

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

Strategic Planning and Performance Measures
Committee Minutes
Trustee Harper, Chair
Wednesday, February 15, 2023

Committee Members Present: Chair Kristin Harper, Trustee Ann Marie Cavazos, Trustee Kenward Stone, Trustee Kimberly Moore, Trustee Otis Cliatt 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 December 7, 2022. Trustee Moore moved for the minutes to be approved. The approval was seconded by Trustee Cavazos. 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. Initiatives for year1 and a discussion regarding the committee responsibility by goal were discussed. Our charge is to ensure that planning takes place and insist that plans are used regularly for decision-making.

VP McMurray shared that we are currently in Phase 2 of our three-phase plan. The Strategic Planning Implementation Committee has begun our mid-year review which includes meeting with the department 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 1. This year we are focusing on 115 of the 189 actions in our strategic plan.

To enhance operational efficiency and customer service excellence the institution reconfigured our administrative structure which more effectively aligns our administrative talent with the University's strategic priorities and critical needs.

The Office of Budget has implemented a strategic budget process-called centralized position control pool to ensure long term financial health for the institution. The centralized position control pool (CPCP) is a database of all positions (faculty and staff) within the university that will be used to manage and execute the delivery of higher education most efficiently and effectively. Effective February 2023, all vacant positions that have not been advertised will be placed in the new centralized position control pool. These positions will be placed into the 2023-2024 new annual budgeting and planning process. During each annual budget planning and development process, all Education and General (E&G) vacant position requests will be assessed against Boldly Striking priorities of needs and determine which positions will be funded and filled annually.

These initiatives will expand our funding sources to support our strategic initiatives.

In the coming months, the strategic plan implementation committee will continue communicating the strategic plan to internal and external stakeholders, finalize the development of the unit strategic plans and outstanding metrics, and complete the mid-year review.

Chair Harper discussed the recommended committees that align to each strategic plan goal. A recommendation was made for a new committee that keeps pace with the strategic priorities. Three goals align to personnel: Academic Excellence: Goal 2, Leverage the Brand: Goal 1 and Organizational Effectiveness & Transformation: Goal 1. A recommendation was made to establish a special committee called "Talent and Culture" to address these three goals.

For Leverage the Brand: Goal 3, the recommendation was to align with Direct Support Organization or Governance committees.

For Long Term Fiscal Health and Sustainability: Goal 2, a recommendation was made for Budget, Finance and Facilities committee.

Alignment of strategic goals to board committees will allow the institution to implement the plan successfully and effectively.

Discussion

- Trustee Lawson inquired about the projected decline in academic progress rate for 2nd year retention with GPAs above 2.0.

Response: McMurray -The decline is small and nominal. The fall-to-fall retention rate for full time, first time in college students is 92%.

- Trustee Dubose asked how is the academic recruitment of national merit scholars embedded into the strategic plan. Additionally, he inquired about the recruitment trend to our university for these scholars.

Response: Hudson -The national merit scholar program has changed. In the state of Florida these scholars are now called Benacquisto scholars. The cost of the scholars has increased over the years as well as outside expenses. Our recruiters still go after those scholars as well as the programs of strategic emphasis students for the university. VP Hudson will follow up with trends on recruiting National Merit Scholars, Thurgood Marshall Scholars, and Benacquisto scholars.

- Trustee Washington inquired about the downward trend for fall head count enrollment to determine if we are losing students and if so, when. Also made a request to not only look at freshman full-time retention but also, second to third year and third to fourth year as well as students move into upper division courses.

Response: McMurray- The headcount for last year was down but the head count for fall 2022 us up. With regards to retention rate, students are returning to the institution. Retention trends for upperclassmen can be provided at a future meeting.

- Trustee Cavazos inquired about the downward movement for bachelor degrees awarded within programs of strategic emphasis.

Response: McMurray - All of the downward projected movement for our KPI s are nominal

- Trustee Moore inquired whether talent and culture related goals would fall within the Budget, Finance, and Facilities committee since human resources reports to the CFO.

- Trustee Lawson is not opposed to creating a new committee, and wanted clarity on how the suggested areas would intertwine with existing standing committees to determine how the new committee should be established.

- Trustee Washington inquired if there were other priorities or goals that would fall under the new committee that would make it a comprehensive initiative.

Response: Harper -The operating procedure and bylaws of the board specifically lists Budget, Finance and Facilities committee roles and responsibilities, which include overseeing the University's physical assets (e.g., land, buildings, infrastructure and equipment). Three of the 15 goals related to Talent and Culture and beyond the scope of the existing standing committees, which was the determining factor when recommending the formation of a new special committee.

- Trustee Cliatt inquired about how many of the 189 actions in the strategic plan will be affected on an annual basis.

Response: McMurray - Some of the actions in the strategic plan overlap. The committee is working on 115 of the actions this year and it is feasible as we move through the next 5 years that all actions will be completed.

- Trustee DuBose commented that the measurements around the KPIs and change management are two things that we need to keep focus on so that the changes are sustainable, including answering the question "what does good look like?".
- Trustee Washington commented about the procedure to manage expectations as the action items are being completed, and when goals go to maintenance status.

Response: McMurray – Will share glidepath and strategic planning tool being used to measure actions and KPIs.

- Trustee Cavazos inquired about the new strategic budget process and the timeframe with respect to unfilled positions and the dollars for those positions being placed back in the central pool.
- Trustee Cliatt wanted clarity around unfilled positions at the university and when does Human Resources get involved in filling the position versus reallocating funds to another budget year.

Response: Murry -The timeframe for the request to advertise is February 3. Afterwards, dollars are reallocated to meet the strategic initiatives that have been prioritized and will be the foundation for the 2023-2024 budget. Historically, the university has always created priorities on new money we receive from the legislature. Recently, we have discovered that the old process was not ideal. We should start identifying funds that can be re-allocated and re-prioritized.

Brown-The intent of the new strategic budget process is not to disregard the needs of departments and what is required for operational sufficiency but to be more conscious about what the operational needs and priorities are.

Edington-This new process is intended to address concerns about unfilled positions and will require that each unit go through a very robust comprehensive process to demonstrate the position is needed to address the strategic priorities that have been identified.

Washington-Applauded the effort around change management. This process allows a more transparent budgeting process that allows us to look at human capital in each of our departments and realign that to actual capital.

There being no further business, the meeting was adjourned.