

2017-18 President's Draft Goals and Objectives

Exceptional Student Experience

Goal 1: Increase Retention and Graduation Rates

- Objective: Increase the University's four-year graduation rate by 2% (from 18% to 20%)
- Objective: Increase the University's six-year graduation rate by 4.3% (from 40.7% to 45%) (**PBF metric**)
- Objective: Increase the University's academic progress rate by 2.4% (from 74.6% to 77%) (**PBF metric**)

Goal 2: Increase Performance on Licensure Examinations

- Objective: Increase Pharmacy licensure pass rates for first-time-takers by at least 21% (from 59% to 80%)
- Objective: Increase Law licensure pass rates for first-time-takers by at least 12% (from 54% to 66%)
- Objective: Increase Nursing licensure pass rates for first-time-takers by at least 4% (from 76% to 80%)
- Objective: Increase Physical Therapy licensure pass rates for first-time-takers by at least 3% (from 82% to 85%)

Goal 3: Increase Enrollment and Degree Production

- Objective: Increase total headcount enrollment by 5.6% (from 9,913 to 10,473)
- Objective: Increase headcount enrollment of FCS AA transfers by 12% (from 753 to 842)
- Objective: Increase the number of annual degrees awarded by 5% (from 2,130 to 2,236)
- Objective: Increase total FTE enrollment in online courses by 2% (from 5% to 7%)
- Objective: Establish 5 new targeted 2+2 articulation agreements with Florida FCS institutions

Goal 4: Enhance the Quality of Academic Program Offerings

- Objective: Develop proposals to offer two new academic programs in areas of strategic emphasis
- Objective: Implement an annual academic program review process to determine if programs need to be eliminated, merged, or restructured
- Objective: Implement Program Improvement Plans for all colleges and schools

Goal 6: Increase Student Engagement in High-Impact Co-Curricular Experiences

- Objective: Increase the number of student participants in Living-Learning Communities by 10% (from 282 to 310)
- Objective: Increase the number of students engaged in study abroad or international educational experiences by 10% (from 114 to 125).
- Objective: Establish an Office of Undergraduate Research

Goal 7: Enhance Academic Support Services

Objective: Complete the restructuring of the University Advisement Program by March 2018

Goal 8: Enhance Campus Facilities

Objective: Develop and implement a comprehensive plan to expand on-campus housing capacity and enhance existing residential facilities

Excellent and Renowned Faculty

Goal 1: Promote and Support Faculty Excellence in Teaching, Research and Service

- Objective: Implement a comprehensive campus-wide faculty recruitment and retention plan by March 2018
- Objective: Implement a process to provide tangible incentives to annually acknowledge and reward outstanding teaching, research and service by March 2018
- Objective: Establish a campus-wide faculty development program that supports faculty efforts to achieve and maintain excellence in teaching, research and service
- Objective: Complete a study evaluating faculty workloads by March 2018

Research

Goal 1: Increase Research Productivity

- Objective: Increase total R&D expenditures by 1% (from \$45.4M to \$45.8M)
- Objective: Increase the number of research doctoral students by 5% (from 200 to 210)
- Objective: Increase the number of research doctoral degrees awarded by 9.5% (from 21 to 23)

Fundraising and Engagement

Goal 1: Increase Financial Support for the University

- Objective: Increase annual giving by 6% (from \$8.5M to \$9.0M)
- Objective: Increase the alumni giving rate by 2% (from 6.4% to 8.4%)
- Objective: Increase the endowment value by 2% (from \$115.6M to \$118M)

Goal 2: Enhance Communication and Engagement with Stakeholder Groups

- Objective: Implement a comprehensive Marketing and Communications Plan to increase visibility and promote the FAMU brand
- Objective: Implement a comprehensive public engagement strategy to facilitate effective communication and interactions with alumni, corporate partners and other stakeholders
- Objective: Implement a Legislative Strategy Plan for the 2018 session

First-Class Business Structure

Goal 1: Increase Efficiency and Effectiveness in University Operations

- Objective: Adopt a new budgeting model to support institutional strategic priorities more effectively
- Objective: Establish a University-wide compliance unit to evaluate and monitor risk exposures and compliance with laws, regulations, policies, procedures and contracts
- Objective: Develop and implement a plan to evaluate and restructure administrative units to ensure alignment with current best practices and maximize efficiency and effectiveness
- Objective: Implement a training and reward program to promote efficiency in business services

Goal 2: Improve the Financial Health and Viability of the University

- Objective: Implement cost-saving strategies to increase profitability via a reduction in expenses and/or increases in revenue generation
- Objective: Consistently strengthen the debt coverage ratio for the housing bonds
- Objective: Improve University-wide cash flow, which should result in an adequate amount of reserves and financial flexibility needed to address issues such as deferred maintenance
- Objective: Continue effectively implementing the Debt Reduction Plan for Athletics

Outstanding Customer Experiences

Goal 1: Develop and Maintain a University-Wide Culture of Customer Service

- Objective: Develop and implement a comprehensive service excellence plan that assures employee accountability, training and development, employee engagement, and employee recognition
- Objective: Implement a system to monitor and evaluate service performance levels in key campus administrative units

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