



**Trustees' Responses  
2019-20  
President's Evaluation**

**Trustee**  
**Cavazos, Ann Marie**



# Florida A&M University President's Evaluation Final Report 2019-2020

**Trustee: Cavazos, Ann Marie**

**Directions: Please complete each question, providing quantitative and qualitative feedback for each evaluation factor:**

- Annual Priorities and Goals
- Strategic and Academic Leadership
- Organizational Management
- Financial Management with sub-factors: *Fiscal Management and Fundraising*
- Communication
- Relations with sub-factors: *Internal and External Relations and Board and Governance Relations*
- Personal Values

The numerical ratings and their meanings are as follow:

- **Superior (5):** Significantly and consistently exceeds expectations. Quality and quantity of work is exemplary and considered best practice.
- **Above Average (4):** Significantly exceed expectations in most areas. Many functions are performed beyond expectations.
- **Average (3):** Competently performs job functions. Some tasks are performed beyond expectations.
- **Below Average (2):** Inconsistently demonstrates the skills and abilities to perform job functions.
- **Poor (1):** Consistently demonstrates the inability to perform job functions.

Annual Priorities and Goals		
<i>How effective was the president in attaining annual goals?</i>	<i>Rating</i>	<i>Comments</i>
<b>Goal 1:</b> Achieve an overall score on the metrics evaluated under the Performance Based Funding Model of at least <b>71 points</b> for 2019-20	Superior	
<b>Goal 2:</b> Increase the University's four-year graduation rate <b>from 22.5% to 30</b>	Above Average	
<b>Goal 3:</b> Achieve first-time licensure pass rates that meet or exceed state or national benchmarks (Program Goal: Law ( $\geq 70\%$ ), Nursing ( $\geq 90\%$ ), Pharmacy ( $\geq 88\%$ ) and Physical Therapy ( $\geq 92\%$ )).	Average	
<b>Goal 4:</b> Increase annual giving by <b>5% from \$11.6M to \$12.2M</b> and implement a plan to launch a capital campaign.	Above Average	
<b>Goal 5a:</b> Implement the University's comprehensive service excellence plan to improve customer service in key administrative units:	Superior	

Development and implementation of training and service excellence programs; initiate preliminary benchmarking; and monitor service excellence  <i>(President Robinson to provide a self-assessment response that addresses the comprehensive implementation of the customer service strategy across the full enterprise)</i>		
<b>Goal 5b:</b> Increase the percentage of graduates reporting they are Very Satisfied/Somewhat Satisfied with services in key administrative units on the Exit Survey:		
<b>a. 2019-20 Goal: Advising Process from 67% to 70%</b>	Superior	
<b>b. 2019-20 Goal: Office of Parking Services from 46% to 60%</b>	Average	
<b>c. 2019-20 Goal: Office of Financial Aid from 54% to 65%</b>	Above Average	
<b>d. 2019-20 Goal: Registrar's Office from 79% to 80%</b>	Average	
<b>e. 2019-20 Goal: Housing Office from 57% to 60%</b>	Average	
<b>Goal 6:</b> Increase enrollment of FCS AA transfer students from 886 to 975.	Superior	
<b>Goal 7:</b> Increase total R&D expenditures by 1% (from \$38M to \$38.38M).	Superior	
<b>Goal 8:</b> Ensure completion of CASS and residence hall on time and within budget.	Superior	
<b>Goal 9:</b> Strengthen the University's financial health by achieving or exceeding a minimum debt ratio $\geq 1.0$ .	Above Average	
<b>Strategic and Academic Leadership</b>		
<i>How effective is the President in Strategic and Academic Leadership?</i>	<i>Rating</i>	<i>Comments</i>
Uses data to make timely, informed decisions that drive a culture of improvement in academic and administrative areas	Superior	Outstanding
Leads stakeholders in implementing strategic initiatives (short-term and long-term) that achieve a competitive advantage	Superior	
Encourages and enables innovation in academic offerings	Superior	
Understands the educational needs of FAMU's population and advocates for student support	Superior	
Appropriately handles crisis and ensures that contingency plans are in place to avert or plan for future crisis	Superior	
Understanding and ability to stand firm in decisions or to make quick changes, as appropriate	Superior	
<b>Organizational Management</b>		

How effective is the President in <b>Organizational Management?</b>	Rating	Comments
Builds and oversees a highly-effective leadership team that takes responsibility, sets and achieves goals that advance the University's mission	Superior	Outstanding
Maintains a culture of compliance and accountability by holding others to the highest standard of professional and ethical responsibility	Superior	
Sets clear priorities and holds people accountable to outcomes, timelines, and checkpoints; follows up to ensure successful completion of objectives	Superior	
<b>Financial Management (Fiscal Responsibility and Fundraising)</b>		
<b>Sub-factor 1: Fiscal Management</b>		
<i>How effective is the President in Fiscal Administration?</i>	Rating	Comments
Takes a long-term, data-driven approach to financial management that ensures the long-term viability of the university	Superior	
Drives efficiencies and evidences sound management practices to carefully and effectively control and provide oversight of expenditures (includes: development of a budget model, create operating balances, clear audits, etc.)	Superior	
<b>Sub-factor 2: Fundraising</b>		
<i>How effective is the President in Fundraising?</i>	Rating	
Develops an infrastructure of personnel and resources to support a strategic fundraising framework	Above Average	
Builds strong relationships with donors and actively seeks an increased level of contributions required to support the institution	Superior	
Facilitates developing relationships that bring grants to the university from governmental and private-sector entities	Superior	
<b>Communication</b>		
<i>How effective is the President in Communication?</i>	Rating	Comments
Is a sincere and earnest communicator who wins hearts and minds of audiences through painting a compelling future vision for the university	Superior	The collaborative culture that President Robinson created among the faculty and other stakeholders are outstanding.
Effectively communicates how external forces drive internal changes	Superior	
Encourages communication from multiple stakeholders that creates an inclusive and collaborative culture, including faculty, staff, students, alumni and external stakeholders	Superior	
<b>Relations (Internal and External and Board and Governance Relations)</b>		
<b>Sub-factor 1: Internal and External Relations</b>		
<i>How effective is the President in Internal and External Relations?</i>	Rating	Comments
Actively works to build and protect the positive aspects of the culture and ensures consistency across the institution	Superior	

Crafts a shared vision that reflects the views of all key stakeholders (including faculty, staff, students, alumni and external stakeholders) and articulates a clear strategy that guides action	Superior	
Creates a common standard with faculty and staff to raise academic standing	Above Average	
Partners with external organizations to build relationships that deliver on revitalization efforts and continue and/or increase research and community engagement opportunities	Superior	
Builds strong relationships with stakeholders (including faculty, staff, students, alumni and external stakeholders) that demonstrate trust	Superior	
<b>Sub-factor 2: Board and Governance Relations</b>		
<i>How effective is the President in Board and Governance Relations?</i>	<i>Rating</i>	
Partners and communicates effectively with governing bodies (Board of Trustees, Board of Governors, DSOs, SACSCOC, NCAA, etc.) and elected officials (local, state and national) to identify strategic priorities	Superior	
Participates in academic governance and collaborative decision making	Superior	
<b>Personal Values</b>		
<i>How effective is the President in Personal Values?</i>	<i>Rating</i>	<i>Comments</i>
Exhibits honest and integrity	Superior	
Inspires trust and confidence	Superior	
Respects others and diverse points of view	Superior	
Is an active and engaged listener to discern where additional communication is required	Superior	
<b>The following are mandatory for each BOT member to complete</b>		
<b>What have been the President's major accomplishments in the leadership of the institution over the last year?</b>		
<p>Here are some of the President's major accomplishments in the leadership of the institution. He has filled strategic positions on his senior leadership team, Encouraged and maintained a collaborative and positive environment among faculty and other stakeholders on campus, provided excellent leadership on numerous construction projects. The university has been recognized as the highest-ranked public HBCU.</p> <p>Also, President Robinson and the University received numerous accolades from the Board of Governors (BOG) regarding his leadership and FAMU's performance on its performance metrics.</p> <p>FAMU earned its highest score since the inception of the Performance-Based Funding (PBF) model and specifically received positive comments on the following:</p> <ul style="list-style-type: none"> <li>• PBF Metric 4 – Four-year Graduation Rate – FAMU has consistently shown improvement over the last five years.</li> <li>• PBF Metric 7 – University Access Rate – Percent of Undergrads with Pell Grant – FAMU earned the highest score of all SUS universities on this metric.</li> <li>• PBF Metric 9 – Percent of bachelor's degrees Without Excess Hours – FAMU has consistently shown improvement on this metric for the last five years.</li> <li>• FAMU was noted for its continuous improvement and was removed from the BOG's "watch list."</li> <li>• The Board approved FAMU's PBF State Investment allocation of \$13,322,826.</li> </ul>		

Finally, it should be noted that FAMU improved on seven (7) of ten (10) metrics and leads the SUS on one of the three (3) metrics where it did not improve.

FAMU's response to the COVID-19 global pandemic and the re-opening plans of the campus was approved by the BOG. The COVID-19 testing site at FAMU Braggs Stadium has gained national attention, and President Robinson's continuous communication with the FAMU community regarding updates on the pandemic and the reopening of the University has been outstanding.

President Robinson and his leadership team have been effective, inclusive, unified in their collective work and efforts in support of the faculty, staff, and students' success and to promote and acknowledge the achievement of all of the stakeholders.

**What enhancements would you suggest to improve the President's effectiveness?**

N/A

**Trustee**  
**Dortch Thomas**



# Florida A&M University President's Evaluation Final Report 2019-2020

## Trustee: Dortch Thomas

**Directions:** Please complete each question, providing quantitative and qualitative feedback for each evaluation factor:

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- **Superior (5):** Significantly and consistently exceeds expectations. Quality and quantity of work is exemplary and considered best practice.
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- **Below Average (2):** Inconsistently demonstrates the skills and abilities to perform job functions.
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Annual Priorities and Goals		
<i>How effective was the president in attaining annual goals?</i>	<i>Rating</i>	<i>Comments</i>
<b>Goal 1:</b> Achieve an overall score on the metrics evaluated under the Performance Based Funding Model of at least <b>71 points</b> for 2019-20	Above Average	Consistently trending upward
<b>Goal 2:</b> Increase the University's four-year graduation rate <b>from 22.5% to 30</b>	Average	We are trending in the right direction. There are notable improvements.
<b>Goal 3:</b> Achieve first-time licensure pass rates that meet or exceed state or national benchmarks (Program Goal: Law ( $\geq 70\%$ ), Nursing ( $\geq 90\%$ ), Pharmacy ( $\geq 88\%$ ) and Physical Therapy ( $\geq 92\%$ )).	Above Average	Significant improvement in all areas but one.
<b>Goal 4:</b> Increase annual giving by <b>5% from \$11.6M to \$12.2M</b> and implement a plan to launch a capital campaign.	Above Average	We have witnessed steady gains each year. There is a quality management team in place.

<p><b>Goal 5a:</b> Implement the University's comprehensive service excellence plan to improve customer service in key administrative units: Development and implementation of training and service excellence programs; initiate preliminary benchmarking; and monitor service excellence</p> <p><i>(President Robinson to provide a self-assessment response that addresses the comprehensive implementation of the customer service strategy across the full enterprise)</i></p>	Above Average	These areas are showing consistent improvement.
<p><b>Goal 5b:</b> Increase the percentage of graduates reporting they are Very Satisfied/Somewhat Satisfied with services in key administrative units on the Exit Survey:</p>		
<p><b>a. 2019-20 Goal: Advising Process from 67% to 70%</b></p>	Above Average	
<p><b>b. 2019-20 Goal: Office of Parking Services from 46% to 60%</b></p>	Above Average	
<p><b>c. 2019-20 Goal: Office of Financial Aid from 54% to 65%</b></p>	Average	
<p><b>d. 2019-20 Goal: Registrar's Office from 79% to 80%</b></p>	Above Average	
<p><b>e. 2019-20 Goal: Housing Office from 57% to 60%</b></p>	Average	
<p><b>Goal 6:</b> Increase enrollment of FCS AA transfer students from 886 to 975.</p>	Above Average	It is clear that strategies for improvement are working.
<p><b>Goal 7:</b> Increase total R&amp;D expenditures by 1% (from \$38M to \$38.38M).</p>	Superior	Very good progress. Trending in the right direction.
<p><b>Goal 8:</b> Ensure completion of CASS and residence hall on time and within budget.</p>	Superior	Very good. Even with the challenges of COVID19.
<p><b>Goal 9:</b> Strengthen the University's financial health by achieving or exceeding a minimum debt ratio <math>\geq 1.0</math>.</p>	Above Average	Good job considering the challenges the University is facing.

## Strategic and Academic Leadership

<i>How effective is the President in Strategic and Academic Leadership?</i>	<i>Rating</i>	<i>Comments</i>
Uses data to make timely, informed decisions that drive a culture of improvement in academic and administrative areas	Superior	The President has displayed strength and decisive leadership while engaging his leadership team.
Leads stakeholders in implementing strategic initiatives (short-term and long-term) that achieve a competitive advantage	Superior	
Encourages and enables innovation in academic offerings	Above Average	
Understands the educational needs of FAMU's population and advocates for student support	Superior	
Appropriately handles crisis and ensures that contingency plans are in place to avert or plan for future crisis	Superior	

Understanding and ability to stand firm in decisions or to make quick changes, as appropriate	Above Average	
<b>Organizational Management</b>		
<b>How effective is the President in Organizational Management?</b>	<b>Rating</b>	<b>Comments</b>
Builds and oversees a highly-effective leadership team that takes responsibility, sets and achieves goals that advance the University's mission	Superior	There is clear evidence of improvements. The morale of the leadership team is apparent and it shows in the results.
Maintains a culture of compliance and accountability by holding others to the highest standard of professional and ethical responsibility	Superior	
Sets clear priorities and holds people accountable to outcomes, timelines, and checkpoints; follows up to ensure successful completion of objectives	Superior	
<b>Financial Management (Fiscal Responsibility and Fundraising)</b>		
<b>Sub-factor 1: Fiscal Management</b>		
<i>How effective is the President in Fiscal Administration?</i>	<i>Rating</i>	<i>Comments</i>
Takes a long-term, data-driven approach to financial management that ensures the long-term viability of the university	Superior	The president is a bridge builder and has gained the respect and trust of stakeholders.
Drives efficiencies and evidences sound management practices to carefully and effectively control and provide oversight of expenditures (includes: development of a budget model, create operating balances, clear audits, etc.)	Superior	
<b>Sub-factor 2: Fundraising</b>		
<i>How effective is the President in Fundraising?</i>	<i>Rating</i>	
Develops an infrastructure of personnel and resources to support a strategic fundraising framework	Superior	
Builds strong relationships with donors and actively seeks an increased level of contributions required to support the institution	Superior	
Facilitates developing relationships that bring grants to the university from governmental and private-sector entities	Superior	
<b>Communication</b>		
<i>How effective is the President in Communication?</i>	<i>Rating</i>	<i>Comments</i>
Is a sincere and earnest communicator who wins hearts and minds of audiences through painting a compelling future vision for the university	Superior	There are consistent and open communications from the president. He is very proactive.
Effectively communicates how external forces drive internal changes	Above Average	
Encourages communication from multiple stakeholders that creates an inclusive and collaborative culture, including faculty, staff, students, alumni and external stakeholders	Superior	
<b>Relations (Internal and External and Board and Governance Relations)</b>		
<b>Sub-factor 1: Internal and External Relations</b>		

<i>How effective is the President in <b>Internal and External Relations</b>?</i>	<i>Rating</i>	<i>Comments</i>
Actively works to build and protect the positive aspects of the culture and ensures consistency across the institution	Superior	The president maintains open channels of communications. He demonstrates that he understands and appreciates the value that stakeholders bring to the University.
Crafts a shared vision that reflects the views of all key stakeholders (including faculty, staff, students, alumni and external stakeholders) and articulates a clear strategy that guides action	Superior	
Creates a common standard with faculty and staff to raise academic standing	Superior	
Partners with external organizations to build relationships that deliver on revitalization efforts and continue and/or increase research and community engagement opportunities	Superior	
Builds strong relationships with stakeholders (including faculty, staff, students, alumni and external stakeholders) that demonstrate trust	Superior	
<b>Sub-factor 2: Board and Governance Relations</b>		
<i>How effective is the President in <b>Board and Governance Relations</b>?</i>	<i>Rating</i>	
Partners and communicates effectively with governing bodies (Board of Trustees, Board of Governors, DSOs, SACSCOC, NCAA, etc.) and elected officials (local, state and national) to identify strategic priorities	Superior	
Participates in academic governance and collaborative decision making	Superior	
<b>Personal Values</b>		
<i>How effective is the President in <b>Personal Values</b>?</i>	<i>Rating</i>	<i>Comments</i>
Exhibits honest and integrity	Superior	The president is trustworthy and displays strong ethical values.
Inspires trust and confidence	Superior	
Respects others and diverse points of view	Superior	
Is an active and engaged listener to discern where additional communication is required	Superior	
<b>The following are mandatory for each BOT member to complete</b>		
<b>What have been the President's major accomplishments in the leadership of the institution over the last year?</b>		
He has brought more unity and inspired greater school spirit. It is evident that there is greater "Rattler Pride".		
<b>What enhancements would you suggest to improve the President's effectiveness?</b>		
I would simply say, stay the course.		

**Trustee**  
**Harper, Kristin**



# Florida A&M University President's Evaluation Final Report 2019-2020

**Trustee: Harper, Kristin**

**Directions: Please complete each question, providing quantitative and qualitative feedback for each evaluation factor:**

- Annual Priorities and Goals
- Strategic and Academic Leadership
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- Relations with sub-factors: *Internal and External Relations and Board and Governance Relations*
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The numerical ratings and their meanings are as follow:

- **Superior (5):** Significantly and consistently exceeds expectations. Quality and quantity of work is exemplary and considered best practice.
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- **Below Average (2):** Inconsistently demonstrates the skills and abilities to perform job functions.
- **Poor (1):** Consistently demonstrates the inability to perform job functions.

Annual Priorities and Goals		
<i>How effective was the president in attaining annual goals?</i>	<i>Rating</i>	<i>Comments</i>
<b>Goal 1:</b> Achieve an overall score on the metrics evaluated under the Performance Based Funding Model of at least <b>71 points</b> for 2019-20	Superior	Excellent job at year over year improvement and achieving the highest PBF score in FAMU's history.
<b>Goal 2:</b> Increase the University's four-year graduation rate <b>from 22.5% to 30</b>	Above Average	This is a strong upward trajectory, and evident in the strong academic profile of students who are recruited, and amplified academic support as students matriculate.
<b>Goal 3:</b> Achieve first-time licensure pass rates that meet or exceed state or national benchmarks (Program Goal: Law ( $\geq 70\%$ ), Nursing ( $\geq 90\%$ ), Pharmacy ( $\geq 88\%$ ) and Physical Therapy ( $\geq 92\%$ )).	Average	

<p><b>Goal 4:</b> Increase annual giving by <b>5% from \$11.6M to \$12.2M</b> and implement a plan to launch a capital campaign.</p>	Average	<p>The trickle-down impact of COVID aside, I'm not confident in the year over year sustainability of our giving strategies, plans and infrastructure. Specifically, are we appropriately staffed, leveraging best practices and tapping into the diversity of administrators, alumni and supporters to drive giving in amounts both large and small?</p>
<p><b>Goal 5a:</b> Implement the University's comprehensive service excellence plan to improve customer service in key administrative units: Development and implementation of training and service excellence programs; initiate preliminary benchmarking; and monitor service excellence</p> <p><i>(President Robinson to provide a self-assessment response that addresses the comprehensive implementation of the customer service strategy across the full enterprise)</i></p>	Superior	
<p><b>Goal 5b:</b> Increase the percentage of graduates reporting they are Very Satisfied/Somewhat Satisfied with services in key administrative units on the Exit Survey:</p>		
<p><b>a. 2019-20 Goal: Advising Process from 67% to 70%</b></p>	Superior	
<p><b>b. 2019-20 Goal: Office of Parking Services from 46% to 60%</b></p>	Average	
<p><b>c. 2019-20 Goal: Office of Financial Aid from 54% to 65%</b></p>	Above Average	
<p><b>d. 2019-20 Goal: Registrar's Office from 79% to 80%</b></p>	Average	
<p><b>e. 2019-20 Goal: Housing Office from 57% to 60%</b></p>	Average	
<p><b>Goal 6:</b> Increase enrollment of FCS AA transfer students from 886 to 975.</p>	Above Average	
<p><b>Goal 7:</b> Increase total R&amp;D expenditures <b>by 1% (from \$38M to \$38.38M).</b></p>	Superior	
<p><b>Goal 8:</b> Ensure completion of CASS and residence hall on time and within budget.</p>	Superior	<p>Excellent collaboration with the periodic report outs. Accountability and focus drives results.</p>
<p><b>Goal 9:</b> Strengthen the University's financial health by achieving or exceeding a minimum debt ratio <math>\geq 1.0</math>.</p>	Superior	
<p><b>Strategic and Academic Leadership</b></p>		

<i>How effective is the President in Strategic and Academic Leadership?</i>	<i>Rating</i>	<i>Comments</i>
Uses data to make timely, informed decisions that drive a culture of improvement in academic and administrative areas	Superior	
Leads stakeholders in implementing strategic initiatives (short-term and long-term) that achieve a competitive advantage	Superior	
Encourages and enables innovation in academic offerings	Superior	
Understands the educational needs of FAMU's population and advocates for student support	Superior	
Appropriately handles crisis and ensures that contingency plans are in place to avert or plan for future crisis	Superior	
Understanding and ability to stand firm in decisions or to make quick changes, as appropriate	Superior	

## Organizational Management

<b>How effective is the President in Organizational Management?</b>	<b>Rating</b>	<b>Comments</b>
Builds and oversees a highly-effective leadership team that takes responsibility, sets and achieves goals that advance the University's mission	Superior	
Maintains a culture of compliance and accountability by holding others to the highest standard of professional and ethical responsibility	Superior	
Sets clear priorities and holds people accountable to outcomes, timelines, and checkpoints; follows up to ensure successful completion of objectives	Superior	

## Financial Management (Fiscal Responsibility and Fundraising)

### Sub-factor 1: Fiscal Management

<i>How effective is the President in Fiscal Administration?</i>	<i>Rating</i>	<i>Comments</i>
Takes a long-term, data-driven approach to financial management that ensures the long-term viability of the university	Superior	
Drives efficiencies and evidences sound management practices to carefully and effectively control and provide oversight of expenditures (includes: development of a budget model, create operating balances, clear audits, etc.)	Superior	

### Sub-factor 2: Fundraising

<i>How effective is the President in Fundraising?</i>	<i>Rating</i>	<i>Comments</i>
Develops an infrastructure of personnel and resources to support a strategic fundraising framework	Average	
Builds strong relationships with donors and actively seeks an increased level of contributions required to support the institution	Average	
Facilitates developing relationships that bring grants to the university from governmental and private-sector entities	Above Average	

## Communication

<i>How effective is the President in Communication?</i>	<i>Rating</i>	<i>Comments</i>
Is a sincere and earnest communicator who wins hearts and minds of audiences through painting a compelling future vision for the university	Above Average	

Effectively communicates how external forces drive internal changes	Superior	
Encourages communication from multiple stakeholders that creates an inclusive and collaborative culture, including faculty, staff, students, alumni and external stakeholders	Superior	

**Relations  
(Internal and External and Board and Governance Relations)**

**Sub-factor 1: Internal and External Relations**

<i>How effective is the President in Internal and External Relations?</i>	<i>Rating</i>	<i>Comments</i>
Actively works to build and protect the positive aspects of the culture and ensures consistency across the institution	Superior	Excellent collaboration with the Governor and legislators, for example at the Florida Classic. We will win when we partner together for the better and the state of Florida.
Crafts a shared vision that reflects the views of all key stakeholders (including faculty, staff, students, alumni and external stakeholders) and articulates a clear strategy that guides action	Superior	
Creates a common standard with faculty and staff to raise academic standing	Above Average	
Partners with external organizations to build relationships that deliver on revitalization efforts and continue and/or increase research and community engagement opportunities	Superior	
Builds strong relationships with stakeholders (including faculty, staff, students, alumni and external stakeholders) that demonstrate trust	Superior	

**Sub-factor 2: Board and Governance Relations**

<i>How effective is the President in Board and Governance Relations?</i>	<i>Rating</i>	
Partners and communicates effectively with governing bodies (Board of Trustees, Board of Governors, DSOs, SACSCOC, NCAA, etc.) and elected officials (local, state and national) to identify strategic priorities	Superior	
Participates in academic governance and collaborative decision making	Superior	

**Personal Values**

<i>How effective is the President in Personal Values?</i>	<i>Rating</i>	<i>Comments</i>
Exhibits honest and integrity	Superior	
Inspires trust and confidence	Superior	
Respects others and diverse points of view	Superior	
Is an active and engaged listener to discern where additional communication is required	Superior	

**The following are mandatory for each BOT member to complete**

**What have been the President's major accomplishments in the leadership of the institution over the last year?**

President Robinson has skillfully navigated many unexpected challenges while driving focus to achieve the highest PBF score in our history. This is the result of a solid leadership team and accountability to keep the mission, vision, and goals front and center. FAMU continues to rise, and its reputation is being restored with consistency, transparency and continued excellence under Dr. Robinson's leadership. This is the foundation we need to continue building trust and attracting world class students, faculty, staff, employees, donors and supporters.

**What enhancements would you suggest to improve the President's effectiveness?**

Re-evaluate the infrastructure and strategies of the Office of University Advancement/FAMU Foundation. I'm not confident we are set up to consistency achieve our financial goals and to capitalize on FAMU's reputation to drive sizable donations.

**Trustee**  
**Lawrence, Dave**

# Florida A&M University President's Evaluation Final Report 2019-2020

**Trustee: Lawrence, Dave**

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<b>Goal 3:</b> Achieve first-time licensure pass rates that meet or exceed state or national benchmarks (Program Goal: Law ( $\geq 70\%$ ), Nursing ( $\geq 90\%$ ), Pharmacy ( $\geq 88\%$ ) and Physical Therapy ( $\geq 92\%$ )).	Average	
<b>Goal 4:</b> Increase annual giving by <b>5% from \$11.6M to \$12.2M</b> and implement a plan to launch a capital campaign.	Above Average	
<b>Goal 5a:</b> Implement the University's comprehensive service excellence plan to improve customer service in key administrative units:	Superior	

Development and implementation of training and service excellence programs; initiate preliminary benchmarking; and monitor service excellence  <i>(President Robinson to provide a self-assessment response that addresses the comprehensive implementation of the customer service strategy across the full enterprise)</i>		
<b>Goal 5b:</b> Increase the percentage of graduates reporting they are Very Satisfied/Somewhat Satisfied with services in key administrative units on the Exit Survey:		
<b>a. 2019-20 Goal: Advising Process from 67% to 70%</b>	Above Average	
<b>b. 2019-20 Goal: Office of Parking Services from 46% to 60%</b>	Below Average	
<b>c. 2019-20 Goal: Office of Financial Aid from 54% to 65%</b>	Above Average	
<b>d. 2019-20 Goal: Registrar's Office from 79% to 80%</b>	Average	
<b>e. 2019-20 Goal: Housing Office from 57% to 60%</b>	Average	
<b>Goal 6:</b> Increase enrollment of FCS AA transfer students from 886 to 975.	Above Average	
<b>Goal 7:</b> Increase total R&D expenditures by 1% (from \$38M to \$38.38M).	Above Average	
<b>Goal 8:</b> Ensure completion of CASS and residence hall on time and within budget.	Superior	
<b>Goal 9:</b> Strengthen the University's financial health by achieving or exceeding a minimum debt ratio $\geq 1.0$ .	Above Average	
<b>Strategic and Academic Leadership</b>		
<i>How effective is the President in Strategic and Academic Leadership?</i>	<i>Rating</i>	<i>Comments</i>
Uses data to make timely, informed decisions that drive a culture of improvement in academic and administrative areas	Superior	
Leads stakeholders in implementing strategic initiatives (short-term and long-term) that achieve a competitive advantage	Superior	
Encourages and enables innovation in academic offerings	Superior	
Understands the educational needs of FAMU's population and advocates for student support	Superior	
Appropriately handles crisis and ensures that contingency plans are in place to avert or plan for future crisis	Superior	
Understanding and ability to stand firm in decisions or to make quick changes, as appropriate	Above Average	
<b>Organizational Management</b>		

How effective is the President in <b>Organizational Management?</b>	Rating	Comments
Builds and oversees a highly-effective leadership team that takes responsibility, sets and achieves goals that advance the University's mission	Above Average	
Maintains a culture of compliance and accountability by holding others to the highest standard of professional and ethical responsibility	Superior	
Sets clear priorities and holds people accountable to outcomes, timelines, and checkpoints; follows up to ensure successful completion of objectives	Above Average	
<b>Financial Management (Fiscal Responsibility and Fundraising)</b>		
<b>Sub-factor 1: Fiscal Management</b>		
<i>How effective is the President in Fiscal Administration?</i>	Rating	Comments
Takes a long-term, data-driven approach to financial management that ensures the long-term viability of the university	Above Average	
Drives efficiencies and evidences sound management practices to carefully and effectively control and provide oversight of expenditures (includes: development of a budget model, create operating balances, clear audits, etc.)	Above Average	
<b>Sub-factor 2: Fundraising</b>		
<i>How effective is the President in Fundraising?</i>	Rating	Comments
Develops an infrastructure of personnel and resources to support a strategic fundraising framework	Superior	
Builds strong relationships with donors and actively seeks an increased level of contributions required to support the institution	Above Average	
Facilitates developing relationships that bring grants to the university from governmental and private-sector entities	Above Average	
<b>Communication</b>		
<i>How effective is the President in Communication?</i>	Rating	Comments
Is a sincere and earnest communicator who wins hearts and minds of audiences through painting a compelling future vision for the university	Superior	
Effectively communicates how external forces drive internal changes	Above Average	
Encourages communication from multiple stakeholders that creates an inclusive and collaborative culture, including faculty, staff, students, alumni and external stakeholders	Superior	
<b>Relations (Internal and External and Board and Governance Relations)</b>		
<b>Sub-factor 1: Internal and External Relations</b>		
<i>How effective is the President in Internal and External Relations?</i>	Rating	Comments
Actively works to build and protect the positive aspects of the culture and ensures consistency across the institution	Superior	

Crafts a shared vision that reflects the views of all key stakeholders (including faculty, staff, students, alumni and external stakeholders) and articulates a clear strategy that guides action	Above Average	
Creates a common standard with faculty and staff to raise academic standing	Above Average	
Partners with external organizations to build relationships that deliver on revitalization efforts and continue and/or increase research and community engagement opportunities	Above Average	
Builds strong relationships with stakeholders (including faculty, staff, students, alumni and external stakeholders) that demonstrate trust	Superior	
<b>Sub-factor 2: Board and Governance Relations</b>		
<i>How effective is the President in Board and Governance Relations?</i>	<i>Rating</i>	
Partners and communicates effectively with governing bodies (Board of Trustees, Board of Governors, DSOs, SACSCOC, NCAA, etc.) and elected officials (local, state and national) to identify strategic priorities	Superior	
Participates in academic governance and collaborative decision making	Superior	
<b>Personal Values</b>		
<i>How effective is the President in Personal Values?</i>	<i>Rating</i>	<i>Comments</i>
Exhibits honest and integrity	Superior	
Inspires trust and confidence	Superior	
Respects others and diverse points of view	Superior	
Is an active and engaged listener to discern where additional communication is required	Superior	
<b>The following are mandatory for each BOT member to complete</b>		
<b>What have been the President's major accomplishments in the leadership of the institution over the last year?</b>		
<ol style="list-style-type: none"> <li>1. Steady leadership with great integrity. The momentum for FAMU continues to grow.</li> <li>2. Impressive leadership - a standout among our state universities - in preparing for school life during the pandemic.</li> </ol>		
<b>What enhancements would you suggest to improve the President's effectiveness?</b>		
<ol style="list-style-type: none"> <li>1. Must do better in gathering resources for the university.</li> <li>2. Needs to do more in reaching out to the entire state, most certainly including South Florida where there is such opportunity.</li> <li>3. Needs to continue to get a solid team in place the can fully meet licensure and other requirements.</li> </ol>		

**Trustee**  
**Lawson, Kelvin**

# Florida A&M University President's Evaluation Final Report 2019-2020

**Trustee: Lawson, Kelvin**

**Directions: Please complete each question, providing quantitative and qualitative feedback for each evaluation factor:**

- Annual Priorities and Goals
- Strategic and Academic Leadership
- Organizational Management
- Financial Management with sub-factors: *Fiscal Management and Fundraising*
- Communication
- Relations with sub-factors: *Internal and External Relations and Board and Governance Relations*
- Personal Values

The numerical ratings and their meanings are as follow:

- **Superior (5):** Significantly and consistently exceeds expectations. Quality and quantity of work is exemplary and considered best practice.
- **Above Average (4):** Significantly exceed expectations in most areas. Many functions are performed beyond expectations.
- **Average (3):** Competently performs job functions. Some tasks are performed beyond expectations.
- **Below Average (2):** Inconsistently demonstrates the skills and abilities to perform job functions.
- **Poor (1):** Consistently demonstrates the inability to perform job functions.

Annual Priorities and Goals		
<i>How effective was the president in attaining annual goals?</i>	<i>Rating</i>	<i>Comments</i>
<b>Goal 1:</b> Achieve an overall score on the metrics evaluated under the Performance Based Funding Model of at least <b>71 points</b> for 2019-20	Above Average	Strongly consider superior as this is the best performance the University has posted in the model. The leisure pass rate caused me to rate a little lower.
<b>Goal 2:</b> Increase the University's four-year graduation rate <b>from 22.5% to 30</b>	Above Average	Great progress has been made. We are leverage the funding to staff and support this goal. I still feel with our current student population we can get even better in this area.

<p><b>Goal 3:</b> Achieve first-time licensure pass rates that meet or exceed state or national benchmarks (Program Goal: Law (<math>\geq 70\%</math>), Nursing (<math>\geq 90\%</math>), Pharmacy (<math>\geq 88\%</math>) and Physical Therapy (<math>\geq 92\%</math>)).</p>	<p>Below Average</p>	<p>Probably over critical, but we have to have detailed plans and drive higher levels of accountability in these schools/programs. When Law finish dead last in the state, we are in trouble. We need to take bold steps to improve these programs. A hard look and potential movement of some faculty may be necessary. Traditional historical approaches are not working and the board is losing patience.</p>
<p><b>Goal 4:</b> Increase annual giving by <b>5% from \$11.6M to \$12.2M</b> and implement a plan to launch a capital campaign.</p>	<p>Above Average</p>	<p>I was pleased to see % of alumni giving rising. This is sign that the university is being run properly, a lot of our supporters will give more when they feel the university is being managed properly.</p> <p>However, this is not a knock on the personnel in leadership of the foundation, the structure and resources of this department need critical evaluation. We need to make the need moves on structure and headcount to put this team in a position to win Big.</p>
<p><b>Goal 5a:</b> Implement the University's comprehensive service excellence plan to improve customer service in key administrative units: Development and implementation of training and service excellence programs; initiate preliminary benchmarking; and monitor service excellence</p> <p><i>(President Robinson to provide a self-assessment response that addresses the comprehensive implementation of the customer service strategy across the full enterprise)</i></p>	<p>Above Average</p>	<p>Give the President high marks for getting the project up and running. Would like to see more of the results and did hear for the "street committee" that the training was not mandatory within every department.</p>
<p><b>Goal 5b:</b> Increase the percentage of graduates reporting they are Very Satisfied/Somewhat Satisfied with services in key administrative units on the Exit Survey:</p>		
<p><b>a. 2019-20 Goal: Advising Process from 67% to 70%</b></p>	<p>Superior</p>	

<b>b. 2019-20 Goal: Office of Parking Services from 46% to 60%</b>	Superior	
<b>c. 2019-20 Goal: Office of Financial Aid from 54% to 65%</b>	Above Average	
<b>d. 2019-20 Goal: Registrar's Office from 79% to 80%</b>	Superior	
<b>e. 2019-20 Goal: Housing Office from 57% to 60%</b>	Below Average	
<b>Goal 6:</b> Increase enrollment of FCS AA transfer students from 886 to 975.	Above Average	President and Dr. Hudson have been leaders in this area. Given the demographic of AA students we should always be able to get great than our fair share. Feel this number needs to grow for us to achieve the targets set by the Board.
<b>Goal 7:</b> Increase total R&D expenditures by 1% (from \$38M to \$38.38M).	Superior	Rated high, but as we go Big. What would it take to make us the premier HBCU research institute?
<b>Goal 8:</b> Ensure completion of CASS and residence hall on time and within budget.	Superior	Strong oversight and leadership in this area.
<b>Goal 9:</b> Strengthen the University's financial health by achieving or exceeding a minimum debt ratio $\geq 1.0$ .	Above Average	Stronger financial team in place. Better accountability and more forward looking.
<b>Strategic and Academic Leadership</b>		
<i>How effective is the President in Strategic and Academic Leadership?</i>	<i>Rating</i>	<i>Comments</i>
Uses data to make timely, informed decisions that drive a culture of improvement in academic and administrative areas	Superior	Solid leadership in all academic areas.
Leads stakeholders in implementing strategic initiatives (short-term and long-term) that achieve a competitive advantage	Above Average	
Encourages and enables innovation in academic offerings	Superior	
Understands the educational needs of FAMU's population and advocates for student support	Superior	
Appropriately handles crisis and ensures that contingency plans are in place to avert or plan for future crisis	Superior	
Understanding and ability to stand firm in decisions or to make quick changes, as appropriate	Superior	
<b>Organizational Management</b>		

How effective is the President in <b>Organizational Management?</b>	Rating	Comments
Builds and oversees a highly-effective leadership team that takes responsibility, sets and achieves goals that advance the University's mission	Average	Good, but opportunity to continue to strength the leadership team and the next level down. Pres involved in too many issues that should be handle below him. He need more time to advance the cause of the university externally.
Maintains a culture of compliance and accountability by holding others to the highest standard of professional and ethical responsibility	Above Average	
Sets clear priorities and holds people accountable to outcomes, timelines, and checkpoints; follows up to ensure successful completion of objectives	Superior	

## Financial Management (Fiscal Responsibility and Fundraising)

### Sub-factor 1: Fiscal Management

<i>How effective is the President in Fiscal Administration?</i>	Rating	Comments
Takes a long-term, data-driven approach to financial management that ensures the long-term viability of the university	Superior	See previous notes.
Drives efficiencies and evidences sound management practices to carefully and effectively control and provide oversight of expenditures (includes: development of a budget model, create operating balances, clear audits, etc.)	Above Average	

### Sub-factor 2: Fundraising

<i>How effective is the President in Fundraising?</i>	Rating	Comments
Develops an infrastructure of personnel and resources to support a strategic fundraising framework	Average	
Builds strong relationships with donors and actively seeks an increased level of contributions required to support the institution	Above Average	
Facilitates developing relationships that bring grants to the university from governmental and private-sector entities	Superior	

## Communication

<i>How effective is the President in Communication?</i>	Rating	Comments
Is a sincere and earnest communicator who wins hearts and minds of audiences through painting a compelling future vision for the university	Superior	President is a great spokesperson for the University.
Effectively communicates how external forces drive internal changes	Above Average	
Encourages communication from multiple stakeholders that creates an inclusive and collaborative culture, including faculty, staff, students, alumni and external stakeholders	Superior	

## Relations (Internal and External and Board and Governance Relations)

### Sub-factor 1: Internal and External Relations

<i>How effective is the President in Internal and External Relations?</i>	Rating	Comments
Actively works to build and protect the positive aspects of the culture and ensures consistency across the institution	Superior	President has build solid relationships tied to

Crafts a shared vision that reflects the views of all key stakeholders (including faculty, staff, students, alumni and external stakeholders) and articulates a clear strategy that guides action	Above Average	performance and delivering on commitments.
Creates a common standard with faculty and staff to raise academic standing	Above Average	
Partners with external organizations to build relationships that deliver on revitalization efforts and continue and/or increase research and community engagement opportunities	Above Average	
Builds strong relationships with stakeholders (including faculty, staff, students, alumni and external stakeholders) that demonstrate trust	Superior	
<b>Sub-factor 2: Board and Governance Relations</b>		
<i>How effective is the President in Board and Governance Relations?</i>	<i>Rating</i>	
Partners and communicates effectively with governing bodies (Board of Trustees, Board of Governors, DSOs, SACSCOC, NCAA, etc.) and elected officials (local, state and national) to identify strategic priorities	Superior	
Participates in academic governance and collaborative decision making	Superior	
<b>Personal Values</b>		
<i>How effective is the President in Personal Values?</i>	<i>Rating</i>	<i>Comments</i>
Exhibits honest and integrity	Superior	Excellent Spokesperson for the University and lives it values and mission daily.
Inspires trust and confidence	Superior	
Respects others and diverse points of view	Above Average	
Is an active and engaged listener to discern where additional communication is required	Superior	
<b>The following are mandatory for each BOT member to complete</b>		
<b>What have been the President's major accomplishments in the leadership of the institution over the last year?</b>		
Raising the PBF Scores		
Getting all construction done on time		
Securing Federal support for key initiatives		
<b>What enhancements would you suggest to improve the President's effectiveness?</b>		
BE Bold, you have great support.		
Spend more time focused on developing our brand externally		
Continue to focus on build a world class leadership team		

**Trustee**  
**McClinton, Xavier**



# Florida A&M University President's Evaluation Final Report 2019-2020

**Trustee: McClinton, Xavier**

**Directions: Please complete each question, providing quantitative and qualitative feedback for each evaluation factor:**

- Annual Priorities and Goals
- Strategic and Academic Leadership
- Organizational Management
- Financial Management with sub-factors: *Fiscal Management and Fundraising*
- Communication
- Relations with sub-factors: *Internal and External Relations and Board and Governance Relations*
- Personal Values

The numerical ratings and their meanings are as follow:

- **Superior (5):** Significantly and consistently exceeds expectations. Quality and quantity of work is exemplary and considered best practice.
- **Above Average (4):** Significantly exceed expectations in most areas. Many functions are performed beyond expectations.
- **Average (3):** Competently performs job functions. Some tasks are performed beyond expectations.
- **Below Average (2):** Inconsistently demonstrates the skills and abilities to perform job functions.
- **Poor (1):** Consistently demonstrates the inability to perform job functions.

Annual Priorities and Goals		
<i>How effective was the president in attaining annual goals?</i>	<i>Rating</i>	<i>Comments</i>
<b>Goal 1:</b> Achieve an overall score on the metrics evaluated under the Performance Based Funding Model of at least <b>71 points</b> for 2019-20	Superior	
<b>Goal 2:</b> Increase the University's four-year graduation rate <b>from 22.5% to 30</b>	Average	
<b>Goal 3:</b> Achieve first-time licensure pass rates that meet or exceed state or national benchmarks (Program Goal: Law ( $\geq 70\%$ ), Nursing ( $\geq 90\%$ ), Pharmacy ( $\geq 88\%$ ) and Physical Therapy ( $\geq 92\%$ )).	Average	
<b>Goal 4:</b> Increase annual giving by <b>5% from \$11.6M to \$12.2M</b> and implement a plan to launch a capital campaign.	Superior	
<b>Goal 5a:</b> Implement the University's comprehensive service excellence plan to improve customer service in key administrative units:	Superior	

Development and implementation of training and service excellence programs; initiate preliminary benchmarking; and monitor service excellence  <i>(President Robinson to provide a self-assessment response that addresses the comprehensive implementation of the customer service strategy across the full enterprise)</i>		
<b>Goal 5b:</b> Increase the percentage of graduates reporting they are Very Satisfied/Somewhat Satisfied with services in key administrative units on the Exit Survey:		
<b>a. 2019-20 Goal: Advising Process from 67% to 70%</b>	Above Average	
<b>b. 2019-20 Goal: Office of Parking Services from 46% to 60%</b>	Average	
<b>c. 2019-20 Goal: Office of Financial Aid from 54% to 65%</b>	Average	
<b>d. 2019-20 Goal: Registrar's Office from 79% to 80%</b>	Above Average	
<b>e. 2019-20 Goal: Housing Office from 57% to 60%</b>	Superior	
<b>Goal 6:</b> Increase enrollment of FCS AA transfer students from 886 to 975.	Above Average	
<b>Goal 7:</b> Increase total R&D expenditures by 1% (from \$38M to \$38.38M).	Above Average	
<b>Goal 8:</b> Ensure completion of CASS and residence hall on time and within budget.	Superior	
<b>Goal 9:</b> Strengthen the University's financial health by achieving or exceeding a minimum debt ratio $\geq 1.0$ .	Above Average	
<b>Strategic and Academic Leadership</b>		
<i>How effective is the President in Strategic and Academic Leadership?</i>	<i>Rating</i>	<i>Comments</i>
Uses data to make timely, informed decisions that drive a culture of improvement in academic and administrative areas	Superior	
Leads stakeholders in implementing strategic initiatives (short-term and long-term) that achieve a competitive advantage	Superior	
Encourages and enables innovation in academic offerings	Above Average	
Understands the educational needs of FAMU's population and advocates for student support	Superior	
Appropriately handles crisis and ensures that contingency plans are in place to avert or plan for future crisis	Superior	
Understanding and ability to stand firm in decisions or to make quick changes, as appropriate	Superior	
<b>Organizational Management</b>		

How effective is the President in <b>Organizational Management?</b>	Rating	Comments
Builds and oversees a highly-effective leadership team that takes responsibility, sets and achieves goals that advance the University's mission	Superior	
Maintains a culture of compliance and accountability by holding others to the highest standard of professional and ethical responsibility	Superior	
Sets clear priorities and holds people accountable to outcomes, timelines, and checkpoints; follows up to ensure successful completion of objectives	Above Average	
<b>Financial Management (Fiscal Responsibility and Fundraising)</b>		
<b>Sub-factor 1: Fiscal Management</b>		
<i>How effective is the President in Fiscal Administration?</i>	Rating	Comments
Takes a long-term, data-driven approach to financial management that ensures the long-term viability of the university	Superior	
Drives efficiencies and evidences sound management practices to carefully and effectively control and provide oversight of expenditures (includes: development of a budget model, create operating balances, clear audits, etc.)	Superior	
<b>Sub-factor 2: Fundraising</b>		
<i>How effective is the President in Fundraising?</i>	Rating	Comments
Develops an infrastructure of personnel and resources to support a strategic fundraising framework	Superior	
Builds strong relationships with donors and actively seeks an increased level of contributions required to support the institution	Above Average	
Facilitates developing relationships that bring grants to the university from governmental and private-sector entities	Above Average	
<b>Communication</b>		
<i>How effective is the President in Communication?</i>	Rating	Comments
Is a sincere and earnest communicator who wins hearts and minds of audiences through painting a compelling future vision for the university	Above Average	
Effectively communicates how external forces drive internal changes	Superior	
Encourages communication from multiple stakeholders that creates an inclusive and collaborative culture, including faculty, staff, students, alumni and external stakeholders	Superior	
<b>Relations (Internal and External and Board and Governance Relations)</b>		
<b>Sub-factor 1: Internal and External Relations</b>		
<i>How effective is the President in Internal and External Relations?</i>	Rating	Comments
Actively works to build and protect the positive aspects of the culture and ensures consistency across the institution	Superior	

Crafts a shared vision that reflects the views of all key stakeholders (including faculty, staff, students, alumni and external stakeholders) and articulates a clear strategy that guides action	Above Average	
Creates a common standard with faculty and staff to raise academic standing	Above Average	
Partners with external organizations to build relationships that deliver on revitalization efforts and continue and/or increase research and community engagement opportunities	Superior	
Builds strong relationships with stakeholders (including faculty, staff, students, alumni and external stakeholders) that demonstrate trust	Above Average	
<b>Sub-factor 2: Board and Governance Relations</b>		
<i>How effective is the President in Board and Governance Relations?</i>	<i>Rating</i>	
Partners and communicates effectively with governing bodies (Board of Trustees, Board of Governors, DSOs, SACSCOC, NCAA, etc.) and elected officials (local, state and national) to identify strategic priorities	Superior	
Participates in academic governance and collaborative decision making	Superior	
<b>Personal Values</b>		
<i>How effective is the President in Personal Values?</i>	<i>Rating</i>	<i>Comments</i>
Exhibits honest and integrity	Superior	
Inspires trust and confidence	Superior	
Respects others and diverse points of view	Superior	
Is an active and engaged listener to discern where additional communication is required	Superior	
<b>The following are mandatory for each BOT member to complete</b>		
<b>What have been the President's major accomplishments in the leadership of the institution over the last year?</b>		
Great improvements on the performance base funding model.		
<b>What enhancements would you suggest to improve the President's effectiveness?</b>		
Continue to build trust with the student body.		

**Trustee**  
**Moore, Kimberly**

# Florida A&M University President's Evaluation Final Report 2019-2020

**Trustee: Moore, Kimberly**

**Directions: Please complete each question, providing quantitative and qualitative feedback for each evaluation factor:**

- Annual Priorities and Goals
- Strategic and Academic Leadership
- Organizational Management
- Financial Management with sub-factors: *Fiscal Management and Fundraising*
- Communication
- Relations with sub-factors: *Internal and External Relations and Board and Governance Relations*
- Personal Values

The numerical ratings and their meanings are as follow:

- **Superior (5):** Significantly and consistently exceeds expectations. Quality and quantity of work is exemplary and considered best practice.
- **Above Average (4):** Significantly exceed expectations in most areas. Many functions are performed beyond expectations.
- **Average (3):** Competently performs job functions. Some tasks are performed beyond expectations.
- **Below Average (2):** Inconsistently demonstrates the skills and abilities to perform job functions.
- **Poor (1):** Consistently demonstrates the inability to perform job functions.

Annual Priorities and Goals		
<i>How effective was the president in attaining annual goals?</i>	<i>Rating</i>	<i>Comments</i>
<b>Goal 1:</b> Achieve an overall score on the metrics evaluated under the Performance Based Funding Model of at least <b>71 points</b> for 2019-20	Average	
<b>Goal 2:</b> Increase the University's four-year graduation rate <b>from 22.5% to 30</b>	Average	
<b>Goal 3:</b> Achieve first-time licensure pass rates that meet or exceed state or national benchmarks (Program Goal: Law ( $\geq 70\%$ ), Nursing ( $\geq 90\%$ ), Pharmacy ( $\geq 88\%$ ) and Physical Therapy ( $\geq 92\%$ )).	Below Average	
<b>Goal 4:</b> Increase annual giving by <b>5% from \$11.6M to \$12.2M</b> and implement a plan to launch a capital campaign.	Average	
<b>Goal 5a:</b> Implement the University's comprehensive service excellence plan to improve customer service in key administrative units:	Average	

Development and implementation of training and service excellence programs; initiate preliminary benchmarking; and monitor service excellence  <i>(President Robinson to provide a self-assessment response that addresses the comprehensive implementation of the customer service strategy across the full enterprise)</i>		
<b>Goal 5b:</b> Increase the percentage of graduates reporting they are Very Satisfied/Somewhat Satisfied with services in key administrative units on the Exit Survey:		
<b>a. 2019-20 Goal: Advising Process from 67% to 70%</b>	Above Average	
<b>b. 2019-20 Goal: Office of Parking Services from 46% to 60%</b>	Average	
<b>c. 2019-20 Goal: Office of Financial Aid from 54% to 65%</b>	Average	
<b>d. 2019-20 Goal: Registrar's Office from 79% to 80%</b>	Average	
<b>e. 2019-20 Goal: Housing Office from 57% to 60%</b>	Average	
<b>Goal 6:</b> Increase enrollment of FCS AA transfer students from 886 to 975.	Average	
<b>Goal 7:</b> Increase total R&D expenditures by 1% (from \$38M to \$38.38M).	Above Average	
<b>Goal 8:</b> Ensure completion of CASS and residence hall on time and within budget.	Above Average	
<b>Goal 9:</b> Strengthen the University's financial health by achieving or exceeding a minimum debt ratio $\geq 1.0$ .	Average	
<b>Strategic and Academic Leadership</b>		
<i>How effective is the President in Strategic and Academic Leadership?</i>	<i>Rating</i>	<i>Comments</i>
Uses data to make timely, informed decisions that drive a culture of improvement in academic and administrative areas	Average	
Leads stakeholders in implementing strategic initiatives (short-term and long-term) that achieve a competitive advantage	Average	
Encourages and enables innovation in academic offerings	Average	
Understands the educational needs of FAMU's population and advocates for student support	Above Average	
Appropriately handles crisis and ensures that contingency plans are in place to avert or plan for future crisis	Average	
Understanding and ability to stand firm in decisions or to make quick changes, as appropriate	Average	
<b>Organizational Management</b>		

How effective is the President in <b>Organizational Management?</b>	Rating	Comments
Builds and oversees a highly-effective leadership team that takes responsibility, sets and achieves goals that advance the University's mission	Average	
Maintains a culture of compliance and accountability by holding others to the highest standard of professional and ethical responsibility	Average	
Sets clear priorities and holds people accountable to outcomes, timelines, and checkpoints; follows up to ensure successful completion of objectives	Average	
<b>Financial Management (Fiscal Responsibility and Fundraising)</b>		
<b>Sub-factor 1: Fiscal Management</b>		
<i>How effective is the President in Fiscal Administration?</i>	Rating	Comments
Takes a long-term, data-driven approach to financial management that ensures the long-term viability of the university	Average	
Drives efficiencies and evidences sound management practices to carefully and effectively control and provide oversight of expenditures (includes: development of a budget model, create operating balances, clear audits, etc.)	Average	
<b>Sub-factor 2: Fundraising</b>		
<i>How effective is the President in Fundraising?</i>	Rating	Comments
Develops an infrastructure of personnel and resources to support a strategic fundraising framework	Average	
Builds strong relationships with donors and actively seeks an increased level of contributions required to support the institution	Average	
Facilitates developing relationships that bring grants to the university from governmental and private-sector entities	Average	
<b>Communication</b>		
<i>How effective is the President in Communication?</i>	Rating	Comments
Is a sincere and earnest communicator who wins hearts and minds of audiences through painting a compelling future vision for the university	Above Average	
Effectively communicates how external forces drive internal changes	Average	
Encourages communication from multiple stakeholders that creates an inclusive and collaborative culture, including faculty, staff, students, alumni and external stakeholders	Average	
<b>Relations (Internal and External and Board and Governance Relations)</b>		
<b>Sub-factor 1: Internal and External Relations</b>		
<i>How effective is the President in Internal and External Relations?</i>	Rating	Comments
Actively works to build and protect the positive aspects of the culture and ensures consistency across the institution	Average	

Crafts a shared vision that reflects the views of all key stakeholders (including faculty, staff, students, alumni and external stakeholders) and articulates a clear strategy that guides action	Above Average	
Creates a common standard with faculty and staff to raise academic standing	Average	
Partners with external organizations to build relationships that deliver on revitalization efforts and continue and/or increase research and community engagement opportunities	Above Average	
Builds strong relationships with stakeholders (including faculty, staff, students, alumni and external stakeholders) that demonstrate trust	Above Average	
<b>Sub-factor 2: Board and Governance Relations</b>		
<i>How effective is the President in Board and Governance Relations?</i>	<i>Rating</i>	
Partners and communicates effectively with governing bodies (Board of Trustees, Board of Governors, DSOs, SACSCOC, NCAA, etc.) and elected officials (local, state and national) to identify strategic priorities	Average	
Participates in academic governance and collaborative decision making	Average	
<b>Personal Values</b>		
<i>How effective is the President in Personal Values?</i>	<i>Rating</i>	<i>Comments</i>
Exhibits honest and integrity	Above Average	
Inspires trust and confidence	Above Average	
Respects others and diverse points of view	Above Average	
Is an active and engaged listener to discern where additional communication is required	Above Average	
<b>The following are mandatory for each BOT member to complete</b>		
<b>What have been the President's major accomplishments in the leadership of the institution over the last year?</b>		
The major accomplishments involve the following: Oversight and management of multiple construction projects; Increase in University overall score; Filling critical vacancies.		
<b>What enhancements would you suggest to improve the President's effectiveness?</b>		
The enhancements that I would suggest to improve the President's effectiveness includes the following:		
<ol style="list-style-type: none"> <li>1. Increase fiscal and internal controls;</li> <li>2. Increase communication with trustees;</li> <li>3. Increase consistency and oversight of critical academic areas involving 1st time passage rates</li> <li>4. Ensure accuracy of the information/data presented to the BOT for action.</li> </ol>		

**Trustee**  
**Perry, Jr. Belvin**



# Florida A&M University President's Evaluation Final Report 2019-2020

**Trustee: Perry, Jr. Belvin**

**Directions: Please complete each question, providing quantitative and qualitative feedback for each evaluation factor:**

- Annual Priorities and Goals
- Strategic and Academic Leadership
- Organizational Management
- Financial Management with sub-factors: *Fiscal Management and Fundraising*
- Communication
- Relations with sub-factors: *Internal and External Relations and Board and Governance Relations*
- Personal Values

The numerical ratings and their meanings are as follow:

- **Superior (5):** Significantly and consistently exceeds expectations. Quality and quantity of work is exemplary and considered best practice.
- **Above Average (4):** Significantly exceed expectations in most areas. Many functions are performed beyond expectations.
- **Average (3):** Competently performs job functions. Some tasks are performed beyond expectations.
- **Below Average (2):** Inconsistently demonstrates the skills and abilities to perform job functions.
- **Poor (1):** Consistently demonstrates the inability to perform job functions.

Annual Priorities and Goals		
<i>How effective was the president in attaining annual goals?</i>	<i>Rating</i>	<i>Comments</i>
<b>Goal 1:</b> Achieve an overall score on the metrics evaluated under the Performance Based Funding Model of at least <b>71 points</b> for 2019-20	Above Average	
<b>Goal 2:</b> Increase the University's four-year graduation rate <b>from 22.5% to 30</b>	Above Average	
<b>Goal 3:</b> Achieve first-time licensure pass rates that meet or exceed state or national benchmarks (Program Goal: Law ( $\geq 70\%$ ), Nursing ( $\geq 90\%$ ), Pharmacy ( $\geq 88\%$ ) and Physical Therapy ( $\geq 92\%$ )).	Average	They needs to be greater focus
<b>Goal 4:</b> Increase annual giving by <b>5% from \$11.6M to \$12.2M</b> and implement a plan to launch a capital campaign.	Average	
<b>Goal 5a:</b> Implement the University's comprehensive service excellence plan to improve customer service in key administrative units:	Superior	

Development and implementation of training and service excellence programs; initiate preliminary benchmarking; and monitor service excellence  <i>(President Robinson to provide a self-assessment response that addresses the comprehensive implementation of the customer service strategy across the full enterprise)</i>		
<b>Goal 5b:</b> Increase the percentage of graduates reporting they are Very Satisfied/Somewhat Satisfied with services in key administrative units on the Exit Survey:		
<b>a. 2019-20 Goal: Advising Process from 67% to 70%</b>	Above Average	
<b>b. 2019-20 Goal: Office of Parking Services from 46% to 60%</b>	Above Average	
<b>c. 2019-20 Goal: Office of Financial Aid from 54% to 65%</b>	Average	
<b>d. 2019-20 Goal: Registrar's Office from 79% to 80%</b>	Average	
<b>e. 2019-20 Goal: Housing Office from 57% to 60%</b>	Average	
<b>Goal 6:</b> Increase enrollment of FCS AA transfer students from 886 to 975.	Above Average	
<b>Goal 7:</b> Increase total R&D expenditures by 1% (from \$38M to \$38.38M).	Above Average	
<b>Goal 8:</b> Ensure completion of CASS and residence hall on time and within budget.	Superior	
<b>Goal 9:</b> Strengthen the University's financial health by achieving or exceeding a minimum debt ratio $\geq 1.0$ .	Above Average	
<b>Strategic and Academic Leadership</b>		
<i>How effective is the President in Strategic and Academic Leadership?</i>	<i>Rating</i>	<i>Comments</i>
Uses data to make timely, informed decisions that drive a culture of improvement in academic and administrative areas	Superior	
Leads stakeholders in implementing strategic initiatives (short-term and long-term) that achieve a competitive advantage	Above Average	
Encourages and enables innovation in academic offerings	Above Average	
Understands the educational needs of FAMU's population and advocates for student support	Above Average	
Appropriately handles crisis and ensures that contingency plans are in place to avert or plan for future crisis	Superior	
Understanding and ability to stand firm in decisions or to make quick changes, as appropriate	Above Average	
<b>Organizational Management</b>		

How effective is the President in <b>Organizational Management?</b>	Rating	Comments
Builds and oversees a highly-effective leadership team that takes responsibility, sets and achieves goals that advance the University's mission	Superior	
Maintains a culture of compliance and accountability by holding others to the highest standard of professional and ethical responsibility	Superior	
Sets clear priorities and holds people accountable to outcomes, timelines, and checkpoints; follows up to ensure successful completion of objectives	Superior	
<b>Financial Management (Fiscal Responsibility and Fundraising)</b>		
<b>Sub-factor 1: Fiscal Management</b>		
<i>How effective is the President in Fiscal Administration?</i>	Rating	Comments
Takes a long-term, data-driven approach to financial management that ensures the long-term viability of the university	Above Average	
Drives efficiencies and evidences sound management practices to carefully and effectively control and provide oversight of expenditures (includes: development of a budget model, create operating balances, clear audits, etc.)	Above Average	
<b>Sub-factor 2: Fundraising</b>		
<i>How effective is the President in Fundraising?</i>	Rating	Comments
Develops an infrastructure of personnel and resources to support a strategic fundraising framework	Above Average	
Builds strong relationships with donors and actively seeks an increased level of contributions required to support the institution	Above Average	
Facilitates developing relationships that bring grants to the university from governmental and private-sector entities	Above Average	
<b>Communication</b>		
<i>How effective is the President in Communication?</i>	Rating	Comments
Is a sincere and earnest communicator who wins hearts and minds of audiences through painting a compelling future vision for the university	Superior	
Effectively communicates how external forces drive internal changes	Superior	
Encourages communication from multiple stakeholders that creates an inclusive and collaborative culture, including faculty, staff, students, alumni and external stakeholders	Superior	
<b>Relations (Internal and External and Board and Governance Relations)</b>		
<b>Sub-factor 1: Internal and External Relations</b>		
<i>How effective is the President in Internal and External Relations?</i>	Rating	Comments
Actively works to build and protect the positive aspects of the culture and ensures consistency across the institution	Superior	

Crafts a shared vision that reflects the views of all key stakeholders (including faculty, staff, students, alumni and external stakeholders) and articulates a clear strategy that guides action	Above Average	
Creates a common standard with faculty and staff to raise academic standing	Average	
Partners with external organizations to build relationships that deliver on revitalization efforts and continue and/or increase research and community engagement opportunities	Average	
Builds strong relationships with stakeholders (including faculty, staff, students, alumni and external stakeholders) that demonstrate trust	Above Average	
<b>Sub-factor 2: Board and Governance Relations</b>		
<i>How effective is the President in Board and Governance Relations?</i>	<i>Rating</i>	
Partners and communicates effectively with governing bodies (Board of Trustees, Board of Governors, DSOs, SACSCOC, NCAA, etc.) and elected officials (local, state and national) to identify strategic priorities	Superior	
Participates in academic governance and collaborative decision making	Superior	
<b>Personal Values</b>		
<i>How effective is the President in Personal Values?</i>	<i>Rating</i>	<i>Comments</i>
Exhibits honest and integrity	Superior	
Inspires trust and confidence	Superior	
Respects others and diverse points of view	Superior	
Is an active and engaged listener to discern where additional communication is required	Superior	
<b>The following are mandatory for each BOT member to complete</b>		
<b>What have been the President's major accomplishments in the leadership of the institution over the last year?</b>		
Creating a great working relationship with the BOG and campus community.		
<b>What enhancements would you suggest to improve the President's effectiveness?</b>		
More direct involvement with the College of Law.		

**Trustee**  
**Reed, Craig**

# Florida A&M University

## President's Evaluation Final Report

### 2019-2020

**Trustee: Reed, Craig**

**Directions: Please complete each question, providing quantitative and qualitative feedback for each evaluation factor:**

- Annual Priorities and Goals
- Strategic and Academic Leadership
- Organizational Management
- Financial Management with sub-factors: *Fiscal Management and Fundraising*
- Communication
- Relations with sub-factors: *Internal and External Relations and Board and Governance Relations*
- Personal Values

The numerical ratings and their meanings are as follow:

- **Superior (5):** Significantly and consistently exceeds expectations. Quality and quantity of work is exemplary and considered best practice.
- **Above Average (4):** Significantly exceed expectations in most areas. Many functions are performed beyond expectations.
- **Average (3):** Competently performs job functions. Some tasks are performed beyond expectations.
- **Below Average (2):** Inconsistently demonstrates the skills and abilities to perform job functions.
- **Poor (1):** Consistently demonstrates the inability to perform job functions.

Annual Priorities and Goals		
<i>How effective was the president in attaining annual goals?</i>	<i>Rating</i>	<i>Comments</i>
<b>Goal 1:</b> Achieve an overall score on the metrics evaluated under the Performance Based Funding Model of at least <b>71 points</b> for 2019-20	Superior	FAMU achieved its highest ever score this year
<b>Goal 2:</b> Increase the University's four-year graduation rate <b>from 22.5% to 30</b>	Average	This goal was not achieved but significant progress was made in this year.
<b>Goal 3:</b> Achieve first-time licensure pass rates that meet or exceed state or national benchmarks (Program Goal: Law ( $\geq 70\%$ ), Nursing ( $\geq 90\%$ ), Pharmacy ( $\geq 88\%$ ) and Physical Therapy ( $\geq 92\%$ )).	Below Average	Although we saw increases in 3 of the 4 metrics we saw a step decline in one and all are still below the goal set for this year.
<b>Goal 4:</b> Increase annual giving by <b>5% from \$11.6M to \$12.2M</b> and implement a plan to launch a capital campaign.	Average	This goal was not met for this year but we do have

		some momentum with total cash increase on a year over year basis. The Pandemic has impacted some of the opportunity so rating as average in recognition of this event.
<p><b>Goal 5a:</b> Implement the University's comprehensive service excellence plan to improve customer service in key administrative units: Development and implementation of training and service excellence programs; initiate preliminary benchmarking; and monitor service excellence</p> <p><i>(President Robinson to provide a self-assessment response that addresses the comprehensive implementation of the customer service strategy across the full enterprise)</i></p>	Superior	Great work to start to execute the comprehensive strategy to drive service excellence across the University. The building blocks are in place significant progress has been achieved in the last year. As we look at the progress on items in 5b, we have a baseline of performance and need to continue to look at ways to drive the experience up across all dimensions.
<p><b>Goal 5b:</b> Increase the percentage of graduates reporting they are Very Satisfied/Somewhat Satisfied with services in key administrative units on the Exit Survey:</p>		
<p><b>a. 2019-20 Goal: Advising Process from 67% to 70%</b></p>	Above Average	
<p><b>b. 2019-20 Goal: Office of Parking Services from 46% to 60%</b></p>	Average	
<p><b>c. 2019-20 Goal: Office of Financial Aid from 54% to 65%</b></p>	Average	
<p><b>d. 2019-20 Goal: Registrar's Office from 79% to 80%</b></p>	Average	
<p><b>e. 2019-20 Goal: Housing Office from 57% to 60%</b></p>	Below Average	
<p><b>Goal 6:</b> Increase enrollment of FCS AA transfer students from 886 to 975.</p>	Below Average	Although progress was made the goal was not achieved. The work done this year should support greater numbers of transfer students in the future.
<p><b>Goal 7:</b> Increase total R&amp;D expenditures by 1% (from \$38M to \$38.38M).</p>	Superior	Great job in this area. Significant work done to incentives and drive increase in funding and additional work done to up skill the team to support the attainment of grants and other funds in this area.
<p><b>Goal 8:</b> Ensure completion of CASS and residence hall on time and within budget.</p>	Superior	Tremendous progress on both projects with regular updates providing info on completion and budget. This is being achieved in

		spite of the Covid 19 situation. Really great job the president and his staff.
<b>Goal 9:</b> Strengthen the University's financial health by achieving or exceeding a minimum debt ratio $\geq 1.0$ .	Above Average	This goal is on track

## Strategic and Academic Leadership

<i>How effective is the President in <b>Strategic and Academic Leadership</b>?</i>	<i>Rating</i>	<i>Comments</i>
Uses data to make timely, informed decisions that drive a culture of improvement in academic and administrative areas	Above Average	President is making progress in the area of Data use to inform decisions and strategies and we are starting to see this in the focus area's being identified at the University. The engagement and work to lead the University in the initiation of short and long-term initiatives is great especially considering the complexity and breadth of coverage that is being driven today. A key standout for the President is his ability to pivot and be responsive to challenges as seen in how the university responded to Covid and the testing and return to school planning.
Leads stakeholders in implementing strategic initiatives (short-term and long-term) that achieve a competitive advantage	Superior	
Encourages and enables innovation in academic offerings	Above Average	
Understands the educational needs of FAMU's population and advocates for student support	Superior	
Appropriately handles crisis and ensures that contingency plans are in place to avert or plan for future crisis	Superior	
Understanding and ability to stand firm in decisions or to make quick changes, as appropriate	Superior	

## Organizational Management

<b>How effective is the President in Organizational Management?</b>	Rating	Comments
Builds and oversees a highly-effective leadership team that takes responsibility, sets and achieves goals that advance the University's mission	Above Average	We are making strong progress in this area. The President has filled the key roles on his leadership team that are critical to success of the University. His new audit and compliance leaders are driving comprehensive plans to ensure the university is driving for best in class processes and procedures to enable the university to deliver on its commitment to the legislature, BOG and
Maintains a culture of compliance and accountability by holding others to the highest standard of professional and ethical responsibility	Above Average	
Sets clear priorities and holds people accountable to outcomes, timelines, and checkpoints; follows up to ensure successful completion of objectives	Above Average	

		University policies, process and procedures.
<b>Financial Management (Fiscal Responsibility and Fundraising)</b>		
<b>Sub-factor 1: Fiscal Management</b>		
<i>How effective is the President in Fiscal Administration?</i>	<i>Rating</i>	<i>Comments</i>
Takes a long-term, data-driven approach to financial management that ensures the long-term viability of the university	Above Average	New processes in place for financial management are providing for tighter and deeper oversight of finances for the University. In the area of fund raising we are making progress but it is critical that the President add the necessary resources to deliver on the goals in this area. This would allow for the focus and acceleration of benefits that are achievable in this area.
Drives efficiencies and evidences sound management practices to carefully and effectively control and provide oversight of expenditures (includes: development of a budget model, create operating balances, clear audits, etc.)	Above Average	
<b>Sub-factor 2: Fundraising</b>		
<i>How effective is the President in Fundraising?</i>	<i>Rating</i>	
Develops an infrastructure of personnel and resources to support a strategic fundraising framework	Average	
Builds strong relationships with donors and actively seeks an increased level of contributions required to support the institution	Average	
Facilitates developing relationships that bring grants to the university from governmental and private-sector entities	Average	
<b>Communication</b>		
<i>How effective is the President in Communication?</i>	<i>Rating</i>	<i>Comments</i>
Is a sincere and earnest communicator who wins hearts and minds of audiences through painting a compelling future vision for the university	Superior	Great job in this area. Keeping all stakeholders informed and feeling a part of the FAMU journey and family.
Effectively communicates how external forces drive internal changes	Superior	
Encourages communication from multiple stakeholders that creates an inclusive and collaborative culture, including faculty, staff, students, alumni and external stakeholders	Superior	
<b>Relations (Internal and External and Board and Governance Relations)</b>		
<b>Sub-factor 1: Internal and External Relations</b>		
<i>How effective is the President in Internal and External Relations?</i>	<i>Rating</i>	<i>Comments</i>
Actively works to build and protect the positive aspects of the culture and ensures consistency across the institution	Superior	The President is highly engaged internally and externally representing the University as well as conducting the Universities business across all dimensions outlined.
Crafts a shared vision that reflects the views of all key stakeholders (including faculty, staff, students, alumni and external stakeholders) and articulates a clear strategy that guides action	Superior	
Creates a common standard with faculty and staff to raise academic standing	Above Average	
Partners with external organizations to build relationships that deliver on revitalization efforts and continue and/or increase research and community engagement opportunities	Superior	

Builds strong relationships with stakeholders (including faculty, staff, students, alumni and external stakeholders) that demonstrate trust	Superior	
<b>Sub-factor 2: Board and Governance Relations</b>		
<i>How effective is the President in Board and Governance Relations?</i>	<i>Rating</i>	
Partners and communicates effectively with governing bodies (Board of Trustees, Board of Governors, DSOs, SACSCOC, NCAA, etc.) and elected officials (local, state and national) to identify strategic priorities	Superior	
Participates in academic governance and collaborative decision making	Superior	
<b>Personal Values</b>		
<i>How effective is the President in Personal Values?</i>	<i>Rating</i>	<i>Comments</i>
Exhibits honest and integrity	Superior	Truly inspiring and servant leader. Very respected and has the support of external as well as internal stakeholders.
Inspires trust and confidence	Superior	
Respects others and diverse points of view	Superior	
Is an active and engaged listener to discern where additional communication is required	Superior	
<b>The following are mandatory for each BOT member to complete</b>		
<b>What have been the President's major accomplishments in the leadership of the institution over the last year?</b>		
The highlight is the achievement of PBF metrics, the execution of the service excellence plan and the delivery of the CASS and new 700 Bed housing building on time and on budget. In addition the excellent way in which the President has lead the university during this Covid crisis.		
<b>What enhancements would you suggest to improve the President's effectiveness?</b>		
We have to improve on our licensure pass rates, our AA recruiting and our fund raising. There is a significant amount of funding that is being aimed at HBCU's, how are we positioning ourselves to take advantage of the opportunity.		

**Trustee**  
**Washington, Nicole**

# Florida A&M University President's Evaluation Final Report 2019-2020

**Trustee: Washington, Nicole**

**Directions: Please complete each question, providing quantitative and qualitative feedback for each evaluation factor:**

- Annual Priorities and Goals
- Strategic and Academic Leadership
- Organizational Management
- Financial Management with sub-factors: *Fiscal Management and Fundraising*
- Communication
- Relations with sub-factors: *Internal and External Relations and Board and Governance Relations*
- Personal Values

The numerical ratings and their meanings are as follow:

- **Superior (5):** Significantly and consistently exceeds expectations. Quality and quantity of work is exemplary and considered best practice.
- **Above Average (4):** Significantly exceed expectations in most areas. Many functions are performed beyond expectations.
- **Average (3):** Competently performs job functions. Some tasks are performed beyond expectations.
- **Below Average (2):** Inconsistently demonstrates the skills and abilities to perform job functions.
- **Poor (1):** Consistently demonstrates the inability to perform job functions.

Annual Priorities and Goals		
<i>How effective was the president in attaining annual goals?</i>	<i>Rating</i>	<i>Comments</i>
<b>Goal 1:</b> Achieve an overall score on the metrics evaluated under the Performance Based Funding Model of at least <b>71 points</b> for 2019-20	Above Average	I commend the President and administration for their continued focus on the university system's performance funding goals, which highlight successful student outcomes and contribute to a stronger university.
<b>Goal 2:</b> Increase the University's four-year graduation rate <b>from 22.5% to 30</b>	Above Average	Though this goal was not met, the 5 percentage point increase in four-year graduation rates this year demonstrates a focus on and implementation of

		several student success initiatives.
<b>Goal 3:</b> Achieve first-time licensure pass rates that meet or exceed state or national benchmarks (Program Goal: Law ( $\geq 70\%$ ), Nursing ( $\geq 90\%$ ), Pharmacy ( $\geq 88\%$ ) and Physical Therapy ( $\geq 92\%$ )).	Below Average	FAMU did not meet the passage rate goals for any of the four areas in review. While three areas (law, pharmacy and physical therapy) showed improvement, all remain below state or national benchmarks and nursing faced a substantial decline. This has an impact on our graduates abilities to continue on to employment in their respective fields. More intrusive measures are needed to ensure we increase licensure passage rates.
<b>Goal 4:</b> Increase annual giving by <b>5% from \$11.6M to \$12.2M</b> and implement a plan to launch a capital campaign.	Average	While the pandemic presented a challenge in the fourth quarter, it appears as if fundraising declined significantly over the fiscal year.
<b>Goal 5a:</b> Implement the University's comprehensive service excellence plan to improve customer service in key administrative units: Development and implementation of training and service excellence programs; initiate preliminary benchmarking; and monitor service excellence  <i>(President Robinson to provide a self-assessment response that addresses the comprehensive implementation of the customer service strategy across the full enterprise)</i>	Average	
<b>Goal 5b:</b> Increase the percentage of graduates reporting they are Very Satisfied/Somewhat Satisfied with services in key administrative units on the Exit Survey:		
<b>a. 2019-20 Goal: Advising Process from 67% to 70%</b>	Superior	
<b>b. 2019-20 Goal: Office of Parking Services from 46% to 60%</b>	Average	
<b>c. 2019-20 Goal: Office of Financial Aid from 54% to 65%</b>	Above Average	
<b>d. 2019-20 Goal: Registrar's Office from 79% to 80%</b>	Below Average	
<b>e. 2019-20 Goal: Housing Office from 57% to 60%</b>	Below Average	

<b>Goal 6:</b> Increase enrollment of FCS AA transfer students from 886 to 975.	Average	The president and administration have directed resources to increase the number of FCS AA transfers enrolled, a priority of the Board and the BOG. This transfer approach will become more beneficial to the university in the post-Covid environment.
<b>Goal 7:</b> Increase total R&D expenditures by 1% (from \$38M to \$38.38M).	Superior	
<b>Goal 8:</b> Ensure completion of CASS and residence hall on time and within budget.	Above Average	
<b>Goal 9:</b> Strengthen the University's financial health by achieving or exceeding a minimum debt ratio $\geq 1.0$ .	Average	

### Strategic and Academic Leadership

<i>How effective is the President in Strategic and Academic Leadership?</i>	<i>Rating</i>	<i>Comments</i>
Uses data to make timely, informed decisions that drive a culture of improvement in academic and administrative areas	Average	President Robinson has had to mitigate an unusual set of challenges this fiscal year including restructuring the financial and athletics departments. I look forward to the updated budgeting process that will enhance efficiencies in the budget management process. He is an advocate for students and the university, however strategic program offerings and supports to improve academic programming (including those with licensure exams) are still needed to ensure that our students graduate and are able to go directly into the workplace.
Leads stakeholders in implementing strategic initiatives (short-term and long-term) that achieve a competitive advantage	Average	
Encourages and enables innovation in academic offerings	Average	
Understands the educational needs of FAMU's population and advocates for student support	Above Average	
Appropriately handles crisis and ensures that contingency plans are in place to avert or plan for future crisis	Average	
Understanding and ability to stand firm in decisions or to make quick changes, as appropriate	Average	

### Organizational Management

How effective is the President in <b>Organizational Management?</b>	Rating	Comments
Builds and oversees a highly-effective leadership team that takes responsibility, sets and achieves goals that advance the University's mission	Average	

Maintains a culture of compliance and accountability by holding others to the highest standard of professional and ethical responsibility	Average	
Sets clear priorities and holds people accountable to outcomes, timelines, and checkpoints; follows up to ensure successful completion of objectives	Average	
<b>Financial Management (Fiscal Responsibility and Fundraising)</b>		
<b>Sub-factor 1: Fiscal Management</b>		
<i>How effective is the President in Fiscal Administration?</i>	<i>Rating</i>	<i>Comments</i>
Takes a long-term, data-driven approach to financial management that ensures the long-term viability of the university	Average	
Drives efficiencies and evidences sound management practices to carefully and effectively control and provide oversight of expenditures (includes: development of a budget model, create operating balances, clear audits, etc.)	Above Average	
<b>Sub-factor 2: Fundraising</b>		
<i>How effective is the President in Fundraising?</i>	<i>Rating</i>	
Develops an infrastructure of personnel and resources to support a strategic fundraising framework	Average	
Builds strong relationships with donors and actively seeks an increased level of contributions required to support the institution	Average	
Facilitates developing relationships that bring grants to the university from governmental and private-sector entities	Above Average	
<b>Communication</b>		
<i>How effective is the President in Communication?</i>	<i>Rating</i>	<i>Comments</i>
Is a sincere and earnest communicator who wins hearts and minds of audiences through painting a compelling future vision for the university	Above Average	
Effectively communicates how external forces drive internal changes	Average	
Encourages communication from multiple stakeholders that creates an inclusive and collaborative culture, including faculty, staff, students, alumni and external stakeholders	Above Average	
<b>Relations (Internal and External and Board and Governance Relations)</b>		
<b>Sub-factor 1: Internal and External Relations</b>		
<i>How effective is the President in Internal and External Relations?</i>	<i>Rating</i>	<i>Comments</i>
Actively works to build and protect the positive aspects of the culture and ensures consistency across the institution	Above Average	President Robinson is a strong advocate for the university and works to ensure that key stakeholders have a voice in decision-making. Communication could be
Crafts a shared vision that reflects the views of all key stakeholders (including faculty, staff, students, alumni and external stakeholders) and articulates a clear strategy that guides action	Above Average	
Creates a common standard with faculty and staff to raise academic standing	Above Average	

Partners with external organizations to build relationships that deliver on revitalization efforts and continue and/or increase research and community engagement opportunities	Above Average	strengthened by proactively reaching to to board members before key university decisions are made.
Builds strong relationships with stakeholders (including faculty, staff, students, alumni and external stakeholders) that demonstrate trust	Above Average	
<b>Sub-factor 2: Board and Governance Relations</b>		
<i>How effective is the President in Board and Governance Relations?</i>	<i>Rating</i>	
Partners and communicates effectively with governing bodies (Board of Trustees, Board of Governors, DSOs, SACSCOC, NCAA, etc.) and elected officials (local, state and national) to identify strategic priorities	Average	
Participates in academic governance and collaborative decision making	Above Average	
<b>Personal Values</b>		
<i>How effective is the President in Personal Values?</i>	<i>Rating</i>	<i>Comments</i>
Exhibits honest and integrity	Superior	
Inspires trust and confidence	Above Average	
Respects others and diverse points of view	Superior	
Is an active and engaged listener to discern where additional communication is required	Above Average	
<b>The following are mandatory for each BOT member to complete</b>		
<b>What have been the President's major accomplishments in the leadership of the institution over the last year?</b>		
Under President Robinson's leadership, the university earned a record number of points on the BOG performance funding model.		
<b>What enhancements would you suggest to improve the President's effectiveness?</b>		
The president should consider proactively reaching out to board members prior to board meetings fully brief members on potentially controversial topics. The accuracy and timeliness of information presented to the board via communications could be enhanced. The president should work with the leadership team to ensure that specific issues addressed during board meetings are resolved and communicated back to the board in a timely manner.		

**Trustee**  
**WOODY, ROBERT L.**

# Florida A&M University

## President's Evaluation Final Report

### 2019-2020

**Trustee: WOODY, ROBERT L.**

**Directions: Please complete each question, providing quantitative and qualitative feedback for each evaluation factor:**

- Annual Priorities and Goals
- Strategic and Academic Leadership
- Organizational Management
- Financial Management with sub-factors: *Fiscal Management and Fundraising*
- Communication
- Relations with sub-factors: *Internal and External Relations and Board and Governance Relations*
- Personal Values

The numerical ratings and their meanings are as follow:

- **Superior (5):** Significantly and consistently exceeds expectations. Quality and quantity of work is exemplary and considered best practice.
- **Above Average (4):** Significantly exceed expectations in most areas. Many functions are performed beyond expectations.
- **Average (3):** Competently performs job functions. Some tasks are performed beyond expectations.
- **Below Average (2):** Inconsistently demonstrates the skills and abilities to perform job functions.
- **Poor (1):** Consistently demonstrates the inability to perform job functions.

Annual Priorities and Goals		
<i>How effective was the president in attaining annual goals?</i>	<i>Rating</i>	<i>Comments</i>
<b>Goal 1:</b> Achieve an overall score on the metrics evaluated under the Performance Based Funding Model of at least <b>71 points</b> for 2019-20	Superior	FAMU has achieved it's highest overall score of 73 points on the Performance Based Funding (PBF) metrics which exceeds the goal established for 2020. Please refer to President Robinson's Self Assessment that goes further into details/verification of PBF metrics accomplished by the University.
<b>Goal 2:</b> Increase the University's four-year graduation rate <b>from 22.5% to 30</b>	Above Average	This Trustee is in agreement with the

		<p>President's opinion that FAMU University failed to reach the 30% goal pertaining to the 4 year graduation rate established the previous year. However, I will give him credit for making significant improvement increasing from 22.5% to 27.7%, a gain of 5.2 percentage point increase. I'm very please to see that the University appears to be going in the right direction as I have confidence we will reach the 30% goal in the years to come.</p>
<p><b>Goal 3:</b> Achieve first-time licensure pass rates that meet or exceed state or national benchmarks (Program Goal: Law (<math>\geq 70\%</math>), Nursing (<math>\geq 90\%</math>), Pharmacy (<math>\geq 88\%</math>) and Physical Therapy (<math>\geq 92\%</math>)).</p>	<p>Average</p>	<p>I admit there have been some improvements in three out of the four licensure programs, but there is still room to increase the first time passage rate. I strongly suggest that the University continue to do whatever is necessary to bring the passage rate up to the state and national benchmarks.</p>
<p><b>Goal 4:</b> Increase annual giving by <b>5% from \$11.6M to \$12.2M</b> and implement a plan to launch a capital campaign.</p>	<p>Above Average</p>	<p>Although the COVID-19 Pandemic has effected the world's economy, it's understandable that FAMU's Capital Campaign efforts have taken a major hit. However, the University did experienced a \$1.29 million or 28% increase in total cash raised over the past year. Additionally, the University's 2019-2020 Alumni donation rate increased by 60% from 4.8% to 7.7% for 2020. The President and his Office of Division of University Advancement appears to be doing a good job under the current circumstances.</p>

<p><b>Goal 5a:</b> Implement the University's comprehensive service excellence plan to improve customer service in key administrative units: Development and implementation of training and service excellence programs; initiate preliminary benchmarking; and monitor service excellence</p> <p><i>(President Robinson to provide a self-assessment response that addresses the comprehensive implementation of the customer service strategy across the full enterprise)</i></p>	Superior	It appears that the President has been giving the necessary attention to the above mentioned area of services. There has been some major improvements made to address/focus on the noticed deficiencies.
<p><b>Goal 5b:</b> Increase the percentage of graduates reporting they are Very Satisfied/Somewhat Satisfied with services in key administrative units on the Exit Survey:</p>		
<p><b>a. 2019-20 Goal: Advising Process from 67% to 70%</b></p>	Superior	
<p><b>b. 2019-20 Goal: Office of Parking Services from 46% to 60%</b></p>	Average	
<p><b>c. 2019-20 Goal: Office of Financial Aid from 54% to 65%</b></p>	Above Average	
<p><b>d. 2019-20 Goal: Registrar's Office from 79% to 80%</b></p>	Average	
<p><b>e. 2019-20 Goal: Housing Office from 57% to 60%</b></p>	Superior	
<p><b>Goal 6:</b> Increase enrollment of FCS AA transfer students from 886 to 975.</p>	Above Average	<p>The Office of Transfer Services should be congratulated on their efforts to create additional Florida College System (FCS) articulation agreements. I'm pleased to know that the University has been successful in obtaining 17 community college agreements out of 28. According to the stats in 2019, the FAMU University experienced a 14.8% increase in the number of AA applications, 14.3% increase in the number admitted and a 19.3% increase in the number of new FCS students enrolled. During the most recent BOG Strategic Planning Committee meeting, Governor Allen Levine commended FAMU on a</p>

		40% increase in the enrollment of state college AA transfers over the past five (5) years. The University appears to be going in the right direction.
<b>Goal 7:</b> Increase total R&D expenditures by 1% (from \$38M to \$38.38M).	Superior	Under the President's leadership the Research & Development (R&D) expenditures were increased as the current value is \$60,863,893. To date, FAMU has been awarded 167 grants and contracts. According to the Vice President for Research, Professor of Physics and Director of Center for Plasma Science and Technology, the total IDC collected is at \$4,054,994, a new record. I'm pleased to see more than +4% progress in the R&D Expenditures. For additional information pertaining the R&D Expenditures please refer to the President's Self Assessment.
<b>Goal 8:</b> Ensure completion of CASS and residence hall on time and within budget.	Superior	Excellent Progress with Capital Projects:  * The 700 Bed Residence Hall is more than 94% completed and ready for occupancy no later than July 27, 2020. The project is within the revised budget;  * Due to the COVID-19 pandemic, the Student Affairs Center for Access and Student Success (CASS) building has experienced a short delay. The completion date has now changed to between Mid-October and November 30, 2020,

		<p>instead of the original completion date of August 29, 2020.</p> <p>With consideration of some short delays due to the COVID-19 crisis, it should be noted that the staff has done an amazing job assuring that both projects complied with both scheduling requirements and will be completed on or under budget.</p>
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<p><b>Goal 9:</b> Strengthen the University’s financial health by achieving or exceeding a minimum debt ratio <math>\geq 1.0</math>.</p>	Superior	<p>Please see the President's Self Assessment Evaluation for further information concerning FAMU University's financial health. Based on the University's restructuring, the debt ratio of the institution remains strong. According to the President, this year's projection of the University debt ratio is at 1.88 a decline from FY19 metric of 3.71.</p>
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**Strategic and Academic Leadership**

<i>How effective is the President in Strategic and Academic Leadership?</i>	<i>Rating</i>	<i>Comments</i>
Uses data to make timely, informed decisions that drive a culture of improvement in academic and administrative areas	Superior	<p>President Robinson does an excellent job in the following areas:</p> <ul style="list-style-type: none"> <li>* Using of data to make timely and informed decisions;</li> <li>* Leading Stakeholders in implementing strategic initiatives;</li> <li>* Supporting innovation in academic offerings;</li> </ul>
Leads stakeholders in implementing strategic initiatives (short-term and long-term) that achieve a competitive advantage	Superior	
Encourages and enables innovation in academic offerings	Superior	
Understands the educational needs of FAMU's population and advocates for student support	Superior	
Appropriately handles crisis and ensures that contingency plans are in place to avert or plan for future crisis	Above Average	
Understanding and ability to stand firm in decisions or to make quick changes, as appropriate	Superior	

		<p>* Displays in-depth understanding when articulating the educational needs of FAMU students;</p> <p>* Prepared to handle all crisis in a timely and professional manner that may present itself to FAMU.</p> <p>* The President appears to have a good relationship with the BOG, BOT, FAMU Alumni, Stakeholders and has displayed the expert ability to raise funds for the University.</p> <p>Please refer to the Self Assessment Evaluation for additional information about the President's performance pertaining to Strategic &amp; Academic Leadership.</p>
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**Organizational Management**

How effective is the President in <b>Organizational Management?</b>	Rating	Comments
Builds and oversees a highly-effective leadership team that takes responsibility, sets and achieves goals that advance the University's mission	Superior	The President has surrounded himself with an impressive group of men and women (Academic Deans, the new Executive Director for the Title III Program, VP for Research, VP for Athletics, CFO and the VP for Division of Audit) that serve him well
Maintains a culture of compliance and accountability by holding others to the highest standard of professional and ethical responsibility	Superior	
Sets clear priorities and holds people accountable to outcomes, timelines, and checkpoints; follows up to ensure successful completion of objectives	Superior	

		in the operation of this great institution. It appears that he relies on his team's ability to consistently address issues relating to students and staff recruitment. It appears that staff are well informed of the goals and mission of the University as the President involves the staff in the Accountability/Strategic Plans process.
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## Financial Management (Fiscal Responsibility and Fundraising)

### Sub-factor 1: Fiscal Management

<i>How effective is the President in Fiscal Administration?</i>	<i>Rating</i>	<i>Comments</i>
Takes a long-term, data-driven approach to financial management that ensures the long-term viability of the university	Superior	There have been some major improvements made in the financial health of the University. I attribute the success the University seems to be experiencing in the areas of Financial Management and Fiscal Administration Fundraising to the President's leadership ability to put an expert team together to address the financial needs of the University. It appears that his strategic planning in this area is producing positive results. For additional details concerning how effective the President's fiscal oversight of FAMU, please refer to his Self Assessment Evaluation.
Drives efficiencies and evidences sound management practices to carefully and effectively control and provide oversight of expenditures (includes: development of a budget model, create operating balances, clear audits, etc.)	Superior	

### Sub-factor 2: Fundraising

<i>How effective is the President in Fundraising?</i>	<i>Rating</i>	<i>Comments</i>
Develops an infrastructure of personnel and resources to support a strategic fundraising framework	Superior	There have been some major improvements made in the financial health of the University. I attribute the success the University seems to be experiencing in the areas of Financial Management and Fiscal Administration Fundraising to the President's leadership ability to put an expert team together to address the financial needs of the University. It appears that his strategic planning in this area is producing positive results. For additional details concerning how effective the President's fiscal oversight of FAMU, please refer to his Self Assessment Evaluation.
Builds strong relationships with donors and actively seeks an increased level of contributions required to support the institution	Above Average	
Facilitates developing relationships that bring grants to the university from governmental and private-sector entities	Above Average	

## Communication

<i>How effective is the President in Communication?</i>	<i>Rating</i>	<i>Comments</i>
Is a sincere and earnest communicator who wins hearts and minds of audiences through painting a compelling future vision for the university	Superior	President Robinson does an excellent job telling the FAMU Story both internally and externally. He also does a good job in keeping the Board of Trustees informed of any
Effectively communicates how external forces drive internal changes	Superior	
Encourages communication from multiple stakeholders that creates an inclusive and collaborative culture, including faculty, staff, students, alumni and external stakeholders	Superior	

		rising issues that may effect the operations of the University. The President's reputation is known to have an approachable type personality and he appears to be well respected by his peers, faculty, students and stakeholders.
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**Relations  
(Internal and External and Board and Governance Relations)**

**Sub-factor 1: Internal and External Relations**

<i>How effective is the President in Internal and External Relations?</i>	<i>Rating</i>	<i>Comments</i>
Actively works to build and protect the positive aspects of the culture and ensures consistency across the institution	Superior	The President does an excellent job in keeping the BOT abreast of issues that may effect the University. He believes that open and honest communication leads to an effective Board of Trustees' governance. Please refer to the President's Self Assessment Evaluation for more information pertaining Board and Governance.
Crafts a shared vision that reflects the views of all key stakeholders (including faculty, staff, students, alumni and external stakeholders) and articulates a clear strategy that guides action	Superior	
Creates a common standard with faculty and staff to raise academic standing	Above Average	
Partners with external organizations to build relationships that deliver on revitalization efforts and continue and/or increase research and community engagement opportunities	Superior	
Builds strong relationships with stakeholders (including faculty, staff, students, alumni and external stakeholders) that demonstrate trust	Superior	

**Sub-factor 2: Board and Governance Relations**

<i>How effective is the President in Board and Governance Relations?</i>	<i>Rating</i>
Partners and communicates effectively with governing bodies (Board of Trustees, Board of Governors, DSOs, SACSCOC, NCAA, etc.) and elected officials (local, state and national) to identify strategic priorities	Superior
Participates in academic governance and collaborative decision making	Superior

**Personal Values**

<i>How effective is the President in Personal Values?</i>	<i>Rating</i>	<i>Comments</i>
Exhibits honest and integrity	Superior	President Robinson has proven himself to be professional, ethical, knowledgeable and good listener.
Inspires trust and confidence	Superior	
Respects others and diverse points of view	Superior	
Is an active and engaged listener to discern where additional communication is required	Superior	

**The following are mandatory for each BOT member to complete**

**What have been the President's major accomplishments in the leadership of the institution over the last year?**

The President's greatest accomplishments during the 2019-2020 year:

- \* Filling senior leadership positions of VP for Finance and Administration / CFO, VP for Research, VP and Athletic Director, Director of Title III, Director of Government Relations and Interim Director of Communications;
- \* Oversight and leadership of several construction projects simultaneously;
  - The CASS Building
  - 700 bed Residential Facility
  - Dinning Hub
  - The Amphitheater
  - The Chilled Water Plant
- \* Earning the highest score the inception of PBF this year 73 points;
  - 4 year graduation rate, 6 year graduation remains over 50%, BS degrees awarded w/o excess hours
  - Cost to student (-14%), Pell recipient 4 year graduation rate (+4%),
- \* The Highest ranked public HBCU by U.S. News & World Report, National Public Universities, the number one producer of African American in Pharmacy, Pharmaceutical Sciences.

This is just to name a few of the President's accomplishments and for additional information pertaining to President Robinson's accomplishments please refer to his Self Assessment Evaluation.

**What enhancements would you suggest to improve the President's effectiveness?**

I am in agreement with President Robinson's leadership and appreciate the his open door policy for suggestions of improvements.