

**FLORIDA AGRICULTURAL AND MECHANICAL
UNIVERSITY**

Strategic Plan

2010-2020



***2020 VISION
With Courage***

*Submitted
October 8, 2009*

*Approved by the FAMU Board of Trustees
October 15, 2009*

FLORIDA AGRICULTURAL AND MECHANICAL UNIVERSITY
Strategic Plan
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2020 VISION With Courage

FAMU 2020

The members of the FAMU Board of Trustees and members of the Strategic Planning Committee engaged in visioning exercises to identify the University of the future known as "FAMU 2020." These exercises ensure that the strategic initiatives in this plan will lead to the University becoming "internationally recognized as a premiere land grant and research institution committed to exemplary teaching, research, and service" as expressed in the vision statement. The goal of these exercises was to ensure that the plan is actualized, and that the University continuously accounts for the rapidly changing dynamics of the global economy, with 2050 in its sights.

STUDENT PROFILE 2020

- Students are the "best and the brightest"
- Students are diverse in terms of their demographic profiles, attitudes, learning styles, and interpersonal communication styles
- Students are technologically savvy, "multi-taskers," engaged in research and service activities

FACULTY PROFILE 2020

- Faculty are diverse in their demographic profiles, attitudes, and teaching styles
- Faculty engage in scholarly activities and service
- Faculty are technologically savvy and "multi-taskers"

RESEARCH PROFILE 2020

- The research will continue to address local, state and global needs
- The research will involve interdisciplinary collaborations within the University, with other universities and organizations on complex issues
- The research will actively engage faculty, undergraduate and graduate students

PHYSICAL PROFILE OF THE CAMPUS 2020

- The campus facilities are technologically equipped, environmentally responsible, sustainable, and energy efficient
- The campus facilities have multi-purpose functions that enhance teaching and learning
- The campus facilities are maintained and will promote wellness and safety

GRADUATE PROFILE 2020

- The graduates are competent leaders and courageous change agents with ethical decision making skills
- The graduates will demonstrate the following competencies identified in the academic learning compacts and in the general education outcomes; critical thinking, communication, content knowledge, collaboration, life-long learning and respect for diversity
- The graduates will use their research skills and service endeavors to address complex problems while pursuing life-long learning

STRATEGIC PLANNING PROCESS

In Fall 2008, President James H. Ammons appointed a university-wide committee to conduct a comprehensive review of the 2004-05 to 2013-14 Strategic Plan. Several subcommittees worked to complete this process in the following areas:

- Mission, Vision and Core Values Subcommittee
- Survey Development Subcommittee
- Strategic Initiative Subcommittees (four subcommittees)

This work entailed a comprehensive review of the current strategic plan. Specifically, the SWOT analysis included a review of the Board of Governor (BOG) and Board of Trustees' goals, the Southern Association of Colleges and Schools, the Commission on Colleges (SACS-COC) standards, and other relevant internal and external factors. In addition, the SWOT analysis included feedback from an online survey of faculty, staff, administrators, students, alumni, and corporate partners as well as a review of the accomplishments of the current plan. The plan accounted for but was not stifled by the current conditions of the state, national, and global economies and budget reductions that are presenting the University with significant challenges.

Courageous visioning and actions have been and will continue to be keys to FAMU's success. As such, this strategic plan is yet another courageous step toward FAMU 2020.

MISSION STATEMENT

Florida Agricultural and Mechanical University (FAMU) is an 1890 land-grant institution dedicated to the advancement of knowledge, resolution of complex issues and the empowerment of citizens and communities. The University provides a student-centered environment consistent with its core values. The faculty is committed to educating students at the undergraduate, graduate, doctoral and professional levels, preparing graduates to apply their knowledge, critical thinking skills and creativity in their service to society. FAMU's distinction as a doctoral/research institution will continue to provide mechanisms to address emerging issues through local and global partnerships. Expanding upon the University's land-grant status, it will enhance the lives of constituents through innovative research, engaging cooperative extension, and public service. While the University continues its historic mission of educating African Americans, FAMU embraces persons of all races, ethnic origins and nationalities as life-long members of the university community.

VISION STATEMENT

Florida A&M University (FAMU) will be internationally recognized as a premier land grant and research institution committed to exemplary teaching, research, and service preparing transformational graduates with high ethical values dedicated to solving complex issues impacting our global society.

CORE VALUES

Scholarship, Excellence, Openness, Fiscal Responsibility, Accountability, Collaboration, Diversity, Service, Fairness, Courage, Integrity, Respect, Collegiality, Freedom, Ethics and Shared Governance.

STRATEGIC INITIATIVES

The input from the various stakeholders reinforced five (5) strategic initiatives. These initiatives are:

- Strategic Initiative 1: Create a 21st century living and learning collegiate community
- Strategic Initiative 2: Enable excellence in University processes and procedures
- Strategic Initiative 3: Develop, enhance, and retain appropriate fiscal, human, technological, research and physical resources to achieve the University's mission
- Strategic Initiative 4: Enable excellence in University Relations and Development
- Strategic Initiative 5: Enhance and sustain an academic and social environment, promoting internationalization, diversity, and inclusiveness

Below are the specific strategic initiatives, with their respective goals, strategies and performance measures.

Strategic Initiative 1: Create a 21st century living and learning collegiate community

Situational Context: Operating in a global economy, the University must recruit and develop global leaders and change agents with critical thinking, information literacy, collaboration, and life-long learning competencies.

Goal 1.1: Enhance access to the University

- Strategy 1.1.1: Enhance and implement effective and targeted recruitment strategies.
- Strategy 1.1.2: Develop and implement comprehensive distance learning programs.

Goal 1.2: Continuous enhancement and assessment of the student experience

- Strategy 1.2.1: Improve and expand on-campus housing.
- Strategy 1.2.2: Increase participation in 1st & 2nd Year Experience and academic progression activities and workshops.
- Strategy 1.2.3: Enhance critical thinking skills of undergraduate students.

Goal 1.3: Improve academic progression, performance, and graduation rates

- Strategy 1.3.1: Continuous assessment and improvement of student retention, academic progression, and graduation rates.

Goal 1.4: Assess and enhance current degree programs

- Strategy 1.4.1: Enhance current academic degree programs.

Goal 1.5: Develop and implement new degree programs based on University priorities

Strategy 1.5.1: Develop new programs as outlined in Appendix B that meet market and student demands.

Goal 1.6: Maintain and enhance NCAA sanctioned athletic programs

Strategy 1.6.1: Maintain NCAA standards for retention and graduation rates for all athletes.

Strategy 1.6.2: Enhance and improve the quality of all NCAA sanctioned athletic programs.

Strategic Initiative 1 Accountability Indicators			
Accountability Indicators	Entities with Primary Responsibility	Supporting Unit(s)	Source of Information
Student Enrollment	VP Student Affairs	Provost and Deans	Office of Institutional Research (OIR), Board of Governors (BOG) Student Instruction File
Degrees Awarded	Provost and VP Academic Affairs	Deans, VP Student Affairs, Registrar's Office	OIR, BOG Degrees Awarded File
Retention and Graduation Rates	Provost and VP Academic Affairs	Director, Retention	OIR, BOG Retention File, BOG Fact Book, Retention and Graduation Rates
Residential Facilities	VP Student Affairs	Housing Office	Residential Management System, Annual Residential Experience Survey
Distance Learning	Provost and VP Academic Affairs	Director, Instructional Media and Technology	Blackboard Learning Management System

Strategic Initiative 2: Enable excellence in University processes and procedures

Situational Context: In a rapidly changing information technology environment, FAMU must adapt and serve its stakeholders in a manner, which reflects its motto of "Excellence with Caring." To achieve this goal, University processes must be effective and efficient reflecting an environment of change, innovation, accountability, and transparency.

Goal 2.1: Improve administrative processes throughout the University

Strategy 2.1.1: Enhance and improve the assessment and evaluation system, which permits continuous improvement of administrative workflow processes.

Goal 2.2: Enhance and assess employees' experiences

Strategy 2.2.1: Enhance and improve the University assessment and evaluation system to include the employee experience.

Goal 2.3: Enhance and improve accountability and communication processes

Strategy 2.3.1: Develop and implement an accountability process, which addresses state accountability as required in the Board of Governors (BOG) Annual Report.

Strategy 2.3.2: Enhance and improve communication and information systems.

Strategy 2.3.3: Improve customer relations in serving students.

Goal 2.4: Reduce institutional risk through risk management assessment and annual audit plans

Strategy 2.4.1: Conduct annual risk assessment surveys to determine any potential risks to the University.

Goal 2.5: Develop on an annual basis, a University Audit Plan

Strategy 2.5.1: Develop a University Audit Plan based on the results of the risk assessment surveys.

Goal 2.6: Develop a business process re-engineering initiative

Strategy 2.6.1: Enhance and manage the University's business process re-engineering efforts.

Strategic Initiative 2 Accountability Indicators			
Accountability Indicators	Entities with Primary Responsibility	Supporting Unit(s)	Source of Information
Administrative Processes	VP Administrative and Financial Affairs	Travel, Budget, Human Resources, and Purchasing Offices	Administrative Workflow Processes Survey, Student Administered Surveys
Customer Satisfaction	VP Student Affairs, VP Administrative and Financial Services	All other VPs	Administrative Service Offerings Survey, Employee Experience Survey, Student Administered Surveys
Communication and Information Systems	Executive Assistance to President – Communication, VP Enterprise Information Technology		Communication and Information Systems Survey
Accountability	VP Audit and Compliance	All other VPs	Internal and External Audit Results

Strategic Initiative 3: Develop, enhance, and retain appropriate fiscal, human, technological, research, and physical resources to achieve the University's mission

Situational Context: In accordance with the BOG Strategic Goals, FAMU aspires to build its world-class academic research capacity and develop new areas of excellence. In order to successfully implement this Strategic Plan, the University will need the necessary human, physical, fiscal, research, and technological resources. The acquisition of the necessary resources will be instrumental to FAMU enhancing its standing as a premier Doctoral/Research University.

Goal 3.1: Provide stewardship, accountability and optimization of state appropriated resources

Strategy 3.1.1: Develop a comprehensive budget planning process.

Goal 3.2: Retain and recruit excellent and diverse faculty, staff and students

- Strategy 3.2.1:** Strengthen salaries and support for faculty and staff to nationally competitive levels.
Strategy 3.2.2: Provide professional development opportunities for faculty and staff.
Strategy 3.2.3: Attract, support, and retain eminent scholars, distinguished professors and others of national and international prominence.
Strategy 3.2.4: Implement strategies to ensure affordable, life-long learning opportunities for students.

Goal 3.3: Strengthen the institutions cyberinfrastructure¹ and provide cost effective technology resources that enable high usability and efficiency

- Strategy 3.3.1:** Enhance and solidify the Information Systems (IS) network and ensure continuous university-wide connectivity.
Strategy 3.3.2: Develop strategies that support the acquisition of state-of-the-art Information Technology (IT) resources for the University community.

Goal 3.4: Enhance visibility and productivity as a Doctoral/Research University

- Strategy 3.4.1:** Establish a comprehensive research strategy identifying areas of critical importance to the University.
Strategy 3.4.2: Provide incentives for faculty, staff and students to be aggressively engaged in research and other creative activities and to pursue federal, state and private funding.
Strategy 3.4.3: Enhance all business processes to facilitate FAMU being a nationally recognized doctoral/ research institution.

Goal 3.5: Maintain and enhance functional, culturally relevant, sustainable, environmentally friendly and aesthetically pleasing campus facilities, infrastructure, and resources

- Strategy 3.5.1:** Systematically plan for growth of the campus' geographical area.

¹ The term "cyberinfrastructure" describes the new research environments that support advanced data acquisition, data storage, data management, data integration, data mining, data visualization and other computing and information processing services over the Internet. In scientific usage, **cyberinfrastructure** is a technological solution to the problem of efficiently connecting data, computers, and people with the goal of enabling derivation of novel scientific theories and knowledge.

Strategic Initiative 3 Accountability Indicators			
Accountability Indicators	Entities with Primary Responsibility	Supporting Unit(s)	Source of Information
Funding (E&G Revenues and Expenditures)	VP Administrative and Financial Affairs	Budget Office	Annual Operating Budget
Faculty and Staff	VP Student Affairs, VP Administrative and Financial Services	All other VPs	Employee Experience Survey
Research Expenditures and Activities	VP Research	Provost/VP Academic Affairs	BOG Annual Contract and Grants Survey, Electronic Grants Management System
Technology Integration and Development	VP Enterprise Information Technology		Internal and/or External Assessment of Information Systems

Strategic Initiative 4: Enable excellence in University Relations and Development

Situational Context: As stated in the situational context for Strategic Initiative 3, the attainment of necessary financial resources is critical to FAMU's continued growth, improvement, and outstanding performance in the years to come. Sustained lobbying efforts at the state and national levels can facilitate FAMU's acquisition of new and recurring public funds. In light of the successive permanent reductions to the University's budget and the severe recession of 2007-09, the University must increase its funding from private sources. An increase in private funding will complement state funding, and enable FAMU to engage in innovations to help students, faculty, staff, the local community and other stakeholders.

Goal 4.1: Enhance institutional fundraising

Strategy 4.1.1: Institute the University's Capital Campaign.

Strategy 4.1.2: Enhance the relationships and involvement with the Industry Cluster Partners.

Strategy 4.1.3: Enhance the University relations with and the donations from trustees, alumni, faculty, staff and other university constituents.

Goal 4.2: Enhance the viability of Athletics support programs

- Strategy 4.2.1:** Enhance the contributions from the Rattler Boosters.
Strategy 4.2.2: Enhance corporate sponsorships of athletic programs.

Goal 4.3: Enhance the services provided to local, state, and national communities

- Strategy 4.3.1:** Engage the University in economic development in Tallahassee and throughout the state of Florida.
Strategy 4.3.2: Enhance the University's involvement with Leon County K-12 public schools.
Strategy 4.3.3: Enhance the University's involvement and service with community organizations throughout the state and region.

Strategic Initiative 4 Accountability Indicators			
Accountability Indicators	Entities with Primary Responsibility	Supporting Unit(s)	Source of Information
Capital Campaign	VP University Relations		Blackbaud Accounting System
Alumni Membership and Giving	VP University Relations	Alumni Affairs Office	Alumni Database
Foundation Endowment	VP University Relations	Foundation Office	Blackbaud Accounting System
Industry Cluster Membership and Giving	VP University Relations	Foundation Office, Dean, School of Business and Industry	Blackbaud Accounting System
Direct Support Organizations	VP University Relations	FAMU Boosters Office	Boosters Annual Report
Community Service	Provost/VP Academic Affairs, Executive Assistant to President-Communications	Deans, Teachers for a New Era Office	FAMUINFO, University Published Reports, FAMOUS Assessment Report
Economic Development	Provost/ VP Academic Affairs	Director, Small Business, Dean, School of Business and Industry, VP Research	Grants Management System

Strategic Initiative 5: Enhance and sustain an academic and social environment that promotes internationalism, diversity, and inclusiveness

Situational Context: Both the land-grant mission of the University and the BOG Strategic Goals require that the University meets the needs of the community and fulfills its unique institutional responsibilities. From the perspective of the State University System, the BOG expects the percentage of minority graduates to equal their representation in the total population. The University considers racial, religious, ethnic, cultural, socioeconomic, geographic and ideological diversity as central to its global mission and vital to developing a vibrant and productive faculty, staff and student body. It intends to sustain an academic and social environment that promotes diversity and inclusiveness. The University will promote international research and training programs, and robust globally-orientated student opportunities including international study abroad and internship programs.

Additionally, internationalization and diversity are paramount in the 21st Century collegiate experience and the global economy. International and domestic diversity and inclusion are comprehensive in that they include race, religion, ethnicity, geographic and individual perspectives, world views, learning styles, socioeconomics, cultural differences, etc. An understanding and appreciation of international and diversity dynamics are fundamental aspects of a successful education.

Goal 5.1: Produce diverse and culturally astute graduates for the global workforce

- Strategy 5.1.1:** Maintain FAMU's position as a top producer of African American baccalaureate degree recipients.
- Strategy 5.1.2:** Become a top producer of African Americans with graduate and professional degrees in the Science, Technology, Engineering and Mathematics (STEM), law and health.
- Strategy 5.1.3:** Promote diversity and inclusion among faculty, staff and students.

Goal 5.2: Enhance international initiatives and programs

- Strategy 5.2.1:** Enhance the international dimension of academic and research programs at FAMU.
- Strategy 5.2.2:** Keep FAMU's brand highly visible throughout the international community.

Strategic Initiative 5 Accountability Indicators

Accountability Indicators	Entities with Primary Responsibility	Supporting Unit(s)	Source of Information
Diverse Faculty and Staff	Provost/VP Academic Affairs, VP Administrative and Financial Services	All VPs	OIR, BOG Employee File, iRattler Human Capital Management System
Degrees Awarded	Provost/VP Academic Affairs	VP Student Affairs, Registrar's Office, Deans	OIR, BOG Degrees Awarded File
International Awareness and Involvement	Provost/VP Academic Affairs	VP Research, Director, International Education & Development, Executive Assistant to President - Communication	Grants Management System, FAMUINFO
Student Enrollment	Provost/VP Academic Affairs, VP Student Affairs	Deans, Registrar's Office	OIR, BOG Student Instruction File

APPENDIX A
INSTITUTIONAL WORK PLAN
(SEE ATTACHED DOCUMENT)

APPENDIX B
NEW DEGREE PROGRAMS
(SEE ATTACHED DOCUMENT)

APPENDIX C

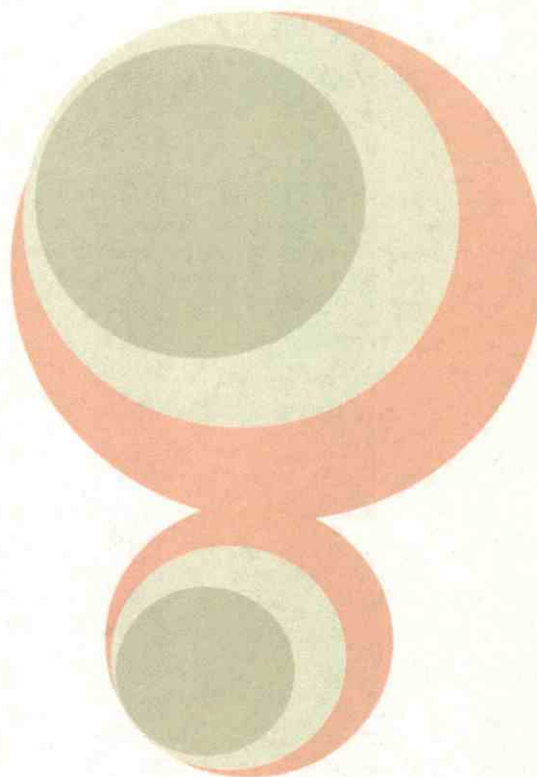
Florida A&M University
2010 – 2020 STRATEGIC PLANNING COMMITTEE
Co-Chairs: Shawnta Friday-Stroud, School of Business and Industry
Rosalind Fuse-Hall, Office of the President

(Spring and Fall 2009)

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Edward Willis
Jeremy Levitt**

**Library
CESTA
General Studies
Psychology
Journalism
Continuing Education
Sustainability Council
CESTA
Student Affairs
Law**

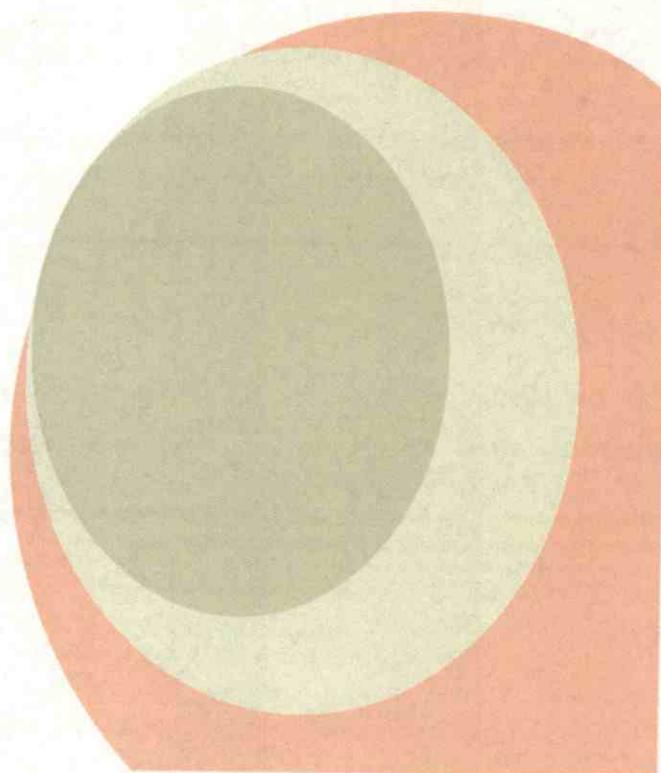


Accountability Indicators

**Strategic Plan
2010-2020**

Approved by Board on Trustees October 15, 2009

2020 Vision with Courage



Strategic Initiative 1: Create a 21st century living and learning collegiate community

Performance Indicator		Fall 2006	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Target Year
Student Enrollment	Total	11,913	11,567	11,848						15,000
	Female	7,001	6,783	6,940						
	Male	4,909	4,784	4,908						
	Gender Unknown	3	0	0						
	Full-Time	10,505	10,099	10,509						
	Part-Time	1,408	1,468	1,339						
	Florida	10,237	9,885	9,215						
	Non-Florida	1,676	1,682	2,633						
	Lower-Division Undergraduate	6,686	6,078	6,379						
	Upper-Division Undergraduate	3,310	3,555	3,331						
	Advanced Graduate	97	90	99						
	Beginning Graduate	1,602	1,609	1,850						
	Unclassified	218	235	189						
	Freshman	3,189	3,298	3,493						
	Sophomore	1,976	1,704	1,808						
	Junior	2,012	1,711	1,640						
	Senior	2,486	2,616	2,510						
	Graduate	927	877	1,042						
	Professional	1,105	1,126	1,166						
	Unclassified	218	235	189						
	Black	10,921	10,423	10,631						
	White	553	562	596						
	Hispanic	220	232	268						
	Non-Res Alien	70	134	131						
	Asian	110	125	141						
	Native Indian	11	22	27						
	Not Reported	28	69	54						

Degrees Awarded		2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	Target Year
Total		1,767	1,841	2,024						
% change			4%	10%						
Bachelor		1,298	1,329	1,496						
% change			2%	13%						
Masters		244	288	245						
% change			18%	-15%						
Professional		209	195	272						
% change			-7%	39%						
Doctorate		16	29	11						
% change			81%	-62%						
Total Blacks		1,224	1,256	1,386						
Black Female		745	790	881						
% change			6%	12%						
Black Male		479	466	505						
% change			-3%	8%						

Residential Facilities		Fall 2006	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Target Year
Total # of Beds			2,376	2,484	2,484					3,400
Overall Residential Satisfaction			67%	67%						

Graduation and Retention Rates										Target Year
First-time-in-College (FTIC) Cohort Year - 2nd Year Retention Rates										2019-20
	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12		85.00%
Total	80.80%	81.86%	83.43%							
% change		1.31%	1.92%							
First-time-in-College (FTIC) Cohort Year - Six Year Retention Rates										2019-20
	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-09		64.49%
Total	54.07%	52.24%	54.49%							
% change		-3.38%	4.31%							
Male	49.12%	44.04%								
Female	57.59%	58.40%								
First-time-in-College (FTIC) Cohort Year - Six Year Graduation Rates										2019-20
	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-09		49.71%
Total	41.47%	38.35%	39.71%							
% change		-7.52%	3.55%							
Male	32.39%	28.03%								
Female	47.94%	46.12%								
Community College (AA Transfer) Four-Year Graduation Rates										2019-20
	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-09	2008-09		70.00%
Total	65.70%	62.60%	65.50%							
% change		-4.72%	4.63%							
Distance Learning										Target Year
	Fall 2006	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2020	1,000
Total # of Students			0							

Strategic Initiative 2: Enable Excellence in University Processes and Procedures										
		Spring 2008	Fall 2008	Spring 2009	Fall 2009	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Target Year
Performance Indicator										Fall 2020
Administrative Processes										85%
Students	a. Registration Process	67.1%	78.9%	78.9%						85%
	b. Financial Aid Process	27.6%	35.5%	35.5%						85%
	c. Grade Reporting Process	81.1%	88.2%	88.2%						85%
	d. Advising Process	53.8%	64.8%	64.8%						85%
		2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2019-20
Employees	Admin. Business Units									85%
	Purchasing Process									85%
	Hiring Process									85%
	Travel Process									85%
	Budgeting Process									85%
	Maintenance/Services									85%
Customer Satisfaction		Spring 2008	Fall 2008	Spring 2009	Fall 2009	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Target Year
										Fall 2020
Students	University Library	84.9%	89.9%	89.0%						85%
	Campus Police	60.1%	63.7%	61.0%						85%
	Office of Financial Aid	28.3%	35.0%	37.0%						85%
	Office of Food Services	40.9%	50.8%	50.0%						85%
	Housing Office	37.6%	45.0%	43.0%						85%
	Office of Parking Services	31.5%	43.5%	44.0%						85%
	Registrar's Office	62.9%	77.5%	70.0%						85%
	Major Program's Department Office	77.7%	82.1%	83.0%						85%
		2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2019-20
Employees	Purchasing									85%
	Travel									85%
Communication and Information Systems										Target Year
					Fall 2009	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2020
	Communication and Information Systems Processes									85%
	Ability to locate information on website				73.0%					85%
Accountability		2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	Target Year
	BOG Annual Report Measures - upon approval									2019-20

Strategic Initiative 3: Develop, enhance, and retain appropriate fiscal, human, technological, research and physical resources to achieve the University's mission

Performance Indicator		2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	Target Year
Operating Budget - (Schedule I)	Total Operating Budget Revenues	\$399,534,426	\$410,095,026	\$334,623,004						2019-20
	Education and General	\$163,521,227	\$173,852,681	\$171,778,590						
	Lottery	\$8,839,567	\$8,839,567	\$11,991,929						
	General Revenue	\$113,021,509	\$120,944,319	\$107,008,417						
	Tuition	\$41,660,151	\$44,068,795	\$52,778,224						
	Fees	\$0	\$0	\$0						
	Miscellaneous Receipts	\$0	\$0	\$0						
	Contracts and Grants	\$65,572,245	\$59,152,108	\$53,288,764						
	Auxiliary	\$25,178,382	\$29,576,292	\$27,339,878						
	Local Funds									
	Student Activities	\$3,844,062	\$4,086,123	\$3,437,966						
	Financial Aid	\$132,744,510	\$136,156,822	\$59,022,914 *						
Concessions	\$175,000	\$170,000	\$140,000							
Athletics	\$8,499,000	\$7,101,000	\$7,880,942							
Expenditures	Total Operating Budget Expenditures	\$397,945,355	\$402,206,680	\$312,228,149						
	E&G Expenditures	\$163,521,227	\$173,852,681	\$172,071,035						
	Contracts and Grants	\$65,259,772	\$58,685,359	\$51,389,044						
	Auxiliary	\$25,202,864	\$23,511,533	\$23,009,695						
	Local Funds	\$143,961,492	\$146,157,107	\$65,758,375						
	Student Activities	\$3,274,725	\$3,117,417	\$2,488,638						
	Financial Aid	\$132,700,445	\$136,156,822	\$55,248,795						
	Non-Operating Expenditures Total	\$1,886,228	\$2,538,055	\$11,677,400						
Actual Expenditures by Program Activity	E&G Expenditures	\$161,863,947	\$159,953,347							
	Instruction/Research	\$91,802,061	\$91,229,013							
	Institutes & Research Centers	\$233,675	\$268,897							
	Plant Operations and Maintenance	\$15,788,840	\$18,291,690							
	Admin. Dir. & Support Services	\$33,914,386	\$30,321,757							
	Radio/TV	\$0	\$0							
	Library/Audio Visual	\$6,875,454	\$6,706,185							
	Museums and Galleries	\$136,590	\$167,023							
	Student Services	\$12,715,381	\$12,642,791							
	Intercollegiate Athletics	\$397,560	\$325,991							
	Contracts and Grants	\$46,863,536	\$50,196,078							
	Auxiliary	\$19,867,677	\$19,623,461							
	Local Funds	\$2,726,674	\$2,870,579							
	Financial Aid	\$32,136,611	\$29,879,923							
	Concessions	\$100,528	\$91,654							
	Intercollegiate Athletics	\$8,223,289	\$8,897,653							

* Pass thru loan programs funds not included

Strategic Initiative 3: Develop, enhance, and retain appropriate fiscal, human, technological, research and physical resources to achieve the University's mission (Cont'd.)

Faculty and Staff		2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	Target Year
										2019-20
	Total Employees	1,871	1,894	1,924						
	Black	1,519	1,527	1,581						
	White	221	229	224						
	Hispanic	22	27	27						
	Asian	67	73	90						
	Non-resident Alien	42	36							
	Amer. Indian	0	2	2						
	Executive/Managerial	212	227	195						
	Faculty	652	635	645						
	Professional/Non-Faculty	478	480	521						
	Clerical/Secretarial	242	246	229						
	Technical/Paraprofessional	95	100	116						
	Skilled Craft	53	51	58						
	Service/Maintenance	139	155	160						

Faculty and Staff (Cont'd.)	Total Instructional Faculty									Target Year 2019-20
	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14		
	600	581	595							
Professor	151	156	159							
Assoc. Professor	202	187	178							
Asst. Professor	173	171	183							
Instructor	72	66	74							
Eminent Scholar	2	1	2							
Tenured	323	318	308							
Non-Tenured, Tenure Earning	158	131	158							
Non-Tenured, Non-Tenure Earning	119	125	131							
Professor										
9-month	\$84,293	\$84,669	\$86,042							
12-month	\$105,749	\$106,030	\$109,654							
Associate Professor										
9-month	\$71,598	\$72,756	\$72,732							
12-month	\$85,282	\$86,182	\$88,666							
Assistant Professor										
9-month	\$59,933	\$59,931	\$60,795							
12-month	\$74,608	\$74,640	\$71,425							
Instructor										
9-month	\$49,026	\$50,247	\$52,921							
12-month	\$52,961	\$53,687	\$55,199							
Doctoral	441	424	417							
Masters	147	146	151							
Bachelors	8	7	10							
Dentistry	0	0	1							
Law	4	4	16							
Black	414	399	422							
White	126	120	118							
Hispanic	10	12	13							
Asian	37	36	42							
Non-resident Alien	13	14								
Amer. Indian	0	0	0							

Verifying data

Research Activity	Research Revenues					Target Year 2019-20
	2005-06	2006-07	2007-08	2008-09		
Total Research Revenues	\$54,284,979	\$41,236,415	\$43,668,943			
Federal Government	\$44,943,396	\$34,585,255	\$33,801,756			
State and Local Government	\$4,751,736	\$4,374,743	\$5,743,466			
Private/Other Sources	\$4,589,847	\$2,276,417	\$4,123,721			
Research Expenditures						
Dollars Expended	\$55,557,410	\$43,213,632	\$46,724,397	\$48,722,298		\$100,000,000
Proposals Submitted to Funding Prospective Agencies	230	214	325	263		
New Contracts or Grants Awards Received	389	155	178	263		
Projects Active During Fiscal Year	537	850	774			
Applications for U.S. Patents, Licenses Submitted	7	18	1	13		
U.S. Patents, Licenses Granted	1	6	0	0		
Number of Royalties Received	\$15,000	\$7,500	\$7,500	\$0		

Technology	2006-07			2007-08			2008-09			Target Year 2019-20
Technology Integration and Development									100%	
Total Facilities Connected										
% of Total Facilities Connected										

Strategic Initiative 4: Enable Excellence in University Relations and Development

Performance Indicator		2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-017	Target Year
Capital Campaign	Total Amount Collected									2019-20
	% change									\$100,000,000
	Total Amount Pledged									
Foundation Endowment										
		2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2019-20
	Total Endowment Value	\$73,143,956	\$74,271,307	\$77,627,413	79,068,000					
	% change		2%	5%	2%					

Alumni Giving		2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	Target Year
										2019-20
	Total Number of Alumni Members	3,024	3,113	2,781	2,551					2,852
	% change		3%	-11%	-8%					
	Total Amount Contributed from graduates who are alumni	\$720,985	\$521,821	\$968,820	1,180,723					
	% change		-28%	86%	22%					

Industry Cluster Membership		2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	Target Year
										2013-14
	Total # of Members				46					60
	% change									
	Total Amount Contributed				393,324					
	% change									

Direct Support Organizations - Boosters		2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	Target Year
										2013-14
	Total # of Members	769	776	863	851					1106
	% change		1%	11%	-1%					
	Total Amount Contributed	167,100	162,420	270,820	285,816					
	% change		-3%	67%	6%					

Community Service		2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	Target Year
										2019-20
	Community Service Activities									
	Activities with K-12 Public Schools				1					

Verifying data

Economic Development		2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	Target Year
										2019-20
	Economic Development Activities									
	State and Federal Funding Received for Economic Development				\$653,605					

Strategic Initiative 5: Enhance and sustain an academic and social environment, promoting internationalization, diversity, and inclusiveness.

Performance Indicator	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	Target Year
Diverse and inclusive faculty and staff	2019-20								
	Total Employees								
Total Employees	1,871	1,894	1,924						
Black	1,519	1,527	1,581						
White	221	229	224						
Hispanic	22	27	27						
Asian	67	73	90						
Non-resident Alien	42	36							
Amer. Indian	0	0	2						
	Tenure Earning Faculty								
Black		215	219						
White		68	62						
Hispanic		6	6						
Asian		27	21						
Non-resident Alien									
Amer. Indian		0	0						
Not Reported		3	0						

Degrees Awarded	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	Target Year
	2019-20								
Total	1,767	1,841	2,024						
Bachelor	1,298	1,329	1,496						
Masters	244	288	245						
Professional	209	195	272						
Doctorate	16	29	11						
Total Blacks	1,224	1,256	1,386						
Black Female	745	790	881						
Black Male	479	466	505						

Science, Technology, Engineering and Mathematics (STEM), Law and Health Professions Degrees Awarded									
	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	Target Year
	2019-20								
Science, Technology, Engineering and Mathematics (STEM)	Total	324	307	288					
	Bachelors	283	264	259					
	Doctorate	7	13	9					
	Masters	29	30	20					
Health Professions	Total	212	202	478					
	Bachelors	74	71	54					
	Doctorate	6	6	1					
	Masters	13	22	29					
Law	Total	90	92	122					
	Professional	90	92	122					

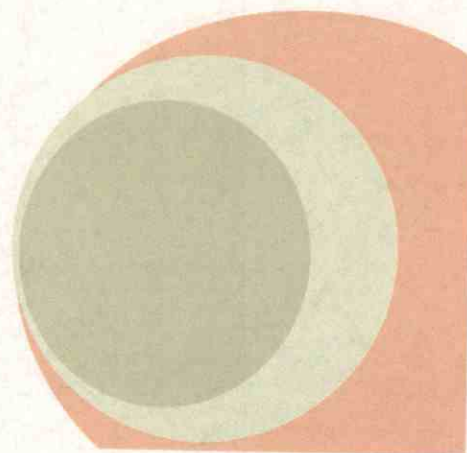
International Awareness and Involvement	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	Target Year
	2019-20								
Number of international students	194	164	172	168					
Number of diversity/inclusion training and workshops	2	3	4						
Number of international fellowships for graduate students	11	12	13						



Institutional Work Plan

Performance Measures and Entities with Primary Responsibility

**Strategic Plan
2010-2020**



FLORIDA AGRICULTURAL AND MECHANICAL UNIVERSITY
Strategic Plan
2010-2020

2020 VISION with Courage

FAMU 2020 STRATEGIC PLANNING PROCESS

In Fall 2008, President James H. Ammons appointed a university-wide committee to conduct a comprehensive review of the 2004-05 to 2013-14 Strategic Plan. Several subcommittees worked to complete this process in the following areas:

- Mission, Vision, and Core Values Subcommittee
- Survey Development Subcommittee
- Strategic Initiative Subcommittees (four (4) subcommittees)

This process used a comprehensive stakeholder approach to review the current strategic plan and develop the FAMU 2020 Strategic Plan. A SWOT Analysis, including Board of Governors and Board of Trustees' goals, Southern Association of Colleges and Schools – Commission on Colleges (SACS-COC) standards, and assessment of the current plan, and other relevant internal and external factors, was conducted. This SWOT Analysis also included feedback from faculty, staff, administrators, students, alumni, and corporate partners obtained via an online survey, live discussion sessions, and written comments. The plan accounted for, but was not stifled by, the current conditions of the state, national, and global economies and budget reductions that are presenting

Regardless of the challenges, FAMU 2020 is on the horizon. By positioning our challenges as opportunities, FAMU 2020 will be an inclusive, sustainable 21st century living and learning collegiate community that attracts the "best and brightest" diverse students, faculty, and staff because of our ability to embrace individuals with varied demographic profiles, attitudes, and learning/teaching styles. FAMU will continue to produce technologically savvy, critical thinkers committed to service, life long learning, and solving complex global issues.

Courageous visioning and actions have been and will continue to be keys to FAMU's successes. As such, the strategic plan, this institutional work plan, and the supporting appendices represent the continued courageous steps that will be taken to reach destination FAMU 2020. More specifically, this internal work plan provides detailed strategic and tactical performance measures that serve as the underpinning for the division and unit strategic plans, and for setting annual institutional goals that will contribute to the accomplishment of the strategic initiatives, goals, and strategies over the next 10 years. Given the anticipated tumultuous environmental changes, elasticity in the accountability indicators is presupposed. Therefore, trend analyses on the accountability indicators will be assessed annually to track and report progress. By using the strategic plan and this institutional work plan as roadmaps, the University is sure to reach destination FAMU 2020 and beyond.

MISSION STATEMENT

Florida Agricultural and Mechanical University (FAMU) is an 1890 land-grant institution dedicated to the advancement of knowledge, resolution of complex issues and the empowerment of citizens and communities. The University provides a student-centered environment consistent with its core values. The faculty is committed to educating students at the undergraduate, graduate, doctoral and professional levels, preparing graduates to apply their knowledge, critical thinking skills and creativity in their service to society. FAMU's distinction as a doctoral/research institution will continue to provide mechanisms to address emerging issues through local and global partnerships. Expanding upon the University's land-grant status, it will enhance the lives of constituents through innovative research, engaging cooperative extension, and public service. While the University continues its historic mission of educating African Americans, FAMU embraces persons of all races, ethnic origins and nationalities as life-long members of the university community.

VISION STATEMENT

Florida A&M University (FAMU) will be internationally recognized as a premier land grant and research institution committed to exemplary teaching, research, and service preparing transformational graduates with high ethical values dedicated to solving complex issues impacting our global society.

CORE VALUES

Scholarship, Excellence, Openness, Fiscal Responsibility, Accountability, Collaboration, Diversity, Service, Fairness, Courage, Integrity, Respect, Collegiality, Freedom, Ethics and Shared Governance

STRATEGIC INITIATIVES

The input from the various stakeholders reinforced five (5) strategic initiatives. These initiatives are:

Strategic Initiative 1: Create a 21st century living and learning collegiate community

Strategic Initiative 2: Enable Excellence in University Processes and Procedures

Strategic Initiative 3: Develop, enhance, and retain appropriate fiscal, human, technological, research and physical resources to achieve the University's mission

Strategic Initiative 4: Enable Excellence in University Relations and Development

Strategic Initiative 5: Enhance and sustain an academic and social environment, promoting internationalization, diversity, and inclusiveness.

Below are the specific strategic initiatives, with their respective goals, strategies and performance measures.

Florida A&M University
Revised New Degree Programs for Strategic Plan *(Revision approved 9-23-2010.)*
2010-2020

CIP Code	Proposed Program <i>(and relevant BOG targeted area, if applicable)</i>	Rationale
School of Business and Industry		
52.0801	BS Finance <i>(mission)</i>	Presently Finance is a concentration within the Business Administration curriculum. Finance majors are likely to be sought after by the nation's elite banks and financial institutions who recruit SBI's top bachelor's candidates.
52.1400	BS Marketing <i>(mission)</i>	Presently Marketing is a concentration within the Business Administration curriculum. These majors are likely to be sought after by a variety of companies including firms that have developed new Marketing channels (technology and integrated advertising firms).
52.1101	BS International Business <i>(high wage program)</i>	This would be a new major for SBI and would align with the University's strategic focus on international initiatives. The market is likely to be top native undergraduates and international students who desire to work for multinational companies.
31.0302	BS, MS Golf Management <i>(mission)</i>	Managing golf facilities including resorts is a lucrative and growing field that currently has little diversity.
52.0701	BS, MS Entrepreneurship <i>(mission)</i>	There is a dearth of viable small and minority businesses. An emphasis in entrepreneurship can prepare aspiring business owners and promote job creation and wealth accumulation in the local, state and national environments, particularly in minority communities.
College of Education		
13.1001	BS Special Education <i>(teacher education)</i>	This is a critical need area to serve the public schools and the demand is very high.
13.1307	BS Health Education <i>(teacher education, health)</i>	This program will serve a need in public schools as well as prepare students to work with community organizations in health-related activities.
31.0505	BS Health Fitness Studies <i>(needed option for students)</i>	This program will prepare professionals for the growing health fitness industry. There is a need to accommodate students in the College of Education who do not enter teacher education programs.

CIP Code	Proposed Program (and relevant BOG targeted area, if applicable)	Rationale
College of Education (continued)		
13.1001	MS in Special Education	This is a critical need area to serve public schools. Enhances induction efforts for classroom teachers.
13.0301	MS Curriculum and Instruction	This is a high enrollment program (online and traditional) at other institutions and would serve teachers who wish to obtain a master's degree.
31.0504	MS Sport Management	There is significant student demand for this program which would prepare students to work in a variety of settings related to sports and fitness.
13.0301	PhD Curriculum and Instruction (<i>education</i>)	This program will enable FAMU to better utilize resources and strengths in the College of Education.
College of Engineering Sciences, Technology and Agriculture		
01.1001	BS Food Science and Technology (<i>mission- agriculture</i>)	Develop the current successful track in food science into a full degree program. This program previously received feasibility authorization from the Board of Regents.
51.0808	BS Veterinary Technology (<i>mission- agriculture</i>)	Currently a track within Agricultural Sciences. The program is a "cutting-edge" life sciences major with an applied focus in the health and welfare of animals
13.1301	BS Agricultural Teacher Education (<i>teacher education</i>)	There is a demand for teachers certified in Agricultural Education.
01.1101	MS Plant and Soil Sciences (<i>mission – agriculture</i>)	The MS and PhD in Soil Sciences will facilitate the recruitment and training of minority students to become future leaders and scientists in academia and in the government and private sectors.
26.0702	PhD Entomology (<i>mission – agriculture; university strengths</i>)	This program will take advantage of a highly successful research faculty and globally recognized research programs in biological control, water quality biomonitoring and public health epidemiology in CESTA. Currently the College has a cooperative doctorate with the UF.
01.1101	PhD Plant and Soil Sciences (<i>mission – agriculture</i>)	The MS and PhD in Soil Sciences will facilitate the recruitment and training of minority students to become future leaders and scientists in academia and in the government and private sectors.

CIP Code	Proposed Program (and relevant BOG targeted area, if applicable)	Rationale
FAMU-FSU College of Engineering		
14.0501	BS Biomedical Engineering (<i>emerging technologies</i>)	Biomedical engineering is becoming one of the major engineering areas of the 21 st century. As the understanding of DNA and genome has advanced, new companies in biotechnology, bioengineering, biomedical and pharmaceutical industry are being established which require biomedical engineers. The College of Engineering currently offers an MS and PhD in this area. A BS can be initiated with minimal new resources.
14.0901	MS Computer Engineering (<i>emerging technologies</i>)	Enrollment in computer engineering is one of the fastest growing programs in the US. As the technology advances, there is a strong demand for computer engineering with advanced knowledge and training. MS and PhD Computer engineers are in short supply and command some of the highest starting salaries.
14.9999	MS Robotics (<i>emerging technologies</i>)	This is a revolutionary multidisciplinary field involving the fields of Mechanical Engineering, Electrical and Computer Engineering and Computer Science.
14.1801	MS Materials Engineering (<i>emerging technologies</i>)	Modern engineering products require new materials. Materials engineering is a base for many engineering disciplines and plays an important role in the economic development of the US. MS and PhD programs will educate engineers specializing in new material production and their applications.
14.1401	MS Environmental Engineering (<i>emerging technologies</i>)	Environmental engineering plays an important role in protecting the earth environment. In addition to conventional technologies, environmental engineering now invokes new scientific development of material and biological and chemical analysis. The demand for environmental engineers and scientists continue to be strong.
14.0901	PhD Computer Engineering (<i>emerging technologies</i>)	Nationally, enrollment in computer engineering is one of the fastest growing in the US. As computer engineering technology advances there is a strong demand for computer engineers with advanced knowledge and training. MS and PhD computer engineers are in short supply and command one of the highest starting salaries.
	PhD Environmental Engineering (<i>emerging technologies</i>)	Environmental engineering plays an important role in protecting the earth environment. In addition to conventional technologies, environmental engineering now invokes new scientific development of material and biological and chemical analysis. The demand for

CIP Code	Proposed Program (and relevant BOG targeted area, if applicable)	Rationale
		environmental engineers and scientists continue to be strong.
FAMU-FSU College of Engineering (continued)		
14.1801	PhD Materials Engineering (emerging technologies)	Modern engineering products require new materials. Materials engineering is a base for many engineering disciplines and plays an important role in the economic development of the US. MS and PhD programs will educate engineers specializing in new material production and their applications.
Environmental Sciences Institute		
03.0103	BS/BA Environmental Studies	There is student demand for a program that is focused on social and policy aspects of environmental issues.
School of Architecture		
04.0601	BLA Landscape Architecture (design and construction)	This program will support the current Master of Landscape Architecture and expand minority access to the profession.
04.0201	DArch Architecture (design and construction)	The Doctor in Architecture degree is the advanced architectural degree accepted by the accrediting board.
04.0201	PhD Architectural Studies (mission)	This would be the "academic umbrella" for advanced graduate studies in special areas of historic interest to FAMU: ethnicity, cultural diversity, gender and minorities. The rationale for the degree is based on new trends in the field. Currently the School has large percentages of African American and Hispanic students, as well as women.
04.0401	PhD Environmental Design (mission)	Interdisciplinary degree that would include Architecture, Landscape Architecture, Urban Design, and Community Planning and sustainability components. This is a reflection of new trends.
College of Arts and Sciences		
50.0999	BS Music Technology (emerging- electronic media)	There is a great demand for new curriculum in music technology to satisfy employment opportunities in churches, clubs and other venues where multifaceted electronic equipment can minimize the number of musicians required. Many students at FAMU and in high school express an interest in this degree offering.
College of Arts and Sciences (continued)		

CIP Code	Proposed Program (and relevant BOG targeted area, if applicable)	Rationale
	BS Emergency Management Studies (new field to meet national needs in domestic security)	The high policy profile and the vast resources dedicated to this area are strong indicators of its relevance and importance as a field of growing academic concern. The creation of the US Department of Homeland Security (USDHS) in 2002 has been seen by some scholars as the most ambitious effort to reorganize and expand the federal government in the area of foreign policy since 1947. The emerging field compels institutions of higher learning to develop a body of knowledge (scientific, technical, and management) that will facilitate and enhance effective and sound public policy. A professional and well-educated cadre of skilled workers are needed to meet the workforce demands of Homeland Security and Emergency Management.
52.1803	BS Retail Management (mission)	This program will produce minority graduates who are prepared to enter the retail industry.
11.0103	BS Information Technology	High demand program that will prepare students to meet computer technology needs of a variety of industries including business, health, and science. Program review consultant recommended we initiate such a program
27.0101	MS Mathematics (mechanical and natural science)	This program will increase the number of minority professionals in mathematical careers, prepare students for pursuing a PhD in mathematics and other sciences, and encourage industry partnerships.
23.0101	MA English (specializing in African American Literature, African Literature, and African Caribbean Literature) (mission)	The program will prepare scholars of literature for additional graduate study, increase minority professionals in this field and establish research interests for students and faculty.
45.1001	MA Political Science and Government (mission)	This will provide graduate education that will enable students to become staff and officials or consultants to various levels of government. This program was recommended by the external consultant for the political science program review in 2004.
44.0401	MPA Public Administration (mission)	This program will provide knowledge of the structure and functioning of public organizations and enable graduates to work as public administrators, leaders and management consultants. This program was recommended by the external consultant for the political science program review in 2004.

CIP Code	Proposed Program (and relevant BOG targeted area, if applicable)	Rationale
College of Arts and Sciences (continued)		
43.0104	MA Criminal Justice (mission)	This program will provide graduate education that would incorporate the criminological and sociological approaches to the study of crime and delinquency that would better prepare graduates for advancement in their chosen criminal justice professions and higher educational pursuits. An emphasis of the program would be on Juvenile Justice as recommended by the Program Review consultant in 2003.
54.0104	MA History (mission)	This was proposed in the 2004 Program Review of the History degree program. The undergraduate history program at FAMU has excelled over the past 20 years to the extent that at least 17 undergraduate majors have earned their Ph.Ds at Ph.D. granting institutions. This productivity is evidence of FAMU deserving to establish its own MA History degree. This program will expand the pool of African Americans with terminal degrees in history.
45.0601	MS Economics (mission)	The 2004 program review of Economics revealed that FAMU is the highest producer of African American BS graduates in Economics (an average of 27 per year). The external consultant recommended initiation of this degree to capitalize on the BS productivity and address the acute shortage of African Americans with graduate degrees in economics.
42.1701	PhD School Psychology (education)	National statistical data indicate a low representation of minorities at the practice level as well as the training and administrative levels.
11.0701	PhD Computer Science (emerging technologies)	There is a market demand in academia and industry for PhD graduates in Computer Science. The program will address the shortage of minorities in the field and is part of the COESMET plan.
College of Arts and Sciences (continued)		

CIP Code	Proposed Program (and relevant BOG targeted area, if applicable)	Rationale
26.0101	PhD Biology (<i>natural science</i>)	Only 8 HBCUs offer a PhD in Biological Sciences. A recent surge in African American interest in pursuing higher degrees in sciences, and the necessity of replacing African Americans retiring from academic and non-academic positions underscore the need for this program. This is part of the COESMET plan.
40.0501	PhD Chemistry (<i>natural science</i>)	There is a critical shortage of US citizens who pursue a PhD in Chemistry. The shortage is even more acute for African Americans, who comprised of less than 3% of PhD recipients in Chemistry in 2002. FAMU is poised to build on institutional strengths to address the national need for more minority PhD chemists.
27.0101	PhD Mathematics (<i>support mechanical and natural science</i>)	This program will increase the number of minority professionals in mathematical careers, particularly in academia. Since mathematics is a foundational science, this program will also support the other PhD programs in the sciences and engineering, and develop research capabilities. This falls within the scope of COESMET.
05.0201	PhD African and African American Studies (<i>mission</i>)	There is currently no PhD program in the state. The program is consistent with the mission and would position FAMU to make important contributions to the field. The program was recommended by the external consultant for the 2004 program review in History.
School of Allied Health Sciences		
51.0602	BS Dental Hygiene (<i>health</i>)	This program will help underserved communities in the Big Bend area with a focus on oral health of disadvantaged persons.
51.2399	MS Rehabilitation Counseling (<i>health</i>)	Discussions with state and federal officials in the field, and research indicate that there is a strong need for minority rehabilitation counselors. Federal scholarship grants are available to begin such programs and recruit students. This will be a good career path for the BS in Health Science graduates who are not accepted into the MS in Physical Therapy, and for BS graduates in several other majors.
51.0606	MS Health Informatics	There are grant opportunities because of the significant market demand for graduates of such programs. This would build on our existing BS in Health Informatics.
School of Allied Health Sciences (continued)		

CIP Code	Proposed Program (and relevant BOG targeted area, if applicable)	Rationale
51.0912	MPA Physician Assistant (health)	These programs are in high demand nationally and are an extremely popular career path and provide students with a career avenue in medicine. The only existing program in Florida is at UF.
51.0913	MS Athletic Training (health)	There is very high student interest in careers related to sports. Only 5% of athletic trainers nationwide are minorities. There are 6 undergraduate programs in Florida, but no master's degrees either in Florida or at other HBCUs.
School of Journalism, Media and Graphic Communication		
09.0702	BS Digital Media (emerging- electronic media and simulation)	There is a high demand for students prepared in the growing field of digital media including instruction in graphic design, animation and writing for media.
09.0702	MS Digital Media (emerging- electronic media and simulation)	This program will prepare students in the growing field of digital media and will appeal to students who wish to work in the industry as well as those who wish to teach at the high school or community college levels.
09.0902	MS Public Relations (mission)	This program is designed to attract students who do not have a baccalaureate in the field but wish to pursue a career in public relations.
09.0401	PhD Journalism (mission)	This program will prepare students to qualify for faculty positions in journalism and mass communication. Data indicate the need for increased numbers of African American professors in Journalism.
College of Pharmacy and Pharmaceutical Sciences		
51.2099	BS Pharmaceutical Sciences (health)	The BS in Pharmaceutical Sciences is needed because it is part of the College's goals to meet the emerging manpower needs of Scripps Research Institute and other Pharmaceutical and Biotechnology firms that will be coming to Florida.
	MS Clinical Research (health)	The MS in Clinical Research is needed because it is part of the College's goals to meet the emerging manpower needs of Scripps Research Institute and other Pharmaceutical and Biotechnology firms that will be coming to Florida.
College of Pharmacy and Pharmaceutical Sciences		

CIP Code	Proposed Program (and relevant BOG targeted area, if applicable)	Rationale
51.2201	PhD Public Health	Currently, there is only one PhD degree in Public Health program in the State (USF). The need for analytical research trained public health individuals is rapidly rising, particularly in Florida. With the new accreditation requirements by the Council for Education in Public Health (CEPH), it is driving a need for additional faculty with PhD training in public health.
School of Nursing		
51.1608	DNP (Doctor of Nursing Practice) Nursing (health)	By 2015, the current level of preparation necessary for advanced nursing practice will move from the master's degree to the doctorate level. Therefore, the School's master's degree program must transition to the DNP. The practice doctorate is designed for nurses seeking a terminal degree in nursing practice, and offers an alternative to research focused doctoral programs (i.e. PhD programs).
Interdisciplinary (Multiple Schools/Colleges involved)		
09.0905	MS Health Communication (health)	This is an emerging field with market demand. Interdisciplinary between School of Journalism and Graphic Communication and School of Allied Health
15.1001	M.S. Building Construction	Interdisciplinary degree with articulated paths with Architecture, Landscape Architecture, and Engineering Technology. This degree will enhance the degree offerings in the School of Architecture and the College of Agriculture, Engineering Sciences and Technology.
	BS, MS, PhD Sustainability Science	Sustainability science is an emerging discipline that seeks to establish a balance between human interactions and the environment.
College of Dentistry		
26.0102	MS Biomedical Sciences	This program would help prepare students for entry into dental school and other scientific fields.
51.0401	DMD Dentistry (health)	A School of Dentistry will build upon the existing strengths in health disciplines. The School would produce graduates from under-represented populations to serve underserved populations.

Note: Once approved by the FAMU Board of Trustees and accepted by the Board of Governors, the University may explore the possibility of initiating the programs listed above. Placement on the list does not guarantee implementation, which will be dependent on proposals meeting the Board of Governor's criteria for new degrees, institutional priorities and the availability of resources.

Proposed New Schools for Strategic Plan

In addition to the new College of Dentistry, associated with the new degree program outlined above, the University also proposes to pursue a School of Public Health. This School would house the existing degree programs in public health as well as other activities associated with the Institute of Public Health.

Proposed School	Rationale
Public Health	Establishing a School of Public Health is the vision that has undergirded the development of the Institute of Public Health, and its master's and doctoral programs. School status will elevate the visibility of FAMU's public health activities and position the University to enhance the education of students and significantly increase research funding from external sources