

Strategic Planning and Performance Measures Committee Minutes
Trustee Harper, Chair
Wednesday, October 5, 2022

Committee Members Present: Chair Kristin Harper, Trustee Ann Marie Cavazos, 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 June 1, 2022. Trustee Cavazos moved for the minutes to be approved. The approval was seconded by Trustee Stone. The minutes were approved.

Approval Items

Update on University Strategic Plan

The implementation of the 2022-2027 strategic plan was our informational item on the agenda today. This information is vital to the success of our strategic plan. A comprehensive process to ensure communication, accountability, ownership, benchmarking and reporting has been established. This implementation plan will position FAMU to execute our strategic priorities well and help accomplish our mission and vision. Trustee Harper congratulated the Board of Trustees, AVP McMurray, and the Strategic Planning Committee for the approval of the Strategic Plan by the Board of Governors.

AVP McMurray discussed steps for managing the strategic plan. The goal of our implementation plan is to turn our strategies into actions in order to accomplish our strategic priorities and goals. We recently launched our strategic planning website and will continue to build out the website as information is received. The strategic plan has already been shared with internal and external stakeholders. Over the next two months, we will have town halls for students, faculty, and staff, and continue to meet with all division schools and colleges, and external constituents.

The strategic plan implementation is broken up in to three phases. Each phase includes a set of specific outcomes. We are currently in Phase I which includes publicizing the strategic plan through town halls, meetings, and forums. In August, we formed an implementation committee that meets monthly and is charged with monitoring, reporting, and

communicating strategic plan progress as well as closing the loop for decision-making. The university strategic plan implementation structure is designed to ensure the strategic plan guides decision-making and prioritization within each division and cross-functional committees and activities on campus. Also, during this phase, units will develop their strategic plans to include annual planning and budgeting. We will also finalize the metrics for year one of the plan.

Phase II and III will begin in November and March, respectively. The outcomes of Phase II include a mid-year review session with divisions, department, and functional units. These sessions will provide an opportunity to learn what operational issues the institution must address and if extra support is needed in the completion of annual planning goals.

In Phase III, units will create an annual plan which includes the status of goals, strategies, and actions. The strategic planning committee will compile an annual report on the strategic plan implementation for year 1. At the end of the fiscal year, the Committee will have a goal confirmation meeting which is another opportunity for operation-level concerns to be incorporated into the institutional-level process. In much the same way as the mid-year meeting provides a forum for problem-solving, the initial annual meeting allows those who represent different perspectives of functional units to examine the impact of various internal concerns with the entire group.

The overall health of our strategic plan will be measured based on two sets of metrics- key performances indicators and measures of success. The indicators are defined to support the institution's ability to assess how well the university is doing in key areas of focus around enrollment, affordability, licensure pass rates, R&D expenditures, annual giving, and endowment value.

In the next few months, the strategic plan implementation committee will continue communicating the strategic plan to internal and external stakeholders, begin the development of the unit strategic plans, identify and confirm outstanding metrics, and finalize and align the budget. Regular updates will be provided to this board and university constituents.

Discussion

- Trustee Lawson inquired about the online dashboard for the President's goal still being available and that he was glad to see the actions and who's responsible for the implementation plan as a way to acknowledge accountability

Response: AVP McMurray confirmed that the dashboard for the President's goals will still be available online.

- Trustee Cavazos expressed her concern around specific reasons for points earned for 4-yr graduation rate and how we can move forward in areas where we need points to meet specific metrics.

Response: AVP McMurray responded that our AVP for student success is working on benchmarking ways to increase the profile of incoming students to increase the 4-year graduation rate.

Response: Provost Edington commented regarding the connection of the academic profile of incoming students that dictate the score of 4 yr. graduation rate. A broader focus for recruitment to target students who align better with the profile that we are shooting for will help drive improvement on the four-year graduation rate metric. Over the next 5 years we should see improvement in the score.
- Trustee Cavazos commented that recruitment should be collaborative and that we not miss out on our profile of students.

Response: Trustee Harper responded that our profile of students has changed and we have continued to improve the four-year graduation rates because the academic profile has changed and it has continued to increase year over year

Response: VP Hudson commented that with regards to the profile of students coming in we have a shared governance with recruitment across campus. Each college/school has staff and are a part of the recruitment council. With regards to the mission of the institution to ensure we provide access to students who don't meet the admission requirement or the minimum criteria to get into the university directly we offer a different path through the Ignite Transfer program.

Response: President Robinson commented that there are two components to take a look at. One is the profile of the students coming in and the rest is what we do once the students get here. There is a lot of hands-on engagement with students. For the incoming class of 2023 we have 160% increase in the number of students who have applied compared to a year ago, which was a record. With regards to the 4-year graduation rate, the student has to be ready to hit the ground running. We will continue to fulfill the need with regards to diversity.

Response: Trustee Harper commented that the strategic planning process incorporated maintaining access while also increasing the academic profile. Our funding sources and leveraging the brand are necessary because of the

students we serve and their socio-economic background.

- Trustee Washington thanked Trustee Harper for focusing heavily on embedding the strategic plan into the culture of the campus. She also inquired about the KPI's for cost to a student for 2021-22 being negative and a decline for both the 4 yr. and 6 yr. graduation rate. How will we address this question in multiple broader audiences?

Response: President Robinson commented that we haven't seen an impact in our numbers for graduation rates yet from lowering tuition cost but we should have students in the near future that graduate with less of a debt burden.

Response: Provost Edington commented that we have seen some impact in the short-term connecting the dots. Most institutions in our system have had a decline in APR in retention rate metric over the past year but FAMU has not, we were one of two institutions that did not experience a decline. There may be a connection to the funding that we provide through stimulus program that shows we have a positive impact in the short-term metrics.

Response: Trustee Harper commented that we should take a look at this metric in three years due to the cost of attendance.

Response: Trustee Lawson commented that we have a huge positive because we have addressed the cohorts coming in and we continue to challenge ourselves with increasing the profile and balancing access. We have wrap around resources that we have applied to incoming cohorts and redirected students to the Ignite Program. We have done a tremendous amount of heavy lifting to move us up and receive funding. Additional decisions still need to be made on how we can manage the criteria for the cohorts coming but significant progress has been made over the years.

There being no further business, the meeting was adjourned.