

Florida A&M University

College of Social Sciences, Arts and Humanities



Strategic Plan 2017–2022

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Florida A&M University

Mission Statement

Florida Agricultural and Mechanical University (FAMU) is an 1890 land-grant institution dedicated to the advancement of knowledge, resolution of complex issues and the empowerment of citizens and communities. The University provides a student-centered environment consistent with its core values. The faculty is committed to educating students at the undergraduate, graduate, doctoral and professional levels, preparing graduates to apply their knowledge, critical thinking skills and creativity in their service to society. FAMU's distinction as a doctoral/research institution will continue to provide mechanisms to address emerging issues through local and global partnerships. Expanding upon the University's land-grant status, it will enhance the lives of constituents through innovative research, engaging cooperative extension, and public service. While the University continues its historic mission of educating African Americans, FAMU embraces persons of all races, ethnic origins and nationalities as life-long members of the university community.

Vision Statement

Florida Agricultural and Mechanical University will be recognized as a premier land-grant, doctoral-research University that produces globally competitive graduates.

Core Values

Scholarship • Excellence • Openness • Fiscal Responsibility • Accountability • Collaboration • Diversity • Service • Fairness • Courage • Integrity • Respect • Collegiality • Freedom • Ethics • Shared Governance

College of Social Sciences, Arts and Humanities

Mission Statement

The College of Social Sciences, Arts and Humanities is committed to developing culturally-astute graduates who engage creativity and critical thinking to solve real-world problems and facilitate the empowerment of self and others.

Vision Statement

The vision of the College of Social Sciences, Arts and Humanities is to inspire creative expression and innovative research that improve human welfare.

Core Values

Scholarship • Excellence • Openness • Fiscal Responsibility • Accountability • Collaboration • Diversity • Service • Fairness • Courage • Integrity • Respect • Collegiality • Freedom • Ethics • Shared Governance

Strategic Overview

External Scan

Strengths

- Diversity in programs / liberal arts learning
- Strong, dedicated, student-centered faculty

Opportunities

- “To re-envision, re-invigorate and rebrand departments emphasizing the strengths of the program and its faculty, students and graduates rather than accessibility or size”
- “Maintain close cooperation between program leadership and administration”
- “Hiring faculty who have demonstrated a capacity to garner funded research”
- “Due to the heavy teaching load, it is challenging for faculty in CSSAH to meet its scholarly research/creative activities, publication and grant-getting ambitions. A small amount of additional resources, offered competitively, for faculty professional development could go a long way in enhancing faculty activities in this area. To the extent that some of these faculty efforts result in new grants and contracts for the college and the University, the costs could be offset by the external revenue stream created.”
- “An investment in the communication, alumni outreach and development activities (such as creating a giving/advisory board for the College and/or each department) might involve modest up-front expenditures that could pay large dividends in the form of increased enrollments, tuition dollars and philanthropic giving.”
- “The College should consider the use of on-line, hybrid or other means of course delivery that will allow it to better meet its growing load of general education and major and degree-specific course offerings. If the Department of History, Political Science, Geography and African-American Studies does not get out ahead of the likely increase in general education requirements for Civic Literacy and the possibility of more majors, then its graduate education and research missions could be compromised.”
- “Near-term programmatic growth opportunities for the MASS and the Department of History, Political Science, Geography and African American Studies include a new undergraduate major in Global Security and International Affairs and expanded graduate enrollments in the Global Security and International Affairs concentration in the MASS program. Gradual growth in the MASS program in public administration is also a possibility. Longer-term goals might include the development of a doctoral program in African American Studies and two-year professionally-oriented graduate degrees in

Public Administration, Global Security and International Affairs, Criminal Justice and Applied History. This transformation would require new resources in terms of faculty lines and administrative staff support, but would contribute meaningfully to several university-wide goals such as globalization, research excellence, graduate education and social impact. This transformation would also strengthen the ability of the Department and MASS faculty to compete for external support in the forms of grants, contracts, executive education tuition and alumni gifts. Also, second-year graduate students and doctoral candidate could alleviate the strain of providing an increased number of general education courses. Should the Department, College and University secure a name donor for such a new graduate school of Public and International Affairs as part of its new capital campaign, the costs to the University in terms of state funding might be manageable.”

Threats

- Florida Board of Governors Performance Based Funding Model
- Possibility of greater general education teaching demands which will weaken faculty research, service and growth of degree programs.

Internal Scan

Successes

- Faculty apply and are awarded Faculty Travel Grants annually
- Regular engagement in performance reviews and utilization of recommendations for improvement
- Offering a variety of co-curricular activities to engage students outside the classroom such as
 - Conferences
 - Festivals
 - Internships
 - Lecture Series
 - Performances
 - Study Abroad Opportunities

Areas that need improvement

- Tenure and Promotion criteria
- Number of external proposals submitted for funding
- Number of research publications
- Sustained cross discipline collaboration
- Greater University visibility | branding
- Advance a dialogue on the importance of the arts, humanities and social sciences to the future of our nation and to encourage new and expanded funding for these disciplines
- Enhancing the quality of assessment (STARS)

Opportunities

- Increase online instruction
- Develop a comprehensive Recruitment Plan aligned with the University strategies
- Increase recruitment in areas of strategic emphasis: African-American Studies and Global Security and International Affairs
- Rename the Department of History, Political Science, Geography and African American Studies to include degree granting programs
- Create innovative program offerings
- Improve communication with alumni
- Translate community engagement into research activities
- Increase marketing of CSSAH programming via
 - Publications
 - Website
 - Social media
 - Other

Threats

- Florida Board of Governors Performance Based Funding Model
- Heavy teaching load: Four courses per semester
- Inadequate Advisement

Strategic Priority 1 - Exceptional Student Experience

Goal 1.1: Increase the 4-year graduation rate by 6% annually

Strategy 1.1.1: Support academic advisement departmentally and in collaboration with Undergraduate Student Success Center.

Strategy 1.1.2: Offer online express general education courses.

Goal 1.2: Increase online course offerings by 15% annually to reach 30% by 2020

Strategy 1.2.1: Increase the number of full-time and adjunct faculty certified to teach online courses by 15% annually.

Strategy 1.2.2: Increase the number of online and hybrid course offerings across the College.

Strategy 1.2.3: Provide student support for online education.

Goal 1.3: Increase enrollment in online course offerings by 15% annually to reach 30% by 2020

Strategy 1.3.1: Increase the student enrollment in online courses up to .40 FTE per course.

Strategy 1.3.2: Increase the pool of adjuncts qualified to teach online courses.

Goal 1.4: Enhance and maintain a culture conducive to learning and inspires pride

Strategy 1.4.1: Collaborate with Plant Operations and Maintenance, faculty, staff and students to maintain inviting facilities.

Strategy 1.4.2: Encourage student engagement in co-curricular learning activities.

Goal 1.5: Administer a student satisfaction survey

Strategy 1.5.1: Develop the student satisfaction survey.

Strategy 1.5.2: Administer the survey over a two-day period throughout the College each semester.

Strategy 1.5.3: Share the data with chairpersons and managers to improve performance as needed.

Metrics:

1. Four-year graduation rate
2. Enrollment in online courses
3. Student satisfaction data

Strategic Priority 2 - Excellent and Renowned Faculty

Goal 2.1: Increase faculty research and creative activities

Strategy 2.1.1: Provide one course release annually for tenure-earning faculty as the budget allows.

Strategy 2.1.2: Identify faculty to present their research during the Research, Recess, Dine and Develop Initiative during the academic year.

Strategy 2.1.3: Encourage faculty to apply for the Faculty Travel Grant.

Goal 2.2: Promote faculty excellence by recruiting, supporting, and retaining a diverse faculty with a commitment to teaching, research, and community engagement consistent with a doctoral research university

Strategy 2.2.1: Support the campus-wide faculty recruitment and retention plan.

Strategy 2.2.2: Promote interdisciplinary teaching and research.

Strategy 2.2.3: Publicize areas of research emphasis to foster the involvement and participation of renowned faculty.

Goal 2.3: Increase faculty participation in course redesign to increase student success

Strategy 2.3.1: Identify courses with high failure rates at the end of each semester (>20% over two semesters).

Strategy 2.3.2: Identify faculty members who teach courses with high failure rates to participate in course redesign.

Strategy 2.3.3: Recommend faculty with high failure rate courses to participate in pedagogical best practices.

Metrics:

1. CSSAH publications that highlight faculty excellence
2. Faculty research and creative activities
3. Interdisciplinary activities
4. The number of course redesigns

Strategic Priority 3 - High Impact Research, Commercialization, Outreach and Extension Services

Goal 3.1: Expand and enhance cutting edge research and creative scholarship for the benefit of the State of Florida, the nation and the world

Strategy 3.1.1: Monitor and respond to current trends in research productivity.

Strategy 3.1.2: Increase productivity of action research.

Goal 3.2: Increase research productivity

Strategy 3.2.1: Provide administrative support to facilitate faculty submission of grant proposals and grants management.

Goal 3.3: Increase national recognition of graduate programs

Strategy 3.3.1: Provide support to existing graduate programs.

Strategy 3.3.2: Provide financial incentives to recruit high achieving students.

Strategy 3.3.3: Implement a communications and marketing plan to publicize notable achievements.

Metrics:

1. List of action research presentations and publications
2. Report of administrative support offered to facilitate external funding within the College

Strategic Priority 4 - Transformative Alumni, Community and Business Engagement

Goal 4.1: Enhance the College's fundraising infrastructure and capacity to generate increased support for the College

Strategy 4.1.1: Enhance administrative structure, technology, tools and staffing to support fundraising efforts.

Strategy 4.1.2: Strengthen alumni relationships with the College.

Strategy 4.1.3: Increase corporate engagement.

Goal 4.2: Enhance public-private partnerships to support teaching, research and service.

Strategy 4.2.1: Identify viable public-private partnership opportunities that align with the College's strategic priorities.

Strategy 4.2.2: Enter public-private partnerships that align with the College's mission.

Strategy 4.2.3: Solicit feedback from community stakeholders regarding student and alumni performance.

Goal 4.3: Build and lead strong networks of supporters and partners

Strategy 4.3.1: Institutionalize leadership and participation of faculty members in significant community events within the Tallahassee/Big Bend region and state.

Strategy 4.3.2: Lead and/or participate in selected national public policy and higher education initiatives.

Metrics:

1. Report of stakeholder feedback
2. List of faculty engaged in significant community and state events
3. List of faculty leading and participating in national public policy and higher education initiatives

Strategic Priority 5 - First-Class Business Infrastructure

Goal 5.1: Recruit, develop and retain diverse and excellent staff

Strategy 5.1.1: Implement a comprehensive on-boarding process for new employees.

Strategy 5.1.2: Support ongoing professional development opportunities for staff.

Goal 5.2: Adapt budgeting model to more effectively support strategic priorities.

Strategy 5.2.1: Align budget with priorities.

Strategy 5.2.2: Increase fundraising at the department level annually.

Goal 5.3: Leverage technology and establish a data-driven culture

Strategy 5.3.1: Provide data as appropriate to faculty and staff to be used in decision-making.

Strategy 5.3.2: Utilization of the university-adopted electronic learning management system by faculty.

Metrics:

1. Funds generated annually by Departments and by the College.
2. Data used in reports
3. Bi-annual report of faculty use of the Learning Management system

Strategic Priority 6 - Outstanding Customer Experiences

Goal 6.1: Enhance and maintain a university-wide culture of service excellence

Strategy 6.1.1: Assess the customer experience by examining critical points of contact and soliciting feedback from key stakeholders.

Strategy 6.1.2: Develop and implement a comprehensive service excellence plan that assures employee accountability, training and development and employee engagement.

Goal 6.2: Sustain superior service levels with ongoing monitoring, accountability and recognition programs to reward excellent customer service

Strategy 6.2.1: Establish superior service performance metrics to assess performance for employees and departments within the College.

Strategy 6.2.2: Participate in external service excellence awards/competitions.

Metrics:

1. Student satisfaction survey
2. Staff training and development
3. Annual reports based on established performance metrics