FLORIDA A&M UNIVERSITY

Joint Meeting
Board of Trustees - Foundation Board of Directors – National Alumni Association
FAMU Industry Cluster - Rattler Boosters
May 29, 2024
2:00 p.m.
Tampa, FL

FAMU Board of Trustees chair Kristin Harper welcomed everyone to the meeting. She stated that the focus would be on education and fostering a collaborative spirit among attendees, encouraging open conversation. Dr. Palm was recognized to lead a discussion meant to be interactive rather than a formal presentation. Trustee Chair Harper had asked Dr. Palm to provide an overview of certain topics. The goal is to inspire unity and forward momentum for the university. He updated attendees on the University's performance metrics, which are crucial for improving the University. The aim was to engage the DSO (Direct Support Organizations) more with these metrics and their scoring methods. The purpose of the metrics is to measure the University's effectiveness in preparing students for successful careers and societal impact.

The SUS (State University System) Board of Governors developed these metrics, including:

- Employment and career status of graduates
- Graduate wages
- Tuition rates
- 4-year graduation rate
- Academic Progress rate
- Percentage of bachelor's degrees awarded in programs of strategic emphasis
- University access rate for undergraduate with a Pell Grant
- Percentage of graduate degrees awarded within programs of strategic emphasis
- Florida College System (FCS) AA transfer two-year graduation rate or FTIC Pell recipient six-year graduation rate
- Number of bachelor's degrees awarded to transfers with AA from FCS

The performance scorecard for Florida A&M University (FAMU) for 2024 highlights:

- Maximum points in four areas: median wages of graduates, net tuition fees, programs of strategic emphasis bachelor's degrees, and Pell Grant student access.
- FAMU earned 72 projected points, a decrease of six points from last year, mainly due to a decrease in points related to transfer students.

Strategies for maintaining and improving these metrics include:

- **College and School Partnerships**: Collaborating with the career center, which recently hired a new director.
- **Increasing Paid Internships**: Providing more opportunities for students to gain professional experience.
- **Expanding Professional Development**: Enhancing programs to better prepare students for their careers.

- **Office of Undergraduate Research**: Supporting students with foundational research skills for the job market.
- **Strategic Recruitment**: Ensuring students are well-recruited and motivated to pursue high-paying jobs.
- **Corporate Partnership Expansion**: Strengthening relationships with corporations to offer more opportunities for students.

Dr. Palm invited input from the DSOs on how they could support these initiatives. President Johnson responded by mentioning the National Alumni Association's (NAA)efforts to increase corporate partnerships and strategically align with companies seeking to hire graduates. This alignment extends beyond conventions to connecting corporate sponsors with local chapters.

He highlighted the success of corporate partnerships, exemplified by Aon hiring on the spot at the NAA convention. This strategy has led to a significant increase in corporate sponsorships by connecting opportunities not only at conventions but also with local chapters across the United States. FAMU's extensive network of over 80 chapters nationwide is attractive to sponsors and supports recruitment efforts.

To further improve, President Johnson emphasized the need for better connectivity and data management. Staying in touch with graduates has become challenging as traditional methods like email are slow and often outdated. Therefore, there's a strategic focus on developing more effective ways to maintain contact with alumni. This will require support and innovative approaches to ensure data is clean and communication channels are efficient.

Cheryl Harris, chair of the FAMU Industry Cluster emphasized the importance of preparing students comprehensively for success in corporate environments. She shared key points and opportunities highlighted below:

1. **Prepared Students Across Disciplines**:
   o **Importance**: Corporations value students who are well-prepared across various fields of study.
   o **Action**: Ensure students at Florida A&M University (FAMU) are connected with alumni and corporate leaders, which helps bridge the gap between academia and industry expectations.
2. **Mentorship Opportunities**:
   o **Role of Alumni and Corporate Leaders**: Alumni and industry professionals can provide valuable mentorship to students, offering guidance, support, and real-world insights.
   o **Benefits**: Mentorship can significantly enhance student success by offering personalized advice and fostering professional connections.
3. **Access to Resources**:
   o **Corporate Resources as Extensions of the Classroom**: Corporate resources can complement academic learning by providing up-to-date industry knowledge and practical training.

- o **Example**: Companies invest heavily in training and education (e.g., $700 million spent by a former employer), and these resources can be leveraged to support student learning and development.

Mrs. Harris further underscored the importance of equipping students with relevant skills and knowledge to thrive in the dynamic corporate world. Here are the additional key points and opportunities discussed:

1. **Broadening Education Beyond FAMU**:
   - o **Inclusion of All Students**: Emphasize the necessity for students from various institutions to understand current and future real-world scenarios.
   - o **Critical Topics**: Educate students on vital subjects like cybersecurity, data privacy, and evolving legislation, which are relevant across all job sectors.
2. **Expanding Resources**:
   - o **Enhancing Educational Resources**: Ensure students have access to comprehensive resources that extend beyond the traditional classroom setting.
   - o **Real-World Preparedness**: Equip students with the knowledge and skills needed to navigate and succeed in rapidly changing professional environments.
3. **Connecting with Honors Programs**:
   - o **Support for High-Achieving Students**: Strengthen connections with students in honors programs to provide additional support and opportunities.
   - o **Multiplier Effect**: By uplifting high-achieving students, they can, in turn, uplift others, creating a ripple effect of success and mentorship.
4. **Leadership Development for Faculty and Administration**:
   - o **Continual Professional Development**: Provide leadership development opportunities to university faculty and administration to keep them informed and up-to-date with industry trends.
   - o **Enhanced Guidance**: Well-informed faculty and administration can better guide students and prepare them for the future.
5. **Utilizing Performance Metrics and Cluster Support**:
   - o **Improving Graduation Rates**: Leverage cluster resources to help the university achieve high performance metrics, such as improved graduation rates.
   - o **Job Placement and Salaries**: Assist in identifying jobs that offer competitive starting salaries for graduates, enhancing the university's reputation and success rates.
   - o **Network Access**: Provide students access to extensive professional networks and opportunities through cluster members and their connections.

In summary, by addressing these points, FAMU can better prepare students for the complexities of the modern workforce, support faculty development, and achieve higher performance metrics, all while fostering a culture of continuous learning and professional growth.

COO Palm shared that in the context of improving the University's performance on the metrics, the conversation points to specific areas where DSO (Direct Support Organizations) can have a

significant impact over a one to three-year period. The key metrics that DSOs are well positioned to influence:

Graduates Employed a Year After Graduation:

- Metric Number 2: This is a crucial indicator of the university's success in preparing students for the workforce. DSOs can enhance this metric by:
    - Leveraging Corporate Connections: Facilitating internships, job placements, and career fairs in collaboration with corporate partners.
    - Mentorship Programs: Providing students with mentorship from alumni and industry leaders to help them navigate their career paths.

Graduation Rate:

- Metric Number 1: Ensuring students graduate on time is vital for the university's performance. DSOs can impact this by:
    - Financial Support: Addressing the financial barriers that prevent students from completing their degrees through fundraising and philanthropy efforts.

Academic and Non-Academic Support:

- Offering scholarships, grants, and emergency funds to students in need. Additionally, DSOs can support tutoring, counseling, and other academic resources.

Fundraising and Philanthropy:

- Financial Stability: Increased fundraising efforts can provide the necessary financial support for students, contributing to both graduation rates and post-graduation employment.
- Resource Allocation: Ensuring funds are directed towards critical areas such as scholarships, student services, and career development programs.

DSOs can significantly influence key performance metrics by focusing on enhancing employment outcomes for graduates and improving graduation rates through financial support and strategic partnerships. These efforts not only aid in student success but also enhance the university's overall standing and reputation.

The initiatives described aim to enhance student engagement, career readiness, and the overall success of both students and alumni. Here are the key points and strategies:

1. **Pre-Alumni Council**:
    - **Objective**: Establish a Pre-Alumni Council for juniors and seniors to bridge the gap between current students and alumni, fostering a strong connection and sense of belonging to the alumni community.
    - **Implementation**:
        - **Membership**: Students can join with a modest fee during their junior or senior year.

- **Data Collection**: Capture relevant data from these students to understand their career aspirations and needs.
- **Benefits**: Facilitate networking opportunities, mentorship, and career guidance from alumni.
  - o **Promotion**: Introduce this concept to freshmen, highlighting the benefits and encouraging them to aspire to join in their later years.
2. **Collaboration with Academic Affairs**:
   - o **Partnerships**: Work closely with the National Alumni Association and Academic Affairs to promote the Pre-Alumni Council.
   - o **Long-Term Vision**: Instill a sense of alumni pride and belonging from the moment students enter the university, encouraging long-term engagement and support.
3. **Transfer Services and Data Collection**:
   - o **Helios Foundation Collaboration**: Academic Affairs is collaborating with the Helios Foundation to address trends impacting performance-based funding metrics.
   - o **Decline in High School Graduates**: The Florida College System (FCS) has experienced an 8% decline in high school graduation enrollment from 2010 to 2019, which affects transfer student numbers.
   - o **Proactive Data Collection**: The Council of Academic Vice Presidents and the Board of Governors are capturing data from FCS institutions to identify potential transfer students early.
   - o **Intent to Transfer**: Ensure that students with associate degrees from FCS who intend to transfer to Florida A&M University (FAMU) are identified and supported from the start.
4. **Visual Data Sharing**:
   - o **Effective Communication**: Recognize that many stakeholders are visual learners and utilize visual data presentations to communicate trends and impacts effectively.

Benefits and Impact

1. **Enhanced Alumni Engagement**:
   - o **Pre-Alumni Council**: Creates a pipeline of engaged students who transition smoothly into active alumni, fostering a stronger alumni network.
2. **Improved Career Readiness**:
   - o **Networking and Mentorship**: Students gain access to alumni resources, enhancing their career prospects and readiness.
3. **Increased Graduation and Transfer Rates**:
   - o **Targeted Support**: Early identification and support for transfer students can improve graduation rates and ensure smooth transitions.
4. **Performance-Based Funding**:
   - o **Data-Driven Decisions**: Utilizing data from studies and collaborations helps shape strategies to improve performance metrics and secure funding.

By implementing these strategies, FAMU can strengthen its community, improve student outcomes, and enhance its performance metrics, ultimately leading to a more successful and engaged alumni network.

The system as a whole needed improvement. This realization came from a deeper examination of how the various departments interact and affect the overall student experience. Here's a breakdown of the key points and actions being taken to address these issues:

1. **Employee Training**:
   - **Training Provided**: 80 employees trained in service excellence.
   - **Outcome**: 298 employees received this training between February and April.
2. **Feedback Mechanisms**:
   - **Current System**: Feedback devices placed in student service areas.
   - **Enhancements**: Introducing QR codes to collect more detailed feedback.
3. **Student Services Enhancement**:
   - **Initial Observations**: High volume of complaints about financial aid.
   - **Action Taken**: Convened a meeting with about 50 staff members from various departments involved in enrollment management (admissions, student accounts, financial aid, advisement).
4. **Identified Issues**:
   - **Initial Reaction**: Finger-pointing and denial within departments.
   - **Key Realization**: The problem is systemic, not isolated to financial aid.

Moving Forward

To address these systemic issues, the following steps are being taken:

1. **Comprehensive Review**:
   - Conduct a thorough analysis of the entire enrollment management process.
   - Identify pain points and inefficiencies within and between departments.
2. **Collaboration**:
   - Foster a culture of collaboration rather than blame.
   - Encourage departments to work together to identify and solve problems.
3. **Systemic Solutions**:
   - Implement integrated solutions that address issues across departments.
   - Ensure that improvements in one area do not create problems in another.
4. **Continuous Feedback and Improvement**:
   - Utilize enhanced feedback mechanisms to continuously gather and act on student feedback.
   - Regularly review and adjust processes based on this feedback.
5. **Leadership and Accountability**:
   - Strong leadership to drive the changes and hold departments accountable.
   - Clear communication from leadership about expectations and progress.

By focusing on these areas, the aim is to create a more efficient, responsive, and student-friendly system that addresses the root causes of the issues rather than just the symptoms.

being intentional about student success has been our primary focus. The collaborative efforts have already shown promising results and paved the way for a more streamlined, effective approach to student services. Here are the key initiatives and outcomes so far:

Key Initiatives

1. **Regular Huddles**:
   - **Frequency**: Every Tuesday.
   - **Participants**: Provost Watson, Dr. Hudson, and their teams.
   - **Purpose**: Immediate problem resolution and strategic planning.
2. **Addressing Registration Barriers**:
   - **Issue Identified**: Students hesitated to register for the spring due to expectations of receiving COVID relief funds.
   - **Actions Taken**:
     - Direct communication with students through calls, emails, and in-person visits.
     - Clarified the unavailability of additional COVID funds.
     - Assisted with Parent PLUS loans and scholarship applications.
3. **Innovative Solutions for Housing and Registration**:
   - **Change in Policy**: Students must be registered for the fall to receive housing assignments.
   - **Implementation**:
     - Dissected potential pitfalls and planned responses.
     - Engaged students through social media and informative videos.
     - Reached out to parents for financial aid processes.

Outcomes and Benefits

1. **Increased Registration**:
   - **Current Status**: 1,143 students registered for the fall, all above a 2.0 GPA.
   - **Target**: Additional 97 students expected to register, also above a 2.0 GPA.
   - **Summer Strategy**: Contacting and assisting students to ensure their registration.
2. **Proactive Academic and Financial Planning**:
   - **Class Availability**: Ensures the Provost can schedule classes and allocate faculty effectively.
   - **Financial Aid**:
     - Generating early bills for housing and meal plans.
     - Moving payment plans up to July for better financial planning.
3. **Continuous Support for At-Risk Students**:
   - **Support**: Outreach to students below a 2.0 GPA for summer school opportunities.
   - **Monitoring**: Ensuring students taking summer classes maintain their GPA above 2.0 to return in the fall.

Acknowledgments and Future Planning

- **Recognition**: Appreciation for COO Palm and VP Hudson for their dedication to improving customer service and addressing systemic issues.
- **Future Goals**:
  o Continue being intentional about success.
  o Utilize the summer to prepare for a smoother fall semester.
  o Maintain a focus on resolving underlying issues affecting financial aid and student services.

By addressing the root causes and fostering a collaborative, innovative environment, the institution is making significant strides in enhancing student services and ensuring student success.

The primary goal of aligning key performance indicators (KPIs) across all Direct Support Organizations (DSOs) at FAMU is to ensure a unified approach towards achieving the university's strategic objectives. Here's a detailed overview of the current initiatives, KPIs, and next steps:

Current Initiatives and KPIs

FAMU Foundation

- **Increase Annual Giving**: Support the President's fundraising goals. This is emphasized twice to reflect both outgoing and internal perspectives on fundraising.
- **Complete Recommendations**: 50% completion of outstanding recommendations from the Alexander Haas consulting report, which provided best practices for operational improvements.
- **Board Responsibility**: Increased personal responsibility for giving among board members.
- **Small Business Engagement**: Implement a small business engagement process initiated on August 23rd.

National Alumni Association

- **Membership Growth**: Increase the membership of the FAMU National Alumni Association.
- **Scholarship Program Growth**:
  o Increase the National Scholarship Program fund to $200,000, up from $150,000 in previous years.
  o Grow the SOS Scholarship Fund to meet ongoing student needs.
- **Advocacy and Engagement**:
  o Enhance advocacy efforts at both state and national levels.
  o Align advocacy with the university's key legislative goals.

Rattler Boosters

- **Student Athlete Success**:

- o Increase the board of directors' membership and giving.
- o Enhance student athletes' health, wellness, and funding (nutrition, health snacks, cooling systems).
- **Organizational Effectiveness**:
  - o Maintain clean audits.
  - o Participate in ethics training.

Next Steps

Strategic Alignment and Enhancement

- **Due Date**: Align strategic plans by November 25th.
- **Focus Areas**:
  - o Identify and implement goals and initiatives to be achieved by 2027.
  - o Establish annual KPIs for tracking progress.

Support and Resources

- **Workshops and Templates**: Provide ongoing workshops and a strategic planning template to ensure alignment and efficiency.
- **SMART Goals**: Ensure all unit-level goals are Specific, Measurable, Achievable, Relevant, and Time-bound.
- **Metrics and Measures**: Develop robust metrics and measures to monitor progress and make necessary improvements.

Ongoing Support

- **Monitoring and Evaluation**: Regular review of goals and objectives to ensure alignment and progress.
- **Sustainable Culture**: Build a culture that supports continuous improvement and strategic alignment.

By aligning the KPIs of the DSOs with the university's strategic plan, FAMU aims to foster a more cohesive and efficient approach to achieving its long-term goals. The focus on SMART goals, regular monitoring, and collaborative efforts ensures that all stakeholders are working towards a common vision.

Athletics

To achieve the ambitious vision of expanding FAMU's athletic program to include all 18 NCAA Division I Sports sponsored by the SWAC, plus cheerleading, it is crucial to establish a robust foundation that ensures excellence in the current sports program and financial sustainability. Here's a detailed plan to guide this vision:

Detailed Strategic Plan for FAMU Athletics Expansion and Sustainability

Vision and Strategic Goals

1. Expand Athletic Program

- **Initial Focus**: Begin with the addition of women's golf.
- **Long-term Goal**: Sponsor all 18 NCAA Division I sports that the SWAC sponsors, plus cheerleading.

2. Enhance Athletic and Academic Success

- **Goal**: Achieve excellence in all currently sponsored sports.
- **Objective**: Compete effectively at both conference and national levels, striving for the Commissioners Cup.

3. Establish a Sustainable Financial Model

- **Objective**: Create a profitable athletics enterprise.
- **Alignment**: Ensure consistency with the university's strategic plan, "Boldly Striking," and FAMU's core values of accountability, inclusion, innovation, and integrity.

Special Committee on Athletics

Purpose and Scope

- **Financial Model**: Develop a sustainable financial operating model.
- **Transparency**: Ensure the process is transparent, collaborative, and future-focused.
- **Engagement**: Collaborate with internal and external stakeholders, including Rattler Boosters, FAMU Foundation, National Rattler F Club, National Alumni Association, and other key organizations.

Committee Structure

- **Leadership**: Chaired by Trustee Claitt.
- **Bi-annual Meetings**:
  - **Participants**: President Robinson, President of each DSO, President of the 220 Quarterback Club, President of the National Rattler F Club, one trustee, and other relevant stakeholders.
  - **Purpose**: Cover funding roles, establish clear roles for fundraising, and ensure no overlap. Focus on synergies and clear role definitions.

Action Plan

1. Initial Expansion – Women's Golf

- **Assessment**: Conduct a feasibility study to understand the requirements (budget, facilities, staffing, recruitment).

- **Implementation**: Develop a detailed plan to launch the women's golf program, including timelines and milestones.
- **Support**: Secure funding and resources through partnerships and fundraising.

2. Excellence in Current Sports

- **Performance Metrics**: Establish KPIs for each sport to monitor and improve performance.
- **Resources**: Ensure adequate resources for training, coaching, and facilities.
- **Support Services**: Enhance academic support, health and wellness programs for student-athletes.

3. Financial Sustainability

- **Revenue Streams**: Identify and diversify revenue streams, including sponsorships, donations, ticket sales, and merchandising.
- **Cost Management**: Implement cost-saving measures without compromising the quality of programs.
- **Fundraising**: Engage in active fundraising campaigns involving alumni, boosters, and the community.

Collaboration and Engagement

Stakeholder Involvement

- **Regular Communication**: Maintain open lines of communication with stakeholders.
- **Feedback Mechanisms**: Implement mechanisms to gather and act on feedback from stakeholders.
- **Events and Meetings**: Organize regular events and meetings to update stakeholders on progress and engage them in planning and decision-making processes.

Community and Alumni Engagement

- **Outreach Programs**: Develop outreach programs to involve the community and alumni in athletic events and initiatives.
- **Marketing and Promotion**: Use marketing strategies to promote the athletic program and build a strong brand identity.

Funding Strategy

1. Clear Roles and Responsibilities

- **Funding Roles**: Define the roles of Rattler Boosters, FAMU Foundation, National Rattler F Club, and other organizations to prevent overlap and maximize efficiency.
- **Annual Plan**: In partnership with University Advancement, establish an annual plan to target corporations and philanthropic organizations for recurring funding.

2. Needs Assessment and Advocacy

- **Annual Needs List**: Head coaches submit a list of needs to the Athletics Department executive staff.
- **Advocacy**: Use the compiled needs list to advocate for support from donors and supporters.

3. Successful Fundraising Examples

- **FAMU Foundation Gift**: Highlight the impact of previous gifts, such as the $290,000 gift supporting 18 projects.
- **Spring Sports Support**: Emphasize how gifts have supported specific needs, like $46,000 in softball bullpen repairs and $22,000 in tennis complex windscreens.

Monitoring and Evaluation

1. Progress Tracking

- **Regular Reports**: Provide regular progress reports to the Special Committee on Athletics and stakeholders.
- **Adjustments**: Make necessary adjustments based on performance data and feedback.

2. Annual Review

- **Review Meetings**: Conduct annual review meetings to evaluate progress towards goals and set new targets.
- **Strategic Adjustments**: Make strategic adjustments to the plan based on the review outcomes.

Best Practices and Recommendations

1. Structural Examples

- **Dedicated Philanthropic Officers**: Have officers focused solely on athletics fundraising, ideally within the University Development Office for better integration and network utilization.
- **Micro Campaigns**: Implement targeted campaigns for specific sports or needs, enhancing donor engagement by focusing on areas of personal affinity.

2. Addressing Budgetary Constraints

- **Revenue Generation**: Focus on innovative revenue generation strategies such as enhanced marketing, improved ticket sales, and expanded sponsorship deals.
- **Cost Efficiency**: Implement strategic cost management practices to ensure every dollar is utilized effectively.

By following this comprehensive plan, FAMU can expand its athletic program, achieve excellence in sports, and establish a sustainable financial model, enhancing the overall student-athlete experience and strengthening the university's identity.

Draft two separate one-pagers for FAMU Athletics. One will highlight the current state of FAMU Athletics, and the other will emphasize the historical achievements and notable figures associated with FAMU Athletics. Here's a detailed outline for each one:

One-Pager: Current State of FAMU Athletics

FAMU Athletics: Current Overview

Title: The Current State of FAMU Athletics

1. Introduction

- **Mission Statement**: To foster a culture of athletic excellence and student success.
- **Commitment**: Upholding the values of accountability, inclusion, innovation, and integrity.

2. Recent Achievements

- **Championship Wins**: Highlight recent conference and national titles.
- **Athletic Performance**: Overview of team performance across sports.
- **Notable Athletes**: Current standout athletes and their achievements.

3. Infrastructure and Facilities

- **Recent Upgrades**: Investments in facilities and equipment.
- **Ongoing Projects**: Current projects in progress to enhance athletic facilities.

4. Financial Overview

- **Budget**: Current budget and funding sources.
- **Recent Donations**: Major recent contributions and their impact (e.g., $290,000 from FAMU Foundation).

5. Community and Alumni Support

- **Engagement**: Ways in which the community and alumni have supported athletics.
- **Opportunities for Involvement**: How alumni and supporters can get involved (e.g., Investing in Champions package).

6. Strategic Goals for the Future

- **Expansion**: Plans for adding new sports (e.g., women's golf).

- **Excellence**: Goals for achieving higher performance standards.
- **Sustainability**: Developing a profitable and sustainable athletics model.

One-Pager: Historical Achievements of FAMU Athletics

FAMU Athletics: A Legacy of Excellence

Title: The Historical Achievements of FAMU Athletics

1. Introduction

- **Heritage**: Brief overview of FAMU's rich history in athletics.
- **Pioneers**: Acknowledgment of the trailblazers who laid the foundation.

2. Notable Figures

- **Althea Gibson**: Tennis legend and her contributions.
- **Andre Dawson**: MLB Hall of Famer and his journey.
- **Other Legends**: Brief mentions of other notable athletes (e.g., Bob Hayes, Ken Riley).

3. Historic Achievements

- **Championships**: Overview of significant championship wins across various sports.
- **Records**: Highlight notable records set by FAMU athletes.

4. Cultural Impact

- **Community Influence**: How FAMU Athletics has influenced and inspired the community.
- **National Recognition**: Times when FAMU Athletics gained national attention.

5. Recent Successes

- **Current Champions**: Highlighting the latest achievements to show continuity of excellence.
- **Future Stars**: Emerging athletes who are carrying the torch forward.

6. How to Support

- **Get Involved**: Encouraging alumni and supporters to get involved (e.g., donations, attending games).
- **Contact Information**: Key contacts for supporting FAMU Athletics.

Steps to Finalize the Documents

1. **Gather Data**: Collect detailed information on recent achievements, financials, notable figures, and historical data.
2. **Design**: Use a clean and visually appealing design with FAMU colors and logos.
3. **Review**: Have stakeholders review the drafts for accuracy and completeness.
4. **Print and Distribute**: Finalize the documents and prepare them for distribution to trustees, alumni, and supporters.

Additional Toolkit Development

For the development of a comprehensive toolkit to support athletics, consider including:

1. **Resource Guide**: A detailed guide on how various entities (alumni, DSOs, etc.) can support FAMU Athletics.
2. **Event Calendar**: A calendar highlighting key dates for games, fundraisers, and other events.
3. **Contact List**: A list of key contacts for different types of support (e.g., financial, volunteer, in-kind donations).
4. **Marketing Materials**: Templates for social media posts, emails, and flyers to promote support initiatives.
5. **Fundraising Goals**: Clear annual fundraising targets and how each group can contribute.

Would you like to proceed with drafting the detailed content for these one-pagers, or is there any additional information or specific focus areas you'd like included?