

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. 21st Century Living and Learning Community

- | | |
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| <u>On going</u>
<u>Underway</u>
<u>Ongoing</u>
<u>Ongoing</u>
<u>Ongoing</u>
<u>Ongoing</u>

<u>Completed</u>
<u>Ongoing</u>

<u>Completed</u> | <ol style="list-style-type: none"> 1) Expand the campus into the surrounding community and region through academic programing with invitations to campus events 2) Create theme houses on campus from existing dorms and room assignments based on majors, interests, and student affinity self-identifications 3) Extend student participation into community organizations through internships and volunteer opportunities 4) Provide programming in the dorms to engage students and support the learning environment 5) Expand freshman reading program to include the local community and discussion groups by working with the public library and book clubs 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 7) Expand on-line learning and distance education offerings by converting undergraduate for credit courses 8) Reorganize student success center for improved effectiveness with increased learning support through use of organized volunteers 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 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. |
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B. Excellence in Process and Procedures

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| <u>Ongoing</u>
<u>Ongoing</u>

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

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| <u>Ongoing</u>
<u>Ongoing</u>
<u>Ongoing</u>
<u>Ongoing</u>
<u>Ongoing</u>
<u>Ongoing</u>
<u>Ongoing</u>
<u>Ongoing</u>

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