

Florida Agricultural and Mechanical University
Board of Trustees



Strategic Planning and Performance Measures Committee Minutes
Chair Harper, Chairperson
Wednesday, December 6, 2023

The Strategic Planning and Performance Measures Committee met on Wednesday, December 6, 2023. The meeting was attended by Chair Harper, Trustee Gibbons, Trustee Mondelus, Trustee Reed and Trustee Washington. A quorum was present.

Action Items: Trustee Harper announced the only action item for the meeting would be approval of the October 11, 2023 meeting.

Approval of Minutes October 11, 2023 meeting.

The committee approved the minutes from the October 11, 2023 meeting.

Informational Item: Key Trends and Feedback Leading to Our 2022-2027 Strategic Plan

Chair Harper opened the discussion by stating this meeting's informational item would be:

1. A summary of the Key Trends and feedback leading to our 2022-2027 Strategic Plan.
2. An overview of the Strategic Plan
3. An intersection of the Accountability Plan, Strategic Plan and President's Goals.

She continued by explaining the Strategic Planning Committee established a comprehensive process to ensure communication, accountability, ownership, benchmarking and reporting. They have continued to use these processes until today to ensure planning occurs and is used for decision-making on a regular basis here at FAMU. The Implementation Plan has positioned FAMU to execute its strategic priorities well and has helped in accomplishing its mission and vision which we will review today.

Dr. Jones followed by providing background information and key processes and feedback that led to the approval of the 2022-2027 "Boldly Striking" Strategic Plan. He explained the areas that are the focus of the Strategic Priorities:

1. Elevating Student Success Outcomes
2. Fostering Faculty Excellence
3. Innovating Academic Programs to Address Workforce Needs.
4. Elevating Our Rankings, Reputation, and Impact.
5. Positioning FAMU on a trajectory to become a Carnegie Research One (R1) institution.
6. Optimizing operations to fulfill our mission.

To provide some context for the various processes that led to the Board’s final approval of the 2022-2027 Boldly Striking Strategic Plan, he shared a series of slides on the following topics:

Process Timeline-The slide provided the timeline for the development of the Strategic Plan and explained what was achieved in each stage of development with a goal of implementing the new Strategic Plan by the end of June 2022.

The process was broken into three phases-each with a specific timeline.

Phase One began Summer of 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. The planning process also included direct input from various FAMU constituents, including but not limited to faculty and students. Our “strategic priorities” were developed based on the “landscape assessment” and survey analysis.

Phase Two began in Fall of 2021 with the formation of five subcommittees based on the strategic priorities. The subcommittees were charged with developing goals and strategies for each priority. The subcommittees included faculty, staff, and students from numerous departments and perspectives. Each subcommittee produced a report identifying recommendations for goals and strategies that were submitted and reviewed by the Strategic Planning Committee. The Strategic Planning Committee continued refining the goals and strategies and developed actions within the respective subcommittees through February 2022.

Phase Three started in March of 2022. The Strategic Planning Committee finalized goals, strategies, and actions and developed Key Performance Indicators during this time. The final plan was submitted for approval at the June 2022 Board of Trustees meeting.

Dr. Jones continued by stating a critical component of the planning process was receiving direct input from various internal and external constituents. To obtain this input, a survey was deployed over the Summer into the Fall 2021 semester to collect feedback on current issues, concerns, obstacles and opportunities that FAMU may face.

Listening sessions were conducted by Management Consulting Group during the Fall 2021 semester from external constituents. Feedback from the survey and listening sessions were reviewed and relevant information was used to revise the proposed goals.

Additionally, as part of our tradition of gathering feedback, the Committee also socialized the plan through nine focus groups during the last two weeks of January, 2022. Almost 80 people participated in the following focus groups:

- Students
- Faculty
- Staff Administrators
- Alumni
- K-12 Educators
- Employers
- FAMU Foundation Board members

The focus groups were also led by Management Consulting Group. Town Halls were conducted to solicit additional feedback from those who were unable to participate in the focus groups. Feedback from the focus groups and town halls were reviewed and incorporated in the proposed goals and strategies as needed.

It was important that feedback was garnered from all constituents. This ensured there was consistency and clarity in the process.

The Strategic Planning survey was distributed to faculty, staff, students and community members. 1,215 people provided critical input during the planning process. The participants completed a 26-instrument organized into 7 factors which were:

- Environment and Culture
- Academics
- Research
- Student Engagement
- Communication
- Facilities
- Technology

The respondents were asked to rate the 7 factors on a five-point Likert agreement scale and answer open-ended items on FAMU's reputation and threats.

Mission, Vision, Values Process-Dr. Jones said the committee also reviewed and refreshed the mission statement, vision statement, and values to reflect what we are and aspire to be.

Three sub-committees were formed to review and revise the mission statement, vision statement and values. Each sub-committee produced a Mission Statement, Vision Statement and Values, which were then submitted and reviewed by the entire committee. He then invited Chair Harper to share the Mission, Vision statements and FAMU's Values.

Chair Harper proceeded by reading the Mission and Vision Statements followed by FAMU's Values.

She turned the discussion back over to Dr. Jones by inviting him to discuss the metrics we are using to measure the success of the Strategic Plan and its alignment with the 2023 Accountability Plan and President's Goals.

Dr. Jones continued by explaining the overall health of our strategic plan is measured based on two sets of metrics– Key Performance Indicators and Measures of Success Indicators. He described each indicator as follows:

Key Performance Indicators- The Key Performance Indicators align to the Florida Board of Governor’s Performance Based Funding Metrics. They are designed to assess how well the University is doing in key areas of focus on completion – retention, graduation, degree production, licensure pass rates, post-graduate outcomes, enrollment, affordability, R&D expenditures, annual giving and endowment value. The baseline or the current 2023 value, and the targets for 2027 are provided. The targets were established based on a comprehensive review and analysis of data and trends. The targets were approved by the Board of Trustees in the 2022 Accountability Plan.

Measures of Success Indicators- In addition to the Key Performance Indicators, the Measure of Success Indicators is aligned to each strategic priority, some metrics may overlap with the Key Performance Indicators.

Student Success Metrics represent student outcomes – retention, graduation and access rates, affordability, and post-graduate outcomes.

Academic Excellence Metrics focus on degree production for research doctorates, bachelor and graduate degrees in programs of strategic emphasis.

Leverage the Brand Metrics represent peer perception rating and customer service satisfaction.

Long-Term Fiscal Health and Sustainability Metrics focus on composite financial index ratios, R&D expenditures, annual research awards, alumni giving rates, funding raising, investment and endowment values.

Organizational Effectiveness and Transformation Indicators focus on employee retention, satisfaction and awareness of equity and belonging initiatives, and audit findings.

Together, the Key Performance Indicators and Metrics of Success Indicators will continue enabling us to measure the performance and success of our strategic plan.

Next, he invited Chair Harper to share the Crosswalk with the State University System.

Using a slide Chair Harper explained the State University System Strategic Plan establishes a vision and course for FAMU’s success. The SUS plan strengthens the Board of Governors’ commitment to achieving excellence in the mission of its state universities – teaching, research, and public service – for the benefit of Florida’s citizens, their communities, and the state economy.

The crosswalk displayed on the screen shows the direct and indirect linkages and alignments between the preliminary goals developed by the committee and the BOG Strategic Plan goals. As you can see, there is great alignment.

Dr. Jones continued his slide presentation with the next topic:

President's Goals- The 2023-2024 goals set forth by the members of the Board are in alignment with the Strategic Initiatives we have set forth for this academic year. The Goals and all Scorecards, including the Institutional Scorecard, may be accessed through the President's webpage at president.famu.edu. From there you'll click on **goals**.

Dr. Jones continued with the final topic:

Civil Discourse-Florida A&M University is committed to maintaining a campus environment that supports and promotes open-minded and tolerant Civil Discourse. The university acknowledges that the climate for Civil Discourse is critical to the success of each person and to the overall success of the University. President Robinson established a Civil Discourse Workgroup in April 2022, with responsibility for coordinating the University's efforts to address the recommendations contained in the Board of Governor's Civil Discourse Report. During the Spring of 2023, FAMU's Division of Strategic Planning, Analysis and Institutional Effectiveness conducted its first Civil Discourse Survey to capture perceptions of the climate for Civil Discourse on campus from all students, faculty and staff.

Earlier this semester, the Offices of Public Policy and the Provost hosted "A Campus Conversation" panel discussion to promote and engage on the topic, as well as exchange valuable perspectives. Students, educators, and staff were all in attendance.

He concluded with a final slide on Civil Discourse that highlighted the status of the most recent request for annual updates of Recommendations by the Board of Governors. As you can see all recommended actions have been completed. The noted updates will be sent to the BOG at the beginning of January 2024.

Chair Harper thanked Dr. Jones for the baseline understanding and refresher of the strategic planning process he provided. She asked if there were any questions or comments. Trustee Reed said it was great to continue to be refreshed on the comprehensive nature of how the overall plan was developed, how inclusive it was and also to get a sense of how it's linked back to the performance of the University, back down to the President to really think that the model is extremely efficient and effective in terms of making sure that we are clear on the things that are important to the organization. He said he really appreciated Dr. Jones bringing that to the group today and for a nice review of the current process and where we currently stand as it relates to Civil Discourse and the expectations from the SUS.

Trustee Reed then asked Dr. Jones for a little more insight on what's required of us back to the SUS.

Dr. Jones answered by saying the SUS laid out a detailed recommendation specific to all of the SUS institutions specific to Civil Discourse. These recommendations basically outline the role of the institution. In annually reviewing these recommendations based on the Faculty Senate review, The Academic and Student Affairs review and just to ensure the University provides updates to the stakeholders as well as the Board of Governors on an annual basis.

So, we conduct forums and/or seize opportunities to ensure that our students are aware of any changes, and also make sure that the publications-be it the Student Code of Conduct or all published information has some information pertaining to Civil Discourse.

Trustee Reed thanked Dr. Jones for his response and said fundamentally we're setting the criteria for what it means to be really inclusive as well as respectful and to be able to set the standard-not just on paper, but make sure the organization understands the intent and can have discussion and dialogue about it.

Information Items:

There being no further business, the meeting was adjourned.