

FAMU RISING | Strategic Plan Update



Exceptional Student Experience



Excellent and Renowned Faculty



High Impact Research, Commercialization, Outreach and Extension Services



Transformative Alumni, Community and Business Engagement



First-Class Business Infrastructure



Outstanding Customer Experiences

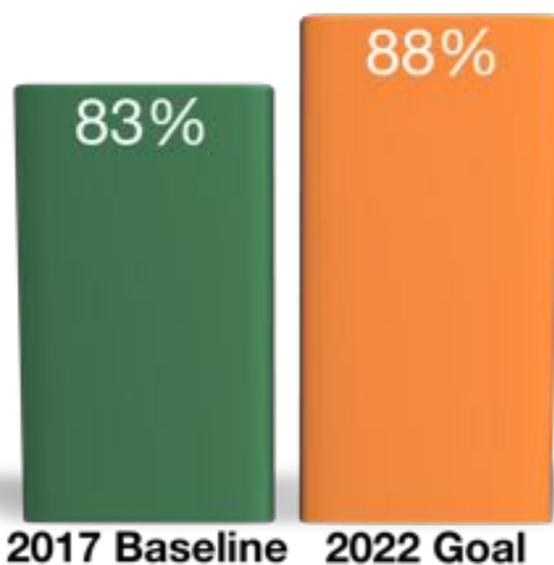
**FAMU Board of Trustees
Strategic Planning and Performance Measures Committee
March 7, 2018**

Strategic Priority: **Exceptional Student Experience**

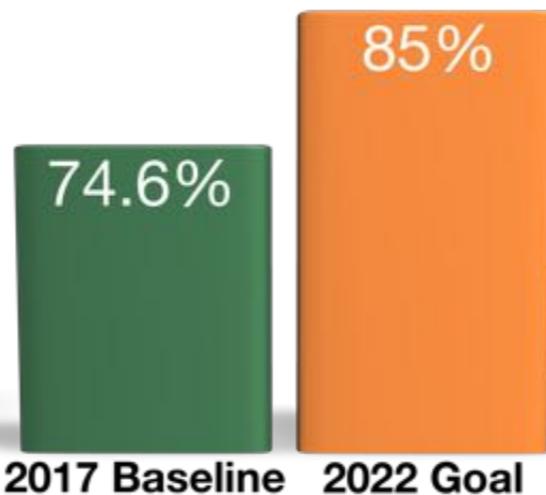
Goal: **Achieve national distinction for success in retention and graduation rates**

Key Metrics

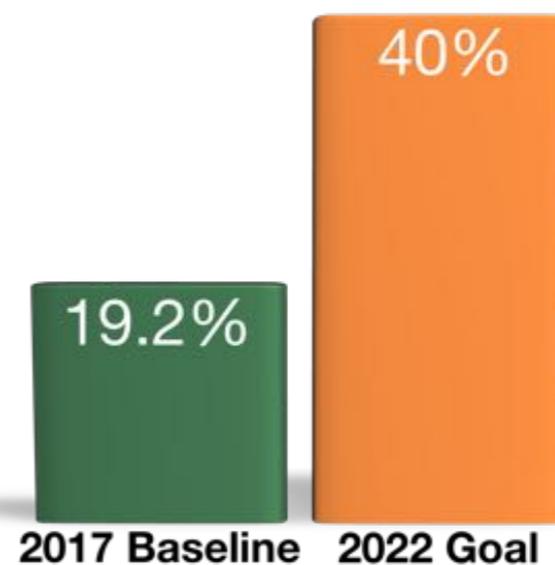
FTIC 2nd-year retention rate



Academic progress rate
(2nd year retention with GPA above 2.0)



FTIC 4-year graduation rate



Dr. Brenda C. Spencer, Director
Academic Integration and Student Transitional Services
Undergraduate Student Success Center

A **living-learning environment**, where freshman students with common professional goals live together and participate in a variety of **academic and co-curricular activities**.





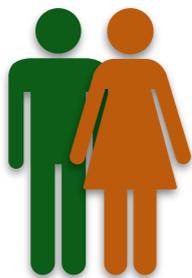
**Housed in
FAMU Village**



9

Different LLCs

Honors	Allied Health Sciences
Agriculture and Food Sciences	Business and Industry
Education	Environment
Engineering	Journalism and Graphic Communication
Science and Technology	



**Coordinated by
faculty and
student mentors**



**Increases
Student Success**

GPA **Graduation Rates** ↑
↑ ↑ ↑ **Retention Rates** ↻



**Total Annual
Budget**

\$162K

**Travel, refreshments,
peer mentors, part-
time staff, outings**

FAMU RISING | LLC Goals

Foster and **enhance learning** through participation in group activities



Increase **first-year retention rates** and **academic performance**

Provide **networking** and **professional development** opportunities

FAMU RISING | LLC Activities



Group and peer-led study sessions



Active learning



Professional development workshops



Social activities



International experiences



Community service projects



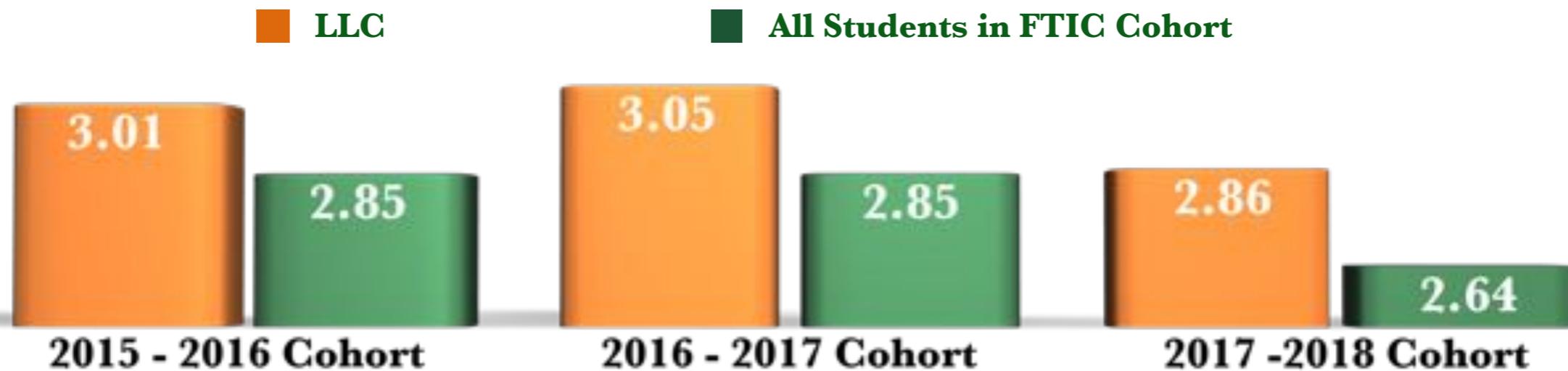
Networking



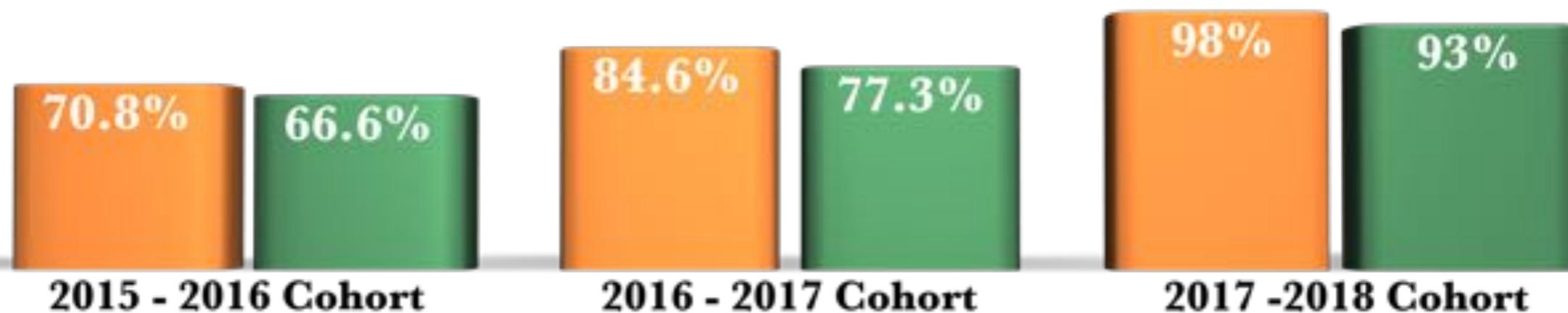
Research

LLC	Expenses	Admissions Criteria
Honors	\$88K	Essay
College of Agriculture and Food Science	\$4K	Essay
College of Education	\$3.5K	2.75 GPA, 21 ACT Math, Essay
FAMU-FSU College of Engineering	\$32K	2.75 GPA, 21 ACT Math, Essay
College of Science and Technology	\$20K	2.75 GPA, 21 ACT Math, Essay
School of Allied Health Sciences	-	2.5 GPA, Essay
School of Business and Industry	\$4K	Essay
School of the Environment	\$10K	3.0 GPA, Essay
School of Journalism and Graphic Communications	-	Essay

Current Cohort GPA Comparison



Current Cohort Retention Rate Comparison



LLC	2015-16	2016-17	2017-18	2018-19 Target
Honors	40	42	25	40
College of Agriculture and Food Science	-	-	7	16
College of Education	-	-	12	26
FAMU-FSU College of Engineering	17	25	47	60
College of Science and Technology	43	51	35	60
School of Allied Health Sciences	29	29	27	36
School of Business and Industry	63	57	58	60
School of the Environment	-	-	3	20
School of Journalism and Graphic Communication	26	19	21	22
Nursing (new in Fall 2018)				30
Total	218	223	235	370



- Limited space to house additional LLC students
- Need to identify additional housing to expand LLCs beyond the first year
- Need additional academic support and study space

LLC	2015-16 Cohort	2016-17 Cohort	2017-18 Cohort
Honors	83%	93%	96%
College of Agriculture and Food Science	-	-	100%
College of Education	-	-	83%
FAMU-FSU College of Engineering	76%	92%	100%
College of Science and Technology	74%	94%	100%
School of Allied Health Sciences	86%	83%	100%
School of Business and Industry	81%	84%	98%
School of the Environment	-	-	100%
School of Journalism and Graphic Communications	88%	95%	100%
Total University FTIC Cohort	66.6%	77.3%	93%

College/School	LLC GPA	Entire Freshman Class	% of Freshman Cohort in LLC
College of Agriculture and Food Science	2.90	2.49	23%
College of Education	3.01	2.92	22%
FAMU-FSU College of Engineering	2.65	2.51	52%
College of Science and Technology	2.68	2.45	17%
School of Allied Health Sciences	2.78	2.68	27%
School of Business and Industry	2.78	2.79	30%
School of the Environment	2.67	1.72	38%
School of Journalism and Graphic Communication	3.11	2.97	35%
Average	2.86	2.65	235

FAMU RISING | LLC Successes

Higher GPAs,
retention rates and
persistence



Increased levels
of student
engagement

Increased
interactions with
faculty & staff



Expand the LLC Program

Additional colleges/schools

Thematic LLCs & Sophomore LLCs

Increase funding allocation (~\$250K/yr)

Enhance coordination and synergy

Move the “Learning Community” concept beyond
the LLCs

Identify additional housing options



Update on Strategic Plan Budget

FAMU Board of Trustees

Strategic Planning and Performance Measures Committee

March 7, 2018

Strategic Plan Initiative	Strategic Priority	2017-18 Budget
Student Success Initiatives	1	\$2,000,000
Online Education	1	\$1,570,000
Honors Program	1	\$260,000
International Education	1	\$260,000
Strengthening Academic Programs (focus on Law, Pharmacy, Business)	1	\$1,959,484
Financial Literacy/Student Debt	1	\$105,433
Faculty Recruitment & Retention (includes faculty development)	2 & 3	\$1,748,715
Brooksville	3	\$200,000
Fundraising	4	\$330,000
Staff Professional Development/ Customer Service	5 & 6	\$330,000

Currently developing the budget for Year 2

Sources of new funding in Year 2:

- Reallocations
- LBR (pending)
- PBF (pending)

Priorities for new funding in Year 2:

- Student success initiatives
- Strengthen academic programs
- Faculty research
- Technology upgrades



Update on Performance Measures

FAMU Board of Trustees

Strategic Planning and Performance Measures Committee

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Tracking Institutional Goals

One scorecard to track high-level institutional goals

- President's Annual Goals
- PBF Metrics
- Strategic Plan Goals
- Workplan KPIs

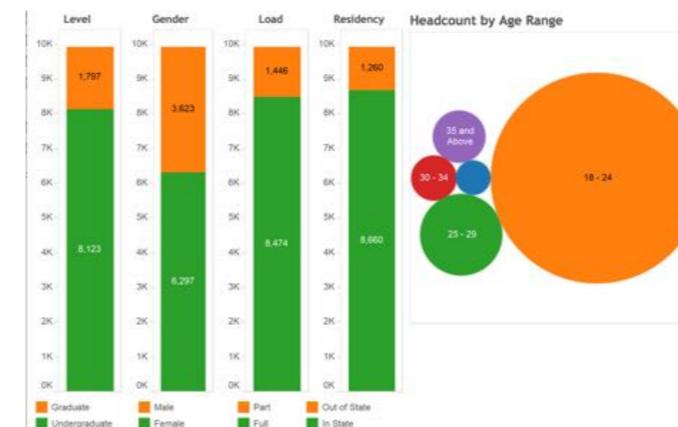


BOT will receive updates on progress at each meeting

- Review leading indicators/ trends
- Discuss strategies for improving low performance



Real-time progress can be monitored via dashboard site



Metric	Baseline	2018 Goal	2018 Actual	Trend	Alignment
President's Annual Goals (Reported Each Summer/Fall)					
1. Increase FAMU'S Overall Score on PBF Metrics	65	>65	TBD		PBF, SP
2. Increase the University's Six-Year Graduation Rate by 5%	40.7%	45.7%	47.3%		SP, WP
3. Achieve First-Time Licensure Pass Rates that Meet or Exceed State/National Benchmarks in Law (Goal: $\geq 70\%$), Nursing ($\geq 87\%$), Pharmacy ($\geq 93\%$) and Physical Therapy ($\geq 91\%$)	0 of 4	1 of 4	TBD		SP, WP
4. Increase Annual Giving by 25% and Implement a Plan to Launch a Capital Campaign	\$8.5M	\$10.6M	TBD		SP
5. Implement a Comprehensive Plan to Improve Customer Service in Key Campus Administrative Units and Enhance Engagement with Stakeholder Groups	N/A	Implement plan by June 30	TBD		SP
6. Increase Total Headcount Enrollment by 5%	9,614	10,095	9,909		SP, WP
7. Develop a Comprehensive Housing Plan by June 2018 to Address Short and Long Term Housing Strategies	N/A	Develop plan by June 30	TBD		SP
8. Increase Total R&D Expenditures by 1%	\$45.4M	\$45.8M	TBD		SP, WP
9. Reduce Overall Expenditures by 5% and Continue to Invest in the University's Key Initiatives and Strategic Priorities, while Increasing Cash Flow and Liquidity (reserves)	N/A	\$2.2M	TBD		SP
10. Strengthen the University's Financial Health by Achieving or Exceeding a Minimum Debt Ratio of 0.84	-	0.84	TBD		SP
PBF Metrics (Reported Each Summer)					
1. Percent of Bachelor's Graduates Enrolled or Employed (\$25,000+) in the U.S. One Year After Graduation	64.6%	66.5%	TBD		SP, WP
2. Median Wages of Bachelor's Graduates Employed Full-time One Year After Graduation	\$32,700	\$33,350	TBD		SP, WP
3. Cost to Student (Net Tuition & Fees per 120 credit hours)	\$11,020	\$10,770	TBD		SP, WP
4. Six-Year Graduation Rate (Full-time and Part-time FTIC)	40.7%	45.7%	47.3%		P, SP, WP
5. Academic Progress Rate (2nd Year Retention with GPA Above 2.0)	74.6%	77%	TBD		SP, WP
6. Bachelor's Degrees within Programs of Strategic Emphasis (PSE)	48%	49%	TBD		SP, WP
7. University Access Rate (Percent of Undergraduates with a Pell-grant)	65.4%	65%	TBD		SP, WP
8. Graduate Degrees within Programs of Strategic Emphasis (PSE)	58.2%	58%	TBD		SP, WP
9. Percent of Bachelor's Degrees without Excess Hours	39%	43.7%	TBD		SP, WP
10. Percent of R&D Expenditures Funded from External Sources	84%	80%	TBD		P, SP, WP
Strategic Plan/Work Plan (Reported Each Summer)					
1. Four-Year Graduation Rate	19.2%	20%	21.8%		SP, WP
2. Bachelor's Degrees Awarded	1,675	1,709	1,562		SP, WP
3. Graduate Degrees Awarded	597	609	579		SP, WP
4. FCS AA Transfers Fall Headcount Enrollment	749	794	854		SP, WP
5. FTIC Second-Year Retention Rate	83%	84%	82.6%		SP, WP
6. Time to Degree for FTICs in 120-hr Programs	5.2	5.1	5.7		WP
7. Percent of Undergraduate FTE in Online Courses	2%	4%	TBD		SP, WP
8. Number of Students Enrolled in Graduate Online Programs	29	50	TBD		SP, WP
9. Number of Research Doctorates Awarded	20	22	22		SP
10. Number of Patents	3	4	TBD		SP, WP
11. Endowment Value	\$115.6M	\$120M	TBD		SP
12. Customer Satisfaction	TBD	TBD	TBD		SP
13. Number of External Audit Findings	10	<4	TBD		SP
14. Annual Athletics Balance	\$0	>\$0	TBD		SP

Metric	Baseline	2018 Goal	2018 Actual	Alignment
Increase FAMU'S Overall Score on PBF Metrics	65	>65	TBD	P, PBF, SP
Graduation, Retention and Licensure Pass Rates				
Six-Year Graduation Rate	40.7%	45.7%	47.3%	P, PBF, SP, WP
Four-Year Graduation Rate	19.2%	20%	21.8%	SP, WP
Achieve First-Time Licensure Pass Rates that Meet or Exceed State/National Benchmarks in Law (Goal: ≥70%), Nursing (≥87%), Pharmacy (≥93%) and Physical Therapy (≥91%)	0 of 4	1 of 4	TBD	P, SP, WP
Academic Progress Rate (2nd Year Retention with GPA Above 2.0)	74.6%	77%	TBD	PBF, SP, WP
FTIC Second-Year Retention Rate	83%	84%	82.6%	SP, WP
Degree Production and Employment Outcomes				
Percent of Bachelor's Graduates Enrolled or Employed (\$25,000+) in the U.S. One Year After Graduation	64.6%	66.5%	TBD	PBF, SP, WP
Median Wages of Bachelor's Graduates Employed Full-time One Year After Graduation	\$32,700	\$33,350	TBD	PBF, SP, WP
Bachelor's Degrees within Programs of Strategic Emphasis (PSE)	48%	49%	TBD	PBF, SP, WP
Graduate Degrees within Programs of Strategic Emphasis (PSE)	58.2%	58%	TBD	PBF, SP, WP
Percent of Bachelor's Degrees without Excess Hours	39%	43.7%	TBD	PBF, SP, WP
Bachelor's Degrees Awarded	1,675	1,709	1,562	SP, WP
Graduate Degrees Awarded	597	609	579	SP, WP
Time to Degree for FTICs in 120-hr Programs	5.2	5.1	5.7	SP, WP
Enrollment and Online Education				
Increase Total Headcount Enrollment	9,614	10,095	9,909	P, SP, WP
FCS AA Transfers Fall Headcount Enrollment	749	794	854	SP, WP
Percent of Undergraduate FTE in Online Courses	2%	4%	TBD	SP, WP
University Access Rate (Percent of Undergraduates with a Pell-grant)	65.4%	65%	TBD	PBF, SP, WP
Number of Students Enrolled in Graduate Online Programs	29	50	TBD	SP, WP
Research Productivity				
Increase Total R&D Expenditures by 1%	\$45.4M	\$45.8M	TBD	P, SP, WP
Percent of R&D Expenditures Funded from External Sources	84%	80%	TBD	PBF, SP, WP
Number of Patents	3	4	TBD	SP, WP
Number of Research Doctorates Awarded	20	22	22	SP
Financial Health				
Reduce Overall Expenditures by 5% and Continue to Invest in the University's Key Initiatives and Strategic Priorities, while Increasing Cash Flow and Liquidity (reserves)	N/A	\$2.2M	TBD	P, SP
Strengthen the University's Financial Health by Achieving or Exceeding a Minimum Debt Ratio of 0.84	-	0.84	TBD	P, SP
Annual Athletics Balance	\$0	>\$0	TBD	P, SP
Efficiency and Effectiveness				
Implement a Comprehensive Plan to Improve Customer Service in Key Campus Administrative Units and Enhance Engagement with Stakeholder Groups	N/A	Implement plan by June 30	TBD	P, SP
Develop a Comprehensive Housing Plan by June 2018 to Address Short and Long Term Housing Strategies	N/A	Develop plan by June 30	TBD	P, SP
Cost to Student (Net Tuition & Fees per 120 credit hours)	\$11,020	\$10,770	TBD	PBF, SP, WP
Customer Satisfaction	TBD	TBD	TBD	P, SP
Number of External Audit Findings	10	<4	TBD	SP
Fundraising				
Increase Annual Giving by 25% and Implement a Plan to Launch a Capital Campaign	\$8.5M	\$10.6M	TBD	P, SP
Endowment Value	\$115.6M	\$120M	TBD	SP

Alignment: P (President) SP (Strategic Plan) PBF (Performance Based Funding) WP (Work Plan)

Trends: Improving Declining Constant

Tracking Institutional Goals

Monitoring & Reporting at Senior Leadership Level

Metric	Baseline	2018 Goal	Responsibility	Key Strategies/Initiatives	Key Performance Indicators
President's Goals					
1. Increase FAMU'S Overall Score on PBF Metrics	65	>65			
2. Increase the University's Six-Year Graduation Rate by 5%	40.7%	45.7%			
3. Achieve First-Time Licensure Pass Rates that Meet or Exceed State/National Benchmarks in Law (Goal: $\geq 70\%$), Nursing ($\geq 87\%$), Pharmacy ($\geq 93\%$) and Physical Therapy ($\geq 91\%$)	0 of 4	1 of 4			
4. Increase Annual Giving by 25% and Implement a Plan to Launch a Capital Campaign	\$8.5M	\$10.6M			
5. Implement a Comprehensive Plan to Improve Customer Service in Key Campus Administrative Units and Enhance Engagement with Stakeholder Groups	N/A	Implement plan by June 30			



Goal: transfer responsibility for outcomes to leaders/managers within the organization

Update on Performance Based Funding (PBF)

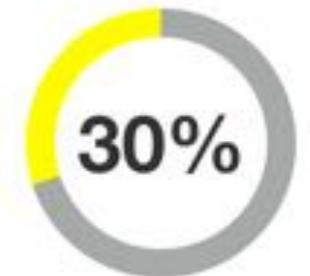
Update on Performance Based Funding

Metric	2016	2017	Anticipated 2018 Trend
1. Percent of Bachelor's Graduates Employed and/or Continuing their Education (1 Yr after Graduation)	70.1%	64.6%	↑
2. Median Wages of Bachelor's Graduates Employed Full-time One Year After Graduation	\$31,100	\$32,700	↔
3. Net Tuition & Fees per 120 Credit Hours	\$44,520	\$11,020	↑
4. Six Year Graduation Rate (Full-Time and Part-Time FTIC)	38.6%	40.7%	↑
5. Academic Progress Rate (2nd Year Retention with GPA Above 2.0)	75.4%	74.6%	↑
6. Bachelor's Degrees Awarded in Areas of Strategic Emphasis	49.6%	48%	↓
7. University Access Rate (Percent of Undergraduates with a Pell Grant)	64.7%	65.4%	↓
8. Graduate Degrees Awarded in Areas of Strategic Emphasis	51.5%	58.2%	↔
9. Percentage of Bachelor's Degrees Awarded Without Excess Hours	29%	39%	↑
10. Percent of R&D Expenditures Funded from External Sources	81%	84%	↔
Total Score	65	65	TBD*

Tentative Projection



increase on 5 metrics



no change on 3 metrics



decrease on 2 metrics

*2018 results must be validated by BOG

PBF Leading Indicator Metrics

PBF Metric	Leading Indicator	Baseline		Update/Trend (March 2018)
1 Employed Enrolled	Number and percent of graduates who have completed at least one internship or research experience	<u>2016-17 Exit Survey of Graduates</u> 506 (24.55%)		<u>Fall 2017</u>  137 (24.25%)
2 Wages	Number and percent of students above 90 hours enrolled in the top 20 majors with highest earning potential	<u>Fall 2015</u> 985 (12.8%)	<u>Fall 2016</u> 831 (11.28%)	<u>Fall 2017</u>  976 (12.9%)
3 Cost	Average amount of financial aid provided to students (grants, scholarships and waivers)	<u>Fall 2015</u> \$3,721 (5,314)	<u>Fall 2016</u> \$3,896 (4,982)	TBD
4 Grad Rate	Number and percent of students in each cohort who have accumulated the required number of credits earned at the end of each semester	<u>2016-17 FTIC cohort</u> (completed ≥ 15 hrs each term) <u>1st semester</u> <u>2nd semester</u> 942 (71%) 917 (73.42%)		<u>3rd semester</u>  840 (77.14%)
5 APR	Number and percent of FTIC cohort who return after the first and second semesters (fall and spring) with GPA above 2.0	<u>Spring 2016</u> 1,323 (80.5%)	<u>Spring 2017</u> 1,049 (79%)	<u>Spring 2018</u>  1,273 (75.6%)
6 B-PSE	Number and percent of undergraduate degrees awarded each term in PSE	<u>Fall 2015</u> 264 (48%)	<u>Fall 2016</u> 213 (44.7%)	TBD 
7 Access	Number and percent of undergraduate students enrolled with a Pell grant award	<u>Fall 2015</u> 4,972 (64.5%)	<u>Fall 2016</u> 4,541 (61.7%)	<u>Fall 2017</u>  4,891 (64.8%)
8 Gr-PSE	Number and percent of students enrolled in graduate PSE	<u>Fall 2015</u> 965 (55%)	<u>Fall 2016</u> 1,001 (55.5%)	<u>Fall 2017</u>  982 (52.7%)
9 Credit	Number and percent of students in each cohort who have attempted more than 110% of required credit hours at the 60 and 90 hour mark	TBD		TBD
10 R&D	Number and dollar amount of active R&D grants and contracts from external sources	<u>2015-16</u> 199 (\$45.9M)	<u>2016-17</u> 214 (\$45M)	<u>2017-18</u>  136 (\$36.1M)

Update on Strategic Plan/ Work Plan Goals

Update on Strategic Plan/Work Plan

(Reported in Summer of Each Year)

Metric	Baseline	2018 Goal	2018 Actual	2018 Trend	Goal Met
1 Four-Year Graduation Rates	19.2%	20%	21.8%	↑	✓
2 Six-Year Graduation Rates	40.7%	45.7%	47.3%	↑	✓
3 Bachelor's Degrees Awarded	1,675	1,709	1,562	↓	✗
4 Graduate Degrees Awarded	597	609	579	↓	✗
5 FCS AA Transfers Headcount Enrollment	749	794	854	↑	✓
6 Total Headcount Enrollment	9,614	10,029	9,909	↑	✗
7 FTIC Second Year Retention Rates	83%	84%	82.6%	↔	✗
8 Time to Degree for FTICs in 120-hr Programs	5.2	5.1	5.7	↓	✗
9 Percent of Undergraduate FTE in Online Courses	2%	4%	TBD		TBD
10 Number of Students Enrolled in Graduate Online Programs	29	50	TBD		TBD
11 Number of Research Doctorates Awarded	20	22	22	↑	✓
12 Number of Patents	3	4	TBD		TBD

FAMU RISING



PREPARING STUDENTS FOR SUCCESS



F L O R I D A A & M

FAMU  **WAY**