



**Florida Agricultural and Mechanical University  
Board of Trustees**

**Strategic Planning and Performance Measures Committee Minutes**

**Trustee Harper, Chair**

**Wednesday, February 16, 2022**

**Committee Members Present:** Chair Kristin Harper, Trustee Ann Marie Cavazos, Trustee Otis Cliatt, Trustee Kimberly Moore, Trustee Kenward Stone and Trustee Craig Reed.

**Call to Order/Roll Call:** Chair Harper called the meeting to order. Mrs. Adams called the roll. There was a quorum.

**Action Items**

Approval of Meeting minutes from December 1, 2021. Trustee Moore moved for the minutes to be approved. The approval was seconded by Trustee Reed. The minutes were approved.

**Information Items**

*Update on University Strategic Plan*

Phase One of the Strategic Planning process began summer 2021 with the Strategic Planning Committee engaging in a landscape assessment which included a comprehensive process to explore historical trends, gather and analyze data, including an environmental scan and SWOT analysis. Strategic priorities were developed based on the landscape assessment and survey analysis. The five strategic priorities are Student Success, Academic Success, Leverage the Brand, Long-Term Fiscal Health and Sustainability, and Organizational Effectiveness and Transformation.

Phase Two of the Three Phase process began in Fall 2021 with the formation of five subcommittees based on the strategic priorities. The subcommittees were charged with developing goals and strategies for each priority. Each subcommittee produced a report identifying recommendations for goals that were submitted and reviewed by the Strategic Planning Committee. The Strategic Planning Committee will continue to refine the goals and strategies and develop actions within the respective subcommittees through the end of the month.



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Phase Three will commence next month. The Strategic Planning Committee will finalize goals, strategies, and actions and develop key performance indicators during this time. The final plan will be submitted for approval at the June 2022 Board of Trustees meeting.

A critical component of this planning process is direct input from various internal and external constituents. A survey was deployed over the summer and into fall to collect feedback on current issues, concerns, obstacles, and opportunities that FAMU may face now or in the future to garner this input. Listening sessions were conducted during the fall semester from external constituents. Feedback from the survey and listening sessions were reviewed and relevant information was used to revise the proposed goals. Additionally, feedback was gathered from nine focus groups. Town Halls are currently being scheduled to solicit feedback from those unable to participate in the focus groups

### Discussion

- Trustee Moore asked if there was a goal for engagement set for each of the stakeholder groups  
Response: Trustee Harper responded that there was not a specific goal set for engagement. In addition to the survey and focus groups, multiple stakeholders were contacted and given the opportunity to engage.
- Trustee Dubose asked if the committee has a pulse of the constituents?  
Response: Trustee Harper responded in the affirmative explaining that through the survey responses from external and internal constituents as well as the focus groups the committee has gathered a lot of insight.
- Trustee Dubose asked if the committee is looking at other universities from a comparative point of view with regards to how they attract talent, cutting edge programs, etc. that we could model after?  
Response: AVP McMurray responded that strategic plans from other universities were reviewed. The other institutions were research one status institutions as well as other HBCUs



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- Trustee Cavazos commented her appreciation that the report mentions reconfiguring faculty workload because it is a top concern for faculty. She also asked about the timetable with regards to compensation plan for faculty because faculty has stated that they have not received a cost-of-living expense increase.

Response: Trustee Moore commented that the Board realizes that there are issues looming right now and that there are some things that we cannot wait on in order to be competitive and retain as well as recruit. While we are in the midst of trying to get this compensation philosophy, we need to determine that things we can do right now that won't impact or cripple us.

President Robinson stated that the strategic plan will provide a blueprint for the next five years but we are not going to wait for the next five years to explore other interim possibilities.

Trustee Harper agreed that the committee is not waiting for the strategic plan to be completed in order to take action around this issue. One of the next steps is identifying the budget implications and the various options within the strategic plan.

- Trustee Lawson complimented the committee for doing such a great job and also inquired about the student balance that allows access to the population that we want to serve with regards to the admission requirements.
- Trustee Dubose suggested that in order for the Board, the leadership team and the FAMU community to get on one page the plan needs to be outlined each year for each strategic priority and KPIs to determine if the goals and objectives were accomplished.
- Trustee Reed asked how the committee will incorporate the feedback into the current developed plan we have thus far and what is the timeline to have everything complete by the June timeframe.

Response: Trustee Harper commented that the feedback from the focus groups has not yet been incorporated into the plan because it is ongoing. Feedback from the focus groups and from today will be reflected in the next round of strategies, goals and tactics.



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AVP McMurray commented that town hall meetings are scheduled for March 3, 10 and 24 to socialize the plan as well as receive feedback from those who were unable to attend a focus group session

There being no further business, the meeting was adjourned.