

Florida A&M University Division of University Advancement



Strategic Plan 2018 – 2022

Shawnta Friday-Stroud, Ph.D., Interim Vice President

Message from the Interim Vice President

The Division of University Advancement is excited to support Florida A&M University's (FAMU) 131 years and counting of dedicated service to the state, the nation, and the world! The Division of University Advancement includes the offices of Development, the FAMU Foundation, and Alumni Affairs.

FAMU is ever grateful for the support and unwavering commitment and dedication displayed by our alumni, FAMU family and friends. It is because of your support that FAMU is the consistent choice for America's best and brightest students. The University is known as the premier institution for educating African Americans and persons of all races, ethnicities, and nationalities. FAMU is nationally recognized as one of the largest producers in the nation of African Americans with advanced degrees.

Following in the footsteps of our founders, FAMU and our FAMUly (faculty, staff, students, alumni and friends) must perform boldly beyond measure to contribute to "FAMU Rising." With the same uncommon sense of greater purpose and commitment to excellence in every endeavor, we must make every decision based on the knowledge that the students of today and tomorrow are depending on us, and we are depending on them to solve complex issues and provide premier service to our society.

As we build on our foundation for the next 100+ years of service, we must position ourselves academically and fiscally, to ensure that FAMU rises as delineated in the University's Strategic Plan – "FAMU Rising." The six areas of strategic priority are:

- 1) Exceptional Student Experience;
- 2) Excellent and Renowned Faculty;
- 3) High Impact Research, Commercialization, Outreach, and Extension Services;
- 4) Transformative Alumni, Community, and Business Engagement;
- 5) First-Class Business Infrastructure; and
- 6) Outstanding Customer Experiences.

The Division of University Advancement is committed to working hard to secure financial support from our FAMUly and friends to assist with meeting and exceeding the goals set forth in the University's Strategic Plan. "FAMU Rising" is our ultimate goal!

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Interim Vice President, University Advancement
Executive Director, FAMU Foundation
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Florida A&M University

Mission Statement

Florida Agricultural and Mechanical University (FAMU) is an 1890 land-grant institution dedicated to the advancement of knowledge, resolution of complex issues and the empowerment of citizens and communities. The University provides a student-centered environment consistent with its core values. The faculty is committed to educating students at the undergraduate, graduate, doctoral and professional levels, preparing graduates to apply their knowledge, critical thinking skills and creativity in their service to society. FAMU's distinction as a doctoral/research institution will continue to provide mechanisms to address emerging issues through local and global partnerships. Expanding upon the University's land-grant status, it will enhance the lives of constituents through innovative research, engaging cooperative extension, and public service. While the University continues its historic mission of educating African Americans, FAMU embraces persons of all races, ethnic origins and nationalities as life-long members of the university community.

Vision Statement

Florida Agricultural and Mechanical University will be recognized as a premier land-grant, doctoral-research university that produces globally competitive graduates.

Core Values

*Scholarship • Excellence • Openness • Fiscal Responsibility •
Accountability • Collaboration • Diversity • Service • Fairness • Courage •
Integrity • Respect • Collegiality • Freedom • Ethics • Shared Governance*

Division of University Advancement

Mission Statement

The mission of University Advancement is to enhance Florida Agricultural and Mechanical University's mission, goals, programs, and initiatives by cultivating and engaging faculty, staff, students, alumni, friends, career partners, foundations, and the community to contribute essential support.

Vision Statement

The vision of University Advancement is to be recognized as a leader in philanthropic engagement and stewardship, strengthening the success of Florida Agricultural and Mechanical University.

Core Values

The Division of University Advancement's commitment to exploring creative and innovative ways to generate support for Florida Agricultural and Mechanical University is guided by the core values below.

- Excellence
- Integrity
- Accountability
- Transparency
- Stewardship
- Collaboration
- Innovation

Division of University Advancement Strategic Overview

External Scan

An environmental scan of the current philanthropic landscape within higher education reveals that diminishing disposable income for individuals in various demographic categories may change the amounts and ways in which individuals donate. National trends suggest that alumni giving as a whole is declining. Although there are more individuals graduating from college, Millennials and younger alumni are not as likely to give as individuals from older generational groups. Likewise, corporations and foundations are more selective in their giving. All donors and potential donors are asking for more accountability from higher education institutions before giving or increasing their gifts.

Although the State of Florida is providing fewer dollars to support the University, through its accountability measures, it expects the University to produce graduates faster than ever before as it has moved from the six (6)-year graduation metric to the four (4)-year graduation metric. Juxtapose decreased State funding, with the new four (4)-year graduation rate demand and other State accountability measures, as well as the increased cost to attend college for most underrepresented minorities which Florida A&M University (FAMU) serves, and the need to substantially increase the amount of external funding generated by the University becomes crystal clear. Therefore, FAMU must present a compelling value proposition and business case to its alumni, faculty, staff, students, parents, strategic partners, friends, and other stakeholders as it seeks donations and strategic investments.

Donors and investors are looking for the greatest return on their contributions and investment. The myriad of external factors impacting advancement divisions within institutions of higher learning present opportunities upon which FAMU and the Division of University Advancement are prepared to capitalize.

Internal Scan

The FAMU Division of University Advancement would like to become a premier philanthropic engine within the higher education landscape. Given the everchanging and dynamic educational landscape within the State of Florida and the country, enhancing the Division of University Advancement's accountability systems and reengineering specific business processes within the Division will lead to the Division of University Advancement increasing its fundraising capacity and productivity.

The Division of University Advancement is committed to delivering the quality service

and fiscal accountability that our donors and all stakeholders expect and deserve. FAMU's Division of University Advancement is gearing up for combat battle to win the war for substantial donations and strategic investments. Therefore, the Division is making investments in its technological resources and human capital. In order to grow FAMU's capabilities, influence, and reputation, the Division of University Advancement is committed to leading the way in acquiring external funds to supports the University's mission and strategic priorities delineated in the 2017-2002 Strategic Plan, "FAMU Rising."

Strategic Priority 1 – Raise Resources to support FAMU's Exceptional Student Experience

Goal 1.1: Support students in attaining degrees

Strategy 1.1.1: Raise more need-based scholarships

Strategy 1.1.2: Raise more merit-based scholarships

Strategy 1.1.3: Raise more funds to support student success initiatives

Goal 1.2: Provide students with support for co-curricular experiences

Strategy 1.2.1: Raise funds for capstone projects

Strategy 1.2.2: Raise funds for enriching co-curricular experiences

Goal 1.3: Support facility upgrades

Strategy 1.3.1: Raise funds to refresh residence, athletic, instructional, and recreational facilities and equipment every three years

Strategy 1.3.2: Raise funds to support pedagogical enhancements

Key Performance Metrics

Metric 1 (Metric) Baseline / Goal – Annual Giving

Metric 2 (Metric) Baseline / Goal – Annual Alumni Giving

Metric 3 (Metric) Baseline / Goal – Annual Friend Giving

Metric 4 (Metric) Baseline / Goal – Annual Faculty/Staff/Administrator Giving

Metric 5 (Metric) Baseline / Goal – Annual Corporate Giving

Metric 6 (Metric) Baseline / Goal – Annual Number of Donors

Metric 7 (Metric) Baseline / Goal – Annual Endowment Value

Strategic Priority 2 – Raise Resources to support FAMU’s Excellent and Renowned Faculty’s Teaching, Research, Service, Outreach, Extension, and Commercialization

Goal 2.1: Support faculty teaching

Strategy 2.1.1: Raise resources to support faculty development

Strategy 2.1.2: Raise funds to support pedagogical enhancements

Goal 2.2: Support faculty research

Strategy 2.2.1: Raise resources to support faculty research

Strategy 2.2.2: Raise resources to support research facilities

Strategy 2.2.3: Raise resources to support the commercialization of university research

Goal 2.3: Support faculty service, outreach, and extension projects

Strategy 2.3.1: Raise resources to support service initiatives

Strategy 2.3.2: Raise resources to support outreach and extension projects

Key Performance Metrics

Metric 1 (Metric) Baseline / Goal – Resources raised to support teaching and faculty development

Metric 2 (Metric) Baseline / Goal – Resources raised for support faculty research, including research facilities and the commercialization of research

Metric 3 (Metric) Baseline / Goal – Resources raised to support faculty service, outreach, and extension projects

Strategic Priority 3 – First-Class Business Infrastructure and Customer Experience

Goal 3.1: Recruit, develop, and retain diverse and excellent staff

Strategy 3.1.1: Provide ongoing professional development opportunities for all staff

Strategy 3.1.2: Implement a more effective and meaningful staff performance evaluation process

Strategy 3.1.3: Implement an employee recognition program to acknowledge and reward staff for meritorious service

Goal 3.2: Improve transparency and strengthen internal controls to improve compliance and support strategic decisions

Strategy 3.2.1: Improve effectiveness of internal audits to ensure compliance with laws, regulations, policies, procedures, and contracts

Strategy 3.2.2: Train personnel to maintain appropriate internal controls in high-risk areas

Goal 3.3: Enhance business processes to improve efficiency and cost effectiveness

Strategy 3.3.1: Evaluate and restructure administrative units to ensure alignment with current and best practices, and maximize effectiveness and efficiency

Strategy 3.3.2: Implement training and reward programs to promote efficiency in effective business services

Goal 3.4: Leverage technology and establish a data-driven culture

Strategy 3.4.1: Enhance network resources, services, and applications to support Advancement's administrative operations

Strategy 3.4.2: Define and develop dashboards to assess progress towards enhancing Advancement's capacity to

accommodate its needs and achieving its goals

Goal 3.5: Enhance Advancement’s culture of service excellence

Strategy 3.5.1: Assess donor and prospective donor experiences

Strategy 3.5.2: Create internal service excellence recognition competitions and initiatives

Key Performance Metrics

Metric 1 (Metric) Baseline / Goal – Staff satisfaction rates with professional development opportunities

Metric 2 (Metric) Baseline / Goal – Number of staff acknowledgements and rewards

Metric 3 (Metric) Baseline / Goal – Internal Audit Findings

Metric 4 (Metric) Baseline / Goal – Audit Findings

Metric 5 (Metric) Baseline / Goal – Annual Cost Savings

Metric 6 (Metric) Baseline / Goal – Dashboards reflecting goal attainment

Metric 7 (Metric) Baseline / Goal – Donor/prospective donor satisfaction ratings

Metric 8 (Metric) Baseline / Goal – Service Excellence Awards

Strategic Priority 4 – Engage Alumni, Community, and Business Stakeholders

Goal 4.1: Enhance the fundraising infrastructure and capacity to generate increased support for the University

Strategy 4.1.1: Develop and initiate targeted campaigns under the “FAMU Rising” Fundraising Campaign to support scholarships, research, athletics, and the Arts and History

Strategy 4.1.2: Develop and initiate a major Capital Campaign

Strategy 4.1.3: Enhance administrative structure, technology, tools, and

staffing to support fundraising efforts

Strategy 4.1.4: Improve fundraising coordination, communication, and transparency

Strategy 4.1.5: Improve relationships with donors (alumni and friends)

Strategy 4.1.6: Increase corporate engagement including the FAMU Industry Cluster and Key Executive Council

Goal 4.2: Effectively communicate the “FAMU Rising” Fundraising Campaign

Strategy 4.2.1: Produce effective, targeted campaign collateral

Strategy 4.2.2: Strategically communicate with donors and prospective donors on a continuous schedule

Strategy 4.2.3: Produce annual reports and periodic communications to inform donors and prospective donors about important milestones and accomplishments

Strategy 4.2.3: Develop online view capabilities for Foundation account owners with quarterly reports

Key Performance Metrics

Metric 1 (Metric) Baseline / Goal – Annual Giving (Total, and by scholarships, research, athletics, and The Arts and History)

Metric 2 (Metric) Baseline / Goal – Annual Alumni Giving

Metric 3 (Metric) Baseline / Goal – Annual Friend Giving

Metric 4 (Metric) Baseline / Goal – Annual Faculty/Staff/Administrator Giving

Metric 5 (Metric) Baseline / Goal – Annual Corporate Giving

Metric 6 (Metric) Baseline / Goal – Annual Number of Donors

Metric 7 (Metric) Baseline / Goal – Annual Endowment Value