

**I. Annual Goals and Objectives 2014-2015 Updated May, 2015**

Plans for 2014-2015 in support of the established strategic initiatives organized by initiative.

**STATUS**

**A. 21<sup>st</sup> Century Living and Learning Community**

- |  |  |
|--|--|
| <u>On going</u><br><u>Underway</u><br><u>Ongoing</u><br><u>Ongoing</u><br><u>Ongoing</u><br><u>Ongoing</u><br><br><u>Completed</u><br><u>Ongoing</u><br><br><u>Completed</u> | <ol style="list-style-type: none"> <li>1) Expand the campus into the surrounding community and region through academic programing with invitations to campus events</li> <li>2) Create theme houses on campus from existing dorms and room assignments based on majors, interests, and student affinity self-identifications</li> <li>3) Extend student participation into community organizations through internships and volunteer opportunities</li> <li>4) Provide programming in the dorms to engage students and support the learning environment</li> <li>5) Expand freshman reading program to include the local community and discussion groups by working with the public library and book clubs</li> <li>6) Create more opportunities for community to come to campus and extend campus scholarship into the community to solve program utilizing focus groups and participation on local planning and community boards</li> <li>7) Expand on-line learning and distance education offerings by converting undergraduate for credit courses</li> <li>8) Reorganize student success center for improved effectiveness with increased learning support through use of organized volunteers</li> <li>9) Evaluate high failure rate courses and provide learning support to students and to faculty through development and providing instructional support by using more subject specific volunteers</li> <li>10) Restore campus to a full-service, year-round learning environment by ending four-day work week in summer. The University will be open Monday through Friday and will use flexible scheduling to accommodate leave requests, time off etc.</li> </ol> |
|--|--|

**B. Excellence in Process and Procedures**

- |  |   |
|--|---|
| <u>Ongoing</u><br><u>Ongoing</u><br><br><br><br><u>Completed</u><br><u>In process</u><br><u>In process</u><br><u>Completed</u><br><u>Ongoing</u><br><u>Ongoing</u> | <ol style="list-style-type: none"> <li>1) Improve customer service by embarking on a campus-wide initiative focused on staff, students, and faculty development</li> <li>2) Evaluate all administrative functions, service contracts, processes, and procedures to inform changes for efficient and effective mission delivery.<br/>                     Manage risks using BLG Grounded Change Model                     <ol style="list-style-type: none"> <li>a. Build confidence and empower senior leadership team to create solutions and accept responsibility for outcomes while embedding ethics in all actions</li> <li>b. Manage change processes by working collaboratively with diverse groups</li> <li>c. Communicate leadership priorities</li> </ol> </li> <li>3) Enhance employee relations by activating campus ombuds function for staff</li> <li>4) Create a full service human resources function and expand organizational development</li> <li>5) Change overall approach to management of legal actions by reducing settlements and engaging in litigation</li> <li>6) Redesign budget and planning process to enable completion of strategic plan by integrating long-range plans with financial plan</li> <li>7) Use technology to advance institutional mission by upgrading and establishing standards</li> <li>8) Use state of the arts analytics to inform program changes and development</li> </ol> |
|--|---|

**C. Develop, Enhance, Retain Resources to Achieve Mission**

**The overarching action plan is to enable achievement of the BOG-FAMU performance funding work plan for 2014-2015 to maintain state support.**

(See attached Florida A&M University 2014-2015 Work Plan)

- |  |   |
|--|---|
| <u>Ongoing</u><br><u>Ongoing</u><br><u>Ongoing</u><br><u>Ongoing</u><br><u>Ongoing</u><br><u>Ongoing</u><br><u>Ongoing</u><br><u>Ongoing</u><br><br><u>Ongoing</u> | <ol style="list-style-type: none"> <li>1) Develop legislative strategy to increase contributions from federal and state governments</li> <li>2) Enhance the Technology Transfer function so that research products can be brought to market</li> <li>3) Provide incentives for research faculty and research projects so that research revenues can be increased</li> <li>4) Promote interdisciplinary cooperation among and between colleges to help maximize research revenues</li> <li>5) Develop a long-term strategy to generate income from the Brooksville property that is being granted to the school by the federal government</li> <li>6) Increase transfer and articulation agreements</li> <li>7) Enhance research capability and funding through creation of research centers, provide faculty release time, and reduce instructional load</li> <li>9) Design and set the stage for an increased annual giving program and set the stage for leadership and major gifts campaign                     <ol style="list-style-type: none"> <li>a. Increase prospect identification and gift targeting for annual and capital campaign</li> <li>b. Use digital marketing and media and include goal oriented multi-year strategy.</li> <li>c. Begin process of rebranding towards a best-in-class university by transforming operations to operate efficiently by establishing metrics that underpin operational results</li> </ol> </li> <li>11) Promote the active participation of students, faculty, and staff in the University energy efficiency and other sustainability efforts.</li> </ol> |
|--|---|

Ongoing  
Underway  
Delayed  
Delayed  
Delayed  
Ongoing  
Ongoing  
Completed

**D. Excellence in University Relations and Development**

- 1) Undertake rebranding of the institution in order to improve image and promote long-term strategic objectives
- 2) Develop a strategic long-term strategy for giving that is organized and consistent
- 3) Began implementing financing and fundraising strategy to ensure the long-term viability of the school's athletic program
- 4) Improve data collection regarding giving to ensure accurate information is available so that a targeted and focused strategy of giving can be initiated
- 5) Implement the silent phase of a strategic capital campaign to provide endowment for critical areas
- 6) Create new and exemplify existing communication opportunities by leveraging emerging opportunities
- 7) Integrate emerging technologies into the communications process to effectively reach and influence key audiences
- 8) Make the Office of Communications and External Relations central to university-wide communications, in cooperation with campus communicators and the University leadership
- 9) Gain and leverage external validation of the quality and impact of the University and its leadership
- 10) Establish a key communicator network and expand stakeholders
- 11) Include the Deans and college officers in the fund-raising planning and priority setting processes

Ongoing  
Underway  
Underway

**E. Enhance Environment to Promote Internationalization, Diversity, and Inclusiveness**

- 1) Engage in leadership development activities and increase opportunities for the leadership team to affect higher education policy and public policy and opinion
- 2) Work with Alumni Association to provide increased opportunities to be inclusive of all graduates
- 3) Establish diversity initiatives across the University functions including faculty, staff, and student recruitment
- 4) Establish international and diverse alumni associations
  - a. Complete the West Africa association which is in the developmental stage
- 5) Expand student recruitment into international markets through partnerships with other universities and national organizations
- 6) Establish the programs veterans
- 7) Enhance facilities and clarify planning process around space and facility use

Ongoing  
Ongoing  
Ongoing  
Ongoing  
Ongoing  
Completed  
Ongoing

**II. Key Initiatives and Investments from the 2015 Work Plan**

- A. Increase the persistence/retention of undergraduate students, leading to increased graduation rates
  - 1) Reorganize academic advisement
  - 2) Provide advisor training
  - 3) Improve developmental education and testing capability to enhance preparedness
  - 4) Restructure career development and expand opportunities for student and employer engagement
  - 5) Ensure each student has an academic curriculum map to be used and updated at counseling sessions
- B. Increase the number of undergraduate and graduate degrees awarded in the areas of STEM and health-related disciplines
- C. Increase the pass rates on licensure examinations
- D. Increase the number of faculty to enable a reduction in workload and research proposal submissions

Completed  
Ongoing  
Ongoing  
Underway  
Underway  
Ongoing  
Ongoing  
Ongoing