



FAMU-FSU
College of Engineering

ENGINEERING OUR FUTURE

**2024-2029
Strategic Plan**



STRATEGIC PLANNING COMMITTEE

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MESSAGE FROM THE DEAN



I am thrilled to present to you “Engineering our Future,” the new strategic plan for the FAMU-FSU College of Engineering. As the embodiment of our “One College” ethos, this plan was born from an extensive exercise designed to lend a voice to all members of our community. We have transformed our collective aspirations and ambitions into strategic, actionable initiatives that chart our course for the next five years.

With the remarkable trust vested in us by the Florida legislature through enhanced funding, coupled with the desire of our two parent universities to reach unprecedented levels of excellence, we are at a prime juncture. We have an opportunity to unite all the joint college’s stakeholders in support of this milestone initiative. Our engineering community is engaged and excited because BIG things are indeed unfolding here on our campus, and the excitement about the future is palpable.

At the heart of our institution, our students recognize our college’s unique value proposition as the only joint college of engineering in the country—at the nexus of the top public HBCU and a top 25 public research university. As we move forward with this exemplary pedigree that combines Florida A&M University and Florida State University, we aspire to attract even more highly-qualified engineering students and further affirm our commitment to their success. We aim to create an environment that fosters

innovation and curiosity, equipping our students with the skills they need to excel.

The engineering research community has begun to recognize our preeminence, marked by our rapidly ascending rankings. But we have our sights set higher. Our ambition is to push beyond existing boundaries, attracting the best and brightest students and faculty to our fold.

The industry has been taking notice of our graduates and our burgeoning partnerships. As we forge ahead, we will seize the opportunity to solidify these relationships and explore tighter collaborations in education and research. Our graduates are not just leaders in engineering, but they also play a pivotal role in shaping the future of our society.

The philanthropic community—our donors—are increasingly extending their support. As we engineer our future, we aspire to amplify alumni engagement and establish new alliances to build a robust and sustainable endowment that will support our mission now and well into the future.

The launch of “Engineering our Future” is the time for us to take a bold step forward! Our goal is not just to reach new heights of excellence but to redefine them. As we set forth on this journey together as “One College,” envision our future one step at a time, reaching new pinnacles of excellence and carving our niche in the academic engineering community.

A handwritten signature in black ink that reads "Suvranu De". The signature is fluid and cursive, with a large, stylized 'S' and 'D'.

Suvranu De,
*Google Endowed Dean of the
FAMU-FSU College of Engineering*



ABOUT FLORIDA A&M UNIVERSITY

Mission Statement

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 Statement

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.

Core Values

Accountability | Inclusion | Innovation | Integrity



FLORIDA STATE UNIVERSITY

ABOUT FLORIDA STATE UNIVERSITY

Mission Statement

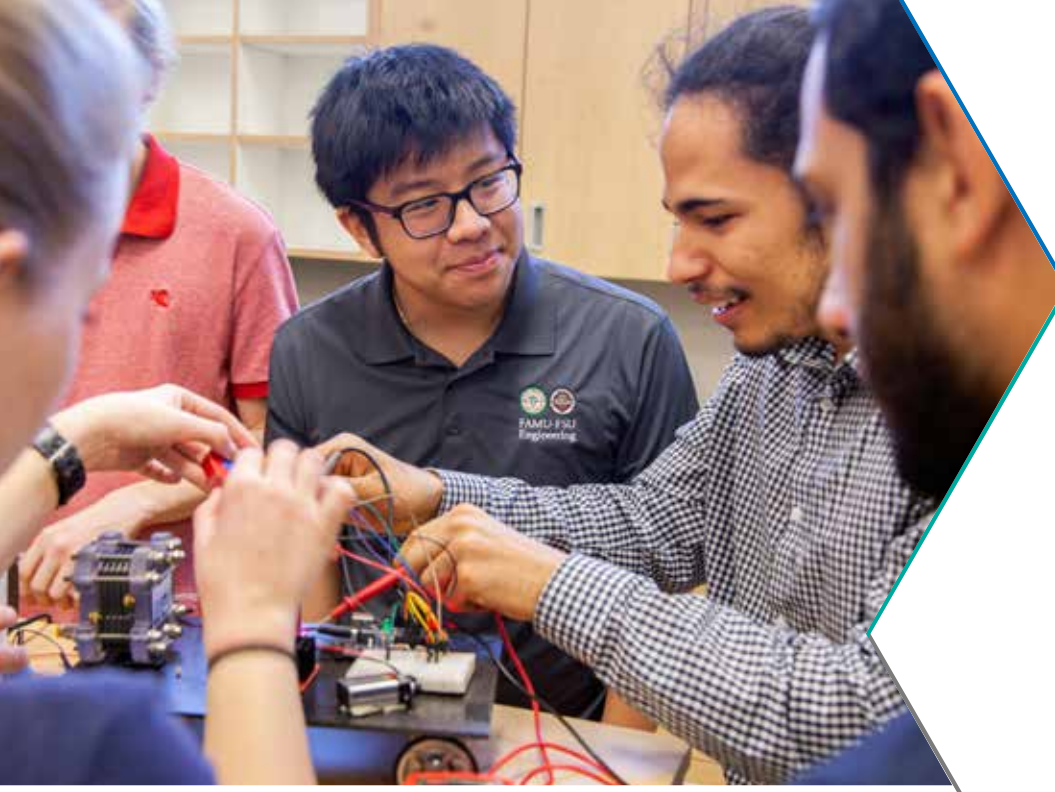
Florida State University preserves, expands and disseminates knowledge in the sciences, technology, arts, humanities and professions, while embracing a philosophy of learning strongly rooted in the traditions of the liberal arts. The university is dedicated to excellence in teaching, research, creative endeavors and service. The university strives to instill the strength, skill and character essential for lifelong learning, personal responsibility and sustained achievement within a community that fosters free inquiry and embraces diversity.

Vision Statement

Florida State University will be among the nation's most entrepreneurial and innovative universities, transforming the lives of our students and shaping the future of our state and society through exceptional teaching, research, creative activity and service. We will amplify these efforts through our distinctive climate—one that places a premium on interdisciplinary inquiry and draws from the rich intellectual and personal diversity of our students, faculty, staff and alumni. These three forces—entrepreneurship, interdisciplinarity and diversity—deepen FSU's impact and result in a powerful return to our students and the people of Florida for their continued support and trust.

Core Values

Transformative Daring | Inspired Excellence | Dynamic Inclusiveness
Responsible Stewardship | Engaged Community



ABOUT THE FAMU-FSU COLLEGE OF ENGINEERING

Mission Statement

As the first and only joint college of engineering in the nation that sits at the nexus of two exceptional public universities, the mission of the Florida A&M University-Florida State University College of Engineering is to support the growth of our parent universities by defining a new standard of excellence built on a solid foundation of diversity and inclusiveness. The FAMU-FSU College of Engineering will: (1) provide innovative undergraduate and graduate academic programs of the highest caliber; (2) be a leader in graduating engineers from underrepresented and underserved populations; and (3) attain national and international recognition through ground-breaking research achievements and the service of its faculty and students.

Vision Statement

The FAMU-FSU College of Engineering will be an academic leader that moves engineering forward through inclusive excellence in engineering research, education and service.

Core Values

Innovation | Collaboration | Excellence
Inclusion | Creativity | Integrity

FAMU-FSU COLLEGE OF ENGINEERING STRATEGIC OVERVIEW

Overview

The FAMU-FSU College of Engineering, established by the Florida Legislature in 1982, is the joint engineering school of Florida A&M and Florida State universities, the only shared college of engineering in the nation. We are located less than three miles from each parent campus. After satisfying prerequisites at their home university, students learn and research together at the independent engineering campus with its adjacent, affiliated research centers and national laboratory.

This unique collaboration between the nation's top public Historically Black University and a Top-25, Tier-1 research institution make the FAMU-FSU College of Engineering a place to hone cutting-edge engineering skills. Our researchers and graduate students benefit from the rich intellectual heritage of both universities. They also enjoy access to both nationally-recognized institutions' assets and capabilities to enrich their learning and work experiences.

The college's racial, ethnic and gender diversity exemplifies the future engineering and high-tech workforce to a degree unmatched at most other engineering schools nationwide. Employers value our graduates for not only their engineering skill set, but also the professional skills that make them better employees to work in culturally diverse, modern teams.

The college is a leading academic institution with excellent records of achievement in research and public service. We offer Bachelor of Science (B.S.) programs in biomedical, chemical, civil, computer, electrical, industrial and mechanical engineering as well as numerous M.S. and Ph.D. programs. We have attracted outstanding faculty from all over the world. Our graduates are a diverse group of engineers from many races, ethnicities and nationalities.

The FAMU-FSU College of Engineering earned a Bronze award and Exemplar status from the American Society of Engineering Education (ASEE) in the inaugural year of the ASEE Diversity Recognition Program.

The FAMU-FSU College of Engineering has been widely hailed for taking the initiative to create programs that align academic curriculum with industry needs. We ensure that the students learn practice-ready skills through quality teaching and research.

Our students and faculty have achieved many notable milestones. Here is a sampling from recent years:

- Dozens of faculty awards received over the last five years (16 NSF CAREERs and 8 DoD YIPs)
- Highest total proportion of patent applications at both FAMU and FSU
- Several NSF Graduate Research Fellows
- Multiple faculty inducted into the National Academy of Inventors and American Association for the Advancement of Science
- Undergraduate enrollment increased by 11% over past five years
- Master's enrollment increased by 85% over past five years
- Ph.D. enrollment increased by 30% over past five years
- Both the research expenditures and the value of contracts and grants in FY2023 are the highest on record
- Research expenditures have increased overall by more than 66% over the past five years
- The total value of contracts & grants has increased overall by 113% over the past five years

INTERNAL SCAN – STRENGTHS & WEAKNESSES

The FAMU-FSU College of Engineering has a unique identity, with a diverse and inclusive faculty, staff and student body. As one college, of two universities, with unlimited opportunities, the FAMU-FSU College of Engineering allows students to earn an affordable, high-quality engineering degree from their home institution, while the off-campus location of the engineering school serves as a gathering place for students from both universities with likeminded interests. Engineering students have access to resources and opportunities from two prestigious universities, a top 5 public HBCU and a top 25 Research-1 University, and the physical location is within walking distance of prestigious research centers, including the NSF-funded National High Magnetic Field Laboratory (NHMFL). Through these centers and with leading industry partnerships, faculty, graduate and undergraduate students conduct groundbreaking research that will engineer our future.

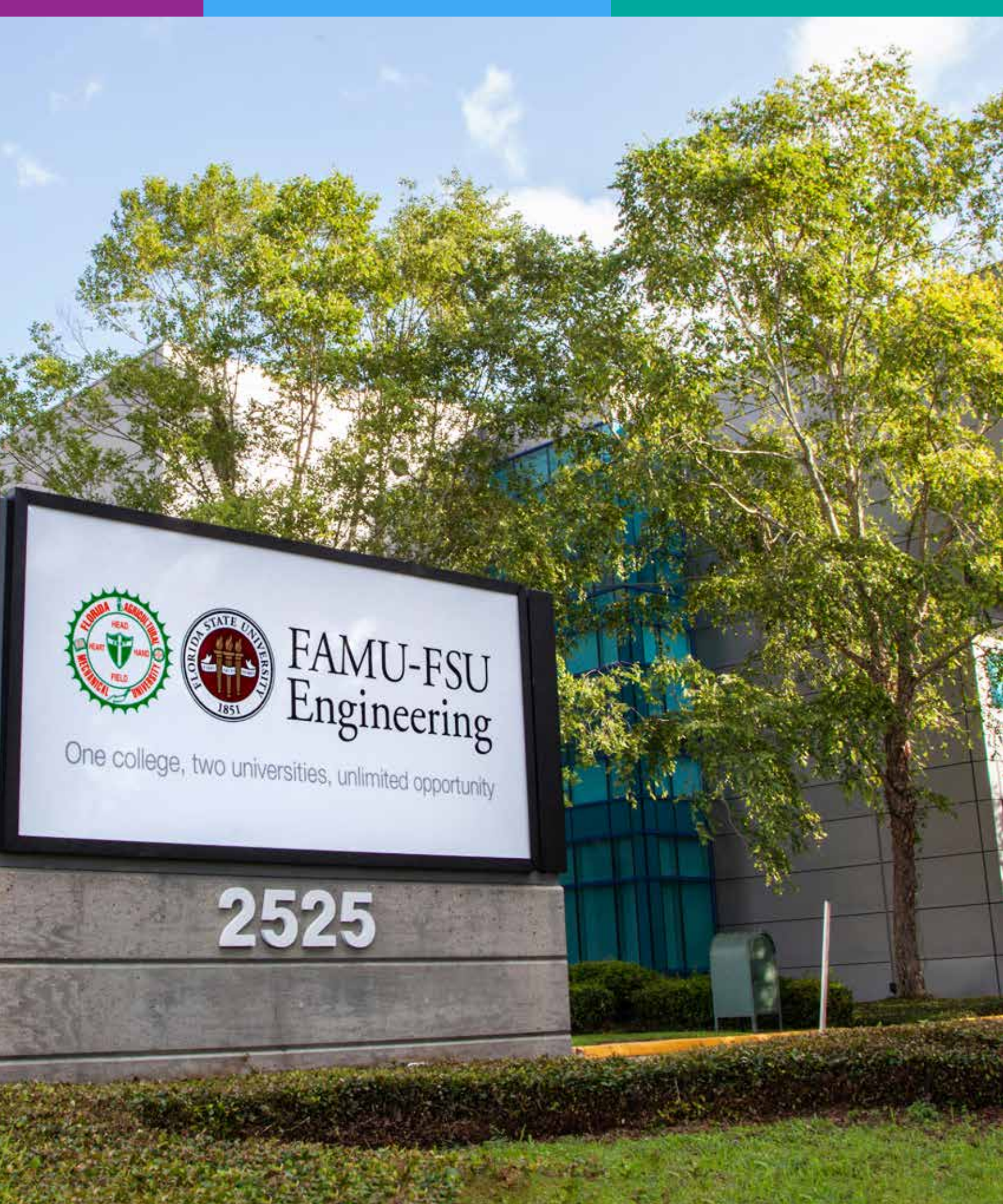
The same joint nature of the college, which is celebrated for its uniqueness and vast opportunities, also causes many challenges. The shared identity with two parent universities often leads to misunderstandings and misconceptions of the college's brand and identity. Different budgets, policies, salary scales, admissions criteria, tuition rates, scholarship opportunities, etc., between the two universities leads to confusion and lack of unity among stakeholders. In addition, staff are required to operate within two different systems and sets of rules for every operational support function of the college.

Despite internal challenges, the FAMU-FSU College of Engineering has many strengths, including a diverse community unlike any other engineering program. In addition to outstanding research opportunities, students have access to world-class internships and practice-focused professional organizations. Exceptional faculty teach modern engineering topics in hands-on laboratory and classroom environments, preparing students to impact the future of engineering.

The exceptional and diverse population of faculty, staff and students at the FAMU-FSU College of Engineering are dedicated to the mission, vision, values and goals of the College of Engineering. One college, two universities, **UNLIMITED OPPORTUNITY!**

When the joint college was formed in 1982, the endeavor was like no other, and the possibilities for academic, professional and societal success were exciting. But the idealism and excitement surrounding this noble experiment were unavoidably intertwined with practical concerns and political obstacles. Over the past 41 years, the college has grown and changed in many wonderful ways. Mitigating these original (and some new) challenges is tough work and ongoing, but the college faculty and staff come to work every day with a mission to realize the special benefits of the nation's only joint college.





EXTERNAL SCAN – THREATS & OPPORTUNITIES

The FAMU-FSU College of Engineering is uniquely poised to take advantage of the numerous opportunities available for continued success and to impact the future of engineering education and research. Located in the capital of the third most populous state in the nation, the FAMU-FSU College of Engineering has exclusive access to two superior institutions of higher education as well as policy makers and change agents for education and research.

However, the off-main campus location of the FAMU-FSU College of Engineering also presents significant challenges for transportation, inclusion and access. Students must commute to/from their respective main campus, which can hinder student access and availability for activities, programs and assets offered on main campuses.

Additionally, the independent engineering campus limits the college's visibility and its affiliated research centers to individuals visiting or touring the FAMU and FSU main campuses.

The college's growth and collaborations with the research centers and businesses located in Innovation Park provide the students and faculty with multiple opportunities to explore collaborative, multi-disciplinary, innovative research and commercialization ventures. To support and assist in growing these cutting-edge, collaborative opportunities, university and college leadership must provide and expand support in the areas of overhead return and the investment of time, talent and treasure.

Like many engineering colleges across the nation, the FAMU-FSU College of Engineering faces challenges to recruit the most prepared students who are ready to excel in calculus and chemistry in their first semester. This issue creates a domino effect that impacts tuition and financial aid (excess credit hours) as well as student graduation rates (4 vs. 6 year). Through increased outreach efforts and improved student services such as tutoring assistance, the college hopes to improve new student recruitment and nurture first-year student success.

Having recently celebrated the college's 40th anniversary, the opportunity to successfully engage alumni is undeniable and must be actively pursued by all college stakeholders. Through alumni engagement, we will reap multiple benefits that will impact our long-term strategic success, including recruiting, fundraising, employment opportunities (or placements) for graduates, and mentorship/externship/internships for engineering students.

FAMU-FSU COLLEGE OF ENGINEERING STRATEGIC PRIORITIES & GOALS

About the FAMU-FSU College of Engineering Strategic Plan

In July 2022, after an extensive, nationwide search, university leadership at Florida A&M University and Florida State University named Suvranu De as the next dean of the joint college. Shortly after arriving, Dean De began the strategic planning process at a leadership retreat. Throughout his first three months, Dean De channeled his own orientation to the campus and its stakeholders, including the college's Advisory Council, Student Leadership Advisory Board, Executive Council, faculty, staff and students, as his framework for the creation of the college's five-year strategic plan.

To align through one aspiration, common vision and direction, while simultaneously giving a voice to all college stakeholders including administrators, faculty, staff, students, industry leaders and alumni, the FAMU-FSU College of Engineering's strategic planning process formally began in November 2022. Dean De's vision for the strategic plan was to focus the college's efforts on data-driven goals and bold initiatives, provide a roadmap toward those goals, and identify the resources needed to accomplish them. Dean De knew that, to effectively accomplish this comprehensive task, the strategic plan had to be a living document created and supported by stakeholders. Thus, Dean De formed the Strategic Planning Committee, comprised of members from across the college community. He appointed Lisa Spainhour, Department of Civil & Environmental Engineering chair and Mark Weatherspoon, Associate Dean for Faculty Affairs, as committee co-chairs.

After a thorough analysis of the parent universities' missions, visions and values, we identified five priorities for the Strategic Planning Committee as a guide toward success. Subcommittees tackled each of the five priorities with representation from faculty, staff, students, industry and alumni. The five subcommittees were:



STUDENT SUCCESS: Deliver world-class, 21st-century engineering education, while eliminating disparities and enabling student success



RESEARCH & GRADUATE STUDIES: Engage in transformative multidisciplinary research and graduate education



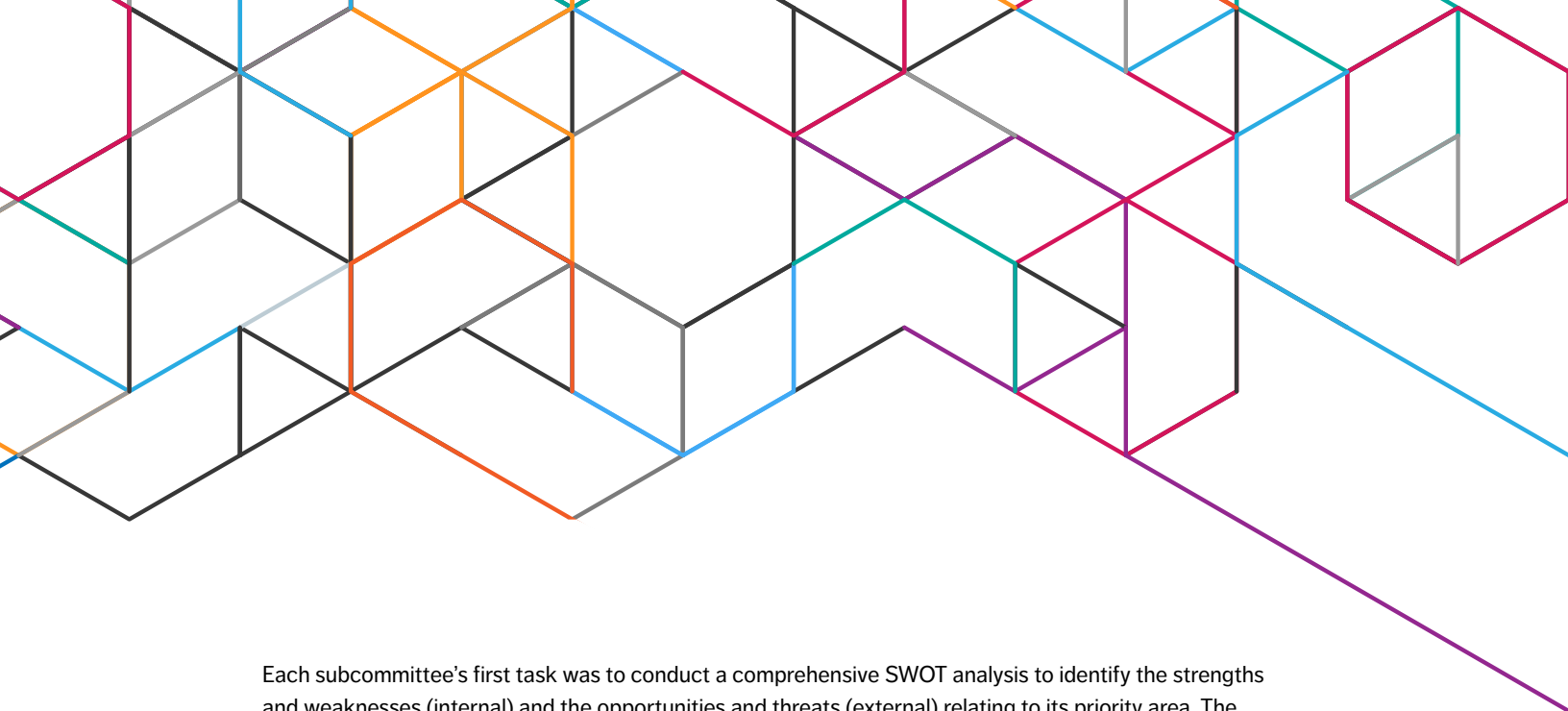
VISIBILITY: Soar in global visibility while remaining locally engaged



OPERATIONAL SUPPORT: Enable determined operational support for all College of Engineering stakeholders



ONE COLLEGE: Foster a "One College" culture that celebrates our unique engineering community



Each subcommittee's first task was to conduct a comprehensive SWOT analysis to identify the strengths and weaknesses (internal) and the opportunities and threats (external) relating to its priority area. The second task was to establish their subcommittee's "we will" statements (goals) and the actions (strategies) necessary to accomplish those goals.

The strategic planning committee created a new name and logo for the college's five-year strategic plan: "Engineering our Future." The strategic plan logo is a narrative and visual representation of the unique and shared "One College" vision of the joint college, as well as the exciting and bold steps forward as the college pursues excellence throughout the engineering and academic communities.

The "not so hidden" symbolism in the strategic planning logo includes:

- **Parallelogram:** The facing sides of a parallelogram are equal in length and the opposite angles are equal in measure, as is the significance of the college's two parent universities to our future success...equal.
- **Joined Parallelograms:** Stacking the two parallelograms on top of one another, creates an arrow, pointing to the college's future.
- **Colors selected for the "arrow":** The orange represents FAMU; and the garnet represents FSU.
- **Title:** "Engineering Our Future" was selected because this plan is OUR plan, created through the collaboration among students, staff, faculty, alumni, administration, donors, etc., and the future success of OUR college is dependent on OUR joint and active participation.



STRATEGIC PRIORITIES

- Student Success
- Research & Graduate Studies
- Visibility
- Operational Support
- One College



STRATEGIC PRIORITY 1: **STUDENT SUCCESS**



STRATEGIC PRIORITY 1: STUDENT SUCCESS

Deliver world-class, 21st-century engineering education, while eliminating disparities and enabling 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.

Key Performance Metrics

Metric 1.1.1: The total undergraduate enrollment will increase by 3% each year.

Metric 1.1.2: The total New First Time in College (FTIC) enrollment will increase by 2% each year.

Metric 1.1.3: 50% of the college's engineering students will have graduated in the Top 10% of their high school class and rank.

Metric 1.1.4: The median ACT/SAT test scores of incoming students will be in the 90th percentile nationally.

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.

Key Performance Metrics

Metric 1.2.1: The percentage of Ph.D. students supported by external funding sources will increase from 38% to 70% within five years.

Metric 1.2.2: Per student spending will increase by 2% annually, with respect to baseline expenditures.

Metric 1.2.3: The college's 4 Year Pell Grant Student graduation rate will remain above 35%.

Metric 1.2.4: The college's 6 Year Pell Grant Student graduation rate will remain above 55%.

Metric 1.2.5: The annual growth of scholarship funds available will increase 3% each year.

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.

Key Performance Metrics

Metric 1.3.1: 65% of students will indicate that they were "very satisfied" with the college's "customer service" on annual exit surveys.

Metric 1.3.2: The average student rating for all courses taught by full-time and adjunct faculty will be greater than 4.0 for course content and 4.2 for instructor efficacy.

Metric 1.3.3: The student-to-faculty ratio will remain at or below, 23:1.

Metric 1.3.4: 25% of undergraduate students will participate in college programs, events, student organizations and/or outreach 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.

Key Performance Metrics

Metric 1.4.1: The number of students participating in commercialization and entrepreneurial programs or completing an entrepreneurship course will increase by 5% each year.

Metric 1.4.2: The number of students that interact with industry partners through membership, internship placement or research activities will increase by 5% each year.

Metric 1.4.3: The number of faculty participating in extra and co-curricular engagement activities (senior design projects, mentoring, student organizations, etc.) will increase by 5% each year.

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.

Key Performance Metrics

Metric 1.5.1: The college's four-year graduation rate will increase 2% annually with respect to current rates for students from each university.

Metric 1.5.2: The college's six-year graduation rate will increase 2% annually with respect to current rates for students from each university.

STRATEGIC PRIORITY 2: **RESEARCH & GRADUATE STUDIES**



STRATEGIC PRIORITY 2: RESEARCH & GRADUATE STUDIES

Engage in transformative multidisciplinary research and graduate education.

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.

Key Performance Metrics

- Metric 2.1.1:** The total number of tenure-line faculty will increase to 150 within five years.
- Metric 2.1.2:** Faculty mentorship of Ph.D. students will increase 8% annually, resulting in a 4:1 PhD student to faculty ratio within 5 years.
- Metric 2.1.3:** The number of full-time faculty with at least one active external grant (PI or Co-PI) will grow by a minimum of 5% annually.
- Metric 2.1.4:** The average faculty compensation (pay and benefits) will remain competitive and in alignment with state and national norms for engineering colleges within R1 universities.
- Metric 2.1.5:** To engage faculty, the college will host a minimum of 2 faculty meetings per year, distribute informative e-newsletters, and provide funding for professional development opportunities.

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.

Key Performance Metrics

- Metric 2.2.1:** Total masters enrollment will increase annually by 3%.
- Metric 2.2.2:** Total doctorate enrollment will increase annually by 3%.
- Metric 2.2.3:** Masters degrees awarded will increase annually by 2%.
- Metric 2.2.4:** Doctoral degrees awarded will increase annually by 2%.

Goal 2.3: We will pursue impactful, groundbreaking research through multi-disciplinary partnerships and 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.

Key Performance Metrics

Metric 2.3.1: Total FAMU administered grant awards for the college will increase annually by 10%.

Metric 2.3.2: Total FSU administered grant awards for the college will increase annually by 10%.

Metric 2.3.3: Annual FAMU research expenditures administered for the college will increase annually by 10%.

Metric 2.3.4: Annual FSU research expenditures administered for the college will increase annually by 10%.

Metric 2.3.5: Greater than 1% of college research expenditures will be invested annually in seed funding and start-up assistance through research centers for cross-discipline research endeavors.

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.

Key Performance Metrics

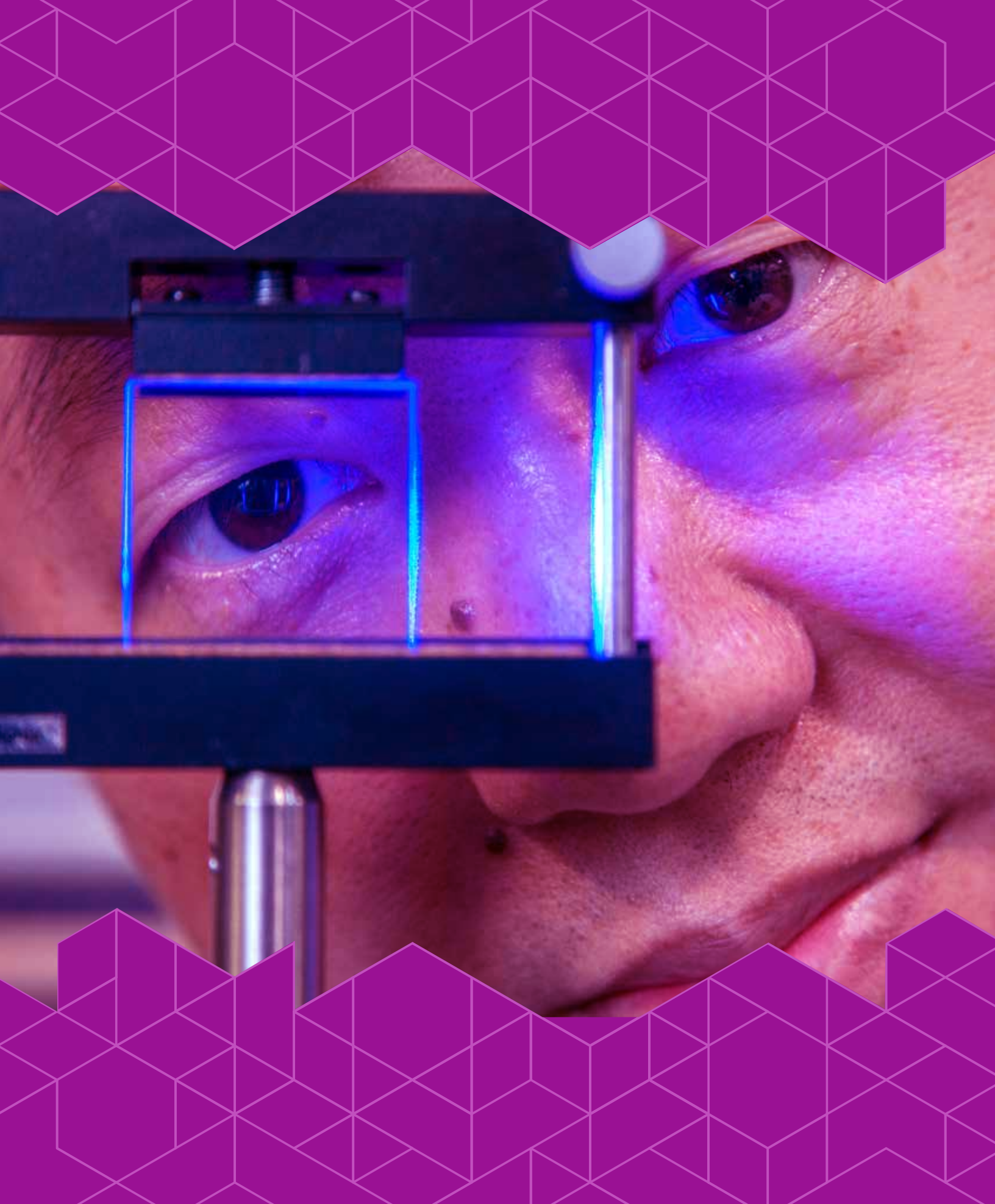
Metric 2.4.1: The number of peer-reviewed publications or comparable scholarship activity will increase annually by 5%.

Metric 2.4.2: The percentage of full-time faculty with at least one creative project or activity will increase to 75%.

Metric 2.4.3: The college will host at least 5 National Academy of Engineering Fellows annually during the Dean's Distinguished Seminar series.

Metric 2.4.4: 65% of students will indicate that they felt supported in their graduate and research endeavors on their exit survey.

STRATEGIC PRIORITY 3: **VISIBILITY**



STRATEGIC PRIORITY 3: VISIBILITY

Soar in global visibility while remaining locally engaged.

Goal 3.1: We will increase our visibility and reputation at the local, state and national levels.

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.

Key Performance Metrics

Metric 3.1.1: All college of Engineering programs will remain in good standing with the EAC of ABET.

Metric 3.1.2: The National Graduate ranking of the FAMU-FSU College of Engineering by U.S. News & World report will rise from #92 to #50.

Metric 3.1.3: The National Undergraduate ranking of the FAMU-FSU College of Engineering by U.S. News & World report will rise from #104 to #75.

Metric 3.1.4: The college's peer assessment ranking, currently 2.4, will increase to 3.5.

Goal 3.2: We will develop strategies, tactics and plans to raise the awareness of our exceptional educational experience, accolades, research and expertise to all stakeholders.

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.

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).

Key Performance Metrics

Metric 3.2.1: The college will participate in at least 5 promotional regional or national opportunities or events annually.

Metric 3.2.2: The college will publish and distribute at least 3 impact or annual reports annually.

Metric 3.2.3: The college will distribute at least 10 promotional communications through parent and partner organizations annually.

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.

Key Performance Metrics

Metric 3.3.1: The percentage of fulltime faculty participating in at least 1 outreach/community service project will increase to 35%.

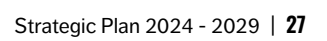
Metric 3.3.2: The college, including the Challenger Learning Center of Tallahassee, will participate in at least 50 outreach activities annually.

Metric 3.3.3: The number of K-12 students, teachers, parents and community members served in STEM outreach activities and programs, by the Challenger Learning Center, will be at least 50,000 per year.

Metric 3.3.4: The number of students, faculty, and staff participating in STEM outreach activities affecting K-12 students, teachers, parents and community members will increase by 5% annually.



STRATEGIC PRIORITY 4: **OPERATIONAL SUPPORT**



STRATEGIC PRIORITY 4: OPERATIONAL SUPPORT

Enable determined operational support for all College of Engineering stakeholders.

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.

Key Performance Metrics

- Metric 4.1.1:** The college, between both universities, will fundraise \$2,000,000 in the first year, with 5% annual increase thereafter.
- Metric 4.1.2:** Giving participation by college alumni will increase annually by 5%.

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 LBRs of both universities for the establishment of Building C
- 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.

Key Performance Metrics

- Metric 4.2.1:** In the next five years, the college's square footage of educational space will grow by 5% .
- Metric 4.2.2:** In the next five years, the college's square footage of research space will grow by 5% .

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.

Key Performance Metrics

Metric 4.3.1: Annual payroll analysis will demonstrate equity among similar positions funded by the college, accounting for education and experience.

Metric 4.3.2: 60% of staff will indicate that they are “very satisfied” with their work environment in annual surveys.

Goal 4.4: We will ensure an equitable and transparent operation of the joint college by clarifying and standardizing the duties and roles for all faculty and staff.

Strategy 4.4.1: Ensure consistency of position descriptions among departments for positions with similar roles and responsibilities.

Strategy 4.4.2: Create, distribute and update an organizational chart for the college that also identifies relationships between research centers and universities.

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.

Key Performance Metrics

Metric 4.4.1: The college will distribute organizational charts and related policy/procedure documents to faculty and staff annually and make available on the college's file share service.

Metric 4.4.2: An analysis of college policy documents demonstrates a consistency among position descriptions for positions with similar roles and responsibilities.

Metric 4.4.3: An annual assessment of personnel documents demonstrates that all COE faculty and staff have a joint appointment at both universities, except in the rare instance that the individual's job duties are exclusive to one university.

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.

Key Performance Metrics

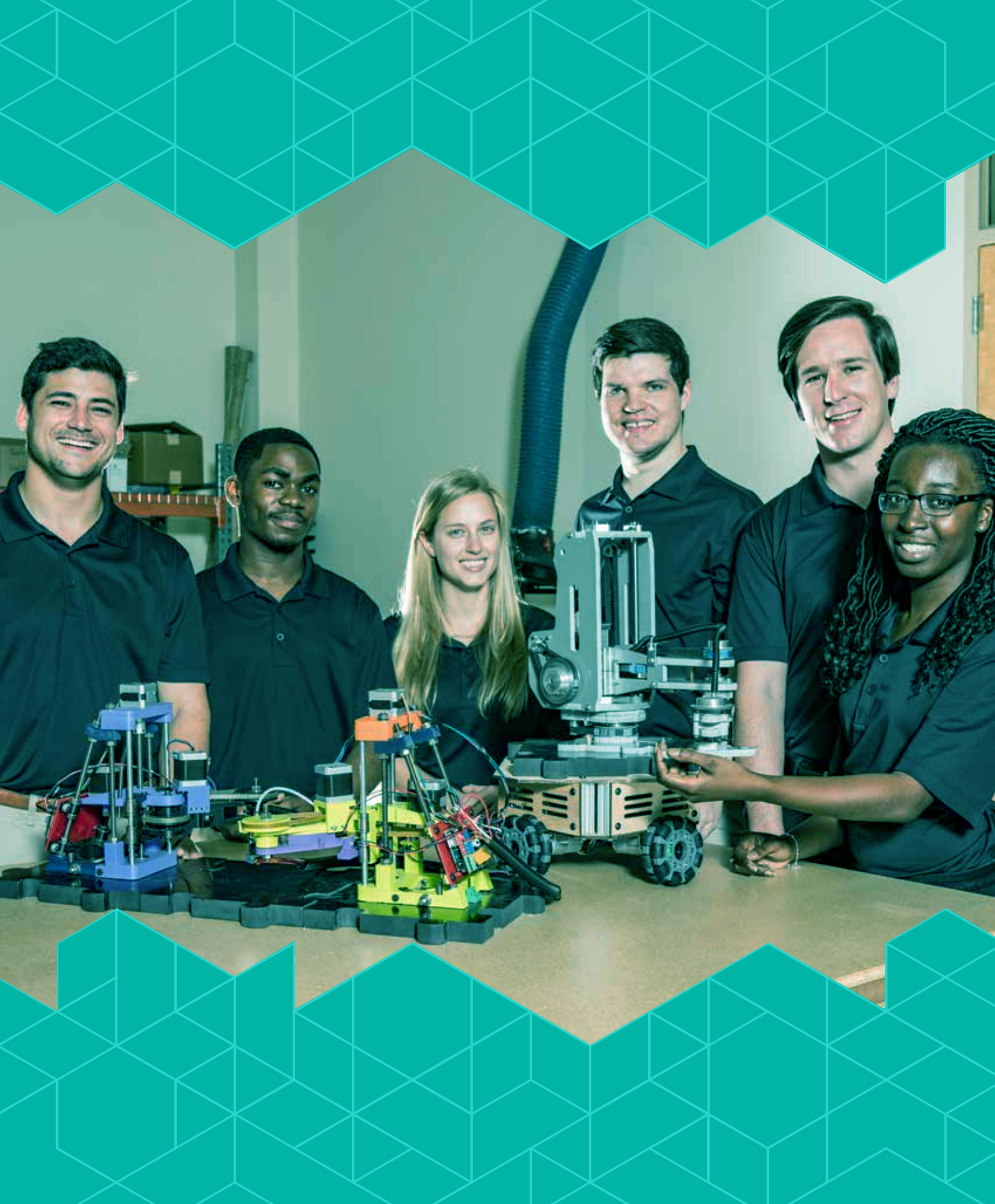
Metric 4.5.1: An annual assessment demonstrates that all valid users can login to multi-user workstations at the college with credentials from their institution.

Metric 4.5.2: An annual assessment demonstrates that all valid users are able to access a sufficient virtual software delivery platform using login credentials from their home institution, or they received necessary credentials to support this use in a timely manner.

Metric 4.5.3: An annual assessment will demonstrate that all engineering users can access research computing centers, as necessary.

Metric 4.5.4: 60% of all college users indicate that they are “very satisfied” with available IT services, features and capabilities on annual surveys.

STRATEGIC PRIORITY 5: **ONE COLLEGE**



STRATEGIC PRIORITY 5: ONE COLLEGE

Foster a “One College” culture that celebrates our unique engineering community.

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.

Key Performance Metrics

- Metric 5.1.1:** Annual assessments demonstrate a 90% compliance rate with the with the branding standards of the “One College” identity for internal and external communications.
- Metric 5.1.2:** The college has hosted at least one annual event for students, faculty, alumni and other stakeholders that celebrates the college’s uniqueness, such as the annual Green & Gold Tailgate.
- Metric 5.1.3:** Within the first year, a user-friendly and accurate data portal was created. Annual assessments thereafter demonstrate the continued accessibility and functionality of the data.

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.

Key Performance Metrics

- Metric 5.2.1:** Annual surveys are conducted to gauge usage rates and student satisfaction with transportation services to/from the college campus, and 80% of the users state that they are “satisfied” with college transportation services.
- Metric 5.2.2:** Annual surveys are conducted to assess faculty satisfaction utilizing and accessing the research support services at both universities, including proposal submission support and the accessibility of internal and external award programs. 80% of the faculty surveyed indicate they are “satisfied” with their usage and access to research support services at both universities.
- Metric 5.2.3:** Conducted annual surveys collecting data on the number of faculty and students that utilize libraries, research facilities and training offices at their non-associated parent university. 80% of faculty and students surveyed will indicate they were not denied access and are “satisfied” with their services.

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.

Key Performance Metrics

Metric 5.3.1: At least one tenure-line faculty member from each university will be serving as an associate dean and at least one tenure-line faculty member from each university will be serving as a department chair, as assessed annually.

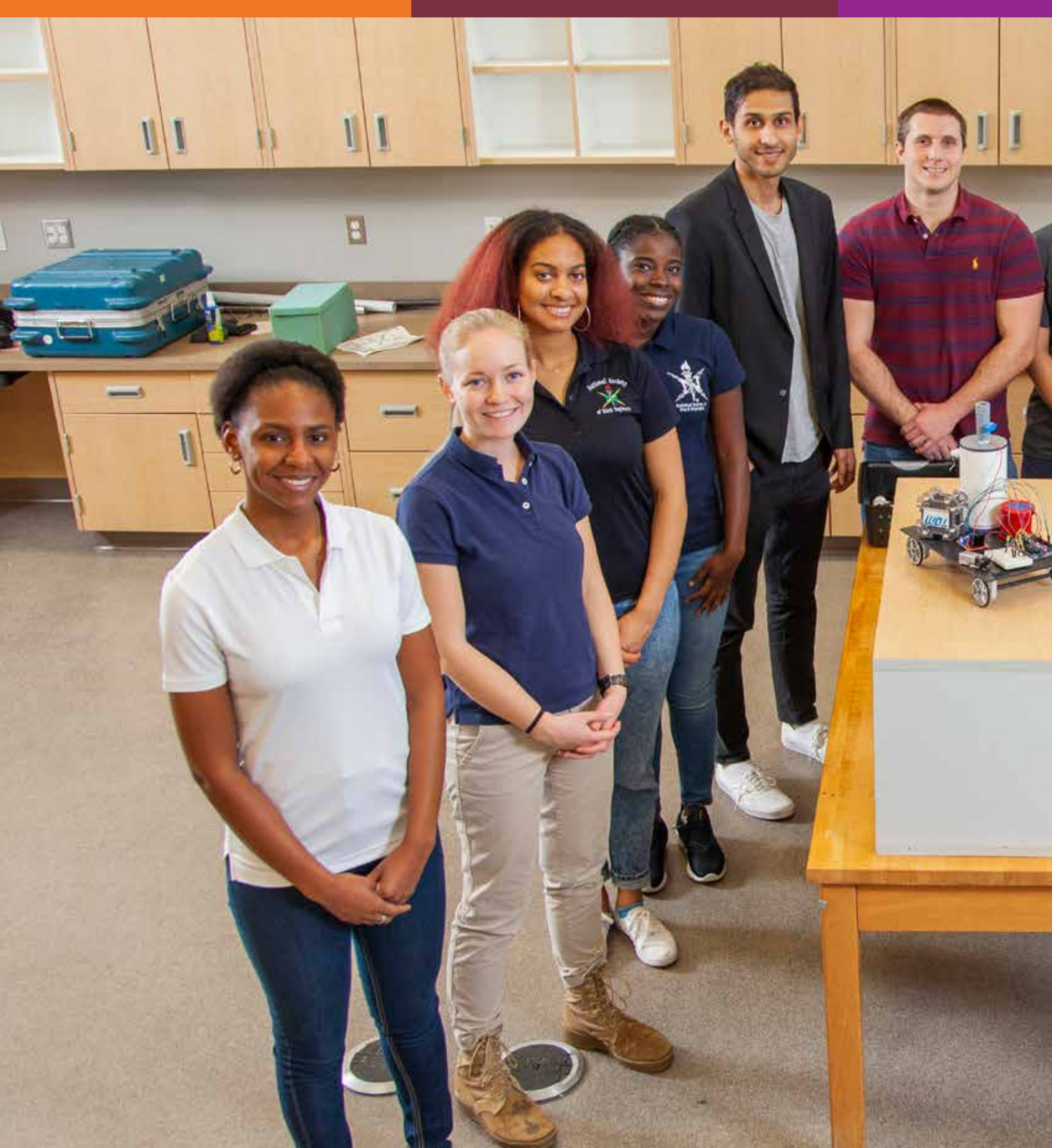
Metric 5.3.2: At least one staff member or non-tenure line faculty member from each university will be serving as an assistant dean and at least one staff member or non-tenure line faculty member from each university will be serving as a unit director, as assessed annually.

Metric 5.3.3: The nomination for and recognition of faculty and staff members at the college for awards will be proportional to the population of faculty, staff and students from each university. The proportional designation of faculty, staff and students from the two universities will be calculated every year.

Metric 5.3.4: The nomination for and appointment of faculty, staff and students at the college to boards, committees and professional organizations will be proportional to the population of faculty, staff and students from each university. The proportional designation of faculty, staff and students from the two universities will be calculated every year.

“At the heart of our institution, our students recognize our college’s unique value proposition as the only joint college of engineering in the country—at the nexus of the Top-5 public HBCU and a Top-25 public research university.”

— **Suvranu De**, Dean of the FAMU-FSU College of Engineering



We aim to create an environment that fosters innovation and curiosity, equipping our students with the skills they need to excel.



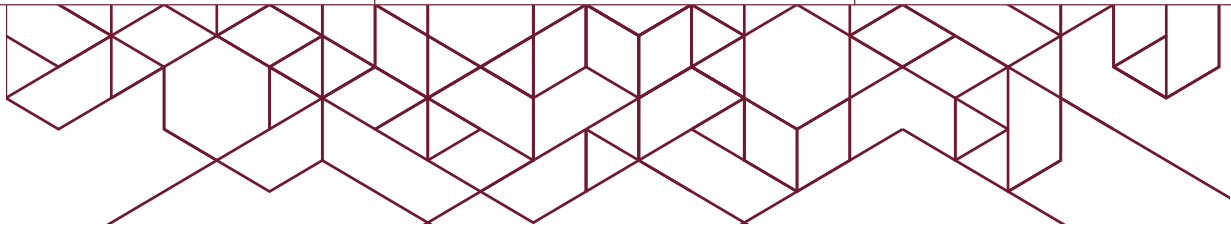
ENGINEERING
OUR FUTURE

APPENDIX A: MAP TO UNIVERSITY STRATEGIC PLANS

Florida A&M University Strategic Plan	College of Engineering Strategic Plan	Florida State University Strategic Plan
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STUDENT SUCCESS		
Goal 1.1, Strategy 1.1.1	Goal 1.1: We will make our college a top choice for high-performing students who share our mission, vision and values.	Goal 2
Strategy 1.1.3, Strategy 1.1.4	Goal 1.2: We will develop and provide funding opportunities to support students' financial needs.	Goal 2
Strategy 1.1.2, Strategy 1.2.2, Strategy 2.2.2	Goal 1.3: We will foster an environment that is conducive to learning and a high-quality student experience.	Goal 2, Goal 4
Strategy 1.1.2, Strategy 1.3.2, Strategy 1.3.3	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.	Goal 1, Goal 2, Goal 3
Goal 1.3, Strategy 1.1.2, Strategy 1.1.3	Goal 1.5: We will increase progression through degree programs and the timely graduation of our students.	Goal 2

RESEARCH AND GRADUATE STUDIES		
Goal 2.1, Strategy 2.1.1 Strategy 2.1.3, Goal 5.1	Goal 2.1: We will recruit, retain and engage high-quality faculty in areas that impact the future of engineering.	Goal 1
Strategy 2.4.2	Goal 2.2: We will recruit, train and graduate the next generation of outstanding engineers with advanced degrees.	Goal 1, Goal 3
Strategy 2.2.3, Strategy 2.4.2 Strategy 4.1.4	Goal 2.3: We will pursue impactful, groundbreaking research through multi-disciplinary partnerships and the growth and development of centers and institutes.	Goal 1, Goal 3
Strategy 2.1.1, Strategy 2.4.2 Strategy 4.1.4	Goal 2.4: We will promote a culture of inclusive excellence that develops intellectual curiosity in a supportive environment.	Goal 1, Goal 2, Goal 3



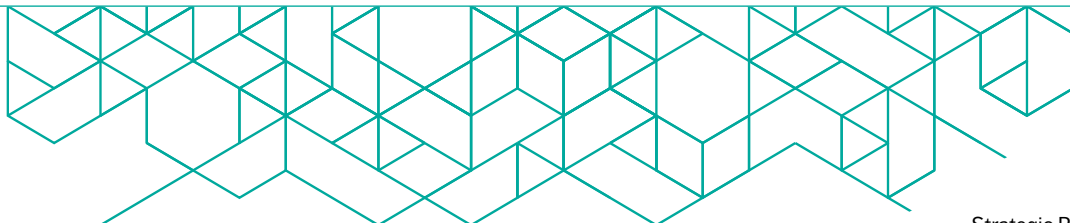
APPENDIX A: MAP TO UNIVERSITY STRATEGIC PLANS

Florida A&M University Strategic Plan	College of Engineering Strategic Plan	Florida State University Strategic Plan
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VISIBILITY		
Goal 3.2	Goal 3.1: We will increase our visibility and reputation at the local, state and national level.	Goal 5
Goal 3.2, Goal 3.3	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.	Goal 5
Strategy 3.3.1, Strategy 3.3.2	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.	Goal 2

OPERATIONAL SUPPORT		
Strategy 4.1.2, Strategy 4.3.1	Goal 4.1: We will diversify and expand our fiscal resources by increasing fundraising, donations, sponsorships and/or auxiliary revenue procurement.	Goal 5
Strategy 2.1.3, Strategy 4.2.1 Strategy 4.2.2	Goal 4.2: We will increase our access to high-quality research and educational space for the benefit of all faculty, staff and students.	Goal 5
Strategy 2.2.1, Strategy 3.1.1 Strategy 3.1.2, Strategy 5.1.1	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.	Goal 5
Strategy 2.2.1, Strategy 3.1.1 Goal 5.1, Goal 5.3	Goal 4.4: We will ensure an equitable and transparent operation of the joint college by clarifying and standardizing the duties and roles for all faculty and staff.	Goal 4
Strategy 4.2.3, Strategy 5.2.3	Goal 4.5: We will adopt a standardized instructional technology and cyber-infrastructure that is uniformly accessible.	

ONE COLLEGE
Goal 5.1: We will identify and celebrate the uniqueness of our joint college.
Goal 5.2: We will ensure equitable and fair access to resources for all faculty, staff and students.
Goal 5.3: We will ensure equitable representation within our campus and with external stakeholders.



APPENDIX B

The Joint College's Five Major Research Pushes

Engineering Resilience

Developing robust solutions for infrastructure and communities in the face of environmental, technological and societal challenges. We aim to create adaptable systems that can withstand and recover from natural disasters, climate change effects and cyber threats, ensuring safety and sustainability for future generations.

High-Performance Materials

Exploring nanomaterials, biomaterials, functional polymers, quantum and superconducting materials to revolutionize industries from aerospace to healthcare, focusing on sustainability, efficiency and innovation. Creating materials that are not only stronger and lighter but also more environmentally-friendly.

Sustainable Energy Systems

Advancing renewable energy technologies and improving energy efficiency, encompassing solar, wind energy, biofuels and novel energy storage solutions. We aim to develop technologies to ensure energy independence and also promote environmental stewardship, aligning with the global shift towards a more sustainable energy future.

Integrated Transportation Systems

Centered on advancing the future of mobility, encompassing both ground and aerospace transportation, we focus on integrating smart technologies and advanced aerodynamic solutions in transportation infrastructure, developing efficient electric and autonomous vehicles, and traffic management systems optimization. Our aim is to create seamless, sustainable and safe multi-modal transportation networks that address the needs of society on the ground, in the air and beyond.

Engineering Healthcare

Encompassing biomaterials, cellular and tissue engineering, imaging and spectroscopy, nanoscale science and engineering, and AI-assisted medical training and neuroimaging. Our goal is to create engineering solutions that significantly improve patient care and safety in the healthcare industry.

APPENDIX C

Strategic Planning Subcommittee Members

Student Success

Michelle Rambo-Roddenberry, Simone Hruda, Kalea Gant, Subashini Iyer, Carrie Nelson, Amy Gaughf, Samuel Awoniyi, John Taylor, Kyle Casiple, Stephen Arce, Korie Mitchell, Eunice Heath

Research & Graduate Studies

Subramanian Ramakrishnan, Zhiyong (Richard) Liang, Hui Li, Mark Dobek, Changchun Zeng, Aniket Ingrole, Kari Evans, Theo Siegrist, Ebrahim Ahmadisharaf, Kourosh Shoele, Srikar Telikapalli, Aaliyah Harris, Jamal Ali, Greg Boebinger

Visibility

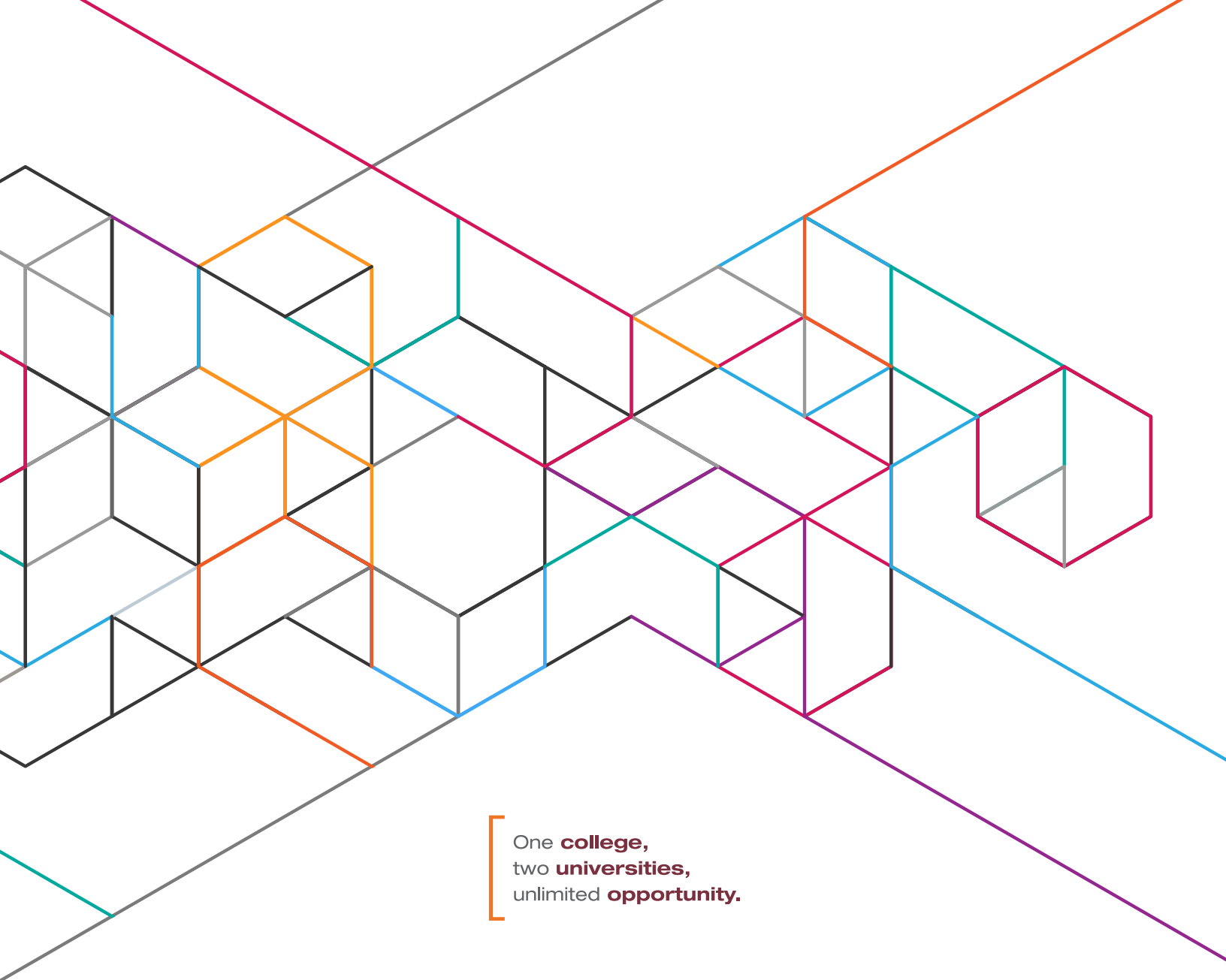
Tisha Keller, Tarik Dickens, Dedra O'Neal, Cordell Hardy, Audrey Simmons-Smith, Jerris Hooker, Tarek Abichou, Yan Li, Daniel Georgiadis, Sarishni Patel, Alan Hanstein, Julie Rubin

Operational Support

Janine Welch, Egwu Kalu, Tiffany Pelletier, Donald Hollett, Gary Eggebraaten, Laney McLean, Elizabeth McGhee, Donte Ford, Juan Ordonez, Nasrin Alamdari, Fang Peng, Breda Arnell

One College

Yassir AdbelRazig, Rodney Roberts, Brandon Rosenthal, Daniel Hallinan, James Horne, Carl Moore, Melissa Jackson, Barbara Twyman



One **college**,
two **universities**,
unlimited **opportunity**.



FAMU-FSU
College of Engineering

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