

FAMU Board of Trustees

Special Session: Review of Presidential Objectives & Strategic Alignment

President Marva B. Johnson, J.D. | 2025–2026 Goals Framework

Date:	TBD
Location:	Grand Ballroom, FAMU Campus
Recording:	This meeting will be recorded for official minutes and follow-up review.
Purpose:	Review President Johnson's 2025-2026 Draft Goals, identify implementation priorities, and align technology/compliance solutions with strategic objectives.

I. Presidential Update & Strategic Framework Review

A. 100-Day Plan Review & Accomplishments

- Presentation of 100-Day Accomplishments Report
- Distribution of detailed report to Board Members
- Review alignment with SUS 2030, Boldly Striking 2022-2027, and Florida's Performance-Based Funding Model

B. President's Contract Deliverables & Evaluation

- Review of five thematic goal categories and weightings:
 - Enhance Student Success & Experience (60%)
 - Fiscal Accountability (20%)
 - Brand, Reputation & Community Engagement (5%)
 - Organizational Management, Talent & Culture (10%)
 - Operational Excellence (5%)
- Discuss PBF Readiness Metrics alignment and leading indicators

II. Enhance Student Success & Experience (60% Weighting)

Mission: Improve academic outcomes with focus on R1 status, doctoral enrollment, research expenditure growth, and graduate feeder program relationships.

A. Student Recruitment Goals (5% each sub-goal)

Category	Base	Exceeds	Stretch (SUS30)
FTIC Undergraduate	1,590	—	55% in PSE
Graduate (Master's)	550	600	660
Ph.D./R1 Doctoral	230	275	320
Professional Doctoral	510	600	680

B. Retention & Access Goals

- Student Retention (PBF-5): Maintain 88%+ second-year retention, stretch to 90%
- Access (PBF-7): Maintain Pell share at 56%+ (Base: 56%, Exceeds: 58%, Stretch: 60%)
- Financial Aid Processing: Disburse within 10 days (Base: 80%, Exceeds: 90%, Stretch: 100%)

C. R1 Readiness & Research Goals

- Grow total research expenditures by ≥5% to ~\$89M
- Increase doctoral enrollment ≥15%
- Research doctorates awarded: Target 40
- Expand endowed chairs and professorships by +25%

⚠ MISSING KPI RECOMMENDATION:

1. Research donor pipeline metrics (# of potential research sponsors identified)
2. Industry partnership conversion rate (prospects to signed agreements)
3. Graduate student funding rate (% receiving sponsored support)

III. Fiscal Accountability (20% Weighting)

Mission: Grow enterprise revenue, rehabilitate fiscal health, and achieve clean university and athletics audits.

A. Financial Transparency & Budget Overview

- Review of FY2024 Financial Dashboard (Total Revenue: \$179.7M, Net Position: \$613.7M)
- Cost Savings Audit (Past, Present, Future)
- Restricted vs. Unrestricted Fund Accounting Clarity
- Deferred Maintenance & Capital Infrastructure Needs (\$132.89M remaining)

B. Philanthropy Goals

Metric	Base	Exceeds	Stretch
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Annual Philanthropy ($\geq 5\%$ YoY)	\$17M	\$18M	\$20M
Non-Tuition Revenue ($\geq 5\%$)	\$151M	\$158.6M	\$160M
Student Support Allocation	$\geq 50\%$	—	—
Infrastructure/Tech Allocation	$\geq 25\%$	—	—

C. Financial System & Compliance Issues

- Payment Processing Fragmentation: 5 platforms for University, 4 for Foundation
- Security Issues and Fraud Susceptibility
- Financial Aid Disbursement Delays impacting student experience

IV. Fundraising & Sustainability

Mission: Preserve FAMU's Legacy Through Donor Engagement, Compliance, and Strategic Growth

A. Current State Assessment (FY2024)

Metric	Current Performance
Total Dollars Raised	\$17,026,535
Donor Participation Rate	7.19%
Average Gift Size	\$2,348.16
Endowment Return on Rate (ROR)	11.10%
Total Alumni Donors (2024)	4,730

B. Strategic Priorities

- Fundraising Strategy Review and Donor Retention Metrics
- Donor Relationship Management and Follow-Up Protocols
- Donor Identification and Analytics with Proper Donor Intelligence
- Gift Acceptance Compliance and Audit Trail
- Foundation Website and Data Infrastructure Assessment
- Feasibility Study for \$25M "Presidential Goal" Annual Campaign

⚠ MISSING FUNDRAISING KPIs — RECOMMENDED ADDITIONS:

1. **Donor Vetting Completion Rate:** % of gifts verified before acceptance (Target: 100%)
2. **Gift Acceptance Policy Compliance Rate:** % of gifts meeting policy criteria
3. **Time to Verify Donor:** Average days from gift intent to cleared acceptance
4. **Donor Retention Rate:** % of prior-year donors giving again
5. **Cost Per Dollar Raised:** Fundraising efficiency metric
6. **Major Gift Pipeline Value:** Total value of qualified prospects in cultivation

V. Brand, Reputation & Community Engagement (5% Weighting)

Mission: Create visibility, strengthen alumni relations, and drive engagement that converts to philanthropic support.

A. Event & Engagement Goals (from President's Framework)

- Hold community engagement events in each key Florida market
- Engage NAA and Top 5 alumni chapters quarterly
- Host 12+ small group alumni engagement opportunities beyond Tallahassee
- Expand branding for Marching 100 and Athletics programs
- Maintain #1 Public HBCU and Top 100 Public University rankings

⚠ MISSING EVENT & ENGAGEMENT KPIs:

1. **Event Attendance Rate:** Registrations vs. actual attendees
2. **Event-to-Gift Conversion Rate:** % of attendees who become donors within 90 days
3. **Revenue Per Event:** Total giving attributed to each event
4. **Alumni Reactivation Rate:** Lapsed donors who give after event attendance
5. **Chapter Engagement Score:** Composite of event participation + giving by chapter
6. **Athletics/M100 Donor Yield:** Gifts from ticket buyers

VI. Athletics Department

A. Compliance & Performance

- NCAA Compliance Monitoring
- NIL (Name, Image, Likeness) Program Oversight
- Academic Progress Rate (APR) Performance
- Annual Budget Review

✓ EVENTS PLATFORM — ATHLETICS INTEGRATION:

1. **Game Day Ticketing:** Unified platform for football, basketball, and all athletics events
2. **Donor Identification:** Flag season ticket holders and premium seat buyers for development outreach
3. **Marching 100 Events:** Manage performance ticketing and track fan engagement
4. **Revenue Attribution:** Connect athletics attendance to subsequent giving behavior

VII. Technology & Innovation

Mission: Modernize Systems and Processes for Efficiency and Compliance

A. Strategic Technology Priorities

Initiative	Investment Level
AI Agents & Automation for Administrative Workflows	\$\$
Data Systems Integration (Finance, HR, Student Records, Fundraising)	\$\$\$\$\$
Compliance & ROI Tracking Dashboards	\$\$\$
Cybersecurity & Data Protection	\$\$\$

VIII. Legal & Compliance

Mission: Safeguard Institutional Integrity and Ensure Adherence to Regulations

A. Compliance Framework Review

- Evaluate effectiveness of existing compliance frameworks (financial aid, research, athletics, data management)
- Legal Risk Assessment: contracts, employment law, vendor agreements, Title IX
- Internal Audit schedules and transparent reporting to Board
- Ethics and Whistleblower Protection mechanisms
- Crisis Preparedness protocols (data breaches, lawsuits, public inquiries)

B. Gift Acceptance & Donor Compliance

The agenda outline identifies fraud susceptibility and fragmented payment systems as key risks. A compliance-first approach to gift acceptance addresses these concerns proactively.

IX. Organizational Management, Talent & Culture (10% Weighting)

- Finalize Executive and Senior Leadership hires (including CFO, HR Director)
- Establish permanent deans for all colleges
- Implement professional development tracks for research and instruction professionals
- Establish accountability culture with aligned roles and evaluations

X. Operational Excellence (5% Weighting)

- Achieve +3% cost recovery through operational efficiencies

IN CONCLUSION:

There are many goals and activity statements, but very few hard decision points where the President is explicitly accountable for outcomes, timelines, and consequences.

As a Board, we greatly support the President to realistically attain these goals set forth.

DECISION POINT 1: STUDENT SUCCESS & PBF PERFORMANCE

Board Action: Approve performance contract thresholds and reporting cadence

President Accountability Outcomes

The President is accountable for **meeting or exceeding SUS/PBF-aligned targets**, not merely implementing strategies.

Core Metrics

Metric	Baseline (AY24)	FY26 Threshold	Stretch
FTIC Enrollment	1,405	1,590	1,650
2nd-Year Retention (≥ 2.0 GPA)	86.2%	$\geq 88\%$	$\geq 90\%$
Pell Share	56.6%	$\geq 56\%$	$\geq 60\%$
FCS AA Transfers	909	+5%	+8%
Post-Transfer Retention	88%	$\geq 90\%$	$\geq 95\%$
Professional Licensure Pass Rates	Program-specific	Maintain baseline	+2–5 pp

Required Presidential Deliverables

- Quarterly Student Success Scorecard** (Board-facing)
- Top 10 bottleneck course remediation plan** (by end of Q2)
- Predictive licensure readiness dashboard** (by end of Q3)

Board Evaluation Criteria

- $\geq 85\%$ of metrics met = **Satisfactory**
- $\geq 95\%$ of metrics met = **Exceeds**
- $<75\%$ met triggers **Corrective Action Plan (CAP)**

DECISION POINT 2: FINANCIAL HEALTH & FISCAL STEWARDSHIP

Board Action: Approve financial performance thresholds tied to presidential evaluation

President Accountability Outcomes

The President is accountable for **clean audits, affordability, and diversified revenue growth.**

Core Metrics

Metric	FY25 Baseline	FY26 Threshold
Clean University Audit	Qualified	Clean
Clean Athletics Audit	Qualified	Clean
Operating Margin	~2%	≥3%
Days Cash on Hand	~75	≥90
Non-Tuition Revenue	\$151M	≥\$158.6M
Philanthropy	\$17M	≥\$18M
% Philanthropy to Students	—	≥50%

Required Presidential Deliverables

- **Quarterly Financial Health Dashboard**
- **Audit remediation plan with owners & dates** (within 60 days)
- **Assessment Report to Increase Gifts & Revenue diversification strategy** (by Q2)

Board Evaluation Criteria

- Any **audit failure** = automatic **Needs Improvement**
- Missing margin/cash targets by >10% = **CAP required**

DECISION POINT 3: RESEARCH, R1 READINESS & ECONOMIC IMPACT

Board Action: Approve R1 Readiness Index and growth targets

President Accountability Outcomes

The President is accountable for **measurable progress toward Carnegie R1**, not aspirational language.

Core Metrics

Metric	Baseline	FY26 Threshold
Total Research Expenditures	\$68.7M	≥\$72M (+5%)
Federal Research	\$57.5M	≥\$60.4M
Doctoral Enrollment	237	≥275
Research Doctorates Awarded	~30	≥40
Endowed Chairs	Baseline	+25%
Industry-Sponsored Research	\$830K	≥\$872K

Required Presidential Deliverables

- **R1 Readiness Index** (Board-approved formula)
- **Faculty hiring & grant productivity report**
- **Industry partnership pipeline report**

Board Evaluation Criteria

- Failure to grow research ≥3% = **Underperformance**
- Failure to deliver R1 Index by Q2 = **Governance Concern**

DECISION POINT 4: ORGANIZATIONAL LEADERSHIP & CULTURE

Board Action: Approve leadership stabilization benchmarks

President Accountability Outcomes

The President is accountable for **staffing stability, performance management, and accountability culture**.

Core Metrics

Metric	FY26 Target
Executive Team Filled	100%
Permanent Deans Appointed	100%
Performance Evaluations Aligned to KPIs	100%
Accountability Framework Implemented	Yes

Required Presidential Deliverables

- **Executive org chart with tenure & vacancies**
- **Performance management framework**
- **Annual goals tied to compensation (where applicable)**

Board Evaluation Criteria

- Any prolonged executive vacancy (>9 months) = **Risk Flag**
- No KPI-linked evaluations = **Non-Compliance**

DECISION POINT 5: BRAND, REPUTATION & STAKEHOLDER TRUST

Board Action: Approve visibility and engagement benchmarks

President Accountability Outcomes

The President is accountable for **external reputation outcomes**, not event counts alone.

Core Metrics

Metric	FY26 Threshold
Key Market Engagements	≥1 per region
Alumni Engagements	≥12 (outside Tallahassee)
National Ranking Maintenance	#1 Public HBCU
Earned Media Growth	+10% YoY

Required Presidential Deliverables

- **Quarterly reputation & rankings report**
- **Alumni engagement outcomes report**
- **Marching 100 & Athletics brand growth plan**

DECISION POINT 6: DRS OVERSIGHT & GOVERNANCE

Board Action: Formalize presidential oversight authority & reporting

President Accountability Outcomes

The President is accountable for **DRS alignment, transparency, and risk mitigation**.

Required Deliverables (Non-Negotiable)

- **Quarterly DRS performance report** (academics, finance, facilities)
- **Facilities & capital needs assessment**
- **Governance alignment recommendations**

Board Evaluation Criteria

- Missed reporting = **Governance Failure**
- Unaddressed safety or fiscal risks = **Immediate Board Action**

FINAL BOARD EVALUATION SUMMARY (ANNUAL)

Rating	Definition
Exceeds Expectations	≥95% metrics met; stretch goals achieved
Meets Expectations	≥85% metrics met
Needs Improvement	70–84% metrics met
Unsatisfactory	<70% or audit failure