

FAMU BOARD OF TRUSTEES



PRESIDENTIAL EVALUATION

2016-2017

RATING PERIOD

**TRUSTEES'
EVALUATIONS**

**DR. LARRY ROBINSON'S
SELF EVALUATION**

Thomas, Shira R.

From: Barge-Miles, Linda F.
Sent: Monday, November 06, 2017 10:20 AM
To: Belvin Perry; Bruno, Justin A.; Reed, Craig; Craig Reed 2; David Lawrence; Grable, Bettye; Harold Mills; Kelvin Lawson; Kelvin Lawson 2; Kimberly Ann Moore; Matthew Carter; Nicole Washington; Robert Woody; Thomas Dortch
Cc: Robinson, Larry; Thomas, Shira R.; Wright, Rodner B.
Subject: 2016_2017_Presidential Evaluation_ Tool_12pt
Attachments: 2016_2017_Presidential Evaluation_ Tool_12pt.doc; Pres Eval and Goals Timeline.docx; 2016_2017_Presidential Evaluation_ Tool_Robinson_SelfEvaluation_LR.doc; 2016-17 President's Goals Metrics Summary.pdf; President's Goals 2016-17 - Status Report as of September_14_2017_final.pdf; Draft President's Goals and Objectives 2017_18 Nov2_17[1].docx

Importance: High

Categories: Red Category

Good Morning Trustees:

Attached please find documents that you may find helpful in completing the 2016/2017 evaluation of President Larry Robinson, as well as President Robinson's proposed goals for 2017/2018.

Included in this email are the following:

- Evaluation tool
- Timeline
- President Robinson's self-evaluation
- 2016/2017 President's Goals Metrics Summary
- 2016/2017 Goals Status Report
- President Robinson's proposed 2017/2018 goals

Upon completion of the evaluation form, please email it to our General Counsel Shira Thomas at shira.thomas@famu.edu. Shira will work with Trustee Mills in collecting the information and creating the "Presidential Evaluation Summary" document.

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SELF ASSESSMENT 2016-2017

BOARD OF TRUSTEES EVALUATION FORM FOR THE PRESIDENT

Directions: Please note a qualitative and quantitative assessment is sought for each evaluation factor. For each category, in addition to your comments, please describe whether you believe the President has demonstrated strong performance, satisfactory performance, or where further development is needed. To further facilitate the rating of the President's performance, please add a numerical rating to your comments on a scale of one (1) to three (3). Numerical ratings have the following meanings: **1 - Exceeds; 2 - Meets Expectations; 3 – Does Not Meet Expectations.**

EVALUATION FACTORS	PERFORMANCE	EXPECTATIONS (Please circle one)
<p>Annual Priorities and Goals - 2016/2017</p> <p>How effective was the president:</p> <ul style="list-style-type: none"> • Attaining the goals approved by the Board? • In demonstrating the attainment of the goals set (e.g. comparative data, trends, ratio analyses of the metrics) • In communicating the attained goals? 	<p>Comments:</p> <p>Setting and achieving annual goals are critical components of our efforts to move the University forward and fulfill its mission. During the past year, my administrative team and I worked tirelessly to achieve my annual goals, as described below.</p> <p>2016-17 Goals:</p> <ol style="list-style-type: none"> 1. Enhance Academic Excellence and Student Success 2. Enhance Student Life, Growth, and Development 3. Enhance visibility and productivity as a R2: Doctoral University-Higher Research Activity 4. Enhance Fundraising and University Relations 5. Enhance Administrative Processes 6. Complete the University's Strategic Plan <p><u>Goal Attainment</u></p> <p>In November 2016, the Board of Trustees and I collaborated to establish six high-level goals for the year. Each high-level goal has a set of corresponding objectives, which have at total of 38 metrics and targets to evaluate success. My progress towards completing the objectives is described below:</p> <ul style="list-style-type: none"> • 84% of the targets were completely met (32 of 38). • 97% of the targets were met at a level of 90% attainment or higher (37 of 38). <p>Highlights of specific achievements made in the past year are listed below:</p> <ul style="list-style-type: none"> • Stabilized the University's enrollment, leading to the University's first enrollment increase since Fall 2010 and an influx of 	<p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 – Does Not Meet</p>

scholars.

- Implemented effective mechanisms for communicating with the BOT, BOG, Chancellor's office, alumni, faculty, students and other key stakeholders.
- Completed the new Strategic Plan and gained approval by the BOT and BOG.
- Made several strategic hires to fill positions on my leadership team.
- Established a new administrative division to increase accountability and enhance efficiency and effectiveness in university operations.
- Increased annual giving by 34%.
- Implemented a plan to reduce the athletics budget annual deficit.
- Strengthened relationships with faculty, students, staff, alumni, and legislators.

Demonstrating and Communicating Attained Goals

Over the past year, a collective effort of the University to achieve our goals required us to think strategically, analyze rigorously, and keep our eyes on maintaining and sustaining the foundation of this great institution. We made remarkable progress in 2016-17. However, continuing to establish, monitor, and provide periodic updates on the progress towards meeting key goals allow us to not only assess how we have done, but to also look ahead to the next year to see where we can improve on our success.

As described below, a variety of mechanisms and tools were used this past year to monitor, evaluate and communicate progress made in achieving my annual goals.

- A dashboard website ("Dashboard for President's Goals") was launched in January 2017 to provide status updates on the achievement of my annual goals. This site contains descriptive charts with historical data trends and targets for the goals, as well as a detailed Status Report that is available to the general public (<http://president.famu.edu> (click on President's Goals Dashboard)).
- Members of my leadership team and I provided regular status updates to members of the Board of Trustees via one-on-one calls throughout the year.

	<ul style="list-style-type: none"> The Provost and I regularly attended monthly Faculty Senate meetings, where we provided updates on our progress and highlighted issues of key interest to the faculty. I engaged in dozens of speaking engagements locally and across the country with several stakeholder groups in which I provided updates on progress made with respect to key measures for student success. <p>As evidence of goal attainment, a copy of the 2016-17 President's Goals Status Report is available on the President's Dashboard website (http://president.famu.edu (click on President's Goals Dashboard)).</p>	
	<p>Comments:</p> <p>I understand that setting a vision and an agenda of priorities are critical components in collaborative strategic leadership. My presidential engagement at a high level demonstrates my commitment and involvement, especially in the critical tasks of decisions related to vision, goals setting, implementation, communication, and allocation of resources.</p> <p><u>Demonstrate an Understanding of Culture</u> My 20 years of service to the University as a faculty member and administrator have provided me with an in-depth understanding of institutional culture, and an appreciation for the value of this institution. Over the past year I have demonstrated this by taking the time to engage the University's many stakeholder groups and carefully listen and reflect as they shared perspectives on their individual and collective visions for the University. I routinely use my intimate knowledge of the University's history and legacy to effectively solicit support for the University when engaging legislators, alumni and corporate partners.</p> <p><u>Discern and Communicate the Meaning of External Trends</u> On numerous occasions (locally and nationally), I have been afforded the opportunity to engage in meetings and panel discussion on topics related to impending changes in the higher education landscape and the evolving workforce needs of our state and nation. Consequently, my focus has been</p>	<p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 - Does Not Meet</p>

Strategic Leadership

How effectively does the president:

- Demonstrate an understanding of the culture of the organization and convincingly tell its story?
- Discern and communicate the meaning of external trends and the institution's strategic situation?
- Renew the mission and articulate a compelling vision?
- Shape a productive strategy process and enlist the participation and confidence of others in it?
- Implement the strategy and make things happen to achieve competitive advantage and respond to the driving forces of change and competition?
- Lead the creation of a long-range strategic plan that engages all stakeholders?

to ensure the University is in position to effectively navigate the changing trends, while also taking an active role in shaping policy, particularly as related to HBCUs. Examples of these actions include:

- Engaging in numerous discussions in Washington, D.C. with key members of the administration, agency heads, program managers, and congressional leaders on federal funding priorities and policies for HBCUs.
- Engaging in discussions with corporate partners regarding workforce needs and employment opportunities for our students (e.g. April 2017 California visit to Northrop Grumman).
- Ensuring the University's new strategic plan has an appropriate focus on the development of academic programs in areas of emerging needs (e.g., data science, global security, etc.).
- Communicating with parents regarding today's meaning of "college-readiness" (e.g., 2017 STEM Day Parent's Panel Discussion) and issues around merit/need-based aid.
- Talking with constituents regarding the Performance-Based Funding model and its impact on recruitment and types of programs that are needed to ensure our success.

Renew the Mission and Articulate the Vision

I have taken steps to reinforce FAMU's mission, along with facilitating the development of a new vision statement and a set of strategic priorities that will transform the University over the next five years. My vision has been to create a University environment that is focused on increasing the success of our students; providing our outstanding faculty more opportunities to engage in innovative teaching and exemplary research; developing new and deeper connections in the city, state, and global communities; and collaborating with other entities that can help us accomplish our goals. My continued focus is to advance FAMU's academic reputation; promote the strength and accomplishments of the schools and colleges, and the excellence of our faculty; and raise the recognition of the quality of all of the University's programs.

Productive Strategy Process/Implementing the Strategy and Making things Happen

My focus has been on establishing sustainable processes to support the University's strategic priorities as articulated in the University's Strategic Plan,

the Annual Work Plan and the President's Annual Goals. I have made strategic hires at the cabinet level (e.g. Governmental Relations, Communications, Strategic Planning (SPAIE)) and have implemented an appropriate management structure to foster a culture of accountability, planning and strategic thinking and working as a team. Examples include:

- Evaluating the restructuring of advisement (Academic Affairs and Student Affairs).
- Merging of two units: Institutional Research (SPAIE) and Reporting & Analytics (ITS)).
- Implementing a plan to address the Athletic Department's deficit (President, CFO, Budget Director, BOT Chair and BOG).
- Establishing a new committee structure designed to foster broad-based awareness and engagement in addressing performance funding metrics.

My administration has been successful in garnering support and buy-in for the University's strategic initiatives through consistent communication and engagement with the BOT, BOG, faculty, staff, students, alumni and other key stakeholders.

Long-Range Strategic Plan

Under my leadership the University completed the development of a new five-year strategic plan (FAMU Rising). Development of the plan included broad-based input from all major University stakeholder groups, which included students, faculty, staff, alumni, employers, the BOT, the BOG and retirees. The Strategic Plan was approved by the FAMU Board of Trustees during its June 8, 2017 meeting and by the Florida Board of Governors meeting on August 30, 2017. This strategic plan includes quantitative measures to facilitate effective evaluation of progress.

Educational Leadership

How effectively does the president:

- Propose educational directions and priorities that motivate others?
- Assure academic quality by expecting the use of evidence to improve

Comments:

My goal has been to create a learning, teaching and research environment that is collectively focused on a shared vision – student success. To keep abreast of emerging issues in higher education, I have been an active participant in the national discussion on higher education issues through my participation on panels and meetings across the country. Examples include:

- Participation in Thurgood Marshall Foundation and NAFEO HBCU

- 1 - Exceeds
- 2 - **Meets**

- performance?
- Mobilize resources to support educational programs?
- Encourage and enable educational and curricular change and innovation?
- Understand and participate in academic governance and collaborative decision-making?
- Attract and retain strong faculty?

- initiatives.
- Service on the Council of 1890 Presidents and Councils.
- Attending the HBCU Summit in Washington DC.
- Attending the SACSCOC Small College Initiative Meeting.
- Serving as an invited panel participant on accreditation changes at the 2016 SACSCOC Annual Meeting.
- Participating in training to serve as SACSCOC Committee Chair.
- Coordinating efforts associated with the NCAA Accelerating Academic Success Program (AASP) Grant.
- Attending the Northrup Grumman President's Summit in California.

Educational Directions

As interim president, for 2016-17, I asked myself two fundamental questions: "How is the world changing around FAMU?" and "How can FAMU best prepare its students for this changing world?" My focus was to develop and shape the strategic and instructional directions for FAMU and ensuring a campus environment that promotes student success and operational efficiency. I realize in addition to offering strong signature programs, I must give direction to initiatives that will prepare our students for the global society. Evidence of initiatives in 2016-17 included, but are not limited to:

- Identification of Legislative priorities that will support the University's initiatives to increase student success (LBR).
- Implementation of a new approach to identify innovative new degree programs by promoting cross-collaboration of colleges and schools.
- Identification of new and emerging degree programs for implementation over the next five years. Programs include cyber security, data science, and global security as evidenced in the new strategic plan.
- Actively engaging and encouraging faculty to submit grant proposals.
- Implementing initiatives to improve retention and graduation rates (e.g. restructuring advisement and enrollment management).
- Fostering an environment to reward teaching and research excellence (reinstatement of the Faculty Research Awards).
- Increasing the availability of international experiences for students
- Utilization of technology in the classroom and providing resources (e.g. technology upgrades to BL Perry classrooms).
- Ensuring that dollars secured from the technology fee fund are directed towards student-centered initiatives.

- Securing funding from the legislature to expand our footprint in online education (\$1M Legislative allocation for 2017-18).

Evidence to Improve Performance

As outlined in the 2017 Annual Work Plan, we identified three key priorities to improve the University's performance outcomes: increase student success, strengthen academic programs and foster a culture that promotes efficiency and effectiveness. Examples of actions to date:

- Established a committee structure around each of the performance metrics with vice presidents having primary, secondary and/or assisting roles. These committees have developed strategies to improve the University's overall success in all 10 metrics.
- Required all programs with a licensure exam as a requirement for employment to develop comprehensive action plans to improve the overall first-time passage rates.
- Required all colleges and schools to develop Program Improvement Plans.
- Initiated a process to develop scorecards and dashboards to track and monitor progress of academic programs.
- Purchased software to monitor and track performance on the University's new strategic plan.

Mobilize Resources to Support Educational Programs

Providing sufficient resources to support our educational programs is critical to offering strong and relevant academic degree programs. The following demonstrates my commitment to educational programs:

- The College of Pharmacy and Pharmaceutical Sciences was allocated additional resources to implement a summer boot camp that allowed the 2017 class to achieve an 84% passing rate of their board exams.
- Three classrooms in BL Perry Building were outfitted with the latest smart classroom technology in September 2017.
- We are utilizing World Class Faculty and Scholars Program funding to support the efforts of the university to recruit and retain exemplary faculty and research scholars.
- We are utilizing Professional and Graduate Degree Excellence Program funding to support efforts to enhance the quality and excellence of professional and graduate schools and degree programs in medicine, law and business.

- Travel Grants were allocated to provide funds to faculty to present papers or conduct workshops in the interest of professional development.
- The Faculty Research Awards program was reestablished to reward faculty research achievements.
- We successfully made the case to secure the third-year funding for the NCAA Accelerating Academic Success Program (AASP) grant established to support the academic development for student athletes.
- Additional resources were given to the College of Science and Technology and the College of Social Sciences, Arts, and Humanities to offer more sections for the general education courses during the Fall 2017 semester as a result of increased enrollment.

Educational and Curricular Change and Innovation

- Development of models for academic programs to achieve a 4-year graduation rate
 - Model 1 = 15 credit hours per Fall and Spring semesters.
 - Model 2 = 12 credit hours per Fall/Spring semesters and 6 hours for the Summer.
- Implementation of an Early Alert system via Blackboard Analytics. This has aided in the foundational change with our curricula at FAMU.
 - The Early Alert system has over 80% of the faculty with their content placed on Blackboard Learn and almost 50% of the faculty placing their grades as well.
 - It has promoted a substantial increase in the traffic and utilization of the learning centers and tutors.
- Initiated an online tutorial program with Tutor.com that provides tutorial services to students from 7 PM to 7 AM Monday – Friday and 24 hours on Saturday and Sunday.
- Development of curriculum maps for several schools and colleges that provide seamless bridges with our 2+2 (ignite) programs (Five agreements executed, with additional agreements forthcoming in the future).
- Hosted the Common Book Reading Program on September 13, 2017. Noted author and Rhode’s Scholar, Wes Moore, gave presentations to the faculty and staff, as well as to the freshmen class, who received his book to read during their summer orientation.

- Initiated the inaugural “Striking for Academic Excellence Tailgate” where we honored students with an overall 3.5 GPA or better during halftime of the FAMU vs. NCCU Football game, which was executed on Thursday, September 28, 2017.
- Focused attention on our student scholars by keeping the spotlight on academic excellence (e.g., acknowledgement of scholars during convocation, scholars as master/mistress of ceremonies for program events).

Academic Governance and Collaborative Decision-Making

I have made a concerted effort to include and engage members of the FAMU faculty through invitations to serve on several key committees and participate in meetings. Recognizing that new mechanisms of coordination and decision making are needed such that the faculty takes leadership and responsibility for student learning and the University’s success are essential to fulfilling the University’s mission and renewing organizational excellence. Evidence include:

- Performance Funding Metrics Committees were established. Each committee has two or more faculty serving as members.
- The SACSCOC Quality Enhancement Program (QEP) Steering Committee was established in an effort to initiate the selection process for the new QEP topic. This committee has eight faculty representatives who regularly participate in the meetings. This Committee meets monthly.
- The President’s Senior Leadership Team includes two Faculty Senate representatives who participate in weekly meetings.
- The Provost’s Council of Academic Deans meetings include a faculty senator who has been invited to participate. The Council meets monthly.
- The Provost and/or his leadership team conducted visits with colleges and schools in order to facilitate faculty engagement and create a forum encouraging dialogue and transparency. During these visits, the Provost and his team conducted separate meetings with both the faculty and each Dean’s leadership team.
- Encouraged faculty participation in the development of the new strategic plan.
- Added a faculty member to the University Budget Council committee.
- Reestablished the Title IX Committee, which has faculty

- representation.
- Established the Diversity and Inclusion Committee, which has faculty representation.
- Two faculty representatives participated on the Tenure and Promotion Steering Committee (Ad Hoc) was that formed to review and develop the framework for the online tenure and promotion platform to be used for process management.

Attract and Retain Faculty

During my tenure as Interim President, there has been continuous effort to attract and retain our faculty. This effort is evidenced by the following:

- Reinstated the Faculty Research Awards program.
- Increased opportunities for faculty to participate in professional and scholarly activities, (e.g., increase in amount of Faculty Travel Grant Awards, sabbatical and professional development leaves).
- Increased faculty awards that recognize and celebrate teaching excellence, (e.g., Innovative Teaching Award, Teacher of the Year) – Three (3) awards recognizing teaching excellence awarded to junior and senior faculty members.
- Increased professional development opportunities that emphasize teaching/instructional enhancement, (e.g., Provost’s Digital Learning Initiative, Faculty Learning Communities, Instructional workshops/trainings) by 12% since 2015-16.
- Development of Faculty Retention Plan.

Encourage and Enable Educational and Curricular Change and Innovation

My focus was to develop and sustain a strong culture that is oriented toward continual program improvement and student achievement. Examples include:

- Initiated a plan for the first of several online undergraduate educational programs (e.g., the CIS department plans to implement an online Information Technology (IT) program).
- Curriculum changes based on corrective action plans developed by colleges and schools, particularly ones with licensure examinations (e.g. implementation of College of Pharmacy revised curriculum).

Organizational Management

How effectively does the president:

- Manage – analyze, organize, plan, direct, evaluate, renew – basic institutional processes and resources (finances, technology, human resources, facilities, services, etc.)?
- Create a sense of urgency and drive results in key performance areas such as admissions, enrollment, retention, student learning, fundraising, research, service, finances, and facilities?
- Set high standards and hold people responsible for results?
- Make clear and timely decisions?
- Make tough decisions?
- Use analytical and creative thinking to solve problems?
- Plan for and manage crises? (e.g. anti-hazing)
- Attract, retain and develop talented personnel?
- Oversee a competent leadership team that takes responsibility, sets and achieves goals that advance the University's mission and promotes a collegial attitude when engaging key stakeholders (e.g. Board alumnae, faculty, students, community)?

Comments:

My leadership and organizational management style is to lead by example, with a focus on: 1) accountability, 2) transparency, 3) integrity, 4) effective communication, 5) problem-solving, 6) evidence-based decision making, and 7) collaboration.

Manage Institutional Processes and Resources

A review of the executive-level organization was conducted to identify opportunities to realign the University's structure to better enable us to achieve our mission. As a result, in February 2017, the Division of Strategic Planning, Analysis and Institutional Effectiveness was established. This division collaborates with senior leadership to monitor and improve progress on key performance indicators with respect to academic, fiscal, and operational goals, including the oversight and monitoring of the University's Strategic Plan and the state's Performance Based Funding Metrics. Objectives for the division include enhancing campus-wide customer service through increased monitoring, evaluation of operations, and solicitation of stakeholder feedback, and strengthening communication with the FAMU Board of Trustees, Florida Board of Governors, accrediting agencies, and other organizations and stakeholder groups. Additionally, in January 2017, we were able to hire an individual with more than 30 years of experience in governmental relations.

Sense of Urgency to Drive Results

Due to the steady declines in enrollment experienced over the past several years, aggressive steps were taken to stabilize our enrollment. Examples include:

Admissions/Enrollment

- Increase in the total headcount enrollment from 9,614 students in fall 2016 to 9,913 in fall 2017 (preliminary).
- Increase in the number of living learning communities (from 5 to 9).
- Recruitment events hosted by FAMU Trustees (Jacksonville, Miami, Gainesville, Orlando and Atlanta).
- Florida State College System Specialized Articulation Agreements to attract transfer students (5 agreements signed with Palm Beach State College, Santa Fe College, St. Petersburg College, Tallahassee Community College and Valencia College) (e.g., FAMU IGNITE Transfer

1 - Exceeds

2 - Meets

3 – Does Not Meet

	<p>Program).</p> <ul style="list-style-type: none"> • Hosted Spring Preview for High School Students with more than 1,700 students registering. • Restructuring of the enrollment management unit at the University (ongoing). • Weekly status reports to provide senior leadership with admissions data. • Restructuring of the advisement process. • Hosting of an on-campus graduate recruitment fair during the spring semester and increasing the University's presence at off campus recruitment fairs at other Universities. • Increase in the number of online courses offerings. <p>Retention</p> <ul style="list-style-type: none"> • Developed strategies to improve retention and graduation rates (e.g., PBF committee for metrics 4 and 9). <p>Fundraising</p> <ul style="list-style-type: none"> • Increase in the total fundraising from \$6.4M in 2015-16 to approximately \$8.6 M in 2016-17. <p>Finance and Facilities</p> <ul style="list-style-type: none"> • Implementation of a Plan to reduce the Athletic Department's deficit. • Increase in the University's financial viability – Composite Financial Index (CFI) from -1.93 in 2016 to 1.27 in 2017 (preliminary). • Technology upgrades to classrooms (e.g., BL Perry Building). <p>Services</p> <ul style="list-style-type: none"> • New strategic plan focus on customer service and business processes (e.g., Strategic Priorities 5 and 6). <p><u>Set High Standards and Hold Employees Responsible for Results</u> My focus was to establish an environment that is 1) accountable; 2) trustworthy; 3) responsive; 4) goal-oriented; and 4) results-oriented. Examples include:</p> <ul style="list-style-type: none"> • Setting annual goals and evaluation of administrators. • Development of annual goals for the University (e.g., Work Plan, President's Goals, Strategic Plan). • Responsiveness to requests (e.g., BOT, BOG, external agencies such as
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- media requests).
- Availability to meet with constituents.
- Restructuring of units to improve academic and operational excellence (e.g., advisement).
- Workshops and seminars to keep administrators and managers abreast of rules, regulations and policies (e.g., Management Seminar).

Make Clear and Timely Decisions

To make clear, timely and tough decisions, I first consider the consequences and risks in order to assess the proper timing of such decision. For example:

- Inclusion of others in the decision making process (Vice Presidents, Faculty Senate, Administrators).
- Recognized issues, problems, or opportunities and determined whether an action was needed to achieve established goals and advance the University’s mission (e.g., fall housing issue).

Use Analytical and Creative Thinking to Solve Problems

During my weekly senior leadership team meetings, as divisions are making their updates, I encourage members of the team to ask tough questions that will lead to a desired end result to move the University forward. In working with my administrative team, I promote the use of analytical and creative thinking to address challenges and solve problems. Through this process, we effectively addressed many challenges that surfaced during the past year. Examples include:

- Implemented an aggressive and strategic recruitment strategy to stabilize enrollment.
- Identified three fundraising priorities around which we focused our fundraising efforts.
- Developed a new budgeting process to ensure that resources are allocated in alignment with the University’s strategic priorities.

Plan and Manage Crises

Anti-Hazing:

While serving as interim president in February 2013, a new position was created to provide oversight the University’s Anti-Hazing initiative. To date, the University continues to monitor any allegations of hazing through the online reporting module, student walk-ins, advisor and employee reporting and the FAMU Police Department. Additionally, Hazing Prevention educational seminars were provided to all members of the Greek letter

organizations, various clubs and organizations and all organizational advisors. Evidence includes:

- Hazing Prevention seminars provided to all members of the Greek letter organizations, various clubs and organizations, all organizational advisors; four athletic teams, peer mentors, housing, and counseling services staff.
- FAMU Hazing Czar presented during the State University System of Florida (SUS) Hazing Prevention Summit held at the UCF in February 2017.
- Over 3,350 FAMU students completed the online hazing course provided by the SUS.

Campus Security and Emergency Management:

In October 2016, I appointed a Task Force led by our Chief of Police to identify ways to improve safety and security throughout the campus community and develop and implement innovative educational, engagement and communication strategies, in particular for our students. Examples include:

Campus Safety

- Enhanced lighting program.
- Installation of additional cameras.
- Erection of the perimeter fence on Perry Street.
- Safety 1st presentations throughout campus.
- Active shooter training to various departments.
- FAMU PD sending officers (2) for certification in EMT.
- Redefining the Emergency Management process.
- Process in place to have one alarm/camera company on campus to provide a more efficient/effective Safety program on our campus.
- Process in place to place crosswalks throughout campus.
- Updated shuttle service, to provide a safer environment for our students.
- The University's crime rate is the lowest its been since 2000.

Emergency Management

- Stay Safe FAMU Video – Support and Comfort to students during Hurricane Irma (<https://youtu.be/bkBLR4t1Zk4>).
- Incident Weather Updates (e.g., website on Hurricane Irma, FAMUINFO updates).

Attract, Retain and Develop Talented Personnel

Over the past year I have identified several talented individuals to fill key leadership positions at the University.

- Hired the Director of Governmental Relations who has over 30 years of experience in higher education, including two stints working for the Florida Senate Committee on Higher Education. Other experiences include special assistant to the president at Broward College for governmental relations and chief policy adviser on higher education for Gov. Lawton Chiles.
- Hired the Director of Communication, whose journalism career included more than 20 years in TV and print newsrooms around the country. Other accomplishments include winning the Southeast Regional Emmys and other awards for her investigative reporting, and being co-author of the digital branding e-book, "How To Wow One or 1,000 for College Students."
- Hired the Dean of the School of Nursing who is the founding director of Michigan State University's Nurse Anesthesia Program. Other professional experiences include teaching posts at Arkansas State University and New York's Harlem Hospital Center; director of anesthesia services at the Veteran Administration Center in Memphis Tennessee, retired United States Army Reserve Lieutenant Colonel.

In the new strategic plan, we emphasized that the University must attract, retain and develop talented personnel. Examples of actions that are being implemented:

- Rewards programs for recognition of outstanding performance.
- Targeted training of faculty and staff.
- Cluster hiring of faculty.
- Enhanced retention efforts (e.g., Faculty Retention Plan).
- Incentives for increased faculty engagement in research, scholarship, creativity.
- Strengthening the partnership and collaboration between Human Resources, the Equal Opportunity/Title IX Office, and Academic Affairs.

Oversee a Competent Leadership

It is important to me to have under my leadership, administrators who share the University's vision to maintain a learning and working environment that

provides opportunities to work collaboratively to address and solve issues and explore new opportunities. In my weekly Senior Leadership Team meetings, I continue to send the message that as a “team” we must work collectively to become the instigators of change and innovation in the realm of higher education. Members are encouraged to work together to benefit the University in advancing the University’s agenda in areas that impact our financial well-being, including performance-based funding, enrollment, divisional management, fundraising, research and financial management. Evidence of initiatives to ensure a competent leadership team that works collaboratively in setting goals is included below:

- Academic Affairs – Development of College/School Program Improvement Plans, Licensure Exam Pass Rates Action Plans.
- Finance and Administrative Services – Development of new budgeting process to support new Strategic Plan (all Divisions); Plan for P3 projects (Collaboration between Academic Affairs, Student Affairs, Athletics, BOG, and external constituents).
- Student Affairs – Development of Enrollment Management Plan (Collaboration between Academic Affairs/Deans, BOT, High Schools);
- Legal Affairs and General Counsel - Conducted Annual Management Seminar (Collaboration between all Divisions).
- Advancement – Development of goals to support scholarship, athletics and teaching (Collaboration between Athletics, Academic Affairs, FAMU Foundation, alumni, corporate partners).
- Audit and Compliance – Development of Risk Assessment Plan (Collaboration between all divisions, BOG, State Auditors).
- Strategic Planning, Analysis and Institutional Effectiveness – Development of implementation and monitoring plans for the new Strategic Plan (Collaboration between all Divisions).

Financial Management
 How effectively does the president:

- Understand and manage the organization’s financial dynamics, metrics and processes (budgeting, costs, revenues, overhead, balances, and investments) and communicate financial realities to stakeholders?
- Manage resources efficiently and

Comments:
Understand and Manage the Organization’s Financial Dynamics, Metrics and Processes
 To keep abreast of the University’s financial dynamics, I established the University Budget Council to oversee the budgeting process that includes monitoring and oversight of revenues, expenditures, auxiliary overhead, and investments. Another example includes involvement with the oversight of the current bond coverage by participating in the monitoring of the debt

- 1 - Exceeds
- 2 - Meets
- 3 – Does Not Meet

build long-term financial equilibrium (create operating balances, add revenues at a faster rate than expenses, provide for depreciation, and increase the purchasing power of the endowment)?

- Provide supervision of the University's buildings, grounds and equipment and ensuring appropriate communication and approval for expenses that require Board approval?
- Fully inform and engage timely the Board on fiscal matters impacting the University?
- Promote informed decision making and facilitate timely discussion and delivery of comprehensive information to the Board around the formulation of a current and multi-year budget that would include recommendation from the administration (e.g. collective bargaining, faculty, salary, equity, athletics, legislative budget requests (LBR) & FAMU-FSU College of Engineering)?

coverage ratio and the annual rating surveillance calls conducted with Moody's Investors Service and the Division of Bond Finance. The CFI improved from a -1.93 CFI rating in 2015-16 to 1.25 for 2016-17).

Manage Resources Efficiently and Build Long-Term Financial Equilibrium
It is crucial to effectively manage the resources of the University by creating long-term financial equilibrium. Example include:

- Increasing the amount of carry-forward funds at year-end for fiscal year 2016-17.
- Implementing a more stringent hiring approval process. All hiring actions are scrutinized prior to approval.
- Identifying and implementing cost saving strategies that will increase non-state related revenues and contribute to the financial viability of the University.

Supervision of the University's Buildings, Grounds and Equipment
The staff at the University has engaged in ongoing communications with the Board of Trustees, Board of Governors, and the Division of Bond Finance, etc. They use various avenues available for appropriate communications and seeking necessary approvals for expenses including meetings, submission of biweekly reports for critical projects, and quarterly construction and financial updates presentations during Board meetings.

As it relates to the University buildings, grounds, and infrastructure, the following examples provide evidence of my accomplishments:

Facilities Planning and Construction (FPC):

- FAMU-FSU College of Engineering Buildings A and B renovation and code upgrade project completion.
- Allied Health Simulation lab completion.
- Student Services addition.
- Stadium Repairs and Make Ready project completion before the 2017-18 season opening.
- Center for Access and Student Success (CASS) building site finalization and CASS ground breaking.
- 2018-2023 Capital Improvement Program approval and submission to the Board of Governors.

Plant Operations and Maintenance (POM):

- Multiple campus beautification projects completed.
- Successful completion of Storm preparation and response (Hurricane Irma).
- Numerous Energy and Water conservation projects completed.
- Custodial Inspection program rollout.
- Maintenance and Safety training program rollout.

Environmental Health and Safety (EHS):

- Met or exceeded all standards for Environmental Health and Safety during program review by the Division of Risk Management.
- University Safety Committee met regularly and appropriately addressed occupational safety concerns.
- Reduction of occupational safety accidents (6% reduction).
- Sidewalk improvement project completed to reduce the risk of accident and injury on campus.
- Rolled out University Safety Recognition Program (7 employees recognized).
- Maintained an effective accident and injury program.
- Implemented an online occupational safety and health training program.
- Significantly improved and enhanced the occupational safety training programs, such as Lockout/Tag out and Arc Flash for electrical workers, fall protection, confined space, fork lift, and shop and tool safety.
- Maintained a more efficient inspection and notification program
- Implemented a job safety analysis program through the use of integrated safety management.

Fully Inform and Engage Timely the Board on Fiscal Matters Impacting the University

The Board is informed on fiscal matters during all regularly scheduled Board Meetings. During those meetings, all members have the opportunity to engage and provide feedback regarding the budget. In addition, the Board also receives Financial Status Reports, which are completed by the Controller, reviewed by the Interim CFO, and discussed with the chair of the Budget, Finance, and Facilities Committee prior to electronic submission to the Board. Also, each Board member is contacted individually prior to all Board meetings to solicit feedback and address any budget questions and/or

concerns.

Legislative Budget Request

In January 2017, we hired an experienced individual with extensive background with the Florida Legislature and higher education as the University's governmental liaison. Since the hiring, both of us were actively engaged in the 2017 legislative session by developing a "FAMU Legislative Priorities" document and a Legislative Strategy for 2017-18. During the 2017 legislative session, the Legislature funded the following items:

- Center for Access and Student Success (CASS) facility (\$3.5M) – The CASS will improve the efficiency and effectiveness of services for students and constituents.
- Online Course Offerings (\$1M) – Expanding our online course offerings will allow FAMU to offer a broad array of courses for degree programs that will respond to the needs of the large number of students who must work during the summer or who have obstacles that conflict with class schedules.
- FAMU/FSU Joint College (\$1M) – This appropriation will align FAMU faculty salaries with FSU salaries in the Joint College of Engineering.

Athletics Finance Oversight

During the January 2017 BOG meeting, the BOG Inspector General provided an update on the progress of the Debt Reduction Plan for Athletics. Actions to date indicate that FAMU is making process adhering to the BOT-approved debt reduction plan for athletics. Examples include:

1. Developed 5 Year Athletics Reduction Plan and Business Growth Strategy
 - Change of note includes reorganizing department of athletics senior staff.
2. FY 2016-2017 27% (\$1.4M) Reduction in Operating Expenses
 - Change of note includes combining sports teams to reduce travel expenses, scholarship reduction, reduction in salaries, reduction in contracted services and recommitment of the athletics owned bus.
3. FY 2016-2017 Increased Revenue by 10.5% (\$856,000)
 - Changes of note include a 49% (\$640K) increase in football and Olympic Sport Game Guarantees, 458% increase in fundraising, Increase in NCAA revenues, football ticket sales, and other axillary revenue.

<p>Work Plan</p> <p>How effectively does the president:</p> <ul style="list-style-type: none"> • Provide on-going and timely updates regarding the implementation, progress, milestones achieved and concerns? • Meet the goals established by the Board and approved by the BOG? 	<p>4. \$200K Payment to Replenish Auxiliary Cash Accounts</p> <ul style="list-style-type: none"> - Change of note includes FAMU Foundation/Athletics 12-Year Payment Plan. <p>5. Athletics Projects a Balanced Budget in 2016-2017</p> <ul style="list-style-type: none"> - Changes of note include successful execution of a \$651K projected deficit reduction strategy. <p>6. Financial Quality Assurance & Accountability</p> <p>Change of note includes weekly budget meeting between athletics, CFO, Budget Office and Controller. Additionally, there is also a monthly meeting with Athletics, BOT Chair, President and BOG Audit Committee Chair and Inspector General.</p>	
<p>Comments:</p> <p><u>Ongoing and Timely Updates to BOT</u></p> <p>I have made a concerted effort to have one-on-one calls with BOT members and weekly calls with the BOT chair to provide updates on our progress on key initiatives and to address areas of concern. I have required Leadership Team members to work closely with BOT Committee Chairs to keep them informed and to address issues and concerns. Additionally, during the regularly scheduled BOT Committee meetings and/or BOT meetings, updates are provided on progress on key initiatives. A dashboard website ("The Dashboard for President's Goals") was established as an additional mechanism to provide updates to the BOT and stakeholders on the implementation progress and achievement of milestones.</p> <p>Additionally, in June 2017, I presented to the BOG the FAMU 2017 Work Plan that outlines our top three key initiatives and priorities for the next three years. The Work Plan describes our plan of action for improving the University's performance in the three areas, which all have an emphasis on student outcomes. Examples of ongoing and timely updates on the Work Plan progress include:</p> <ol style="list-style-type: none"> 1. Increase student success <ol style="list-style-type: none"> a. Updates on licensure examination pass rates. b. Updates on number of 2+2 specialized articulation agreements (FAMU IGNITE Transfer program). c. Report on initiatives to enhance the University's Distance Education footprint (\$1M allocated during 2017 Legislative session). 		<p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 – Does Not Meet</p>

2. Enrichment of Academic Programs

- a. Updates on initiatives to address increasing our performance on licensure exams (e.g., presentations to BOT on plans for improvement by the Colleges of Law and Pharmacy).
 - b. Status updates on the development of college/school improvement plans (e.g., future presentations at upcoming BOT meetings on improvement plans).
 - c. Status updates to ensure that we have appropriate leadership in place to lead and guide the success of these programs (Note: We are currently engaging a professional search firm to assist us in filling leadership vacancies in some of our colleges and schools).
3. Increase the efficiency and effectiveness of University operations
- a. Efforts to date by the Division of Strategic Planning, Analysis and Institutional Effectiveness to monitor progress on goals.
 - b. Periodic updates to the BOT Strategic Planning and Performance Measures Committee and the Academic and Student Affairs Committee (e.g., Work Plan, Accountability Report, Strategic Plan implementation).
 - c. How we are effectively utilizing data in decision-making (e.g., trend data in recommending a new BOT choice PBF metric).

Meet the Goals Established by the BOT and Approved by BOG

The above examples of updates on our progress provide the basis for ensuring that we meet these goals. It is my goal to take an aggressive approach to improving our performance on the metrics for which we are not meeting expectations. I acknowledge that some of the projections we made are aggressive, but they evidence our steadfast commitment to improving our performance, particularly with respect to the success of our students. We have identified a reporting mechanism for Board meetings and updates will be available online.

Fund Raising

How effectively does the president:

- Lead and engage others in the fund-raising program?
- Build relationships with major donors?
- Obtain gifts and grants relative to full potential from individuals, alumni, corporations and foundations?
- Provide stewardship for gifts that have been received?
- Inform and engage the board appropriately?

Comment:

We have been aggressive about seeking and engaging others in the University's fundraising efforts. In 2016-17, the University experienced a record-breaking year in annual funds received with \$8,575,284 as of June 30, 2017, which exceeds the projected goal of \$6M for the 2016-17.

Lead and Engage Others in Fundraising

One of my primary functions was to develop a broad and solid external base of support for FAMU's mission, vision and strategic priorities. To address these functions, I placed a significant emphasis on:

1. Greater exposure to significant FAMU donors and supporters (e.g., face-to-face meetings with key donors at the \$100K level and above utilizing football half-time, convocations, and featured stories in A&M Magazine to recognize and thank donors).
2. Meeting with potential donors (e.g. potential \$1M level donor in February 2017, Johnson Scholarship Foundation).
3. Building strong and solid external relationships (e.g., Industry Cluster members, Foundation Board members, National Alumni association).
4. Hiring of a new investment manager.
5. Focused meetings with key legislative members to discuss FAMU's LBR.
6. University-wide fundraising (e.g., Faculty/Staff Breakfast, \$5M campaign launch to support student scholarships (in conjunction with National Alumni Association).
7. Reestablishment of the Industry Cluster (building relationships with major donors).
8. Partnerships with corporations for scholarships and academic program support (e.g. Northrop Grumman, Dow and Lockheed Martin).
9. Articles and solicitation initiatives (e.g., A&M Magazine to encourage more to give).

Stewardship of Gifts Received

Last year, we identified three areas of fundraising priorities in the Division of Advancement, they are: 1) Student success; 2) Recruiting and retaining world-class faculty; and 3) Facility improvements. As a strategy to increase the amount of dollars raised for mission critical academic and university needs, by

1 - Exceeds

2 - Meets

3 - Does Not Meet

<p>External Relations How effectively does the president:</p> <ul style="list-style-type: none"> • Build credibility and influence with external constituencies? (e.g. DSO, BOG, SACS, & NCAA) • Provide leadership to local, regional and national higher education? • Increase the visibility and reputation of the institution in a manner that has a direct correlation to attainment of performance metrics associated with the University and increases our standing within the SUS and HBCU rankings? • Relate to alumni and gain their support? • Build credibility and influence with media? • Influence legislators and public officials? • Provide consensus building, focused leadership on matters related to the University and Board of Trustees? 	<p>engaging in a process of de-centralizing fundraising by hiring additional development officers to work collaboratively in designing targeted appeals that focus on specific initiatives, and direct fundraising to colleges and schools. Examples include:</p> <ol style="list-style-type: none"> 1. Provided \$8,476,100 in total scholarships (general and athletic support including \$5M in student success and educational scholarships). 2. \$500,000 in support of recruiting and retaining world-class faculty. 3. Approximately \$1.5 million was provided to FAMU Athletics for program enhancements and facility improvements. 	
<p>Comments:</p> <p><u>Build Credibility and Influence</u> My focus has been to stabilize and renew credibility with external entities, particularly with alumni, legislators, Board of Governors (members and staff), FAMU Board of Trustees and the FAMU community as a whole. Examples include:</p> <p><u>DSO</u></p> <ul style="list-style-type: none"> • Active and engaged member of the FAMU Foundation Board of Directors. • Reestablished and renewed the focus of the FAMU Boosters. • Keynote speaker at numerous alumni association luncheons and dinners (e.g., Washington, D.C., Orlando, Houston, Los Angeles, and Lakeland). <p><u>SACSCOC</u></p> <ul style="list-style-type: none"> • Submission of the University Compliance Certification Document by the September 11, 2017 deadline. • Served as an invited panelist during the SACSCOC Annual Conference to discuss emerging issues related to accreditation. • Participated along with the BOT Chair and SACSCOC Liaison in the SACSCOC Small College Initiative Conference on Governance in Atlanta, Georgia in April 2017. • Invited SACSCOC President to participate in the BOT retreat. 	<p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 – Does Not Meet</p>	

BOG

- Established constructive relationships with the BOG members, and the Chancellor and SUS staff. Additionally, I have empowered my senior leadership team and their staff to engage with the BOG staff on an ongoing basis to further support achievement of FAMU's goals.
- Staff member was appointed to the Board of Governors Innovations and Online Sub-committees for Quality, Access, Affordability and Infrastructure.
- Vice President of Student Affairs serves on the 2+2 Articulation Committee.

NCAA

- Presented and demonstrated that the University efficiently used the funding to support initiatives to increase the academic success of student athletes (FAMU was awarded a \$675,000 multi-year NCAA Academic Grant – solidified the 3rd year of funding).
- Served on the MEAC Council of CEOs to ensure compliance with NCAA issues and the FCS system.

Leadership to Local, Regional and National Higher Education

During 2016-17, I joined more than 80 HBCU presidents and chancellors who attended the HBCU Washington, DC Summit at the invitation of the Thurgood Marshall College Fund. This summit presented us with an opportunity to discuss priorities, such as establishing year-round Pell Grants, investing in HBCU facilities and infrastructure, and requiring federal agencies to significantly increase contract and grant funding for HBCUs.

Visibility and Reputation of the Institution

I employed a variety of means to transmit information: one-on-one conversations, email, videos, social media, TV, printed press, newsletter, and small and large group meetings. Either through speaking engagements, meetings, etc., I constantly tell the "FAMU Story" to help promote the local, state, national and international reputation of FAMU. Such messages include:

- U.S. News & World Report released its 2018 "Best Colleges" rankings revealing two new top spots for Florida A&M University.
- No.1 public historically Black college or University (HBCU) on the U.S. News & World Report list of the top 311 national universities; FAMU

- climbed in the rankings – moving from the No. 7 best overall (public and private) HBCU in the country for 2017 to No. 6.
- The University also climbed in its ranking on the overall “Best National Universities” list and landed in the top tier.
- Through various media outlets - <http://www.floridatoday.com/story/news/2016/10/20/interim-famu-president-larry-robinson-assures-famu-alive-and-well/92445320/>.

Relationship with Alumni, Build Credibility and Influence with Media, and Influence Legislators and Public Officials

Examples of my active engagement include:

Locally

- United Way Board of Directors.
- City and County officials (frequent meetings).
- Southside Development (related to FAMU).
- Tallahassee ML King Celebration Speaker.
- Met with Greater Tallahassee Chamber of Commerce.
- Speaker for the Rotary Club of Tallahassee.
- Keynote for 100 Black Men of Tallahassee.

State

- Florida Legislature
 - Hosted Legislative Black Caucus.
 - Legislature meetings (discuss Legislative Budget Requests).
- Black Farmers Initiatives (Brooksville Initiative).
- Participated in the William F. Crumel Jr. Foundation, The Villages, FL.
- Hosted as many as 500 members of the U.S. Army who are part of the state’s emergency response team.

Nationally

- Testified before the Senate Agriculture Committee.
- HBCU/CEO week in D.C. where I provided comments on needs and opportunities for investments in HBCUs (House and Senate Panels).
- Hosted Senator Bill Nelson on his visit to campus to discuss STEM education and Space Exploration.

Media

- Meetings with editorial boards and journalists throughout the state and locally, including the Tallahassee Democrat, Miami Herald, NPR affiliates, Jacksonville’s Florida Times-Union, Politico and the Miami Herald.
- Positive editorials emerged from each meeting and included our vision as well as accolades about FAMU. Miami Herald - <http://www.miamiherald.com/opinion/editorials/article151466572.html>.
- New story ideas also resulted from these visits, for example at the NPR station WFSU – <http://news.wfsu.org/post/famus-robinson-talks-legislative-priorities-expansion-southside-footprint>.
- Posting of University accomplishments in Campus Notes in the Tallahassee Democrat - <http://www.tallahassee.com/story/news/2017/06/25/campus-notes/424037001/>.
- Increased positive news coverage in the fall of 2016 about FAMU’s faculty and students by pitching stories and creating original content. For example, nationally placed coverage of three female doctoral students receiving Ph.D. in engineering and FAMU's partnership with Lockheed Martin and NASA. Consistently sent Faculty achievements to local newspapers of record.
- Networking with news decision makers by attending local events, such as the WCTV Fall Preview Reception, Florida Public Relations Association meetings and events.

Alumni

- Attended and served as keynote speaker at the National Alumni Association (NAA) convention in Baltimore, MD.
- Obtained a vote of confidence from the FAMU National Alumni Association (NAA), the FAMU Foundation Board, and the Boosters during the NAA national convention in July.
- Keynote speaker at several alumni events.

Internal Relations

How effectively does the president:

- Develop a climate and programs that enhance diversity?
- Interact with students and demonstrate commitment to their welfare?
- Work with the faculty to develop initiatives to advance their work and professional well-being?
- Work with the staff to create opportunities and resources to recognize their service and enhance their development?
- Ensure strong faculty and community relations?

Comments:

Climate and Programs that Enhance Diversity

I recognized that FAMU has always embraced diversity and inclusion as it relates to understanding and valuing differences, as well as leveraging the differences and similarities of all of our University constituents and key stakeholders for the greater good of our university. For example:

- Established the Diversity and Inclusion Council (under the direction of the Human Resources department).
- Reinstatement of the Title IX committee.
- Welcomed students of all races and ethnicities to participate in recruitment events.

Interaction with Students, Faculty and Staff

I was actively engaged with the campus community through several activities and initiatives. Opening and maintaining communication lines among senior management and faculty, staff, and students ensuring that the needs and concerns are considered. Examples include:

- Consistently attended and presented during monthly Faculty Senate meetings.
- Inclusion of faculty members on key committees (Senior Leadership Team, Performance-Based Funding, Academic Deans Council, etc.).
- Annual Christmas Toy Drive that involves the entire campus community.
- Hosting of appreciation luncheons and dinners to acknowledge staff for their efforts in supporting the University.
- Faculty, staff and students outreach to the FAMU community (FAMU STEM Day, FAMU Band Camp).
- Increased opportunities for faculty to participate in professional and scholarly activities, (e.g., increase in Faculty Travel Grant Awards, sabbatical and professional development leaves).
- Increased faculty awards that recognize and celebrate teaching excellence, (e.g., Innovative Teaching Award, Teacher of the Year).
- Increased professional development opportunities that emphasize teaching/instructional enhancement, (e.g., Provost's Digital Learning Initiative, Faculty Learning Communities, Instructional workshops/trainings).
- Development of a Faculty Retention Plan.

1 - Exceeds

2 - Meets

3 - Does Not Meet

	<ul style="list-style-type: none"> Increased faculty awards that recognize and celebrate research excellence, (e.g., Researcher of the Year Awards) – Division of Research. Supported initiatives to increase the number of students engaged in research. Developed “Welcome to the Hill” video for incoming freshmen students https://youtu.be/t7jnbh_xGvQ. Engaged the campus community (students, faculty, staff, alumni and friends) to work to help ensure the safety of our students on the main campus in Tallahassee and at satellite facilities in Crestview, Jacksonville, Brooksville, Davie/Miami, Orlando and Tampa during Hurricane Irma. 	
<p>Board and Governance Relations</p> <p>How effectively does the president:</p> <ul style="list-style-type: none"> Build the relationship with the board? Gain support from the board, especially on controversial issues? Involve and call on the board to facilitate relationships for the president, especially in fund-raising and community relations? Develop a good working understanding of the board’s, the administration’s and the faculty’s respective roles in decision-making? Involve the board in strategy in productive and appropriate ways? Focus the board’s attention on issues related to the president’s professional development and personal welfare? Focus the board’s attention on 	<p>Comments:</p> <p><u>Build Relationship with BOT and Gain Support</u></p> <p>I have placed a high priority on building a solid relationship with the FAMU Board of Trustees and gaining their support. In addition, I have worked to maintain positive and effective relationships with the BOG, the Chancellor and his staff, along with my colleagues within the SUS Council of Presidents. Examples include:</p> <ul style="list-style-type: none"> <u>Developed and demonstrated a solid ongoing relationship</u> <ul style="list-style-type: none"> Provided timely response to questions or concerns posed (e.g., enrollment, 2+2 articulation agreements). Communication channel is always open (even when there are not problems). FAMU-FSU College of Engineering Joint Council. Improved staff relationships with the Chancellor’s office staff (e.g., Budget, Academics, Facilities, Data and Reporting). <u>Gained support on controversial issues including:</u> <ul style="list-style-type: none"> Obtained a three (3) percent increase for faculty (Collective Bargaining Agreement with the FAMU United Faculty of Florida). Decisions on strategic plan goals during the strategic planning process (e.g., enrollment growth). 	<p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 – Does Not Meet</p>

decision-making and governance systems that need improvement?

- Administer the affairs of the University consistent with the documented Board policy?

- Personnel changes.
- Involvement of Board in fundraising and community relations
 - Solicited and encouraged the BOT participation during the 2017 Legislative Session to lobby in support of initiatives identified in the 2017-18 LBR.
 - Board members' participation in inviting key business leaders to campus (e.g., Mike Fernandez, founder of MBF Healthcare Partners).
 - Board members' participation in events where funds were raised in support of FAMU (e.g., Annual National Alumni Association Convention, regionally hosted events by NAA chapters such as Polk County Florida Gala).
 - BOT members' contributions in support of the University (e.g., Stadium renovations).
- Understanding of Board's Administration and Faculty Roles
 - Attended Faculty Senate meetings.
 - Inclusion of two Faculty Senate members on my senior leadership team.
 - Regular meetings with the Faculty Union leadership.
 - Development of policies/regulations that requires faculty senate and the BOT approval (Academic Honesty Policy # 2017-001).
 - Attended BOT Retreat in Jacksonville
 - SACSCOC President's presentation on the role of the Board.
 - Presentation on BOT Development by Consultant from the Association of Governing Boards.
- BOT involvement in strategy
 - Promoted and encouraged engagement of senior leaders with the BOT members (e.g., strategic planning, facilities, budgeting, enrollment management, DSOs).
 - Engagement of BOT members in the 2017 Legislative session on FAMU LBR funding requests.
- Focus the Board's attention on issues related to the president's professional development and personal welfare and decision-making and governance systems that need improvement
 - Monthly updates through the "From the President's Desk" (e.g., provides monthly updates on my engagements and interactions with alumni, students, and other key

	<ul style="list-style-type: none"> o Support from BOT chair and other BOT members on my efforts to participate at the national level as speakers and panelists (e.g., Oak Ridge National Laboratory, SACSCOC Annual Conference). • <u>Administer the affairs of the University consistent with the documented Board policy</u> <ul style="list-style-type: none"> o In accordance with BOT regulation 1.001 – Authority of the President, the following examples provide examples of my administration of affairs are consistent with BOT policy: <ul style="list-style-type: none"> ▪ Organized and periodically reviewed the operations of the University (e.g., weekly meetings with senior leadership team on divisional updates on accomplishments, challenges, etc.). ▪ Working closely with BOT Liaison developed a strategic plan in alignment with the Florida Board of Governors’ system wide strategic plan and regulations, and the University’s mission for consideration and approval by the FAMU Board of Trustees for submission to the Board of Governors (e.g., approval of the new strategic plan by the BOT and BOG). ▪ Consult regularly with the FAMU Board of Trustees on any matters appropriated its policy-making and fiduciary functions.
<p>EVALUATION FACTORS</p> <p>Personal Characteristics and Values</p> <p>How effectively does the president:</p> <ul style="list-style-type: none"> • Demonstrate persistence in reaching goals? • Lead change? • Use political skills to negotiate agreements, create coalitions and build consensus? 	<p>PERFORMANCE</p> <p>Comments:</p> <p>Since joining FAMU over 20 years ago, I have always embodied the University’s mantra “Excellence with Caring.” My passion for work, coupled with proven leadership and vast experience (as a faculty member and administrator) has led to my selection to lead this great institution (on an interim basis) three times to help strengthen and transform the University. Examples include:</p> <ul style="list-style-type: none"> • <u>Demonstrate persistence in reaching goals</u>
	<p>EXPECTATIONS (Please circle one)</p> <p>1 - Exceeds</p> <p>2 – Meets</p>

<ul style="list-style-type: none"> • Display interpersonal and people skills? • Communicate clearly and convincingly in various forms and contexts? • Show respect for others? • Listen? • Examine and challenge his or her assumptions and show a willingness to explore other viewpoints? • Understand his or her and others' feelings? • Reconcile conflict between self and others, and among groups and individuals? • Demonstrate honesty and integrity? • Inspire trust and confidence? 	<ul style="list-style-type: none"> ○ Establishment of committees to develop strategies to improve on PBF metrics. • <u>Use political skills to negotiate agreements, create coalitions and build consensus</u> <ul style="list-style-type: none"> ○ 2017 Legislative session (e.g., LBR). ○ 2+2 specialized articulation agreements. • <u>Display interpersonal and people skills</u> <ul style="list-style-type: none"> ○ Communicator and a listener (e.g., relationship building - meeting with students, faculty, staff, alumni, BOT, BOG, Chancellor and other stakeholders). • <u>Communicate clearly and convincingly in various forms and contexts</u> <ul style="list-style-type: none"> ○ Invited speaker and panelist (Alumni events, US House of Representatives Agriculture Committee hearing on Agriculture, SACSCOC Annual meeting, Black History Month keynote at Oak Ridge National Laboratory). • <u>Show respect for others and listen and understand others' feelings</u> <ul style="list-style-type: none"> ○ Making myself available to others and listening to their concerns, views, and perspectives (e.g., students during hurricane, housing issues). • <u>Examine and challenge his or her assumptions and show a willingness to explore other viewpoints</u> <ul style="list-style-type: none"> ○ Advocate for best-practices (e.g., encourage senior leadership to explore and communicate trends in higher education that can have an impact on the University). • <u>Demonstrate honesty and integrity</u> <ul style="list-style-type: none"> ○ Transparency to ongoing issues (pros and cons) (e.g., emails to BOT members to keep them abreast of happenings at the University). • <u>Inspire trust and confidence</u> <ul style="list-style-type: none"> ○ My ability to be responsive and responsible to the Board, alumni, students, faculty, staff, legislature and other stakeholders. 	<p>3 – Does Not Meet</p>
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	<ul style="list-style-type: none"> o Received a unanimous vote of confidence from the FAMU National Alumni Association, FAMU Foundation Board of Directors and Boosters during the 2017 NAA Alumni Convention. <p>My personal characteristics include:</p> <ul style="list-style-type: none"> • A strong and engaged communicator and listener. • Committed to the University’s mission. • A promoter of working together. • A transparent administrator. • A promoter of collaboration (breaking down the silos). • A goal setter, ensuring and promoting a shared vision. • Able to identify and hire strong, competent leaders. • Able to develop strategies to enhance the quality and integrity of our academic degree programs. • Able to effectively manage human, financial and capital assets; and • Responsible and responsive to Board, alumni, students, faculty, staff, legislators and other stakeholders.
<p>Summary Questions</p> <ol style="list-style-type: none"> 1. What have been the president’s major accomplishments in the leadership of the institution over the last year? 2. What single thing would you suggest to improve the president’s effectiveness? 3. What other points need to be covered? 	<p><u>President’s Major Accomplishments in Leadership</u></p> <p>Since September 2016, I have been busy meeting with stakeholders, identifying new opportunities, and traveling the country with the goal of bolstering the University’s ability to support and execute its mission. As you review my self-assessment, I hope it is clear that student success has been my primary focus. Other examples include:</p> <ul style="list-style-type: none"> • Stabilizing student enrollment (increased from 9,613 students to 9,914 students). • Submission of our 10-year SACSCOC reaffirmation document. • Initiatives to recruit and attract the best and brightest. • Development and approval of the University’s new Strategic Plan • Stabilizing the financial well-being of the University (e.g., amount of carry forward dollars available). • Building a strong relationship with BOT, BOG, Chancellor’s office, faculty, students, staff, alumni, elected officials, parents, community, civic and business leaders and other key stakeholders. • Unifying the campus community (e.g. joint meeting with BOT, Foundation Board of Directors and Alumni in Orlando in November

	<p>2016 to work on a common set of goals).</p> <ul style="list-style-type: none"> • New approach to advancing FAMU’s legislative agenda (e.g., hosting of legislators on campus). • FAMU’s consistent presence at the State Capitol. <p><u>Improve the President’s Effectiveness</u></p> <p>The single most important thing to improve my effectiveness is garnering resources that are needed to support human resources and infrastructure needs (e.g., housing, athletics, faculty research labs, campus technology upgrades, faculty and staff incentives to support exceptional performance, etc.)</p> <p>It is a great pleasure to serve as the interim president of Florida Agricultural and Mechanical University (FAMU). At FAMU, our faculty and staff are working vigorously to provide the best programs and resources available to our students. I am here to serve and I am open to any feedback that is provided to make FAMU a “first-choice” University.</p>
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Evaluation Rating Definitions

Exceeds Expectations:

- Significantly and consistently exceeds expectations(s) by producing a high quality and quantity of work.
- Undertakes additional job functions/duties, through own initiative, that further the goals of and make significant contributions to the institution.
- Is dependable, highly reliable and follows through on all provided or otherwise undertaken initiatives or requests and is effective in a variety of settings including one-on-one communications, writing skills, correspondence, and public situations.
- Demonstrates exceptional in-depth knowledge of the job functions/duties and is highly recognized by others within the University community.
- Exhibits model behavior that exemplifies the values and qualities of the organization and that is worthy of emulation.
- Skillfully and in a highly reliable manner handles multiple and varied types of tasks with competing priorities.
- Skillfully resolves conflicts in the midst of differing opinions by creatively developing a compromise within competing interest.
- Exhibits teamwork or is a team player in varied settings and influence others to work collaboratively to bring about a positive impact while furthering the goals of the institution.

Meets Expectations:

- Competently performs job functions/duties on a day-to-day basis and regularly meets expectations and job description requirements with some tasks performed beyond expectations.
- Routinely meets expectations and role requirements by producing a high quality of work on a consistent basis.
- Possesses full knowledge of job functions/duties, as well as, other related aspects of the institutions, with the ability to explain and articulate such aspects clearly to others.
- Is dependable, highly reliable and follows through on all assignments or requests.
- Is recognized by peers, supervisors, faculty, students, and other stakeholders as collaborative, skilled, and reliable.
- In representing the department, division or organization, effectively interacts with peers, supervisors, other University staff, students, parents, and the public.
- Consistently exhibits model behavior that exemplifies the values and qualities of the institution.
- Exhibits teamwork or is a team player in varied settings without prompting and works collaboratively with others.
- Demonstrates the ability to take on progressive responsibility with a high level of success.

Does Not Meet Expectations:

- Inconsistently demonstrates the skills and abilities to perform job functions/duties or responsibilities satisfactorily.
- Demonstrates minimal initiative to improve performance on a consistent basis.
- Requires frequent supervision on routine activities due to low performance or skill level even when provided additional coaching or feedback.
- Engages in less effective or less than positive interactions with supervisors, faculty, colleagues, students or members of the University community.
- Consistently fails to meet expectations and job description requirements.
- Fails to possess full knowledge of the job functions/duties.
- Is perceived by peers and supervisors as non-collaborative and not being a team player.
- Ineffectively interacts with peers, supervisors, other University staff, students, parents, or the public.
- Takes little or no initiative, even with prompting to improve performance.

TRUSTEE MATTHEW M. CARTER II

Thomas, Shira R.

From: Barge-Miles, Linda F.
Sent: Tuesday, November 21, 2017 3:27 PM
To: Thomas, Shira R.
Subject: FW: BOT Presidential Evaluation
Attachments: 2016_2017_Presidential Evaluation_Tool_12pt.doc

From: Matthew Carter [mailto:matt2c2@gmail.com]
Sent: Tuesday, November 14, 2017 9:05 AM
To: Barge-Miles, Linda F. <linda.bargemiles@famuedu>
Subject: BOT Presidential Evaluation

Good Morning Linda,

I have attached my 2016/2017 Board Assessment Form for President Larry Robinson.

Have a great day!

Matt

--

Matthew M. Carter II, J.D., Ph.D.
Renewable Energy Consultant
P.O. Box 10298
Tallahassee, Florida 32302
(850) 459-7221
matt2c2@gmail.com

BOARD OF TRUSTEES EVALUATION FORM FOR PRESIDENT LARRY ROBINSON

Directions: Please note a qualitative and quantitative assessment is sought for each evaluation factor. For each category, in addition to your comments, please describe whether you believe the President has demonstrated strong performance, satisfactory performance, or where further development is needed. To further facilitate the rating of the President's performance, please add a numerical rating to your comments on a scale of one (1) to three (3). Numerical ratings have the following meanings: **1 - Exceeds**; **2 - Meets Expectations**; **3 - Does Not Meet Expectations**.

EVALUATION FACTORS	PERFORMANCE	EXPECTATIONS (Please circle one)
<p>Annual Priorities and Goals - 2016/2017</p> <p>How effective was the president?</p> <ul style="list-style-type: none"> Attaining the goals approved by the Board? In demonstrating the attainment of the goals set (e.g. comparative data, trends, ratio analyses of the metrics) In communicating the attained goals? 	<p>Comments: President Robinson Exceeds in the area of Annual Priorities and Goals.</p> <p>He has worked closely and cooperatively with us (the FAMU BOT) and other FAMU Stakeholders in establishment of Annual Priorities and the completion of our Annual Goals. He has elaborated the specifics in his self-evaluation document, which I agree with and fully support. During his time as Interim President, he has communicated and demonstrated to all parties concerned his close working with the BOT in the attainment of Annual Priorities and Goals for FAMU this area.</p> <p>A s a FAMU Trustee, through President Robinson's efforts, I have been afforded and took advantage of the many opportunities to offer direction and receive feedback in all areas related to the Annual Priorities and Goals of 2016/2017 for FAMU; as have all Trustees.</p>	<p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 - Does Not Meet</p>
<p>Strategic Leadership</p> <p>How effectively does the president?</p> <ul style="list-style-type: none"> Demonstrate an understanding of the culture of the organization and convincingly tell its story? Discern and communicate the meaning of external trends and the 	<p>Comments: President Robinson Exceeds in the area of Strategic Leadership.</p> <p>He has worked effectively with the BOT in setting a clear vision for FAMU. He has demonstrated effective Strategic Leadership throughout the process by establishing a forward thinking Strategic Plan for the future of FAMU. In demonstration of Strategic</p>	<p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 - Does Not Meet</p>

<p>institution's strategic situation?</p> <ul style="list-style-type: none"> Renew the mission and articulate a compelling vision? Shape a productive strategy process and enlist the participation and confidence of others in it? Implement the strategy and make things happen to achieve competitive advantage and respond to the driving forces of change and competition? Lead the creation of a long-range strategic plan that engages all stakeholders? 	<p>Leadership, he has shown a complete understanding and effective coordination and cooperation within all components of the FAMU culture. He has also demonstrated a thorough and understandable discernment and effectively communicated locally, statewide and nationally of the who, what, where and why of FAMU now!</p> <p>He has articulated a renewal of the mission and presented the vision for FAMU going forward for in all of the University's programs and operations. He has also presented and implemented a productive strategy for all areas FAMU, during his current stint as Interim President. He has a clear focus of FAMU now and the future in the Strategic Plan, which we (FAMU BOT) have supported.</p>
<p>Educational Leadership</p> <p>How effectively does the president?</p> <ul style="list-style-type: none"> Propose educational directions and priorities that motivate others? Assure academic quality by expecting the use of evidence to improve performance? Mobilize resources to support educational programs? Encourage and enable educational and curricular change and innovation? Understand and participate in academic governance and collaborative decision-making? Attract and retain strong faculty? 	<p>Comments:</p> <p>President Robinson Exceeds in the area of Educational Leadership.</p> <p>Working with him as we walked the halls of the Florida Legislature, President Robinson was concise, informative and very persuasive in presenting the needs of FAMU and how the Legislature could help FAMU meet those needs based on: accountability, transparency, immediacy and the benefits to the State of Florida. He was frank and explained the needs for programmatic and operational funding (now and in the future), that will improve the focus and excellence of FAMU becoming an international destination university.</p> <p>He "rolled up his sleeves" and got to work on behalf of FAMU; successfully making great strides. He has refocused FAMU's resources to support all of our educational programs; with an eye on measurable performance. His innovations in the changes for educational and curricular innovation have beneficially touched all areas of the university. He had numerous meetings with the FAMU Faculty and included FAMU Faculty members in the shared</p> <p>1 - Exceeds 2 - Meets 3 – Does Not Meet</p>

	<p>governance and collaborative decision making for the benefit of faculty and students at FAMU. One of the main area of concern for me is the FAMU Faculty; retain current members and attract new faculty members. He is leading the charge to reward current faculty and attract the “best and brightest” new faculty members. In addition to engaging and encouraging FAMU Faculty, he is also working on ways to upgrade the teaching facilities for FAMU Faculty.</p>
<p>Organizational Management</p> <p>How effectively does the president?</p> <ul style="list-style-type: none"> • Manage – analyze, organize, plan, direct, evaluate, renew – basic institutional processes and resources (finances, technology, human resources, facilities, services, etc.)? • Create a sense of urgency and drive results in key performance areas such as admissions, enrollment, retention, student learning, fundraising, research, service, finances, and facilities? • Set high standards and hold people responsible for results? • Make clear and timely decisions? • Make tough decisions? • Use analytical and creative thinking to solve problems? • Plan for and manage crises? (e.g. anti-hazing) • Attract, retain and develop talented 	<p>Comments:</p> <p>President Robinson Exceeds in the area of Organizational Management at FAMU.</p> <p>He has undertaken a complete look at FAMU’s organizational structure and operations. In this area he has worked to identify areas where the University’s Organization can identify what works, what doesn’t and where to put immediate emphasis and resources, with an eye toward the “bottom line” - making “Excellence with Caring” more than a slogan but a way of life at FAMU. He has also identified opportunities to realign FAMU’s Structure to “better enable us to achieve our mission.” He has done this all with a “do it now” mentality and FAMU has greatly benefitted from his actions, in the areas of: Admissions and Enrollment; Retention; Fundraising; Finance and Facilities; and Services. He has set high standards for FAMU and holds each employee responsible for results.</p> <p>He has further demonstrated success in the following areas, where he:</p> <ul style="list-style-type: none"> • Makes Clear and Timely Decisions • Uses Analytical and Creative Thinking to Solve Problems • Plans and Manages Crises Appropriately • Attracts, Retains and Develops Talented Personnel

- 1 - Exceeds
- 2 - Meets
- 3 - Does Not Meet

<p>personnel?</p> <ul style="list-style-type: none"> • Oversee a competent leadership team that takes responsibility, sets and achieves goals that advance the University's mission and promotes a collegial attitude when engaging key stakeholders (e.g. Board alumnae, faculty, students, community)? 	<ul style="list-style-type: none"> • Oversees a Competent Leadership Team 	
<p>Financial Management How effectively does the president?</p> <ul style="list-style-type: none"> • Understand and manage the organization's financial dynamics, metrics and processes (budgeting, costs, revenues, overhead, balances, and investments) and communicate financial realities to stakeholders? • Manage resources efficiently and build long-term financial equilibrium (create operating balances, add revenues at a faster rate than expenses, provide for depreciation, and increase the purchasing power of the endowment)? • Provide supervision of the University's buildings, grounds and equipment and ensuring appropriate communication and approval for expenses that require Board approval? • Fully inform and engage timely the Board on fiscal matters impacting the University? • Promote informed decision making 	<p>Comments: President Robinson Exceeds in the area of Financial Management for FAMU.</p> <p>In the areas of Financial Management:</p> <ul style="list-style-type: none"> • He thoroughly understands and Manages the Organization's Financial Dynamics, Metrics and Processes • He Manages Resources Efficiently and Builds Long-Term Financial Equilibrium • He provides Supervision of the University's Buildings, Grounds and Equipment • He fully Informs and Timely Engages the Board on Fiscal Matters Impacting the University <p>The following two areas, due to their significance, are better explained by President Robinson's own words and actions, which I have personally witnessed and agree with.</p> <p><i>Legislative Budget Request</i></p> <p><i>During the 2017 legislative session, the Legislature funded the following items:</i></p> <ul style="list-style-type: none"> • <i>Center for Access and Student Success (CASS) facility (\$3.5M) – The CASS will improve the efficiency and effectiveness of services for students and constituents.</i> • <i>Online Course Offerings (\$1M) – Expanding our online course offerings will allow FAMU to offer a broad array of courses for degree programs that will respond to the needs of the large number of students who must work during the summer or who have obstacles that conflict</i> 	<p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 – Does Not Meet</p>

<p>and facilitate timely discussion and delivery of comprehensive information to the Board around the formulation of a current and multi-year budget that would include recommendation from the administration (e.g. collective bargaining, faculty, salary, equity, athletics, legislative budget requests (LBR) & FAMU-FSU College of Engineering)?</p>	<p>with class schedules.</p> <ul style="list-style-type: none"> FAMU/FSU Joint College (\$1M) – This appropriation will align FAMU faculty salaries with FSU salaries in the Joint College of Engineering. <p><u>Athletics Finance Oversight</u> During the January 2017 BOG meeting, the BOG Inspector General provided an update on the progress of the Debt Reduction Plan for Athletics. Examples include:</p> <ol style="list-style-type: none"> Developed 5 Year Athletics Reduction Plan and Business Growth Strategy FY 2016-2017 27% (\$1.4M) Reduction in Operating Expenses FY 2016-2017 Increased Revenue by 10.5% (\$856,000) \$200K Payment to Replenish Auxiliary Cash Accounts Athletics Projects a Balanced Budget in 2016-2017 Financial Quality Assurance & Accountability <p>Change of note includes weekly budget meeting between athletics, CFO, Budget Office and Controller. Additionally, there is also a monthly meeting with Athletics, BOT Chair, President and BOG Audit Committee Chair and Inspector General.</p>
<p>Work Plan</p> <p>How effectively does the president?</p> <ul style="list-style-type: none"> Provide on-going and timely updates regarding the implementation, progress, milestones achieved and concerns? Meet the goals established by the Board and approved by the BOG? 	<p>Comments:</p> <p>President Robinson Exceeds in the area of FAMU’s Work Plan.</p> <p>His outstanding efforts in this area include Ongoing and Timely Updates to the BOT and Meeting the Goals Established by the BOT and Approved by BOG.</p> <p>In his comments, which I agree with President Robinson said: It is my goal to take an aggressive approach to improving [FAMU’s] performance on the metrics for which we are not meeting expectations. I acknowledge that some of the projections we made are aggressive, but they evidence our steadfast commitment to improving our performance, particularly with respect to the success of our students. We have identified a reporting</p> <p>1 - Exceeds 2 - Meets 3 – Does Not Meet</p>

	<p><i>mechanism for Board meetings and updates will be available online.</i></p> <p>The above shows that the Work Plan is fact-based and data driven while necessary adjustments were made for further improvements. The BOG performance metrics have a direct impact on FAMU's annual funding from the State of Florida; which demonstrates the significance of FAMU's Work Plan.</p>	
<p>Fund Raising</p> <p>How effectively does the president?</p> <ul style="list-style-type: none"> • Lead and engage others in the fund-raising program? • Build relationships with major donors? • Obtain gifts and grants relative to full potential from individuals, alumni, corporations and foundations? • Provide stewardship for gifts that have been received? • Inform and engage the board appropriately? 	<p>Comments:</p> <p>President Robinson Exceeds in the area of Fund Raising for FAMU. He has provided leadership and engagement of others in the area of fund raising for FAMU. He has developed a fund raising plan that provides a process for successful fundraising for FAMU.</p> <p>His comments on the action plan are as follows:</p> <p><u>Lead and Engage Others in Fundraising</u></p> <p>One of [President Robinson's] primary functions was to develop a broad and solid external base of support for FAMU's mission, vision and strategic priorities. To address these functions, I placed a significant emphasis on:</p> <ol style="list-style-type: none"> 1. Greater exposure to significant FAMU donors and supporters (e.g., face-to-face meetings with key donors at the \$100K level and above utilizing football half-time, convocations, and featured stories in A&M Magazine to recognize and thank donors). 2. Meeting with potential donors (e.g. potential \$1M level donor in February 2017, Johnson Scholarship Foundation). 3. Building strong and solid external relationships (e.g., Industry Cluster members, Foundation Board members, National Alumni association). 4. Hiring of a new investment manager. 5. Focused meetings with key legislative members to discuss FAMU's LBR. 6. University-wide fundraising (e.g., Faculty/Staff Breakfast, \$5M campaign launch to support student scholarships (in conjunction with National Alumni Association). 7. Reestablishment of the Industry Cluster (building relationships 	<p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 -- Does Not Meet</p>

	<p>with major donors).</p> <p>8. Partnerships with corporations for scholarships and academic program support (e.g. Northrop Grumman, Dow and Lockheed Martin).</p> <p>9. Articles and solicitation initiatives (e.g., A&M Magazine to encourage more to give).</p> <p><u>Stewardship of Gifts Received</u> Last year, we identified three areas of fundraising priorities in the Division of Advancement, they are: 1) Student success; 2) Recruiting and retaining world-class faculty; and 3) Facility improvements. Examples include:</p> <ol style="list-style-type: none"> 1. Provided \$8,476,100 in total scholarships (general and athletic support including \$5M in student success and educational scholarships). 2. \$500,000 in support of recruiting and retaining world-class faculty. Approximately \$1.5 million was provided to FAMU Athletics for program enhancements and facility improvements. <p>I have often said that “a University President must also be the chief fund raiser for a successful fund raising campaign”. From the facts above, provided by President Robinson, I see that this philosophy is incorporated in the FAMU Fund Raising Program.</p>
<p>External Relations How effectively does the president?</p> <ul style="list-style-type: none"> • Build credibility and influence with external constituencies? (e.g. DSO, BOG, SACS, & NCAA) • Provide leadership to local, regional and national higher education? • Increase the visibility and reputation of the institution in a manner that has a direct correlation to attainment of performance metrics associated with the University and increases our standing within the SUS and HBCU rankings? 	<p>Comments: President Robinson Exceeds in the area of External Relations for FAMU.</p> <p>He has developed a credible program for External Relations that is supported by the FAMU National Alumni Association, FAMU Boosters, and the FAMU Foundation.</p> <p>His comments and actions in this area include: <u>Build Credibility and Influence</u> [President Robinson’s] focus has been to stabilize and renew credibility with external entities, particularly with alumni, legislators, Board of Governors (members and staff), FAMU Board of Trustees and the FAMU community as a whole. Examples include: DSO</p>
	<p>1 - Exceeds 2 - Meets 3 – Does Not Meet</p>

- Relate to alumni and gain their support?
- Build credibility and influence with media?
- Influence legislators and public officials?
- Provide consensus building, focused leadership on matters related to the University and Board of Trustees?

- Active and engaged member of the FAMU Foundation Board of Directors.
 - Reestablished and renewed the focus of the FAMU Boosters.
 - Keynote speaker at numerous alumni association luncheons and dinners (e.g., Washington, D.C., Orlando, Houston, Los Angeles, and Lakeland).
- SACSCOC
- Submission of the University Compliance Certification Document by the September 11, 2017 deadline.
 - Served as an invited panelist during the SACSCOC Annual Conference to discuss emerging issues related to accreditation.
 - Participated along with the BOT Chair and SACSCOC Liaison in the SACSCOC Small College Initiative Conference on Governance in Atlanta, Georgia in April 2017.
 - Invited SACSCOC President to participate in the BOT retreat.

BOG

- Established constructive relationships with the BOG members, and the Chancellor and SUS staff. Additionally, I have empowered my senior leadership team and their staff to engage with the BOG staff on an ongoing basis to further support achievement of FAMU's goals.
- Staff member was appointed to the Board of Governors Innovations and Online Sub-committees for Quality, Access, Affordability and Infrastructure.
- Vice President of Student Affairs serves on the 2+2 Articulation Committee.

NCAA

- Presented and demonstrated that the University efficiently used the funding to support initiatives to increase the academic success of student athletes (FAMU was awarded a \$675,000 multi-year NCAA Academic Grant – solidified the 3rd year of funding).
- Served on the MEAC Council of CEOs to ensure compliance with NCAA issues and the FCS system.

Leadership to Local, Regional and National Higher Education

During 2016-17, I joined more than 80 HBCU presidents and chancellors who attended the HBCU Washington, DC Summit at the invitation of the Thurgood Marshall College Fund. This summit presented us with an opportunity to discuss priorities, such as establishing year-round Pell Grants, investing in HBCU facilities and infrastructure, and requiring federal agencies to significantly increase contract and grant funding for HBCUs.

Visibility and Reputation of the Institution

I employed a variety of means to transmit information: one-on-one conversations, email, videos, social media, TV, printed press, newsletter, and small and large group meetings. Either through speaking engagements, meetings, etc., I constantly tell the "FAMU Story" to help promote the local, state, national and international reputation of FAMU.

President Robinson has further established credible Relationships with Alumni, Built Credibility and Influence with the Media, Legislators and Other Public Officials locally, statewide and nationally.

Internal Relations

How effectively does the president?

- Develop a climate and programs that enhance diversity?
- Interact with students and demonstrate commitment to their welfare?
- Work with the faculty to develop initiatives to advance their work and professional well-being?
- Work with the staff to create opportunities and resources to recognize their service and enhance their development?
- Ensure strong faculty and community relations?

Comments:

President Robinson Exceeds in the area of Internal Relations for FAMU.

In demonstrating his effectiveness, President Robinson has:

- Developed a Climate and Programs that Enhance Diversity
- Promoted Interaction with Students, Faculty and Staff
- Engaged the campus community (students, faculty, staff, alumni and friends) to work to help ensure the safety of [FAMU] students on the main campus in Tallahassee and at satellite facilities in Crestview, Jacksonville, Brooksville, Davie/Miami, Orlando and Tampa during Hurricane Irma.

1 - Exceeds

2 - Meets

3 – Does Not Meet

Board and Governance Relations

How effectively does the president?

- Build the relationship with the board?
- Gain support from the board, especially on controversial issues?
- Involve and call on the board to facilitate relationships for the president, especially in fund-raising and community relations?
- Develop a good working understanding of the board's, the administration's and the faculty's respective roles in decision-making?
- Involve the board in strategy in productive and appropriate ways?
- Focus the board's attention on issues related to the president's professional development and personal welfare?
- Focus the board's attention on decision-making and governance systems that need improvement?
- Administer the affairs of the University consistent with the documented Board policy?

Comments:

President Robinson Exceeds in the area of Board and Governance Relations for FAMU.

In this area, President Robinson has:

- *Built a credible Relationship with BOT and Gained our Support*
- *Developed and demonstrated a solid ongoing relationship*
- *Gained support on controversial issues including:*
- *Involvement of Board in fundraising and community relations*
- *Understanding of Board's, Administration and Faculty Roles*
- *BOT involvement in strategy*
- *Focus the Board's attention on issues related to the president's professional development and personal welfare and decision-making and governance systems that need improvement*
- *Administer the affairs of the University consistent with the documented Board policy*

1 - Exceeds

2 - Meets

3 – Does Not Meet

EVALUATION FACTORS	PERFORMANCE	EXPECTATIONS (Please circle one)
<p>Personal Characteristics and Values</p> <p>How effectively does the president?</p> <ul style="list-style-type: none"> • Demonstrate persistence in reaching goals? • Lead change? • Use political skills to negotiate agreements, create coalitions and build consensus? • Display interpersonal and people skills? • Communicate clearly and convincingly in various forms and contexts? • Show respect for others? • Listen? • Examine and challenge his or her assumptions and show a willingness to explore other viewpoints? • Understand his or her and others' feelings? • Reconcile conflict between self and others, and among groups and individuals? • Demonstrate honesty and integrity? • Inspire trust and confidence? 	<p>Comments:</p> <p>President Robinson Exceeds in the area of Personal Characteristics and Values for FAMU.</p> <p>This is President Robinson's third successful term as Interim President of FAMU. Each term, he did an outstanding job saving FAMU money, re-establishing FAMU's local, state and national reputations and protecting FAMU's accreditation.</p> <p>In words and practice, President Robinson embodies FAMU's mission of "Excellence with Caring". Based upon my knowledge, observations and opinion, and the facts he has provided below; he has shown the goals embodied in this vision as he:</p> <ul style="list-style-type: none"> • <i>Demonstrates persistence in reaching goals</i> • <i>Uses political skills to negotiate agreements, create coalitions and build consensus</i> • <i>Displays interpersonal and quality people skills</i> • <i>Communicates clearly and convincingly in various forms and contexts</i> • <i>Shows respect for others, listens and understand others' feelings</i> • <i>Examines and challenges [the] assumptions and show a willingness to explore other viewpoints</i> • <i>Demonstrates honesty and integrity</i> • <i>Inspires trust and confidence</i> <p>President Robinson has demonstrated his personal characteristics in his successful leadership of FAMU and they include:</p> <ul style="list-style-type: none"> • A strong and engaged communicator and listener. • Committed to the University's mission. • A promoter of working together. • A transparent administrator. • A promoter of collaboration (breaking down the silos). • A goal setter, ensuring and promoting a shared vision. • Able to identify and hire strong, competent leaders. 	<p>1 - Exceeds</p> <p>2 – Meets</p> <p>3 – Does Not Meet</p>

	<ul style="list-style-type: none"> • Able to develop strategies to enhance the quality and integrity of our academic degree programs. • Able to effectively manage human, financial and capital assets; and • Responsible and responsive to Board, alumni, students, faculty, staff, legislators and other stakeholders.
<p>Summary Questions</p> <ol style="list-style-type: none"> 1. What have been the president's major accomplishments in the leadership of the institution over the last year? 2. What single thing would you suggest to improve the president's effectiveness? 3. What other points need to be covered? 	<p>President Robinson Exceeds in the area of the Summary Questions. Overall, I rate President Robinson as Exceeds in all areas of this rating system and during this rating period.</p> <p>FAMU has had a busy and very productive year under the leadership of Interim President Robinson of FAMU. Although, others may have a different philosophy in the evaluation of President Robinson, I think it's so important to use some of his specific language from his Self-Evaluation Form; rather than restating the obvious in certain sections of this evaluation.</p> <p>The specific language provides the programmatic and operational facts which occurred during this rating period. It is no small feat but it is important that during this evaluation period, the steady drumbeat of weekly, sometimes daily, negative media reports about FAMU, our great institution have all but dissipated, due to the positive direction and focused efforts by Interim President Robinson.</p> <p>The following facts, provided by President Robinson, demonstrate his effectiveness, which I have witnessed, participated in and wholeheartedly agree with.</p> <p><u>President Robinson's Major Accomplishments in Leadership</u> <i>He has met with all FAMU stakeholders, identifying new opportunities, and traveling the country with the goal of bolstering the University's ability to support and execute its mission. As you review my self-assessment, I hope it is clear that student success has been my primary focus. Other examples</i></p>

include:

- *Stabilizing student enrollment (increased from 9,613 students to 9,914 students).*
- *Submission of our 10-year SACSCOC reaffirmation document.*
- *Initiatives to recruit and attract the best and brightest.*
- *Development and approval of the University's new Strategic Plan*
- *Stabilizing the financial well-being of the University (e.g., amount of carry forward dollars available).*
- *Building a strong relationship with BOT, BOG, Chancellor's office, faculty, students, staff, alumni, elected officials, parents, community, civic and business leaders and other key stakeholders.*
- *Unifying the campus community (e.g. joint meeting with BOT, Foundation Board of Directors and Alumni in Orlando in November 2016 to work on a common set of goals).*
- *New approach to advancing FAMU's legislative agenda (e.g., hosting of legislators on campus).*
- *FAMU's consistent presence at the State Capitol.*

Improve the President's Effectiveness

The single most important thing to improve my effectiveness is garnering resources that are needed to support human resources and infrastructure needs (e.g., housing, athletics, faculty research labs, campus technology upgrades, faculty and staff incentives to support exceptional performance, etc.)

In his own words, President Robinson said: "I am here to serve and I am open to any feedback that is provided to make FAMU a "first-choice" University." This is what I meant when I explained to my fellow members of the FAMU BOT, my former colleagues on the BOG and with Members of the Florida Legislature that FAMU must become an International Destination University for STEM Health Care.

In order for our university, FAMU, to survive the 21st Century and thrive in the 22nd Century, we must become an International Destination University for STEM Health Care for students from throughout the globe. From the use of his comments and my evaluation recommendations in this document, I believe that

Evaluation Rating Definitions

Exceeds Expectations:

- Significantly and consistently exceeds expectations(s) by producing a high quality and quantity of work.
- Undertakes additional job functions/duties, through own initiative, that further the goals of and make significant contributions to the institution.
- Is dependable, highly reliable and follows through on all provided or otherwise undertaken initiatives or requests and is effective in a variety of settings including one-on-one communications, writing skills, correspondence, and public situations.
- Demonstrates exceptional in-depth knowledge of the job functions/duties and is highly recognized by others within the University community.
- Exhibits model behavior that exemplifies the values and qualities of the organization and that is worthy of emulation.
- Skillfully and in a highly reliable manner handles multiple and varied types of tasks with competing priorities.
- Skillfully resolves conflicts in the midst of differing opinions by creatively developing a compromise within competing interest.
- Exhibits teamwork or is a team player in varied settings and influence others to work collaboratively to bring about a positive impact while furthering the goals of the institution.

Meets Expectations:

- Competently performs job functions/duties on a day-to-day basis and regularly meets expectations and job description requirements with some tasks performed beyond expectations.
- Routinely meets expectations and role requirements by producing a high quality of work on a consistent basis.
- Possesses full knowledge of job functions/duties, as well as, other related aspects of the institutions, with the ability to explain and articulate such aspects clearly to others.
- Is dependable, highly reliable and follows through on all assignments or requests.
- Is recognized by peers, supervisors, faculty, students, and other stakeholders as collaborative, skilled, and reliable.
- In representing the department, division or organization, effectively interacts with peers, supervisors, other University staff, students, parents, and the public.
- Consistently exhibits model behavior that exemplifies the values and qualities of the institution.
- Exhibits teamwork or is a team player in varied settings without prompting and works collaboratively with others.

- Demonstrates the ability to take on progressive responsibility with a high level of success.
- Does Not Meet Expectations:**
- Inconsistently demonstrates the skills and abilities to perform job functions/duties or responsibilities satisfactorily.
 - Demonstrates minimal initiative to improve performance on a consistent basis.
 - Requires frequent supervision on routine activities due to low performance or skill level even when provided additional coaching or feedback.
 - Engages in less effective or less than positive interactions with supervisors, faculty, colleagues, students or members of the University community.
 - Consistently fails to meet expectations and job description requirements.
 - Fails to possess full knowledge of the job functions/duties.
 - Is perceived by peers and supervisors as non-collaborative and not being a team player.
 - Ineffectively interacts with peers, supervisors, other University staff, students, parents, or the public.
 - Takes little or no initiative, even with prompting to improve performance.

TRUSTEE THOMAS W. DORTCH, JR.

Thomas, Shira R.

From: Jewana Helmstetter <jhelmstetter@TWD-inc.net>
Sent: Wednesday, November 22, 2017 12:23 PM
To: Thomas, Shira R.
Cc: Thomas Dortch; Brenda Cantrell
Subject: Presidential Evaluation
Attachments: DOC112217-11222017121954.pdf

On behalf of Mr. Dortch, please see the attached document.

Jewana Helmstetter, Project Coordinator

230 Peachtree Street NW, Suite 1601, Atlanta GA 30303

**ASSESSMENT 2016-2017
BOARD OF TRUSTEES EVALUATION FORM FOR PRESIDENT LARRY ROBINSON**

Directions: Please note a qualitative and quantitative assessment is sought for each evaluation factor. For each category, in addition to your comments, please describe whether you believe the President has demonstrated strong performance, satisfactory performance, or where further development is needed. To further facilitate the rating of the President's performance, please add a numerical rating to your comments on a scale of one (1) to three (3). Numerical ratings have the following meanings: **1 - Exceeds; 2 - Meets Expectations; 3 - Does Not Meet Expectations.**

EVALUATION FACTORS	PERFORMANCE	EXPECTATIONS (Please circle one)
<p>Annual Priorities and Goals - 2016/2017</p> <p>How effective was the president:</p> <ul style="list-style-type: none"> Attaining the goals approved by the Board? In demonstrating the attainment of the goals set (e.g. comparative data, trends, ratio analyses of the metrics) In communicating the attained goals? 	<p>Comments:</p>	<p>1 - Exceeds 2 - Meets 3 - Does Not Meet</p>
<p>Strategic Leadership</p> <p>How effectively does the president:</p> <ul style="list-style-type: none"> Demonstrate an understanding of the culture of the organization and convincingly tell its story? Discern and communicate the meaning of external trends and the institution's strategic situation? Renew the mission and articulate a compelling vision? Shape a productive strategy process and enlist the participation and confidence of others in it? Implement the strategy and make 	<p>Comments:</p>	<p>1 - Exceeds 2 - Meets 3 - Does Not Meet</p>

<p>things happen to achieve competitive advantage and respond to the driving forces of change and competition?</p> <ul style="list-style-type: none"> • Lead the creation of a long-range strategic plan that engages all stakeholders? 		
<p>Educational Leadership</p> <p>How effectively does the president:</p> <ul style="list-style-type: none"> • Propose educational directions and priorities that motivate others? • Assure academic quality by expecting the use of evidence to improve performance? • Mobilize resources to support educational programs? • Encourage and enable educational and curricular change and innovation? • Understand and participate in academic governance and collaborative decision-making? • Attract and retain strong faculty? 	<p>Comments:</p>	<p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 - Does Not Meet</p>
<p>Organizational Management</p> <p>How effectively does the president:</p> <ul style="list-style-type: none"> • Manage – analyze, organize, plan, direct, evaluate, renew – basic institutional processes and resources (finances, technology, human resources, facilities, services, etc.)? • Create a sense of urgency and drive 	<p>Comments:</p>	<p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 - Does Not Meet</p>

<p>results in key performance areas such as admissions, enrollment, retention, student learning, fundraising, research, service, finances, and facilities?</p> <ul style="list-style-type: none"> • Set high standards and hold people responsible for results? • Make clear and timely decisions? • Make tough decisions? • Use analytical and creative thinking to solve problems? • Plan for and manage crises? (e.g. anti-hazing) • Attract, retain and develop talented personnel? • Oversee a competent leadership team that takes responsibility, sets and achieves goals that advance the University's mission and promotes a collegial attitude when engaging key stakeholders (e.g. Board alumnae, faculty, students, community)? 	
<p>Financial Management How effectively does the president:</p> <ul style="list-style-type: none"> • Understand and manage the organization's financial dynamics, metrics and processes (budgeting, costs, revenues, overhead, balances, and investments) and communicate financial realities to stakeholders? • Manage resources efficiently and build long-term financial equilibrium (create operating balances, add revenues at a faster rate than expenses, provide for 	<p>Comments:</p> <div style="border: 1px solid black; border-radius: 50%; padding: 10px; display: inline-block; margin-top: 20px;"> <p>1 - Exceeds</p> </div> <p>2 - Meets</p> <p>3 - Does Not Meet</p>

<p>depreciation, and increase the purchasing power of the endowment)?</p> <ul style="list-style-type: none"> • Provide supervision of the University's buildings, grounds and equipment and ensuring appropriate communication and approval for expenses that require Board approval? • Fully inform and engage timely the Board on fiscal matters impacting the University? • Promote informed decision making and facilitate timely discussion and delivery of comprehensive information to the Board around the formulation of a current and multi-year budget that would include recommendation from the administration (e.g. collective bargaining, faculty, salary, equity, athletics, legislative budget requests (LBR) & FAMU-FSU College of Engineering)? 		
<p>Work Plan How effectively does the president:</p> <ul style="list-style-type: none"> • Provide on-going and timely updates regarding the implementation, progress, milestones achieved and concerns? • Meet the goals established by the Board and approved by the BOG? 		<p>Comments:</p> <p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 - Does Not Meet</p>

<p>Fund Raising How effectively does the president:</p> <ul style="list-style-type: none"> • Lead and engage others in the fund-raising program? • Build relationships with major donors? • Obtain gifts and grants relative to full potential from individuals, alumni, corporations and foundations? • Provide stewardship for gifts that have been received? • Inform and engage the board appropriately? 	<p>Comments:</p>	<p>1 - Exceeds 2 - Meets 3 - Does Not Meet</p>
<p>External Relations How effectively does the president:</p> <ul style="list-style-type: none"> • Build credibility and influence with external constituencies? (e.g. DSO, BOG, SACS, & NCAA) • Provide leadership to local, regional and national higher education? • Increase the visibility and reputation of the institution in a manner that has a direct correlation to attainment of performance metrics associated with the University and increases our standing within the SUS and HBCU rankings? • Relate to alumni and gain their support? • Build credibility and influence with media? • Influence legislators and public officials? • Provide consensus building, focused leadership on matters related to the 	<p>Comments:</p>	<p>1 - Exceeds 2 - Meets 3 - Does Not Meet</p>

<p>University and Board of Trustees?</p>	<p>Comments:</p> <p>1 - Exceeds 2 - Meets 3 – Does Not Meet</p>
<p>Internal Relations How effectively does the president:</p> <ul style="list-style-type: none"> Develop a climate and programs that enhance diversity? Interact with students and demonstrate commitment to their welfare? Work with the faculty to develop initiatives to advance their work and professional well-being? Work with the staff to create opportunities and resources to recognize their service and enhance their development? Ensure strong faculty and community relations? 	<p>Comments:</p> <p>1 - Exceeds 2 - Meets 3 – Does Not Meet</p>
<p>Board and Governance Relations How effectively does the president:</p> <ul style="list-style-type: none"> Build the relationship with the board? Gain support from the board, especially on controversial issues? Involve and call on the board to facilitate relationships for the president, especially in fund-raising and community relations? Develop a good working understanding of the board's, the administration's and the faculty's respective roles in decision-making? 	<p>Comments:</p> <p>1 - Exceeds 2 - Meets 3 – Does Not Meet</p>

<ul style="list-style-type: none"> • Involve the board in strategy in productive and appropriate ways? • Focus the board's attention on issues related to the president's professional development and personal welfare? • Focus the board's attention on decision-making and governance systems that need improvement? • Administer the affairs of the University consistent with the documented Board policy? 		
EVALUATION FACTORS		
<p>Personal Characteristics and Values</p> <p>How effectively does the president:</p> <ul style="list-style-type: none"> • Demonstrate persistence in reaching goals? • Lead change? • Use political skills to negotiate agreements, create coalitions and build consensus? • Display interpersonal and people skills? • Communicate clearly and convincingly in various forms and contexts? • Show respect for others? • Listen? • Examine and challenge his or her assumptions and show a willingness to explore other viewpoints? • Understand his or her and others' feelings? 	PERFORMANCE	EXPECTATIONS (Please circle one)
		<p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 - Does Not Meet</p>

<ul style="list-style-type: none"> • Reconcile conflict between self and others, and among groups and individuals? • Demonstrate honesty and integrity? • Inspire trust and confidence? 	
<p>Summary Questions</p> <ol style="list-style-type: none"> 1. What have been the president's major accomplishments in the leadership of the institution over the last year? <i>HE HAS REBUILT PUBLIC TRUST AND IMPROVED THE IMAGE OF FUSU.</i> 2. What single thing would you suggest to improve the president's effectiveness? <i>HE HAS GAINED SUBSTANTIAL SUPPORT. IMPROVE THE EFFECTIVENESS AND PRODUCTIVENESS OF INSTITUTION ADVANCEMENT</i> 3. What other points need to be covered? 	

Evaluation Rating Definitions

Exceeds Expectations:

- Significantly and consistently exceeds expectations(s) by producing a high quality and quantity of work.
- Undertakes additional job functions/duties, through own initiative, that further the goals of and make significant contributions to the institution.
- Is dependable, highly reliable and follows through on all provided or otherwise undertaken initiatives or requests and is effective in a variety of settings including one-on-one communications, writing skills, correspondence, and public situations.
- Demonstrates exceptional in-depth knowledge of the job functions/duties and is highly recognized by others within the University community.
- Exhibits model behavior that exemplifies the values and qualities of the organization and that is worthy of emulation.
- Skillfully and in a highly reliable manner handles multiple and varied types of tasks with competing priorities.
- Skillfully resolves conflicts in the midst of differing opinions by creatively developing a compromise within competing interest.