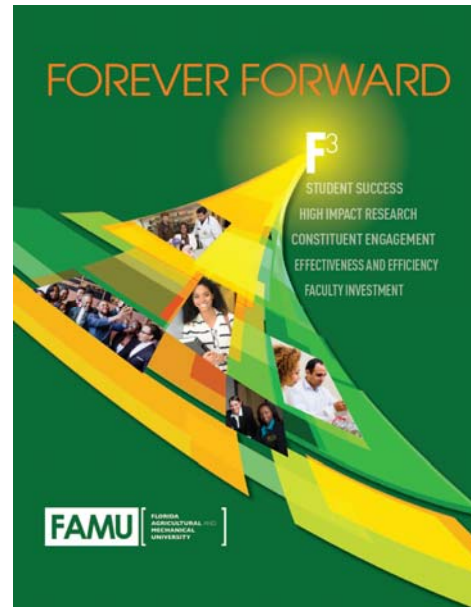


# Strategic Plan Update



***Dr. Maurice Edington and Dr. Wanda Ford  
Liaisons to BOT Strategic Plan Work Group  
August 24, 2016***

# Topics

## PRESENTATION HIGHLIGHTS

- ☑ Background/context (rationale for new plan)
- ☑ Timeline of activities
- ☑ Overview of F<sup>3</sup> Strategic Plan
- ☑ Summary of stakeholder feedback
- ☑ Anticipated impact of plan

# Context

## RATIONALE FOR NEW STRATEGIC PLAN

- Current FAMU Strategic Plan Approved in 2009 (“*2020 Vision with Courage*”)
- Situational Context/Rationale for New Strategic Plan
  - FAMU placed on SACSCOC Probation in 2012
  - New Parent Plus Loan guidelines
  - Enrollment decline
  - Performance funding implementation
  - Increased competition for top students
  - Increased competition for federal research dollars
  - Increased attention at federal/state level on student outcomes
- New Plan Has Focus on “***Destinations***”
  - Articulates a vision of where FAMU will be in the future:
    - Best-in-class, land-grant, doctoral research university with international impact

# Timeline

## KEY EVENTS IN PLAN DEVELOPMENT

### Phase 1

- Task Force formation
- Stakeholder engagement
- Submission of report to President:  
*"Performing Boldly Beyond Measure"*

**Sept. 2015 –  
Feb. 2016**

### Phase 2

- Development of draft plan by administration
- Presentation of draft plan to BOT

**Feb. – June 2016**

### Phase 3

- Stakeholder engagement on draft plan
- Presentation of final plan to BOT

**July – Sept. 2016**

# Task Force

## MEMBERS

<b>Larry Robinson, Chair</b>	<b>Cynthia Hughes Harris, Co-Chair</b>
Kelvin Lawson, BOT Liaison	Maurice Edington
Anita Favors-Thompson	Wanda Ford
Shawnta Friday-Stroud	Mario Henderson
Maurice Holder	David Jackson
Tommy Mitchell	Donald Palm
Charles Weatherford	Beverly Barrington, Staff

# Stakeholder Engagement

## FEEDBACK ON FOCUS OF PLAN

<u>Stakeholder Group</u>	<u>Engagement Mechanism</u>
Various Stakeholder Groups	Online Survey
General Public (on campus)	Town Hall/November 9
President's Leadership Team	Focus Group/November 10
Retirees	Focus Group/November 12
Alumni and General Public (conf. call)	Town Hall/November 16
General Public (Law School)	Town Hall/November 20
College of Law (conf. call)	Focus Group/November 23
Students	Focus Group/November 30
Faculty	Focus Group/December 2
Staff	Focus Group/December 3
Deans and Provost's Leadership Team	Focus Group/December 16

# FAMU DESTINATION

## EXCEPTIONAL STUDENT EXPERIENCE



### KEY CHALLENGE:

We must address the fundamental balance between enrollment size and commitment to our mission of educational access to best serve our students moving forward.

### VISION:

We will right-size the student body and mix of students, while strengthening our academic degree programs, prioritizing student success, and promoting innovative co-curricular activities.

### DESTINATION 1 OBJECTIVES

- Deliver world-class, cutting edge under-graduate, graduate and professional programs
- Create innovative co-curricular activities to engage students outside the classroom
- Prioritize student success across all undergraduate, graduate and professional programs
- Implement effective support programs and activities to recruit, advance and graduate a diverse population of students

FAMU FOREVER FORWARD

# FAMU DESTINATION

# 2

## HIGH IMPACT RESEARCH, COMMERCIALIZATION AND PUBLIC SERVICE

### KEY CHALLENGE:

Not fully utilizing research collaboration and commercialization opportunities limits FAMU research and revenue growth potential.

### VISION:

We will refine our research priorities, invest in our research productivity and commercialization footprint, and build upon our contributions in public service.

### DESTINATION 2 OBJECTIVES

- Develop and institutionalize a set of cutting edge research priorities for the University
- Increase research productivity and commercialization
- Provide outstanding public service in the tradition of a land grant institution

FAMU FOREVER FORWARD



# FAMU DESTINATION

# 3

## EXCELLENT AND RENOWNED FACULTY

### KEY CHALLENGE:

Faculty size and compensation offerings should be addressed to attract and maintain best-in-class faculty in support of programs of strategic emphasis and student needs.

### VISION:

We are committed to attracting and retaining world-class faculty by improving faculty incentives and investing in critical research facilities.

### DESTINATION 3 OBJECTIVES

- Recruit and retain a diverse faculty with a commitment to community engagement, teaching and research consistent with a research-intensive university
- Maintain and develop high-quality and sustainable facilities that support the academic enterprise of the university

# FAMU DESTINATION

# 4

## TRANSFORMATIVE ALUMNI, COMMUNITY AND BUSINESS ENGAGEMENT

### KEY CHALLENGE:

Strong alumni affinity has not historically translated into a culture of giving, which has hindered fundraising capability and community engagement.

### VISION:

We aim to increase engagement, both within our local community and across our alumni base, to increase our impact and build financial support for the University.

### DESTINATION 4 OBJECTIVES

- Strengthen alumni relationships with the institution
- Accelerate fundraising activities focused on top institutional priorities
- Build and lead strong networks of supporters and partners
- Establish a “best-in-class” athletic program

# FAMU DESTINATION

# 5

## FIRST-CLASS BUSINESS PROCESSES AND EXCEPTIONAL CUSTOMER SERVICE

### KEY CHALLENGE:

FAMU's current administrative structure and operations do not fully support the needs and functions of a best-in-class university.

### VISION:

We will modernize our administrative services and invest in technology to make our operations more efficient and effective.

### DESTINATION 5 OBJECTIVES

- Develop and maintain a university-wide culture of excellent customer service
- Use state-of-the-art technology and business processes to improve transparency, compliance and efficiency

FAMU FOREVER FORWARD

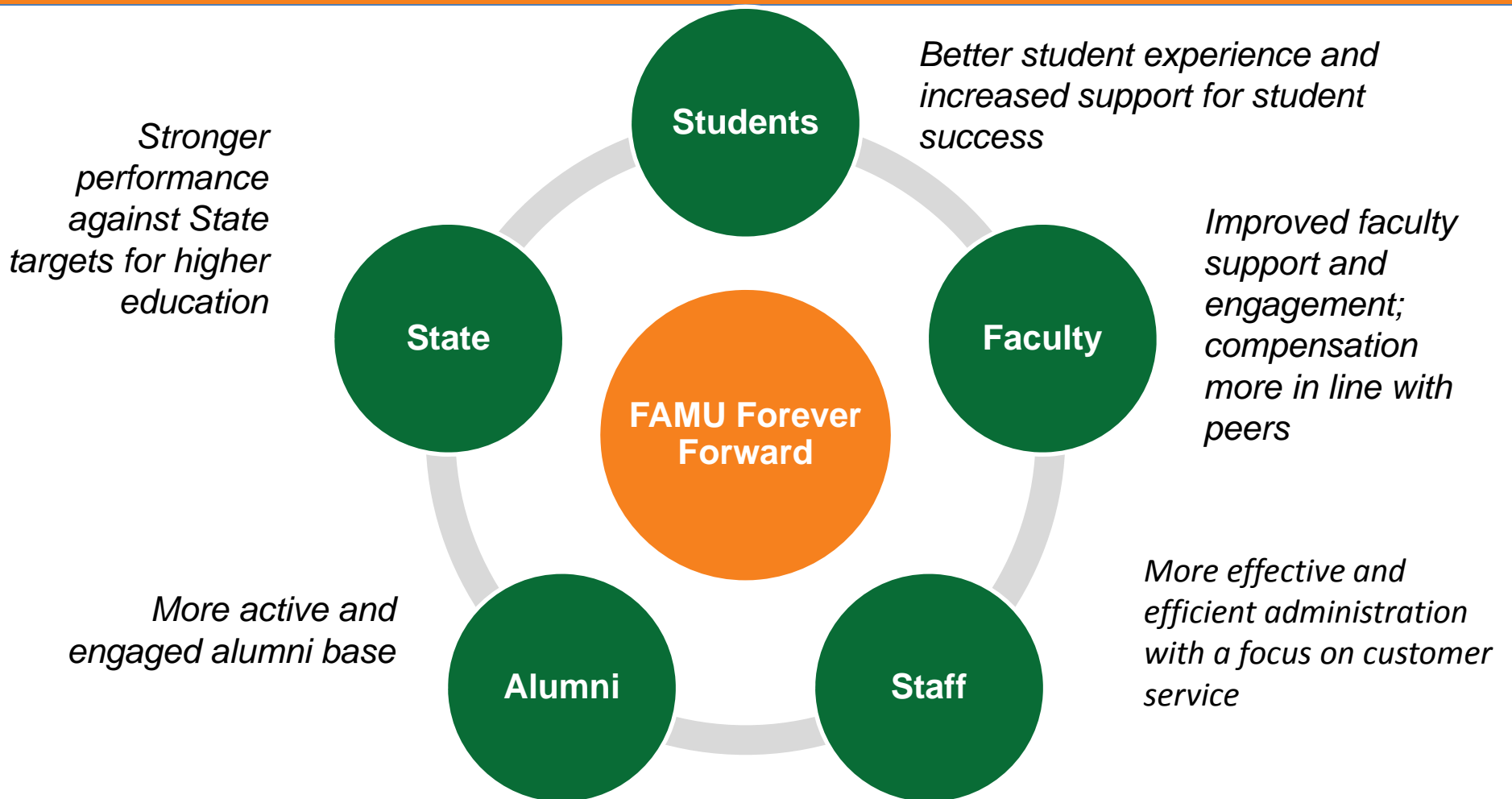
# Plan Highlights

## HOW THE PLAN MOVES FAMU FORWARD

A <u>best-in-class</u> strategic plan...	FAMU Forever Forward
...is explicitly <u>linked back to the mission, vision, and core values</u>	✓
...is based on <u>extensive engagement</u> across the university community	✓
...clearly explains <u>why the university should focus</u> on certain strategic objectives	✓
...indicates <u>specific activities / initiatives</u> for the university to undertake	✓
...specifies <u>expected outcomes and targets</u> for the university	✓

# Plan Highlights

## WHAT WILL FAMU LOOK LIKE IN 5 YEARS?



# Plan Highlights

## WHAT WILL FAMU LOOK LIKE IN 5 YEARS?

### FAMU Forever Forward Ambitions

#### Best-in-Class

#### Land Grant

#### Doctoral/Research

#### International

#### Vision

*“state-of-the-art education and experiences for our students”*

*“spirit of public service...and strong mix of agricultural and mechanical arts”*

*“research footprint of an internationally recognized research-intensive university”*

*“direct student and faculty engagement with the international community”*

#### Examples

- Increase degrees awarded in Programs of Strategic Emphasis areas to 57% for undergraduate students
- Increase active living-learning communities to eight

- BAERS fully operational
- Center for Health Equity broadened and supporting public-service research
- Increase public service expenditures to peer average by 2021

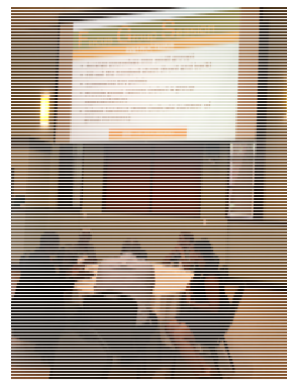
- \$63M in externally funded research
- Research seed funding available
- Increase faculty salaries to the 75<sup>th</sup> percentile of academic quality peers by 2021

- More robust faculty exchange program
- 3 National Academy and other internationally-recognized research awards
- 50% increase in student study abroad participation

# Stakeholder Engagement

## FEEDBACK ON DRAFT PLAN

Stakeholder Groups	Feedback Mechanisms
Board of Trustees	Survey
Students	Focus Group/Survey
Staff	Focus Group/Survey
Faculty	Focus Group/Survey
Alumni	Survey



# Stakeholder Feedback

## EXECUTIVE SUMMARY

### **Mission and Vision Alignment**

- Overall survey respondents agreed with the University's mission statement
- Respondents were universally supportive of the University's vision statement
- Respondents were universally supportive of the five "Destinations" laid out in the strategic plan

### **More discussion and refinement is needed**

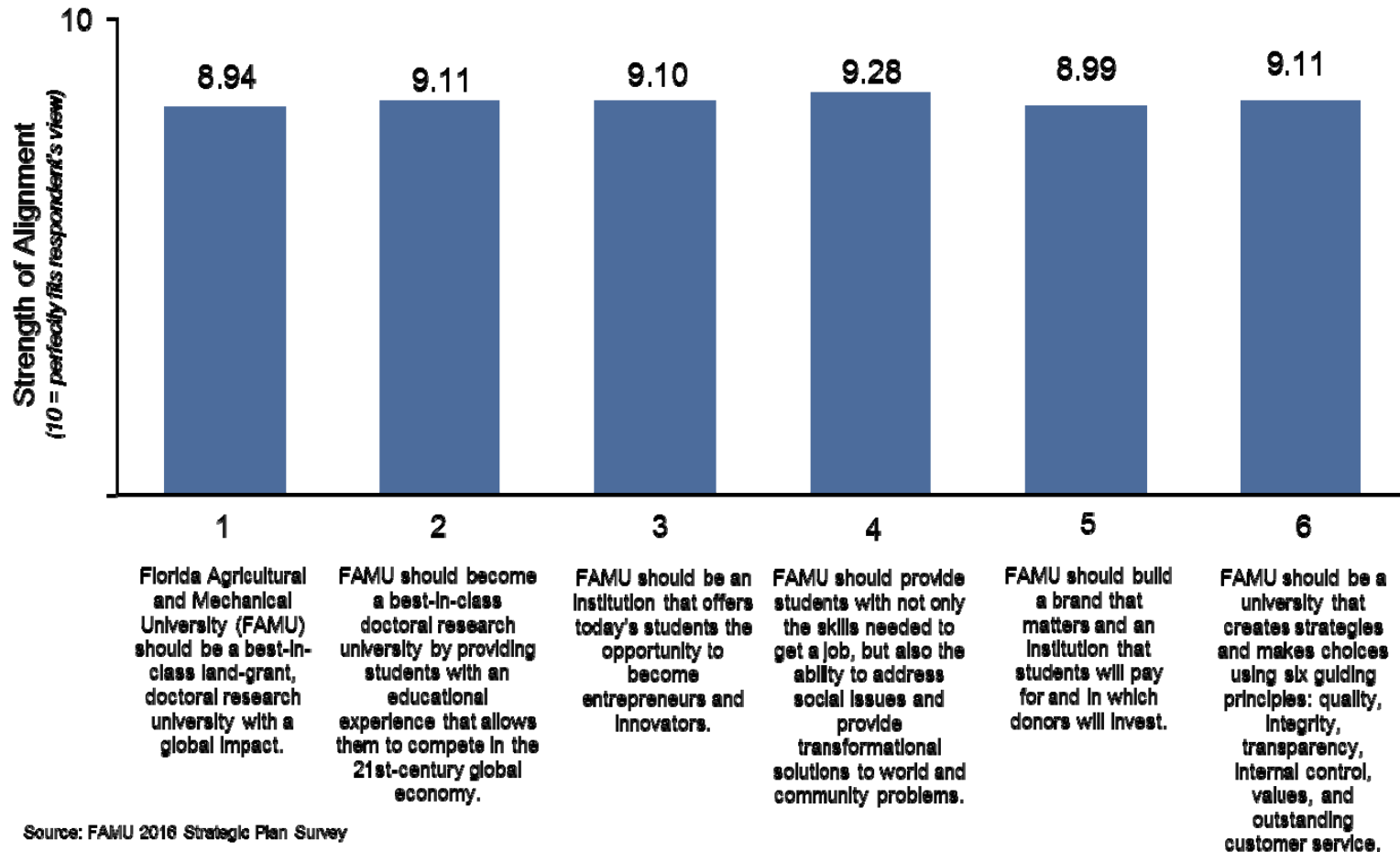
- Stakeholders left very positive comments about the FAMU Forward Forever Plan
- Many noted that more work is needed to refine and operationalize the Destinations



# Stakeholder Engagement

## FEEDBACK ON FAMU VISION

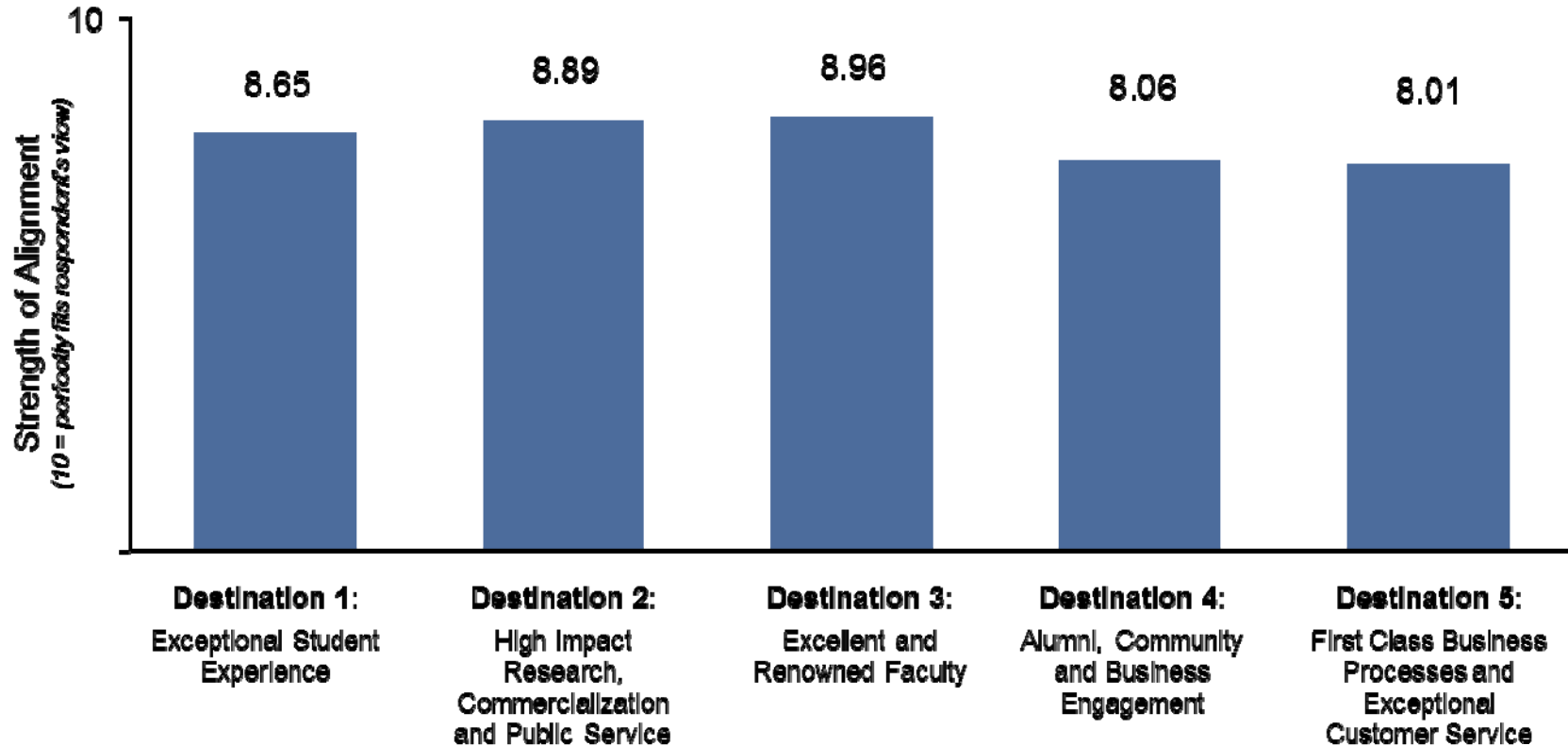
Alignment with Views of FAMU's Vision



# Stakeholder Engagement

## FEEDBACK ON GOALS

Alignment with Goals ("Destinations") for FAMU's Future



# Stakeholder Feedback

## KEY STAKEHOLDER ISSUES

**Beyond general support, some themes emerged around areas for clarification or improvement**

- **Valuing Faculty** – Need for increased institutional support.
- **Customer Service** – General agreement that customer service levels need to improve.
- **Realigning Student Body** – Clarity is needed on meaning of the term “right-size” the student body.
- **Heritage and Multiculturalism** – Stakeholders want to preserve a diverse environment while honoring FAMU’s heritage.

# Stakeholder Engagement

## KEY THEMES

Stakeholders are excited about FAMU  
Forever Forward ...

*"I am excited to see a Strategic Plan that **addresses the present but plans for the future!**"*

*"The strategic plan is so needed in planning for a successful future in education at FAMU!"*

*"I am pleased to see FAMU developing a **forward leaning plan**. I am even more so encouraged by the **inclusion of music and the arts** as a strategy."*

*"I am very pleased with the **forward thinking** that the plan embraces. FAMU is moving in the right direction[...] Thank you for the opportunity to respond and to **feel a part of developing the plan** as well as the execution of that plan as an alumna with long-standing interest in the future of FAMU."*

... but anxious to see how FAMU achieves  
success

*"These are very lofty goals, which is commendable, but reading them I had to wonder who wouldn't support them. They are a bit of mom and apple pie. **I wonder what the tactics will be, and how they will be developed to realize these wonderful strategies.**"*

*"Great way to get folks' feedback ... Let's follow it up with some **action-oriented initiatives** to expound on all the engagement being generated."*

*"[The plan] provided a good case for change and organized how we would change. **Continue to share the documents**. Have meetings on campus to **further discuss the plan** and the **role of the various stakeholders** for implementation and success of the plan."*

# Stakeholder Engagement

## KEY THEMES

### Valuing Faculty

*“Faculty should be **included on all decisions** at the university. It's usually only select people.”*

*“Teachers are not getting **their fair share of pay.**”*

*“Need to **increase faculty salaries** for those who have tenure, not offer higher salaries to new faculty!”*

*“Currently high performing faculty do not have an environment to do better. **We are burdened with less institutional support.**”*

### Customer Service Levels

***Must improve customer service** [...] Hire more individuals whom align with the core values set forth by the university.*

*Some type of **customer service training** must be done [otherwise] we will continue to fall behind.*

*The university should invest in **workshops** [...] on customer service. Also, the university should **constantly evaluate** the entire system of customer service on campus.*

### Realigning Student Body

*“I am not sure what “right size” the student body means [...] I think that FAMU **should not plan to decrease the size** of the student body.*

*“As a chapter alumni president, **I am very concerned with the right-sizing** of the student body. I am very concerned with potential, significant **reduction in enrollment numbers** in the future.”*

*“about the strategy **I would love to hear more** to ‘right-size the study body mix’”*

### Heritage & Multiculturalism

*“Our institution must not abandon its **historical roots** and must not abandon the rich and **diverse community** that our university serves.”*

*“While I agree that FAMU **should be a diverse institution** and aim to attract the best and brightest students, I hope that we **don't forget** that we are a **historically black institution.**”*

*“**Multiculturalism is critically important** so the University should strive to maintain this element in its destination.”*



“At FAMU, Great Things Are Happening Every Day.”

established 1887