

FAMU RISING



Exceptional Student Experience



Excellent and Renowned Faculty



High Impact Research, Commercialization, Outreach and Extension Services



Transformative Alumni, Community and Business Engagement



First-Class Business Infrastructure



Outstanding Customer Experiences

**FAMU Board of Trustees
Strategic Planning and Performance Measures Committee
June 7, 2018**

Implementation of Priority Initiatives

Strategic Plan Initiative	Strategic Priority	Year 1	Year 2
Enhance and expand student support services	1	[Green bar]	
Increase use of intrusive advising and predictive analytics	1	[White]	[Green bar]
Strengthen academic programs	1	[Green bar]	
Increase availability of online course offerings	1	[Green bar]	
Increase recruitment of AA transfers from FCS (2+2 articulations)	1	[Green bar]	
Increase academic profile of FTIC students	1	[Green bar]	
Expand faculty professional development activities	2	[Green bar]	
Increase support for faculty research and indentify research thrust areas	3	[White]	[Green bar]

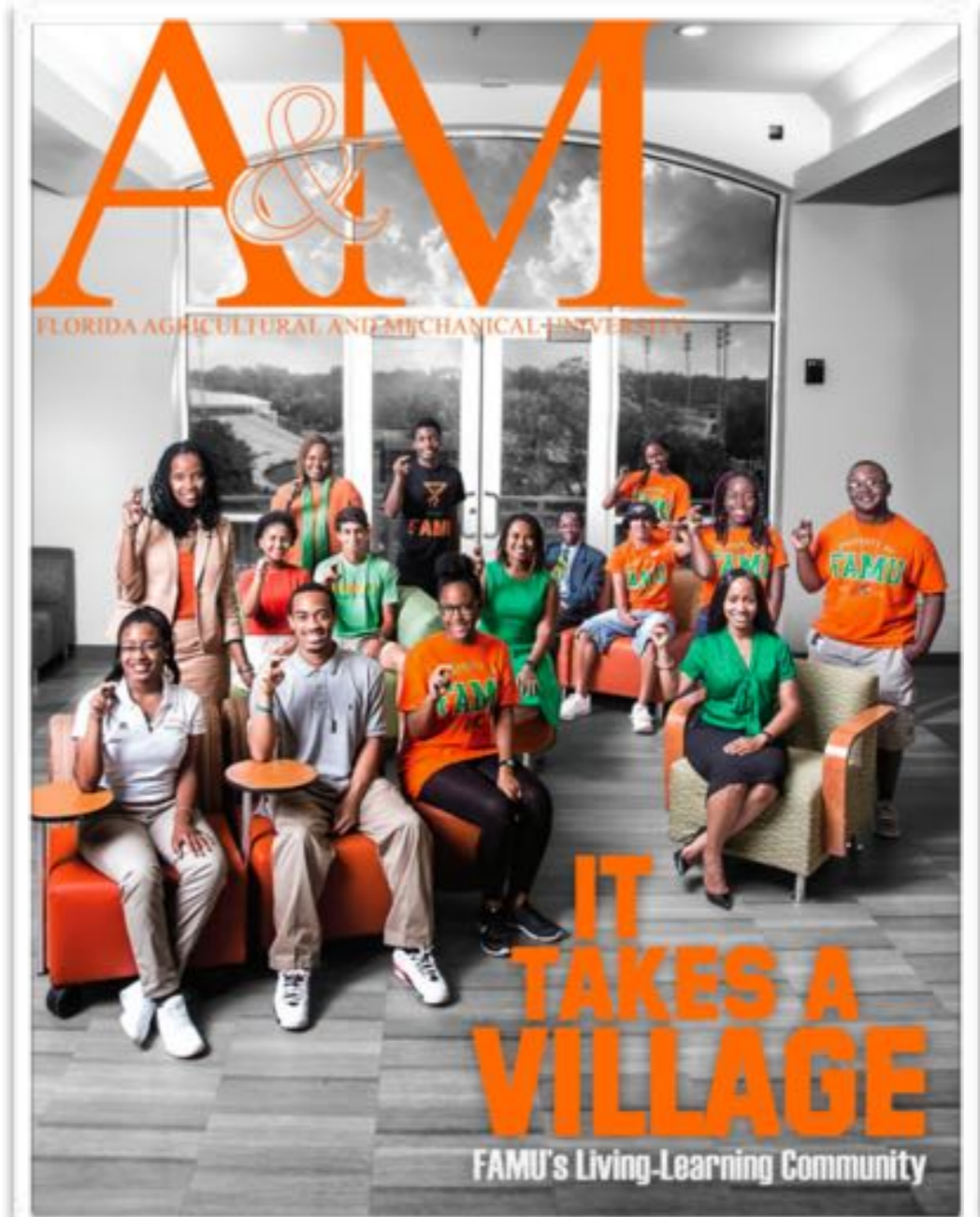
Strategic Plan Initiative	Strategic Priority	Year 1	Year 2
Enhance the University's online presence	4		
Launch targeted fundraising campaigns	4		
Explore feasibility of capital campaign	4		
Explore public-private partnerships	4		
Expand staff professional development activities	5		
Upgrade IT infrastructure	5		
Evaluate and restructure administrative/academic units	5		
Strengthen internal controls	5		
Launch a comprehensive plan to improve customer service	6		

Updates since March 2018 BOT Presentation:

**Allocation of Annual Budget:
Increase of \$200,000/year**

**Expanding the LLC concept
beyond the freshman year**

**Building on the LLC concept
by establishing “*Student
Success Communities*”**



Updates since November 2017 BOT Presentation:

Advisors will be moved to Division of Student Affairs, effective July 1

Search underway to fill AVP for Enrollment Management and Student Success

Academic Affairs will undergo restructuring to establish Office of Academic Support & Institutional Services (OASIS)



Strategic Plan Budget Update

Initiative	Y1	Percent Expended	Activities
Student Success Initiatives	\$2M	94%*	Advisement; academic support; professional development; supplies
Online Education	\$1.57M	91%	Online course development; faculty professional development and training
Honors Program	\$260K	89%*	Advisement; student professional development; academic support
International Education	\$260K	TBD	Staffing; student professional development; travel
Strengthen Academic Degree Programs	\$1.96M	60%	Bar preparation; academic support; research support

***Title III Fiscal Year Ends Sept. 30**

Initiative	Y1	Percent Expended	Activities
Financial Literacy/Student Debt	\$105K	59%*	Training and awareness seminars/workshops
Faculty Recruitment & Retention	\$1.75M	59%	Faculty development; faculty and staff hires
Brooksville	\$200K	14%*	Facility renovations and upgrades
Development	\$330K	68%*	Donor database development
Staff Professional Development/ Customer Service	\$350K	60%*	Training; software; travel; materials and supplies

***Title III Fiscal Year Ends Sept. 30**

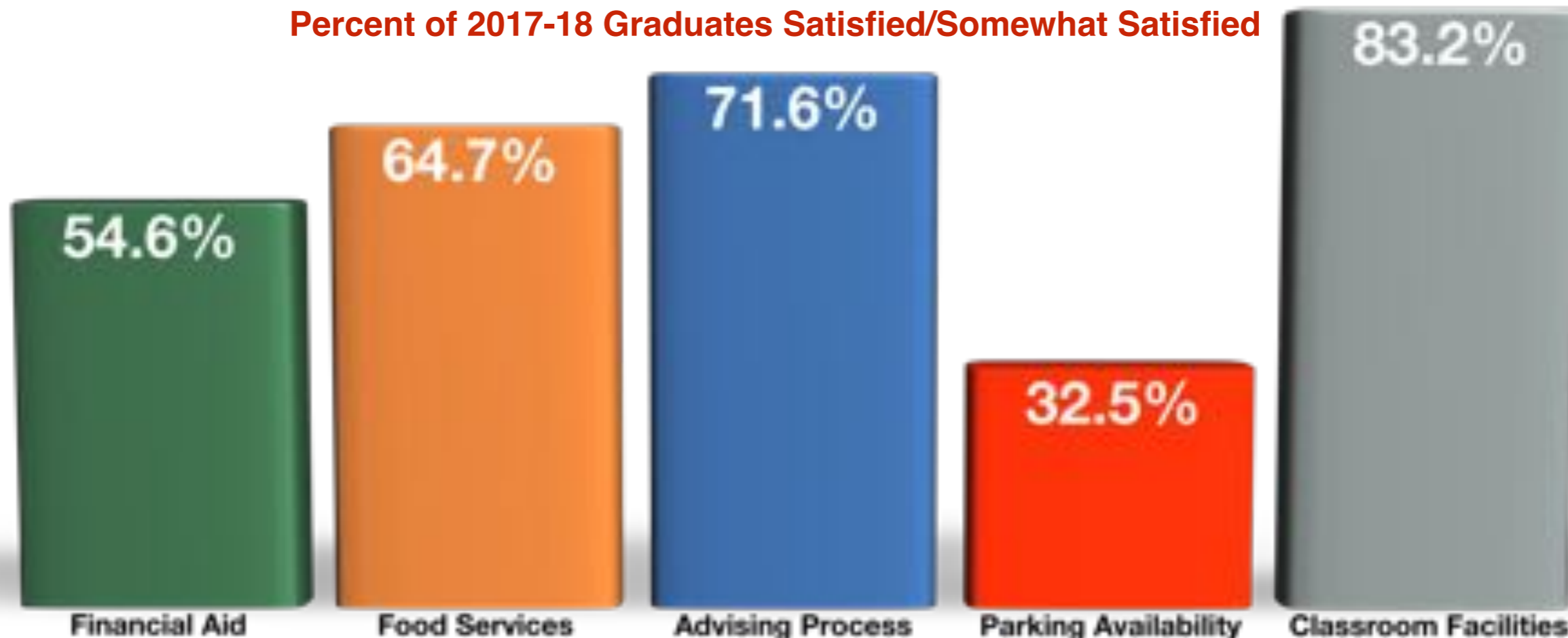
Highlight of Initiatives

Strategic Priority 6: **Outstanding Customer Experiences**

Goal: **Develop and Maintain a University-Wide Culture of Service Excellence**

Examples of Key Metrics

Percent of 2017-18 Graduates Satisfied/Somewhat Satisfied



**Joyce A. Ingram,
Associate Vice President and
Chief HR and Diversity Officer**

FAMU RISING | Key Strategies (1 of 2)

1. Assess the customer experience by examining **critical points of contact** and campus physical infrastructure, and by soliciting feedback from key stakeholders.
2. Create and communicate a “**Customer Service Vision**” to assure an understanding of the University’s standards and expectations of “service excellence.”
3. Develop and implement a comprehensive **service excellence plan** that assures employee accountability, training and development, employee engagement and employee recognition.

FAMU RISING | Key Strategies (2 of 2)

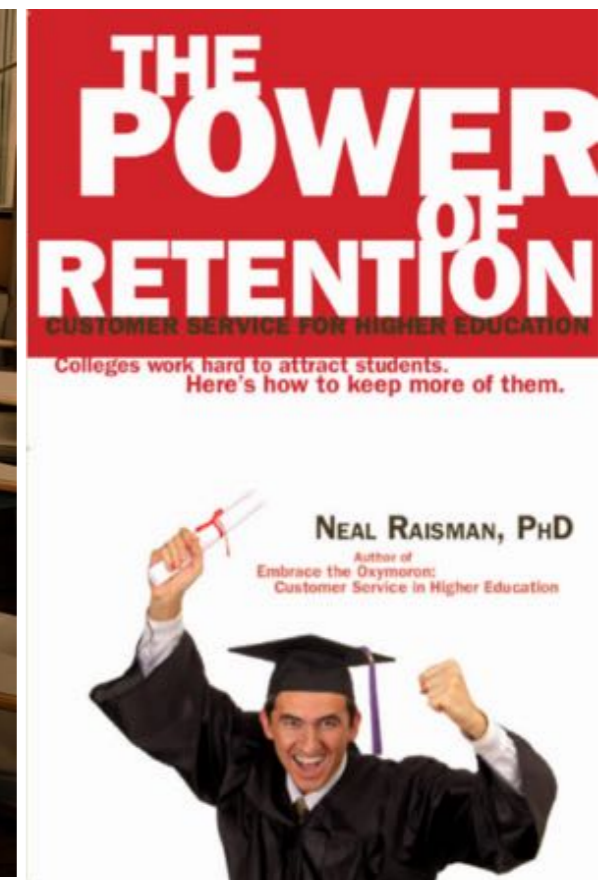
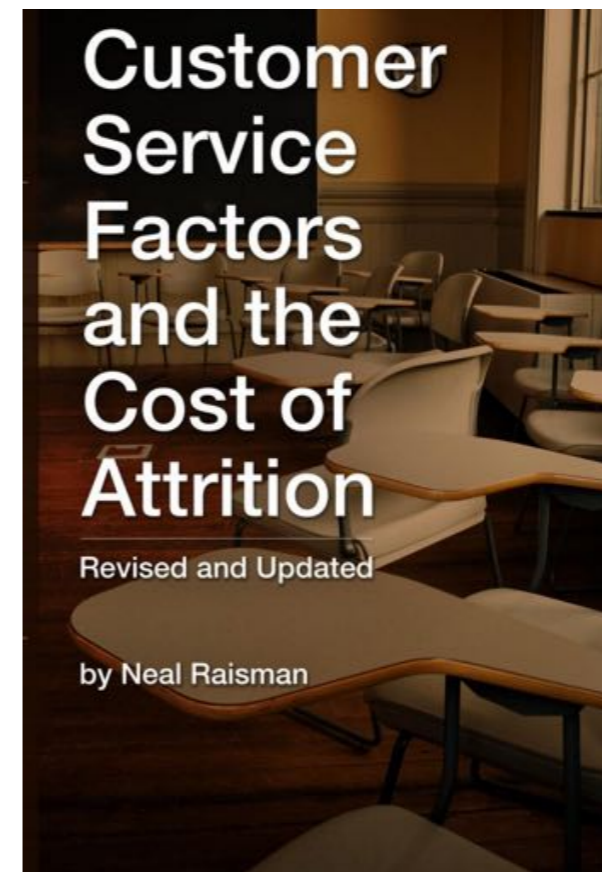
4. Create **monitoring systems** or dashboards for service levels
5. Create internal service excellence **recognition** competitions and initiatives
6. Participate in external service excellence awards **competitions**



Interviewed three industry leaders in customer service consulting

Selected *N. Raisman & Associates*
(greatservicematters.com)

- ☑ In operation since 1999
- ☑ Has worked with over 260 educational institutions and businesses
- ☑ Proven strategies for increasing enrollment and retention
- ☑ Presented to FAMU campus leaders at 2018 President's Retreat



Project Activities	Timeline
Pre-visit Off-site Analysis	May - Aug. 2018
On-site Participant Observer Study	Sept. 2018
On-site Intensive Analysis	Sept. - Oct. 2018
Analysis of Finding and Reports	Nov. 2018 - Jan. 2019
Presentations of Findings	Feb. - March 2019

Phase I Cost: \$68K

Project Activities	Timeline
Training to Mission and Standards	April - May 2019
Service Assessment Tools	June - Aug. 2019
Training in Assessment Tools	Sept. - Oct. 2019
Performance Coaching Workshops	Oct. - Dec. 2019
Assessment of Progress to Date	Jan. - March 2020
Recognition Program Development	Feb. - March 2020
Training to Continuing Issues	April - June 2020
Continuing Assessment, Training	July 2020 - TBD
Review/Adjusting Business Practices	July 2020 - Nov. 2020
Assessment of SE on Campus	Jan. - March 2021
Assessment of One-Stop-Shop in CASS	April - May 2021

Update on Performance Measures

Update on Performance Based Funding

Metric	2017	2018	Trend
1. Percent of Bachelor's Graduates Employed and/or Continuing their Education (1 Yr after Graduation)	64.6%	66.7%	↑
2. Median Wages of Bachelor's Graduates Employed Full-time (1 Yr after Graduation)	\$32,700	\$33,000	↑
3. Net Tuition & Fees per 120 Credit Hours	\$11,020	\$9,660	↑
4. FTIC Four-Year Graduation Rate	19.2%	21.8%	↑
5. Academic Progress Rate (2nd Year Retention with GPA Above 2.0)	74.6%	76.3%	↑
6. Percentage of Bachelor's Degrees Awarded within Programs of Strategic Emphasis	48%	42.6%	↓
7. University Access Rate (Percent of Undergraduates with a Pell Grant)	65.4%	62.8%	↓
8. Percentage of Graduate Degrees Awarded within Programs of Strategic Emphasis	58.2%	58.9%	↑
9. Percentage of Bachelor's Degrees Awarded Without Excess Hours	39%	41.6%	↑
10. Percent of R&D Expenditures Funded from External Sources	84%	83.4%	↓
Total Score	65	72	↑

2018 Summary



Metrics Increasing



Metrics Decreasing

Update on Performance Based Funding

Metric	2017	2018	Trend (points)
1. Percent of Bachelor's Graduates Employed and/or Continuing their Education (1 Yr after Graduation)	6 (E)	7 (E)	+1
2. Median Wages of Bachelor's Graduates Employed Full-time (1 Yr after Graduation)	6 (E)	6 (E)	No change
3. Net Tuition & Fees per 120 Credit Hours	10 (I)	10 (I)	No change
4. FTIC Four-Year Graduation Rate	4 (I)*	5 (I)	+1
5. Academic Progress Rate (2nd Year Retention with GPA Above 2.0)	0	3 (I)	+3
6. Percentage of Bachelor's Degrees Awarded within Programs of Strategic Emphasis	9 (E)	7 (E)	-2
7. University Access Rate (Percent of Undergraduates with a Pell Grant)	10 (E)	10 (E)	No change
8. Percentage of Graduate Degrees Awarded within Programs of Strategic Emphasis	10 (I)	9 (E)	-1
9. Percentage of Bachelor's Degrees Awarded Without Excess Hours	0	5 (I)	+5
10. Percent of R&D Expenditures Funded from External Sources	10 (E)	10 (E)	No change
Total Score	65	72	+7

2018 Summary

- 49 Excellence Points
- 23 Improvement Points

Changes to Performance Funding Model

Metric 4: Senate Bill 4 (SB 4) replaces the 6-year graduation rate with 4-year rate.

Metric 7: SB 4 requires the access rate benchmarks to be differentiated and scored to reflect the varying access rate levels among the universities.

Metric 10: The BOG requires each BOT to identify a new choice metric (or revise the scale for the existing metric); the universities will receive no more than seven (7) points in the first year.

Metric 4: FTIC 4-Year Graduation Rates

Original 6-Year Graduation Rate Excellence Benchmarks

Points	10	9	8	7	6	5	4	3	2	1
Benchmark	70.0%	68.8%	67.5%	66.3%	65.0%	63.8%	62.5%	61.3%	60.0%	58.8%

New 4-Year Graduation Rate Excellence Benchmarks

Points	10	9	8	7	6	5	4	3	2	1
Benchmark	50.0%	48.8%	47.5%	46.3%	45.0%	43.8%	42.5%	41.3%	40.0%	38.8%

4-Year Graduation Rates for FAMU and SUS

Cohort	2009-13	2010-14	2011-15	2012-16	2013-17	Strategic Plan Goal
FAMU	11.8%	12.7%	14.0%	19.2%	21.8%	40%
SUS Average	41%	41%	43%	45%	TBD	50%

Metric 4: FTIC 4-Year Graduation Rates

Impact of change on FAMU:

**Requires strategic and aggressive solutions:
Adoption of new policies and programs that foster
timely student progression**

May necessitate a change in recruitment strategies

**FAMU must show improvement each year to earn
points (well below Excellence threshold)**

Metric 7: University Access Rate

Original Excellence Benchmarks

Points	10	9	8	7	6	5	4	3	2	1
Benchmark	30.0%	28.8%	27.5%	26.3%	25.0%	23.8%	22.5%	21.3%	20.0%	18.8%

New Excellence Benchmarks

Points	10	9	8	7	6	5	4	3	2	1
Benchmark	42%	38%	34%	30%	26%	22%	18%	14%	10%	6%

Access Rates for FAMU and SUS

Cohort	F2012	F2013	F2014	F2015	F2016
FAMU	65.8%	61.6%	64.8%	65.4%	62.8%
SUS Average	39.8%	39.6%	39.7%	39.0%	TBD

Metric 7: University Access Rate

Impact of change on FAMU:

FAMU will not lose any points: still well above the max on the Excellence scale

May negatively impact our PBF ranking: other SUS institutions may get additional points

Metric 10: BOT Choice Metric

FAMU's Recommendations - BOT August 2017 Meeting

- 1.Total Degrees Awarded
- 2.Four-Year Graduation Rates for Transfers with AA Degrees from FCS
- 3.Number of FCS Transfers with AA degrees

BOG October 2017 Workshop

BOG discussed combining 4-Year Graduation Rates for Transfers with AA Degrees and Number of Transfers w/AA Degrees

BOG November 2017 Board Meeting

BOG: Proposed combining the two metrics discussed at October workshop

FAMU President: Discussed difficulty with compound metrics and metrics outside of FAMU's control; Favored 4-Year Graduation Rates for AA Transfers

Metric 10: BOT Choice Metric

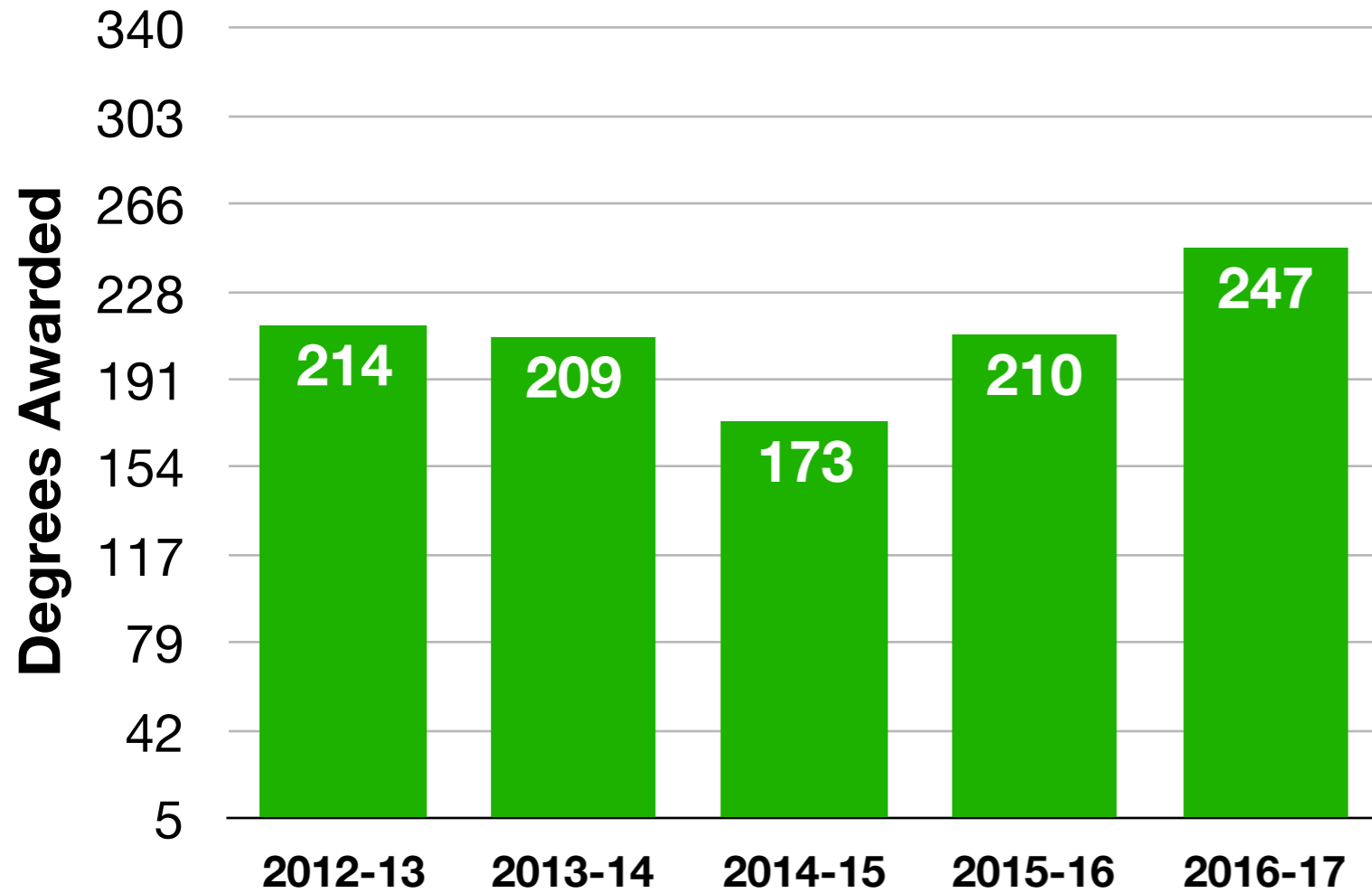
BOG Staff's Recommendation - May 2018

Increased Number of Degrees for Transfers with AA Degrees from FCS

FAMU Administration

1. Accepted BOG recommendation for consideration, pending approval by BOT (submitted preliminary proposed benchmarks to BOG)
2. Received approval from BOG to delay final selection of Metric until after BOT discussion
3. Recommends that BOT include this issue on agenda for August 2018 Retreat

FAMU BOT Choice Metric: Degrees Awarded to Transfers with AA Degrees from FCS



Note: This is FAMU's preliminary recommendation, pending approval by the FAMU BOT.

	Excellence Points									
	10	9	8	7	6	5	4	3	2	1
Number of Degrees Awarded to Transfers with AA Degrees from FCS	340	303	266	228	191	154	117	80	42	5
	Improvement Points									
	5.0%	4.5%	4.0%	3.5%	3.0%	2.5%	2.0%	1.5%	1.0%	0.5%

Update on Institutional Goals

Dashboard for Institutional Goals



Dashboard for Institutional Goals

(President's Annual Goals, PBF Metrics and
Strategic Plan/Work Plan Metrics)

ScoreCards

President's Annual
Goals

Performance Based
Funding Metrics

Strategic Plan/Work
Plan Metrics

FAMU - Scorecard for Institutional Goals (June 2018 BOT Update)

Graduation, Retention and Licensure Pass Rates				
Metric	Baseline	2018 Goal	2018 Actual	Alignment
Six-Year Graduation Rate	40.7%	45.7%	47.3%	P, SP, WP
Four-Year Graduation Rate	19.2%	20%	21.8%	SP, WP, PBF
Achieve First-Time Licensure Pass Rates that Meet or Exceed State/National Benchmarks in Law (Goal: $\geq 70\%$), Nursing ($\geq 87\%$), Pharmacy ($\geq 93\%$) and Physical Therapy ($\geq 91\%$)	0 of 4	1 of 4	TBD	P, SP, WP
Academic Progress Rate (2nd Year Retention with GPA Above 2.0)	74.6%	77%	76.3%	PBF, SP, WP
FTIC Second-Year Retention Rate	83%	84%	82.6%	SP, WP

Trends:	Improving	Declining	Constant
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FAMU - Scorecard for Institutional Goals (June 2018 BOT Update)

Degree Production and Employment Outcomes				
Metric	Baseline	2018 Goal	2018 Actual	Alignment
Percent of Bachelor's Graduates Enrolled or Employed (\$25,000+) in the U.S. One Year After Graduation	64.6%	66.5%	66.7%	PBF, SP, WP
Median Wages of Bachelor's Graduates Employed Full-time One Year After Graduation	\$32,700	\$33,350	\$33,000	PBF, SP, WP
Bachelor's Degrees within Programs of Strategic Emphasis (PSE)	48%	49%	42.6%	PBF, SP, WP
Graduate Degrees within Programs of Strategic Emphasis (PSE)	58.2%	58%	58.9%	PBF, SP, WP
Percent of Bachelor's Degrees without Excess Hours	39%	43.7%	41.6%	PBF, SP, WP
Bachelor's Degrees Awarded	1,675	1,709	1,562	SP, WP
Graduate Degrees Awarded	597	609	579	SP, WP
Time to Degree for FTICs in 120-hr Programs	5.2	5.1	5.2	SP, WP

FAMU - Scorecard for Institutional Goals (June 2018 BOT Update)

Enrollment and Online Education				
Metric	Baseline	2018 Goal	2018 Actual	Alignment
Increase Total Headcount Enrollment	9,614	10,095	9,909	P, SP, WP
FCS AA Transfers Fall Headcount Enrollment	749	794	854	SP, WP
Percent of Undergraduate FTE in Online Courses	2%	4%	4%	SP, WP
University Access Rate (Percent of Undergraduates with a Pell-grant)	65.4%	65%	62.8%	PBF, SP, WP
Number of Students Enrolled in Graduate Online Programs	29	50	43	SP, WP

FAMU - Scorecard for Institutional Goals (June 2018 BOT Update)

Research Productivity				
Metric	Baseline	2018 Goal	2018 Actual	Alignment
Increase Total R&D Expenditures by 1%	\$45.4M	\$45.8M	\$38M	P, SP, WP
Percent of R&D Expenditures Funded from External Sources	84%	80%	83%	PBF, SP, WP
Number of Patents	3	4	1	SP, WP
Number of Research Doctorates Awarded	20	22	22	SP

FAMU - Scorecard for Institutional Goals (June 2018 BOT Update)

Financial Health				
Metric	Baseline	2018 Goal	2018 Actual	Alignment
Reduce Overall Expenditures by 5% and Continue to Invest in the University's Key Initiatives and Strategic Priorities, while Increasing Cash Flow and Liquidity (reserves)	N/A	\$2.2M	TBD	P, SP
Strengthen the University's Financial Health by Achieving or Exceeding a Minimum Debt Ratio of 0.84	-	0.84	TBD	P, SP
Annual Athletics Balance	\$0	>\$0	TBD	P, SP

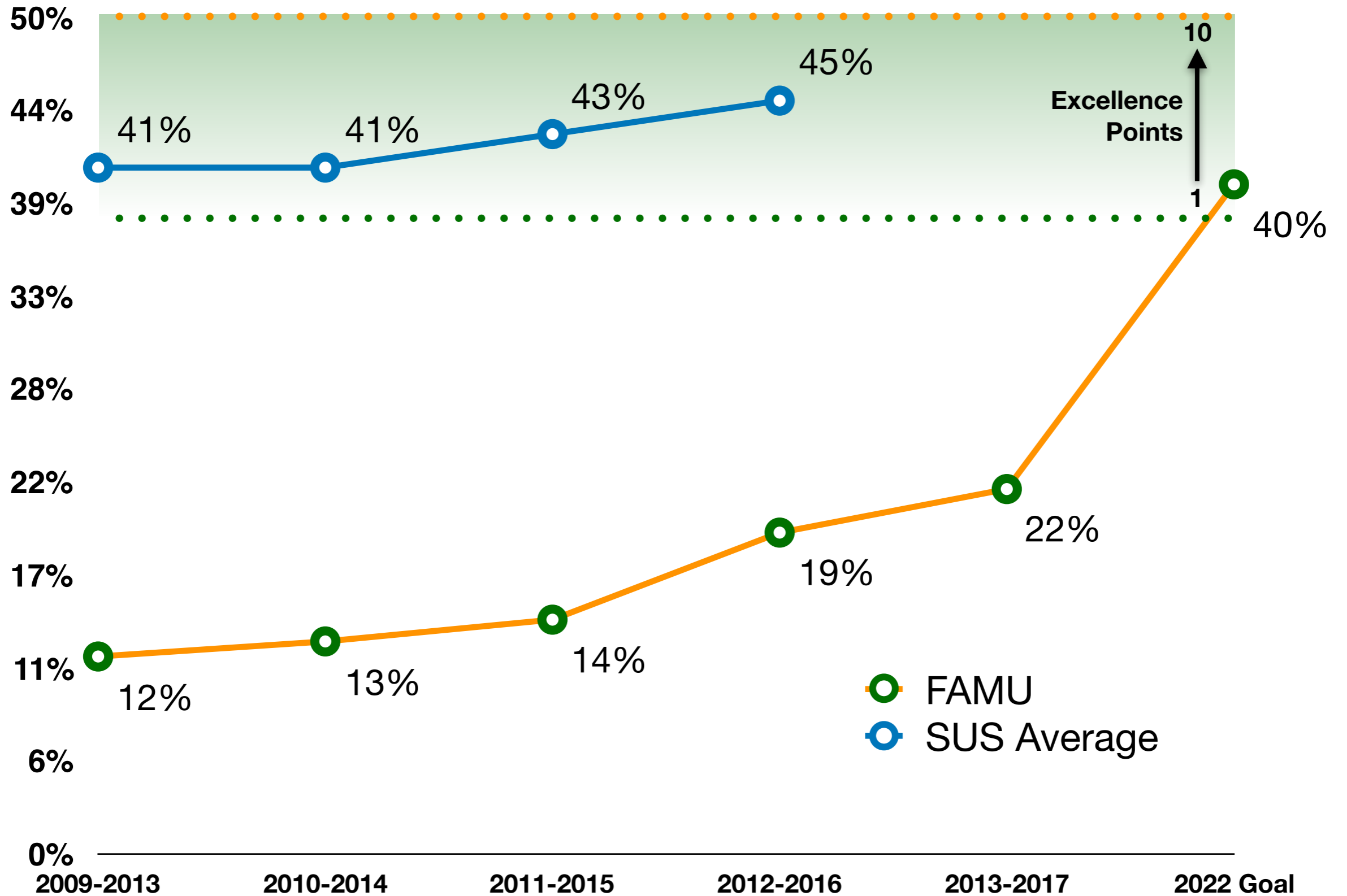
FAMU - Scorecard for Institutional Goals (June 2018 BOT Update)

Efficiency and Effectiveness				
Metric	Baseline	2018 Goal	2018 Actual	Alignment
Implement a Comprehensive Plan to Improve Customer Service in Key Campus Administrative Units and Enhance Engagement with Stakeholder Groups	N/A	Implement plan by June 30	TBD	P, SP
Develop a Comprehensive Housing Plan by June 2018 to Address Short and Long Term Housing Strategies	N/A	Develop plan by June 30	TBD	P, SP
Cost to Student (Net Tuition & Fees per 120 credit hours)	\$11,020	\$10,770	\$9,660	PBF, SP, WP
Customer Satisfaction	TBD	TBD	TBD	P, SP
Number of External Audit Findings	10	<4	TBD	SP

FAMU - Scorecard for Institutional Goals (June 2018 BOT Update)

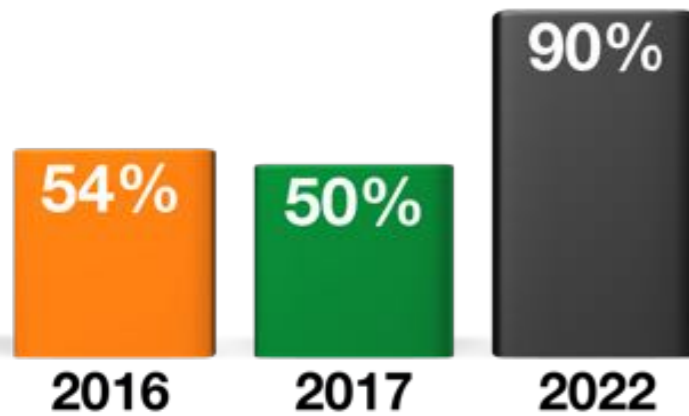
Fundraising				
Metric	Baseline	2018 Goal	2018 Actual	Alignment
Increase Annual Giving by 25% and Implement a Plan to Launch a Capital Campaign	\$8.5M	\$10.6M	TBD	P, SP
Endowment Value	\$115.6M	\$120M	TBD	SP

PBF Metric 4: Four-Year Graduation Rate

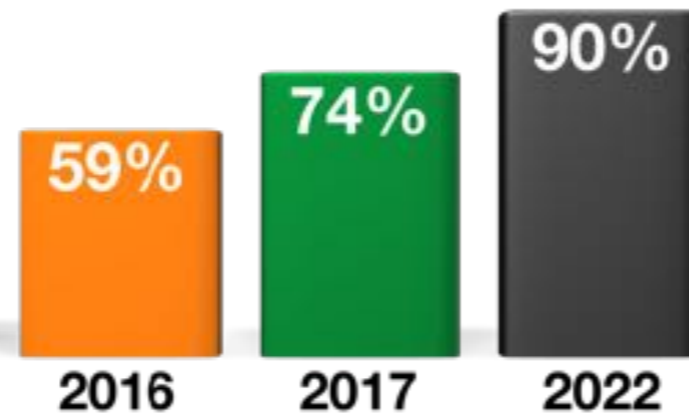


Licensure Pass Rates (First-Time Takers)

Law



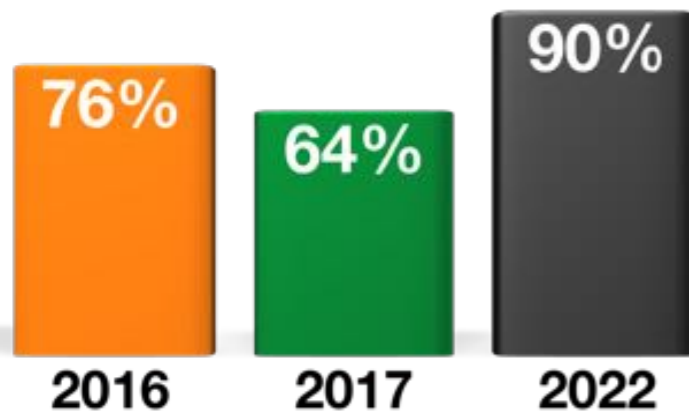
Pharmacy



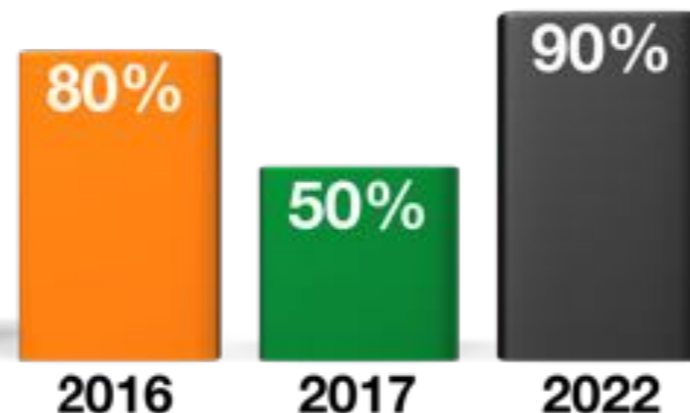
Preliminary 2018 Results:

- Law: 36.7%
- Nursing: 86.49%

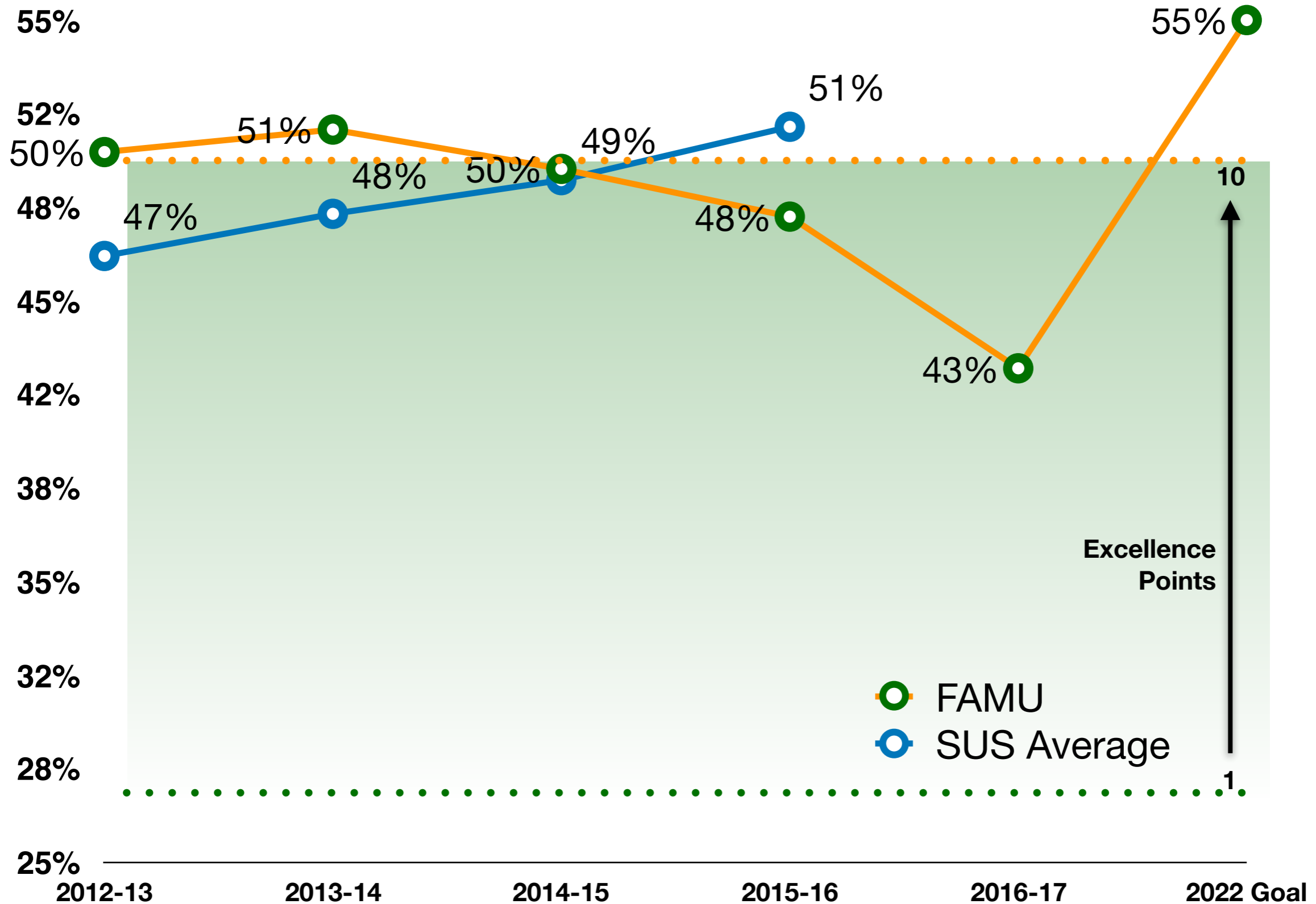
Nursing



Physical Therapy



PBF Metric 6: Percentage of Bachelor's Degrees Awarded within Programs of Strategic Emphasis



FAMU RISING



PREPARING STUDENTS FOR SUCCESS



FLORIDA A&M

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