

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



Strategic Planning and Performance Measures Committee Meeting

Date: February 16, 2022

Time: 9:45 a.m.

Location: Florida A&M University, Grand Ballroom

Committee Members: Kristin Harper, Chair
Ann Marie Cavazos, Otis Cliatt, Kimberly Moore, Craig Reed, Kenward Stone, and
Nicole Washington

AGENDA

- | | | |
|-----|---------------|-----------------------|
| I. | Call to Order | Chair Kristin Harper |
| II. | Roll Call | Mrs. Ta-Tanisha Adams |

ACTION ITEMS

- | | | |
|------|---|----------------------|
| III. | Approval of Minutes from December 1, 2021 | Chair Kristin Harper |
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INFORMATION ITEMS

- | | | |
|-----|--|---------------------------|
| IV. | Update on University Strategic Plan | Chair Harper/AVP McMurray |
| | a. Focus Groups | |
| | b. Goals, Strategies, Actions, and Metrics | |
| V. | Adjournment | |

Strategic Planning/Performance Measures Committee Minutes
Wednesday, February 16, 2022
Agenda Item: III

Subject: Strategic Planning/Performance Measures Committee Meeting Minutes

Rationale: Section 5.10 of the Board of Trustees Operating Procedures provides that detailed minutes should be kept for any Board or Committee meeting. Those minutes should include a record of votes cast and attendance.

Recommendation: Approve the meeting minutes for December 1, 2021.

Attachments: Yes, copies of the minutes are attached.



**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.

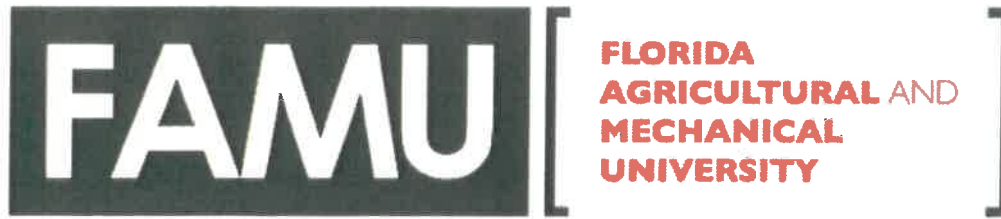
There being no further business, the meeting was adjourned.

FLORIDA **A&M** UNIVERSITY
Board of Trustees
INFORMATION ITEM

Strategic Planning/Performance Measures Committee
Wednesday, February 16, 2022
Agenda Item: IV

Subject: Review of the Draft 2022-2027 Strategic Plan – Goals and Strategies

Summary: Five subcommittees were formed based on the strategic priorities. The Strategic Planning committee has refined the goals, defined the strategies and developed actions based on recommendations for goals. Dr. Kelly McMurray, Associate Vice President of Strategic Planning, Analysis and Institutional Effectiveness will provide an update on the status of this item.



Draft 2022-2027 Strategic Plan Goals and Strategies

Strategic Priority: Student Success

Goal 1: Elevate student success outcomes to the high excellence range among state and national scales.

Strategies

1. Expand and enhance strategic recruitment initiatives to increase the academic profile of incoming cohorts.
2. Increase the availability and use of academic support services and resources to improve student performance.
3. Regularly review academic program curricula to identify and eliminate barriers to timely degree completion.
4. Increase the allocation of financial support to address unmet need.

Goal 2: Establish FAMU as the 1st Choice Destination among scholars.

Strategies

1. Develop a collaborative plan that showcases university strengths as it relates to signature programs, alumni success profiles, faculty achievement, and employment outcomes.
2. Enrich the student experience by expanding co-curricular activities, services, and programs.

Goal 3: Reimagine and align academic offerings to address emerging workforce demands and increase degree production in programs of strategic emphasis.

Strategies

1. Continuously evaluate, optimize, and develop in-person and online academic programs.
2. Align career readiness competencies within academic programs to prepare graduates for a successful transition to the workplace and post-graduate life.
3. Expand student professional development and career services activities to increase competitiveness of students for employment and post-graduate study.



Strategic Priority: Academic Success

Goal 1: Pursue pathways that position FAMU on a trajectory to become a Carnegie R1 institution.

Strategies

1. Reconfigure faculty workloads to enhance research productivity.
2. Establish new research doctoral programs as humanities, social sciences, STEM, and other research doctorates.
3. Build capacity and infrastructure to attract, retain and incentivize world-class faculty and staff to enable new research areas.

Goal 2: Nurture the professional development of faculty and staff across disciplines to create a culture of sustainable excellence.

Strategies

1. Strengthen faculty and staff development programs.
2. Enhance pedagogy for diverse learning styles and needs of students in person and online.
3. Establish a structure that fosters sustained faculty excellence.
4. Acquire more frequent “voice of the student” feedback and utilize it to improve academic experiences.

Goal 3: Position FAMU to emerge as a global leader in healthcare education, research, and service to address disparities, emergent needs, and advance holistic well-being.

Strategies

1. Utilize cutting-edge technology to enhance clinical, academic, and research innovation to educate the next generation of health care leaders.
2. Improve access to quality health services through local, national and global partnerships.
3. Establish “FAMU Health” as a leading provider of culturally competent health care to the community, state, and nation.

Goal 4: Amplify discovery and innovation to solve complex real-world problems.

Strategies

1. Advance a more transformative, transdisciplinary, and/or translational approach to research and development.
2. Enhance opportunities for collaborative research and engagement for graduate scholars.



Strategic Priority: Leverage the Brand

Goal 1: Foster a university-wide customer-centric culture to support academic and operational excellence.

Strategies

1. Measure success against well-defined customer service standards and key performance indicators.
2. Provide ongoing customer service coaching and training to faculty, staff, and students.
3. Engage all units of the University in activities to ensure accountability and buy-in.

Goal 2: Increase global recognition of the University’s standing as a leading academic, research, and cultural institution.

Strategies

1. Advance and promote the University’s brand through consistent messaging and innovative communication strategies.
2. Highlight faculty, staff, student, and alumni capabilities to elevate their profile for external demand.

Goal 3: Cultivate and diversify the network of advocates and supporters to advance the University’s mission and strategic priorities.

Strategies

1. Establish targeted outreach initiatives to foster increased engagement with policymakers, alumni, friends, organizations, and communities throughout the state, region, and nation.
2. Enhance the internal infrastructure and capacity to support lobbying and outreach efforts.



Strategic Priority: Long-Term Fiscal Health and Sustainability

Goal 1: Implement a planning and budgeting process that identifies, secures, and allocates existing and new E&G, C&G, and Auxiliary funding.

Strategies

1. Transition to a strategic budgeting process for existing resources that align and support strategic priorities and goals.
2. Strengthen capacity to attract additional revenue streams and resources for priority areas that do receive requisite recurring state funding.
3. Lobby to secure additional base E&G funding.
4. Increase the total value of new research-related awards received year-over-year.
5. Annually increase auxiliaries' revenue by 5% over the previous year's revenues and maintain auxiliaries' customer satisfaction ratings of 80% or higher.

Goal 2: Implement infrastructure enhancements in academics, research, administration, technology, and facilities to increase student success outcomes for FTIC, FCS AA transfer, and graduate students that lead to increased performance in state and national metrics.

Strategies

1. Strengthen capacity to attract recurring state funding for academics, administration, technology, deferred maintenance, and public education outlay (PECO) aligned with strategic priorities.
2. Provide first-class facilities and services.
3. Sustain a state-of-the-art technology infrastructure.

Goal 3: Support and sustain a robust university advancement enterprise that consistently generates transformative alumni, friends, and corporate giving.

Strategies

1. Enhance the University Advancement infrastructure.
2. Secure and invest incremental endowed funding year-over-year to increase endowment value to \$150M and the investment value to \$200M.
3. Strategically leverage relationships with corporate partners and alumni to increase giving.



Strategic Priority: Organizational Effectiveness and Transformation

Goal 1: Enhance a culture that intentionally fosters building and engaging a high-performing workforce and fortifies FAMU’s status as an employer of choice.

Strategies

1. Develop a compensation framework that aligns market competitiveness and internal equity to attract and retain qualified employees
2. Establish a comprehensive on-boarding program designed to equip new employees with information to achieve success in their new role and feel welcomed and included as a member of the FAMUly.
3. Bolster a university-wide culture that promotes development opportunities that focus on strengthening skills of employees and providing guidance to help them grow as professionals.
4. Strengthen the full-life cycle performance management framework.
5. Implement a campus-wide employee recognition program to acknowledge and reward staff for exemplary service and career milestones.
6. Increase resources and support for ongoing research/scholarship/creative activity among faculty.
7. Cultivate an environment of consistency by centralizing the application of human resource policies, best practices and accountability measures.

Goal 2: Optimize effectiveness of operations through enhancement of processes and innovation.

Strategies

1. Streamline processes to improve business operations.
2. Utilize analytics to drive data driven decisions for improved academic and administrative outcomes.
3. Develop a high-quality IT infrastructure to support state of the art teaching, research, learning, and administrative operations.

Goal 3: Strengthen the University’s culture of strategic decision making through promotion and enhancement of compliance, internal controls, and enterprise risk management practices with an emphasis on engagement, education, reporting, and accountability.

Strategies

1. Promote a clear organizational commitment for a stronger ethical culture through consistent messaging and tone throughout the University.
2. Expand educational opportunities to foster awareness, understanding, and adherence to



organizational best practices.

3. Engage personnel at all levels in an inclusive environment for decision-making across the University that considers cross-functional goals and aligns with the University's mission and values.
4. Refine policies, procedures, and processes to coordinate or streamline accountability measures across the University.
5. Enhance data analytics, analyses, and assessment processes to deliver results that enhance student success and administrative effectiveness.