Mission

Florida Agricultural and Mechanical University (FAMU) is an 1890 land grant, doctoral/research institution devoted to student success at the undergraduate, graduate, doctoral and professional levels. FAMU enhances the lives of its constituents and empowers communities through innovative teaching, research, scholarship, partnerships, and public service. The University continues its rich legacy and historic mission of educating African Americans, and embraces all dimensions of diversity.

Vision

Florida Agricultural and Mechanical University (FAMU) will be recognized as a leading national public university that is internationally renowned for its competitive graduates, transformative research, and innovation.

Values

Accountability

Inclusion

Innovation

Integrity

Strategic Priority: Student Success

Goal 1 - Elevate Student Success Outcomes (Retention, Graduation Rates, Licensure Pass Rates, etc.) to the High Excellence Range among state and national scales.

1. **Expand and enhance strategic recruitment initiatives to improve the academic profile of incoming cohorts.**

    1.1. Enhance scholarship and research assistantship packages to increase competitiveness for high-performing students.

    1.2. Develop and enhance feeder opportunities with high schools and junior colleges.

    1.3. Engage high-profile faculty and alumni to assist with the recruitment process.

    1.4. Showcase compelling student stories, i.e., securing high profile internships, undergraduate research, campus involvement, on multiple communication channels.

    1.5. Establish school/college ambassadors to assist with recruitment and communication activities to potential scholarly students.

    1.6. Align scholarship practices with peer institutions.

2. **Increase the availability and use of academic support services and resources to improve student performance.**

    2.1. Complete the transition of Academic Advising to the intrusive advising model and create more specialized (Freshmen, etc.) advising units.

    2.2. Establish program-based academic benchmarks and awards that hold students and faculty accountable for academic progress.

    2.3. Improve the graduate student experience (i.e. academic support, mentoring, mental wellness, socialization within and amongst respective programs).

    2.4. Require co-curricular inter-professional experiences workshops and/or seminars amongst the disciplines for the purpose of professional development.

    2.5. Support current and new evidence-based program improvement projects that increase licensure pass rate success.

    2.6. Establish and/or enhance partnerships with academic and student affairs units to improve student success support services usage.

    2.7. Continue development of required collaborative support services program for students who do not meet specific academic requirements during freshman and sophomore year.

    2.8. Utilize technology to delineate a clear path for students 'academic aspirations for each classification and post-graduation.

3. **Regularly review academic program curricula to identify and eliminates barriers to timely degree completion.**

   3.1. Create a Milestone and Meta Major Evaluation Tool/Report - Create template and process for curricula review; designating curriculum milestone triggers and evaluation of current academic programs for development of a Meta Majors (Parallel Academic Paths).

   3.2. Create annual review of Milestone Report data to specify curriculum milestone triggers (e.g. course repeats/grade, semester gpa, etc.) for student major review/change (in support of best fit and timely progression to graduation).

   3.3. Use enrollment data to project and prioritize offering of courses to prevent delays in progression, (i/e. sufficient offering of courses in sequence).

   3.4. Create a system of automated alerts for milestone triggers and awards (badges, acknowledge milestones, etc) for academic achievements.

   3.5. Annual review, monitoring and submission of above identified data points and information (e.g., student progression and degree auditing tools).

   3.6. Hire Curriculum Counselors that approve ALL major transfers and coordinate with departments for annual review, revision, and maintenance of curriculum maps.

   3.7. Require alignment of respective curricula with the associated discipline's core competencies.

4. **Increase the allocation of financial support to address unmet need.**

   4.1. Prioritize scholarship/funding support for students (recruitment of FTIC, Transfer and offering both merit and needs-based).

   4.2. Establish a sophomore and junior scholarship for students who performed exceptionally first year and did not qualify for any prestigious scholarships for incoming students.

   4.3. Perform analysis to determine the best allocation of institutional funds for both need and merit based scenarios.

   4.4. Perform analysis to determine the best allocation mix of institutional funds for both need and merit based scenarios.

   4.5. Utilizing the NACUBO definition of discount rate, determine FAMU's ranking with peer and aspirant institutions. Utilize trend data to determine if the discount rate has stayed ahead of inflation.

   4.6. Streamline the process of students applying for additional financial support. (Foundation, Academic depts., Financial aid).

   4.7. Analyze how financial support can be used to increase revenue.

Goal 2 - Establish FAMU as the 1st Choice Destination among scholars

1. **Develop a collaborative plan that showcases university strengths as it relates to signature programs, alumni success profiles, faculty achievements and employment outcomes.**

   1.1. Strengthen recruiting networks (alumni associations, organizations, premiere schools).

   1.2. Expand recruiting resources, events, training for recruitment staff, and include student, faculty and staff ambassadors. Create recruiting materials that appeal to diverse student groups/types.

   1.3. Create recruitment pipelines via pre-college programs with premiere/college prep high schools (collaborate with schools/colleges).

   1.4. Expand parent engagement program to include pre-college programming as a marketing tool to parents.

   1.5. Enhance the visibility of the Graduate Feeder program's successes (placement, test scores, program participants).

   1.6. Enhance the visibility of the Ignite Transfer Student program (funding, research, student support services).

2. **Enrich the student experience by expanding co-curricular activities, services and programs.**

   2.1. Transform the Honors program into a college.

   2.2. Enhance the office of undergraduate research to provide on-campus and off-campus research opportunities to a majority of FAMU students.

   2.3. Enhance International Education Experiences for Students and Faculty

   2.4. Provide opportunities and spaces for students to engage in creative and academic activities.

   2.4.1. Implement co-curricular maker labs and incubator project opportunities to support student curiosity and strengthen critical thinking.

   2.4.2. Provide funding for outstanding student led innovation, entrepreneurial, and/or creative products/productions.

   2.5. Establish a shared pipeline of mission-driven part-time and full time experiential or clinical experiences.

   2.6. Incorporate the strike in four pathways career action plan for undergraduate students to engage in experiential learning opportunities throughout their matriculation.

Goal 3 - Reimagine and align academic offerings to address emerging workforce demands and increase degree production in programs of strategic emphasis.

1. **Continuously evaluate, optimize and develop innovative and creative in-person and online academic programs.**

   1.1. Use meta major evaluation tool/template to audit existing and needed academic programs and related work-force demand trends.

   1.2. Prioritize strengthening of existing programs and development of needed in-person and online academic programs.

   1.3. Strengthen and enhance well performing academic programs with resources that build on their success.

   1.4. Assess and identify student profiles for success relative to academic and work-force needs.

   1.5. Trend state-wide and national data to project needs; aligning degree production goals with workforce demands.

   1.6. Strengthen and enhance well performing academic programs with resources that build on their success.

2. **Align career readiness competencies within academic programs to prepare graduates for a successful transition to the workplace and post graduate life.**

   2.1. Increase the use of academic certifications and credentials.

   2.2. Increase the integration of career and professional development center resources and the strike in four career action plan within all programs.

   2.3. Identify potential partners and collaborators to create opportunities and support strategies/efforts.

   2.4. Evaluate annual feedback from students, programs, and stakeholder through surveys and focus groups.

3. **Expand student professional development and career services activities to increase competitiveness of students for employment and post-graduate study.**

   3.1. Set employment outcomes/expectations within each academic unit

   3.2. Develop in-depth exploration and research opportunities within academic programs with faculty and/or co-op experiences

   3.3. Develop micro-badging to highlight student competencies and achievements.

   3.4. Develop leadership competencies around social and emotional intelligence, interpersonal skills decision-making.

3.5.   Expand the use of micro-internships, capstones, experiential learning and e-portfolios.

3.6.   Evaluate and update digital literacy and what it means to be tech/computer proficient (i.e., coding, AI, data science) in today's world.

3.7.   Evaluate and update the financial literacy program (helping students to develop their own value proposition).

Strategic Priority: Academic Success

Goal 1 - Pursue pathways that position FAMU on a trajectory to become a Carnegie R1 institution.

1.   Reconfigure faculty workloads to enhance research productivity.

1.1.   Identify SUS and aspirational benchmark institutions to compare workloads vs FAMU.

1.2.   Revise and implement tracks (e.g. teaching, research, teaching-research) or areas of focus for faculty.

1.3.   Prioritize majors/programs, etc. to create a prioritization where workloads need to be re-balanced.

1.4.   Evaluate financial models that would enable reconfiguring workloads (e.g. graduate assistants and adjuncts).

1.5.   Implement initiatives to incentivize faculty members to write collaborative grants where AOR release time is prioritized in submitted grants.

2.   Explore the need for new research doctoral programs in accordance with state, regional, and national demands.

2.1.   Leverage program prioritization study to identify gaps/areas where new programs are needed.

2.2.   Prioritize areas that have potential for funding (track record of proven success).

3.   Build capacity and infrastructure to attract, retain and incentivize world class faculty and staff to enable priority research areas.

3.1.   Identify competitive solutions (e.g. Start-up packages) to attract and hire new faculty.

3.2.   Develop a compensation approach to incentivize research activities.

3.3.   Provide additional resources for work environment/space, equipment, resources and post- docs to do research.

3.4.   Establish pre-award teams within each unit to support PIs.

Goal 2 - Nurture the professional development of faculty and staff across the career span and across disciplines to create a culture of sustainable excellence.

1. **Strengthen faculty and staff development programs.**
   1.1. Consider/evaluate incentives for faculty and staff development.
   1.2. Identify avenues for staff development (e.g. career tracks/paths) to progress within profession (job ladder).
   1.3. Broaden leadership development and succession planning.
   1.4. Develop an annual professional development learning plan for faculty, staff and administrators.

2. **Enhance pedagogy for diverse learning styles and needs of students in person and online.**
   2.1. Assess the market to identify training content for pedagogical best practices.
   2.2. Increase opportunities for providing high quality remote learning options for students.

3. **Establish a structure that fosters sustained faculty excellence.**
   3.1. Develop approaches to incentivize faculty excellence at all stages of career journey (rewards, staff/support, compensation, conferences, leadership development opportunities, succession plan, cultural environment).
   3.2. Implement a sustained system of support for faculty research, scholarship, professional development and active engagement in professional organizations.

4. **Acquire more frequent "voice of student" feedback and utilize it to improve academic experiences.**
   4.1. Develop a survey instrument for assessing student satisfaction with instruction midterm, end of semester, and at the mid-point and end of program completion.
   4.2. Provide mechanisms to respond to student feedback. Including the overall satisfaction with their individual program.
   4.3. Implement communication plan and Provide incentives for student participation in data collection activities.
   4.4. Utilize student leaders to support incentivizing students.
   4.5. Strengthen/Develop mechanisms to provide feedback to faculty in spirit of continuous improvement.

Goal 3 - Position FAMU to emerge as a world-class leader in healthcare education, research and service to address disparities, emergent needs and advance holistic well-being

1. **Utilize cutting edge technology to enhance clinical, academic and research innovation to educate the next generation of health care leaders.**

    1.1.   Identify priority needs and sources of funds, supplies, equipment and technology.

    1.2.   Develop action plan to secure technology.

    1.3.   Identify training needs and implement a plan for faculty to adopt cutting edge technology.

2. **Improve access to quality healthcare services through local, national and global partnerships.**

    2.1.   Identify FAMU's unique value proposition within healthcare for partnering.

    2.2.   Identify potential public and private entities and develop action plan to pursue partnerships.

3. **Establish "FAMU HEALTH" as a leading provider of culturally competent health care to the community, state, and nation.**

    3.1.   Create task force to assess and establish a plan to address the unmet emergent social, emotional, physical and environmental health and wellness needs.

    3.2.   Identify academic programs to address emergent needs.

Goal 4 - Amplify discovery and innovation to solve complex real-world problems

1. **Advance a more transformative, transdisciplinary and/or translational approach to research and development.**

    1.1.   Establish a Research Advisory Council (RAC) to enhance FAMU research coordination and productivity.

    1.2.   Create an interdisciplinary research award that allows one course release for one-lead PI and one co-PI.

    1.3.   Incentivize collaborative interdisciplinary research by establishing an award structure.

2. **Enhance opportunities for collaborative research and engagement for graduate scholars.**

2.1. Establish a dedicated Graduate Life Center designed to provide a holistic graduate educational experience to include convening, advising, professional development and activities.

Strategic Priority: Leverage the Brand

Goal 1 - Foster a university-wide customer-centric culture to support academic and operational excellence.

1. Measure success against well-defined customer service standards and key performance indicators.

1.1. Develop customer service standards and performance targets for each unit.

1.2. Develop assessment tools for all training/professional development programs.

1.3. Regularly solicit and assess stakeholder customer service needs, experiences, and concerns.

1.4. Generate and disseminate annual reports highlighting customer service initiatives and status across the institution.

2. Provide ongoing customer service coaching and training to faculty, staff, and students.

2.1. Enhance the campus infrastructure and capacity for coordinating customer service training activities.

2.2. Create and utilize an employee Customer Service Training Guide.

2.3. Implement a comprehensive onboarding process for new employees that includes customer service expectations.

3. Engage all units of the university in activities to ensure accountability and buy-in.

3.1. Incorporate expectations into job descriptions and the annual performance evaluation process.

3.2. Incorporate customer service metrics into annual assessment plans for administrative and academic units.

3.3. Implement an annual Customer Service Campaign to highlight initiatives, best practices, and top performers.

3.4. Standardize institutional policies and procedures and disseminate via a centralized, accessible location.

Goal 2 - Increase international recognition as a leading academic, research, and cultural institution.

1. **Advance and promote the university's brand through the use of consistent messaging and innovative communication strategies.**

    1.1. Develop and execute an Integrated Marketing Communications Plan.

    1.2. Utilize University digital platforms and immersive media technology to engage diverse audiences.

    1.3. Build and enhance external partnerships to increase brand awareness and reach.

    1.4. Focus and develop strategic campaigns that capture prospective students early in their decision-making process.

    1.5. Create and reinforce opportunities that feature the University as an intellectual powerhouse.

    1.6. Systematically promote FAMU's outstanding contributions and its role as a critical resource and valuable education and economic partner.

2. **Highlight faculty, staff, student and alumni capabilities to elevate their profile for external demand**.

    2.1. Establish and maintain a database of university experts.

    2.2. Utilize appropriate platforms to promote university experts based on field of expertise.

    2.3. Leverage opportunities to physically showcase university experts to key influencers.

    2.4. Develop communications materials that highlight university experts and disseminate to national organizations and peer institutions.

Goal 3 - Cultivate and diversify the network of advocates and supporters to advance the university's mission and strategic priorities.

1. **Establish targeted outreach initiatives to foster increased engagement with policy makers, alumni, friends, organizations, and communities throughout the state, region and nation.**

    1.1. Establish and maintain a centralized database of target audiences.

    1.2. Deploy campaigns and promotions with stakeholder-specific messaging, goals, and intended outcomes.

    1.3. Increase collaborations with national education associations on broad policy issues impacting K-20 University priorities.

2. **Enhance the University's infrastructure and capacity to support lobbying and outreach efforts.**

    2.1.   Align staffing levels and resource allocations dedicated to lobbying and outreach efforts with State and national peers.

    2.2.   Maintain external consultants at State and federal levels to enhance relationships and assist with coordination of legislative programs.

    2.3.   Expand digital tools to further outreach on pertinent national policy goals and objectives.

Strategic Priority: Long-Term Fiscal Health and Sustainability

Goal 1 - Implement a planning and budgeting process that identifies, secures, and allocates existing and new E&G, C&G, and Auxiliary funding.

1. **Transition to a strategic budgeting process for existing resources that align and support strategic priorities and goals.**

    1.1.   Periodically review existing budgeting process & research other relevant budgeting models.

    1.2.   Clearly articulate priorities to align budget allocations.

2. **Strengthen capacity to attract additional streams of revenue and resources for priority areas that do not receive requisite recurring state funding.**

    2.1.   Explore other potential auxiliary revenue streams.

    2.2.   Increase capacity for sponsored research.

    2.3.   Increase capacity for philanthropic sources.

3. **Explore ways to expand additional federal and state lobbying/advocacy.**

    3.1.   Partner with the BOG and other universities on additional lobbying/advocacy efforts.

    3.2.   Expand the university's legislative action workgroup to assist in building support for FAMU's legislative agenda.

    3.3.   Increase the total value of new research related awards received year over year .

4. **Invest in capacity building for sponsored research.**

    4.1. Clarify and clearly and consistently communicate policies, practices, and procedures to support researchers.

    4.2. Enhance the existing learning, training, and mentoring opportunities to support researchers.

    4.3. Enhance accountability with adhering to all sponsored research policies and procedures.

Goal 2 - Implement infrastructure enhancements in academics, research, administration, technology, and facilities to increase student success outcomes for FTIC, FCS AA transfer, and graduate students that lead to increased performance in state and national metrics.

1. **Strengthen capacity to attract recurring state funding for academics, administration, technology, deferred maintenance, and public education outlay (PECO) aligned with strategic plan priorities.**

    1.1. Partner with other universities to develop a collection lobbying/advocacy approach.

2. **Provide first-class facilities and services.**

    2.1. Continuously stay abreast of the best cutting-edge advances in facilities and services.

    2.2. Identify funding sources for upgrading facilities and services.

3. **Sustain a state-of-the art technology infrastructure.**

    3.1. Identify funding sources to continuously upgrade and refresh technology on a rolling three-year basis.

Goal 3 - Support and sustain a robust university advancement enterprise that consistently generates transformative alumni, friend, and corporate giving

1. **Securing funding to enhance the University Advancement infrastructure to support increased:**

    1.1. Annual alumni giving to at least 15%.

    1.2. Annual fundraising in excess of $15M with at least two-thirds from corporate giving.

2. **Secure and invest incremental endowed funding year-over-year to increase to endowment value to** $150M and the investment value to $200M

   2.1. Work with investment manager to maximize market returns.

   2.2. Raise more endowed funds.

3. **Strategically leverage the deans' and non-academic units' relationships with corporate partners and alumni to increase giving.**

   3.1. University Advancement will enhance collaborate efforts with deans and non-academic unit heads.

   3.2. University Advancement will enhance collaborate efforts with Office of Communications to elevate FAMU's Branding and the communication of FAMU's value proposition.

Strategic Priority: Organizational Effectiveness and Transformation

Goal 1 - Enhance a culture that intentionally fosters building and engaging a high performing workforce and fortifies FAMU's status as an employer of choice.

1. **Develop a compensation framework that aligns market competitiveness and internal equity to attract and retain qualified employees.**

   1.1 Conduct university-wide compensation analysis.

   1.2 Develop a compensation philosophy that ensures faculty, staff and administrator compensation and benefits are equitable and competitive.

   1.3 Explore changes based on the assessment.

   1.4 Present to leadership and implement, a new, more modern approach to compensation with market alignment and clear career progressions.

   1.5 Implement a biennial campus climate survey for faculty and staff.

2. **Establish a comprehensive on-boarding program designed to equip new employees with information to achieve success in their new role and feel welcomed and included as a member of the FAMUly.**

   2.1 Develop information to provide University-level information on topics that include mission, vision, values, ethics, supervision, organizational structure, institutional goals, policies, and total compensation.

2.2 Develop a technology delivery platform for university-level orientation information that is available to all new employees at any time.

2.3 Establish a process for orientation and onboarding at a department, campus or college/school level that builds upon the University-level programming and includes templates and resources to support new employees.

3. **Implement an "Operational Excellence Plan" that offers all employees organized professional development throughout the year**.

   3.1 Assess and evaluate current development opportunities at the university for faculty and staff.

   3.2 Survey faculty and staff opinions on development opportunities.

   3.3 Establish a [staff] professional development/leadership/coaching program.

   3.4 Enhance and build a broad-based suite of professional development, leadership and management programming to develop new and existing employees, supervisors and leaders.

4. **Strengthen and/or implement full life-cycle performance management framework.**

   4.1 Survey employees about the quality and effectiveness of current instruments.

   4.2 Use survey feedback to inform changes/revisions/utilization of best practices.

   4.3 Deliver/Enhance a performance management program that encompasses goal setting and real time feedback conversations between managers and employees to ensure goals are met.

   4.4 Develop recommendations for revision of evaluation instruments in collaboration with appropriate management and collective bargaining units.

   4.5 Enhance the succession planning framework to eliminate/address critical position vacancies.

5. **Implement a campus-wide employee recognition program to acknowledge and reward staff for exemplary service and career milestones.**

   5.1 Appoint members to the University Recognition Committee to determine the structure and content of the employee recognition program.

   5.2 Launch the campus-wide employee recognition program.

6. **Increase resources and support for ongoing research/scholarship/creative activity amongfaculty.**

   6.1 Assess and evaluate current research/scholarship/creative activities within academic

units.

6.2   Survey faculty opinions on the current research/scholarship/creative activities.

6.3   Partner with Division of Research to increase research and scholarship activity.

6.4   Determine resources/source of resources required to inform potential rewards for increased activity within academic units.

6.5   Develop new research/scholarship/creative opportunities for faculty (as determined by academic units).

7.   **Cultivate an environment of consistency by centralizing the application of HR policies, bestpractices, and accountability measures.**

7.1   Establish a Task Force to assess the current structure and processes.

7.2 Implement phases for centralizing HR policies and best practices.

Goal 2 - Optimize effectiveness of operations through enhancement of processes andinnovation.

1.   **Streamline processes to improve business operations.**

1.1   Select and implement a process improvement protocol to examine current business processes which includes mapping the process and identify gaps, make improvements, institutionalize new processes.

1.2   Create an infrastructure to support streamlining business operations which includes timeline, training, accountability measures, and ongoing process review.

2.   **Utilize analytics to drive data driven decisions for improved institutional/university outcomes.**

2.1   Implement a comprehensive data analytics and reporting platform with institutional visibility.

2.2   Develop robust customized data dashboards and reports for academic and administrative units.

2.3   Create analytics/business intelligence training program in partnership with identified champions/power users, and provide personalized ongoing training.

3.   **Develop a high-quality IT infrastructure to support state of the art teaching, research, learning,and administrative operations.**

3.1   Implement an IT governance system to establish IT strategy that is aligned with the university's strategic plan.

3.2   Implement a next generation cloud Enterprise Resource Planning (ERP) system.

3.3   Enhance cybersecurity program.

3.4   Upgrade network infrastructure in academic and administrative facilities.

3.5   Integrate classrooms and laboratories with enhanced technology options to create a more engaging learning experience.

Goal 3 - Strengthen the University's culture of strategic decision making through promotion and enhancement of compliance, internal controls, and enterprise risk management practices with an emphasis on engagement, education, reporting, and accountability.

1.   **Promote a clear organizational commitment for a stronger ethical culture through consistentmessaging and tone throughout the University.**

   1.1   Incorporate ethics language into hiring, promotion, and rewards processes.

   1.2   Establish an accountability framework to address compliance and ethics violations.

2.   **Expand educational opportunities to foster awareness, understanding, and adherence to organizational best practices.**

   2.1   Using Learning Management System (LMS), develop a self-paced course annually that allows employees to work through training modules on specified topics.

   2.2   Develop a monthly management newsletter that highlights different organizational best practices.

   2.3   Create badging and/or certificate programs for staff, faculty, and students to earn on specified topic areas.

   2.4   Create regularly scheduled interactive educational opportunities (e.g., town halls, lunch and learns, workshops, games, contests, compliance & ethics workshops,etc.).

   2.5   Create micro-learning campaigns pushed out to FAMUInfo with short 2–5-minute videos and/or infographics on a variety of topics.

3.   **Align organizational practices, policies, and procedures to ensure campus-wide compliance with standard operational procedures (SOPs).**

   3.1   Identify policies germane to each division/department and cross-functional policies.

   3.2   Dissemination of current policies to divisions/departments responsible for the policy.

   3.3   Subject matter experts update and renew policies to ensure they comply with current federal or state legislation guides.

3.4 Divisions/departments submit policies to Legal Affairs for review and/or approval and official posting.

4. **Leverage data analytics, analyses, and assessment processes to deliver results that enhance student success and administrative effectiveness institutional outcomes.**

   4.1 Develop standard analysis reporting that highlight institutional data/outcomes related to student success and administrative effectiveness and communicate salient findings and collaborate on recommendations.

   4.2 Track performance measures to support strategic planning, regional and program accreditation, program reviews and accountability.

   4.3 Enhance robust assessment management practices to sustain the excellence in assessment designation.