

December 6, 2023

Strategic Planning & Performance Measure Committee

Trustee Kristin Harper



Boldly Striking Strategic Priorities



STUDENT SUCCESS

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



ACADEMIC EXCELLENCE

Innovative academic programs that address workforce needs



LEVERAGE THE BRAND

Elevated rankings, reputation, and impact



LONG-TERM FISCAL HEALTH AND SUSTAINABILITY

Broader array of funding sources to support our strategic initiatives



ORGANIZATIONAL EFFECTIVENESS AND TRANSFORMATION

Optimized operations through enhanced processes and innovation

Strike, Strike, and **Strike Again!**

Process Timeline

Phase 1

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

March 2021 –
August 2021

Phase 2

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

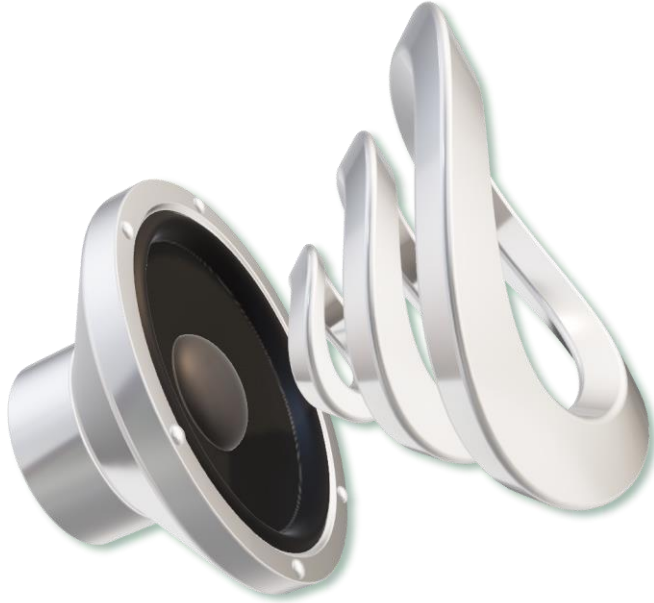
September 2021 –
February 2022

Phase 3

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

March 2022 –
June 2022

Stakeholder Engagement



Survey Respondents

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

Listening Sessions

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

Focus Groups

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

Stakeholder Demographics

Constituents were reached through a variety of methods, including:

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

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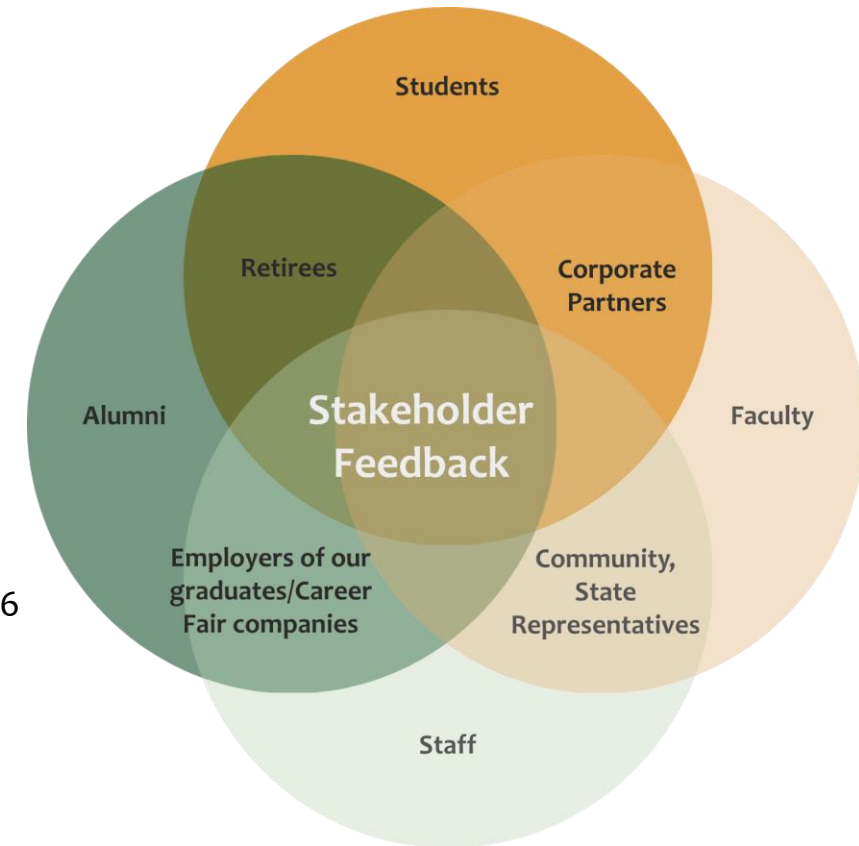
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Strike, Strike, and Strike Again!



Mission, Vision, and Values

Strike, Strike, and **Strike Again!**



Mission

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

Vision

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

Values

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

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

Boldly Striking Key Performance Indicators

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

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Measures of Success Indicators

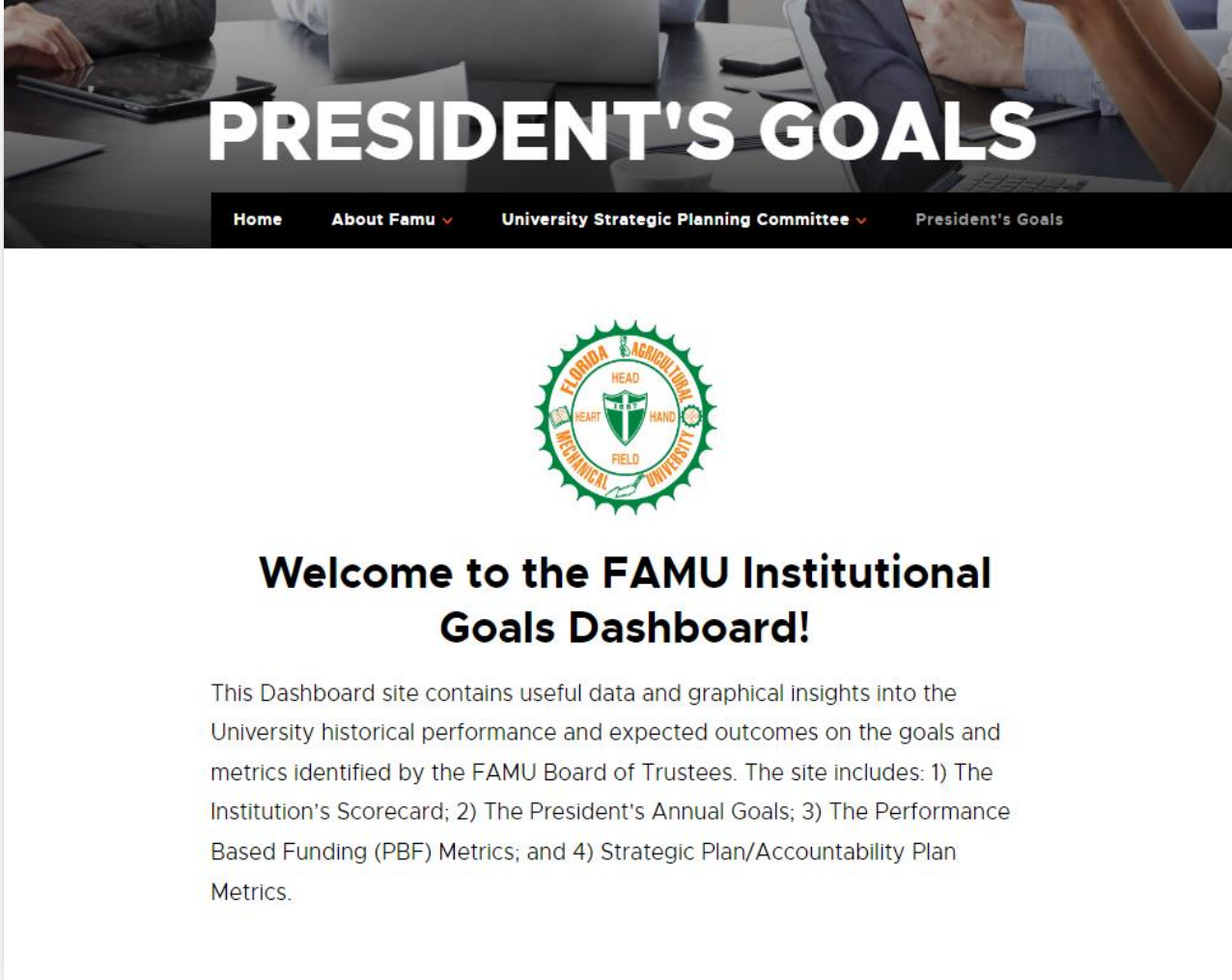
Strategic Priority	Metric
Student Success	FTIC 4-Year Graduation Rate
	Academic Progress Rate (2nd Year Retention at least 2.0)
	FCS AA Transfer Two-Year Graduation Rate
	FTIC Pell Recipients Six-Year Graduation Rate
	University Access Rate (Percent of Undergraduates with PELL)
	Average Cost to Student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

President's Goals 2023-2024

President's Annual Goals	Baseline	2024 Goal	Actual
Goal 1: Four-year Graduation Rate/Student Retention Increase the University's four-year graduation rate (PBF metric) to 38%; Increase second year retention rate to 90.0%.	Graduation 27.0% Retention 89.1%	Graduation 43.0% Retention 90.0%	Graduation 28.4% Retention 91.8%
Goal 2: Licensure Pass Rate Execute action plans that deliver first-time licensure pass rates of: Nursing to 85%; Law to 80%; Pharmacy to 90%; Physical Therapy to 88%	1 of 4	4 of 4	1 of 4
Goal 3: Annual Giving Increase annual giving to \$20M.	\$24.6M	\$20.0M	\$25.7M
Goal 4: R&D Expenditures Increase total R&D expenditures to \$45M.	\$44.0M	\$57.0M	\$64.3M
Goal 5: Organizational Leadership Strategy – Effectively implement the Year-One goals, and priorities outlined in the new Strategic Plan. Ongoing improvement in the attainment of Top 100; Talent Acquisition, Development, Retention, Succession, and Organizational Effectiveness; Create a Culture of Accountability (performance matters)/Continue implementation of the Customer Service Improvement Initiative.	n/a	90% Staff Retention 100% written performance reviews 5 customer Service Training Sessions	Implement Deliverables
Goal 6: University Budget/Fiscal Management Financial Health - Strengthen the University's financial health by achieving or exceeding a minimum debt coverage ratio greater than or equal to 1.0; Strategic Resource Allocations – Continue to align resource allocations to adequately support the University's annual strategic priorities in all areas including athletics.	1.88	Debt Ratio \geq 1.0	TBD
Goal 7: Internal/External Relations Continue to expand relationship-building with key stakeholders, including students, faculty, staff, Boards, alumni, elected officials (local, state, national), corporations and the local community.	100% engagement across all stakeholders	100% engagement across all stakeholders	100% engagement across all stakeholders


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PRESIDENT'S GOALS

Home About Famu University Strategic Planning Committee President's Goals



Welcome to the FAMU Institutional Goals Dashboard!

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

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