

2026 – 2027 PRESIDENTIAL GOALS

Pillars of Institutional Excellence

PILLAR A – Student Success

Goal 1. Enrollment Growth

Presidential Goal	FY26 Baseline (Meets Expectations – 80%)	FY27 Goal (Exceeds Expectations – 90%)	Stretch Goal (Exceptional Performance – 100%)	Leading Indicators	Reporting
FTIC Undergraduate Enrollment	1,958	2,025	2,100	• Applications • Admits • Deposits • FAFSA Completion • Orientation Registration • Housing Deposits • Melt Rate • Yield Rate • Weekly Enrollment Trend	Weekly
Master's Enrollment	532	600	660	• Graduate Applications • Admits • Deposits • Assistantships Awarded • Enrollment by Program • Yield Rate	Weekly
Research Doctoral Enrollment	281	300	325	• Doctoral Applications • Admits • Funded Assistantships • Research Faculty Capacity • Dissertation Completions • External Research Awards • Doctoral Retention	Weekly
Professional Doctoral Enrollment	548	600	675	• Applications • Admits • Licensure Program Demand • Enrollment Yield • Clinical Placement Capacity • Retention	Weekly

Goal 2. Academic Progress & Completion

Presidential Goal	FY26 Baseline (Meets Expectations – 80%)	FY27 Goal (Exceeds Expectations – 90%)	Stretch Goal (Exceptional Performance – 100%)	Leading Indicators	Reporting
Second-Year Retention (PBF Metric 5)	88.1%	90%	≥91%	• First-year GPA • Credit hours earned (30-credit momentum) • D/F/W rates • Academic standing • Advising participation • Early alert interventions • Financial aid persistence • Course completion rate • Fall-to-Spring retention	Quarterly
Post-Transfer Retention	88%	≥90%	≥93%	• Transfer enrollment • Transfer orientation participation • Credit evaluation turnaround time • Advising engagement • Course success rates • Financial aid persistence • Fall-to-Spring retention	Quarterly
Professional Licensure Pass Rates	2 of 4	2 of 4	Top SUS Performance	• Program progression rates • Clinical/practicum completion • First-time exam eligibility • Mock exam performance • Graduation rates • Accreditation compliance • Faculty qualifications	Quarterly
Pell Share (PBF Metric 7)	56%	58%	60%		Quarterly

Presidential Goal	FY26 Baseline (Meets Expectations – 80%)	FY27 Goal (Exceeds Expectations – 90%)	Stretch Goal (Exceptional Performance – 100%)	Leading Indicators	Reporting
				• Pell-eligible applications • FAFSA completion rate • Financial aid packaging timeliness • Yield of Pell-eligible students • Enrollment of Pell recipients • Retention of Pell students	
Financial Aid Disbursement Timeliness	80% within 10 days	90%	100%	• FAFSA processing time • Verification completion rate • Packaging turnaround time • Percentage of students with complete files • Aid disbursement cycle time • System processing errors • Student account clearance rate	Monthly
Student-Athlete Academic Success (APR)	Maintain all athletics programs in good academic standing while sustaining a multi-year APR that meets or exceeds NCAA requirements (≥ 930).	Improve Academic Progress Rate (APR) across athletics programs through enhanced academic support, eligibility monitoring, retention, and degree progression while maintaining NCAA compliance.	Meet or exceed NCAA APR benchmarks across all athletics programs, with no teams below the NCAA minimum (930), while demonstrating sustained improvements in student-athlete academic achievement, retention, and graduation outcomes.	• Multi-year APR by sport • Teams meeting NCAA APR benchmark (≥ 930) • Eligibility certification rate • Student-athlete GPA • Academic support participation • Tutoring participation • Student-athlete retention • Graduation Success Rate (GSR) • Degree completion • Percentage of athletics programs meeting the NCAA 930 APR benchmark	Quarterly

PILLAR B – Academic & Research Quality

Goal 3. Research Excellence

Presidential Goal	FY26 Baseline (Meets Expectations – 80%)	FY27 Goal (Exceeds Expectations – 90%)	Stretch Goal (Exceptional Performance – 100%)	Leading Indicators	Reporting
Total Research Expenditures	\$85M	\$89M	\$95M	• External research awards • Proposal submissions • Proposal success rate • Federal funding • Industry-sponsored research • Research expenditures (HERD) • Number of active grants • Active Principal Investigators (PIs)	Monthly
Research Doctorates Awarded	39	52	60	• Research doctoral enrollment • Dissertation proposal approvals • Dissertation completions	Quarterly

Presidential Goal	FY26 Baseline (Meets Expectations – 80%)	FY27 Goal (Exceeds Expectations – 90%)	Stretch Goal (Exceptional Performance – 100%)	Leading Indicators	Reporting
				Candidacy advancement • Graduate assistantships • Faculty mentoring capacity • Doctoral retention • Time-to-degree	
Carnegie R1 Readiness	Research Expenditures: \$85.1M (FY25 HERD) Research Doctorates Awarded: 39 R1 Status: Progress toward Carnegie R1 readiness	Increase research expenditures and research doctoral production while achieving all annual milestones identified in the University's Carnegie R1 Roadmap.	Meet or exceed current Carnegie R1 eligibility thresholds (e.g., ≥\$50M annual research expenditures and ≥70 research doctorates awarded annually) while strengthening research infrastructure and national competitiveness.	• Research expenditures (HERD) • External research awards • Proposal submissions • Proposal success rate • Research doctoral enrollment • Research doctorates awarded • Active Principal Investigators (PIs) • Faculty publications and citations • Industry-sponsored research • Research infrastructure milestones • Research-active faculty hires • National research partnerships	Quarterly

Goal 4. Faculty Excellence

Presidential Goal	FY26 Baseline (Meets Expectations – 80%)	FY27 Goal (Exceeds Expectations – 90%)	Stretch Goal (Exceptional Performance – 100%)	Leading Indicators	Reporting
Endowed Chairs & Professorships	Maintain the current number of endowed chairs and professorships while sustaining existing funding commitments and active recruitment efforts.	Increase the number of endowed chairs and professorships through successful fundraising, approval of new positions, and recruitment of nationally recognized faculty in strategic academic and research disciplines.	Exceed annual growth targets by significantly expanding endowed faculty positions, strengthening faculty distinction and research competitiveness, and establishing a sustainable pipeline of future endowed appointments aligned with institutional priorities.	• Endowment fundraising commitments • New endowed gifts received • Endowment value growth • Number of endowed positions approved • Faculty recruitment pipeline • Offers extended • Offers accepted • Positions filled	Quarterly
Permanent Dean Appointments	Continue searches for vacant dean positions while maintaining stable academic leadership through effective interim leadership and	Complete recruitment, appointment, and onboarding of permanent deans for all approved vacancies, ensuring leadership	Maintain a fully staffed and stable academic leadership team with successful onboarding, leadership integration, and demonstrated progress toward advancing college performance, student success, faculty	• Search committees established • Position advertisements posted • Candidate pools developed • Airport interviews completed • Campus interviews completed • Finalists identified • Offers extended • Offers accepted • Onboarding completed	Quarterly

Presidential Goal	FY26 Baseline (Meets Expectations – 80%)	FY27 Goal (Exceeds Expectations – 90%)	Stretch Goal (Exceptional Performance – 100%)	Leading Indicators	Reporting
	uninterrupted college operations.	continuity and alignment with the University's strategic priorities.	excellence, research productivity, and strategic plan implementation.		
Executive Leadership Completion	Continue recruitment for approved executive leadership vacancies while maintaining effective institutional operations through interim leadership and executive oversight.	Successfully recruit, appoint, and onboard qualified leaders into all approved executive positions, establishing a fully functioning executive leadership team capable of executing the University's strategic priorities.	Sustain a high-performing executive leadership team characterized by leadership stability, successful onboarding, cross-divisional collaboration, strong organizational performance, and measurable progress toward achieving institutional goals and Presidential priorities.	• Executive positions posted • Search firms engaged (as applicable) • Candidate pools developed • Finalists identified • Interviews completed • Offers extended • Offers accepted • Onboarding completed • Six-month leadership assessments	Quarterly

PILLAR C – Operational Excellence

Goal 5. Financial Stewardship

Presidential Goal	FY26 Baseline (Meets Expectations – 80%)	FY27 Goal (Exceeds Expectations – 90%)	Stretch Goal (Exceptional Performance – 100%)	Leading Indicators	Reporting
Non-Tuition Revenue Growth ≥ 5%	\$151M in diversified revenue (FY26 Actual)	Increase non-tuition revenue to \$158M through philanthropy, grants, auxiliary enterprises, partnerships, and other diversified revenue sources.	Achieve \$160M+ in diversified revenue while demonstrating sustainable year-over-year growth across multiple revenue streams.	• Grant and contract awards • Auxiliary revenues • Corporate partnerships • Continuing education revenue • Sponsored research revenue • Revenue diversification ratio	Quarterly
Cost Recovery & Operational Efficiency	Achieve annual cost recovery targets through operational efficiencies and enterprise	Exceed annual cost recovery targets while documenting measurable administrative	Institutionalize a culture of continuous improvement resulting in sustainable cost	• Shared Initiatives Savings • Administrative efficiency gains • Procurement savings • Process improvement projects • Shared services implementation • Indirect cost recovery (F&A)	Quarterly

Presidential Goal	FY26 Baseline (Meets Expectations – 80%)	FY27 Goal (Exceeds Expectations – 90%)	Stretch Goal (Exceptional Performance – 100%)	Leading Indicators	Reporting
	process improvements.	efficiencies and recurring savings.	recovery, recurring operational savings, and enterprise-wide efficiency gains.	Auxiliary operating margins • Technology automation • Cost avoidance initiatives	
Net Operating Revenues Ratio	3.9% operating revenue ratio (FY26 Actual)	Improve operating revenues through disciplined revenue growth and expenditure management while maintaining a positive operating margin above FY26 performance.	Sustain strong operating performance through recurring revenues, strategic expense management, and operating margins among the strongest within the SUS.	• Days Cash on Hand • Cash-to-Debt Ratio • Budget-to-actual performance • Operating margin • Revenue growth • Expenditure growth • Liquidity trends • Monthly financial forecasts	Semiannually
Financial Transparency & Audit Compliance	Timely financial reporting and implementation of approved audit corrective action plans.	Deliver enhanced enterprise financial dashboards, timely reporting, and resolution of audit findings according to approved corrective action plans.	Achieve enterprise-wide financial transparency with executive dashboards supporting decision-making, zero repeat audit findings , and sustained compliance across all financial operations.	• Monthly financial statement timeliness • Budget variance reporting • Executive dashboard availability • Forecast accuracy • Compliance reporting submitted on time • Audit remediation progress • Repeat findings • Internal control assessments	Quarterly
Return on Net Assets (RONA)	9.4% Return on Net Assets (FY26 Actual)	Improve institutional return on net assets through strategic investment, revenue growth, and responsible resource stewardship.	Sustain year-over-year improvements in institutional net asset performance while strengthening the University's long-term financial position.	• Net Operating Revenues Ratio • Investment returns • Net position growth • Capital asset utilization • Cash reserves • Operating surplus • Long-term financial sustainability measures	Semiannually
Athletics Budget Performance	Complete annual athletics budget review and establish baseline measures for financial performance, accountability, and budget management.	Maintain athletics budget performance within the approved operating plan while strengthening financial oversight, forecasting, and accountability.	Demonstrate sustained operational efficiencies, balanced athletics operations, and sound financial stewardship through proactive budget management and continuous	• Budget-to-actual performance • Operating margin • Internal audit findings • Procurement compliance • Budget variance • Forecast accuracy	Quarterly

Presidential Goal	FY26 Baseline (Meets Expectations – 80%)	FY27 Goal (Exceeds Expectations – 90%)	Stretch Goal (Exceptional Performance – 100%)	Leading Indicators	Reporting
			performance improvement.		

Goal 6. Enterprise Performance

Presidential Goal	FY26 Baseline (Meets Expectations – 80%)	FY27 Goal (Exceeds Expectations – 90%)	Stretch Goal (Exceptional Performance – 100%)	Leading Indicators	Reporting
Enterprise Performance Management Framework	Enterprise performance framework implemented with executive dashboards for all presidential goals and quarterly performance reviews established.	All divisions and colleges actively using standardized dashboards, scorecards, and quarterly performance reviews to manage results.	Enterprise-wide performance management is fully institutionalized with predictive analytics, corrective action tracking, and continuous improvement informing executive decision-making.	- Executive dashboards deployed - Presidential KPIs established - Unit scorecards aligned - Quarterly performance reviews completed - Dashboard utilization - Data quality compliance - Corrective action plans implemented	Quarterly
Technology Modernization	Major modernization initiatives implemented according to the approved roadmap.	Core enterprise systems modernized with measurable improvements in efficiency, reliability, and user adoption.	Modernized digital environment with enterprise-wide automation, integrated systems, and documented operational efficiencies.	- Modernization milestones completed - Legacy systems retired - Cloud migration progress - Process automation - User adoption - System availability - Cybersecurity compliance	Quarterly
AI & Data Integration	Enterprise data governance framework operational with initial AI-enabled analytics implemented.	AI-enabled decision support and integrated enterprise data available across major administrative and academic functions.	AI and enterprise data are fully integrated into institutional planning, performance management, and operational decision-making across the University.	- AI use cases deployed - Enterprise data integrations - Data quality score - Automated dashboards - AI training completion - Analytics utilization - Governance compliance	Quarterly
Compliance & Governance	NCAA compliance monitoring established with NIL oversight framework implemented and annual compliance reviews completed.	Demonstrate effective NCAA compliance with timely completion of compliance monitoring, effective NIL governance, and no significant	Institutionalize a comprehensive compliance program with full adherence to NCAA and NIL requirements, zero major compliance findings, and continuous	- NCAA compliance reviews completed - NCAA compliance findings - Corrective actions completed - NIL education participation - NIL disclosure compliance - Rules interpretation requests - Student-athlete eligibility certifications	Quarterly

Presidential Goal	FY26 Baseline (Meets Expectations – 80%)	FY27 Goal (Exceeds Expectations – 90%)	Stretch Goal (Exceptional Performance – 100%)	Leading Indicators	Reporting
		compliance findings.	improvement of governance processes.		
Athletics Performance Analytics	Establish an executive athletics performance dashboard integrating compliance, academic, financial, operational, and engagement metrics.	Utilize standardized quarterly athletics performance dashboards to support executive decision-making, performance monitoring, and accountability.	Institutionalize predictive athletics analytics that provide timely decision support, performance forecasting, and continuous improvement across all major athletics operations.	Dashboard utilization • Data quality score • Executive reporting timeliness • Automated reporting • KPI completion rate • Corrective action tracking • Data integration across athletics systems • Predictive analytics utilization	Quarterly

PILLAR D – Revenue Diversification

Goal 7. Revenue Growth

Presidential Goal	FY26 Baseline (Meets Expectations – 80%)	FY27 Goal (Exceeds Expectations – 90%)	Stretch Goal (Exceptional Performance – 100%)	Leading Indicators	Reporting
Annual Philanthropy	\$17M	\$18M	\$20M	- Major gift solicitations - New donor commitments - Donor retention rate - Alumni participation - Campaign progress - Corporate and foundation gifts - Planned giving commitments - Endowment growth.	Quarterly
Auxiliary Revenue	FY26 Actual	Increase auxiliary enterprise revenue by 5% through improved utilization, operational performance, customer demand, and revenue optimization across housing, dining, parking, athletics, bookstore, conferences, and other self-supporting enterprises.	Increase auxiliary enterprise revenue by 10% or more while improving operating margins, customer satisfaction, occupancy/utilization, and long-term financial sustainability across all auxiliary operations.	- Housing occupancy - Dining revenue - Bookstore revenue - Athletics revenue - Parking and transportation revenue - Conference and event revenue - Auxiliary operating margin	Quarterly
Growth Revenue	FY26 Actual	Increase enterprise-generated revenue by 5% through expansion of continuing education, online programs, workforce development, sponsored research, strategic	Increase enterprise-generated revenue by 10% or more through sustained growth across multiple diversified revenue sources, creating recurring	- Continuing education revenue - Online program revenue - Corporate partnerships - Workforce development contracts - Licensing	Quarterly

Presidential Goal	FY26 Baseline (Meets Expectations – 80%)	FY27 Goal (Exceeds Expectations – 90%)	Stretch Goal (Exceptional Performance – 100%)	Leading Indicators	Reporting
		partnerships, licensing, commercialization, and other entrepreneurial initiatives that diversify institutional revenue streams.	revenues that strengthen the University's long-term financial sustainability and reduce reliance on state appropriations and tuition.	and commercialization revenue • Conference and facility rentals • Sponsored program indirect cost recovery • Public-private partnerships	
Athletics Revenue Growth	Establish FY26 baseline measures for athletics-generated revenue across ticket sales, sponsorships, licensing, and auxiliary operations.	Increase athletics-generated revenue through growth in attendance, ticket sales, sponsorships, premium seating, licensing, and strategic partnerships.	Demonstrate sustained year-over-year growth in diversified athletics revenue while strengthening long-term financial sustainability and enterprise support.	• Football attendance • Basketball attendance • Ticket revenue • Premium seating revenue • Sponsorship revenue • Licensing revenue • Merchandise sales • Concessions revenue • Corporate partnerships	Quarterly

PILLAR E – Elevating the Land-Grant Mission

Goal 8. Brand & Community Impact

Presidential Goal	FY26 Baseline (Meets Expectations – 80%)	FY27 Goal (Exceeds Expectations – 90%)	Stretch Goal (Exceptional Performance – 100%)	Leading Indicators	Reporting
National Standing Tactics	Implement at least 3 strategic initiatives that improve FAMU's national reputation and competitiveness.	Successfully implement 4–5 high-impact initiatives that produce measurable improvements in national visibility, rankings, strategic partnerships, and collaborations with iconic companies and nationally recognized organizations.	Demonstrate nationally recognized improvements in reputation, rankings, research visibility, institutional recognition, and industry engagement resulting from 5+ transformative strategic initiatives, including	• U.S. News ranking movement • Carnegie R1 readiness milestones • National media mentions • Faculty awards • Student awards • Strategic partnerships • Partnerships with iconic companies and nationally recognized organizations • Research recognition • National presentations • Industry	Quarterly

Presidential Goal	FY26 Baseline (Meets Expectations – 80%)	FY27 Goal (Exceeds Expectations – 90%)	Stretch Goal (Exceptional Performance – 100%)	Leading Indicators	Reporting
			partnerships with iconic companies , leading employers, and nationally recognized organizations that enhance student success, research, innovation, and workforce outcomes.	collaborations • Employer engagement	
Community Engagement	Increased engagement and public awareness.	Expand partnerships and documented community engagement by 10% .	Achieve 15%+ growth in community partnerships and measurable regional/statewide impact.	- Community partnerships - Outreach programs - Extension activities - Economic development partnerships - Public events - Service hours - Stakeholder satisfaction	Quarterly
Alumni Engagement	Expanded engagement and statewide impact.	Increase alumni participation by 10% and expand alumni programming.	Increase participation by 15%+ while demonstrating measurable growth in alumni giving, mentoring, and volunteerism.	- Alumni event participation - Alumni giving participation - Chapter activity - Volunteer engagement - Mentorship - Career networking - Communication engagement	Quarterly
Marching 100 Brand Growth	Advancement of institutional visibility and brand recognition through signature programs.	Expand national exposure through strategic performances, partnerships, and digital engagement.	Establish the Marching 100 as a premier national brand ambassador, resulting in measurable gains in institutional visibility, recruitment interest, and media reach.	- National performances - Media impressions - Social media engagement - Recruitment event participation - Broadcast appearances - Brand partnerships - Recruitment impact	Quarterly
Athletics Performance & Institutional Impact	Establish enterprise athletics performance measures and baseline reporting for compliance, academic success, financial stewardship, revenue generation, and brand engagement.	Demonstrate measurable improvement across all enterprise athletics measures through standardized reporting, executive review, and coordinated operational management.	Institutionalize an enterprise athletics performance model that demonstrates sustained compliance, academic excellence, financial stewardship, revenue growth, and national brand impact.	- NCAA Compliance Status - Academic Progress Rate (APR) by Sport - Teams Meeting NCAA APR Benchmark - Student-Athlete Graduation Success Rate - Athletics Budget Performance - Athletics Revenue Growth - Football & Basketball Attendance - Athletics Donor Pipeline - Media Impressions - Executive Athletics Dashboard Utilization	Quarterly
Athletics Brand & Fan Engagement	Establish baseline measures for	Increase fan engagement, institutional visibility,	Establish athletics as a premier institutional brand	- Athletics attendance - Social media engagement - Media impressions	Quarterly

Presidential Goal	FY26 Baseline (Meets Expectations – 80%)	FY27 Goal (Exceeds Expectations – 90%)	Stretch Goal (Exceptional Performance – 100%)	Leading Indicators	Reporting
	athletics brand visibility, fan engagement, attendance, and donor development.	attendance, and athletics donor conversion through coordinated marketing, strategic partnerships, and community engagement.	asset, demonstrating measurable growth in fan engagement, recruitment interest, media exposure, attendance, and philanthropic support.	Broadcast appearances • Athletics donor pipeline • Athletics donor conversion • Alumni engagement • Marching 100 event attendance • Recruitment event participation	