



**FAMU**

FLORIDA  
AGRICULTURAL AND  
MECHANICAL  
UNIVERSITY

# **BOLDLY STRIKING**

Excellence • Innovation • Transformation

**STRATEGIC PLAN 2022-2027**





# BOLDLY STRIKING

Excellence • Innovation • Transformation





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FLORIDA A&M UNIVERSITY

CENTER FOR ACCESS  
and  
STUDENT SUCCESS



2027 FAMU STRATEGIC PLAN

**#1**  
**PUBLIC HBCU**

2022 U.S. NEWS & WORLD REPORT



# MESSAGE FROM THE BOARD OF TRUSTEES CHAIRMAN

**A** **S AN ALUMNUS** of Florida A&M University and Chairman of the FAMU Board of Trustees, I am excited about the University's five-year road map. It will serve as a catalyst for a transformative future by elevating our performance and positioning FAMU to become a Top-100 public institution.

I want to commend Trustee Kristin Harper, President Larry Robinson, Chair, Maurice Edington, Ph.D., Vice-Chair, Kelly McMurray, Ph.D., and the Strategic Planning Committee, and everyone who came together to provide visionary leadership, analytical data, and valuable insight. The team spent the past year engaging stakeholders on campus and around the nation. We value the input of every stakeholder. The outcome is the result of your collective input and will serve as a road map the entire FAMU family can embrace.

The stakes in higher education have changed, and we have developed an action plan with measurable goals. This is critical to enhancing student success and ensuring that FAMU is a top performer on the state performance funding model. We are focused on continuous improvement in all practices and processes.

We believe this plan puts us in a position to compete not only with other Historically Black Colleges and Universities but any other university in the state and the nation as we produce highly trained undergraduate and graduate students with the purpose of helping families attain their educational and financial dreams. With the assistance of an army of Rattlers and supporters, this strategic plan will ensure that FAMU becomes "a leading national public university that is internationally renowned for its competitive graduates, transformative research, and innovation."



Kelvin Lawson  
Chairman, FAMU Board of Trustees



**Kelvin Lawson**



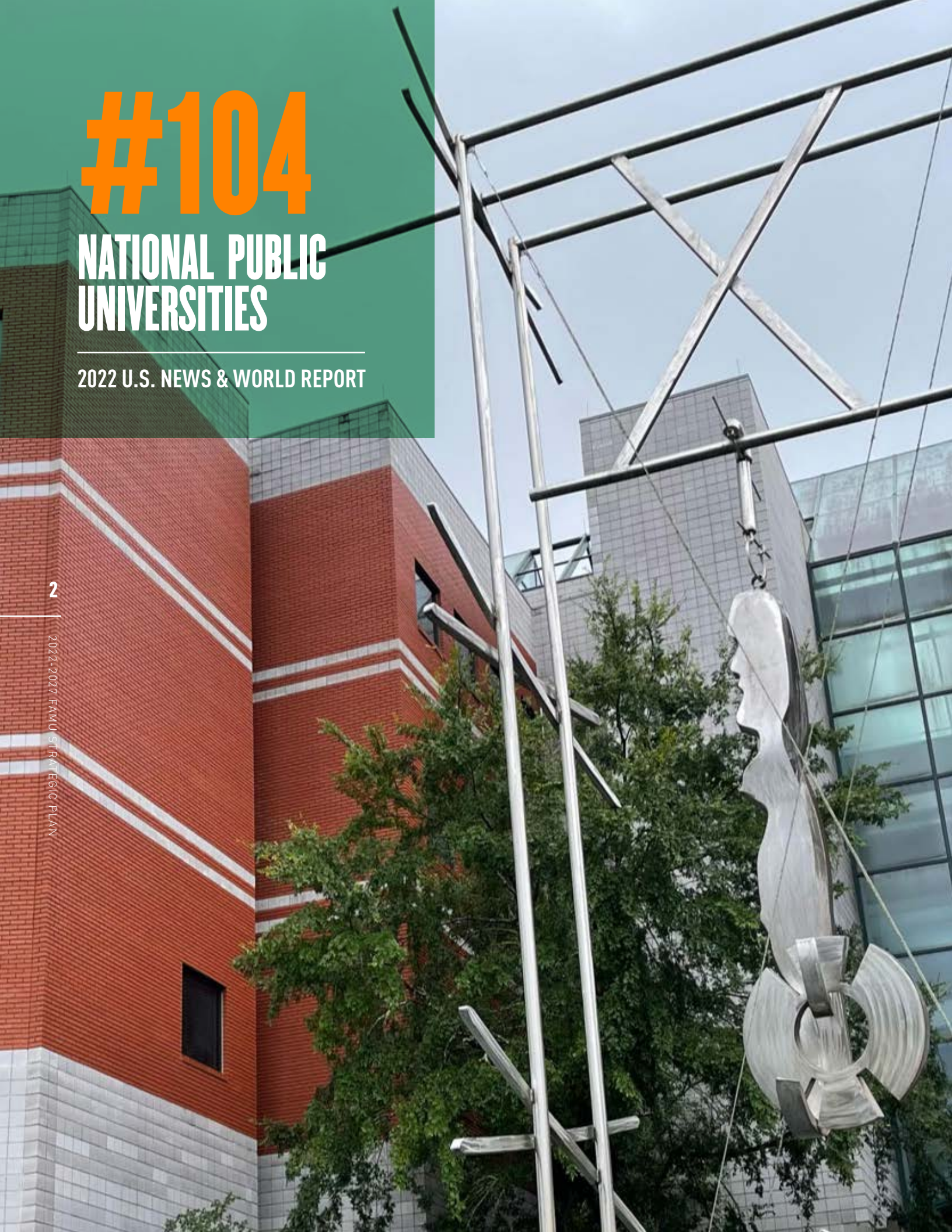
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## NATIONAL PUBLIC UNIVERSITIES

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2022-2027 FAMU STRATEGIC PLAN





# MESSAGE FROM THE PRESIDENT

## Boldly Striking

**T**he higher education ecosystem is experiencing monumental change in every way imaginable. Societal driven expectations are constantly changing - from those of our governing boards, accrediting agencies, and legislative bodies, to those of supporters through in-kind support, philanthropy and prayer.

In fact, even our most treasured assets, our people, including students, faculty, staff, alumni and friends have expectations that we must meet and even exceed. Envision our world without the caring support of all of these stakeholders, considering their expectations, challenges and needs collectively. Florida A&M University has seen all of this before during the past 134 years and responded by successfully elevating into one of the top institutions of higher education in the nation.

Our graduates blaze trails that were unthinkable and unfathomable just a few years ago. However, inspired and emboldened by the love, faith and expectations of our faculty, staff and administrators, our students are answering the call and stepping up to the plate of these new opportunities.

We have a sense of urgency in preparing Rattlers for the monumental changes that are occurring and see a need for our graduates to play at every level on the world stage. In fact, we trust, and know they will become the agents of positive change wherever they go.

Our mission, vision and core values are relevant and powerful. Accountability, inclusion, innovation and integrity were carefully selected to clearly express our expectation of doing business, interacting, and engaging with our stakeholders.

We have set challenging goals in **Student Success, Academic Excellence, Leveraging the Brand, Long-Term Fiscal Health and Sustainability, and Organizational Effectiveness and Transformation**. Yet with a shared sense of humility, we know that Florida A&M University's future is in our collective heads, hands and hearts.

Our strategic plan for the next five years was developed with the appropriate input from effective leaders who consider it wise to allow the thoughts and ideas of many to be considered. However, for this plan to be the true roadmap of our future, we must internalize this vision of **BOLDY STRIKING**, and continue the incredible journey that began on October 3, 1877. We are proud our storied past, celebrate our transformative present, and embrace elevating excellence into our future. For through it all we know that ***the Rattlers Will Strike, Strike and Strike Again!***

Thank you,



Larry Robinson, Ph.D., President



Larry Robinson, Ph.D.





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IN SOCIAL MOBILITY

2022 U.S. NEWS & WORLD REPORT



# MESSAGE FROM BOARD OF TRUSTEES LIAISON

One hundred thirty-four years ago, The State Normal College for Colored Students was established as Florida's first state-supported Black college. Since that time, Florida Agricultural and Mechanical University has evolved into a beacon of excellence whose impact stretches throughout the state of Florida, across the nation, and beyond.

Over the past year, a dedicated team of FAMU administrators, faculty members, students, alumni, community representatives, consultants, and I have worked tirelessly to craft a bold plan for a transformative future consistent with our core values and historical mission. The 2022-2027 Strategic Plan will elevate our performance, foster faculty excellence, and position FAMU to become a top 100 public institution.

The strategic plan is the result of a methodical approach that included:

- A landscape assessment of key strategic, academic, operational, financial, and experiential questions
- Establishing strategic priorities among the Board of Trustees
- Conducting analysis, presenting insights, and conclusions
- Developing the strategic plan, goals, and KPIs based on BOT priorities and stakeholder feedback
- Enhancing the University mission, vision, and values



**Trustee Kristin Harper**

Throughout the process, several principles guided our work — being bold, inclusive, transparent, focused, and mission and outcomes-focused. I am particularly proud of the collaborative and inclusive approach. With the help of our partners at MGT Consulting Group, we conducted a survey of more than 1,200 respondents; engaged key stakeholders within the Governor's staff, SUS Chancellor, Board of Governors members, Florida Representatives, BOT members, and school district personnel; and conducted numerous listening sessions and focus groups to solicit feedback on opportunities, proposed goals, and strategies. This is our plan, and our vision to realize, all centered around student success.

Our vision is that Florida A&M University will be recognized as a leading national public university and internationally renowned for its competitive graduates, transformative research and innovation. Over the next five years, we aspire to:

- Establish FAMU as the first-choice destination among

scholars

- Position FAMU on a trajectory to become a Carnegie R1 institution
- Amplify discovery and innovation to solve complex real-world problems
- Foster a university-wide customer-centric culture to support academic and operational excellence
- Increase worldwide recognition as a leading academic, research, and cultural institution, including but not limited to our iconic Marching 100 and athletics programs
- Enhance infrastructure enhancements to increase student success outcomes
- Optimize operations through enhanced processes and innovation
- And more

A special thanks to BOT Chair Kelvin Lawson for the appointment as committee chair, my fellow trustees, President Robinson, Provost Maurice Edington, Dr. Kelly McMurray, Dr. Fred Seamon, Ms. Valeria Singleton, and the entire committee.

I am convinced that some of our best days are ahead.

Forever striking,

**Trustee Kristin Harper**

Chair, Strategic Planning & Performance Measures Committee





# EXECUTIVE SUMMARY

**The Florida Agricultural and Mechanical University (FAMU) Strategic Plan** emerged through a collaborative and transparent process. This process engaged internal and external stakeholders, reaffirmed historical and current strengths, and anticipated future opportunities and challenges. It expresses and reasserts our mission, vision, and values; and defines bold strategic priorities, which the Board of Trustees approved in July 2022.

The vision of Florida Agricultural and Mechanical University is to become a leading national public university that is internationally renowned for its competitive graduates, transformative research, and innovative practices. This plan, *Boldly Striking*, sets forth the next journey in our continued progress by building on the University's distinctive identity and focusing on five strategic priorities: *Student Success, Academic Excellence, Leverage the Brand, Long-Term Fiscal Health and Sustainability, and Organizational Effectiveness and Transformation*. To aid in achieving this vision, each strategic priority identifies ambitious goals to guide the university and its constituents in *Boldly Striking* as we move forward. The goals presented promote a sense of excellence, innovation, and transformation throughout the institution. FAMU's strategies will focus on enhancing the quality of the student educational experience, elevating our performance against internal and external metrics, fostering faculty excellence, and positioning FAMU to become a Carnegie classified R1 research institution.

*Boldly Striking* provides the framework for decision-making with the aim of developing initiatives to promote FAMU as a leading national public university.



## ALIGNMENT OF FAMU STRATEGIC PRIORITIES WITH FLORIDA BOG 2025 SYSTEM STRATEGIC PLAN

FAMU STRATEGIC PRIORITIES	BOARD OF GOVENORS STRATEGIC PLAN GOALS		
	TEACHING AND LEARNING	SCHOLARSHIP, RESEARCH, AND INNOVATION	COMMUNITY AND BUSINESS ENGAGEMENT
<b>PRIORITY 1: STUDENT SUCCESS</b>	X	X	X
<b>PRIORITY 2: ACADEMIC EXCELLENCE</b>	X	X	X
<b>PRIORITY 3: LEVERAGE THE BRAND</b>	X	X	X
<b>PRIORITY 4: LONG-TERM FISCAL HEALTH AND SUSTAINABILITY</b>	X	X	X
<b>PRIORITY 5: ORGANIZATIONAL EFFECTIVENESS AND TRANSFORMATION</b>	X	X	X

## KEY PERFORMANCE INDICATORS

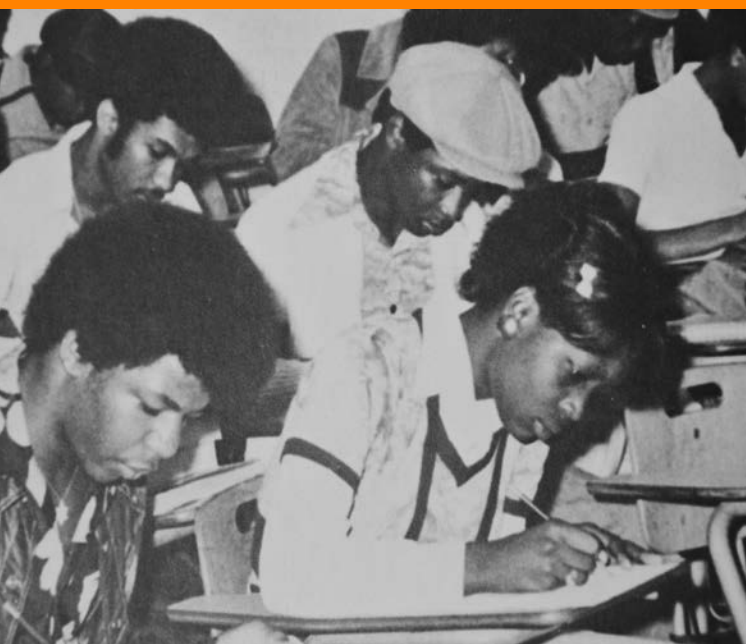
2022	METRIC	2027
<b>84.2%</b>	Academic Progress Rate (2nd year retention with GPA above 2.0)	<b>90%</b>
<b>27%</b>	FTIC four-year graduation rate	<b>55%</b>
<b>52%</b>	FTIC PELL recipient six-year graduation rate	<b>67%</b>
<b>62.5%</b>	Percent of Bachelor's graduates enrolled or employed full-time (earning salary of \$30,000+)	<b>80%</b>
<b>\$37,000</b>	Median wages of bachelor's graduates full-time	<b>\$39,400</b>
<b>-\$630</b>	Average cost to student	<b>\$7,540</b>
<b>53.9%</b>	Bachelor degrees awarded within programs of strategic emphasis	<b>55%</b>
<b>47.3%</b>	Graduate degrees awarded within programs in strategic emphasis	<b>60%</b>
<b>340</b>	Number of bachelor degrees awarded to transfers with AA Degrees from FCS	<b>400</b>
<b>1</b>	Professional licensure exam scores relative to benchmarks	<b>4</b>
<b>28</b>	Number of research doctorates awarded	<b>30</b>
<b>8,688</b>	Fall headcount enrollment	<b>10,000</b>
<b>\$47M</b>	Total R&D expenditures	<b>\$49M</b>
<b>\$13.7M</b>	Annual giving	<b>\$20M</b>
<b>\$110.6M</b>	Endowment value	<b>\$150M</b>





**FAMU WAS FOUNDED ON OCTOBER 3, 1887** as the State Normal College for Colored Students. From its modest beginnings with two instructors and 15 students, to its designation in 1909 as Florida Agricultural and Mechanical College for Negroes (FAMC), to its elevation to university status in 1953, FAMU has evolved into a comprehensive 1890 land-grant, doctoral research university that has distinguished itself as a national leader in many areas. Today, FAMU enrolls approximately 9,000 students, is highly regarded as one the nation's top historically black colleges and universities (HBCU) and is part of the 12-member State University System of Florida.

# HISTORY







Throughout its 134-year journey, FAMU has maintained a rich tradition in academics, research, and service. FAMU has made immeasurable contributions to the state of Florida and nation by producing thousands of successful alumni, uplifting families and communities, advancing knowledge through teaching and research, and engaging in impactful community outreach and service activities.

FAMU's excellence as an institution of higher learning stems in part from the University's unique, long-standing position as an 1890 land-grant institution that grew out of the vision that higher education was important to the future of the state. The path along FAMU's journey has been illuminated and illustrated by the brilliance of students, genius of faculty, dedication of nurturing staff, generosity of alumni and donors, and the wisdom of administrators, all committed to a common mantra: "Excellence with Caring."

We are currently experiencing times of great uncertainty in higher education. Nationally and locally, higher education is undergoing dramatic and fundamental changes. The social, technological, educational, political, and environmental factors that impact the future of higher education present both challenges and opportunities. Through this strategic planning process, the University has taken stock of today's challenges and opportunities, peered beyond the horizon, leveraged the successes of the past 134 years, and identified a suite of "Strategic Priorities" that will ensure FAMU remains a leader in higher education and a vital resource to our constituents well into the future.







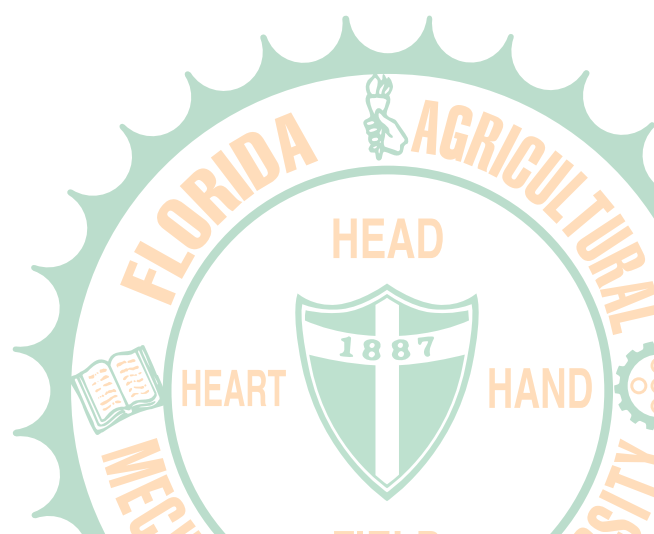
# MISSION AND VISION

## University Mission Statement

**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.

## University Vision Statement

**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

Florida Agricultural and Mechanical University is committed to the values of accountability, inclusion, innovation, and integrity. The University also values and endorses the Board of Governors' Statement of Free Expression and expects open-minded and tolerant civil discourse to take place throughout the campus community. These values represent the tenets that guide our actions, enable us to sustain our historical mission, and realize our strategic plan.

ACCOUNTABILITY

INCLUSION

INNOVATION

INTEGRITY







# STRATEGIC PRIORITIES

FLORIDA  
FOUNDED IN  
1844  
UNIVERSITY  
OF  
FLORIDA  
HISTORY  
The University of Florida was founded in 1844 as the first public university in the state. It was established by the Florida Constitution of 1845, which mandated the creation of a public university to provide higher education for the people of the state. The university was founded on the site of the old Spanish mission of San Agustine, which was established in 1565. The university's first building was the Old University Hall, which was built in 1847. The university has since grown into a large, multi-campus institution, with a main campus in Gainesville and several other campuses throughout the state. The university is known for its research, teaching, and public service, and is a member of the Association of Public Universities and Colleges (APUC).

SECTION 2

LEADERSHIP  
2000





**STUDENT SUCCESS**

**ACADEMIC EXCELLENCE**

**LEVERAGE THE BRAND**

**LONG-TERM FISCAL HEALTH AND SUSTAINABILITY**

**ORGANIZATIONAL EFFECTIVENESS AND TRANSFORMATION**









# FAMU 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 state 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 (i.e., 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 programs 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.



## GOAL 1 cont.

### 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 (i.e., 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 (i.e., badges, acknowledge milestones, etc.) for academic achievements.
- 3.5. Annual review, monitoring and submission of above identified data points and information (i.e., 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 (i.e., 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. 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.
- 4.5. Streamline the process of students applying for additional financial support (i.e., Foundation, Academic departments, Financial aid).
- 4.6. 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 (i.e., alumni associations, organizations, premier 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 premier/college prep high schools (i.e., 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 (i.e., placement, test scores, program participants).
- 1.6. Enhance the visibility of the Ignite Transfer Student program (i.e., 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 Honors college.
- 2.2. Enhance the office of Undergraduate Research to provide on- and off-campus research opportunities to a majority of 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.
- 2.5. Establish a pipeline of mission-driven part- 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. Create an 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 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.

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

- 2.1. Integrate academic certification credentials around career pathways.
- 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 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. Ensure students are digitally literate for today's world.
- 3.7. Evaluate and update the financial literacy program.















# FAMU STRATEGIC PRIORITY: ACADEMIC EXCELLENCE

## 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 (i.e., 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 (i.e., graduate assistants and adjuncts).
- 1.5. Implement initiatives to incentivize faculty members to write collaborative grants where assignment of responsibilities (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 (i.e., 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 (i.e., 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 for postdoctoral researchers.
- 3.4. Establish pre-award teams within each unit to support principal investigators.





## 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. Evaluate incentives for faculty and staff development.
- 1.2. Identify avenues for staff development (i.e., career tracks/paths) to progress within the profession.
- 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 (i.e., 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 a communication plan and provide incentives for student participation in data collection activities.
- 4.4. Engage student leaders to support incentivizing students.
- 4.5. Strengthen 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 an 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.**

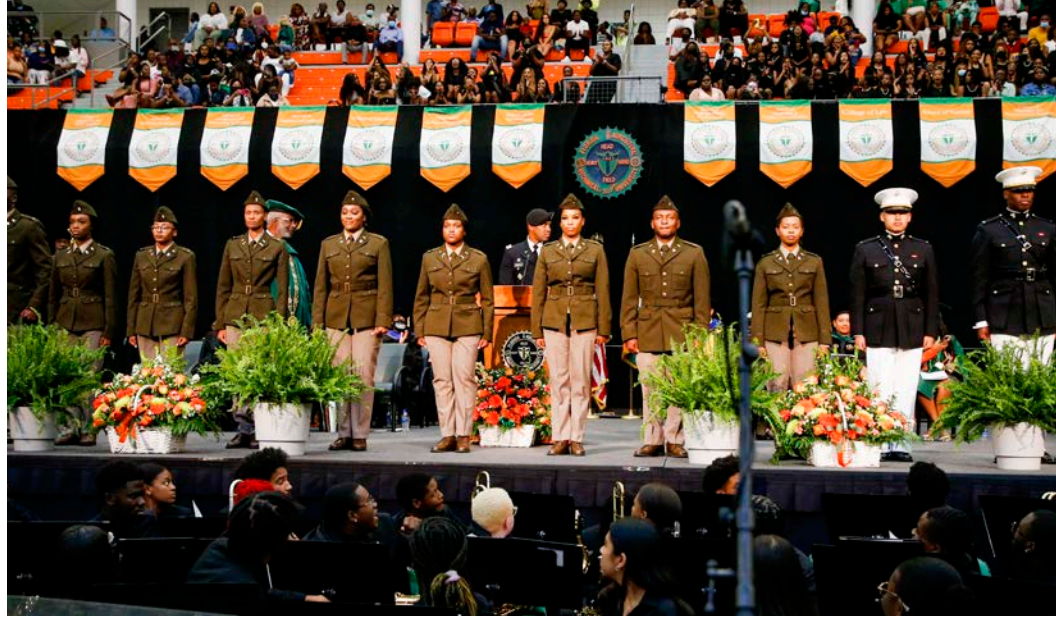
- 1.1. Establish a Research Advisory Council (RAC) to enhance FAMU research coordination and productivity.
- 1.2. Create an interdisciplinary research award that allows one course release for principle and co-principle investigators.
- 1.3. Incentivize collaborative interdisciplinary research by establishing 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.











# FAMU 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 advocacy 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.











# FAMU 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 advocacy.

- 3.1. Partner with the BOG and other universities on additional 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.

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

- 4.1. Enhance clear, 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 collective 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. Enhance the University Advancement infrastructure:

- 1.1. Increase annual alumni giving to at least 15%.
- 1.2. Increase 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.











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





## GOAL 1 cont.

### 3. Implement an “Operational Excellence Plan” that offers all employees organized professional development throughout the year.

- 3.1 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 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 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 among faculty.

- 6.1 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, best practices, 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 and innovation.

#### 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 consistent messaging 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 (i.e., 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 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.







# MEASURES OF SUCCESS

## Student Success

- FTIC 4-Year Graduation Rate
- Academic Progress Rate (2nd year retention with GPA above 2.0)
- FCS AA Transfer Two-Year Graduation Rate
- FTIC Pell Recipients Six-Year Graduation Rate
- University Access Rate (Undergraduate with PELL)
- Average Cost to Student
- Bachelor Graduates Enrolled or Employed Full-Time
- Median Wages of Bachelor's Graduates Employed Full-Time

## Academic Excellence

- Research Doctorates Awarded
- Bachelor Degrees Awarded within Programs of Strategic Emphasis
- Bachelor Degrees Awarded to Transfers with AA Degrees from FCS
- Graduate Degrees Awarded within Programs of Strategic Emphasis

## Leverage the Brand

- Peer Perception Ratings (U.S. News & World Report Annual Survey)
- Stakeholder Customer Service Surveys

## Long-Term Health and Fiscal Sustainability

- Composite Financial Index
- R&D Expenditures
- Annual Research Awards
- Alumni Giving Rate
- Fundraising Total
- Endowment Value
- Investment Value

## Organizational Effectiveness and Transformation

- Employee Retention Rate
- Employee Satisfaction
- Employee Awareness of DEI Initiatives
- Major/Substantive Audit Findings









# THE PROCESS

The strategic plan builds upon the most recent plan, “FAMU Rising”, and is the roadmap for the next five years to enhance student success, meet state performance metrics to fund strategic initiatives, and fulfill FAMU’s institutional mission.

This plan is the product of a robust and collaborative process that began on May 25, 2021, with a virtual kick-off meeting, where President Robinson convened the University Strategic Planning Committee of twenty-three stakeholders from across the campus. The President charged the committee to oversee the process and develop a bold and focused strategic plan to chart a path to rank as a top 100 public university. Over thirteen months, the committee met bi-weekly and established a planning process that encompassed three distinctive phases.

During the first phase, the University Strategic Planning Committee engaged in a comprehensive landscape assessment to review and analyze data, examine internal and external trends, strengths, and opportunities, and administer campus and community-wide surveys. The Board of Trustees developed five strategic priorities based on the landscape assessment and survey analysis.

In phase two, subcommittees were formed based on the five strategic priorities and charged with developing

goals and strategies based on the landscape assessment while considering diversity, equity, and inclusion issues. Each subcommittee produced a report identifying recommendations for goals and strategies, which were then submitted and reviewed by the entire committee.

Additionally, a series of listening sessions and focus groups were conducted by Trustee Kristin Harper and MGT Consulting Group to socialize the strategic plan, discuss the next steps, and gather feedback from our constituents. Feedback from the listening sessions and focus groups were reviewed, and relevant information was used to revise the goals and strategies.

In the final stage before implementation, the committee held town halls and modified the strategic plan based on input received. Additionally, action steps were developed for implementation and key performance indicators to assess ongoing progress. The committee also reviewed and refreshed the mission statement, vision statement, and values to reflect who we are and aspire to be as we approach 2027.

Following this comprehensive planning process, the Board of Trustees adopted the 2022-2027 Strategic Plan in July 2022.





# 2022 STRATEGIC PLANNING COMMITTEE MEMBERS

## Strategic Planning Committee

### **Kristin Harper**

Board of Trustees Liaison,  
Strategic Planning and  
Performance Measures Committee

### **Maurice Edington, Ph.D.**

Chair, Provost and Vice President  
for Academic Affairs

### **Kelly McMurray, Ph.D.**

Vice Chair, Associate Vice President  
for Strategic Planning Analysis and  
Institutional Effectiveness

## Committee Members

### **Linda Barge-Miles, J.D.**

Chief of Staff

### **Jemal Gibson**

Chair, FAMU Foundation Board of  
Directors

### **Valencia Matthews, Ph.D.**

Dean, College of Social Sciences,  
Arts and Humanities

### **Genyne Boston, Ph.D.**

Associate Provost for Faculty and  
Academic Affairs

### **Maurice Gilbert**

Student Representative

### **Keith Miles**

Director, Office of Communications

### **Gregory Clark**

President, FAMU National Alumni  
Association

### **Cynthia Hughes Harris, Ph.D.**

Dean, School of Allied Health  
Sciences

### **Jayda Miller**

Student Representative

### **Derrick Coffin, Ph.D.**

Associate Vice President for  
Research

### **Tonya Jackson**

Assistant Vice President and  
University Controller

### **Nichole Murry**

University Budget Director

### **Carmen Cummings**

Assistant Vice President for  
University Engagement/Alumni  
Affairs

### **Sha’Ron James**

Community Representative

### **Cynthia Ramkellawan, J.D.**

College of Law (Faculty  
Representative)

### **Nigel Edwards**

Associate Vice President for  
Student Affairs/Administration &  
Assessment

### **Lewis Johnson, Ph.D.**

Associate Provost for Student  
Success and Strategic Initiatives

### **Sandi Smith-Anderson**

Interim Associate Vice President,  
Human Resources

### **Shawnta Friday-Stroud, Ph.D.**

Vice President for University  
Advancement/Dean, School of  
Business and Industry

### **Teri Little-Berry**

Associate Vice President for  
Enrollment Management &  
Student Success

### **Novell Tani**

College of Social Sciences,  
Arts and Humanities (Faculty  
Representative)

### **Brandi Tatum-Fedrick**

Assistant Vice President,  
University Advancement

## Staff Support

### **Kiwanis Burr**

Interim Director, Office of  
University Assessment

### **Brandi Newkirk**

Director, Accreditation  
and Planning

### **Valeria Singleton**

Special Assistant to the  
Provost

### **Khoi To, Ph.D.**

Assistant Vice President,  
Institutional Research  
and Analytics





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