December 6, 2023

Strategic Planning & Performance Measure Committee

**Trustee Kristin Harper** 





## **Boldly Striking Strategic Priorities**



STUDENT SUCCESS

Ranking in the top-tier of SUS peers on performance outcomes



ACADEMIC EXCELLENCE

Innovative academic programs that address workforce needs



LEVERAGE THE BRAND

Elevated rankings, reputation, and impact



LONG-TERM FISCAL HEALTH AND SUSTAINABILITY

Broader array of funding sources to support our strategic initiatives



ORGANIZATIONAL EFFECTIVENESS AND TRANSFORMATION

Optimized operations through enhanced processes and innovation



### **Process Timeline**

Phase 1

Phase 2

Phase 3

- Engagement with President
- Formation of the Strategic Planning Committee
- Review of the 2017-2022 Strategic Plan
- Review of the BOG Strategic Plan (Alignment)
- Data gathering and analysis
- BOT Retreat (August)

- Formation of sub-committees
- Consultant solicitation/ engagement (if necessary)
- Stakeholder engagement (Focus groups)
- Initial development of draft plan
- Data gathering and analysis

- Committees work to complete plan
- Data gathering and analysis
- Stakeholder awareness
- BOT engagement on draft plan (including KPIs)
- Presentation of final plan to BOT for approval (June 2022)

March 2021 – August 2021 September 2021 – February 2022 March 2022 – June 2022



## Stakeholder Engagement



### Survey Respondents

- Total: 1,215
- FAMU Alumni: 389
- Staff/Administrators: 215
- Students: 387
- Faculty: 184
- Employer: 19
- Community Partners: 11
- K-12 Educators/Guidance Counselors: 6
- Board of Trustees: 4

# Listening Sessions

- Listening sessions held by MGT Consulting Group
- Governor's Staff
- BOG Chancellors
- BOG Members
- Florida Representatives
- FAMU BOT Members
- School District Personnel

#### **Focus Groups**

- Students: 4
- National Alumni Association:18
- Faculty: 10
- Other Alumni: 10
- FAMU Foundation Board: 5
- Staff: 13
- K-12 Educators/Counselors: 7
- Administrators: 7
- Local Community: 3
- Employers/Corporate Partners/Industry Clusters: 1



### **Stakeholder Demographics**

#### Constituents were reached through a variety of methods, including:

- Career Center (Employers, Students, Social Media Accounts)
- Alumni Affairs (Alumni)
- Instructional Technology (Blackboard Connect, Canvas Dashboards)
- Registrar (Registrar Staff, Summer 2021 Candidates for Graduation)
- Communications (FAMUINFO, Social Media Accounts, Article)
- Faculty Senate (Faculty, College of Law)
- Student Affairs (K-12 Contacts)
- Deans (Databases located in individual Colleges/Schools Requested, but no responses received)
- Dean of Students (Requested, but no response received)
- Board of Trustees' Liaison
- Student Government
- iStrike
- University Advancement

#### **Survey Respondents:**

Total: 1,215

FAMU Alumni: 389

Staff/Administrators: 215

Students: 387

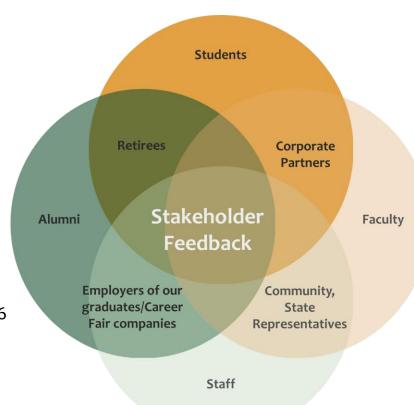
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#### Mission

Florida Agricultural and Mechanical University (FAMU) is an 1890 land grant, doctoral/research institution devoted to student success at the undergraduate, graduate, doctoral and professional levels. FAMU enhances the lives of its constituents and empowers communities through innovative teaching, research, scholarship, partnerships and public service. The University continues its rich legacy and historic mission of educating African Americans, and embraces all dimensions of diversity.

#### Vision

Florida Agricultural and Mechanical University (FAMU) will be recognized as a leading national public university that is nationally renowned for its competitive graduates, transformative research, and innovation.



#### **Values**

Florida Agricultural and Mechanical University is committed to the values of accountability, inclusion, innovation, and integrity. The University also values and endorses the Board of Governors' Statement of Free Expression and expects open-minded and tolerant civil discourse to take place throughout the campus community.

These values represent the tenets that guide our actions, enable us to sustain our historical mission, and realize our strategic plan.



### **Boldly Striking Key Performance Indicators**

METRIC	2023	2027 Target
Academic progress rate (second-year FTIC full-time retention w/ GPA above 2.0)	82.8%	85%
FTIC full-time 4-year graduation rate	28.4%	40%
FTIC PELL full-time 6-year graduation rate	57.4%	67%
Percent of bachelor's graduates enrolled or employed full-time (earning \$40,000+) [From 2022-23, the benchmark changed from \$30K to \$40K]	67.8%	75%
Median Wages of bachelor's graduates employed full-time	\$39,500	\$38,000
Average cost to student	-\$17,750	\$7,540
Bachelor's degrees awarded in programs of strategic emphasis	51.8%	55%
Graduate degrees awarded in programs of strategic emphasis	50.0%	60%
Number of bachelor degrees awarded to transfers w/ AA Degrees from FCS	341	400
Professional Licensure Exam Scores relative to Benchmarks	1	4
Number of research doctorates awarded	28	30
Fall Headcount Enrollment	8,926	10,000
Total R&D expenditures	\$65M	\$49M
Annual Giving	\$25.7M	\$20M
Endowment Value	\$113.3M	\$150M
Investment Value	\$156.8M	\$150 <b>M</b>



### **Measures of Success Indicators**

Strategic Priority	Metric				
	FTIC 4-Year Graduation Rate				
	Academic Progress Rate (2nd Year Retention at least 2.0)				
	FCS AA Transfer Two-Year Graduation Rate				
Student Success	FTIC Pell Recipients Six-Year Graduation Rate				
Student Success	University Access Rate (Percent of Undergraduates with PELL)				
	Average Cost to Student				
	Bachelor Degree's Enrolled/Employed				
	Median Wages of Bachelor's Graduates Employed Full-Time				
	Research Doctorates Awarded				
Academic Excellence	Bachelor Degrees Awarded within Programs of Strategic Emphasis				
	Bachelor Degrees Awarded to Transfers with AA Degrees from FCS				
	Graduate Degrees Awarded within Programs of Strategic Emphasis				
Leverage the Brand	Peer Perception Ratings (U.S. News & World Report Annual Survey)				
Leverage the Brand	Stakeholder Customer Service Surveys				
	Composite Financial Index				
	R&D Expenditures				
	Annual Research Awards				
Long-Term Fiscal Health and Sustainability	Alumni Giving Rate				
	Fundraising Total				
	Endowment Value				
	Investment Value				
	Employee Retention Rate				
Organizational Effectiveness and Transformation	Employee Satisfaction (Campus Climate)				
Organizational Effectiveness and Transformation	Employee Awareness				
	Major/Substantive Audit Findings				

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healthcare, education, research and service to address

competencies, creativity and innovation.

institution.

priorities.

C&G, and Auxiliary funding.

Leverage the Brand

Long-Term Fiscal Health and

Sustainability

Organizational Effectiveness & Transformation support academic and operational excellence.

Goal 2: Increase global recognition of the university's standing as a leading academic, research and cultural

disparities, emergent needs and advance holistic well-being.

Goal 5: Reimagine and align academic offerings to address emerging workforce demands and career pathways including

Goal 1: Foster a university-wide customer-centric culture to

**Goal 3:** Cultivate and diversify the network of advocates and supporters to advance the university's mission and strategic

**Goal 1:** Implement a planning and budgeting process that identifies, secures, and allocates existing and new E&G,

facilities to increase student success outcomes for FTIC, FCS

**Goal 3:** Support and sustain a robust university advancement enterprise that consistently generates transformative

**Goal 1:** Enhance a culture that intentionally fosters building and engaging a high performing workforce and fortifies

Goal 2: Optimize effectiveness and efficiency of operations

management practices with an emphasis on engagement,

through the enhancement of processes and innovation.

**Goal 3:** Strengthen the University's culture of strategic decision making through promotion and enhancement of compliance, internal controls, and enterprise risk

AA transfer, and graduate students that lead to increased

**Goal 2:** Implement infrastructure enhancements in academics, research, administration, technology, and

performance in state and national metrics.

alumni, friend, and corporate giving.

FAMU's status as an employer of choice.

education, reporting and accountability.

Strategic Priorities	Goals	Strengthen Quality & Reputation of Academic Programs and Universities	Increase Degree Productivity and Program Efficiency	Increase number of degrees awarded in STEM/Health and Other Programs of Strategic Emphasis	Strengthen the Quality and Reputation of Scholarship, Research, and Innovation	Increase Research Activity and Attract More External Funding	Increase Research Commercialization	Strengthen the Quality and Recognition of Commitment to Commnity and Business Engagement	Increase Levels of Community and Business Engagement	Increase Community and Business Workforce
Student Success	<b>Goal 1:</b> Elevate student success outcomes to the high excellence range among state and national scales.	X	X	×	×	×	×	X	×	×
	<b>Goal 2:</b> Establish FAMU as the 1st Choice Destination among diverse scholars	х	х	×	х	×	×	x	×	х
	<b>Goal 3:</b> Enhance degree attainment among underrepresented scholars in the areas of strategic emphasis for the state and nation.	×	×	×	×	×	×	×	x	×
	<b>Goal 1:</b> Pursue pathways that position FAMU on a trajectory to become a Carnegie R1 institution.	х	х	×	×	×	×	х	×	х
	<b>Goal 2:</b> Nurture the professional development of faculty and staff across the career span and across disciplines to create a culture of sustainable excellence.	×	×	x	×	×	×	x	×	×
Academic Success	<b>Goal 3:</b> Amplify discovery and innovative research approaches to solve complex real-world problems.	х	х	х	х	х	х	x	х	х
	Goal 4: Position FAMU to emerge as a global leader in									

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### President's Goals 2023-2024

President's Annual Goals	Baseline	2024 Goal	Actual
Goal 1: Four-year Graduation Rate/Student Retention	Graduation 27.0%	Graduation 43.0%	Graduation 28.4%
Increase the University's four-year graduation rate (PBF metric) to 38%; Increase second year retention rate to 90.0%.	Retention 89.1%	Retention 90.0%	Retention 91.8%
Goal 2: Licensure Pass Rate			
Execute action plans that deliver first-time licensure pass rates of: Nursing to 85%; Law to 80%; Pharmacy to 90%;	1 of 4	4 of 4	1 of 4
Physical Therapy to 88%			
Goal 3: Annual Giving	\$24.6M	\$20.0M	\$25.7M
Increase annual giving to \$20M.	72-710111	72010III	723.7
Goal 4: R&D Expenditures	\$44.0M	\$57 <b>.</b> 0M	\$64 <b>.</b> 3M
Increase total R&D expenditures to \$45M.	777.0111	7)/.0111	7~F~F
Goal 5: Organizational Leadership		90% Staff Retention	
Strategy – Effectively implement the Year-One goals, and priorities outlined in the new Strategic Plan. Ongoing		100% written	Implement
improvement in the attainment of Top 100; Talent Acquisition, Development, Retention, Succession, and	n/a	performance reviews	Deliverables
Organizational Effectiveness; Create a Culture of Accountability (performance matters)/Continue implementation of		5 customer Service	
the Customer Service Improvement Initiative.		Training Sessions	
Goal 6: University Budget/Fiscal Management			TBD
Financial Health - Strengthen the University's financial health by achieving or exceeding a minimum debt coverage	1.88	Dobt Pation > 4.0	
ratio greater than or equal to 1.0; Strategic Resource Allocations – Continue to align resource allocations to	1.00	Debt Ration <u>&gt;</u> 1.0	טפו
adequately support the University's annual strategic priorities in all areas including athletics.			
Goal 7: Internal/External Relations	100% engagement	100% engagement	100% engagement
Continue to expand relationship-building with key stakeholders, including students, faculty, staff, Boards, alumni,	across all	across all	across all
elected officials (local, state, national), corporations and the local community.	stakeholders	stakeholders	stakeholders



### Colleges & Schools







### Welcome to the FAMU Institutional Goals Dashboard!

This Dashboard site contains useful data and graphical insights into the University historical performance and expected outcomes on the goals and metrics identified by the FAMU Board of Trustees. The site includes: 1) The Institution's Scorecard; 2) The President's Annual Goals; 3) The Performance Based Funding (PBF) Metrics; and 4) Strategic Plan/Accountability Plan Metrics.

Dashboard and Scorecards president.famu.edu (click on Goals)