

FLORIDA **A&M** UNIVERSITY
Board of Trustees
ACTION ITEM

Governance Committee
Thursday, August 6, 2020
Agenda Item: III

Subject: President Robinson's 2019/2020 Evaluation

Proposed Board Action: Pursuant to President Robinson's employment agreement, the Board shall evaluate his performance based on the achievement of his mutually agreed upon specified goals and objectives and such other criteria as the Board deems appropriate. It is recommended that the Board of Trustees approve its 2019/2020 evaluation of President Robinson.

Attachment(s): The Board's evaluation of President Robinson will be posted prior to the meeting.

FLORIDA **A&M** UNIVERSITY
Board of Trustees
ACTION ITEM

Governance Committee
Thursday, August 6, 2020
Agenda Item: IV

Subject: President Robinson's 2020/2021 Goals

Proposed Board Action: Pursuant to Section 5.1 of President Robinson's employment agreement, the Board or a Committee thereof and Dr. Robinson shall agree upon finalized goals and objectives for the succeeding 12 month period. It is recommended that the Board of Trustees approve the mutually agreed upon goals for President Robinson for the 2020/2021 period.

Attachment(s): President Robinson's proposed goals will be posted prior to the meeting.

FLORIDA **A&M** UNIVERSITY
Board of Trustees
ACTION ITEM

Governance Committee
Thursday, August 6, 2020
Agenda Item: V

Subject: Board of Trustees 2019/2020 Self-Assessment

Proposed Board Action: In accordance with the Board of Trustees' Governance Committee Charter, the Board will evaluate its own performance annually. Additionally, the Southern Association of Colleges and School Commission on Colleges, Principles of Accreditation, Standard 4.2(g) requires governing boards to regularly evaluate their responsibilities and expectations." It is recommended that the Board of Trustees accept it's 2019/2020 Self-Assessment Report.

Attachment(s): The Board's self-assessment will be posted prior to the meeting.

FLORIDA **A&M** UNIVERSITY
Board of Trustees
ACTION ITEM

Governance Committee
Thursday, August 6, 2020
Agenda Item: VI

Subject: Legislative Budget Request

Proposed Board Action: Each year the University is required to submit a budget request to the Florida Board of Governors. The request contains the University’s legislative priorities for the 2021/2022 year. The University is seeking the Board’s approval of the University’s proposed Legislative Budget Request.

Florida Agricultural and Mechanical University is requesting funding to support the following initiatives:

1.
 - Academic Program Enhancements \$15M
 - Faculty Excellence and Vitality \$8M
 - Student Recruitment Scholarships and Financial Support \$5M
 - Expansion of Academic Support Services for AA Transfers \$2M
 - Online Education and Innovation \$1M
 - Integrated Advancement for the Joint College of Engineering \$6.511M
 - Agriculture Research, Education and Training in Support of Florida’s Agricultural Industry \$2.2M
 - Infrastructure and Capacity Enhancements \$1.6M
 - Personnel \$600,000
 - University of Distinction: Improving 21st Century Health and Wellness \$6M

Attachments: The detailed Legislative Budget Request is attached.

2021-2022 Legislative Budget Request

Academic Program Enhancement

**State University System
Education and General
2021-2022 Legislative Budget Request
Form I**

University(s):	Florida A&M University
Request Title:	Academic Program Enhancement
Date Request Approved by University Board of Trustees:	
Recurring Funds Requested:	\$15 million
Non-Recurring Funds Requested:	
Total Funds Requested:	\$15 million
Please check the request type below:	
Shared Services/System-Wide Request	<input type="checkbox"/>
Unique Request	<input checked="" type="checkbox"/>

- I. Description** - 1. Describe the service or program to be provided and how this issue aligns with the goals and objectives of the strategic priorities and the 2020 University Accountability Plan established by your institution (include whether this is a new or expanded service/program). If expanded, what has been accomplished with the current service/program? 2. Describe any projected impact on academic programs, student enrollments, and student services. University of Distinction proposals should also address the requirements outlined in the separate guidance document.

Florida Agricultural and Mechanical University (FAMU) is one of the nation’s top historically black colleges and universities (HBCUs), a top 125 national public university, and a leading producer of African American graduates in several disciplines at the baccalaureate, professional and graduate levels. As a leader within the State University System (SUS) in affordability and providing access to first-generation and low-income students, the University continues to serve critical needs for Florida’s citizens and the nation. The University will build on this strong tradition of achievement as it works to meet the aggressive student success goals outlined in the 2017-2022 Strategic Plan (*FAMU Rising*) and the 2020 Accountability Plan. The University has made progress in recent years in improving student success outcomes in several areas, such as six-year graduation rates and reducing the time-to-degree. However, the FAMU Board of Trustees and President Larry Robinson acknowledge that rapid and significant progress is needed with respect to improvements in first-time-in-

college (FTIC) four-year graduation rates, FTIC retention rates, and licensure pass rates. As such, the University is requesting \$15 million in recurring funding for academic program enhancement initiatives to address: 1) faculty excellence and vitality; 2) student recruitment and retention; 3) academic support services for AA transfers; and 4) expansion of online education. The requested financial support for these strategic investments will accelerate the University’s progress towards achieving the targeted student success outcomes.

Specific areas of focus and impact for the requested funding include:

- Increasing FTIC retention and graduation rates;
- Increasing licensure pass rates in nursing, pharmacy and physical therapy; and
- Increasing the number of baccalaureate degrees awarded to AA transfers from the Florida College System (FCS).

**A. Faculty Excellence and Vitality
(Total Recurring) \$8 million**

Faculty Recruitment and Retention (\$8 million Recurring)

Recruiting and retaining high quality faculty is a critical need in support of the University’s strategic plan goals to provide students with exceptional learning experiences and increase student success. As outlined in the Table 1 below, FAMU has established aggressive goals for improving its student success outcomes, which will move the University in line with our SUS peer institutions. This will require new resources to: (1) support faculty hires to address staffing shortages in critical areas, reduce teaching loads, and respond to a wave of anticipated impending retirements due to FAMU’s aging faculty; and (2) increase institutional capacity to provide competitive salaries to retain high-performing faculty.

Table 1: Student Success Outcomes and Goals

Metric	FAMU	SUS Average	FAMU 2022 Goal
Four-Year Graduation Rate	27.7%	50.7%	40%
Six-Year Graduation Rate	52%	68%	60%
Academic Progress Rate	73%	86.2%	88%
Percentage of Bachelor’s Degrees Awarded in Programs of Strategic Emphasis	47.8%	52%	55%
Nursing Licensure Pass Rates	63%	94%	90%
Physical Therapy Licensure Pass Rates	86.4% 1 st time 69% Multi-year	91%	90%
Pharmacy Licensure Pass Rates	83%	85%	90%
Law Bar Exam Pass Rates	57%	72%	80%

Source: 2020 SUS System Accountability Plan

Recruiting and retaining exceptional faculty in the core sciences and mathematics will help to increase the four-year graduation rate by reducing the number of faculty teaching overloads (see Table 2) and decreasing the University's reliance on adjunct instructors in key gateway courses that have high failure rates. This will also enable the University to increase course offerings in areas of high student demand (e.g. bottleneck courses). There is also a critical need to enhance recruitment and retention of high performing faculty in professional programs that have licensure pass rate requirements (pharmacy, nursing, and physical therapy). Securing sufficient support for new faculty hires will enable the programs to provide students with enhanced academic support, advising/mentoring, and assistance in preparing for licensure exams.

Table 2: Faculty Overloads

Department/Program	Percent of Full-Time Faculty with Course Overloads
Biology	94%
Chemistry	46%
Computer & Information Sciences	78%
Mathematics	65%
Nursing	85%

Source: 2019 FAMU Faculty Workload Study

A total of \$8M in recurring funding is requested to hire 50 faculty in the targeted programs and provide salary adjustments for faculty retention.

Recurring:

- 1) 50 new faculty hires (50 x \$120,000/each with benefits = \$6 million)
 - 25 faculty hires in core science, mathematics and technology disciplines
 - 7 faculty hires in nursing
 - 4 faculty hires in physical therapy
 - 4 faculty hires in pharmacy
 - 10 faculty hires to teach undergraduate gateway and bottleneck courses (e.g. accounting)
- 2) Increase institutional capacity to retain high performing faculty (\$2 million)

**B. Student Recruitment Scholarships and Financial Support
(Total Recurring) \$5 million**

Recruitment Scholarships (\$3 million Recurring)

As outlined in the FAMU 2020 Accountability Plan, recruiting and enrolling a higher proportion of high-achieving FTIC students is a key component of the University's strategy for increasing four-year graduation rates. A review of

institutional and SUS data shows a strong correlation between high school GPA and four-year graduation rates. The University has established specific goals to increase the FTIC academic profile, which includes plans to increase the average high school GPA from the recent average of 3.45 to at least 3.7 within the next two years. To achieve this goal, the University will need to augment ongoing efforts to recruit and retain top graduates from Florida's high schools. This will require the University to offer competitive scholarship packages that are on par with those provided by other SUS institutions and private universities across the country. The University currently provides ~\$3 million in annual funding for scholarships. The University is requesting \$3 million in recurring funding to recruit and retain National Merit Scholars and other high-achieving high school graduates. These funds will enable the University to fully support 150 top-notch students each year.

Recurring:

- Recruitment Scholarships to attract National Merit Scholars and other high-achieving high school graduates (\$3 million).

Expansion of Financial Support (\$2 million Recurring)

In support of the University's Mission to empower citizens and communities, FAMU enrolls a high percentage of low-income and first-generation students. For example, 64 percent of FAMU's undergraduates are recipients of Pell Grants, compared to a SUS average of ~39 percent. Additionally, the average annual household income of FAMU students is ~\$46,000 and ~70 percent of undergraduate students receive some form of need-based financial aid. Students from these backgrounds are often forced to take on part-time employment, particularly if moving to off-campus housing after the freshman year. These factors play significant roles in inhibiting the ability of the students to complete their degrees in four years. Several institutions within the SUS and across the nation have demonstrated that providing financial support in the form of "completion grants" to junior and senior students with unmet financial need can have a significant impact on increasing retention and graduation rates. Studies have also shown that providing on-campus employment opportunities for students is an effective retention strategy. The University is requesting recurring funding for student financial support in the amount of \$2 million to facilitate the implementation of these best practices.

Recurring:

- Support to address unmet financial need (\$2 million)

**C. Expansion of Academic Support Services for AA Transfers
(Total Recurring) \$1 million**

Expansion of Services for FCS AA Transfers (\$1 million Recurring)

Florida has long been considered the national leader in developing highly effective articulation agreements at the state and local levels between institutions. The University's objective is to establish a program that goes beyond the traditional articulation agreement and provides increased University access for students who graduate with an Associate of Arts (AA) degree from a Florida College System (FCS) institution. In support of this objective, the University has recently established 2+2 articulation agreements with 17 FCS institutions. The importance of this initiative is further reflected by the recent selection of the University's new BOT Choice Metric in the Performance Funding Model, which targets increased degree production for FCS AA transfers. Achievement of the Performance Funding Metric goals will be facilitated by the expansion of the University's recently established Transfer Center, which is responsible for implementing a systematic approach to partnering with the FCS. Recurring funding in the amount of \$1 million is requested to equip the Transfer Center with appropriate staffing. For example, Transfer Specialists will be hired to work collaboratively with FAMU's partner FCS institutions to create a seamless transfer process for prospective students and provide greater clarity regarding pathways to completing a bachelor's degree. The Transfer Specialists will be tasked with ensuring degree maps remain updated and current, articulating students' transfer options, monitoring student progress, facilitating intervention as needed, and assisting students with assessing the financial resources available to them. Transfer specialists will also be responsible for shepherding students from the initial point of contact through their application and enrollment to the university.

Recurring:

- 20 Transfer Specialists (\$1 million)

D. Online Education and Innovation
(Total Recurring) \$1 million

Expansion of Online Education remains a top priority of FAMU and the Florida Board of Governors, as it focuses on transformative and innovative approaches to the delivery of higher education. Securing legislative support of Online Education will support FAMU's ongoing efforts to increase student success. Online Education allows FAMU to expand its portfolio of course offerings to meet the needs of its diverse student population, affording greater flexibility in enrolling in courses to complete degree requirements. FAMU needs recurring resources so that students can benefit from the flexibility of an anytime, anywhere education that provides students with family or work obligations with many options for completing their education in a timely fashion with reduced debt. The need for this flexibility has taken on greater importance in the past several months as students and universities have had to

rely heavily on online education to deliver high-quality instruction in response to the COVID-19 pandemic.

Online Education at several SUS institutions is funded by assessing a Distance Learning Fee of up to \$50.00 per credit hour to the students enrolled in online courses. FAMU is currently not authorized to charge these fees, which places the University at a significant disadvantage because of the lack of recurring resources necessary to increase online capacity.

FAMU is requesting a total of \$1 million in recurring funds to develop and offer online courses in areas of strategic emphasis, with a focus on the STEM disciplines, increasing access, lowering the cost of education and improving FAMU's four-year graduation rates through high quality online education. These funds will also allow the University to provide online student support services that mirror traditional student support services, which may offer/afford greater probability that our students will have successful outcomes. Moreover, the funds will be utilized to enhance the Online Faculty Training and Development Program by providing faculty with technology resources necessary to build high quality online courses.

Recurring:

- 8 Instructional Designers (\$800,000).
- Salary support for faculty course development and instruction (\$200,000).

II. Return on Investment - *Describe the outcome(s) anticipated, dashboard indicator(s) to be improved, or return on investment. Be specific. For example, if this issue focuses on improving retention rates, indicate the current retention rate and the expected increase in the retention rate. Similarly, if the issue focuses on expanding access to academic programs or student services, indicate the current and expected outcomes. University of Distinction proposals should also address the requirements outlined in the separate guidance document.*

The FAMU Board of Trustees and Administration are fully committed to improving institutional outcomes on the Performance Funding Metrics and other key performance indicators. The requested funding will support these efforts by enabling the University to strategically target resources and support to areas that will have the greatest impact on increasing student success.

Benefits to the State:

- Supports the SUS Strategic Priority to increase student success and access.
- Enables FAMU to be more impactful in enhancing the socioeconomic status of first-generation and low-income students.
- Addresses critical workforce needs in Florida and the nation.

Anticipated Outcomes:

- Increase in four-year graduation rate from 27.7 percent to 40 percent.
- Increase in academic progress rate from 73 percent to 88 percent.
- Increase in degrees awarded to FCS AA transfers from 277 to 350.
- Increase in number of professional programs that meet state/national benchmarks for first-time pass rates from 0 to 3 (nursing, pharmacy and physical therapy).
- Increase in percentage of freshmen in top 10 percent of high school class from 11 percent to 25 percent.
- Decrease in time to degree for FTICs from 4.8 to 4.1 years.
- Increase in percent of bachelor's graduates enrolled or employed from 65.6 percent to 75 percent.
- Increase in median wages of bachelor's graduates from \$33,500 to \$38,600.
- Increase in percentage of baccalaureate degrees awarded without excess credit hours from 53.5 percent to 75 percent.

III. Facilities *(If this issue requires an expansion or construction of a facility, please complete the following table.):* **NOT APPLICABLE.**

	Facility Project Title	Fiscal Year	Amount Requested	Priority Number
1.				
2.				

2021-2022 Legislative Budget Request

Integrated Advancement for the Joint College of Engineering

**State University System
Education and General
2021-2022 Legislative Budget Request
Form I**

University(s):	Florida A&M University and Florida State University
Request Title:	Integrated Advancement for the Joint College of Engineering
Date Request Approved by University Board of Trustees:	
Recurring Funds Requested:	\$6,511,000
Non-Recurring Funds Requested:	
Total Funds Requested:	\$6,511,000
Please check the request type below:	
Shared Services/System-Wide Request	<input type="checkbox"/>
Unique Request	<input checked="" type="checkbox"/>

- I. Description** - 1. Describe the service or program to be provided and how this issue aligns with the goals and objectives of the strategic priorities and the 2020 University Accountability Plan established by your institution (include whether this is a new or expanded service/program). If expanded, what has been accomplished with the current service/program? 2. Describe any projected impact on academic programs, student enrollments, and student services. University of Distinction proposals should also address the requirements outlined in the separate guidance document.

Thirty-eight years ago, the State of Florida boldly created the nation's most unique shared college of engineering bringing together Florida Agricultural and Mechanical University, the leading public historically black university with Florida State University, one of the America's 100 top research universities. Students graduate from either FAMU or FSU, but study engineering together on our shared engineering campus.

The Florida Department of Economic Opportunity recognizes that expanding engineering education is critical to Florida's future growth. Thanks to our partnership that merges excellence in research and diversity, we are the only engineering school in the U.S. that provides top research educational opportunities to a student population that reflects the diversity of Florida and our nation. We are also far above national averages with 28 percent females in our undergraduate class. Since engineering is a team sport, the diversity of our

design teams provides experiences that are highly prized by corporations and these benefits accrue to all of our students, whether majority or minority.

In the four years since the legislature and partner university leadership recommitted to the joint college, we have seen an increase in most areas by 20 percent: to a faculty of 120, graduating 500 engineers each year and securing \$25 million external research funding annually. We secured 30 patents in 2019, and contribute to the economy and society in so many ways, including nationally recognized research on waste disposal associated with the COVID-19 pandemic.

This growth was fueled by carryforward that is now depleted, and the future is jeopardized by the inadequate E&G funding to the college's joint budget. The State University System Board of Governors identified our \$6.5 million LBR request last year as a top system-wide priority in their 2020-2021 budget request. If we are to sustain the recent very positive momentum, we must have increased financial support. Growing national recognition for the power of this grand experiment in the State of Florida will be disrupted if we do not receive an increase this year. The investment will pay off handsomely for FAMU, FSU and the State of Florida. The wonderful thing is that success of the FAMU-FSU College of Engineering helps both our partner universities achieve their strategic goals. Florida State reached the top twenty national public universities, yet the college of engineering is only 1/3 the size of the average in the top 20 and must grow to fuel FSU's longer-term advancement in the rankings. And, FAMU is already one of the leading HBCUs in research and doctoral degree production, but aims to become the first Historically Black College to reach the elite of top research universities with the help of the joint college of engineering. Together FAMU and FSU can do something that no other university in the U.S. can accomplish by training an inclusive, diverse and excellent workforce to fuel our state's engineering labor needs. Both universities have generously provided financial support to help the college, but the joint LBR is the only sustainable way of ensuring that the partnership endures and flourishes.

We have programs planned that will significantly improve the success of our students - retention rates, graduation rates, degree and employment opportunities. For example, we know how to improve student retention but do not have the resources for programming and support to make this available to all our students.

We will increase opportunity for our students through hiring new faculty, introducing new courses and degrees in strategic areas for the State, such as Aerospace, Computer Systems and Biomedical Engineering, and aggressively recruit the best and most diverse cadre of doctoral students. We will attract and retain outstanding faculty in strategic areas of research, and provide them with

state-of-the-art facilities and staff support to enable them to compete for, and win, research grants and contracts from government agencies, corporations and foundations. To accomplish this goal, we need to offer competitive salaries and equipment start-up investments that will be rewarded over the years through external grant funding into the institution.

The Joint College is uniquely positioned to develop new and larger research centers that support key areas of technological emphasis, including health technology, materials, aerospace, biomedical engineering, computer engineering, energy sustainability, resilience and disaster recovery. These research centers will in turn allow the Joint College to expand the size and diversity of its student body and will lead to new intellectual property and spin-off companies in the region.

To meaningfully advance goals related to research, academic quality, overall efficiency and effectiveness of the FAMU-FSU Joint College of Engineering, several critical investments must be made. In 2017, the Legislature provided \$1 million of the \$7.168 million LBR that was requested. That \$1 million was allocated by the College to address market equity adjustments to salaries, and to pay salaries for new faculty and staff in the areas of undergraduate and graduate student success. We are grateful for the Legislature's support, but the funds requested are absolutely more essential in order to meet strategic goals for both FAMU and FSU. This new funding will enable the College to grow to the next level and compensate for nearly a decade of underinvestment.

1) Additional Joint College Faculty Researchers (\$1 million Salary/\$300,000 Benefits)

The recruitment of 8 researchers of the highest quality are essential for the Joint College of Engineering to deliver the education and impact needed by the State of Florida, while increasing its reputation to the benefit of graduates and the region.

- Faculty in sensors and biomaterials for healthy aging (“aging in place”) will require technology for medical devices and sensors that would leverage existing strengths at the college, the FSU School of Medicine and the FAMU School of Pharmacy.
- Faculty in materials for aerospace: ultra-light and strong materials are critical to the development of a growing commercial aerospace industry, and to entrepreneurial approaches for efficient high-speed transportation. Through the college, both FAMU and FSU are funded for deep space development, and new faculty will enable us to seek larger funding opportunities.
- Faculty in robotics: robotics has growing applications to improve manufacturing efficiency, assist loss of function in people, and expand the

capabilities of networked devices, popularly known as the “internet of things.” We will strengthen our industry standing through additional hiring in the area of controls expertise within mechanical and electrical engineering.

- Faculty with expertise in resilience and sustainability including storm related resilience, efficient and safe transportation systems suited for evacuation and quick recovery, and pandemic resistance. We will be seeking to add to our expertise in civil and environmental, industrial and biomedical engineering.
- Faculty in cybersecurity for energy resilience: the development of sustainable energy is vitally important to the state, and beyond to the global marketplace. We would expand on our strength in power systems to design a robust renewable energy “microgrid” and enhance the systems side of renewable energy capture, storage, and transportation.
- Additional faculty to complement those listed above.

2) Start-up Resources & Research Equipment for Faculty (\$2.5 million)

- Universities must provide “start-up” packages to attract outstanding researchers, provide the resources they need to succeed in their research, and add to the capabilities of the college in research and education.
- Packages include funds for equipment, laboratory renovation and for technician support. Faculty hires will require an average of \$600,000 each, numbers based on averages of ACC engineering schools shared by the ACC Deans council. We hope we will be able to keep these costs down, but the packages in engineering will need to be competitive to hire faculty with the desired credentials.
- Faculty hired in the College of Engineering embrace the interconnected missions of teaching, research and service. New faculty and capabilities expand the learning and career opportunities for students, and add to entrepreneurial capabilities in the community and the state.
- Research activity is essential to the mission of a leading engineering school, and benefits the students who need access to state of the art tools and ideas. The state benefits from the best trained students, and from the entrepreneurial culture that is fostered. Start-up investments are leveraged many-fold through the external funding attracted by top faculty. Recurring funding is needed to address continuing need for faculty replacement and equipment obsolescence.

3) Support for Undergraduate Student Success (\$1,374,000)

- Salary & Benefits (\$280,000 Salary/\$84,000 Benefits)
 - These activities require the hiring of four dedicated staff members for advising and mentoring.

- **Non-Salary Expenses Related to Student Success (\$1,010,000)**
 - *Retention:* To improve the retention rate of students we must provide bridge programs and peer-based tutoring to prepare students for pre-engineering science and math needs and ensure their success.
 - *Successful transfer into major:* Nearly 50 percent of incoming undergraduates fail to continue on to the major, and transfer to other majors or drop out. Enriching the pre-engineering experience with major-based projects and activities will increase the motivation of students and the successful transfer rate.
 - *Reduce time to degree:* After transferring from pre-engineering the graduation rate is over 70 percent but the time to graduation on average exceeds 4 years. Flexibility through the provision of more courses in each semester, and online courses, will reduce the average time to degree and improve the 4-year graduation rate.
 - *Recruiting:* additional resources for recruiting will encourage talented and well-prepared students to enroll in the College of Engineering. In addition, we aim to connect with talented high-school students in their junior year to secure their interest and guide them to make full use of their senior year for pre-engineering preparation.
 - *Internships:* internships and co-ops are very attractive to students and employers, and the experiential learning helps students find better higher-paid positions and gives employers better calibration of a potential employee's skills. Strengthening experiential learning will increase the graduation rate.

These activities require the hiring of four dedicated staff members for advising and mentoring, along with the renovation and equipping of three new laboratories for design projects, and the expansion of online distance learning capabilities.

4) **Strengthen Graduate Student Programs (\$641,000)**

- **Salary & Benefits (\$70,000 Salary/\$21,000 Benefits)**
 - These activities require the hiring of one dedicated staff member for advising and mentoring.
 - **(\$550,000)** Graduate students provide the highly-skilled labor for engineering firms in Florida, provide a backbone for in-house research efforts, and leverage the opportunities for undergraduates to engage in research activities. In turn, undergraduate research, a best practice at top engineering schools, exposes engineering undergraduates to exciting

“beyond the textbook” experiences that will strengthen their abilities and marketability. Funds will support student fellowships to recruit the best talent and support a staff member to assist in coordination and recruiting.

5) **Retention and Vitality (\$590,000/106,000 Benefits)**

- Faculty continuity and retention are essential to growth of the college. In order to retain the best and brightest faculty select faculty salaries must be adjusted to assure retention of those individuals. Using the Oklahoma State University Survey of 114 public research universities, the college of engineering salaries are lower than the average for comparable disciplines, making our best faculty targets for poaching by other institutions.
- The cost to the state of Florida to replace lost faculty leaders is much higher than retaining existing faculty, since new faculty also require significant start-up investments and their productivity takes a few years to reach full potential because of the disruption in establishing a new research laboratory.
- Because of the unique joint nature of the college of engineering there are some inequities between the faculty at the two institutions that must be addressed in order to improve morale. In the 2017-2018 additional allocation from the state we were able to address immediate inequities - in 2018-19 we used the joint college funds to offset the inequities therefore eating away at our operating budget - these additional funds would permit us to continue this process through the following three years.
- Salary adjustments would not be across the board - adjustments would be made based on a review of performance of faculty in teaching and research relative to peers at other institutions.

II. Return on Investment - *Describe the outcome(s) anticipated, dashboard indicator(s) to be improved, or return on investment. Be specific. For example, if this issue focuses on improving retention rates, indicate the current retention rate and the expected increase in the retention rate. Similarly, if the issue focuses on expanding access to academic programs or student services, indicate the current and expected outcomes. University of Distinction proposals should also address the requirements outlined in the separate guidance document.*

These additional resources will allow each of the two universities to improve on several key performance metrics: academic progress rates, graduation rates, production of undergraduate and graduate degrees in areas of strategic emphasis, employment and salary outcomes for students, and metrics related to research and grant production. Specifically:

- Increase (by 100 students annually) the number of bachelor’s and advanced degree graduates in the strategic STEM research areas of energy,

biomedical engineering, environmental sustainability, transportation and energy, with graduates better prepared for success in industry due to improvements in advanced training.

- Significant increases (by 1000 graduates over five years) in the number of degrees awarded in the core engineering disciplines of civil, chemical, biomedical, electrical, computer, industrial and mechanical engineering – all engineering areas of strategic and critical importance to the state.
- Graduates earning higher wages based on their marketability and fit to areas of strategic interest and importance in the engineering profession.
- Improve the research focus and outputs in the form of patents, startup companies and commercialization of research products in the identified strategic areas for the faculty positions.
- Assist the state in diversifying its energy portfolio and meeting its goals with respect to biomedical research, environmental sustainability, aerospace and robotics.
- Enhance the business climate by attracting companies to Florida with significant research interest in the identified strategic areas - especially companies in the energy and power, materials, biomedical, environmental, robotics and medical devices fields.
- Retain engineers produced in Florida to stay and work for Florida’s growing field of technology-based companies.
- Support the state’s leading tourism and agricultural industries through additional research and interactions with companies doing business in Florida, by supporting sustainable infrastructure, aging in place, medical devices and aerospace.

III. Facilities *(If this issue requires an expansion or construction of a facility, please complete the following table.):* **NOT APPLICABLE.**

	Facility Project Title	Fiscal Year	Amount Requested	Priority Number
1.				
2.				

2021-2022 Legislative Budget Request

**Agricultural Research, Education and Training in
Support of Florida's Agricultural Industry - Brooksville**

**State University System
Education and General
2021-2022 Legislative Budget Request
Form I**

University(s):	Florida A&M University
Request Title:	Agriculture Research, Education and Training in Support of Florida's Agricultural Industry
Date Request Approved by University Board of Trustees:	
Recurring Funds Requested:	\$600,000
Non-Recurring Funds Requested:	\$1,600,000
Total Funds Requested:	\$2,200,000
Please check the issue type below:	
Shared Services/System-Wide Request	<input type="checkbox"/>
Unique Request	<input checked="" type="checkbox"/>

- I. Description** - 1. Describe the service or program to be provided and how this issue aligns with the goals and objectives of the strategic priorities and the 2020 University Accountability Plan established by your institution (include whether this is a new or expanded service/program). If expanded, what has been accomplished with the current service/program? 2. Describe any projected impact on academic programs, student enrollments, and student services. University of Distinction proposals should also address the requirements outlined in the separate guidance document.

In September 2015, the U.S. Department of Agriculture - Agricultural Research Service (USDA-ARS) transferred 3,800 acres of farmland in Brooksville, Florida, to Florida A&M University (FAMU); one of the largest transfers of its kind to a Historically Black College and University, and to one of the 19 historically black land grant universities established under the Second Morrill Act of 1890. The land transfer includes 19 buildings containing 2,830 square feet of laboratories, 3,600 square feet of office space, and a variety of other support structures, constructed between 1932 and 1987. From this land transfer, FAMU has created the Brooksville Agricultural and Environmental Research Station (BAERS). As outlined in the University's 2017-2022 Strategic Plan (*FAMU RISING*), the University's overall vision is to establish BAERS as a venue where innovative research, education and training can be conducted, validated and developed for the benefit of Florida's agriculture economy and citizens. This effort is perfectly aligned with FAMU's land-grant mission, and supports the University's strategic priorities to provide high-impact research,

outreach and extension services.

To date, the University has invested approximately \$1.4 million to upgrade facilities and enhance the BAERS research infrastructure. The University also provides an additional \$750,000 annually in support of operating expenses and administrative support. FAMU has made significant investments in BAERS, however, due to the University's limited resources, legislative funding support is needed to fully establish the site in alignment with the vision. In light of these needs, FAMU is requesting \$2.2 million to support and enhance agriculture research and technology transfer of new farming techniques to small farmers in the local community and around the state. The primary goal is to assist new and beginning farmers and ranchers, through research, education, and extension of knowledge to meet Florida's agricultural needs for coming generations. These funds will help contribute to the State's workforce and innovation goals, support enhancement to the agriculture industry, and stimulate economic development.

The specific activities and services that will be provided to meet the intended purpose of the requested funding include natural resource research, education and training activities and programs for small farmers, new and beginning farmers and ranchers, veterans, Native American Indians, women and other minorities. Areas of service and activities include precision agriculture, hay production, grazing systems research, organic farming, livestock production and management, aquaculture, aquaponics, renewable energy, bioprocessing and product development research, and entrepreneurship development.

Specifically, the Brooksville Agricultural and Environmental Research Station will be used to:

- Create a system of support for small farmers, beginning farmers and ranchers, veterans, women, and minorities;
- Conduct activities that include natural resource research, education and training activities and programs for small farmers, new and beginning farmers and ranchers, veterans, Native Americans, women, other minorities and students;
- Enhance FAMU's capacity and ability to conduct essential research that will lead to new discoveries and the development of new economic crops such as industrial hemp, and livestock that will empower our stakeholders to farm more efficiently;
- Assist FAMU in verification and validation of new production technologies such as precision agriculture, best management practices, and special demonstrations that will attract top national agriculturalists and researchers;
- Collaborate with the Florida Black Farmers and Agriculturalist Association;
- Create land-based economic opportunities that will enable the

Brooksville/Hernando areas to be economically viable and self-sustaining;

- Develop training programs focused on promoting sustainable agriculture; and
- Develop innovative solutions to the world's food production, food safety, and food security problems.

**E. Infrastructure and Capacity Enhancements
(Total Non-Recurring) \$1.6 million**

*Farm, Research and Landscaping Machinery and Equipment
(\$930,000 Non-Recurring)*

Farm machinery and equipment, tools and supplies for maintenance of agricultural machinery, and equipment and landscaping maintenance equipment are needed for land preparation for crop production; hay production and harvesting; conducting agricultural and natural resources research; demonstration activities related to training beginning farmers and ranchers; and maintaining the landscape and aesthetics of the BAERS property. The funding requested consists of \$930,000 for the following:

- Four (4) tractors (\$230,000);
- Tools and equipment for hay production and crops (\$300,000);
- Two small tractors with tillers (\$90,000);
- Agricultural equipment for professional personnel (\$50,000); and
- Backhoe tractor (\$260,000).

*Small Animal Building and Sheds
(\$130,000 Non-Recurring)*

It is imperative that animals used in research projects be secure and protected so that no external variable has any undue influence over the research results. The small ruminant barn allows for the treatment station, an appropriately secure area from dogs and coyotes. It will also serve as a shelter during adverse weather conditions. Ultimately, it is a teaching and learning laboratory. The funding requested consists of \$130,000 for the following:

- Weather station/equipment (\$5,000);
- Feed lot trough covering (\$50,000); and
- Construction, small ruminant barn (\$75,000).

*Herds, Crops, and Demonstration Projects
(\$190,000 Non-Recurring)*

The requested funds are for the purchase of sheep, goats, cattle and poultry. The Research Station will use these animals to study the impact of pasture grazing on carcass development, birth weights, weaning mortality, and successive cycles of live births. The climate on Chinsegut Hill varies because of elevation. The weather station allows us complete knowledge of the weather and its impact. The funding requested consists of \$190,00 for the following:

- Herds of cattle, goats, and sheep (\$80,000);
- Livestock project (\$35,000); and
- Crop demonstration projects (\$75,000).

*Construction of Wells and Water Lines
(\$350,000 Non-Recurring)*

The water lines on Robins Donation 1, Bankhead Jones 1 and 2 are between 65 and 75 years old and are rusted and corroded beyond further use. There are cattle and sheep and goat pasture land that could be without water. The lines cannot be repaired because of the age and condition of the pipes. During the time BAERS was vacant, the rate of corrosion accelerated. This funding would allow for an update of the water system for three of the four parcels of land. Without a complete upgrade to water supply system it is impossible to maintain predictable animal or plant life on BAERS.

F. Personnel
(Total Recurring) \$600,000

*Staffing
(\$600,000 Recurring)*

Appropriate personnel are needed to successfully manage the BAERS; conduct agricultural and natural resource research; and implement educational programs. Proposed personnel and salaries include the following:

- Four farm Technicians (\$210,000);
- Three research scientists - Plant Science, Animal Science and Entomology (\$330,000); and
- One Research Data Manager (\$60,000).

II. Return on Investment - Describe the outcome(s) anticipated, dashboard indicator(s) to be improved, or return on investment. Be specific. For example, if this issue focuses on improving retention rates, indicate the current retention rate and the expected increase in the retention rate. Similarly, if the issue focuses on expanding access to academic programs or student services, indicate the current and expected outcomes. University of Distinction proposals should also address the requirements outlined in the separate guidance document.

- Enhanced agricultural and natural resource research and training capabilities contribute to the state's workforce and innovation goals by providing opportunities for specialized populations, such as minority farmers, small farmers, veterans, Native Americans, women, and beginning farmers and ranchers, interested in farming and agricultural sciences;
- A system of support for new and beginning farmers and ranchers, veterans, minorities and women;
- Land-based economic opportunities that will enable the

Brooksville/Hernando areas to be economically viable and self-sustaining;

- Farmer education and training, student engagement, and clinical experiences to enhance the transferability of learning;
- Innovative solutions to the world’s food production, food safety, and food security problems;
- Smart and sustainable agriculture demonstrations where best management practices combine with next generation technologies to optimize yield and economic value in the face of environmental variability; and
- Public partnerships and linkages that will enhance the quality and reach of the University.

III. Facilities (If this issue requires an expansion or construction of a facility, please complete the following table.): **NOT APPLICABLE.**

	Facility Project Title	Fiscal Year	Amount Requested	Priority Number
1.				
2.				

Florida A&M University Efficiencies

2021-2022 LBR



University Efficiencies

Please describe three monetary or non-monetary operational efficiency efforts made, currently underway, or planned at your university within the past year that seeks to enhance the quality, effectiveness, and efficiency of processes that affect the students on your campus.

The efficiency efforts may include numerous approaches such as, but not limited to, cost avoidance, cost containment, eliminating duplicative efforts, or optimizing available resources.

1. Florida A&M University is currently implementing Oracle's Student Financial Planning (SFP) service, our next generation Financial Aid solution. SFP is a cloud-based financial aid system that manages each student's financial plan individually, automatically, and in real-time; providing visibility into their entire program, supporting better informed financial decisions and optimizing student outcomes. The Vocado Oracle solution is our first step towards a full cloud solution for an Enterprise Resource Planning module. Vocado improves our efficiency by reducing the turn-around time currently needed for processing financial aid. Improvements in efficiency are accomplished by real-time synchronization of government systems required for processing financial assistance by matching qualification criteria in real-time. Matching qualification criteria reduces documentation required for submission by students and parents. The real-time verification of eligibility improves our annual audits by reducing the need for manual review of eligibility. Value-added services, such as customer satisfaction, is significantly enhanced.

2. With the tremendous support of the Florida Legislature during the 2019 Legislative Session, \$24.8 million was allocated to complete the FAMU Center for Access and Student Success (CASS). The CASS will establish a one-stop-shop for recruitment, admissions, financial aid, enrollment and other services to assist students with a multitude of unique challenges. The 85,000-square-foot building is projected for completion in Fall 2020. Greater accessibility to essential services will help to accelerate the University's progress toward achieving targeted student success outcomes including:
 - Improving confidentiality and access for students with disabilities;
 - Enhancing confidentiality and access for mental health counseling services;
 - Refining career and professional development services;
 - Creating a conducive environment for veteran support services and veteran affairs; and
 - Improving business processes in critical student support service departments.

3. Florida A&M University continues to leverage technology to improve the effectiveness and efficiency in the delivery of key business processes related to Human Capital Management. The University will be implementing the ePerformance module within People Soft for online management of the performance evaluation process for staff employees. It is the practice of Florida A&M University to communicate job performance expectations and management's evaluation of the employee's job performance to Administrative and Professional (A&P) employees, including Executive Service, and University Support Personnel System (USPS) employees. The online performance management system will streamline the review process, support accountability for completion, integrate best practices and ensure that performance management of our staff employees is efficient, effective, timely, meaningful and productive. This implementation is in alignment with the FAMU Strategic Priority No. 6, to build and maintain a "First-Class Business Infrastructure," in support of the mission and vision of the University.

2021-2022 Legislative Budget Request

**Universities of Distinction:
Improving 21st Century Health and Wellness**

**State University System
Education and General
2021-2022 Legislative Budget Request
Form I**

University(s):	Florida A&M University
Issue Title:	Improving 21st Century Health and Wellness
Date Issue Approved by University Board of Trustees:	
Recurring Funds Requested:	\$6 million
Non-Recurring Funds Requested:	
Total Funds Requested:	\$6 million
Please check the issue type below:	
Shared Services/System-Wide Request	<input type="checkbox"/>
Unique Request	<input checked="" type="checkbox"/>

- I. Description** - 1. Describe the service or program to be provided and how this issue aligns with the goals and objectives of the strategic priorities and the 2020 University Accountability Plan established by your institution (include whether this is a new or expanded service/program). If expanded, what has been accomplished with the current service/program? 2. Describe any projected impact on academic programs, student enrollments, and student services. University of Distinction proposals should also address the requirements outlined in the separate guidance document.

SUMMARY

Florida A&M University is requesting **\$6 million** in recurring funding via the Universities of Distinction program to support strategic investments in the areas of Public Health and Health Administration. The graduate programs are areas of strength for the University and are poised to achieve sustained excellence at the state and national levels with an infusion of Universities of Distinction funding. As outlined below, these investments will facilitate FAMU's focus on **Improving 21st Century Health and Wellness** and lead to increased: 1) program rankings; 2) production of high-quality graduates to meet Florida's critical workforce needs; 3) research productivity and scholarly output; and 4) community collaborations and partnerships to build healthy sustainable communities through disease awareness, prevention, and intervention. These program enhancements in turn will provide a significant return on investment, by enhancing Florida's capacity to provide high quality healthcare and services to its diverse and aging citizenry.

Section I:

FAMU Universities of Distinction Project Framework and Rationale

The modern healthcare system has become one in which interdisciplinary teams represent complex entities who are increasingly asked to innovate, lead change, maximize work quality and efficiency to address challenges to public health, the healthcare service arena, and the health profession. To help address these challenges, Florida A&M University (FAMU) has identified a unique area of strength where it will focus on **Improving 21st Century Health and Wellness** by leveraging its high-level graduate programs in Public Health and Health Administration as a University of Distinction. Three specific academic programs have been identified that will work synergistically towards Improving 21st Century Health and Wellness in the State of Florida.

1. Doctor of Public Health (DrPH)
2. Master of Public Health (MPH)
3. Master of Health Administration (MHA)

FAMU's approach to Improving 21st Century Health and Wellness is guided by the goals and priorities outlined in FAMU's 2020 Accountability Plan and 2017-2022 Strategic Plan (*FAMU Rising*), which are aligned with the State University System's Strategic Plan. Outcomes from this initiative will result in the production of a more highly qualified workforce to meet the demands of today's public sector and healthcare industry. Specific to the State of Florida, foci of the initiative will be geared towards:

- Enhancing methods of disease prevention, health promotion, awareness, intervention, and community-participatory research (Public Health);
- Increasing efficiency and effectiveness in the management of health services (Health Administration); and
- Developing enhanced inter-professional collaboration and training initiatives with integrated practical and simulated experiences designed to improve overall health outcomes in the 21st century (Integration of Public Health and Health Administration).

Inter-professional collaborations allow public health professionals and healthcare managers to engage in protecting and improving the health of people and the communities in which they live; promoting healthy lifestyles, researching disease and injury prevention; and detecting, preventing and responding to critical health issues. Essential components to inter-professional collaboration include educational training that incorporates practical experiences for faculty and students, either through authentic on-site encounters in a face-to-face environment or through multi-disciplinary simulations that enhance skill proficiency and promote teamwork in the delivery of health care. Through this initiative, FAMU will increase opportunities for students to be actively immersed and engaged as developing professionals groomed in a multifunctional and interdisciplinary environment that exemplifies the scholarship of teaching and learning, allowing faculty and

students from both public health and health administration to engage in learning and evaluation simultaneously.

Table 2 – Alignment of Proposal with Key Goals of Universities of Distinction

Key Goals of Universities of Distinction	Alignment of FAMU’s Proposal for Improving 21st Century Health and Wellness
Focuses on a core competency unique to the State University System and one that achieves excellence at the national or state level.	<ul style="list-style-type: none"> ▪ Focuses on Health programs (core competency for SUS and FAMU). ▪ Targets goals to achieve excellence at state and national levels via rankings and recognitions for program quality, diversity, and affordability.
Meet state workforce needs now and into the future, including needs that may further diversify Florida’s economy.	<ul style="list-style-type: none"> ▪ Addresses critical workforce needs in the healthcare industry including: <ul style="list-style-type: none"> ➢ Servicing Florida’s aging population; ➢ Servicing underserved populations; and ➢ Producing highly trained workforce.
Fosters an innovation economy that focuses on areas such as health, security and STEM.	<ul style="list-style-type: none"> ▪ Contributes to diversification of Florida’s Health economy via production of highly trained graduates equipped to address emerging need to offer healthcare services in both institutional and non-hospital homecare settings.

Section II:

Overview of FAMU’s Public Health Programs

The field of Public Health focuses on improving and protecting community health and well-being, with an emphasis on prevention among large groups of people. Significant progress has been made in the past century in improving health and longevity through public health interventions and advances towards high-quality healthcare. However, fundamental challenges still exist as key factors that significantly influence overall health and well-being for many members of society; particularly outcomes related to racial and ethnic disparities. (Public Health 3.0: A Call to Action for Public Health to Meet the Challenges of the 21st Century, 2019).

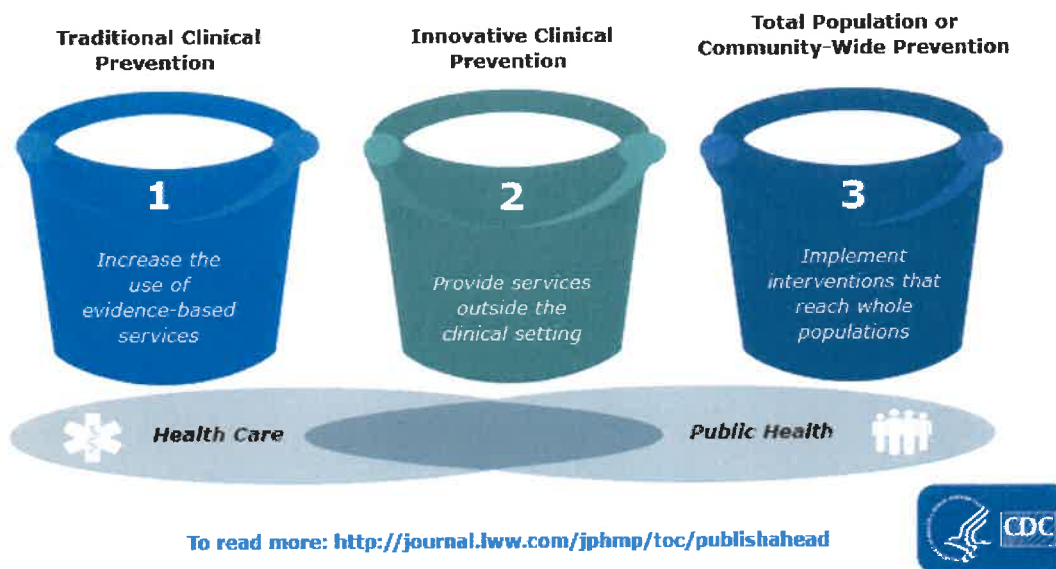
Fortunately, many programs, such as FAMU’s DrPH and MPH are working to influence these determinants both by producing more graduates (especially minorities) trained to effect change and bring added value in disciplines that address workforce shortages. FAMU public health professionals are uniquely qualified to conduct research and build collaborative partnerships with local

communities that focus on effective methods for increasing awareness and implementation of primary prevention and disease intervention measures.

Leveraging the competencies of FAMU Public Health programs increases opportunities to more directly impact healthcare by integrating the three distinct areas of prevention as provided in the Center for Disease Control and Preventions' framework Public Health 3.0. The CDC developed this framework in response to a transforming system of healthcare that typically focused on episodic, non-integrated care towards one that integrates healthcare and public health to effect substantial change in lasting health for individuals, communities, and populations. The integration is conceptualized using three "buckets" of prevention-traditional clinical prevention interventions, interventions, and extend care outside the care setting, and total population or community-wide interventions. (*Healthy People 2020*, U.S. Department of Health and Human Services).

FAMU public health programs work in concert with this model as graduates are trained to develop non-clinical, community approaches using evidence-based research to help build sustainable, healthy communities outside of the clinical setting and that affect total populations.

Figure 1 – Center for Disease Control Public Health Framework



Source: <https://nam.edu/public-health-3-0-call-action-public-health-meet-challenges-21st-century/>

Evidence of FAMU's Public Health programs that have directly impacted the public health sector can be seen in recent events in response to the global pandemic COVID-19. FAMU's Institute of Public Health faculty have been directly involved in state and local efforts to help combat the rapidly growing pandemic in the United States. On April 25, 2020, Florida A&M University opened its Bragg

Stadium as a walk-up COVID-19 testing site to assist Tallahassee's Southside community in the fight against the pandemic. FAMU in partnership with Bond Community Health Center organized the site, with logistical and other support from the Florida Department of Health and the Florida Department of Management Services. The Leon County Health Department is also a partner.

Since its opening, nearly 24,000 people have been tested for COVID-19. Our community partners have noted its success and have been very pleased with the outcomes, particularly the services provided to Tallahassee's Southside, where FAMU is physically located. "What we are doing is within the mission of FAMU and the Bond Community Health Center," said Harris, who is director of the FAMU Institute of Public Health. "This is a huge team effort. I am elated to see the outpouring of support." The site was initially scheduled to operate for a few weeks. However, it remains open due to the demand to serve Leon County and its constituents. "It is vital that this site remains open," said Dr. Temple Robinson, CEO of Bond Community Health Center, a partner in operating the site. "There are so many people we have yet to reach in the Tallahassee area who need to be tested." The site will remain open for the foreseeable future in an effort to combat the COVID-19 pandemic with essential services provided by the FAMU Institute of Public Health, FAMU faculty, staff, and community partners.

A. Public Health (DrPH, MPH) Program Profile

The FAMU Institute of Public Health (IPH) was founded in 1995 and is housed within the College of Pharmacy and Pharmaceutical Sciences & Institute of Public Health. IPH was established to address disproportionately affected populations, experiencing adverse health outcomes such as heart disease, stroke, cancer, diabetes, infant mortality, HIV/AIDS and environmentally related conditions. Its mission is to develop and produce culturally competent public health practitioners and leaders through graduate training, research and service. Focus areas of the program are: (1) Disease Intervention, Prevention and Awareness; and (2) Community-Based Participatory Research (CBPR).

The FAMU Public Health programs, through the expertise of its faculty, have collectively over 236 years of experience in teaching, research, and service and are continuously contributing substantially to the state of health in Florida through local and state-wide community partnerships. The program is the first DrPH degree program to be offered by a Florida institution of higher learning. Since its founding, the program has grown and distinguished itself as one of FAMU's signature and most impactful health programs. Since the graduation of the first DrPH student in 2008, 46 students have been conferred with the DrPH. The MPH program has graduated 446 students since 2004. Since its inception, the FAMU IPH has garnered over \$15 million in total extramural funds (includes committed funds

for outlying years) through the success of the faculty in obtaining federal and state contracts and grants.

B. Strengths of FAMU's Master of Science in Public Health (MPH) and Doctor of Public Health (DrPH) Programs

FAMU's academic programs in the Institute of Public Health (IPH) are highly productive and successful and are major strengths for the University. As noted below, these programs play a critical role in helping the University fulfill its mission, which includes a dedication to the "empowerment of citizens and communities."

- IPH supports FAMU's long-standing focus and commitment to conducting research and producing graduates to address health disparities and issues that disproportionately impact minority populations.
- IPH currently plays a critical role in the nation's effort to reduce the spread of COVID-19. FAMU faculty are actively engaged in daily testing through the Florida A&M University-Bond Community Health Center COVID-19 Testing Site since its opening April 25, 2020. The site has tested nearly 24,000 individuals.
- IPH aligns with the Strategic Priorities of the State University System to increase the production of highly qualified graduates in STEM and health disciplines to meet Florida's workforce needs. More than 90 percent of IPH graduates are African American, which demonstrates the ability of the programs to address diversity needs in the workforce and produce graduates who are committed to providing health services to underserved populations.

C. Program-Specific Rankings

FAMU master's level program in Public Health is currently ranked within Florida and nationally, and program faculty are striving to reach a designation of excellence in this program by increasing its existing rankings.

- Master of Public Health ranked No. 35 by MPH Online as one of the best MPH Programs in Florida (Source: <https://www.mphonline.org/top-online-masters-in-public-health-programs/>)
- MPH ranked in the top 30 nationally for most affordable online MPH programs in 2018 (Source: <https://www.bestvalueschools.com/cheap/online/mph-degree-programs/>)
- IPH ranked 113th nationally (tied with FSU) in the 2019 U.S. News Rankings of "Best Public Health Schools." This ranking placed IPH above two other SUS institutions (UNF and UWF), and below three others (USF, UF, and FIU).
- MPH ranked #5 of Most Affordable Online MPH Programs in 2017 (Source: <https://www.mphonline.org/cheapest-online-mph/>)

Universities of Distinction funding will assist in elevating FAMU’s Public Health programs to excellence at the state and national levels, as reflected below:

- Become a top 75 program nationally;
- Become a top 3 program in Florida; and
- Become a top 20 program nationally for affordability.

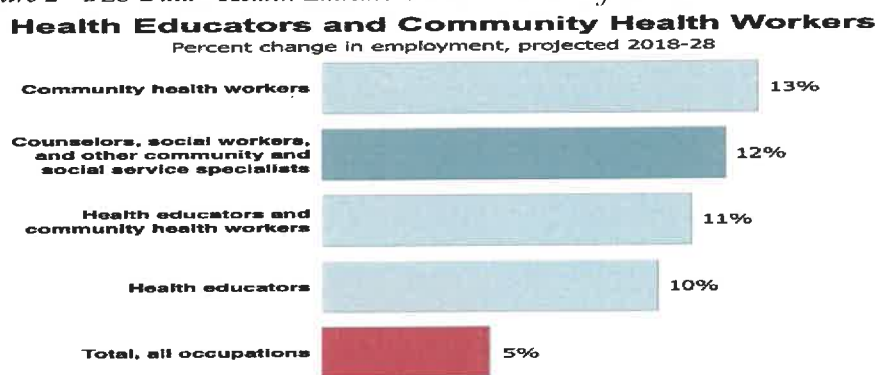
Universities of Distinction funding will also enhance the University’s ability to increase community partnerships that target disease prevention and awareness. Specifically, the programs in Public Health are seeking to contribute to the overall health and wellness in the State of Florida through:

- Expanding initiatives and research to help combat the global pandemic COVID-19 (Years One and Two);
- Expanding current initiatives of conducting community-wide assessments in Leon and Gadsden counties to determine gaps in community public health needs (Year One);
- Increased collaborations with agencies to address the problem of childhood obesity (Year One);
- Expanding partnerships with counties in Florida to address environmental health concerns (Year One); and
- Increased collaborations to provide disaster management and emergency preparedness outreach (Improvement Over Time).

D. Workforce Demand for Public Health Professionals

Job outlook for public health professionals overall is growing nationally and in the State of Florida, particularly as governments and health agencies try to reduce cost and favor practices that focus more on preventive care and teaching communities how to sustain good health. Bureau of Labor Statistics (2018) data reports that employment for health educators and community workers is projected to grow by 11 percent between 2018 and 2028, much faster than the average for all occupations.

Figure 2 - BLS Data - Health Educators and Community Workers



Note: All Occupations Includes all occupations in the U.S. Economy.
Source: U.S. Bureau of Labor Statistics, Employment Projections program

The job outlook for Public Health professionals in the State of Florida is also impressive. Information from O*NET shows data for some of the top occupations in public health with a bright outlook. A review of the top five occupations, which are listed below, reveals that the projected growth for the State of Florida ranges from an average of 5 percent to 15 percent from 2016-2026.

1. Occupational Health and Safety Specialists
2. Health Educators
3. Medical and Health Services Managers
4. Community Health Workers
5. Health Specialties, Teachers, Postsecondary

Source: <https://www.onetonline.org/find/quick?s=public+health>

BLS data (2020) also shows Florida ranked as one of the top five states with the highest employment level of health educators and community health workers.

Table 2 – Employment of Health Educators, by state, May 2019 (BLS)

State	Employment	Employment Per Thousand Jobs	Hourly Mean Wage	Annual Mean Wage
California	7,230	0.42	\$31.15	\$64,790
New York	4,360	0.46	\$28.11	\$58,460
Florida	3,030	0.34	\$28.73	\$59,760
Georgia	2,810	0.57	\$41.40	\$86,110
Texas	2,530	0.23	\$26.23	\$54,560

Source: <https://www.bls.gov/oes/current/oes211091.htm#st>

Table 3 - Employment of community health workers, by state, May 2019 (BLS)

State	Employment	Employment Per Thousand Jobs	Hourly Mean Wage	Annual Mean Wage
New York	7,750	0.81	\$21.65	\$45,040
California	5,720	0.33	\$23.79	\$49,480
Florida	3,120	0.36	\$20.07	\$41,750
Massachusetts	3,090	0.85	\$22.08	\$45,920
Texas	2,900	0.23	\$19.89	\$41,360

Source: <https://www.bls.gov/oes/current/oes211094.htm#st>

Because of the versatility in the public health sector, MPH and DrPH graduates can work in a variety of fields within public health with median salary ranges from \$33,000 - \$162,000 annually.

Table 4 – Public Health Occupations – Wages, Employment, and Projections

Occupation	Median Salary May 2018	% Growth by 2022
Epidemiologists	\$69,660	5%
Community Health Workers	\$39,540	13%
Environmental Scientists and Specialists	\$71,130	8%
Health Educators	\$54,220	10%
Medical and Health Services Managers	\$99,730	18%

Healthcare Social Workers	\$56,200	17%
Mental Health and Substance Abuse Social Workers	\$44,840	18%

Source: <https://www.publichealthdegrees.org/highest-paid-public-health-jobs>

FAMU’s graduate programs in Public Health train graduates for each of the above occupations. Specifically, the MPH and DrPH have areas of specialties as listed below:

- Behavioral Science (MPH, DrPH);
- Health Education (MPH, DrPH);
- Epidemiology and Biostatistics (MPH, DrPH);
- Environmental Occupational Health (MPH); and
- Health Policy Management (MPH).

Salaries for FAMU graduates of Public Health fall near or within the range of occupational salaries shown above and the mean range (\$39,930 - \$54,520) for community and health workers in the State of Florida for 2018. Graduates with doctoral degrees are employed at higher rates. Data from the Florida Education and Training Placement Information Program (FETPIP) reports salaries on FAMU graduates employed in the State shows the following.

Table 5 - FAMU MPH and DrPH Graduates' Salaries (State of Florida)

	2014-15	2015-16	2016-17	2017-18
MPH	\$37,432	\$43,800	\$39,388	\$34,256
DrPH	\$68,488	\$69,716	\$55,628	N/A

Source: FETPIP, 2014-2018, <http://www.fldoe.org/accountability/fl-edu-training-placement-info-program/state-university-reports.stml>

The demand for public health professionals has further heightened due to current events and the rapidly spreading coronavirus. Much emphasis has been focused on frontline clinicians, intensive care, acute care, and emergency department capacity of hospitals, which are essential in caring for moderate and severe cases. In addition, community and public health professionals, epidemiologists and other public health workers in state and local governments are essential at this time (*Emerging Health Workforce Strategies to Address COVID-19*). Individuals in with a background in public health may be responsible for conducting rapid case identification and trace contacts for COVID-19 testing, isolation of confirmed cases, and quarantine of individuals who have been in close contact. With a

background in these disciplines, graduates of public health can aid states and counties in their efforts for keeping milder COVID-19 cases at home and towards maintaining health care services to reduce the burden on hospitals. FAMU's MPH and DrPH trained graduates that are highly qualified to work in these capacities and help address the growing pandemic.

Section III: Overview of FAMU's Health Administration (MHA) Program

A. Master of Health Administration (MHA) Program Profile

The Master of Health Administration (MHA) degree program was established at FAMU in 2000 with the first class in 2001. The program is designed to provide the necessary skills for those seeking leadership management careers in a variety of public, private nonprofit, and for-profit health care organizations, including, but not limited to, hospitals, long-term care organizations, integrated delivery systems, insurance firms, medical group practice, ambulatory care organizations, mental health agencies, public health, managed care, and health care consulting. The program seeks to improve the quality of health services by providing a competency-based, comprehensive graduate education in health administration through excellence in teaching, research, and service to the community.

FAMU MHA faculty have over 95 years of collective experience in healthcare, teaching, research, and service, which adds depth and breadth to the quality of training for our graduates. The program has graduated 155 students since inception.

B. Strengths of FAMU's Master of Health Administration (MHA) Program

Changes in a diverse nation and growing economy are having a direct impact on the healthcare industry. With these changes come a number of challenges. As more individuals become qualified to lead in the healthcare field, a greater impact can be made to address the challenges of the 21st century. By the year 2030, the number of people over 60 years of age will increase by 56 percent. To accommodate this drastic change, organizations will need to continuously update their practices and have qualified health care leaders to manage operations and services. FAMU's Master of Health Administration contributes to meeting this growing demand by producing qualified graduates each year trained in health management and services. The MHA program also helps to diversify Florida's economy for health management and services occupation. Data from the U.S. Department of Health and Human Services (2018) shows that only 12 percent of managers in medical and health services in 2018 were Black/African American.

Table 6 - Medical and Health Services Managers by Race, 2019 (BLS)

White	Black or African American	Asian	Hispanic or Latino
79.0%	12.7%	5.7%	11.8%

Source: <https://www.bls.gov/cps/cpsaat11.htm>

Through this initiative, FAMU will also help to address a specific need as it relates to the management of nonprofit long-term care facilities, which will be in dire need as the U.S. and Florida work to resolve healthcare challenges stemming from the baby boomers' era and the current state of the nation as it continues to fight COVID-19. As part of its current offerings, the MHA program will enhance opportunities for enrolled students by providing unique experiences tailored to nonprofit healthcare facilities through the establishment of an Executive Residency Program for Nonprofit Organizations. A review of peer institutions with MHA programs reveals that none currently offer an Executive Residency Program specific to nonprofits.

The coronavirus pandemic has brought to light the need for greater focus on data and data analytics as the primary driver of decision-making. For example, an article by Kent (2020), stated, "data analytics tools will play a major role in mitigating the spread of the virus going forward" (<https://healthitanalytics.com/news/how-will-big-data-analytics-factor-into-the-next-phase-of-covid-19>). The MHA program is positioned to provide students with additional training in this high demand area of the health care industry.

Further evidence towards FAMU's distinct capacity for the design and delivery of relevant disease awareness, prevention and communication strategies are shown through the faculty's established record of excellence as it relates to research and collaboration. Such accomplishments include:

- Partnership with ACHE (American College of Healthcare Executives): The Division is a member of the ACHE Higher Education Network (HEN), which provides several benefits to students. The HEN is designed to assist health care management programs in mentoring the next generations of healthcare managers through an expanded support for student organizations. Through this partnership, FAMU faculty will continue to work with ACHE to plan and host local continuing education programs.
- Partnership with NAHSE (National Association of Health Services Executives): The Division has partnered with the NAHSE South Florida Chapter to create experiences for healthcare management students to gain an understanding of, and to interact with a variety of health care professionals, and to increase NAHSE visibility in Tallahassee by forming a leadership team, increasing memberships and hosting annual educational programs.

- The Director of the Division of Health Care Management, Dr. Juliet Weaver, is the co-editor for a special issue of the Journal of Health Administration Education focused on post-acute care.
- The MHA Coordinator, Dr. Marisa Lewis, received one of twelve grants awarded by the Medical Marijuana Education and Research Initiative to explore the knowledge and perceptions of community members specific to the compassionate use of marijuana.
- The Director of the Division of Health Care Management, Dr. Juliet Weaver, was appointed to Board of Directors for the Association of Undergraduate Programs in Health Administration.
- One of the largest healthcare systems in the U.S., Hospital Corporation of America (HCA), recruits FAMU MHA graduates for its Executive Residency Program. This program fast tracks students for executive positions in one of their many locations throughout the state of Florida. FAMU MHA graduates are highly sought after for the quality of their education and contribution to diversifying the health management and services industry.

C. Program-Specific Rankings

FAMU's Master of Health Administration is currently ranked amongst the top 10 programs in the State of Florida.

- Best Health Administration Colleges in Florida, 2020: Ranked 9 out of 169 (Source: <https://www.universities.com/find/florida/best/healthcare/health-administration>).
- Best Health Administration Colleges in Florida, 2019: Ranked 9 out of 169 (Source: <https://www.universities.com/find/florida/best/healthcare/health-administration>).

D. Workforce Demand for Health Administration and Services Professionals

According to the Bureau of Labor Statistics (BLS), health administration is one of the fastest-growing sectors, with a projected growth rate of 18 percent, much faster than average, between 2018 and 2028. This growth is heavily impacted by the large baby-boomer population and people who remain active later in life. Prospective administrators usually have experience in an administrative or clinical role in a hospital or other healthcare facility, which is also the case for MHA students at FAMU. A master's degree in healthcare administration (MHA), along with related experience puts one at the top of the career ladder in healthcare facility leadership in positions such as hospital administrators, HMO managers, and chief medical officers in prestigious surgical practices. These positions

command top dollar and demand the highest credentials. BLS reports that the median annual salary for health services managers is \$100,980 per year (<https://www.bls.gov/ooh/management/medical-and-health-services-managers.htm>). Other important roles in public health services include reputable agencies, such as the CDC (Centers for Disease Control), of which FAMU students have completed internships.

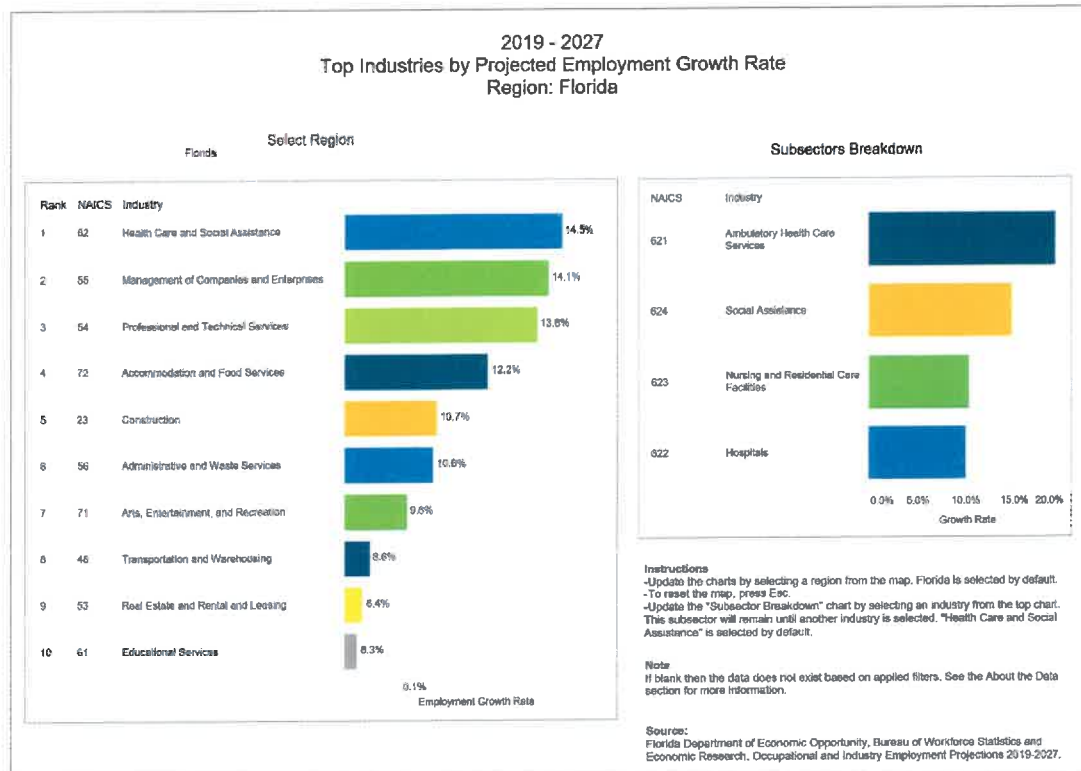


Figure 3 -- Fastest Growing Industries in Florida

Source: <https://floridajobs.org/economic-data/employment-projections/fastest-growing-industries>

Florida Department of Economic Opportunity, Bureau of Workforce Statistic and Economic Research (Occupational and Industry Employment Projections 2019-2027) also shows that Healthcare and Social Assistance is ranked number one as the fastest growing industry in this region, which includes occupations in hospitals, nursing and residential care facilities, and social assistance, where graduates of public health and health administration would seek employment.

Source: Florida Department of Economic Opportunity, Bureau of Workforce Statistics and Economic Research, Occupational and Industry Employment Projections, 2019-2027.

Specifically, the demand for hospitals will grow by 9.4% (n= 30,976), 10.4% for nursing and residential care facilities (n=19,961), and 14.9% (n=20,708) for social assistance between 2018-2026. Source: <http://www.floridajobs.org/workforce-statistics/data-center/statistical-programs/employment-projections>

Table 7 – Industries with the highest levels of employment for Medical and Health Services Managers

Industry	Employment	Percent of Industry Employment	Annual Wage Mean
General and medical surgical hospitals	121,120	2.18	\$122,460
Offices of physicians	43,800	1.69	\$107,530
Outpatient care centers	26,890	2.92	\$106,590
Nursing/skilled care facilities	24,770	1.54	\$93,680
Home health care services	21,690	1.50	\$97,170

Source: <https://www.bls.gov/oes/2018/may/oes119111.htm>

Data from FAMU graduates indicates that between 75-80 percent remain in Florida after graduation and are employed in positions directly related to their discipline in occupations as noted below.

Table 8 - Employment Sectors of FAMU MHA Graduates

EMPLOYMENT SECTOR	%FAMU GRADUATES
Hospital/Health System	25%
Veteran’s Administration	11%
Health Insurance	18%
Public Health	18%
University or Research Institution	25%
Non-Profit	4%

Source: FAMU Alumni Surveys

Section IV: Economic Impact and Innovation

Florida continues to have an increasingly aging population, which correlates directly with the prevalence of chronic diseases. Effective methods for increasing awareness and implementation of primary prevention and disease intervention (secondary prevention) options are crucial in reducing and/or mitigating these adverse health outcomes. Data from the Florida Department of Health (2018) suggests that demand for more graduates trained in Public Health will help to address concerns related to challenges of a modern-day healthcare system.

- Succession planning – FLDOH reports that 49 percent of Florida’s workforce is over the age of 50. Developing a succession plan that ensures continuity of operations during transition is essential.

- Training for the existing public health workforce, particularly in areas that relate to community health assessment or community health improvement plans.
- Assessment of how policies, programs, and services address social determinants of health.
- Advocating for population health services and programs.

Source: Florida Health Community Health Assessment Resource Tool Set, Florida Health Charts, 2018.

Graduates from FAMU programs in Public Health and Health Administration contribute greatly to improving the quality of life and healthy communities in the State of Florida. Many of the traditional occupations for MHA graduates typically are in hospital-related settings. However, the growing demand for graduates trained in diverse care delivery settings, such as nursing home administrators, hospice administrators, home-healthcare administrators, etc., can be distinctively served by FAMU's MHA program, which has the capability to produce more graduates through this initiative on Improving 21st Century Health and Wellness.

Opportunities for innovation and greater impact abound as graduates are also prepared to not only become managers, but also to lead and impact change as entrepreneurs and owners of their own agencies or in consulting roles for healthcare organizations. FAMU programs provide a solid foundation in business management. As a result, graduates are prepared to develop, implement, and improve upon programs that will impact the economic climate within a community or particular population. FAMU programs have already shown impact through both partnerships and developing new programs within the Leon County area and statewide, several of which are highlighted below:

- Implementation of a COVID-19 testing site at FAMU Bragg Stadium. The site has tested nearly 24,000 individuals since its opening April 25, 2020.
- Development and implementation of a focused, county-wide community health need assessment (utilizing asset mapping - Gadsden County), resulting in a blueprint and community health strategic plan for addressing these concerns.
- Galvanization of over 70 organizations/agencies, within Leon County, to address the problem of childhood obesity (Tallahassee Childhood Obesity and Prevention Education (COPE) (funded by the Florida Blue Foundation)-resulting in a myriad of initiatives promoting the consumption of healthy foods, access to healthy foods, increased physical activity, decreased screen time, increased sleep hours (9) and no tobacco use.
- Progress has been made in addressing environmental health concerns from community exposure to lead contaminated ash from a former incinerator in Jacksonville and the development of a worker exposure survey for former workers potentially exposed to heavy metals from a former wood treatment facility.

Partnerships have been developed with state-wide universities (e.g., University of Florida, Florida State University) and institutions on research and/or training (e.g. UF Agricultural Center, UF College of Pharmacy, DOH Office of Minority Health, Moffett Cancer Center, Florida Alliance Scholars Program (FSU)). The Program continues to also partner with Harvard University regarding research and pipeline programs.

**Section V:
Measures of Success**

Table 9 - Metrics Used to Determine Success

Goal	Assessment Outcome	Timeline
Increased number of graduates trained in Public Health to meet the demand of high-quality public health professionals.	# Graduates annually	Year One
Increased number of graduates trained in Health Management and Services.	# Graduates annually	Year One
Increased partnerships and collaborations tailored towards disease awareness, prevention and intervention.	#MOUs developed and trainings in community-based sectors	Year One
Increased job placements for individuals employed in the State of Florida in the public health sector.	# Graduates employed in the State of Florida	Return on Investment
Increased job placements for individuals employed in the State of Florida within healthcare management and services.	# Graduates employed in the State of Florida	Return on Investment
Upward mobility in national rankings for MPH and DrPH.	Positive change in rankings by at least two levels Increased evidenced-based research	Excellence and Prominence
Established Executive Residency Program for Non-profit organizations within the MHA.	Creation and implementation of Executive Residence Program	Improvement Over Time
Increased job placement outcomes in non-profit agencies.	# students completing Executive Residence Program # Graduates employed in nonprofit agencies related to	Return on Investment

II. Return on Investment - Describe the outcome(s) anticipated, dashboard indicator(s) to be improved, or return on investment. Be specific. For example, if this issue focuses on improving retention rates, indicate the current retention rate and the expected increase in the retention rate. Similarly, if the issue focuses on expanding access to academic programs or student services, indicate the current and expected outcomes. University of Distinction proposals should also address the requirements outlined in the separate guidance document.

FAMU has a unique distinction in its ability to **Improve 21st Century Health and Wellness**. Building on the strengths of FAMU graduate programs in Health Administration and Public Health adds greater opportunities to not only work towards improving health outcomes, but also to provide high-quality managers to oversee healthcare facilities, including hospitals, emergent and long-term care entities. Utilizing a collaborative approach between the programs, FAMU can significantly impact and Improve 21st Century Health and Wellness, while at the same time meeting the workforce demands of a growing healthcare industry in the State of Florida. Specifically, an investment of \$6 million in FAMU will help via:

- Increased opportunities to attract high-level students for competitive opportunities;
- Increased number of graduates contributing to the talent pipeline in the State;
- Increased state-wide community-based collaborations and partnerships to address awareness, prevention, and intervention of diseases impacting the public sector, particularly communities impacted by health disparities, a component of FAMU's Public Health programs' mission;
- Increased evidenced-based research resulting from faculty hires and research associates;
- Expanded outreach and participation in Culturally Competency Module to help overcome racial and health disparities, a strength of FAMU programs in Public Health designed to address HIV/AIDS for all county health departments; and
- Enhanced training and delivery of programs offered through the Region IV Public Health Training Center. The FAMU Public Health program currently serves as the Florida Public Health Training Center.

An investment in FAMU via Universities of Distinction will elevate the targeted academic programs toward state and national excellence as leaders in **Improving 21st Century Health and Wellness** and help to meet Florida's 2030 Blueprint for Success to "Improve Florida's Talent Pipeline for a Better Workforce" and for "Creating Good Jobs by Diversifying Florida's Economy."

Section VI: Budget

- Five DrPH/MPH @ \$105,000; four MHA@ \$90,000 faculty for a total of \$885,000 plus fringe (\$1,239,000). The hired faculty will be at a tenure track level. Faculty will enhance the research capacity and rigor, attract new funding, and train graduate students.
- Research Associates for PH (3 A&P) and MHA (3 A&P) @ \$50,000 plus fringe (\$420,000). Research associates will assist newly hired faculty by enhancing the depth and rigor of Public Health and Masters' of Health Administration programs.
- Three Staff hires @ 50,000 plus fringe (\$220,000). A staff member is needed for the support of the 3 programs: Public Health (MPH, DrPH) and Master of Health Administration.
- Graduate Fellowships to fund graduate students in the three programs (\$1,200,000). Fellowship will include competitive stipends, tuition, health insurance, and support for travel to a conference for 45 graduate students (30 PH, 15 MHA) annually.
- Talented Pipeline Scholars for attracting and engaging high-achieving students into the public health and health services administration fields (\$1,200,000).
- Enhance Community Engagement (\$1,165,000). The requested funds will provide cost for educational programs, seminars, workshops, and media focusing on community health needs.

Technology Enhancements (\$556,000). Funds are needed to purchase computers and technology equipment for all three programs.

**2020-2021 Legislative Budget Request
Education and General
Position and Fiscal Summary
Operating Budget Form II**

University: **Florida A&M University**
Issue Title: **IMPROVING 21st CENTURY HEALTH AND WELLNESS**

	RECURRING	NON- RECURRING	TOTAL
Positions			
Faculty	9.00	0.00	9.00
Other (A&P/USPS)	9.00	0.00	9.00
	-----	-----	-----
Total	18.00	0.00	18.00
	=====	=====	=====
Salary Rate			
Faculty	\$885,000	\$0	\$885,000
Other (A&P/USPS)	\$450,000	\$0	\$450,000
	-----	-----	-----
Total	\$1,355,000	\$0	\$1,335,000
	=====	=====	=====
Salaries and Benefits	\$1,879,000	\$0	\$1,879,000
Electronic Data Processing	\$556,000	\$0	\$556,000
Graduate Fellowships and	\$1,200,000	\$0	\$1,200,000
Enhance Community Engagement	\$1,165,000	\$0	\$1,165,000
Talent Pipeline Scholars	\$1,200,000	\$0	\$1,200,000
	-----	-----	-----
Total All Categories	\$6,000,000	\$0	\$6,000,000
	=====	=====	=====

III. Facilities (If this issue requires an expansion or construction of a facility, please complete the following table.): **NOT APPLICABLE.**

	Facility Project Title	Fiscal Year	Amount Requested	Priority Number
1.				
2.				