



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

**Strategic Planning and Performance Measures Committee Minutes**

**Trustee Harper, Chair**

**Wednesday, December 1, 2021**

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

**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 September 15, 2021. Trustee Moore moved for the minutes to be approved. The approval was seconded by Trustee Washington. The minutes were approved.

**Information Items**

*Update on University Strategic Plan*

The timeline for the Strategic Plan development was set to ensure that the university is positioned to implement the new strategic plan by the end of June 2022. Dr. McMurray provided an update on the survey results and where the University Strategic Planning Committee is in the planning process.

A survey was deployed over the Summer and into Fall to collect feedback on current strengths, weaknesses, opportunities and threats that FAMU may face now or in the future. With over 1,200 respondents, there were several strengths around the following four factors: academics, environment and culture, research, and student engagement. The opportunities revealed in the survey results focused on the following four factors: environment and culture, communication, technology, and facilities. The opportunities with the highest magnitude of their potential impact include improving customer service, increasing visibility through marketing and branding, strengthening FAMU's infrastructure to support academic and administrative operations and functions, and increasing support and funding through alumni giving and non-state funding sources.



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Phase Two of the Three Phase process began in Fall 2021 with the formation of five subcommittees based on the strategic priorities. Each subcommittee produced a report identifying recommendations for goals that were submitted and reviewed by the Strategic Planning Committee. Trustee Harper described the crosswalk of how the initial strategies and goals aligned with the state university system. The Strategic Planning committee will continue to refine the goals, define strategies and develop actions within the respective subcommittees through February 2022.

Phase Three will commence in March 2022. 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.

### Discussion

- Trustee Washington referred to the strengths reviewed from the survey and wanted to determine if we can distinguish between employers, faculty, alumni, etc. and their perceptions of students being prepared for the workforce. Internally and externally does not always mirror.

Response: Dr. McMurray responded among the different group students had a high rating in this area as well which aligned with the exit surveys completed by our graduates.

- Trustee Washington asked if employers and industry leaders also have a high perception of students being prepared for the work force as well?

Response: Dr. McMurray did not have the results but would get them.

- Trustee Washington commented that the survey results for opportunities centered around customer service and she is excited that it is still an area that we are looking at improving

Response: Trustee Harper responded that the preliminary strategies that will be shared include customer service as a big focus and that the committee has done a really good job of brainstorming ideas of bold strategies to address customer service.

- Trustee Cliatt commented that he is excited about the customer service focus.



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Response: Trustee Harper commented that each committee member was asked about the one thing that needed to be addressed in the strategic plan, and customer service was a consistent answer among many members.

- Trustee Lawson commented about making sure that we align our activities and programs so we can quickly pivot and adjust to fill the pipeline of workforce needs and keep up with workforce trends
- Trustee DuBose commented that there are some subjective goals and we need to make sure there is a way to measure them. Secondly, once it is determined what needs to be done, a timeline of priorities and the budget to support the goals needs to be considered. Lastly, ownership of who will be responsible for the changes will be essential.

Response: Trustee Harper responded that the next step will be a tie in of the measures and the scorecard for the goals. Trustee Harper has done a preliminary alignment with each of the goals to the various committees across the Board of Trustees to identify a clear place where they can live. The committee also plans to identify implications for the university budget.

- Trustee Moore suggested that we have the opportunity to reengage with the stakeholders who gave us the feedback through the survey with the primary purpose of being intentional about the role that they can play in helping us to reach and attain these goals

Response: Trustee Harper commented that the focus groups are critically important and will be conducted in the January time frame to share results from the stakeholder survey and solicit feedback on the goals and strategies.

- Trustee Washington commented that we take a look at work-based learning opportunities with short term credentialing that can make our students more competitive.
- Response: Trustee Harper commented that the academic success subcommittee has already brainstormed around ideas for establishing pathways for undergraduate students to engage in experiential learning opportunities throughout their matriculation.



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- Trustee Lawson asked how do we make sure that we're getting the voice of the customer from students, and among employers through clusters or other forums?  
Response: Trustee Harper suggested the possibility of creating a focus group specifically for industry to leverage the cluster and get their feedback.
- Trustee Lawrence commented that his expectations have been exceeded with this work. In addition, there are far more resources to be raised for this university and there is lots of opportunity.

There being no further business, the meeting was adjourned.