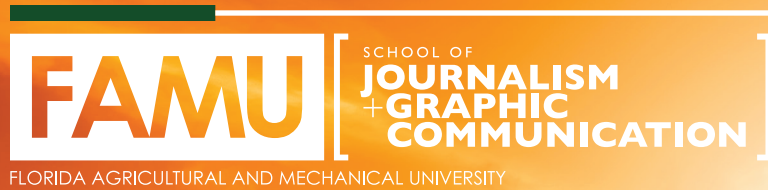


Strategic 2022-2027 Plan





Message

From the Dean

The School of Journalism & Graphic Communication's 2022-2027 strategic plan is a dynamic blueprint that will hold the School accountable to itself and its stakeholders.

Building off the strong foundational principles already in place, this updated plan is shaped by the productive input and insights of faculty, staff, students and alumni. We have assessed what we do well and uniquely, what our students learn and what they value, and where there is room to improve and grow.

The strategic plan is a living document from which our measures of progress will flow. Guided by our vision, mission and core values, the SJGC will leverage its strengths to deliver an exceptional academic experience in the days, months and years ahead.

Mira Lowe

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About Florida A&M University

Core Values

Accountability | Inclusion | Innovation | Integrity



Mission

Florida Agricultural and Mechanical University (FAMU) is an 1890 land-grant doctoral/research institution devoted to student success at the undergraduate, graduate, doctoral and professional levels. FAMU enhances the lives of its constituents and empowers communities through innovative teaching, research, scholarship, partnerships, and public service. The University continues its rich legacy and historic mission of educating African Americans and embraces all dimensions of diversity.



Vision

Florida Agricultural and Mechanical University (FAMU) will be recognized as a leading national public university that is internationally renowned for its competitive graduates, transformative research, and innovation.

About School of Journalism & Graphic Communication

Core Values

Collaboration | Creativity | Innovation | Professionalism



Mission

We prepare students to be confident, multi-platform communicators for an evolving media marketplace, with a pedagogical emphasis on active learning and experiential experiences.



Vision

We will be globally recognized as a premier school that produces students with the knowledge, skills and experience to excel in the digital and traditional aspects of journalism, public relations and graphic design.

School of Journalism & Graphic Communication

Strategic Overview



The School of Journalism & Graphic Communication (SJGC) at Florida A&M University is one of the leading HBCU journalism and mass communications programs in the country. Founded in 1982, it is the first program of its kind at a historically Black university to receive national accreditation. With a focus on academic excellence and experiential learning, the SJGC is preparing students to be confident communicators and leaders who can meet the demands of a competitive and evolving media marketplace.

The SJGC consistently receives high marks for the quality of its graduates. Students have earned awards and honors for their work on multiple media platforms from organizations such as the Associated Press, the National Association of Black Journalists, the Southeast Journalism Conference, the Society of Professional Journalists, Florida Associated Press Broadcasters, American Advertising Federation, Florida Public Relations Association, Florida Graphics Alliance, Intercollegiate Broadcasting System, Coca-Cola, and more.

Students display their talents and gain experience on campus through student media that includes the award-winning FAMUAN newspaper, educational access cable television channel FAMU-TV 20, Journey magazine and WANM-FM radio station.

On the strength of their success at the SJGC, students have landed premium internships and jobs at renowned organizations throughout the country, including Disney, Microsoft, Amazon, Bose, JPMorgan Chase, Edelman Communication and Marketing, Hill and Knowlton, CBS News, CNN, NBC Universal, ABC News, BET, The New York Times, Politico, McClatchy, TEGNA, E.W. Scripps, Gray Television, Wall Street Journal, Glamour, 3M, Florida Lottery, and Sachs Media Group.

The SJGC offers bachelor's degrees in journalism, public relations and graphic design. Its dedicated faculty provides relevant and research-based instruction to more than 500 undergraduate majors and produces peer-reviewed publications and presentations at national and international conferences annually.

Alumni are leaders and contributors to a variety of creative and communication sectors across the globe. Notable alums include Kimberly Godwin, former ABC News president, Keisha Lance Bottoms, former Atlanta mayor and adviser to former President Biden, Tiffany Greene, ESPN broadcaster, and Brian Rice, global chief brand and design officer at 3M.

External Scan

While external factors such as the COVID-19 pandemic, enrollment decline, and economic uncertainty have affected SJGC, the School sees opportunities ahead with sustained corporate and alumni support, employers' interests in its graduates, and online learning.



Strengths

The SJGC has an extraordinarily strong alumni base and a long history of launching graduates into productive and impactful careers in media, public relations, marketing, design, technology and sports.

The School is recognized by respective industries, professional and trade organizations, and graduate schools

for its preparation of students for jobs, internships, fellowships and continuing education programs. In 2023, the SJGC was named No. 1 HBCU Public Relations Program by Best College and rated Best Public HBCU Journalism School by The EDvocate, a top online publication in education.

The SJGC has an engaged Board of Visitors composed of alumni and industry leaders who champion the school and its initiatives. The School also has notable corporate and collaborative partners that include Google, Adobe, Bloomberg and St. Jude Children's Research Hospital.



Opportunities

Recent national surveys show a rise in students' interests in journalism and free press issues. There also is a growing workforce demand for professionals with digital media skills, content creation and storytelling abilities, UX design skills, integrated marketing, persuasive communication, and branding

competencies. The SJGC is positioned to meet these workforce needs and serve students' interests with its modern curriculum, experiential learning experiences and partnerships.

The SJGC is experiencing an increase in outreach from corporations and academic institutions to enhance job placements,

graduate program enrollments, brand campaigns and collaborative projects.

With expansion of the online learning landscape, the SJGC is poised to attract new students, recruit new faculty and enhance the curriculum with the integration of more online courses.



Threats

Student enrollment at academic institutions across the United States is declining. During the pandemic, undergraduate enrollment fell by 7% according to national studies.

There are shifting beliefs about the value of higher education, growing debt concerns,

and the looming “demographic cliff,” the drop-off in potential first-time, full-time freshmen projected to arrive in 2025-2026.

The inability to recruit and keep world-class, credentialed faculty and staff due to limited resources may affect SJGC’s sustainability and accreditation.

Other academic programs with greater endowments and funding sources can offer more scholarships, incentives and support for incoming and returning students.

There are limited job and internship opportunities in the media in our local community for graduates.

Internal Scan



Strengths

The SJGC has a 100,000-square-foot-facility that houses multiple computer labs and studios plus four media properties – FAMU-TV 20, WANM 90.5, FAMUAN newspaper, and Journey magazine – which provide students with hands-on experience across multiple platforms. The School also provides experiential learning and real-world training at its student-driven Venom PRoz Agency and Capital News Bureau.

The SJGC allows students to get involved in student media as early as their first year to build their skills and knowledge in their prospective fields as soon as possible.

The School stays current with equipment and technology, and partners with leading tech companies such as Google, Adobe and Apple in spurring innovation and creativity in classrooms, labs and collaborative spaces.

The SJGC produces highly sought graduates who have the knowledge, skills and confidence to excel in digital and traditional media environments. Students land fellowships, internships and jobs with reputable organizations, corporations and agencies around the country.

The School’s contemporary curriculum reflects current student interests and workforce needs with the incorporation

of new courses such as social media/data analytics, visual storytelling and UX design.

The SJGC has a broad range of corporate and academic partnerships that cultivate student success. In 2022, the School received a \$1M

grant from Disney to develop a scholarship and professional development program to support the next generation of storytellers. This investment allows the SJGC to help students progress through college over the next five years with a reduced

financial burden.

The SJGC faculty is nationally and internationally recognized for their teaching, research, creative works and service to industry and community.



Opportunities

The School sees growth in its majors with the launch of an updated curriculum, new courses and experiential experiences, and the addition of new faculty.

The expansion of scholarships will enable the School to aid more students in need of funds for tuition, housing, living expenses,

and course materials.

The creation of the SJGC Writing Lab will give students added support to strengthen their writing skills for classes and the media profession.

Areas that we see an opportunity to improve are building a bench of qualified

instructors and adjuncts to bolster instruction; shoring up infrastructure to enhance workflows and minimize operational disruption; and creating an online learning strategy to make the program accessible to more majors.



Threats

Limited resources can hamper long-term growth and sustainability of the program.

Meeting the increased demand for more courses and services is a challenge without enough faculty and staff.


The inability to attract and hire quality faculty and staff due to budgetary constraints and cumbersome processes.

Loss of funding to the program would curtail progress made over the past

two years and impede efforts to grow enrollment, reputation and research at the school.

School of Journalism & Graphic Communication

Strategic Priorities & Goals



The SJGC strategic plan is an ambitious roadmap to move the School closer to realizing its vision of growth and sustainability. Aligning with the university's strategic priorities, the SJGC plan focuses our efforts for now and the future. Priorities and goals center on recruitment and retention of students, faculty and staff; preparing graduates for the workforce; building capacity and visibility; fostering excellence at all levels; and positively impacting our community.

Strategic Priority 1: Student Success

The SJGC strives to make our program a desired choice for students interested in becoming communication professionals and scholars, and to strengthen their readiness and competitive standing in the workforce.

Goal 1.1: Increase student enrollment by 20% by 2027

Strategy 1.1.1: Bolster recruitment and retention efforts for FTIC (First-Time-in-College) students.

Strategy 1.1.2: Develop and implement recruitment and retention plan for transfer students.

Strategy 1.1.3: Develop and implement outreach and engagement plan for high school students.

Key Performance Metrics

Metric 1: Fall enrollment

Metric 2: AA transfers enrollment

Metric 3: Number of high school students engaged

Goal 1.2: Increase 4-year graduation rate by 20% by 2027

Strategy 1.2.1: Increase in-person and online course availability.

Strategy 1.2.2: Enhance student support services, outreach and advisement.

Strategy 1.2.3: Increase funds to help students in need to enroll in classes.

Key Performance Metrics

Metric 1: Number of courses offered with student enrollment

Metric 2: Number of students served by support services

Metric 3: Number of students receiving assistance funds

Goal 1.3: Increase percent of graduates landing full-time employment or enrolling in graduate programs within 1-year

Strategy 1.3.1: Expand pathways to employment with partnerships.

Strategy 1.3.2: Cultivate new pipelines to internships.

Strategy 1.3.3: Bolster professional development and training for students at SJGC.

Key Performance Metrics

Metric 1: Number of students who get jobs via employer connections

Metric 2: Number of students who get internships

Metric 3: Number of students who go to graduate school

Strategic Priority 2: Academic Success

The SJGC strives to heighten its reputation for academic excellence and scholarship by establishing authority in distinct research, raising the profile of our faculty and developing our staff.

Goal 2.1: Increase faculty research/creative works productivity

Strategy 2.1.1: Establish SJGC Research Circle to support collaboration and scholarship.

Strategy 2.1.2: Provide micro grants for research needs.

Strategy 2.1.3: Establish research reviews and presentation opportunities at the school and university.

Key Performance Metrics

Metric 1: Number of scholarly works published

Metric 2: Number of peer-reviewed presentations

Metric 3: Number of creative works, exhibitions

Goal 2.2: Recruit and retain exceptional faculty and staff

Strategy 2.2.1: Promote faculty excellence in teaching, research, service.

Strategy 2.2.2: Reward faculty productivity.

Strategy 2.2.3: Provide professional development to faculty and staff via conferences, workshops and training.

Key Performance Metrics

Metric 1: Number of media posts recognizing faculty research, achievements

Metric 2: Number of faculty participating at peer-review conferences and workshops

Metric 3: Number of staff participating in professional development training or continuing education

Goal 2.3: Curriculum stays relevant and aligns with workforce needs

Strategy 2.3.1: Routinely assess curriculum and establish plans for modifications and/or new classes.

Strategy 2.3.2: Develop online sections for core and high-demand classes.

Strategy 2.3.3: Create more experiential opportunities for all degrees.

Key Performance Metrics

Metric 1: Enrollment in online and in-person classes

Metric 2: Number of online course conversions

Metric 3: Number of experiential learning opportunities

Strategic Priority 3: Leverage the Brand

The SJGC strives to extend its reach and impact by promoting the brand, communicating achievements, increasing global recognition and interdisciplinary research.

Goal 3.1: Elevate profile of SJGC and stakeholders

Strategy 3.1.1: Create a marketing plan and brand statement to increase awareness and reinforce brand recognition.

Strategy 3.1.2: Develop a sustainable communication plan that promotes the successes of our SJGC students, faculty, staff, and alumni.

Strategy 3.1.3: Expand engagement with industry, community, alumni and partners.

Key Performance Metrics

Metric 1: Audience reach of marketing campaign

Metric 2: Number of articles, posts about SJGC success stories

Metric 3: Engagement events with industry, community, and alumni

Goal 3.2: Advance global visibility and recognition of SJGC programs, initiatives and expertise

Strategy 3.2.1: Build partnerships with global companies and international academic institutions.

Strategy 3.2.2: Launch study-abroad program that aligns with our majors.

Strategy 3.2.3: Speak, present and exhibit at global conferences; guest lecture at international universities.

Key Performance Metrics

Metric 1: Number of national and global internships for students

Metric 2: Number of students taking part in SJGC study abroad program

Metric 3: Number of faculty and staff presenters at national or global conferences

Metric 4: Number of national or global guest speakers in classes and panels at SJGC events

Strategic Priority 3: Leverage the Brand *cont'd*

Goal 3.3: Increase interdisciplinary and collaborative research opportunities

Strategy 3.3.1: Cultivate new collaborations with scholars from other schools/colleges at FAMU and beyond.

Strategy 3.3.2: Facilitate best practices and convening on impactful research.

Key Performance Metrics

Metric 1: Annual faculty scholarly goals for collaborative or interdisciplinary research

Metric 2: Number of seminars, workshops and writing circles to enhance impactful scholarship

Goal 3.4: Amplify community service opportunities

Strategy 3.4.1: Increase the number of SJGC service projects beginning in 2023.

Strategy 3.4.2: Encourage faculty, staff and student involvement in community service activities.

Strategy 3.4.3: Build partnerships with local groups and institutions.

Strategy 3.4.4: Recognize and promote excellence in community service.

Key Performance Metrics

Metric 1: Number of community service projects

Metric 2: Faculty, staff and student participation

Metric 3: Number of local partnerships

Goal 3.5: Develop community outreach initiatives

Strategy 3.5.1: Create bootcamps/workshops that expose local K-12 students to the communications field.

Strategy 3.5.2: Mentor local high school students interested in communications.

Strategy 3.5.3: Identify SJGC student ambassadors to represent the school at community events and programs.

Key Performance Metrics

Metric 1: Number of K-12 student participants in events

Metric 2: Number of high school students mentored

Metric 3: Number of SJGC student ambassadors involved

Strategic Priority 4: Long-Term Fiscal Health and Sustainability

The SJGC strives to build our operational, fundraising and recruitment capacities to support and sustain our strategic priorities and assure longevity of our program.

Goal 4.1: Strengthen and sustain operational capacity

Strategy 4.1.1: Invest in operational infrastructure to meet current demands and future needs.

Strategy 4.1.2: Invest in effective strategic budgeting and planning processes.

Key Performance Metrics

Metric 1: Continuous assessment of personnel, policies and procedures

Metric 2: Routine analysis of budget allocations and expenditures

Goal 4.3: Build development capacity to further SJGC mission and vision.

Strategy 4.3.1: Fortify internal resources to support outreach and fundraising efforts.

Strategy 4.3.2: Identify and cultivate new supporters and donors for the program.

Key Performance Metrics

Metric 1: Number of new donors

Metric 2: Annual giving rates

Metric 3: Number of fundraising initiatives

Metric 4: Dollars raised annually

Goal 4.2: Support technology advancement and innovation

Strategy 4.2.1: Enhance facilities and equipment to further student success outcomes and competencies.

Strategy 4.2.2: Secure funding to support pioneering and creative projects of faculty and students that distinguishes the program.

Key Performance Metrics

Metric 1: Number of creative, innovative projects produced

Metric 2: Technology upgrades made annually

Metric 3: Assessment of spending on technology

Goal 4.4: Build recruitment capacity to grow future enrollment

Strategy 4.4.1: Assess and align internal resources to focus on prospecting and engagement activities.

Key Performance Metrics

Metric 1: Number of new student prospects

Metric 2: Number of recruitment/outreach events

Strategic Priority 5: Organizational Effectiveness and Transformation

The SJGC strives to build a flourishing culture of collaboration, creativity, innovation, and professionalism at SJGC. We look to serve our stakeholders with excellence, implement high-quality internal processes and elevate the overall performance of our program.

Goal 5.1: Foster a culture of high-performing students, faculty and staff

Strategy 5.1.1: Continuous implementation of S.T.A.R. goals that are student-centered, transformative, accountable and action-oriented, and research-focused.

Strategy 5.1.2: Streamline and standardize procedures, processes and protocols to deliver service excellence consistently and efficiently.

Strategy 5.1.3: Strengthen communication processes that share new ideas and perspectives, invite feedback, and foster belonging and trust.

Key Performance Metrics

Metric 1: S.T.A.R data, assessment and student evaluations

Metric 2: Degree completion rates

Metric 3: Student and alumni surveys

Goal 5.2: Build a culture of strategic implementation and accountability

Strategy 5.2.1: Use data analytics to inform decision-making and advance outcomes.

Strategy 5.2.2: Engage stakeholders in deliberate discussions about the program, its direction, and initiatives.

Strategy 5.2.3: Communicate progress on strategic priorities to stakeholders.

Key Performance Metrics

Metric 1: Quarterly reporting and graphic summaries of outcomes to various stakeholders

Metric 2: Number of meetings with various stakeholders



Implementation Plan

The SJGC action plan outlines how we will operationalize our strategic priorities and goals over the next five years.

Action Plan

| Strategic Priority 1: Student Success | | | | | | |
|--|--|--|--|-------------------|-------------------|----------------------------------|
| Goals/Strategies | Tactics/Actions | Deliverables/Target Measures | Resources to be used | Anticipated Start | Timeline | Responsible Person/Units |
| 1. Goal 1.2: Increase 4-year graduation rate | Create online course strategy | Metric 1: More courses available. Have at least 6 online sections of mandatory courses | Faculty | Start Spring 2024 | Completed by 2027 | Deans and Division Directors |
| 2. Goal 1.1: Increase student enrollment | Develop recruitment and retention plan for transfers | Metric 2: Higher AA transfers enrollment numbers, increase by 15% Baseline: 80 students/year | Faculty and Staff Cost: TBD | Start Fall 2023 | Completed by 2027 | Deans and Division Directors |
| 3. Goal 1.3: Increase percent of graduates landing full-time employment | Develop database to track job placements and internships | Metrics 1 & 2: Students getting jobs or internships Baseline: 130 students landing internships/year | Staff Software, Technology Cost: TBD | Start Fall 2023 | Ongoing | Deans and Internship Coordinator |

Strategic Priority 2: Academic Excellence

| Goals/Strategies | Tactics/Actions | Deliverables/Target Measures | Resources to be used | Anticipated Start | Timeline | Responsible Person/Units |
|--|--|---|---|-------------------|----------|---|
| 1. Goal 2.2: Recruit and retain exceptional faculty and staff | Showcase faculty research, success in the media, via newsletters, on website | Metric 1: Media posts, articles, announcements Target: 1-2 highlights monthly | Multiple Platforms | Start Fall 2023 | Ongoing | Deans, Division Directors, Digital Team |
| 2. Goal 2.1: Increase faculty research/creative works productivity | Create an end of the year review of faculty research | Metrics 1, 2 & 3: Articles published, peer-review presentations, creative works Baseline for peer-reviewed publications or comparable scholarship activity: 4-6 per year | Faculty, Staff, Facilities Cost: TBD | Start Spring 2024 | Ongoing | Deans, Division Directors, Research Committee |
| 3. Goal 2.3: Ensure curriculum stays relevant and aligns with workforce needs | Create yearly assessment reports of curriculum and analyze findings | Metric 1 : Steady and even enrollment in classes, i.e. maintaining at least 20 students per class per semester | Faculty | Start Spring 2024 | Ongoing | Deans and Division Directors |

Strategic Priority 3: Leverage the Brand

| Goals/Strategies | Tactics/Actions | Deliverables/Target Measures | Resources to be used | Anticipated Start | Timeline | Responsible Person/Units |
|---|--|--|---|-------------------|----------|---|
| 1. Goal 3.1: Elevate profile of SJGC | Create brand message and marketing plan | Metric 2: Articles, posts on SJGC success stories Baseline: 3-5 articles, posts per week Target: 1-2 marketing videos | Multiple Platforms | Start Fall 2023 | Ongoing | Deans, Division Directors, Digital Team |
| 2. Goal 3.2: Advance global visibility and recognition | Build partnerships with multinational companies Launch study abroad program Have presence at international conferences | Metric 2: Students able to take advantage of study abroad storytelling opportunities Target: 10-12 students/year Metric 3: Increased exposure of faculty and staff, i.e. presenters/panelists/trainers, conference participation Baseline: 4 conference presentations per year Target: 2 new international partnerships (academic or corporate) | Faculty, Staff, Facilities Cost: TBD | Start Spring 2024 | Ongoing | Deans, Division Directors, Research Committee |

Strategic Priority 3: Leverage the Brand *Cont'd*

| Goals/Strategies | Tactics/Actions | Deliverables/Target Measures | Resources to be used | Anticipated Start | Timeline | Responsible Person/ Units |
|---|---|---|----------------------|-------------------|----------|---|
| 3. Goal 3.3: Increase interdisciplinary and collaborative research | Facilitate best practices and convenings on impactful research | Metric 1 : Steady and even enrollment in classes, i.e. maintaining at least 20 students per class per semester | Faculty | Start Spring 2024 | Ongoing | Deans and Division Directors |
| 3. Goal 3.4: Develop community outreach initiatives | Create experiences that expose local K-12 students to the field of communications | Expanded relationships with local partners Number of visits to local middle schools and high schools per year. Target: 2-4 visits per year | Operational Budget | Start Spring 2024 | Ongoing | Deans, Division Directors, Faculty, Staff |
| 3. Goal 3.5: Amplify community service and outreach | Participate in service projects for the community Have SJGC student ambassadors Encourage faculty, staff, student participation | Increase number of SJGC service projects and number of participants (faculty and staff) Baseline: Annual number of college outreach activities: 6 Percent of full-time faculty participating in at least one outreach/community service project: 38% | Operational Budget | Spring 2024 | Ongoing | Deans, Division Directors, Faculty, Staff |

Strategic Priority 4: Long-Term Fiscal Health and Sustainability

| Goals/Strategies | Tactics/Actions | Deliverables/Target Measures | Resources to be used | Anticipated Start | Timeline | Responsible Person/ Units |
|--|---|--|-------------------------------------|-------------------|----------|--|
| 1. Goal 4.1: Strengthen and sustain operational capacity | Continuous assessment of personnel, policies and procedures | Enhanced service excellence and quality operational outcomes Maintain or exceed baseline number of F/T faculty: 17 and baseline number of F/T staff: 11 | Staff, Software, Technology | Start Fall 2023 | Ongoing | Deans and Staff |
| 2. Goal 4.2: Support technology advancement and innovation | Upgrade facilities, equipment and technology to further student success, research outcomes and school operations | High-quality creative and innovative projects produced by students and faculty Improved operational policies and procedures Baseline of existing technology partners, tools used: Adobe, Google, Apple, Figma, Lobby Tools | Operational Budget | Start Fall 2023 | Ongoing | Deans and IT |
| 3. Goal 4.4: Build recruitment capacity to grow future enrollment | Assess and align internal resources to focus on prospecting and engagement strategies Identifying, engaging and tracking prospects | Increased interest in our program, higher enrollment, i.e. increased prospect pool by 15% | Faculty, Staff Travel Costs: TBD | Start Fall 2023 | Ongoing | Deans, Division Directors, Part-time Recruiter |

Strategic Priority 5: Organizational Effectiveness and Transformation

| Goals/Strategies | Tactics/Actions | Deliverables/Target Measures | Resources to be used | Anticipated Start | Timeline | Responsible Person/ Units |
|---|--|---|--|-------------------|----------|------------------------------|
| 1. Goal 5.1: Foster a culture of high-performing students, faculty and staff | Continuous implementation of S.T.A.R. goals that are student-centered, transformative, accountable and action-oriented, and research-focused | Steady rate of degrees awarded, increased customer satisfaction, higher research productivity Baseline from custom service survey: 31% Baseline for bachelor's degrees awarded: 107 Baseline for peer-reviewed publications or comparable scholarship activity: 4-6 per year | Administrators, Faculty, Staff Operational Budget | Start Fall 2023 | Ongoing | Deans and Division Directors |
| 2. Goal 5.2: Build a culture of strategic implementation and accountability | Use data analytics to inform decision-making and outcomes | Metric 1: Routine reporting of progress to various stakeholders, i.e. quarterly/annual reports, newsletters, meetings | Administrators Operational Budget | Start Fall 2023 | Ongoing | Deans and Division Directors |



Strategic Plan 2022-2027

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