

February 12, 2025

# Strategic Planning & Performance Measures

## Board of Trustees Meeting

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VP, Division of Strategic Planning,  
Analysis & Institutional Effectiveness



FLORIDA  
AGRICULTURAL AND  
MECHANICAL  
UNIVERSITY





# 2030 Strategic Plan Timeline

May 2024 – Dec. 2024



# 2030 Mission



## Previous

To provide undergraduate, graduate and professional education, research, and public service of the highest quality through a coordinated system of institutions of higher learning, each with its own mission and collectively dedicated to serving the needs of a diverse state and global society.

## New

To serve the needs of our state and society by providing high-quality higher education, innovative research, and public service through a coordinated system of institutions, each with distinct missions, collectively advancing civic principles, fostering world-class talent, and propelling Florida's economic prosperity.

# 2030 Values



**Integrity**

**Modeling  
Excellence**

**Pursuing  
Knowledge**

**Access &  
Affordability**

**Collaboration**

**Transformative  
Innovation**



# 2030 Strategic Priorities



One SUS

Elevating Student  
Success

Operational  
Excellence

World-Class  
Talent

Innovative  
Research &  
Economic  
Development

# ONE SUS




## STATE UNIVERSITY SYSTEM OF FLORIDA

The State University System of Florida (SUS) is comprised of 12 distinct universities, each with renowned areas of expertise, all collaborating as one System.

 **Reputation.** Everyone will understand the value and reputation of our System as one and what sets us apart in the higher education market.


- Each university will be distinct but elevate the System's reputation.
- We will leverage high-quality reputation rankings and consider developing our own measures.
- We will measure the economic impact at universities consistently and use this to demonstrate the economic impact of the System for the Governor, the Florida Legislature, and members of the public.
- We will produce the return on investment of our exceptional academic programs.

 **Collaboration.** We will demonstrate that as One SUS we are a comprehensive resource for industry, the state, students, and faculty. We will be agile to the economy of Florida and the nation by demonstrating repeatable, scalable, and powerful ways to coordinate across the System.

- We will leverage the power of collaboration across our System, including securing game-changing partnerships to elevate university operations, research, and student success. We will identify and track collaborations of distinction and develop a Board recognition program for System collaboration.
- Our System will coordinate to generate big ideas and develop functional roadmaps and solutions to execute collectively.
- Together, we will coordinate engagement with business and industry. Our coordinated effort will be an unmatched resource that will support not only the success of students and our System but also Florida's economic development efforts.

# ONE SUS



 **Areas of Expertise.** Each state university will elevate areas of expertise and intentionally prioritize resources so that it will be the very best in those areas. Differentiating and excelling in these areas will bolster the reputation of the System and Florida.

- Nationally, our universities will be known for their acclaimed students, faculty, awards, research, and outcomes in these unique areas of expertise.
- Universities will identify world-class outcomes to support these areas. These should reflect quality outcomes and reputation in these areas, not just rankings. Universities should also be compared to their peers in these areas.
- Universities will attract the top-caliber faculty in their fields, along with the top students in these areas.
- Business and industry will recognize and utilize our universities for these areas of expertise. Our areas of expertise will support the state's business and economic development efforts.
- While universities will have distinct areas, we will collaborate to share this expertise throughout the System. Universities will establish shared Centers of Distinction that could be leveraged by faculty and students throughout the System.

# ONE SUS

## National Rankings



Metrics	2025 Baseline	2025 Plan Goal	2030 Goal
Top State			
Top 10 Public Universities	1	1	2
Top 25 Public Universities	2	1	4
Top 50 Public Universities	4	2	5
Top 100 Public Universities	6	N/A	8
Top Public HBCU	1	N/A	1
Top 5 Public Liberal Arts College	1	1	1



# Elevating Student Success




## STATE UNIVERSITY SYSTEM OF FLORIDA

Our System serves as a national model of excellence for student success while providing high-quality education that is affordable and accessible.

 **Modeling Excellence.** The System's reputation for student success will serve as a model for excellence in defining the national standard of success.

- Our System will have the highest public four-year graduation rate across all larger states and be in the top three of all states nationally.
- Our post-graduation outcomes will demonstrate success in the workplace.
- We will emphasize degrees that are aligned with Florida's workforce needs and provide students with a positive return on their investment.
- We will be transparent to students, parents, and all stakeholders about the outcomes of our degrees.
- Our universities will be innovative around efficient pathways to a degree. This includes innovative paths for undergraduates to achieve certain credentials and combination pathways for undergraduate and graduate programs.

 **Access and Affordability.** Our System will continue to provide and promote access and social mobility for both incoming first-time-in-college (FTIC) students and transfer students and will ensure success for these students.

- Our System will prioritize resources to ensure our high-quality education is affordable and accessible. We will be focused on minimizing undergraduate student debt.
- Our System will be nationally recognized for four-year graduation rates for Pell students. Pell student four-year graduation rates and retention rates will be the same as all FTIC students.
- We will uphold our commitment to 2+2 transfer students. Our System will set a new standard for 2+2 student graduation rates, including elevating successful 2+2 targeted pathway programs.
- We will develop a social mobility index that reflects the value of a degree and world-class education from our System.

# Elevating Student Success



**High-Skilled Graduates.** We will recognize and elevate the key leverage points that propel students to acquire high-quality careers or pursue entrepreneurship opportunities.

- Every student will be encouraged and supported to participate in high-impact internships or experiential learning as part of their undergraduate education.
- We will encourage students to be innovative and entrepreneurial in their experience within our System.
- We will develop consistent definitions and best practices for non-degree credentials and pathways to meet workforce needs.



Metrics	2025 Baseline	2025 Plan Goal	2030 Goal	FAMU AY 2023-24 (preliminary)	FAMU YoY	
4-year Grad Rate (PBF 4)	62%	65%	70%	41%	+6	↑
Academic Progress Rate (PBF 5)	89%	90%	92%	86%	+5	↑
% Employed or Enrolled \$40k (PBF 1)	74%	80%	85%	70%	+3	↑
Median Wages Bachelor's (PBF 2)	\$43,200	\$50,000	\$60,000	\$45,800	+\$2,600 (5%)	↑
Professional Licensure & Certification Exam (First –Time Pass Rates)	31 of 39 Above	Above Benchmarks	Top Decile/Top in FL	1 of 4	N/C	↔
% of undergrad students participating in internships or experiential learning	29% (low est.)	New	40 – 60%	N/A	N/A	↔
% of undergrads without loans (annual)	77% (3 <sup>rd</sup> in Nation)	New	85% (83% is current #1)	49%	+2	↑
% of Bachelors/Graduate in Programs of Strategic Emphasis (PBF 6 & 8) *	TBD	50%	TBD	54% (B) / 52% (G)	N/C	↔
<b>Transfer Student Outcomes</b>						
FCS AA Transfer 3-year Grad Rate (PBF 9a)	62%	62%	72%	59%	-1	↓
<b>Pell Student Outcomes</b>						
4-year Grad Rate Pell students	54%	58%	70%	40%	+8	↑
Access Rate (Modified: % of new FTIC fall entering students)	30%	30% (all univ.)	35%	19%	19%	↔

\*The new Programs of Strategic Emphasis list was implemented in the 2024-2025 academic year. New goals will be determined by the Board  
N/C = No Change

•Improving  
•No Significant Change  
•Declining

# Operational Excellence



## STATE UNIVERSITY SYSTEM OF FLORIDA

Our System is committed to being exceptional stewards of state resources and upholding the highest standards of integrity by continually identifying best practices and areas for improvement.



**Financial Health & Integrity.** The System will continue its strong financial health and prioritize long-term financial stability. The System will continue to perform well no matter the financial cycle.

- The System will maintain top-tier investment-grade financial ratings and sustain strong financial principles.
- The System will minimize financial audit findings and maximize risk controls.



**Optimizing Funds.** Our universities will identify best practices by continually reviewing and identifying areas to optimize funds. The System will be recognized by the Governor, the Florida Legislature, and the nation as outstanding stewards of state and federal funding.


- The System will develop an action plan and model of efficiency by reviewing costs, identifying inefficiencies, and re-prioritizing funds. This includes optimizing technology, facilities and campus land utilization.
- The Board will leverage shared services to improve coordination, efficiency, and use of resources.
- Universities will continue to examine the use of public-private partnerships when it is in the best interest of the university and state.
- Universities will look for innovative approaches to prioritize resources.




# World-Class Talent



Our System boasts top-tier faculty who relentlessly pursue knowledge and produces world-class graduates who secure positions at iconic companies around the globe.

 **World-Class Faculty.** Our world-class faculty will deliver nationally recognized academic programs that are responsive to the needs of business and industry, conduct research that solves problems critical for Florida, and drive innovation that pushes the state's economy to new heights.

- We will prioritize the recruitment and retention of world-class faculty to propel our universities to the next echelon. Universities will convey how these individuals have positioned the institution for greater success and recognize them for excellence achieved at the highest level.
- We will prioritize the recruitment and retention of world-class staff. These staff are collaborative individuals who support areas of expertise, student success, research, and operational excellence. Universities will convey how these individuals have contributed to the institution's success.

 **World-Class Graduates.** Our System will be a top producer of world-class talent. Iconic companies across different sectors will prioritize hiring our graduates.

- The Board will identify the top brands and companies in each sector and the target market of these employers. The System will launch innovative initiatives that promote new or enhance existing relationships between these iconic companies and our universities.
- We will track how our System is meeting Florida's workforce needs by developing a new dashboard that compares degrees awarded to workforce demand.
- We will partner with the business community to measure the reputation of our graduates according to top Florida employers.
- Our curriculum will be innovative and adaptive to align with employer needs. Universities will develop a plan for the active engagement of industry advisory councils for degree programs.

# Operational Excellence



Metrics	2025 Baseline	2030 Goal
Financial Ratings	Highest	TBD
Shared Services Cost Savings	\$214.8M	TBD
Space Utilization	Minimum 40 hours/week and 60% Occupancy	TBD

# World-Class Talent

Metrics	2025 Plan Goal	2025 Baseline	2030 Goal
Faculty Awards	75%	66%	TBD*
National Academy Members	75%	71%	80%

\*The Board will evaluate data sources and determine a goal for this metric.





## STATE UNIVERSITY SYSTEM OF FLORIDA

Our System conducts innovative research that tackles crucial, life-altering challenges, transforms communities, and serves as an economic driver for our state.



**Leaders in Research.** Our research will continue to be nationally recognized and address key, life-changing problems.

- We will consistently measure the economic impact of research at our universities and use this to demonstrate the economic impact of the System.
- We will identify the top research areas for the System, which also includes the university areas of expertise.
- We will be recognized nationally for our research productivity. We will increase our national ranking for research expenditures.



**Innovation Transforming Florida's Economy.** Our research will translate into economic development advancing Florida's economy. Commercializing research and developing new companies will be a priority.

- Our research will lead to increased jobs, products going to market, and revenue for Florida.
- Universities will collaborate to develop best practices around research commercialization for the System.
- Business and industry will rely on universities to solve problems with modern solutions. We will explore a statewide model for facilitating research collaboration between our System and business and industry throughout the state.

# Innovative Research & Economic Development

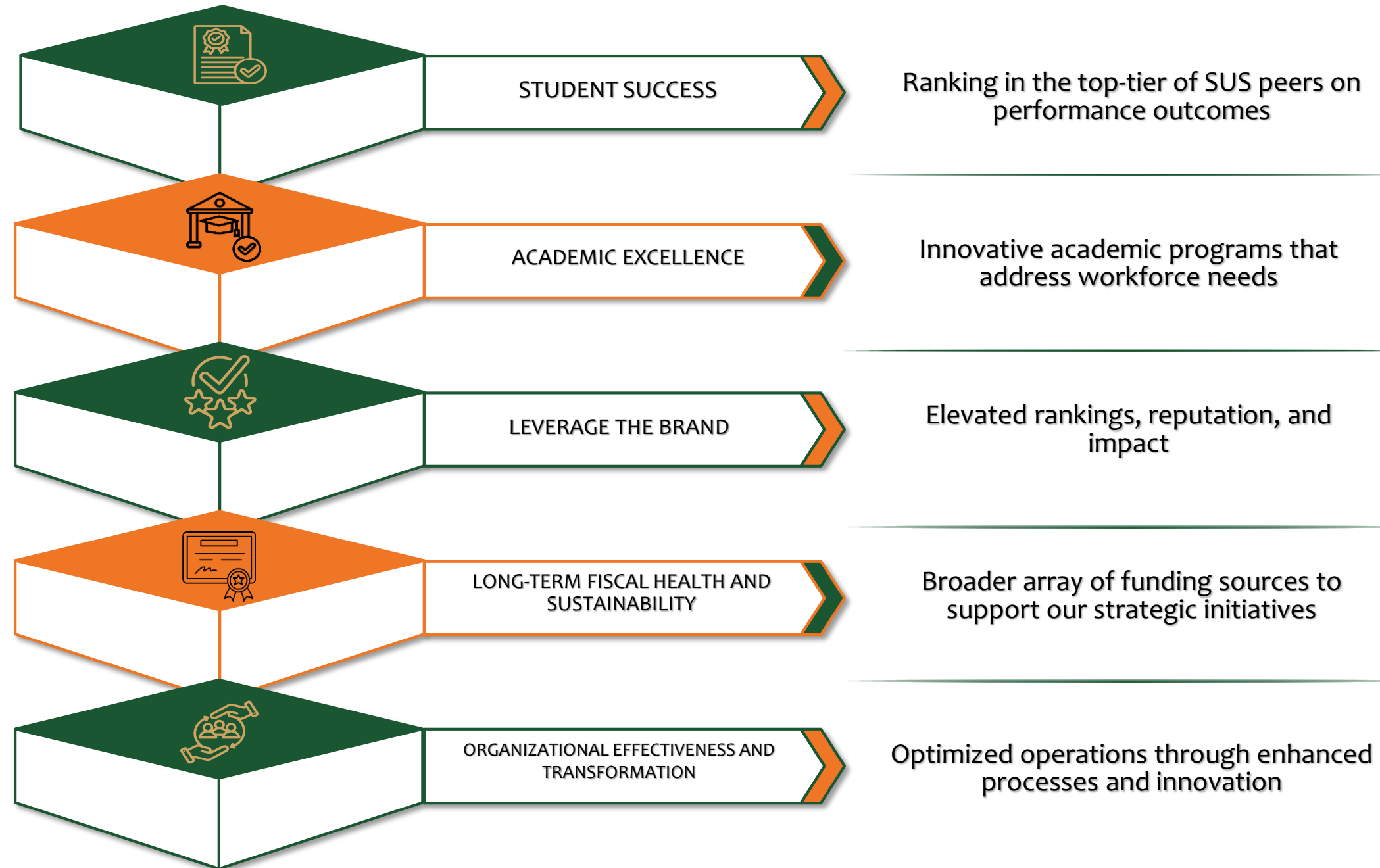
# Innovative Research & Economic Development



Metrics	2025 Baseline	2025 Plan Goal	2030 Goal
Total Research Expenditures	\$2.929B	\$3B	\$3.75B
Patents Awarded	395	410	425
Number of Start-Up Companies Created	28	60	100
Number of Licenses & Options Executed Annually	450	500	500
Research Expenditures with Business & Industry	\$79M	N/A	\$120M
Federal Research Expenditures	\$1.39B	N/A	\$1.75B
Research Expenditure Rankings (# in Top 25, 50, 100)	1 in Top 25 2 in Top 50 5 in Top 100	N/A	1 in Top 10 3 in Top 50 5 in Top 100



# “Boldly Striking” Strategic Priorities



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