

FLORIDA **A&M** UNIVERSITY

Strategic Planning Performance Measures Committee 2022 – 2023 Action Plan

Board Meeting	Discussion Topic	Objectives	Due Date
October 5, 2022	Communication	Publicize the strategic plan to internal and external constituents.	July 2022 – November 2022 (Ongoing)
	Strategic Plan Implementation Committee	To document progress and performance measures. The Committee will meet monthly.	August 2022
	Launch Strategic Planning Website	https://www.famu.edu/about-famu/strategic-plan/index.php	September 2022
	Implementation Plan Framework	Divisions will identify current and future initiatives.	September 2022 – October 2022
	Scorecard	Measure progress of strategic plan.	October 30, 2022

Board Meeting	Discussion Topic	Objectives	Due Date
December 7 – 8, 2022	Division Planning Update	To link the strategic plan with department plans. Each department will be required to combine operational goals with any items from the strategic plan assigned to the department through the departments annual plan. This department plan should form the basis for budget requests and show how the requests are linked to the strategic plan. Departmental plans will also document operational issues. By incorporating operational issues into the annual plan, they become a part of the flow of information back to the coordinating function of the strategic planning process.	September 2022 – November 2022
	Implementation Plan Update	Divisions will identify current and future initiatives.	September 2022 – October 2022
	Scorecard	Share updated metrics.	
February 15 – 16, 2023	Strategic Plan Mid-Year Review Session	This session provides an opportunity for learning what operational issues the institution must address will occur during this mid-year review process of the annual planning cycle.	January 2023
	Scorecard Update		
April 19, 2023	Accountability Plan Approval (Tentative)	Approval of 2023 Accountability Plan	March 2023
	Strategic Plan Update	Document progress on strategic plan.	
May 11, 2023	Accountability Plan Approval (Tentative)	Approval of 2023 Accountability Plan	March 2023
	Strategic Plan Update	Document progress on strategic plan.	
June 7 – 8, 2023	Scorecard Update		

2022 - 2027 Strategic Plan

SCORECARD

Type	#	Description	2020-21	2021-22	Change	2027 Goal
KEY PERFORMANCE INDICATORS						
KPI	1	Academic Progress Rate (2nd year retention with GPA above 2.0)	82.2%	84.2%	↑	90%
KPI	2	FTIC four-year graduation rate	34.6%	27.0%	↓	55%
KPI	3	FTIC PELL recipient six-year graduation rate	53.3%	52.0%	↓	67%
KPI	4	Percent of Bachelor's graduates enrolled or employed full-time (earning salary of \$30,000+)	61.9%	62.5%	↑	80%
KPI	5	Median wages of bachelor's graduates full-time	\$34,500	\$37,000	↑	\$39,400
KPI	6	Average cost to student	\$2,370	(\$630)	↑	\$7,540
KPI	7	Bachelor degrees awarded within programs of strategic emphasis	47.2%	53.9%	↑	55%
KPI	8	Graduate degrees awarded within programs in strategic emphasis	44.6%	47.3%	↑	60%
KPI	9	Number of bachelor degrees awarded to transfers with AA Degrees from FCS	325	340	↑	400
KPI	10	Professional licensure exam scores relative to benchmarks	0	1	↑	4
KPI	11	Number of research doctorates awarded	26	28	↑	30
KPI	12	Fall headcount enrollment	8,841	8,688	↓	10,000
KPI	13	Total R&D expenditures	\$41.0M	\$47.0M	↑	\$49.0M
KPI	14	Annual giving	\$13.7M	\$23.0M	↑	\$20.0M
KPI	15	Endowment value	\$95.6M	\$110.6M	↑	\$150.0M
STRATEGIC PRIORITY ONE - STUDENT SUCCESS						
SP1	1.1	FTIC 4-Year Graduation Rate	34.6%	27.0%	↓	55%
SP1	1.2	Academic Progress Rate (2nd year retention with GPA above 2.0)	82.2%	84.2%	↑	90%
SP1	1.3	FCS AA Transfer Two-Year Graduation Rate	36.4%	42.7%	↑	50.00%
SP1	1.4	FTIC Pell Recipients Six-Year Graduation Rate	53.3%	52.0%	↓	67.0%
SP1	1.5	University Access Rate (Undergraduate with PELL)	62.9%	59.3%	↓	60.0%
SP1	1.6	Average Cost to Student	\$2,370	(\$630)	↑	\$7,540
SP1	1.7	Bachelor Graduates Enrolled or Employed Full-Time	61.9%	62.5%	↑	80.0%
SP1	1.8	Median Wages of Bachelor's Graduates Employed Full-Time	\$34,500	\$37,000	↑	\$39,400
STRATEGIC PRIORITY TWO - ACADEMIC EXCELLENCE						
SP2	2.1	Research Doctorates Awarded	26	28	↑	30
SP2	2.2	Bachelor Degrees Awarded within Programs of Strategic Emphasis	47.2%	53.9%	↑	60.0%
SP2	2.3	Bachelor Degrees Awarded to Transfers with AA Degrees from FCS	325	340	↑	400
SP2	2.4	Graduate Degrees Awarded within Programs of Strategic Emphasis	44.6%	47.3%	↑	60.0%
STRATEGIC PRIORITY THREE - LEVERAGE THE BRAND						
SP3	3.1	Peer Perception Ratings (U.S. News & World Report Annual Survey)	TBD	TBD	TBD	TBD
SP3	3.2	Stakeholder Customer Service Surveys	TBD	TBD	TBD	TBD
STRATEGIC PRIORITY FOUR - LONG TERM FISCAL HEALTH AND SUSTAINABILITY						
SP4	4.1	Composite Financial Index	TBD	TBD	TBD	TBD
SP4	4.2	R&D Expenditures	\$41.0M	\$47.0M	↑	\$49.0M
SP4	4.3	Annual Research Awards	0	1	↑	3
SP4	4.4	Alumni Giving Rate	7.7%	6.1%	↓	TBD
SP4	4.5	Fundraising Total	\$13.7M	\$23.0M	↑	\$20.0M
SP4	4.6	Endowment Value	\$110.6M	\$111.8M	↑	\$150.0M
SP4	4.7	Investment Value	\$155.5M	\$150.9M	↓	TBD
STRATEGIC PRIORITY FIVE - ORGANIZATIONAL EFFECTIVENESS						
SP5	5.1	Employee Retention Rate	TBD	TBD	TBD	TBD
SP5	5.2	Employee Satisfaction	TBD	TBD	TBD	TBD
SP5	5.3	Employee Awareness of DEI Initiatives	TBD	TBD	TBD	TBD
SP5	5.4	Major/Substantive Audit Findings	14	4	↑	0

Boldly Striking 2022-2027 Strategic Plan Communications Outline



FLORIDA A&M UNIVERSITY
**DIVISION OF STRATEGIC
PLANNING, ANALYSIS AND
INSTITUTIONAL EFFECTIVENESS**

Audience/Stakeholder(s)	Internal/External	Objectives/Actions	Message Content	Delivery Methods	Frequency
Florida BOG	External	To report on FAMU's direction, priorities, performance expectations, and outcomes on institutional and system-wide goals.	BOG Annual Accountability Plan	E-mail/BOG Meeting	Annual
<ul style="list-style-type: none"> ▪ Academic Council of Deans ▪ Associate & Assistant Deans ▪ Associate & Assistant Vice Presidents ▪ Directors ▪ Associate & Assistant Directors ▪ Academic Advisors 	Internal	<ol style="list-style-type: none"> 1) To institutionalize FAMU Boldly Striking Strategic Plan: 2022-2027 to ingrain operational changes to help accomplish the strategic plan goals over the next five years. 2) To engage stakeholders in strategic management to be champions for performance success for FAMU. 	<ul style="list-style-type: none"> ▪ Academic Scorecards ▪ Infographics ▪ Newsletter ▪ Administrative Scorecards ▪ Assessment Plans & Reports ▪ Customized progress reports ▪ Letter Grades ▪ President's Goals 	<ul style="list-style-type: none"> ▪ SPAIE website ▪ President's Website ▪ FAMU INFO ▪ Leadership Meetings ▪ Council of Academic Deans meetings ▪ Faculty Planning Conference ▪ Presentations ▪ School/College-wide Meetings 	<ul style="list-style-type: none"> Quarterly Monthly Annually Weekly
Department Chairs	Internal	<ol style="list-style-type: none"> 1) To institutionalize FAMU Boldly Striking Strategic Plan: 2022-2027 to ingrain operational changes to help accomplish the strategic plan goals over the next five years. 2) To engage stakeholders in strategic management to be champions for performance success for FAMU. 	<ul style="list-style-type: none"> ▪ Academic Scorecards ▪ Infographics ▪ Newsletter ▪ Administrative Scorecards ▪ Assessment Plans & Reports ▪ Customized progress reports ▪ Letter Grades ▪ President's Goals 	<ul style="list-style-type: none"> ▪ SPAIE website ▪ President's Website ▪ FAMU INFO ▪ Leadership Meetings ▪ Council of Academic Deans meetings ▪ Faculty Planning Conference ▪ Presentations ▪ School/College-wide Meetings 	<ul style="list-style-type: none"> Quarterly Monthly Annually Weekly

Audience/Stakeholder(s)	Internal/External	Objectives/Actions	Message Content	Delivery Methods	Frequency
Students	Internal/External	To raise awareness, motivate, and change attitudes for performance success at FAMU.	<ul style="list-style-type: none"> ▪ Infographics ▪ University Website ▪ Targeted E-mail ▪ Postcards ▪ Social Media ▪ FAMUAN ▪ WANM ▪ SGA ▪ Recruitment Events 	<ul style="list-style-type: none"> ▪ Social Media ▪ Recruitment Events ▪ Flyers ▪ Brochures ▪ Student Town Hall Meetings 	<ul style="list-style-type: none"> Quarterly Monthly Annually Weekly
Federal Officials	External	To raise awareness about FAMU's strategic priorities and how its strategic plan aligns with federal initiatives.	Presentations	Meetings with Congressmen and Congresswomen	Quarterly Annually
State Officials	External	To raise awareness about FAMU's strategic priorities and how it aligns with the SUS strategic plan and State of Florida priorities.	Presentations	FAMU Day at the Capital Presentations to State Senators and Representatives Press Releases	Annually
Local Officials	External	To raise awareness about FAMU's strategic priorities and how its strategic plan aligns with local initiatives.	<ul style="list-style-type: none"> ▪ Presentations ▪ Special Media ▪ Brochures 	<ul style="list-style-type: none"> ▪ One-on-One Meetings with local city and county commissioners. ▪ City and County Commission Meetings 	Annually
Alumni	External/Internal	To raise awareness about FAMU's strategic plan.	<ul style="list-style-type: none"> ▪ Presentations ▪ Social Media ▪ Brochures 	<ul style="list-style-type: none"> ▪ FAMU NAA Convention ▪ FAMU NAA President's Town Halls ▪ FAMU NAA Website ▪ FAMU Office of Alumni Affairs 	Annually Quarterly
Corporate Partners	External	To raise awareness about FAMU's strategic priorities and how its strategic plan aligns with corporate priorities	<ul style="list-style-type: none"> ▪ Presentations ▪ Brochures ▪ Advisory Group Meetings 	<ul style="list-style-type: none"> ▪ FAMU Industry Cluster ▪ FAMU Foundation 	Annually Quarterly

2022 - 2027 Strategic Plan 'BOLDLY STRIKING' IMPLEMENTATION PLAN

Task	Number	Description	Division Responsible	Department/Program	Person Responsible	Plan Year 1	Plan Year 2	Plan Year 3	Plan Year 4	Plan Year 5	Task and Resources	Estimated completion	Metrics/Impacts
Priority	1	STUDENT SUCCESS	Division of Academic Affairs Division of Student Affairs										
Goal	1.1	Elevate Student Success Outcomes (Retention, Graduation Rates, Licensure Pass Rates, etc.) to the High Excellence Range among state and national scales.	Division of Academic Affairs										
Strategy	1.1.1	Expand and enhance strategic recruitment initiatives to improve the academic profile of incoming cohorts.	Division of Student Affairs										
Action	1.1.1.1	Enhance scholarship and research assistantship packages to increase competitiveness for high-performing students.	Division of Academic Affairs Division of Student Affairs										
Action	1.1.1.2	Develop and enhance feeder opportunities with high schools and state colleges.	Division of Student Affairs										
Action	1.1.1.3	Engage high-profile faculty and alumni to assist with the recruitment process.	Division of Student Affairs										
Action	1.1.1.4	Showcase compelling student stories (i.e., securing high profile internships, undergraduate research, campus involvement, on multiple communication channels).	Division of Student Affairs Office of Communication										
Action	1.1.1.5	Establish school/college ambassadors to assist with recruitment and communication activities to potential scholarly students.	Division of Student Affairs										
Action	1.1.1.6	Align scholarship practices with peer institutions.	Division of Student Affairs										
Strategy	1.1.2	Improve student performance.	Division of Student Affairs Division of Academic Affairs										
Action	1.1.2.1	Complete the transition of academic advising to the intrusive advising model and create more specialized (i.e., freshmen, etc.) advising units.	Division of Student Affairs										
Action	1.1.2.2	Establish program-based academic benchmarks and awards that hold students and faculty accountable for academic progress.	Division of Academic Affairs										
Action	1.1.2.3	Improve the graduate student experience (i.e., academic support, mentoring, mental wellness, socialization within and amongst respective programs).	Division of Academic Affairs										
Action	1.1.2.4	Require co-curricular inter-professional experiences workshops and/or seminars amongst the disciplines for the purpose of professional development.	Division of Academic Affairs Division of Student Affairs										
Action	1.1.2.5	Support current and new evidence-based program improvement projects that increase licensure pass rate success.	Division of Academic Affairs										
Action	1.1.2.6	Establish and/or enhance partnerships with academic and student affairs units to improve student success support services usage.	Division of Academic Affairs Division of Student Affairs										
Action	1.1.2.7	Continue development of required collaborative support services programs for students who do not meet specific academic requirements during freshman and sophomore year.	Division of Academic Affairs										
Action	1.1.2.8	Utilize technology to delineate a clear path for students' academic aspirations for each classification and post-graduation.	Division of Academic Affairs Information Technology Services										
Strategy	1.1.3	Regularly review academic program curricula to identify and eliminate barriers to timely degree completion.	Division of Academic Affairs										
Action	1.1.3.1	Create a milestone and meta major evaluation tool/report - Create template and process for curricula review, designating curriculum milestone triggers and evaluation of current academic programs for development of a meta majors (parallel academic paths).	Division of Academic Affairs										
Action	1.1.3.2	Create annual review of Milestone Report data to specify curriculum milestone triggers (i.e., course repeats/grade, semester gpa, etc.) for student major review/change (in support of best fit and timely progression to graduation).	Division of Academic Affairs										
Action	1.1.3.3	Use enrollment data to project and prioritize offering of courses to prevent delays in progression (i.e., sufficient offering of courses in sequence).	Division of Academic Affairs										
Action	1.1.3.4	Create a system of automated alerts for milestone triggers and awards (i.e., badges, acknowledge milestones, etc.) for academic achievements.	Division of Academic Affairs										
Action	1.1.3.5	Annual review, monitoring and submission of above identified data points and information (i.e., student progression and degree auditing tools).	Division of Academic Affairs										
Action	1.1.3.6	Hire curriculum counselors that approve all major transfers and coordinate with departments for annual review, revision, and maintenance of curriculum maps.	Division of Academic Affairs										
Action	1.1.3.7	Require alignment of respective curricula with the associated discipline's core competencies.											

2022 - 2027 Strategic Plan 'BOLDLY STRIKING' IMPLEMENTATION PLAN

Type	Number	Description	Division Responsible	Department Responsible	Person Responsible	Plan Year 1	Plan Year 2	Plan Year 3	Plan Year 4	Plan Year 5	Tasks and Resources	Estimated Completion	Metrics Impacted
Strategy	1.1.4	Increase the allocation of financial support to address unmet need.	Division of Student Affairs/ Office of Student Financial Aid										
Action	1.1.4.1	Prioritize scholarship/funding support for students (i.e., recruitment of FTTC, transfer and offering both merit and needs-based).	Division of Academic Affairs/Division of Student Affairs										
Action	1.1.4.2	Establish a sophomore and junior scholarship for students who performed exceptionally first year and did not qualify for any prestigious scholarships for incoming students	Division of Academic Affairs										
Action	1.1.4.3	Perform analysis to determine the best allocation of institutional funds for both need and merit based scenarios.	Division of Academic Affairs/Division of Student Affairs										
Action	1.1.4.4	Utilizing the NAACSB definition of discount rate, determine FAMU's ranking with peer and aspirant institutions. Utilize trend data to determine if the discount rate has stayed ahead of inflation.	Division of Academic Affairs/Division of Student Affairs/Division of Finance and Administration										
Action	1.1.4.5	Streamline the process of students applying for additional financial support (i.e., Foundation, Academic departments, Financial aid).	Division of Student Affairs										
Action	1.1.4.6	Analyze how financial support can be used to increase revenue.											
Goal	1.2	Establish FAMU as the 1st Choice Destination among scholars.	Division of Academic Affairs										
Strategy	1.2.1	Develop a collaborative plan that showcases university strengths as it relates to signature programs, alumni success profiles, faculty achievements and employment outcomes.	Alumni Affairs, Division of Student Affairs/ Office of Enrollment Management, Division of Academic Affairs										
Action	1.2.1.1	Strengthen recruiting networks (i.e., alumni associations, organizations, premier schools).	Division of Academic Affairs/University Advancement										
Action	1.2.1.2	Expand recruiting resources, events, training for recruitment staff, and include student, faculty and staff ambassadors. Create recruiting materials that appeal to diverse student groups/types	Division of Student Affairs										
Action	1.2.1.3	Create recruitment pipelines via pre-college programs with premier/college prep high schools (i.e., collaborate with schools/colleges).	Division of Student Affairs/Division of Academic Affairs										
Action	1.2.1.4	Expand parent engagement program to include pre-college programming as a marketing tool to parents.	Division of Student Affairs										
Action	1.2.1.5	Enhance the visibility of the Graduate Feeder program's successes (i.e., placement, test scores, program participants).	Division of Academic Affairs/University Advancement										
Action	1.2.1.6	Enhance the visibility of the Ignite Transfer Student program (i.e., funding, research, student support services).	Division of Student Affairs										
Strategy	1.2.2	Enrich the student experience by expanding co-curricular activities, services and programs.	Division of Academic Affairs/ Honors Program										
Action	1.2.2.1	Transform the Honors program into a Honors college.	Division of Academic Affairs										
Action	1.2.2.2	Enhance the office of Undergraduate Research to provide on- and off-campus research opportunities to a majority of students.	Division of Academic Affairs										
Action	1.2.2.3	Enhance international education experiences for students and faculty.	Division of Academic Affairs										
Action	1.2.2.4	Provide opportunities and spaces for students to engage in creative and academic activities.	Division of Academic Affairs										
Action	1.2.2.5	Establish a pipeline of mission-driven part- and full-time experiential or clinical experiences.	Division of Academic Affairs										
Action	1.2.2.6	Incorporate the Strike In Four pathways career action plan for undergraduate students to engage in experiential learning opportunities throughout their matriculation.	Division of Academic Affairs/Division of Student Affairs										
Goal	1.3	Reimagine and align academic offerings to address emerging workforce demands and increase degree production in programs of strategic emphasis	Division of Academic Affairs										
Strategy	1.3.1	Continuously evaluate, optimize and develop innovative and creative in-person and online academic programs.	Division of Academic Affairs										
Action	1.3.1.1	Create an evaluation tool/template to audit existing and needed academic programs and related work-force demand trends	Division of Academic Affairs										
Action	1.3.1.2	Prioritize strengthening of existing programs and development of needed in-person and online academic programs.	Division of Academic Affairs										
Action	1.3.1.3	Strengthen well performing academic programs with resources that build on their success.	Division of Academic Affairs										
Action	1.3.1.4	Assess and identify student profiles for success relative to academic and work-force needs.	Division of Academic Affairs										
Action	1.3.1.5	Trend state-wide and national data to project needs, aligning degree production goals with workforce demands.	Division of Academic Affairs										

2022 - 2027 Strategic Plan 'BOLDLY STRIKING' IMPLEMENTATION PLAN

Type	Number	Description	Element Responsible	Department Responsible	Person Responsible	Plan Year 1	Plan Year 2	Plan Year 3	Plan Year 4	Plan Year 5	Tasks and Resources	Estimated completion	Metrics required
Strategy	1.3.2	Align career readiness competencies within academic programs to prepare graduates for a successful transition to the workplace and post-graduate life.	Division of Academic Affairs Division of Student Affairs/ Career and Professional Development										
Action	1.3.2.1	Integrate academic certification credentials around career pathways.	Division of Academic Affairs/Division of Student Affairs										
Action	1.3.2.2	Increase the integration of career and professional development center resources and the Strike In Four career action plan within all programs.	Division of Student Affairs										
Action	1.3.2.3	Identify potential partners and collaborators to create opportunities and support strategies/efforts	Division of Student Affairs/Division of Academic Affairs/University Advancement										
Action	1.3.2.4	Evaluate annual feedback from students, programs, and stakeholder through surveys and focus groups.	Division of Strategic Planning, Analysis and Institutional Effectiveness										
Strategy	1.3.3	Expand student professional development and career services activities to increase competitiveness of students for employment and post-graduate study	Division of Student Affairs/ Career and Professional Development										
Action	1.3.3.1	Set employment outcomes/expectations within each academic unit.	Division of Academic Affairs										
Action	1.3.3.2	Develop in-depth exploration and research opportunities within academic programs with faculty and/or co-op experiences.	Division of Academic Affairs										
Action	1.3.3.3	Develop badging to highlight student competencies and achievements.	Division of Academic Affairs/Division of Student Affairs										
Action	1.3.3.4	Develop leadership competencies around social and emotional intelligence, interpersonal skills decision-making.	Division of Academic Affairs/Division of Student Affairs										
Action	1.3.3.5	Expand the use of micro-internships, capstones, experiential learning and e-portfolios.	Division of Academic Affairs/Division of Student Affairs										
Action	1.3.3.6	Ensure students are digitally literate for today's world	Division of Academic Affairs										
Action	1.3.3.7	Evaluate and update the financial literacy program.	Division of Academic Affairs										
Priority	2	ACADEMIC EXCELLENCE											
Goal	2.1	Pursue pathways that position FAMU on a trajectory to become a Carnegie R1 institution.	Division of Academic Affairs										
Strategy	2.1.1	Reconfigure faculty workloads to enhance research productivity.	Division of Academic Affairs										
Action	2.1.1.1	Identify SUS and aspirational benchmark institutions to compare workloads vs FAMU.	Division of Academic Affairs										
Action	2.1.1.2	Revise and implement tracks (i.e. teaching, research, teaching-research) or areas of focus for faculty	Division of Academic Affairs										
Action	2.1.1.3	Prioritize majors/programs, etc. to create a prioritization where workloads need to be re-balanced.	Division of Academic Affairs										
Action	2.1.1.4	Evaluate financial models that would enable reconfiguring workloads (i.e. graduate assistants and adjuncts).	Division of Academic Affairs										
Action	2.1.1.5	Implement initiatives to incentivize faculty members to write collaborative grants where assignment of responsibilities (ADR) release time is prioritized in submitted grants.	Division of Academic Affairs										
Strategy	2.1.2	Explore the need for new research doctoral programs in accordance with state, regional, and national demands	Division of Academic Affairs										
Action	2.1.2.1	Leverage program prioritization study to identify gaps/areas where new programs are needed.	Division of Academic Affairs										
Action	2.1.2.2	Prioritize areas that have potential for funding (i.e., track record of proven success).	Division of Academic Affairs										
Strategy	2.1.3	Build capacity and infrastructure to attract, retain and incentivize world class faculty and staff to enable priority research areas.	Division of Academic Affairs										
Action	2.1.3.1	Identify competitive solutions (i.e. start-up packages) to attract and hire new faculty	Division of Academic Affairs										
Action	2.1.3.2	Develop a compensation approach to incentivize research activities.	Division of Academic Affairs/Division of Research										
Action	2.1.3.3	Provide additional resources for work environment/space, equipment, resources for postdoctoral researchers.	Division of Academic Affairs/Division of Research										
Action	2.1.3.4	Establish pre-award teams within each unit to support principal investigators.	Division of Academic Affairs/Division of Research										

2022 - 2027 Strategic Plan 'BOLDLY STRIKING' IMPLEMENTATION PLAN

Type	Number	Description	Division/Department	Department Responsible	Person Responsible	Plan Year 1	Plan Year 2	Plan Year 3	Plan Year 4	Plan Year 5	Funds and Resources	Estimated Completion	Metrics Impacted
Goal	2.2	Nurture the professional development of faculty and staff across the career span and across disciplines to create a culture of sustainable excellence.	Division of Academic Affairs										
Strategy	2.2.1	Strengthen faculty and staff development programs.	Division of Academic Affairs Division of Finance and Administration Office of Human Resources Organizational Training and Development										
Action	2.2.1.1	Evaluate incentives for faculty and staff development.	Division of Finance and Administration/Division of Academic Affairs										
Action	2.2.1.2	Identify avenues for staff development (i.e., career tracks/paths) to progress within the profession.	Division of Finance and Administration										
Action	2.2.1.3	Broaden leadership development and succession planning.	Division of Finance and Administration/Division of Academic Affairs										
Action	2.2.1.4	Develop an annual professional development learning plan for faculty, staff and administrators.	Division of Finance and Administration/Division of Academic Affairs										
Strategy	2.2.2	Enhance pedagogy for diverse learning styles and needs of students in person and online.	Division of Academic Affairs										
Action	2.2.2.1	Assess the market to identify training content for pedagogical best practices.	Division of Academic Affairs										
Action	2.2.2.2	Increase opportunities for providing high quality remote learning options for students.	Division of Academic Affairs										
Strategy	2.2.3	Establish a structure that fosters sustained faculty excellence.	Division of Academic Affairs										
Action	2.2.3.1	Develop approaches to incentivize faculty excellence at all stages of career journey (i.e., rewards, staff/support, compensation, conferences, leadership development opportunities, succession plan, cultural environment).	Division of Academic Affairs										
Action	2.2.3.2	Implement a sustained system of support for faculty research, scholarship, professional development and active engagement in professional organizations.	Division of Academic Affairs										
Strategy	2.2.4	Acquire more frequent "voice of student" feedback and utilize it to improve academic experiences.	Division of Academic Affairs, Division of SPAIE Office of University Assessment										
Action	2.2.4.1	Develop a survey instrument for assessing student satisfaction with instruction mid-term, end of semester, and at the mid-point and end of program completion.	Division of Strategic Planning, Analysis and Institutional Effectiveness										
Action	2.2.4.2	Provide mechanisms to respond to student feedback including the overall satisfaction with their individual program.	Division of Strategic Planning, Analysis and Institutional Effectiveness										
Action	2.2.4.3	Implement a communication plan and provide incentives for student participation in data collection activities.	Division of Academic Affairs/Division of Strategic Planning, Analysis and Institutional Effectiveness										
Action	2.2.4.4	Engage student leaders to support incentivizing students.	Division of Academic Affairs										
Action	2.2.4.5	Strengthen mechanisms to provide feedback to faculty in spirit of continuous improvement.	Division of Academic Affairs										
Goal	2.3	Position FAMU to emerge as a world-class leader in healthcare education, research and service to address disparities, emergent needs and advance holistic well-being.	Division of Academic Affairs										
Strategy	2.3.1	Utilize cutting edge technology to enhance clinical, academic and research innovation to educate the next generation of health care leaders.	Division of Academic Affairs										
Action	2.3.1.1	Identify priority needs and sources of funds, supplies, equipment and technology.	Division of Academic Affairs/Division of Information Technology Services										
Action	2.3.1.2	Develop an action plan to secure technology.	Division of Information Technology Services										
Action	2.3.1.3	Identify training needs and implement a plan for faculty to adopt cutting edge technology.	Division of Academic Affairs/Division of Information Technology Services										
Strategy	2.3.2	Improve access to quality healthcare services through local, national and global partnerships.	Division of Academic Affairs										

2022 - 2027 Strategic Plan 'BOLDLY STRIKING' IMPLEMENTATION PLAN

Type	Number	Description	Strategic Responsibility	Department/Supportable	Primary Resource(s)	Plan Year 1	Plan Year 2	Plan Year 3	Plan Year 4	Plan Year 5	Tasks and Resources	Estimated Completion	Metrics expected
Action	2.3.2.1	Identify FAMU's unique value proposition within healthcare for partnering.	Division of Academic Affairs										
Action	2.3.2.2	Identify potential public and private entities and develop action plan to pursue partnerships.	Division of Academic Affairs/University Advancement										
Strategy	2.3.3	Establish "FAMU HEALTH" as a leading provider of culturally competent health care to the community, state and nation.	Division of Academic Affairs										
Action	2.3.3.1	Create task force to assess and establish a plan to address the unmet emergent social, emotional, physical and environmental health and wellness needs.	Division of Academic Affairs										
Action	2.3.3.2	Identify academic programs to address emergent needs.	Division of Academic Affairs										
Goal	2.4	Amplify discovery and innovation to solve complex real-world problems.	Division of Academic Affairs/Division of Research										
Strategy	2.4.1	Advance a more transformative, transdisciplinary and/or translational approach to research and development.	Division of Research										
Action	2.4.1.1	Establish a Research Advisory Council (RAC) to enhance FAMU research coordination and productivity.	Division of Academic Affairs/Division of Research										
Action	2.4.1.2	Create an interdisciplinary research award that allows one course release for principle and co-principle investigators.	Division of Academic Affairs/Division of Research										
Action	2.4.1.3	Incentivize collaborative interdisciplinary research by establishing an award structure.	Division of Academic Affairs/Division of Research										
Strategy	2.4.2	Enhance opportunities for collaborative research and engagement for graduate scholars.	Graduate Studies and Research										
Action	2.4.2.1	Establish a dedicated graduate life center designed to provide a holistic graduate educational experience to include convening, advising, professional development and activities.	Graduate Studies and Research										
Priority	3	LEVERAGE THE BRAND											
Goal	3.1	Foster a university-wide customer-centric culture to support academic and operational excellence.	Office of Communications/Government Relations/Division of Finance and Administration										
Strategy	3.1.1	Measure success against well-defined customer service standards and key performance indicators.	Division of Strategic Planning, Analysis and Institutional Effectiveness/Division of Finance and Administration										
Action	3.1.1.1	Develop customer service standards and performance targets for each unit.	Division of Strategic Planning, Analysis and Institutional Effectiveness/Division of Finance and Administration										
Action	3.1.1.2	Develop assessment tools for all training/ professional development programs.	Division of Strategic Planning, Analysis and Institutional Effectiveness/Division of Finance and Administration										
Action	3.1.1.3	Regularly solicit and assess stakeholder customer service needs, experiences, and concerns.	Division of Strategic Planning, Analysis and Institutional Effectiveness/Division of Finance and Administration										
Action	3.1.1.4	Generate and disseminate annual reports highlighting customer service initiatives and status across the institution.	Division of Finance and Administration										
Strategy	3.1.2	Provide ongoing customer service coaching and training to faculty, staff, and students.	Division of Finance and Administration										
Action	3.1.2.1	Enhance the campus infrastructure and capacity for coordinating customer service training activities.	Division of Finance and Administration										
Action	3.1.2.2	Create and utilize an employee Customer Service Training Guide.	Division of Finance and Administration										
Action	3.1.2.3	Implement a comprehensive onboarding process for new employees that includes customer service expectations.	Division of Finance and Administration										
Strategy	3.1.3	Engage all units of the university in activities to ensure accountability and buy-in.	Division of Finance and Administration										
Action	3.1.3.1	Incorporate expectations into job descriptions and the annual performance evaluation process.	Division of Finance and Administration										
Action	3.1.3.2	Incorporate customer service metrics into annual assessment plans for administrative and academic units.	Division of Finance and Administration										
Action	3.1.3.3	Implement an annual Customer Service Campaign to highlight initiatives, best practices, and top performers.	Division of Finance and Administration										

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Task	Number	Description	Division/Responsible	Department/Responsible	Person Responsible	Plan Year 1	Plan Year 2	Plan Year 3	Plan Year 4	Plan Year 5	Task and Relations	Estimated completion	Notes/Impacts
Action	3.1.3.4	Standardize institutional policies and procedures and disseminate via a centralized, accessible location.	Division of Finance and Administration										
Goal	3.2	Increase international recognition as a leading academic, research and cultural institution.	Office of Communications/Division of Academic Affairs/University Advancement										
Strategy	3.2.1	Advance and promote the university's brand through the use of consistent messaging and innovative communication strategies.	Office of Communications										
Action	3.2.1.1	Develop and execute an Integrated Marketing Communications Plan.	Office of Communications										
Action	3.2.1.2	Utilize University digital platforms and immersive media technology to engage diverse audiences.	Office of Communications										
Action	3.2.1.3	Build and enhance external partnerships to increase brand awareness and reach.	Office of Communications/Government Relations/Division of Finance and Administration										
Action	3.2.1.4	Focus and develop strategic campaigns that capture prospective students early in their decision-making process.	Division of Student Affairs										
Action	3.2.1.5	Create and reinforce opportunities that feature the University as an intellectual powerhouse.	Office of Communications/Division of Academic Affairs/University Advancement										
Action	3.2.1.6	Systematically promote FAMU's outstanding contributions and its role as a critical resource and valuable education and economic partner.	Office of Communications/Division of Academic Affairs/University Advancement										
Strategy	3.2.2	Highlight faculty, staff, student and alumni capabilities to elevate their profile for external demand.	Office of Communications										
Action	3.2.2.1	Establish and maintain a database of university experts.	Office of Communications/Division of Academic Affairs/University Advancement										
Action	3.2.2.2	Utilize appropriate platforms to promote university experts based on field of expertise.	Office of Communications/Division of Academic Affairs/University Advancement										
Action	3.2.2.3	Leverage opportunities to physically showcase university experts to key influencers.	Office of Communications/Division of Academic Affairs/University Advancement/Governmental Affairs										
Action	3.2.2.4	Develop communications materials that highlight university experts and disseminate to national organizations and peer institutions.	Office of Communications										
Goal	3.3	Cultivate and diversify the network of advocates and supporters to advance the university's mission and strategic priorities.	Office of Communications/Division of Academic Affairs/University Advancement/Governmental Affairs										
Strategy	3.3.1	Establish targeted outreach initiatives to foster increased engagement with policy makers, alumni, friends, organizations, and communities throughout the state, region and nation.	Governmental Affairs										
Action	3.3.1.1	Establish and maintain a centralized database of target audiences.	Office of Communications/Division of Academic Affairs/University Advancement/Governmental Affairs/Student Affairs										
Action	3.3.1.2	Deploy campaigns and promotions with stakeholder-specific messaging, goals, and intended outcomes.	Office of Communications										
Action	3.3.1.3	Increase collaborations with national education associations on broad policy issues impacting K-20 University priorities.	Office of Communications/Division of Academic Affairs/University Advancement/Governmental Affairs/Student Affairs										
Strategy	3.3.2	Enhance the University's infrastructure and capacity to support advocacy and outreach efforts.	Governmental Affairs										

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IMPLEMENTATION PLAN**

Type	Number	Description	College/Responsible	Department Responsible	Fiscal Responsibility	Plan	Plan	Plan	Plan	Plan	Total Available Resources	Estimated Completion	Metric/Impacts
						Year 1	Year 2	Year 3	Year 4	Year 5			
Action	3.3.2.1	Align staffing levels and resource allocations dedicated to lobbying and outreach efforts with state and national peers.	University	Advancement/Governmental Affairs									
Action	3.3.2.2	Maintain external consultants at state and federal levels to enhance relationships and assist with coordination of legislative programs	Governmental Affairs										
Action	3.3.2.3	Expand digital tools to further outreach on pertinent national policy goals and objectives.	Governmental Affairs										
Priority	4	LONG-TERM FISCAL HEALTH AND SUSTAINABILITY											
Goal	4.1	Implement a planning and budgeting process that identifies, secures, and allocates existing and new E&G, C&G, and Auxiliary funding.	Division of Finance and Administration										
Strategy	4.1.1	Transition to a strategic budgeting process for existing resources that align and support strategic priorities and goals.	Division of Finance and Administration										
Action	4.1.1.1	Periodically review existing budgeting process & research other relevant budgeting models.	Division of Finance and Administration										
Action	4.1.1.2	Clearly articulate priorities to align budget allocations.	Division of Finance and Administration										
Strategy	4.1.2	Strengthen capacity to attract additional streams of revenue and resources for priority areas that do not receive requisite recurring state funding.	Division of Finance and Administration/University Advancement										
Action	4.1.2.1	Explore other potential auxiliary revenue streams.	Division of Finance and Administration										
Action	4.1.2.2	Increase capacity for sponsored research.	Division of Research										
Action	4.1.2.3	Increase capacity for philanthropic sources.	University Advancement										
Strategy	4.1.3	Explore ways to expand additional federal and state advocacy.	Governmental Affairs										
Action	4.1.3.1	Partner with the BOG and other universities on additional advocacy efforts.	Governmental Affairs										
Action	4.1.3.2	Expand the university's legislative action workgroup to assist in building support for FAMU's legislative agenda.	Governmental Affairs										
Action	4.1.3.3	Increase the total value of new research related awards received.	Division of Research										
Strategy	4.1.4	Invest in capacity building for sponsored research.	Division of Research										
Action	4.1.4.1	Enhance clear, and consistently communicate policies, practices, and procedures to support researchers	Division of Research										
Action	4.1.4.2	Enhance the existing learning, training, and mentoring opportunities to support researchers.	Division of Research										
Action	4.1.4.3	Enhance accountability with adhering to all sponsored research policies and procedures.	Division of Research										
Goal	4.2	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.	Division of Academic Affairs/Division of Student Affairs/Division of Technology Services										
Strategy	4.2.1	Strengthen capacity to attract recurring state funding for academics, administration, technology, deferred maintenance, and public education outlay (PECO) aligned with strategic plan priorities.	Division of Finance and Administration/Governmental Affairs										
Action	4.2.1.1	Partner with other universities to develop a collective advocacy approach.	Governmental Affairs										
Strategy	4.2.2	Provide first-class facilities and services.	Division of Finance and Administration/Division of Information Technology Services										
Action	4.2.2.1	Continuously stay abreast of the best cutting-edge advances in facilities and services.	Division of Finance and Administration/Division of Information Technology Services										
Action	4.2.2.2	Identify funding sources for upgrading facilities and services											
Strategy	4.2.3	Sustain a state-of-the-art technology infrastructure.	Information Technology Services										
Action	4.2.3.1	Identify funding sources to continuously upgrade and refresh technology on a rolling three-year basis	Division of Information Technology Services										
Goal	4.3	Support and sustain a robust university advancement enterprise that consistently generates transformative alumni, friend, and corporate giving.	Division of University Advancement										

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Type	Number	Description	Division Responsible	Department Responsible	Person Responsible	Plan Year 1	Plan Year 2	Plan Year 3	Plan Year 4	Plan Year 5	Task and Resources	Estimated Completion	Anticipated Impact
Strategy	4.3.1	Enhance the University Advancement infrastructure.	Division of University Advancement										
Action	4.3.1.1	Increase annual alumni giving to at least 15%.	Division of University Advancement										
Action	4.3.1.2	Increase annual fundraising in excess of \$15M with at least two-thirds from corporate giving.	Division of University Advancement										
Strategy	4.3.2	Secure and invest incremental endowed funding year-over-year to increase to endowment value to \$150M and the investment value to \$200M.	Division of University Advancement										
Action	4.3.2.1	Work with investment manager to maximize market returns.	Division of University Advancement										
Action	4.3.2.2	Raise more endowed funds.	Division of University Advancement										
Strategy	4.3.3	Strategically leverage the deans' and non-academic units' relationships with corporate partners and alumni to increase giving.	Division of University Advancement										
Action	4.3.3.1	University Advancement will enhance collaborate efforts with deans and non-academic unit heads.	Division of University Advancement										
Action	4.3.3.2	University Advancement will enhance collaborate efforts with Office of Communications to elevate FAMU's Branding and the communication of FAMU's value proposition.	Division of University Advancement										
Priority	5	ORGANIZATIONAL EFFECTIVENESS AND TRANSFORMATION	Division of Strategic Planning, Analysis and Institutional Effectiveness										
Goal	5.1	Enhance a culture that intentionally fosters building and engaging a high performing workforce and fortifies FAMU's status as an employer of choice.	Division of Finance and Administration										
Strategy	5.1.1	Develop a compensation framework that aligns market competitiveness and internal equity to attract and retain qualified employees.	Division of Finance and Administration										
Action	5.1.1.1	Conduct university-wide compensation analysis	Division of Finance and Administration										
Action	5.1.1.2	Develop a compensation philosophy that ensures faculty, staff and administrator compensation and benefits are equitable and competitive.	Division of Finance and Administration										
Action	5.1.1.3	Present to leadership and implement a new, more modern approach to compensation with market alignment and clear career progressions.	Division of Finance and Administration										
Action	5.1.1.4	Implement a biennial campus climate survey for faculty and staff.	Division of Strategic Planning, Analysis and Institutional Effectiveness/Division of Finance and Administration										
Strategy	5.1.2	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 FAMU.	Division of Finance and Administration										
Action	5.1.2.1	Develop information to provide University-level information on topics that include mission, vision, values, ethics, supervision, organizational structure, institutional goals, policies, and total compensation.	Division of Finance and Administration										
Action	5.1.2.2	Develop a technology delivery platform for university-level orientation information that is available to all new employees at any time	Division of Information Technology Services										
Action	5.1.2.3	Establish a process for orientation and onboarding at a department, campus or college/school level that builds upon the University-level programming and includes templates and resources to support new employees.	Division of Finance and Administration/Division of Academic Affairs										
Strategy	5.1.3	Implement an "Operational Excellence Plan" that offers all employees organized professional development throughout the year.	Division of Finance and Administration										
Action	5.1.3.1	Evaluate current development opportunities at the university for faculty and staff.	Division of Finance and Administration										
Action	5.1.3.2	Survey faculty and staff opinions on development opportunities.	Division of Finance and Administration/Division of Strategic Planning, Analysis and Institutional Effectiveness										
Action	5.1.3.3	Establish a staff professional development/leadership/coaching program.	Division of Finance and Administration										

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Type	Sub-ID	Description	Division Responsible	Department Responsible	Person Responsible	Plan Year 1	Plan Year 2	Plan Year 3	Plan Year 4	Plan Year 5	Tasks and Resources	Estimated Completion	Metrics Required
Action	5.1.3.4	Enhance and build a broad-based suite of professional development, leadership and management programming to develop new and existing employees, supervisors and leaders.	Division of Finance and Administration										
Strategy	5.1.4	Strengthen full life-cycle performance management framework.	Division of Finance and Administration										
Action	5.1.4.1	Survey employees about the quality and effectiveness of current instruments	Division of Strategic Planning, Analysis and Institutional Effectiveness										
Action	5.1.4.2	Use survey feedback to inform changes/ revisions/utilization of best practices.	Division of Strategic Planning, Analysis and Institutional Effectiveness										
Action	5.1.4.3	Deliver a performance management program that encompasses goal setting and real time feedback conversations between managers and employees to ensure goals are met	Division of Finance and Administration										
Action	5.1.4.4	Develop recommendations for revision of evaluation instruments in collaboration with appropriate management and collective bargaining units.	Division of Finance and Administration/Division of Academic Affairs										
Action	5.1.4.5	Enhance the succession planning framework to eliminate/address critical position vacancies.	Division of Finance and Administration/Division of Academic Affairs										
Strategy	5.1.5	Implement a campus-wide employee recognition program to acknowledge and reward staff for exemplary service and career milestones.	Division of Finance and Administration Office of Human Resources										
Action	5.1.5.1	Appoint members to the University Recognition Committee to determine the structure and content of the employee recognition program.	Division of Finance and Administration										
Action	5.1.5.2	Launch the campus-wide employee recognition program.	Division of Finance and Administration										
Strategy	5.1.6	Increase resources and support for ongoing research/scholarship/creative activity among faculty.	Division of Research Division of Academic Affairs										
Action	5.1.6.1	Evaluate current research/scholarship/ creative activities within academic units.	Division of Research/Division of Academic Affairs										
Action	5.1.6.2	Survey faculty opinions on the current research/scholarship/creative activities	Division of Academic Affairs										
Action	5.1.6.3	Partner with Division of Research to increase research and scholarship activity.	Division of Academic Affairs/Division of Research										
Action	5.1.6.4	Determine resources/source of resources required to inform potential rewards for increased activity within academic units.	Division of Research										
Action	5.1.6.5	Develop new research/scholarship/creative opportunities for faculty (as determined by academic units).	Division of Research										
Strategy	5.1.7	Cultivate an environment of consistency by centralizing the application of HR policies, best practices, and accountability measures.	Division of Finance and Administration										
Action	5.1.7.1	Establish a Task Force to assess the current structure and processes.	Division of Finance and Administration										
Action	5.1.7.2	Implement phases for centralizing HR policies and best practices	Division of Finance and Administration										
Goal	5.2	Optimize effectiveness of operations through enhancement of processes and innovation.	Division of Finance and Administration										
Strategy	5.2.1	Streamline processes to improve business operations	Division of Finance and Administration										
Action	5.2.1.1	Select and implement a process improvement protocol to examine current business processes which includes mapping the process and identify gaps, make improvements, institutionalize new processes.	Division of Strategic Planning, Analysis and Institutional Effectiveness										
Action	5.2.1.2	Create an infrastructure to support streamlining business operations which includes timeline, training, accountability measures, and ongoing process review.	Division of Strategic Planning, Analysis and Institutional Effectiveness/Division of Technology Services										
Strategy	5.2.2	Utilize analytics to drive data driven decisions for improved institutional/university outcomes.	Division of SPAIE Office of Institutional Research and Analytics										
Action	5.2.2.1	Implement a comprehensive data analytics and reporting platform with institutional visibility.	Division of Strategic Planning, Analysis and Institutional Effectiveness										

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Type	Number	Description	Division/Responsibility	Department/Responsibility	Person Responsible	Plan Year 1	Plan Year 2	Plan Year 3	Plan Year 4	Plan Year 5	Tasks and Resources	Estimated Completion	Metrics Impacted
Action	5.2.2.2	Develop robust customized data dashboards and reports for academic and administrative units.	Division of Strategic Planning, Analysis and Institutional Effectiveness										
Action	5.2.2.3	Create analytics/business intelligence training program in partnership with identified champions/power users, and provide personalized ongoing training.	Division of SPAIE Information Technology Services										
Strategy	5.2.3	Develop a high-quality IT Infrastructure to support state of the art teaching, research, learning, and administrative operations	Division of Information Technology Services										
Action	5.2.3.1	Implement an IT governance system to establish IT strategy that is aligned with the university's strategic plan.	Division of Information Technology Services										
Action	5.2.3.2	Implement a next generation cloud Enterprise Resource Planning (ERP) system.	Division of Information Technology Services										
Action	5.2.3.3	Enhance cybersecurity program.	Division of Information Technology Services										
Action	5.2.3.4	Upgrade network infrastructure in academic and administrative facilities.	Division of Information Technology Services										
Action	5.2.3.5	Integrate classrooms and laboratories with enhanced technology options to create a more engaging learning experience.	Division of Information Technology Services										
Goal	5.3	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.	Division of Audit/ Division of Compliance										
Strategy	5.3.1	Promote a clear organizational commitment for a stronger ethical culture through consistent messaging and tone throughout the University.	Division of Audit/ Division of Compliance										
Action	5.3.1.1	Incorporate ethics language into hiring, promotion, and rewards processes.	Division of Audit/ Division of Compliance										
Action	5.3.1.2	Establish an accountability framework to address compliance and ethics violations.	Division of Audit/ Division of Compliance										
Strategy	5.3.2	Expand educational opportunities to foster awareness, understanding, and adherence to organizational best practices.	Division of Audit/ Division of Compliance										
Action	5.3.2.1	Using Learning Management System (LMS), develop a self-paced course annually that allows employees to work through training modules on specified topics.	Division of Compliance										
Action	5.3.2.2	Develop a monthly management newsletter that highlights different organizational best practices.	Division of Audit/ Division of Compliance										
Action	5.3.2.3	Create badge and/or certificate programs for staff, faculty, and students to earn on specified topic areas.	Division of Finance and Administration										
Action	5.3.2.4	Create regularly scheduled interactive educational opportunities (i.e., town halls, lunch and learns, workshops, games, contests, compliance & ethics workshops, etc.).	Division of Compliance										
Action	5.3.2.5	Create micro-learning campaigns pushed out to FAMUInfo with short 2-5-minute videos and/or infographics on a variety of topics.	Division of Audit/ Division of Compliance										
Strategy	5.3.3	Align organizational practices, policies, and procedures to ensure campus-wide compliance with standard operational procedures (SOPs).	Division of Audit/ Division of Compliance/Division of Legal Affairs										
Action	5.3.3.1	Identify policies germane to each division/ department and cross-functional polices.	Division of Legal Affairs										
Action	5.3.3.2	Dissemination of current policies to divisions/departments responsible for the policy.	Division of Legal Affairs										
Action	5.3.3.3	Subject matter experts update and renew policies to ensure they comply with current federal or state legislation/guides.	Division of Legal Affairs										
Action	5.3.3.4	Divisions/departments submit policies to Legal Affairs for review and/or approval and official posting.	Division of Legal Affairs										
Strategy	5.3.4	Leverage data analytics, analyses, and assessment processes to deliver results that enhance student success and administrative effectiveness outcomes.	Division of Strategic Planning, Analysis and Institutional Effectiveness										
Action	5.3.4.1	Develop standard analysis reporting that highlight institutional data/ outcomes related to student success and administrative effectiveness and communicate salient findings and collaborate on recommendations.	Division of Strategic Planning, Analysis and Institutional Effectiveness										

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Type	Number	Description	Global Responsibility	Department Responsible	Partner Responsible	Plan Year 1	Plan Year 2	Plan Year 3	Plan Year 4	Plan Year 5	Fund and Resource	Estimated completion	Status/Impacted
Action	5.3.4.2	Track performance measures to support strategic planning, regional and program accreditation, program reviews and accountability.	Division of Strategic Planning, Analysis and Institutional Effectiveness/Division of Academic Affairs										
Action	5.3.4.3	Enhance robust assessment management practices to sustain the excellence in assessment designation.	Division of Strategic Planning, Analysis and Institutional Effectiveness										