



Revised

THE WINNING FORMULA® PROFILE FOR PRESIDENT

**Florida A&M University**

# Background and Approach

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The Board of Trustees of Florida A&M engaged RHR International to consult with them regarding the selection of the new president of the university. As the first step in the process, RHR agreed to create a role profile that reflects the priorities in the strategic plan. The profile can serve as the guide for hiring, selection, assessment, succession planning, training and development.

RHR International interviewed the Board of Trustees and other key stakeholders from Florida A&M University to identify critical leadership requirements (The Winning Formula® profile) for the position of president. The individuals interviewed include:

Perry Belvin, Jr.  
Justin Bruno  
Matthew Carter  
Greg Clark  
Marshall M. Criser III  
Thomas Dortch  
Bettye Grable  
Reverend R B Holmes  
Thomas Jones  
Lakin Lawindo  
David Lawrence  
Kelvin Lawson  
Gary McCoy  
Harold Mills  
Kimberly Moore  
Craig Reed  
Karen Southwell  
Kim Washington  
Nicole Washington  
Robert Woody

**This report includes the following sections:**

## **The Winning Formula Profile:**

- Role Imperatives
- Essential Leadership Behaviors

# The Winning Formula Profile

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## ROLE IMPERATIVES

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Supports institutional excellence by growing the endowment to \$155M and annual giving to \$15M by 2022

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Manages multiple constituencies and mediates between conflicting interests

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Establishes and communicates a compelling vision and stewards a culture of accountability to raise performance levels

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Leads a fiscally responsible organization that lives within its budget and provides exemplary customer service while reducing the average cost to students to \$11,000

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Creates a climate of innovation while honoring the traditions and mission of the university, achieving an average of 6 patents a year and growing R&D expenditures to \$50M+ annually

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Drives performance across critical metrics for:

- Student recruitment – Total enrollment of 12,000+ students
  - Retention – 85% of student second year retention with GPA above 2.0
  - Graduation rates – 4-year graduation rate of 40%, 6-year graduation rate of 60%
  - Employability – 75% of graduates enrolled or employed full-time earning a salary of \$25K+
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# The Winning Formula Profile

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## ESSENTIAL LEADERSHIP BEHAVIORS

### BUILDS THE UNIVERSITY COMMUNITY THROUGH MANAGING MULTIPLE CONSTITUENCIES

- Represents the university's interests to the board, faculty, administrators, staff, students, alumni, boosters, donors, government, businesses, media, and the larger community
- Makes tough trade-off decisions through careful consideration of multiple factors and mediates conflicts between key constituents while not being bound by politics or patronage
- Operates with integrity and transparency; holds self and others to the highest standards of ethical behavior
- Understands the educational needs of traditionally underserved populations and advocates for remediation and support; opens the University to new student groups
- Partners with faculty and staff in their common objective to raise the academic standing and shared governance of the university; demonstrates an appreciation and support for the teaching mission of the institution
- Takes responsibility for outcomes and delivers on commitments
- Serves the state and local community within which the university operates as a partner in revitalization efforts
- Builds strong relationships of trust and candor; demonstrates caring for all individuals; operates as a peer in the eyes of board members

Rationale: The president serves as the hub of the university community, representing the needs of its many constituents and serving as arbiter of conflicting interests. To do so, the president must demonstrate impartiality and wisdom in balancing power and ensuring fair representation of all parties. The president will need to uphold the mission and honor the history of the institution while not being bound by politics or patronage.

# The Winning Formula Profile

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## GROWS THE ENDOWMENT THROUGH FUNDRAISING AND FISCAL MANAGEMENT

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- Serves as the primary contact point for major funding sources, boldly looking for new and increased contributions from donors
- Builds strong alliances with government and private sector partners to bring new programs and grants to the university
- Demonstrates strong financial acumen and responsible money management in budgeting and spending
- Drives efficiencies and evidences sound management practices to carefully and effectively control and provide oversight of expenditures
- Partners with the board of trustees on identifying strategic priorities and making critical decisions regarding investments
- Takes a long-term, data-driven approach to financial decision making, making responsible choices and trade-offs based on the facts on hand
- Is humble and willing to be influenced yet is confident in his/her convictions; is willing to offer a point of view and tenaciously drive the FAMU agenda

Rationale: Florida A&M is facing fiscal challenges in managing through declining enrollment and a performance based funding system that has resulted in tightening budgets. The new president will be called upon to address these deficits through sound management practices and finding new sources of revenue to balance the budget. These sources will include philanthropists, research funding, grants, alliances with other institutions and through the addition of new programs that will attract public and private dollars. The president will be called upon to make strategic choices that will enhance the university while demonstrating fiscal responsibility and sound business judgement.

# The Winning Formula Profile

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## BALANCES STRATEGIC THINKING WITH CRISP EXECUTION

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- Crafts a shared vision that reflects the views of all key stakeholders and articulates a clear strategy that guides action and keeps individual behavior on track
- Forges alignment and buy-in across all stakeholders to the strategic vision and key priorities for execution
- Puts metrics and accountability systems in place to ensure that strategies are executed successfully without losing sight of student welfare
- Is driven to have impact; knows how to get things done; translates ideas into actionable plans; develops and skillfully executes growth plans; demonstrates strong business acumen
- Sets clear priorities and holds people accountable to outcomes, timelines, and checkpoints; follows up to ensure successful completion of objectives

Rationale: FAMU has suffered over the last decade from a series of short-term leaders, each of whom have changed direction about the future of the university. This has resulted in a lack of engagement from faculty, staff and students. The president will need to demonstrate a big picture orientation that culminates in a shared vision that energizes constituents and paints a compelling future state for the institution. At the same time, sound management requires that individual behavior aligns with that vision, and managing the execution of the strategy is a fundamental responsibility of the president. Putting the accountability systems in place and ensuring that plans are executed on time and within budget is a core leadership commitment.

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# The Winning Formula Profile

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## COMMUNICATES EFFECTIVELY TO ENHANCE THE PUBLIC IMAGE OF THE UNIVERSITY

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- Is an inspirational communicator who wins hearts and minds of audiences through painting a compelling future vision for the university; thrives under conditions of high visibility and scrutiny
- Serves as the public face of the university, selling the vision through multiple communication channels
- Listens carefully to all members of the university community and provides feedback that demonstrates an appreciation of diverse perspectives
- Aligns organizational activities and ensures consistency of message; evolves the message to stay relevant
- Leverages deep understanding of the FAMU market to recruit and retain new students and employees, engaging top talent to join the university
- Communicates a compelling case for change and assists others along the journey; effectively and intentionally leads and manages change; employs effective change-management tools and processes
- Expands the footprint of the university to include new partnerships and constituent groups

Rationale: As the most public spokesperson for the university, the president is called upon to represent the views of all constituents and advocates for the mission of the institution. This will require strong public speaking and communication skills, in listening, writing and talking. The president will serve as a change agent in setting direction for FAMU, selling the vision and influencing others to join in a common effort for institutional advancement.

# The Winning Formula Profile

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## GROWS ORGANIZATIONAL CAPABILITY THROUGH STRATEGIC TALENT MANAGEMENT

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- Has a keen eye for talent; recruits, coaches, and retains highly qualified leaders
- Builds a strong management team with a clear sense of purpose that works together to reach shared objectives
- Manages performance through setting high standards and demanding excellence; provides feedback and makes the hard decisions on underperformers
- Builds an aligned and engaged organization; inspires and builds trust; helps people see their roles in delivering on the collective vision
- Actively works to build and protect the positive aspects of the culture and ensures consistency across the institution
- Demonstrates personal willingness to learn and evolve as the demands of the role change over time
- Drives innovation by never accepting just “good enough” effort, constantly pushing for what more can be done and encouraging efforts to try new things that can drive breakthrough results
- Demonstrates managerial courage and pivots easily to reflect new realities
- Delegates authority for decision making to the lowest appropriate level

Rationale: In the end, the president will only be as effective as the team that he or she builds around them. This will require strong talent management skills in selecting the most qualified applicants, setting challenging standards for achievement and holding all parties accountable for top performance. To be a top-flight learning institution, FAMU must take responsibility for the lifelong development and growth of its faculty, staff and students. This will require the president to serve as the keeper of the organizational culture, setting the standard through personal example.

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