



**Board of Trustees
Strategic Planning and Performance Measures Committee Minutes
Chair Kenneth Jones, Chairperson
September 24, 2026**

The Strategic Planning and Performance Measures Committee met on September 24, 2026. Chair Kenneth Jones called the meeting to order. The meeting was attended by Chair Jones, Trustee Crossman, Trustee Vazquez, Trustee Washington, Trustee Williams, and other members of the committee. A quorum was present.

Action Items

Approval of Minutes – June 11, 2026 Meeting

Chair Jones presented the June 11, 2026 meeting minutes for approval. With no corrections offered, a motion was made and seconded, and the committee approved the minutes.

Informational Item: 2026 Performance-Based Funding Results

Chair Jones introduced the University's 2026 Performance-Based Funding (PBF) results and noted that the presentation would highlight institutional strengths, strategic opportunities, and actions underway to improve performance in 2027 and beyond.

Dr. Roddrick Jones reported that FAMU earned a normalized PBF score of 80 for 2026, securing the University's full performance-based funding allocation of approximately \$27.9 million. The University's raw score was 72; following the State's approved normalization process, the final score increased to 80.

Performance Trends and Institutional Strengths

The committee reviewed FAMU's seven-year PBF trajectory. The University's highest performance during the period occurred in 2025 with 83 points. The 2026 score of 80 maintained full funding while identifying areas where additional gains are needed.

The presentation highlighted that FAMU's 2025 performance reflected broad gains across multiple measures, including graduate earnings, student affordability, four-year graduation, Programs of Strategic Emphasis, access, and transfer student success. The committee also reviewed the 2026 metric-level results and comparisons with State University System averages.

Key institutional strengths included affordability, graduate wage outcomes, Academic Progress Rate, access, bachelor's degree production in Programs of Strategic Emphasis, and the Board of Trustees Choice Metric. Opportunities for continued improvement included four-year graduation and degree production in Programs of Strategic Emphasis.



Student Success and Performance Priorities

The committee discussed the University's continued focus on student completion and progression. Dr. Jones noted that four-year graduation rates have improved significantly in recent years, although the PBF scoring methodology limited the improvement points earned in the current cycle because year-over-year gains were comparatively smaller.

The presentation also highlighted continued attention to Pell student outcomes, transfer student success, graduate outcomes, and alignment of academic programs with workforce priorities. FAMU's affordability, economic mobility, and commitment to serving Pell-eligible students were identified as important institutional strengths.

Dr. Jones explained that, under President Johnson's leadership, the University is taking a more intentional enterprise-level approach to performance by connecting PBF outcomes to institutional and presidential goals and incorporating leading indicators into regular performance monitoring.

Committee Discussion – PBF

Trustee Washington asked about the pattern in FAMU's seven-year PBF trajectory, noting that the University had received a raw score of 72 in alternating years. Dr. Jones acknowledged the pattern and indicated that additional analysis would be provided to identify the factors contributing to the fluctuations.

Trustee Washington also asked about the University's potential placement on the PBF watch list despite the normalized score of 80. Dr. Jones explained that normalization reflected changes associated with Programs of Strategic Emphasis scoring and noted that the University is closely monitoring the affected measures, particularly graduate Programs of Strategic Emphasis, in preparation for the 2027 scoring cycle.

President Johnson emphasized that the watch-list designation should be viewed as a call for continued progress and noted the importance of avoiding stagnation in institutional growth and performance.

Informational Item: Strategic Planning Update

Chief Operating Officer Lawson provided an update on the University's strategic planning process. He explained that FAMU is developing a three-year strategic plan for 2027–2030 rather than a traditional five- or ten-year plan in order to remain responsive to rapid changes in higher education, technology, and financial markets.



The planning process includes a cross-functional group of University leaders and representatives from Academic Affairs, analytics, finance, the colleges and schools, marketing, the College of

Law, Direct Support Organizations, and the external community. Chair Jones is serving as the Trustee liaison.

Mr. Lawson reported that the process began with a large-scale campus session involving approximately 400 faculty, staff, and University leaders, followed by smaller sessions examining current strategic-plan performance and alignment with the State University System 2030 Strategic Plan. The work has since been organized into subcommittees focused on the University's emerging strategic pillars.

Emerging Strategic Pillars

The emerging pillars include Elevating Student Success; Organizational Excellence, including long-term financial health and sustainability; World-Class Talent; Athletics; and Research, Innovation, and Economic Development. Mr. Lawson noted that athletics is being treated as a distinct area because of significant changes involving NIL and revenue sharing, while research remains a major priority as FAMU advances its R1 aspirations.

The University is also conducting town halls with faculty, alumni, and students to obtain broader feedback. The planning team intends to refine the work through the fall, incorporate presidential and Board feedback, and ultimately position the plan for review by the Florida Board of Governors.

External Expertise, Artificial Intelligence, and Benchmarking

Trustee White recommended adding external artificial intelligence expertise to the strategic planning process, including consideration of FAMU alumni working with leading AI organizations. Mr. Lawson noted that Deidre Melton serves as the University's AI lead and that J.P. Morgan is also providing AI expertise, but agreed that additional external perspectives could strengthen the work.

Trustee White also emphasized the importance of FAMU participating in statewide data-center discussions as a land-grant institution. In addition, committee members discussed the need for real-estate expertise to ensure that the University's asset portfolio and related opportunities are appropriately considered in the strategic plan. Leadership indicated that qualified alumni and other external experts could be engaged to supplement the internal teams.

Trustee Washington emphasized that the University's benchmarking should reflect where FAMU intends to go, rather than only its traditional peer group. Mr. Lawson noted that the planning team has reviewed strategic plans from high-performing institutions, including Ohio State, Howard, and



Florida State, and that J.P. Morgan's higher-education experience is also being used to inform the process.

Additional Committee Input

Chair Gibbons recommended consideration of Tony Ezell as an at-large participant in the strategic planning process. The committee also discussed the value of engaging alumni and external experts with relevant functional expertise while remaining mindful of Trustee participation requirements and scheduling constraints.

Chair Jones noted that an additional committee meeting could be scheduled to provide Trustees with more time to pressure-test the strategic focus areas and ensure that questions are fully addressed before the plan advances.

Information Items

There being no further business, Chair Jones called the meeting to a close.