

Florida Agricultural and Mechanical University
Board of Trustees



Strategic Planning and Performance Measures Committee Report
Trustee Harper, Chair
Wednesday, October 11, 2023

The Strategic Planning and Performance Measures Committee met on Wednesday, October 11, 2023. The meeting was attended by Trustee Harper, Trustee Cliatt, and Trustee Washington. A quorum was present.

Action Items: Trustee Harper announced the only action item for the meeting would be approval of the June 7, 2023 meeting.

Approval of Minutes June 7, 2023 meeting.

The committee approved the minutes from the June 7, 2023 meeting.

Trustee Harper announced this meeting's informational item would consist of an update on the Year 1 implementation of the 2022-2027 Strategic Plan, including Performance Based Funding (PBF) leading indicators and continuous implementation of the plan. She continued by explaining the Implementation Plan is a comprehensive process that ensures communication, accountability, ownership, benchmarking and reporting. Our charge is to ensure that planning takes place and to insist that plans are used regularly for decision-making. She continued by stating the Implementation Plan will continue positioning FAMU to execute our strategic priorities well and help us accomplish our mission and vision. She then turned the meeting over to Dr. Jones first, for an introduction in his new role and secondly to lead the committee and Board through highlighting our strategic plans and priorities, performance indicators and progress during Year 1 and the implementation timeline for Year 2.

Dr. Jones introduced himself and informed the Board that he is a native of New Orleans, LA and brings to the University 29 years of higher education experience by way of assessment, student and academic affairs as well as institutional research and accreditation. He added that he is a proud family rattler and a current member and was a member of the Marching 100 as a first trumpet player under the direction of Dr. William P. Foster. He mentioned it brought him great joy to have the opportunity to serve in this capacity and that he is honored and humbled at the opportunity to speak on the institution's behalf.

Dr. Jones then proceeded to highlight the strategic priorities, performance indicators and progress during the year 1 and year 2 implementation timeline. He pointed out the focus of our Boldly Striking Strategic Priorities are:

1. Elevating student success outcomes such as persistence, graduation, and licensure pass rates.
2. Fostering faculty excellence through attracting, developing and retaining world-class faculty.
3. Innovating Academic programs to address workforce needs.

4. Elevating our rankings, reputation and impact expanding our funding sources to support our strategic initiatives.
5. Positioning FAMU on a trajectory to become a Carnegie Research One (R1) institution.
6. Optimizing operations to fulfill our mission.

He continued by explaining the Strategic Planning Committee created a concise and aggressive Year 1 plan with key initiatives that were connected to strategies and activities. For example, there are 5 strategic priorities, 16 goals, 52 strategies, and 189 actions in the Strategic Plan. In Year 1, the focus was on 115 actions. Each action item was assigned a responsible division, department, and individual.

“Slow Moving” action items from year 1 were defined and prioritized for year 2 leading to building a comprehensive draft plan with revised success metrics that covers the remaining four years, with each item up for review and finalization by the Implementation Committee. Expected targets will be defined for each of these action items in addition to projected outcomes for the year. He pointed out, the majority of year 1 actions are nearing completion.

He next discussed the Year1 Key Initiatives-Student Success. He explained the Initiatives for Strategic Priority 1 focused on:

1. Restructuring Academic Advising
2. Enhancing Recruitment and Retention Initiatives
3. Improving the Graduate Experience.

He explained one strategy was to transition Academic Advising from Student Affairs to Academic Affairs to focus more on the whole student and allow for developing more student-centered early alerts systems in relation to each students’ academic and non-academic experiences.

Other highlights under Student Success Initiatives that he shared were:

1. Continuing to develop relationships with state colleges, community colleges and feeder high schools.
2. Beginning strategic enrollment planning with RNL (Noel Levitz to effectively recruit scholarly students.
3. Increased predictive analytics and reformed admissions criteria for better graduation rates in our licensure programs.
4. Increased opportunities for student research engagement with student support initiatives such as the graduate feeder program, student appreciation week and graduate student research poster competitions.
5. Offering more on-line courses resulting in 13 fully online degree programs and increased faculty development to support our expansion.

This initiative will assist FAMU in moving forward into the top tier among its State University system (SUS) peers on performance outcomes.

Next, he discussed the Key Initiative-Academic Excellence which are designed to put FAMU on a path to becoming a Carnegie Research 1 institution. Strategies designed to benchmark progress, create action plans, and strengthen programs for faculty and staff development will help FAMU reach that goal. Additionally, we've launched the FAMU health initiative which has improved our clinical, academic and research innovation.

A program demand gap analysis was conducted in Year 1 which yielded recommendations of programs based on supply and demand relative to doctoral-level programs. At least 25 programs were identified for opportunities to expand. These results will be shared with programs in Year 2 to develop a plan for the development of new doctoral research programs in accordance with state, regional, and national demands.

He talked about the Teaching and Learning Center (TLC) which provides:

1. On-going professional development for early career and tenured faculty.
2. Fosters the development of teaching and learning innovations that enhance instruction, improve student outcomes, and advances FAMU as a leader in evidence-based education.
3. Helps transform classrooms and career by providing quality training, resources and professional development activities for faculty, students and staff.

He added another professional development initiative is the Emerging Leaders Initiative, which is a six-month professional development training opportunity for tenured, upper-level faculty with leadership aspirations.

He continued by sharing health initiatives in the School of Nursing which has implemented a state-of-the-art nursing simulation lab which allows learners to be actively engaged in hands-on experiential learning with guided practice from their clinical faculty. Additionally, the School of Allied Health Sciences has a named simulation space in partnership with Hospital Corporation of America (HCA) hospital systems. This \$1.5 million investment and partnership has allowed for extended clinical practice spaces for Allied Health students.

Under the next Initiative, Leverage the Brand, which focuses on:

1. Reconfiguring administrative structures
2. Expanding our customer service
3. Coaching and training
4. Adopting measures to ensure accountability and buy-in
5. Developing a marketing communications plan
6. Establishing targeted outreach initiatives
7. Enhancing our infrastructure to support advocacy and outreach

Dr. Jones explained discussions to enhance operational efficiency and customer service excellence began in early Fall 2022. As follow up to FAMU's high-level discussions and benchmarking efforts, in November 2022, President Robinson announced plans to enhance operational efficiency and customer service excellence by adopting a new administrative

structure that more effectively aligns our administrative talent with the University's strategic priorities and critical needs.

Dr. Jones added, Customer Service Excellence has gained significant attention, and is already showing signs of improvement throughout all areas of the institution. Dr. Donald Palm, our Chief Operating Officer, has initiated several training sessions for staff that are currently being led by an outside consultant. In fact, mid-level employees are undergoing training today as we speak.

Jointly, these initiatives will assist in positioning FAMU to REMAIN a Top 100 public institution.

Highlights Dr. Jones shared under the initiative-Long-Term Fiscal Health and Sustainability which focuses on implementing a strategic budget process, investing in capacity building for sponsored research, and enhancing our advancement infrastructure were:

1. The Budget Office has implemented a strategic budget process – called the Centralized Position Control Pool, to ensure “long term financial health” for the institution. This “pool” (CPCP) is a database of all university faculty and staff, that will be utilized to more efficiently manage operations by determining which positions would be funded and filled annually based in our Boldly Striking priorities.
2. The Division of Research provided workshops to communicate research policies and procedures.
3. The Sponsored Research office provided pre-award guidance to researchers.
4. The Division increased the number of research workshops, particularly in certain research under-performing departments.
5. Increasing the number of staff devoted to sponsored research within the Division.
6. The FAMU Foundation Board Investment Committee continues its quarterly meetings to review strategies and allocations. This fiscal year, we saw gains in the value of both our investments and endowed funds. Dr. Friday-Stroud and the University Advancement team continues its hard work to raise more endowed funds.

Together these initiatives will expand our funding sources to support our strategic initiatives.

Dr. Jones continued by providing updates on Year 1 Key Initiatives-Organizational Effectiveness and Transformation which focuses on enhancing a high performing workforce. He explained this includes developing a compensation framework, employee onboarding program, and expanding employee activities. We are optimizing business operations by adhering to organizational best practices and enhancing our data, analytics and assessment to improve performance outcomes. The Office of Human Resources spearheaded our compensation study which kicked off in the Spring semester.

To further optimize FAMU's operations, the Division of Strategic Planning, Analysis, and Institutional Effectiveness has engaged the University in partnership with Anthology Solutions (formerly Blackboard Learn) to leverage the software as a data warehousing tool. This will

enable us to bring data usage optimization closer to real time, further extending the reach of senior leadership, deans, department chairs, and other stakeholders.

Using a slide Dr. Jones pointed out results from the National Survey of Student Engagement (NSSE) from last Spring's semester which showed information related to undergraduate students and their perception of their experience and engagement here at FAMU. The survey, which is administered every two years, shows rating of FAMU's impact on academic and personal growth (i.e. critical and analytical thinking; working well with others; speaking clearly and effectively, etc. At least 90% of the students indicated that FAMU helped them improve their knowledge, abilities, and personal growth ("some" to "very much") in each of these categories.

Next, Dr. Jones shared updates about the Performance Based Funding (PBF) Outcomes. Using a slide to show the 10 metrics that the state evaluates the University on, Dr. Jones pointed out how the trends from 2016-2023 showed the majority of the metrics trending up as a result of key initiatives and actions implemented during Year1 to increase and sustain our PBF outcomes.

Dr. Jones proceeded by sharing an update on the Colleges and Schools dashboard and Scorecards (PATH) which shows how information is being handed down to and up from our Deans and Department Chairs. This information is critical in ensuring that each department has access to and is monitoring their data in accordance with the institutional goals. The scorecards contain colleges and schools' performance on goals and metrics relative to the University's Strategic Plan, the Accountability Plan and the Performance Based Funding metrics. Additionally, for complete alignment, these scorecards serve as navigational tools for monitoring and reviewing departmental strategic plans. 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 followed up with a demonstration on how to access the Colleges and Schools dashboards and scorecards.

Dr. Jones continued by sharing the Implementation Timeline for Year 2 that ensures the identification of gaps and ensures continued progress made during Year 1. This information will be tracked in Nuventive, our Strategic Planning software tool. He explained this Strategic Plan will be broken into three phases with a set of specific outcomes. Communication regarding the Strategic Plan will take place internally and externally and meetings will be held with colleges and schools and divisions to allow them to provide feedback. Year 2 communications include an explanation of what each strategic priority means, description of how each priority will be accomplished, an explanation of why each priority matters, and how we will measure progress.

Dr. Jones concluded by adding the Strategic Planning Implementation Committee will be meeting with the departments and persons responsible for each action, this offers everyone a chance to review the planning process and make necessary adjustments in order to be in alignment with the trajectory of our strategy for Year 2.

Trustee Harper concluded by sharing next steps regarding the Strategic Plan Implementation by stating, in the coming months, the Strategic Plan Implementation Committee will continue

communicating the Strategic Plan to internal and external stakeholders, conduct unit strategic planning sessions, finalize Year 2 metrics benchmarks and actions. Regular updates will be provided to the Board and university constituents. This comprehensive process ensures that communication, accountability, ownership, benchmarking, and reporting takes place. This process also helps to ensure that planning takes place, and the plans are used for decision-making.

Trustee Harper thanked Dr. Jones for his presentation and for capturing all the work that has gone into implementing the Strategic Plan that the Board approved just over a year ago. She said she was heartened by the progress and the spirit of both accountability and transparency. She expressed appreciation for his bringing to the forefront the Scorecards that have been translated and trickled down to the various schools and colleges and now everyone has access to them through the Presidents web page that Dr. Jones demonstrated how to use and can stay informed of how the University and the President are doing at any point in time. Trustee Harper also mentioned that today's meeting was really more for our newer members.

Information Items: The Committee Action Plan

There being no further business, the meeting was adjourned.