2. $3.07 million for research lab startup costs: These funds will be used to establish research labs for the 50 new faculty members.
3. $195,000 for faculty retention: This budget includes $150,000 for salaries and $45,000 for fringe benefits, which are intended to retain faculty who excel in research and teaching.
4. $1.03 million to hire seven new staff members (A&P/USPS): These hires will support operational needs under Goal 1.1 (Strategy 1.1.2), Goal 1.2 (Strategies 1.2.2, 1.2.3), Goal 2.1 (Strategies 2.2.1-2.1.3), and Goal 2.2 (Strategy 2.2.2).
5. $70,350 for staff retention: Allocate $50,000 for salaries and $20,350 for fringe benefits to retain high-performing staff members.

IV. Facilities

(If this issue requires an expansion or construction of a facility, please complete the following table): ***NOT APPLICABLE***

Facility Project Title	Fiscal Year	Amount Requested	Priority Number

2026-2027 Legislative Budget Request
Education and General
Position and Fiscal Summary
Operating Budget Form II

(to be completed for each issue)

University: FAMU-FSU College of Engineering

Issue Title: ENGINEERING FLORIDA'S COMPETITIVE WORKFORCE: Accelerating High-Tech Job Creation and Economic Growth

	Recurring	Non-Recurring	Total
Positions			
Faculty	50.00	0.00	50.00
Other (A&P/USPS)	7.00	0.00	7.00
Total	**57.00**	**0.00**	**57.00**
Salaries and Benefits	$8,704,145.00	$0.00	$8,704,145.00
Other Personal Services	$0.00	$0.00	$0.00
Expenses	$0.00	$0.00	$0.00
Operating Capital Outlay	$0.00	$0.00	$0.00
Electronic Data Processing	$0.00	$0.00	$0.00
Financial Aid	$1,000,000.00	$0.00	$1,000,000.00
Special Category (Specific)	$100,000.00	$0.00	$100,000.00
Special Category (Research Equipment/Start Up)	$3,070,833.00	$0.00	$3,070,833.00
Special Category (Faculty & Staff Retention)	$265,350.00	$0.00	$265,350.00
	$0.00	$0.00	$0.00
Grand Total	**$13,140,328.00**	**$0.00**	**$13,140,328.00**