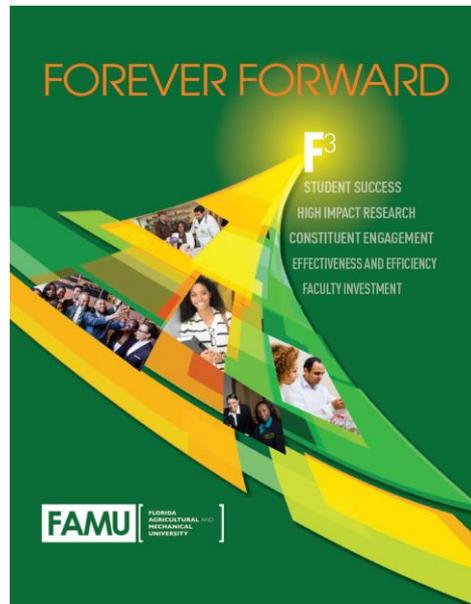


Strategic Plan Update



***Dr. Maurice Edington and Dr. Wanda Ford
Liaisons to BOT Strategic Plan Work Group
September 15, 2016***

Topics

PRESENTATION HIGHLIGHTS

- ☑ Background/context (rationale for new plan)
- ☑ Timeline of activities
- ☑ Overview of F³ Strategic Plan
- ☑ Summary of stakeholder feedback
- ☑ Anticipated impact of plan

Context

RATIONALE FOR NEW STRATEGIC PLAN

- Current FAMU Strategic Plan Approved in 2009 (“*2020 Vision with Courage*”)
- Situational Context/Rationale for New Strategic Plan
 - FAMU placed on SACSCOC Probation in 2012
 - New Parent Plus Loan guidelines
 - Enrollment decline
 - Performance funding implementation
 - Increased competition for top students
 - Increased competition for federal research dollars
 - Increased attention at federal/state level on student outcomes
- New Plan Has Focus on “***Destinations***”
 - Articulates a vision of where FAMU will be in the future:
 - Best-in-class, land-grant, doctoral research university with international impact

Timeline

KEY EVENTS IN PLAN DEVELOPMENT

Phase 1

- Task Force formation
- Stakeholder engagement
- Submission of report to President:
"Performing Boldly Beyond Measure"

**Sept. 2015 –
Feb. 2016**

Phase 2

- Development of draft plan by administration
- Presentation of draft plan to BOT

Feb. – June 2016

Phase 3

- Stakeholder engagement on draft plan
- Presentation of final plan to BOT

July – Sept. 2016

Task Force

MEMBERS

Larry Robinson, Chair	Cynthia Hughes Harris, Co-Chair
Kelvin Lawson, BOT Liaison	Maurice Edington
Anita Favors-Thompson	Wanda Ford
Shawnta Friday-Stroud	Mario Henderson
Maurice Holder	David Jackson
Tommy Mitchell	Donald Palm
Charles Weatherford	Beverly Barrington, Staff

Stakeholder Engagement

FEEDBACK ON FOCUS OF PLAN

<u>Stakeholder Group</u>	<u>Engagement Mechanism</u>
Various Stakeholder Groups	Online Survey
General Public (on campus)	Town Hall/November 9
President's Leadership Team	Focus Group/November 10
Retirees	Focus Group/November 12
Alumni and General Public (conf. call)	Town Hall/November 16
General Public (Law School)	Town Hall/November 20
College of Law (conf. call)	Focus Group/November 23
Students	Focus Group/November 30
Faculty	Focus Group/December 2
Staff	Focus Group/December 3
Deans and Provost's Leadership Team	Focus Group/December 16

FAMU DESTINATION

EXCEPTIONAL STUDENT EXPERIENCE

KEY CHALLENGE:

We must address the fundamental balance between enrollment size and commitment to our mission of educational access to best serve our students moving forward.

VISION:

We will right-size the student body and mix of students, while strengthening our academic degree programs, prioritizing student success, and promoting innovative co-curricular activities.

DESTINATION 1 OBJECTIVES

- Deliver world-class, cutting edge under-graduate, graduate and professional programs
- Create innovative co-curricular activities to engage students outside the classroom
- Prioritize student success across all undergraduate, graduate and professional programs
- Implement effective support programs and activities to recruit, advance and graduate a diverse population of students

FAMU DESTINATION

2

HIGH IMPACT RESEARCH, COMMERCIALIZATION AND PUBLIC SERVICE

KEY CHALLENGE:

Not fully utilizing research collaboration and commercialization opportunities limits FAMU research and revenue growth potential.

VISION:

We will refine our research priorities, invest in our research productivity and commercialization footprint, and build upon our contributions in public service.

DESTINATION 2 OBJECTIVES

- Develop and institutionalize a set of cutting edge research priorities for the University
- Increase research productivity and commercialization
- Provide outstanding public service in the tradition of a land grant institution

FAMU DESTINATION

3

EXCELLENT AND RENOWNED FACULTY

KEY CHALLENGE:

Faculty size and compensation offerings should be addressed to attract and maintain best-in-class faculty in support of programs of strategic emphasis and student needs.

VISION:

We are committed to attracting and retaining world-class faculty by improving faculty incentives and investing in critical research facilities.

DESTINATION 3 OBJECTIVES

- Recruit and retain a diverse faculty with a commitment to community engagement, teaching and research consistent with a research-intensive university
- Maintain and develop high-quality and sustainable facilities that support the academic enterprise of the university

FAMU DESTINATION

4

TRANSFORMATIVE ALUMNI, COMMUNITY AND BUSINESS ENGAGEMENT

KEY CHALLENGE:

Strong alumni affinity has not historically translated into a culture of giving, which has hindered fundraising capability and community engagement.

VISION:

We aim to increase engagement, both within our local community and across our alumni base, to increase our impact and build financial support for the University.

DESTINATION 4 OBJECTIVES

- Strengthen alumni relationships with the institution
- Accelerate fundraising activities focused on top institutional priorities
- Build and lead strong networks of supporters and partners
- Establish a “best-in-class” athletic program

FAMU DESTINATION

5

FIRST-CLASS BUSINESS PROCESSES AND EXCEPTIONAL CUSTOMER SERVICE

KEY CHALLENGE:

FAMU's current administrative structure and operations do not fully support the needs and functions of a best-in-class university.

VISION:

We will modernize our administrative services and invest in technology to make our operations more efficient and effective.

DESTINATION 5 OBJECTIVES

- Develop and maintain a university-wide culture of excellent customer service
- Use state-of-the-art technology and business processes to improve transparency, compliance and efficiency

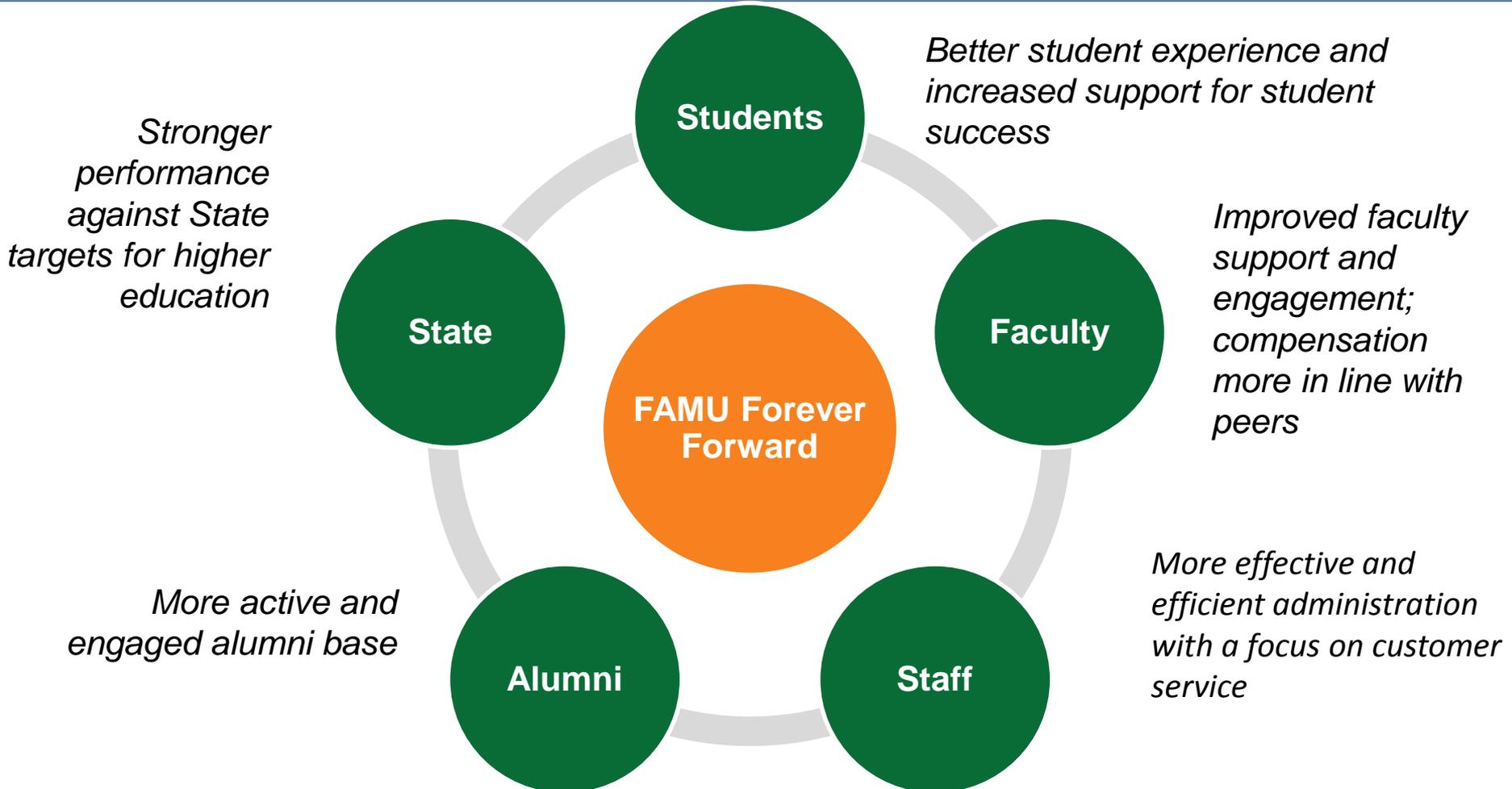
Plan Highlights

HOW THE PLAN MOVES FAMU FORWARD

A <u>best-in-class</u> strategic plan...	FAMU Forever Forward
...is explicitly <u>linked back to the mission, vision, and core values</u>	✓
...is based on <u>extensive engagement</u> across the university community	✓
...clearly explains <u>why the university should focus</u> on certain strategic objectives	✓
...indicates <u>specific activities / initiatives</u> for the university to undertake	✓
...specifies <u>expected outcomes and targets</u> for the university	✓

Plan Highlights

WHAT WILL FAMU LOOK LIKE IN 5 YEARS?



Plan Highlights

WHAT WILL FAMU LOOK LIKE IN 5 YEARS?

FAMU Forever Forward Ambitions

Best-in-Class

Land Grant

Doctoral/Research

International

Vision

“state-of-the-art education and experiences for our students”

“spirit of public service...and strong mix of agricultural and mechanical arts”

“research footprint of an internationally recognized research-intensive university”

“direct student and faculty engagement with the international community”

Examples

- Increase degrees awarded in Programs of Strategic Emphasis areas to 57% for undergraduate students
- Increase active living-learning communities to eight

- BAERS fully operational
- Center for Health Equity broadened and supporting public-service research
- Increase public service expenditures to peer average by 2021

- \$63M in externally funded research
- Research seed funding available
- Increase faculty salaries to the 75th percentile of academic quality peers by 2021

- More robust faculty exchange program
- 3 National Academy and other internationally-recognized research awards
- 50% increase in student study abroad participation

Stakeholder Engagement

FEEDBACK ON DRAFT PLAN

Stakeholder Groups	Feedback Mechanisms
Board of Trustees	Survey
Students	Focus Group/Survey
Staff	Focus Group/Survey
Faculty	Focus Group/Survey
Alumni	Survey



Stakeholder Feedback

EXECUTIVE SUMMARY

Mission and Vision Alignment

- Overall survey respondents agreed with the University's mission statement
- Respondents were universally supportive of the University's vision statement
- Respondents were universally supportive of the five "Destinations" laid out in the strategic plan

More discussion and refinement is needed

- Stakeholders left very positive comments about the FAMU Forward Forever Plan
- However, many noted that more work is needed to refine and operationalize the Destinations

Stakeholder Feedback

KEY STAKEHOLDER ISSUES

Beyond general support, some themes emerged around areas for clarification or improvement

- **Valuing Faculty** – Need for increased institutional support.
- **Customer Service** – General agreement that customer service levels need to improve.
- **Realigning Student Body** – Clarity is needed on meaning of the term “right-size” the student body.
- **Heritage and Multiculturalism** – Stakeholders want to preserve a diverse environment while honoring FAMU’s heritage.

All stakeholder feedback will be addressed and incorporated into the final draft that will be presented to the FAMU Board of Trustees.

Stakeholder Engagement

KEY THEMES

Stakeholders are excited about FAMU
Forever Forward ...

*"I am excited to see a Strategic Plan that **addresses the present but plans for the future!**"*

*"**The strategic plan is so needed** in planning for a successful future in education at FAMU!"*

*"I am pleased to see FAMU developing a **forward leaning plan**. I am even more so encouraged by the **inclusion of music and the arts** as a strategy."*

*"I am very pleased with the **forward thinking** that the plan embraces. FAMU is moving in the right direction[...] Thank you for the opportunity to respond and to **feel a part of developing the plan** as well as the execution of that plan as an alumna with long-standing interest in the future of FAMU."*

... but anxious to see how FAMU achieves
success

*"These are very lofty goals, which is commendable, but reading them I had to wonder who wouldn't support them. They are a bit of mom and apple pie. **I wonder what the tactics will be, and how they will be developed to realize these wonderful strategies.**"*

*"Great way to get folks' feedback ... Let's follow it up with some **action-oriented initiatives** to expound on all the engagement being generated."*

*"[The plan] provided a good case for change and organized how we would change. **Continue to share the documents.** Have meetings on campus to **further discuss the plan** and the **role of the various stakeholders** for implementation and success of the plan."*

Stakeholder Engagement

KEY THEMES

Valuing Faculty

*“Faculty should be **included on all decisions** at the university. It's usually only select people.”*

*“Teachers are not getting **their fair share of pay.**”*

*“Need to **increase faculty salaries** for those who have tenure, not offer higher salaries to new faculty!”*

*“Currently high performing faculty do not have an environment to do better. **We are burdened with less institutional support.**”*

Customer Service Levels

***Must improve customer service** [...] Hire more individuals whom align with the core values set forth by the university.*

*Some type of **customer service training** must be done [otherwise] we will continue to fall behind.*

*The university should invest in **workshops** [...] on customer service. Also, the university should **constantly evaluate** the entire system of customer service on campus.*

Realigning Student Body

*“I am not sure what "right size" the student body means [...] I think that FAMU **should not plan to decrease the size** of the student body.*

*“As a chapter alumni president, **I am very concerned with the right-sizing** of the student body. I am very concerned with potential, significant **reduction in enrollment numbers** in the future.”*

*“about the strategy **I would love to hear more** to ‘right-size the study body mix’”*

Heritage & Multiculturalism

*“Our institution must not abandon its **historical roots** and must not abandon the rich and **diverse community** that our university serves.”*

*“While I agree that FAMU **should be a diverse institution** and aim to attract the best and brightest students, I hope that we **don't forget** that we are a **historically black institution.**”*

*“**Multiculturalism is critically important** so the University should strive to maintain this element in its destination.”*



“At FAMU, Great Things Are Happening Every Day.”

established 1887