STUDENT SUCCESS	
Goal 1.1: We will make our college a top choice for high performing students who share our mission, vision, and values.	**Strategy 1.1.1:** Provide an excellent visitor experience for prospective students.
	Strategy 1.1.2: Work closely with admissions offices at our parent universities on our messages and recruitment strategies.
	Strategy 1.1.3: Foster relationships to build a network of proud alumni.
	Strategy 1.1.4: Foster relationships with industry partners to develop opportunities for future, current, and former students.
	Strategy 1.1.5: Support undergraduate and graduate student research opportunities and innovation.
	Strategy 1.1.6: Bring better awareness of our college's uniquenesses and accomplishments to main campus offices and administrators.
Goal 1.2: We will develop and provide funding opportunities to support students' financial needs.	**Strategy 1.2.1:** Develop partnerships with industry and alumni to secure donations for scholarships.
	Strategy 1.2.2: Streamline interactions between development, finance, and career center offices on donor priorities, agreements, reporting, and recognition.
	Strategy 1.2.3: Ensure timely award and efficient distribution of scholarship funds by hiring and training dedicated personnel.
	Strategy 1.2.4: Communicate available and relevant funding opportunities to students on a regular basis.
Goal 1.3: We will foster an environment that is conducive to learning and a high-quality student experience.	**Strategy 1.3.1:** Provide experiential learning and professional development opportunities for our students through academic support, industry partnerships, undergraduate research, student organizations, and living learning communities.
	Strategy 1.3.2: Provide tutoring for students particularly in foundational courses.
	Strategy 1.3.3: Provide training and guidance at university and college levels for teaching assistants and provide clear expectations about their role in supporting students.
	Strategy 1.3.4: Ensure faculty and staff are knowledgeable about college and university resources and reporting requirements through dedicated workshops and training.
	Strategy 1.3.5: Tend to students' well-being and mental health by expanding services to our students locally at the college and encouraging students to make use of all available resources.
	Strategy 1.3.6: Foster a sense of community and belonging by providing opportunities for student engagement through social, academic and co-curricular activities.
Goal 1.4: We will provide our students with opportunities to engage in educational and industry experiences so they can thrive in a diverse engineering workforce.	**Strategy 1.4.1:** Develop relationships with industry to determine workforce needs.
	Strategy 1.4.2: Coordinate with our universities' career centers to create industry partnerships and to prepare students for internships and post-graduation employment.
	Strategy 1.4.3: Continue working with departmental and college advisory boards to obtain valuable feedback on academic preparations needed for the disciplines and profession.
Goal 1.5: We will increase progression through degree programs and the timely graduation of our students.	**Strategy 1.5.1:** Provide excellent advising services and resources.
	Strategy 1.5.2: Create a welcoming environment in the student services, departmental advising, and other offices at the college.
	Strategy 1.5.3: Offer required courses frequently and in small sections when possible.

	Strategy 1.5.4: Apply fair and consistent academic policies including progression and course repeats.

RESEARCH & GRADUATE STUDIES	
Goal 2.1: We will recruit, retain, and engage high-quality faculty in areas that impact the future of engineering.	**Strategy 2.1.1:** Highlight the unique research opportunities and innovative centers in faculty job announcements and searches.
	Strategy 2.1.2: Support and promote faculty involvement with innovative research and scholarly activities through incentives such as indirect cost reimbursement, seed-funding, workload distribution models, start-up packages, and financial compensation.
	Strategy 2.1.3: Enhance the College's mentorship and training programs for junior faculty through the development of additional workshops and resources.
	Strategy 2.1.4: Engage, inform and support faculty and promote a positive culture by focusing on individual spotlights, faculty awards, and other successes.
Goal 2.2: We will recruit, train, and graduate the next generation of outstanding engineers with advanced degrees.	**Strategy 2.2.1:** Develop a strategic recruitment and communications plan to effectively coordinate and boost graduate student recruitment.
	Strategy 2.2.2: Review graduate applications in a holistic, consistent, and timely manner and provide excellent customer service to our prospective graduate students.
	Strategy 2.2.3: Develop programs that improve graduate students' welfare by offering competitive wages, superior work environments and mentorship opportunities.
	Strategy 2.2.4: Support and incentivize doctoral degree completion through fellowship programs, such as the Doctoral Summer fellowship and the Final Year fellowship program.
Goal 2.3: We will pursue impactful, groundbreaking research through multi-disciplinary partnerships and through the growth and development of centers and institutes.	**Strategy 2.3.1:** Grow engineering research by offering incentives to faculty, such as indirect returns.
	Strategy 2.3.2: Encourage commercialization of engineering research development by working with entrepreneurship and tech transfer programs at both universities.
	Strategy 2.3.3: Pursue the development of new centers to address emerging needs consistent with university and/or national priorities through the acquisition of grants and/or legislative funding.
	Strategy 2.3.4: Grow centers and institutes through the hiring of post-doctoral researchers and research faculty.
	Strategy 2.3.5: Work collaboratively with both universities to enhance strategies and policies for equitable access to and use of facilities, equipment and revenues to grow their research footprints.
Goal 2.4: We will promote a culture of inclusive excellence that develops intellectual curiosity in a supportive environment.	**Strategy 2.4.1:** Create an inclusive atmosphere on the engineering campus that reflects elements of the unique cultures of both main campuses and our diverse student body.
	Strategy 2.4.2: Recruit and hire faculty that have experience, or an interest, in improving the educational/mentoring/recruiting aspects of students and who will apply for funding mechanisms to improve these aspects.
	Strategy 2.4.3: Create an annual Dean's Distinguished Seminar series to host multiple esteemed engineers on the College campus to share their experiences with research faculty and students.

VISIBILITY	
Goal 3.1: We will increase our visibility and reputation at the local, state, and national level.	**Strategy 3.1.1:** Create a multi-unit task force to collect and report College metrics and data; and investigate and resolve issues related to the accuracy and efficacy in the reporting of the College's data in order to ensure that the joint college is treated in a fair and equitable manner by the requesting entities.
	Strategy 3.1.2: Increase media coverage that highlights College research, awards, student organizations, and other successes to promote the College to members of the engineering community, researchers, fellows, and peer institutions.
	Strategy 3.1.3: Develop and execute an annual awareness campaign that focuses on audiences of peer institutions that may include the distribution of collaterals that highlight the successes of our faculty.
	Strategy 3.2.1: Engage university leadership and capitalize on the off-site campuses and facilities of both parent universities to increase the visibility of the College's programs, achievements, and research.

Goal	Strategy
Goal 3.2: We will develop strategies, tactics and plans to raise the awareness of our exceptional educational experience, accolades, research, and expertise to stakeholders.	**Strategy 3.2.2:** Utilize the communication channels available to the College through parent and partner organizations to expand the reach of the College's messaging to stakeholders (e.g. alumni, potential students, and donors).
	Strategy 3.2.3: Participate with parent universities in targeted nationwide events and opportunities to reach the best prepared engineering prospects.
	Strategy 3.2.4: Create and distribute impact and annual reports that provide transparency, accountability, and promotion of the College's efforts to college stakeholders (including donors).
Goal 3.3: We will create a framework and environment that encourages and facilitates the engagement of faculty, staff, and students in educational outreach with the community and K-12 students locally, state-wide, and nationally.	**Strategy 3.3.1:** Utilize the College's Challenger Learning Center programs to engage underrepresented and underserved students in the College's surrounding communities to promote education and careers in engineering.
	Strategy 3.3.2: Involve and engage faculty and students in outreach activities at feeder schools, local and national STEM based organizations, and the Challenger Learning Center to enhance the college's broader impacts.
	Strategy 3.3.3: Inform and educate members of the community about the impacts of engineering work occurring at the College on their daily life.

OPERATIONAL SUPPORT

Goal	Strategy
Goal 4.1: We will diversify and expand our fiscal resources by increasing fundraising, donations, sponsorships and/or auxiliary revenue procurement.	**Strategy 4.1.1:** Develop a strong program of alumni engagement through regional and national events and activities.
	Strategy 4.1.2: Recruit and engage industry partners in industry affiliates programs.
	Strategy 4.1.3: Implement business processes to consolidate data from FAMU and FSU Foundations into an internal dashboard for fundraising success. Key data to be captured includes cash received, pledges received, # of alumni solicited, # of alumni donors, industry giving, etc.
	Strategy 4.1.4: Establish annual plans and calendars that engage college stakeholders and develop protocols to ensure college sponsored/supported events are coordinated effectively.
	Strategy 4.1.5: Steward donated funds properly by managing and expending in accordance with university policies and donor requests.
Goal 4.2: We will increase our access to high-quality research and educational space for the benefit of all faculty, staff, and students.	**Strategy 4.2.1:** Advocate and support the LBR's of both universities for the establishment of Building 3.
	Strategy 4.2.2: Pursue funding and physical space for additional research centers located within Innovation Park and/or on the universities' main campuses.
	Strategy 4.2.3: Provide centralized administrative services to support the establishment and growth (seed-funding, start-up, etc.) of College-affiliated research and educational centers and institutes.
	Strategy 4.2.4: Create a policy for naming rights for the physical space within the College campus that is endorsed by both universities.
Goal 4.3: We will recruit, retain, and engage highly qualified staff and pay them at a competitive and equitable rate within Florida and the nation.	**Strategy 4.3.1:** Create a job board on the College's website for vacant staff positions, directing applicants to the applicable parent university to apply.
	Strategy 4.3.2: Improve internal communications and engagement to help staff better understand roles and activities within academic and support departments, and to celebrate the accomplishments and accolades of faculty and staff.
	Strategy 4.3.3: Conduct an internal (college-level) salary analysis for each vacant position and request internal (university-level) and external analyses from the position's funding institution.
	Strategy 4.3.4: Develop focused training aids for College staff and workshops for new and veteran staff as appropriate.
	Strategy 4.3.5: Achieve pay equity, including starting salary, increases and bonuses, for college staff appointments with similar job classifications and codes, using metrics based on experience, achievements, and evaluations.
Goal 4.4: We will ensure an equitable and transparent operation of the joint college	**Strategy 4.4.1:** Ensure consistency of position descriptions among departments for positions with similar job codes and titles.
	Strategy 4.4.2: Create, distribute, and update an organizational chart for the college that also identifies relationships between research centers and universities.

by clarifying and standardizing the duties and roles for all faculty and staff.	**Strategy 4.4.3:** Create standardized college-wide policies and procedures for human resources functions.
	Strategy 4.4.4: Ensure that all COE employees have joint appointments at both universities.
Goal 4.5: We will adopt a standardized instructional technology and cyber-infrastructure that is uniformly accessible.	**Strategy 4.5.1:** Provide a solution that allows all valid users (students, faculty, staff) to authenticate to the multi-user workstations at the college (in computer labs, classrooms, teaching labs, etc.) using their home university credentials.
	Strategy 4.5.2: Ensure that all Engineering users have access to a virtual software delivery platform to access appropriate Engineering software via a web browser, preferably using their home university credentials to authenticate to the platform.
	Strategy 4.5.3: Ensure that all Engineering users that require the services of a research computing center can obtain those services successfully and easily.
	Strategy 4.5.4: Create and distribute a survey annually to all college users to determine the specific IT services, features, and capabilities that are deemed necessary and/or important for all students, faculty, and staff.
	Strategy 4.5.5: Maintain a high level of consistency of tools between the Canvas instances at FAMU, FSU, and the college, to provide consistency for students and instructors.

ONE COLLEGE

Goal 5.1: We will identify and celebrate the uniqueness of our joint college.	**Strategy 5.1.1:** Support both universities' missions and goals, by emphasizing, celebrating, and promoting the college's unique and diverse structure and population.
	Strategy 5.1.2: Develop a policy that all internal and external communications from the college will promote the college's unique brand and reflect both parent universities including, but not limited to: logo, website, email, internal and external communications, recruitment events, open houses, etc.
	Strategy 5.1.3: Establish and maintain a symbolic unifying gathering space on the College campus to host displays and events that celebrate the uniqueness of the College and its stakeholders.
	Strategy 5.1.4: Showcase the accomplishments of the "One College" by creating a singular institutional research portal for collecting and promoting college data representing the student, faculty and staff, regardless of their university affiliation.
	Strategy 5.1.5: Foster diversity, unity, and harmony within the college while preserving stakeholder affiliations with their home institutions.
Goal 5.2: We will ensure equitable and fair access to resources for all faculty, staff, and students.	**Strategy 5.2.1:** Work with transportation offices at both universities to improve student access to public transportation at the college's campus, reducing isolation from parent universities and increasing participation in college events and culture.
	Strategy 5.2.2: Ensure equal access to research support services for all College faculty including accessing proposal submission support and internal and external award programs at both universities.
	Strategy 5.2.3: Establish agreements with libraries, research facilities, and training offices at both universities to permit access to resources that are essential to the academic success of all College students, regardless of university affiliation.
Goal 5.3: We will ensure equitable representation within our campus and with external stakeholders.	**Strategy 5.3.1:** Ensure equitable opportunities for representation among college leadership positions for faculty from both universities as it relates to academic department chairs and associate deans.
	Strategy 5.3.2: Ensure equitable opportunities for representation among college leadership positions for staff and specialized (non-tenured line) faculty, from both universities as it relates to assistant deans and directors.
	Strategy 5.3.3: Ensure equitable opportunities for representation in faculty, staff, and student recognition opportunities, regardless of their university affiliation and/or funding source of their salary.
	Strategy 5.3.4: Nominate and recommend faculty, staff and student appointments to boards, committees, professional organizations (both internal and external), equitably regardless of their university affiliation.