

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



**Strategic Planning and Performance Measures Committee Minutes  
Trustee Harper, Chair  
Thursday, June 3, 2021**

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

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

**Action Items**

Approval of Meeting minutes from March 4, 2021. Trustee Moore moved for the minutes to be approved. The approval was seconded by Trustee Washington. The minutes were approved.

**Information Items**

*Update on University Strategic Plan*

Chair Harper presented key events in the new plan development specifically focusing on formation of the strategic planning committee in Phase 1(March 2021-August 2021). The objective is to develop and recommend the FAMU Strategic Plan 2023-27 narrative, metrics and key performance indicators, including a mission and vision statement, recruitment and enrollment strategy, research priorities as well as PBF choice metric recommendation. The scope of the plan will consider external factors, infrastructure, facilities and people including faculty, staff and students. Existing assets, including BOG 2025 Strategic Plan and Performance Indicators and dashboard, FAMU 2017-22 Strategic Plan, Accountability report and institutional work plans will be used. A list of non-comprehensive questions to be answered throughout the process were shared as well.

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

- Phase 1 – beginning March 2021- August 2021
  - Project kickoff
  - Landscape assessment- Review of the 2017-2022 Strategic Plan and data gathering/analysis

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- Engage the Chancellor, Board of Governors and other key stakeholders to review the Strategic Plans priorities and understand what role socioeconomics play in student outcomes
  - Conduct SWOT Analysis
  - Present landscape assessment during BOT retreat; align on Phase 2 priorities
- Phase 2 (September 2021- February 2022)
  - Align talent for Phase 2
  - Gather quantitative and qualitative insights via data analysis and stakeholder engagement to address project scope
  - Sub-committees present insights, conclusions, points of discussion, preliminary strategic plan recommendations and budget scenarios/implications to Dr. Robinson and Trustee Harper
  - Present preliminary insights, conclusions, strategic plan and budget implications to BOT
  - Refine strategic plan based on BOT feedback
  - Reassess and optimize, vision and brand if necessary
  - Present revised strategic plan recommendations and budget scenarios/implications to Dr. Robinson and Trustee Harper
  - Share revised Strategic Plan and budget implications to BOT
- Phase 3 (March 2022- June 2022)
  - Stakeholder awareness and engagement
  - Optimize strategic plan, gather and analyze additional data, write narrative and establish metrics/KPIs
  - Finalize strategic plan and KPIs base on BOT and stakeholder feedback
  - Present final FAMU Strategic Plan 2023-27 to BOT for approval
  - Present final FAMU Strategic Plan 2023-27 to BOG for approval
  - Socialize final, approved FAMU Strategic Plan 2023-27 with key stakeholders
- Trustee Moore asked if we would entertain including external collaborations in our scope as well as create a portal for placement of our existing assets so that board members can digest information.  
Response: Trustee Harper assured Trustee Moore that the portal is in the process of being created.
- Trustee Washington asked if we would consider adding current/ potential federal legislation under executorial mandatories, not just Florida legislature that's coming.

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Response: Trustee Harper answered in the affirmative.

- Trustee Dubose inquired about whether there are changes in our thoughts as it has to do with the pandemic and how that might influence our strategic plan going forward for the future and around succession planning and talent needed in order to keep the university moving forward  
Response: Trustee Harper responded that both are embedded into strategic brief as well as the plan.
- Trustee Chair Lawson commented that we need to make sure we connect the dots and make sure to include all stakeholders so they have input in the process.  
Response: Trustee Harper responded that President Robinson has appointed both George Clark from the national alumni association as well as Jamal Gibson from the FAMU foundation to sit on the strategic planning committee. Any additional interested stakeholders who want to provide feedback, the committee will provide an opportunity for them to do so.
- Trustee Moore asked about the opportunity to overlay the process with social media engagement to the Rattler nation community via survey to gather information and communicate throughout the process.  
Response: Trustee Harper acknowledged that the recommendation was a good idea and will be added to the process
- Trustee Dubose suggested that the FAMU foundation should be included in the financial piece of the funding process for the strategic plan with regards to FAMU's fundraising priorities, goals and initiatives to increase student, alumni and corporate giving and the FAMU endowment  
Response: Trustee Harper agreed
- Trustee Lawrence commented that there is an extraordinary amount of money to be raised for the university and that we come out of this with a better sense of how we raise far more private resources for the university.
- Trustee Washington asked that the committee consider who is defined as non-traditional students, i.e., military, adults, etc. in order to be effective in recruitment, we will need to increase our reach to the non- traditional pipeline.
- Trustee Washington asked for consideration with regards to embedding career services, mentoring and internships into the student experience earlier on so that job placement connections can happen earlier.
- Trustee Cliatt asked that the definition of the ideal FAMU student and the barriers to fostering a culture of accountability that fully and consistently demonstrates our motto of Excellence with Caring in the customer experience can be highlighted so that the board can have a more robust conversation.

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- Trustee Dubose asked if there are strategic partnerships that we as a university can think more about in the future to start building for the long term that supports our vision.
- Trustee Washington commented that we have to be very cognizant in the plan of looking at our context and looking at not only what we perceive as a barrier but also looking at the national trends and how we're competing nationally and what this means for students at the end of the day.

There being no further business, the meeting was adjourned.