



**Florida Agricultural and Mechanical University  
Board of Trustees**

**Strategic Planning and Performance Measures Committee Minutes**

**Trustee Harper, Chair**

**Wednesday, September 15, 2021**

**Committee Members Present:** Chair Kristin Harper, Trustee Ann Marie Cavazos, Trustee Otis Cliatt, Trustee Kimberly Moore, Trustee Craig Reed, Trustee Kenward Stone and Trustee Nicole Washington.

**Call to Order/Roll Call:** Chair Harper called the meeting to order. Mrs. Adams called the roll. There was a quorum.

**Action Items**

Approval of Meeting minutes from June 3, 2021. Trustee Moore moved for the minutes to be approved. The approval was seconded by Trustee Reed. The minutes were approved.

**Information Items**

*Update on University Strategic Plan*

We are well into our planning cycle to prepare for the 2022-2027 Strategic Plan. Our new Strategic Plan will guide us as we enhance student success, meet state performance-based funding metrics, and fulfill FAMU's mission. The Strategic Plan will provide a roadmap to navigate FAMU's ascension into the Top 100 list of national public universities. The timeline for the Strategic Plan was set to ensure that the University will be positioned to implement the new plan by the end of June 2022. Phase 1 has been completed and we are moving forward with phase 2.

The committee has been working hard, engaging in a comprehensive process to explore historical trends, gather data and insights, and take an inside out approach. Based on recommendations from the BOT Retreat, sub-committees within the University Strategic Planning Committee were established to address Student Success, Academic Success, Leverage the Brand, Fiscal Health and Sustainability, and Organizational Effectiveness and Transformation. These committees are subject to change based on results of the survey being conducted by MGT Consultants. The recommended strategies from the sub-committees will help the committee answer other questions presented in the Strategic Plan Brief



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regarding budget, faculty and staff size, facilities master plan and research priorities. During the next board meeting in December each sub-committees' preliminary findings and recommendations will be presented.

It is a critical component of the planning process to get direct input from various FAMU constituents, including faculty and students. A survey has been deployed to collect feedback on current issues, concerns, obstacles and opportunities that FAMU may face now or in the future. This survey will be used further to guide the development of university goals and metrics in the new strategic plan. The survey will close on September 19, 2021.

Timeline, Milestones and Deliverables for each phase are shown of what will be accomplished from March 2021- June 2022.

### **Phase 1 – beginning March 2021- August 2021**

- Project kickoff
- Landscape assessment- Review of the 2017-2022 Strategic Plan and data gathering/analysis
- Engage the Chancellor, Board of Governors and other key stakeholders to review the Strategic Plans priorities and understand what role socioeconomics play in student outcomes
- Conduct SWOT Analysis
- Present landscape assessment during BOT retreat; align on Phase 2 priorities

### **Phase 2 — September 2021- February 2022**

- Align talent for Phase 2
- Gather quantitative and qualitative insights via data analysis and stakeholder engagement to address project scope
- Sub-committees present insights, conclusions, points of discussion, preliminary strategic plan recommendations and budget scenarios/implications to Dr. Robinson and Trustee Harper



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- Present preliminary insights, conclusions, strategic plan and budget implications to BOT
- Refine strategic plan based on BOT feedback
- Reassess and optimize, vision and brand if necessary
- Present revised strategic plan recommendations and budget scenarios/implications to Dr. Robinson and Trustee Harper
- Share revised Strategic Plan and budget implications to BOT

### **Phase 3 — March 2022- June 2022**

- Stakeholder awareness and engagement
- Optimize strategic plan, gather and analyze additional data, write narrative and establish metrics/KPIs
- Finalize strategic plan and KPIs base on BOT and stakeholder feedback
- Present final FAMU Strategic Plan 2023-27 to BOT for approval
- Present final FAMU Strategic Plan 2023-27 to BOG for approval
- Socialize final, approved FAMU Strategic Plan 2023-27 with key stakeholders

### **Discussion**

- Trustee Dubose asked where does the pipeline fall in the new plan regarding black males and their recruitment to the university.  
Response: Trustee Harper informed Trustee Dubose that the Student Success sub-committee will focus on developing the Pipeline and enhancing Strategic Partnerships and Admissions Criteria to increase enrollment among diverse student archetypes. AVP McMurray added that this sub-committee is being led by Dr. Lewis Johnson, Associate Provost for Student Success and Strategic Initiatives and Teri Little- Berry, Associate Vice President for Enrollment Management and Student Success.



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- Trustee Lawson suggested involvement from BOG members and Chancellor to make sure we have their buy in.  
Response: Trustee Harper responded that MGT consultants have already interviewed several BOG members as well as the BOG Chancellor, and we will continue to engage them throughout the process
- Trustee Cliatt asked if the five committees were the top five priorities from the BOT retreat  
Response: Trustee Harper responded that the five sub-committees reflected the top five priorities discussed during the BOT retreat
- President Robinson suggested that it would be a good idea to reach out to employers coming on campus to recruit i.e. Career and Internship Expo scheduled for September 29-30.  
Response: Trustee Harper acknowledged that the suggestion was a good idea to leave the survey open past September 19 to allow companies to participate.
- Trustee Washington and Trustee Harper discussed and recommended how the committee chairs will make sure topics are integrated into BOT committee priorities. Trustee Washington suggested that Provost Edington and University CFO be advised if subjects come up that need to be discussed during BOT sub-committees. Trustee Harper asked that Strategic Planning sub-committees be given time in the next 6-8 weeks to complete development of the initial strategic plan, and that the BOT members review pre-reads for a robust discussion during the December BOT meeting. This will lead into strategy alignment across the respective BOT committees.

There being no further business, the meeting was adjourned.