

Florida Agricultural and Mechanical University
Board of Trustees



Strategic Planning and Performance Measures Committee Minutes
Trustee Harper, Chair
Wednesday, December 4, 2024

The Strategic Planning and Performance Measures Committee met on Wednesday, December 4, 2024. The meeting was attended by Trustee Harper, Vice Chair Gibbons, Trustee Brown, Trustee Stone, Trustee Reed, Trustee Cliatt, and Trustee May. A quorum was present.

Action Items:

Approval of Minutes from May 22, 2024 meeting.

The committee approved the minutes from the May 22, 2024 meeting.

Information Items:

Update of University Strategic Plan:

Chair Harper initiated the meeting by highlighting today's agenda, which features an update on the year-3 implementation of our 2022-2027 strategic plan. This ongoing process prioritizes communication, accountability, ownership, benchmarking, and reporting to facilitate proactive planning and informed decision-making. Dr. Jones was then invited to discuss the current progress and outline future strategic plan initiatives at both the university and unit levels.

Dr. Jones presented slides detailing progress in the following areas:

- **Strategic Priorities**-This year the implementation committee was asked to review the major year 3 initiatives under each priority that they felt would result in the most significant change in outcomes. Our Boldly Striking Strategic Priorities continues to focus on:
 1. Elevating student success outcomes
 2. Fostering faculty excellence
 3. Innovating academic programs to address workforce needs
 4. Elevating our rankings
 5. Positioning FAMU on a trajectory to become a Carnegie Research One (R1) institution.
- **Annual Implementation Timeline**-The annual implementation schedule promotes ongoing engagement with strategic plan goals, metrics and actions items, and it serves as a reference point for the team and stakeholders when assessing progress at the university

and unit levels. It improves structure, accountability, and transparency, helping to keep stakeholders engaged and on track throughout the implementation process.

- **Year 3 Key Initiatives**-Several key initiatives have been implemented this year to enhance student success, increase recruitment of high-performing students, improve academic progress, boost four-year graduation rates, and strengthen post-graduation employability. Programs like the "Academic Excellence Program" and "Strike Forward" have provided targeted support and co-curricular pathways to improve retention and progression. Collaborations with Kaplan and the Undergraduate Student Success Center have expanded test preparation services for graduate school admissions.

Recruitment efforts have been bolstered through training programs for admissions teams and partnerships with organizations like UNCF and the Thurgood Marshall Scholarship Fund. Graduate student experiences have been enriched through expanded mentoring, wellness programs, and academic engagement opportunities, including the Dean's Distinguished Seminars and international education events.

To position FAMU as a Carnegie R1 institution, initiatives like the Magnetic Resonance User Facility and the FAMU Health Initiative focus on advancing research capabilities, faculty development, and academic excellence. Organizational enhancements include customer service training, data-driven decision-making, and improved onboarding processes supported by grants.

- **Strategic Plan Crosswalk**-The slide outlined our initial steps in reviewing the Board of Governors' new plan and aligning it with our strategic priorities. We are actively monitoring and discussing how our goals and objectives can be aligned with the recent strategic priorities presented by the Board of Governors.

The State University System 2030 Strategic Plan underscores the Board of Governors' dedication to advancing excellence in teaching, research, and public service across Florida's universities, benefiting our citizens, communities, and economy. This living document aligns our goals with Florida's critical economic, workforce, and research priorities. At FAMU, our Boldly Striking Strategic Plan mirrors this commitment by proactively ensuring alignment and transparency. We are dedicated to integrating these strategic themes—Excellence, Productivity, and Knowledge Economy Priorities—into our initiatives, demonstrating our proactive approach to meeting the state's evolving needs.

- **Data Quality Assurance**-Using two slides, Dr. Jones described how the university's initiatives aimed at fostering a data-driven culture, based on insights gathered from a survey with a total base of 1089, resulting in 156 participants. Our objective is clear: to integrate data-informed decision-making seamlessly across all operational and academic facets.

Key highlights he shared included:

- Increased engagement with data analytics tools among faculty and staff
- The development of comprehensive training programs to enhance data literacy
- The establishment of a centralized data repository for streamlined access and utilization.

He mentioned challenges revealed by the survey such as resistance to change and the ongoing need for investment in technology and training. Moving forward, our next steps involve expanding outreach efforts to underscore the benefits of data utilization, and continuously assessing training effectiveness and data usage across departments.

Dr. Jones went on to share the launch of our new Interactive Dashboards and Scorecards, pivotal tools designed to track performance metrics and align with our institutional goals. These resources represent a significant step forward in our commitment to transparency and strategic alignment across the university.

These tools will provide real-time visibility into key performance indicators, allowing us to monitor progress towards our objectives with precision and agility. By consolidating data from various departments and functions onto a single platform, we enhance collaboration and decision-making at all levels of the university.

Dr. Jones thanked his SPAIE team, with a special recognition to the Office of Institutional Research & Analytics, and in particular, Ms. Ping Wu, Dr. Christopher Ruffin, and Mr. Emon Nelson, for their invaluable contributions in driving our vision forward.

He concluded with the last slide as a reminder of the President's website for updates on his annual goals, PBF metrics and Key Performance Indicators which are highlighted throughout the data dashboard.

Following the presentation, Chair Harper expressed thanks and commended Dr. Jones, emphasizing the importance of both the presentation and the effective utilization of data.

Trustee Reed extended commendation and appreciation to Dr. Jones. He recommended establishing a formal and consistent method for gathering feedback from stakeholders involved in developing and evaluating strategic planning initiatives across all phases of implementation.

Trustee Brown thanked Dr. Jones for his presentation and inquired about the inclusion of DRS in the strategic plan metrics. Dr. Jones clarified that DRS is not currently included but can be incorporated in future updates. Trustee Brown recommended integrating metrics for DRS into the strategic plan.

Chair Harper concurred that including data on the number of students transitioning from DRS to FAMU would be advantageous, along with incorporating data related to our Bright Student Scholars.

Trustee Stone highlighted the success of FAMU's 40 under 40 event during homecoming and emphasized the importance of nurturing relationships with the esteemed honorees for future strategic initiatives. He suggested ongoing improvement in this area each year.

Update Direct Support Organizations (DSO) Strategic Plan Alignment:

Dr. Jones began by updating and providing an overview of the initial charge to identify strategic planning initiatives and key performance indicators (KPIs) aligned with the university's "Boldly Striking" Strategic Plan, informing the development of the DSO's full Strategic Plan. He noted that his meetings with COO Palm were engaging and productive sessions with DSO members, yielding valuable feedback on organizational goals and objectives. Each organization collaboratively identified three goals and strategic initiatives, along with three years of progressive KPIs to measure each goal. Dr. Jones emphasized how targeted priorities demonstrated the potential impact of these initiatives on university strategic priorities and showcased the alignment between each DSO's goals and the university's strategies.

Chair Harper redirected the discussion to focus on the specific goals established by the DSOs, underscoring the alignment achieved and the progress made in developing purposeful goals and KPIs to actively support the university's "Boldly Striking" strategic priorities.

Trustee Reed asked about the level of involvement from each organization in developing these plans. Chair Harper reiterated that each organization participated collaboratively in formulating the plans. Trustee Reed acknowledged this as excellent progress and commended the team for their efforts.

President Beard commended the progress made and reiterated the significance of these initiatives for the university's future. He emphasized that this framework sets the stage for ongoing progress and advancement at the university.

The following items for follow-up were identified:

1. Dr. Jones to incorporate FAMU DRS metrics into the university's strategic plan KPIs.
2. Dr. Jones to track DRS students who come to FAMU.
3. Dr. Jones to look into tracking Bright Futures scholars as part of the strategic plan metrics.
4. Dr. Jones to create a real-time feedback loop after each training session to ensure ongoing support in each training area.
5. Expand on ways to highlight our Alumni.

With no further business to discuss, the meeting was adjourned.