

The proposed goals and sub-goals, along with the corresponding measures and metrics, were drafted to align with **FAMU's Strategic Plan (2022–2027)**. The framework is also designed to incorporate continuity of goals from previous administrations, while evolving these goals to address current and future visions and priorities. This includes integration with the **SUS 2030 (“SUS 30”)** priorities and the **Florida Performance-Based Funding model**.

The recommended framework comprises a combination of Goals, Key Performance Indicators, and Scorecards, along with leading indicators, to help monitor progress. The goals also include scaled weighting to assess the level of completion.

The goals fall into the following thematic categories:

1. **Enhance Student Success and Experience:** Develop and implement strategies that improve academic outcomes, with an exceptional focus on the health service enterprise, pursuit of R1 status, enrollment of PhDs, growth of our Research and Development expenditures, and growth in FAMU's graduate feeder program relationships enterprise-wide.
2. **Fiscal Accountability:** Develop and implement strategies that will grow the enterprise revenue (through philanthropy, grants, legislative funds, tuition and fees, and athletics other auxiliary revenue programs). Rehabilitate and strengthen the fiscal health of the enterprise and move forward with strong fiscal positioning and position the enterprise for clean university and athletics audits.
3. **Brand, Reputation, and Community Engagement:** Develop and implement strategies that improve the University's brand positioning and create goodwill that enables FAMU to maintain and advance its national rankings and outcomes. This includes leveraging stakeholder engagement, partnerships, and community engagement.
4. **Organizational Management, Talent, Culture, and Leadership Development:** Develop and implement strategies that strengthen FAMU's leadership team and create the infrastructure necessary to transform, grow, and sustain the university. This includes the Senior Leadership Team, the college deans, the athletics program leadership, and the health sciences enterprise. Transition FAMU's organizational culture to an accountability-based model. Creating the next generation strategic plan (2027 and beyond).
5. **Operational Excellence:** Identify and implement process improvements that result in operational efficiencies and improve service delivery quality across the enterprise. This includes reimagining the current University Master Plan to better position the physical footprint for future growth.

1. **Enhance Student Success and Experience by FY2026:**
 - a. **Student Recruitment (Weighting: 5%):**
 - i. **Undergraduate:** Reach **1,590 FTIC (SUS30)/Minimum 55% (880)** enrolled in Programs of Strategic Emphasis
 - ii. **Graduate (Master's) (SUS30 Accountability Plan 660):**
 - Base: 550
 - Exceeds: 600
 - Stretch: 660
 - iii. **Ph.D./R1 Doctoral (SUS30 Accountability Plan 320):**
 - Base: 230
 - Exceeds: 275
 - Stretch: 320
 - iv. **Professional Doctoral (SUS30 Accountability Plan 680):**
 - Base: 510
 - Exceeds: 600
 - Stretch: 680
 - v. **Pipeline growth:** Increase **FCS AA transfer enrollment** by **≥5%**.
 - b. **Student Retention (PBF-5) (Weighting: 5%):** Maintain the second-year retention with a GPA of 2.0 or above at 88% or greater and implement strategies to make progress to advance the retention rate to 90% or greater.
 - c. **Access (PBF-7) (Weighting: 5%):** Maintain undergraduate **Pell share** at **56%** or **the highest share relative to SUS peers if Pell Grant participation declines overall in the SUS30.**
 - Base: 56%
 - Exceeds: 58%
 - Stretch: 60%
 - d. **Student Aid Investment (Weighting: 5%):** Increase institutional need-based aid by **≥5%** and cover **≥70% of average unmet tuition need** for in-state Pell recipients.
 - e. **Student Financial Aid Processing (Weighting: 5%):** Disburse financial aid funding within 10 days after add-drop:
 - Base: 80%

- Exceeds: 90%
- Stretch: 100%

f. **Strengthen FAMU's seamless 2+2 transfer success (by AY2025–26 vs. AY2023–24 baseline) (Weighting: 5%)**: Expand guided pathways and advising with Florida College System partners to increase Florida College System AA transfers and their timely completion—supporting FAMU's BOT-choice metric and SUS 30's emphasis on 2+2 outcomes. (PBF Metric 10a for FAMU; SUS 30 explicitly highlights 2+2 pathways.)

g. **Early momentum: Lift FCS first-year (post-transfer) retention to $\geq 90\%$ (Weighting: 5%).**

- Base: 88%
- Exceeds: 90%
- Stretch: 95%

h. **Advising Service Level Agreements (Weighting: 5%)**: Ensure **admit decision ≤ 7 –10 days** from file-complete and **advising appointment ≤ 5 business days** from admit for students (report **on-time % weekly**).

i. **Pathway coverage (Weighting: 5%)**: Execute **guided-pathway Memoranda of Understanding** with ≥ 10 high-volume Florida College System colleges and publish **100% of program-level 2+2 maps** online with guaranteed junior standing where applicable.

j. **Advance research, innovation, and industry partnerships (Weighting: 5%).** Accelerate the trajectory to **Carnegie R1** through growth in research expenditures, doctoral/graduate output, and commercialization—via targeted faculty hiring and collaborations with business and industry.

- i. **Grow total research expenditures by $\geq 5\%$ to $\$[89]M$; and faculty grant submissions by $\geq 2\%$**
- ii. **R1 Readiness (Carnegie drivers)**
 - Increase doctoral graduate student enrollment $\geq 15\%$
 - Increase research **doctorates awarded to 40**.
 - Expand **endowed chairs and professorships by +25%**.
 - Maintain **postdocs/research**.
 - Track Graduate student success leveraging Graduate Student Analytics (Funding, Admissions, Progress, Completion)
 - Create and track progress utilizing an R1 achievement metric which will include a combined “R1 readiness index” (expenditures + doctorates + research staff + Research Infrastructure & Capacity)

k. **Strengthen BOT/PBF alignment (Weighting: 5%):** Meet or exceed **BOT choice metric (PBF 10a)** target by achieving **[target value]** .

l. **Strengthen Performance on Professional Licensure and Certification Exam First-Time Passage Rates (Weighting: 5%):** Maintain and identify strategies to improve current licensure and certification success programs to ensure maintenance of the current baseline performance. Develop a predictive testing and exam readiness program to better inform decision-making and identify opportunities for further enhancing student support.

2. **Fiscal Accountability (Weighting: 20%):**

- a. **Affordability (PBF-3):** Maintain average net cost per bachelor's at 2025 baseline or below.
- b. **Philanthropy for Students & Infrastructure:** Grow annual philanthropy by $\geq 5\%$ YoY, allocating $\geq 50\%$ to student support (scholarships, emergency aid) and $\geq 25\%$ to infrastructure/technology.
 - Base: \$17,000,000
 - Exceeds: \$18,000,000
 - Stretch: \$20,000,000
- c. **Fiscal Resilience & Diversification:** Grow non-tuition revenue by $\geq 5\%$, sustain operating margin $\geq 3\%$, days cash on hand ≥ 90 .
 - Base: \$151,000,000
 - Exceeds: \$158,600,000
 - Stretch: \$160,000,000
- d. **Financial Services: Rehabilitate** and strengthen the fiscal health of the enterprise, move forward with strong fiscal positioning, and position the enterprise for clean university and athletics audits.

3. **Brand, Reputation, and Community Engagement (Weighting: 5%):**

- a. **Community Engagement:** Host at least one community engagement event in each key market area in Florida to engage FAMU's brand and bring visibility to FAMU's economic impact on these communities.
- b. **Reputation Management:** Implement comprehensive communications strategies that serve to create local and national visibility of the value of a FAMU degree in support of our effort to maintain the #1 Public HBCU and Top 100 Public universities rankings.
- c. **Brand Management:** Strengthen and create new branding opportunities for the Marching 100 and FAMU's Athletics programs.
- d. **Alumni Engagement:** Engage in at least one relationship-strengthening event and activities with the NAA and one of FAMU's Top 5 largest alumni Chapters each quarter. Host and/or participate in 12 or more small group alumni engagement opportunities with alumni outside of the Tallahassee market.

e. **FAMU Development Research School (DRS):**

- i. **Launch the Presidential DRS Review & Integration Initiative:** Create a university-led initiative to conduct a discovery-focused review of DRS's academic, operational, and structural alignment with FAMU. Assess the effectiveness of current oversight, evaluation pathways, and reporting relationships to ensure clarity, accountability, and University alignment.
- ii. **Conduct a University-Led Organizational & Structural Assessment:** Review DRS's governance and administrative structure to identify modernization and alignment opportunities based on SUS lab school's best practices.
- iii. **Strengthen University-DRS Academic Alignment & Integration:** Direct each FAMU college to develop structured academic partnerships, pathways, and support programs that elevate DRS student success and recruitment into university majors.
- iv. **Initiate a Formal Facilities & Capital Review:** Perform a comprehensive evaluation of DRS's campus facilities, safety conditions, and capital needs to prioritize modernization and long-term campus planning.
- v. **Strengthen Data Transparency & Reporting to the President and Board:** Require consistent, quarterly reporting on DRS academic performance, finances, operations, and facilities to support informed decision-making for both the President and the Board.

4. Organizational Management (Weighting: 10%):

- a. **Senior Leadership Team:** Strengthen and stabilize the enterprise by finalizing all hires for the Executive and Senior Leadership teams.
- b. **Building a World-Class Faculty**
 - i. **Academic Leaders:** Establish permanent deans for all colleges.
 - ii. **Professional Development:** Develop and implement professional development tracks that optimize workload and development opportunities for research tracked professionals and instruction tracked professionals.
- c. **Establish a Culture of Accountability:** Implement a new accountability culture that includes realignment of organizational structures, roles, job descriptions, annual goal setting, and performance evaluations.

5. Operational Excellence (Weighting: 5%)

- a. **Operational Efficiency:** Identify and implement operational measures that drive +3% cost recovery opportunities across the enterprise.
- b. **Reimagine the University Master Plan:** Reimagine the University's Master Plan to evolve the plan to position the main campus and satellite campuses for growth.

ADDITIONAL BACKGROUND: The table below provides a comparison of the SUS30 Metrics to the current president's goals, the recommended goals, along with notes and other feedback. The above-mentioned goals are presented in consideration of the data below.

| | SUS 30 Metrics | Current President's Goal | Rec'd President's Goal | Notes |
|----------------------------------|---|--------------------------|------------------------|---|
| National Rankings | Top 10, 25, 50, 100 Public Universities Top Public HBCU Top 5 Public Liberal Arts College | No | Yes | Baseline: Top Public HBCU Top 100 Stretch: Top HBCU Top 75 |
| Elevating Student Success | 4-year Graduation Rate | Yes | Modified | Add Academic Advising as a KPI or to scorecard. Add drivers of stop-outs (i.e., identifying and finding solutions for students who need aid) |
| | Academic Progress Rate | Yes | Yes | |
| | % of Bachelor's Grads Enrolled or Employed at \$40K higher 1 Year After Graduation | KPI | KPI | |
| | Median Wages of Bachelor's Grads | KPI | KPI | |
| | Professional Licensure & Certification Exam First-Time Pass Rates | Yes | Yes | Look into predictive testing and exam readiness |
| | Undergrad Participating in Internships or Experiential Learning | No | KPI | #/\$ Corporate donors #/\$ Industry Cluster members Internship recognition |
| | Undergraduates without Student Loans | No | KPI | #/\$ Scholarships |

| | SUS 30 Metrics | Current President's Goal | Rec'd President's Goal | Notes |
|----------------------------------|--|--------------------------|------------------------|---|
| | | | | Destination FAMU: Virtual recruiting and pipeline development for middle and high school students and parents, including academic, financial, and social determinants of success; partner with Wells Fargo (or university's financial institution) for financial planning scenarios |
| | Bachelor's/Graduate Degrees in Programs of Strategic Emphasis | No | KPI | Inbound Graduate Feeder articulation agreements |
| <i>Transfer Student Outcomes</i> | FCS AA Transfer 3-Year Graduation Rate | No | KPI | |
| <i>Pell Student Outcomes</i> | 4-Year Graduation Rate among Pell Students | No | KPI | |
| | % of new FTIC students entering in fall who receive a Pell grant | No | KPI | |
| Operational Excellence | Financial ratings | No | Yes | Clean university and athletic audits, plus scorecard |
| | Shared Services Cost Savings | No | KPI | |
| | Space Utilization | No | KPI | |
| | Faculty Awards | No | KPI | |

| | SUS 30 Metrics | Current President's Goal | Rec'd President's Goal | Notes |
|---|---|--------------------------|------------------------|-------------------------|
| World Class Talent | National Academy Members | No | KPI | |
| Innovative Research & Economic Development | Total Research Expenditures | Yes | Yes | # PhD students enrolled |
| | Patents Awarded | No | KPI | |
| | Number of Start-Up Companies Created | No | KPI | |
| | Number of Licenses & Options Executed Annually | No | KPI | |
| | Research Expenditures with Business & Industry | No | KPI | |
| | Federal Research Expenditures | No | KPI | |
| | Research Expenditure Rankings (Top 25, 50, 100) | No | KPI | |