



President's Evaluation (2019-20)

A descriptive report of the results for the
2019-20 President's Evaluation

Report Prepared by:
The FAMU Office of University Assessment

Overview

Report Timeline, Response Rate, and Assessment Development

The link to the President’s Evaluation was distributed to all trustees on July 15, 2020 and the survey was closed on August 1, 2020. At the time of closing, there were no partial survey responses in the queue. Of the eleven (11) trustees, all completed the survey – a 100% response rate.

The evaluation instrument was approved by the trustees on April 28, 2020. It is comprised of seven (7) factors; two of which (Financial Management and Relations) contain sub-factors. Each of the factors/sub-factors contain multiple questions (number for each Factor/Sub-factor is indicated in parentheses), on which each trustee rates the President’s performance on a 5-point Likert-type scale (key located below).

The seven (7) factors are:

- Annual Priorities and Goals (9)
- Strategic and Academic Leadership (6)
- Organizational Management (3)
- Financial Management
 - Fiscal Administration (2)
 - Fundraising (3)
- Communication (3)
- Relations
 - Internal and External Relations (5)
 - Board and Governance Relations (2)
- Personal Values (4)

Each factor includes an open-ended question to gather detailed feedback. Two (2) open-ended questions regarding the President’s performance conclude the survey.

Key

For convenience, the tables contained in this report utilize a numbering system. The following key indicates how the numbers relate to the Likert-type scale in the survey.

Number	Rating Scale
5	Superior
4	Above Average
3	Average
2	Below Average
1	Poor

Average Trustee Ratings by Factor			Trustees										
President	Trustee Average	Factor	Cavazos	Dortch	Harper	Lawrence	Lawson	McClinton	Moore	Perry	Reed	Washington	Woody
4.3	4.0	Annual Priorities and Goals	4.4	4.1	4.3	4.0	4.0	4.2	3.1	3.9	3.7	3.5	4.4
5	4.5	Strategic and Academic Leadership	5.0	4.7	5.0	4.8	4.8	4.8	3.2	4.3	4.7	3.2	4.8
5	4.4	Organizational Management	5.0	5.0	5.0	4.3	4.0	4.7	3.0	5.0	4.0	3.0	5.0
4.8	4.2	Financial Management	4.8	5.0	4.2	4.2	4.3	4.7	3.0	4.0	3.5	3.4	4.7
5	4.4	Fiscal Administration	5.0	5.0	5.0	4.0	4.5	5.0	3.0	4.0	4.0	3.5	5.0
4.7	3.9	Fundraising	4.7	5.0	3.3	4.3	4.0	4.3	3.0	4.0	3.0	3.3	4.3
5	4.6	Communication	5.0	4.7	4.7	4.7	4.7	4.7	3.3	5.0	5.0	3.7	5.0
4.9	4.6	Relations	4.9	5.0	4.9	4.7	4.7	4.7	3.3	4.4	4.9	3.8	4.9
4.8	4.4	Internal and External Relations	4.8	5.0	4.8	4.4	4.4	4.4	3.6	3.8	4.8	4.0	4.8
5	4.7	Board and Governance Relations	5.0	5.0	5.0	5.0	5.0	5.0	3.0	5.0	5.0	3.5	5.0
5	4.8	Personal Values	5.0	5.0	5.0	5.0	4.8	5.0	4.0	5.0	5.0	4.5	5.0

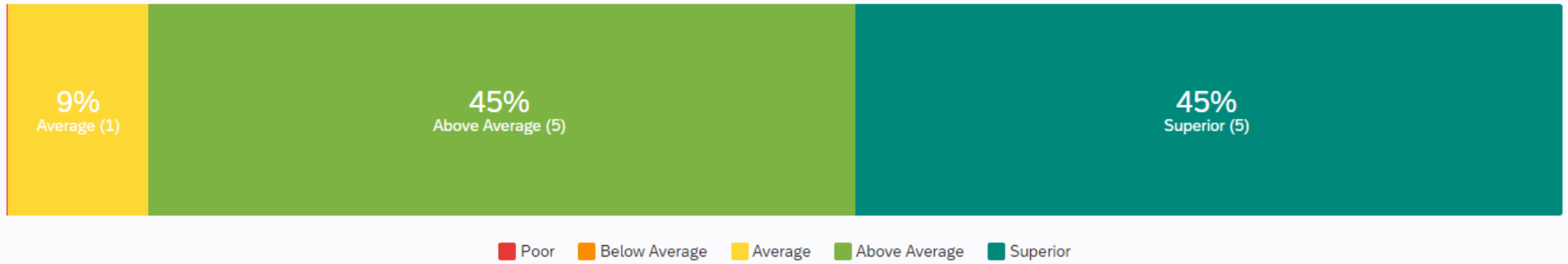
Annual Priorities and Goals

Question Ratings by Trustee													Trustees	
President	Trustee Average	Annual Priorities and Goals	Cavazos	Dortch	Harper	Lawrence	Lawson	McClinton	Moore	Perry	Reed	Washington	Woody	
			5	4.4	Goal 1: Achieve an overall score on the metrics evaluated under the Performance Based Funding Model of at least 71 points for 2019-20	5	4	5	4	4	5	3	4	5
4	3.6	Goal 2: Increase the University's four-year graduation rate from 22.5% to 30%	4	3	4	4	4	3	3	4	3	4	4	
3	2.7	Goal 3: Achieve first-time licensure pass rates that meet or exceed state or national benchmarks	3	4	3	3	2	3	2	3	2	2	3	
4	3.6	Goal 4: Increase annual giving by 5% and continue plans to launch a capital campaign	4	4	3	4	4	5	3	3	3	3	4	
4.4	4.0	Goal 5: Overall	4.3	3.8	4.3	4.1	4.1	4.4	3.1	4.2	4.0	3.1	4.5	
5	4.5	Goal 5a: Development and implementation of training and service excellence programs; initiate preliminary benchmarking; and monitor service excellence	5	4	5	5	4	5	3	5	5	3	5	
3.8	3.5	Goal 5b: Exit Survey Data from select units:	3.6	3.6	3.6	3.2	4.2	3.8	3.2	3.4	3.0	3.2	4.0	
5	4.5	<i>Advising Process from 67% to 70%</i>	5	4	5	4	5	4	4	4	4	5	5	
3	3.3	<i>Office of Parking Services from 46% to 60%</i>	3	4	3	2	5	3	3	4	3	3	3	
4	3.5	<i>Office of Financial Aid from 54% to 65%</i>	4	3	4	4	4	3	3	3	3	4	4	
3	3.3	<i>Registrar's Office from 79% to 80%</i>	3	4	3	3	5	4	3	3	3	2	3	
3	3.1	<i>Housing Office from 57% to 60%</i>	3	3	3	3	2	5	3	3	2	2	5	
4	3.7	Goal 6: Increase enrollment of FCS AA transfer students from 886 to 975.	5	4	4	4	4	4	3	4	2	3	4	
5	4.6	Goal 7: Increase total R&D expenditures by 1%.	5	5	5	4	5	4	4	4	5	5	5	
5	4.8	Goal 8: Ensure completion of CASS and residence hall on time and within budget.	5	5	5	5	5	5	4	5	5	4	5	
4	4.0	Goal 9: Strengthen the University's financial health by achieving or exceeding a minimum debt coverage ratio ≥ 1.0 .	4	4	5	4	4	4	3	4	4	3	5	

Annual Priorities and Goals

Trustee Comments

Goal 1



FAMU has achieved its highest overall score of 73 points on the Performance Based Funding (PBF) metrics which exceeds the goal established for 2020.

Excellent job at year over year improvement and achieving the highest PBF score in FAMU's history.

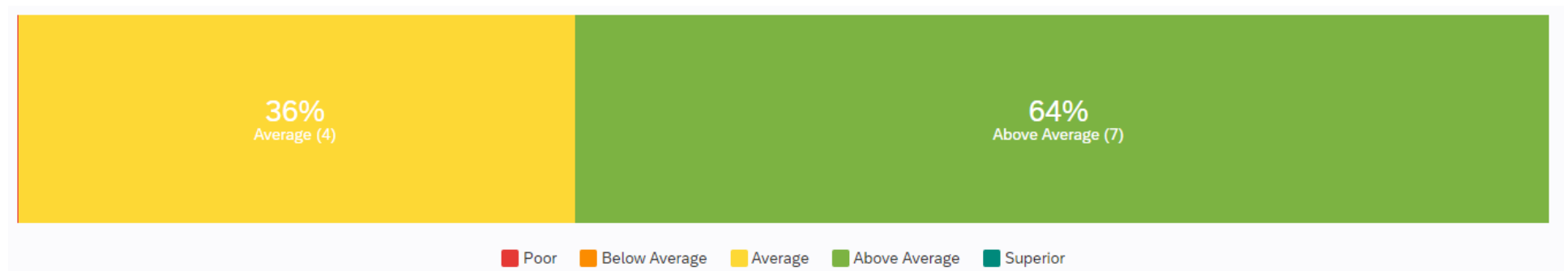
I commend the President and administration for their continued focus on the university system's performance funding goals, which highlight successful student outcomes and contribute to a stronger university.

Strongly considered superior as this is the best performance the University has posted in the model. The licensure pass rate caused me to rate a little lower.

FAMU achieved its highest ever score this year.

Consistently trending upward.

Goal 2



This Trustee is in agreement with the President's opinion that FAMU University failed to reach the 30% goal pertaining to the 4-year graduation rate established the previous year. However, I will give him credit for making significant improvement increasing from 22.5% to 27.7%, a gain of 5.2 percentage point increase. I'm very pleased to see that the University appears to be going in the right direction as I have confidence we will reach the 30% goal in the years to come.

This is a strong upward trajectory, and evident in the strong academic profile of students who are recruited, and amplified academic support as students matriculate.

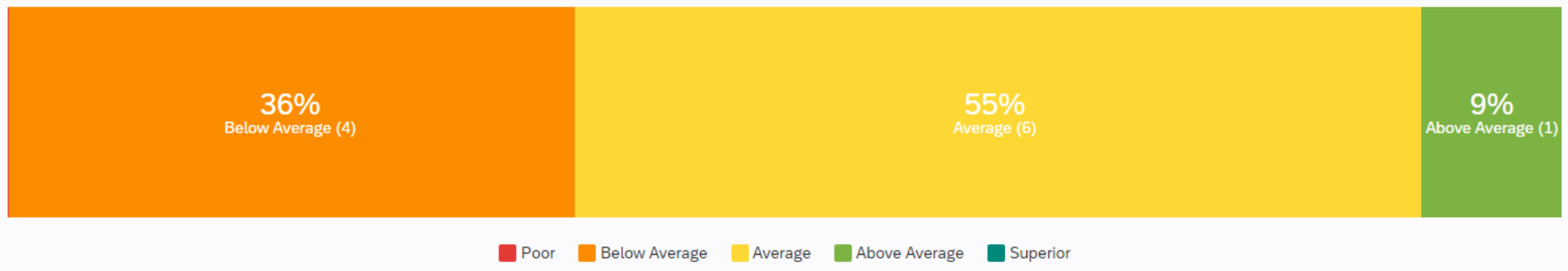
Though this goal was not met, the 5 percentage point increase in four-year graduation rates this year demonstrates a focus on and implementation of several student success initiatives.

Great progress has been made. We are leverage the funding to staff and support this goal. I still feel with our current student population we can get even better in this area.

This goal was not achieved but significant progress was made in this year.

We are trending in the right direction. There are notable improvements.

Goal 3



I admit there have been some improvements in three out of the four licensure programs, but there is still room to increase the first time passage rate. I strongly suggest that the University continue to do whatever is necessary to bring the passage rate up to the state and national benchmarks.

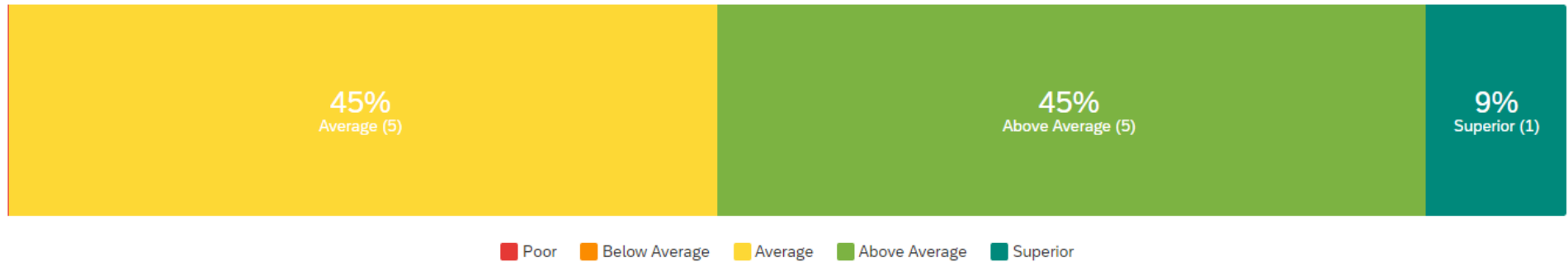
FAMU did not meet the passage rate goals for any of the four areas in review. While three areas (law, pharmacy and physical therapy) showed improvement, all remain below state or national benchmarks and nursing faced a substantial decline. This has an impact on our graduates' abilities to continue on to employment in their respective fields. More intrusive measures are needed to ensure we increase licensure passage rates.

Probably over critical, but we have to have detailed plans and drive higher levels of accountability in these schools/programs. When Law finish dead last in the state, we are in trouble. We need to take bold steps to improve these programs. A hard look and potential movement of some faculty may be necessary. Traditional historical approaches are not working and the board is losing patience.

Although we saw increases in 3 of the 4 metrics we saw a step decline in one and all are still below the goal set for this year.

Significant improvement in all areas but one.

Goal 4



Although the COVID-19 Pandemic has effected the world's economy, it's understandable that FAMU's Capital Campaign efforts have taken a major hit. However, the University did experience a \$1.29 million or 28% increase in total cash raised over the past year. Additionally, the University's 2019-2020 Alumni donation rate increased by 60% from 4.8% to 7.7% for 2020. The President and his Office of Division of University Advancement appears to be doing a good job under the current circumstances.

The trickle-down impact of COVID aside, I'm not confident in the year over year sustainability of our giving strategies, plans and infrastructure. Specifically, are we appropriately staffed, leveraging best practices and tapping into the diversity of administrators, alumni and supporters to drive giving in amounts both large and small?

While the pandemic presented a challenge in the fourth quarter, it appears as if fundraising declined significantly over the fiscal year.

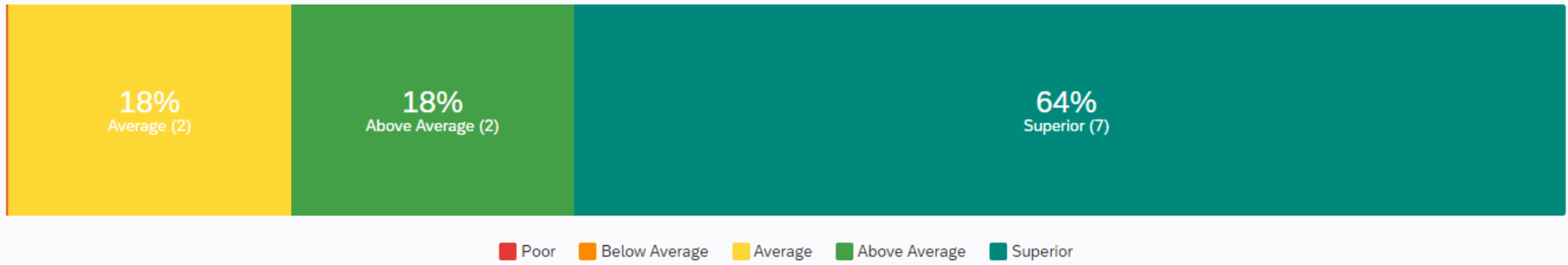
I was pleased to see % of alumni giving rising. This is sign that the university is being run properly, a lot of our supporters will give more when they feel the university is being managed properly. However, this is not a knock on the personnel in leadership of the foundation, the structure and resources of this department need critical evaluation. We need to make the need moves on structure and headcount to put this team is a position to win Big.

This goal was not met for this year but we do have some momentum with total cash increase on a year over year basis. The Pandemic has impacted some of the opportunity so rating as average in recognition of this event.

We have witnessed steady gains each year. There is a quality management team in place.

Goal 5

Goal 5a



Goal 5b



Goal 5 (cont.)

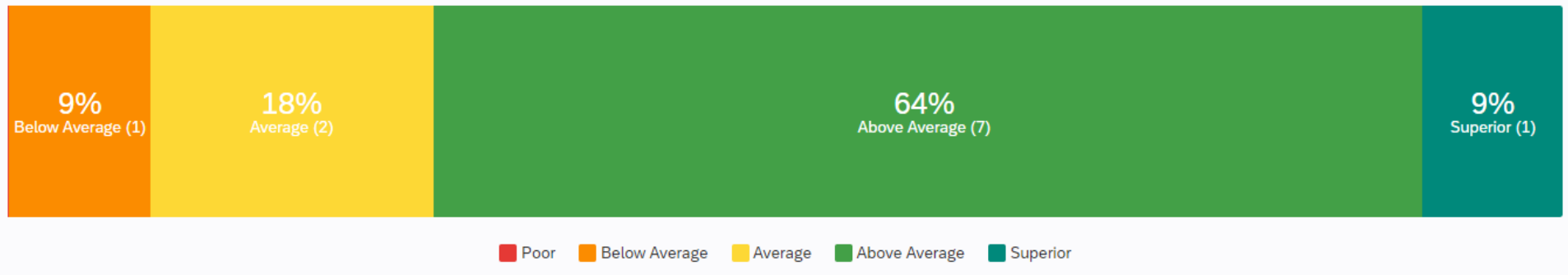
It appears that the President has been giving the necessary attention to the above mentioned area of services. There have been some major improvements made to address/focus on the noticed deficiencies.

Give the President high marks for getting the project up and running. Would like to see more of the results and did hear for the "street committee" that the training was not mandatory within every department.

Great work to start to execute the comprehensive strategy to drive service excellence across the University. The building blocks are in place significant progress has been achieved in the last year. As we look at the progress on items in 5b, we have a baseline of performance and need to continue to look at ways to drive the experience up across all dimensions.

These areas are showing consistent improvement.

Goal 6



The Office of Transfer Services should be congratulated on their efforts to create additional Florida College System (FCS) articulation agreements. I'm pleased to know that the University has been successful in obtaining 17 community college agreements out of 28. According to the stats in 2019, the FAMU University experienced a 14.8% increase in the number of AA applications, 14.3% increase in the number admitted and a 19.3% increase in the number of new FCS students enrolled. During the most recent BOG Strategic Planning Committee meeting, Governor Allen Levine commended FAMU on a 40% increase in the enrollment of state college AA transfers over the past five (5) years. The University appears to be going in the right direction.

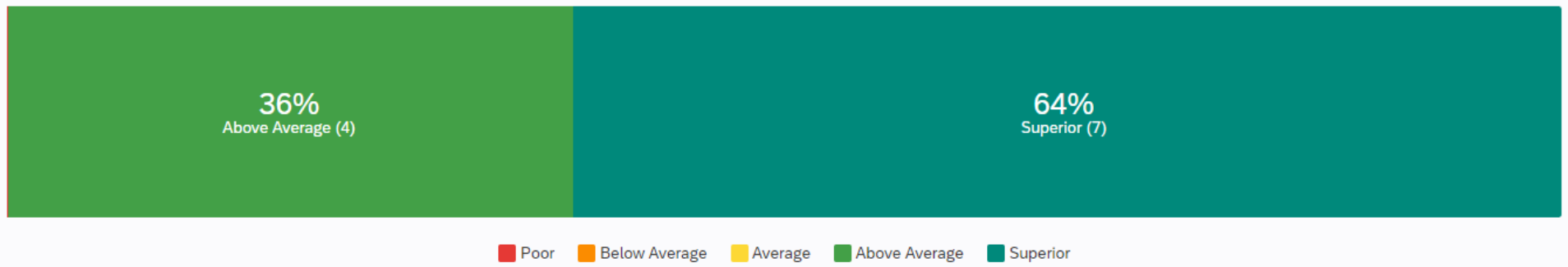
The president and administration have directed resources to increase the number of FCS AA transfers enrolled, a priority of the Board and the BOG. This transfer approach will become more beneficial to the university in the post-Covid environment.

President and Dr. Hudson have been leaders in this area. Given the demographic of AA students we should always be able to get great than our fair share. Feel this number needs to grow for us to achieve the targets set by the Board.

Although progress was made the goal was not achieved. The work done this year should support greater numbers of transfer students in the future.

It is clear that strategies for improvement are working.

Goal 7



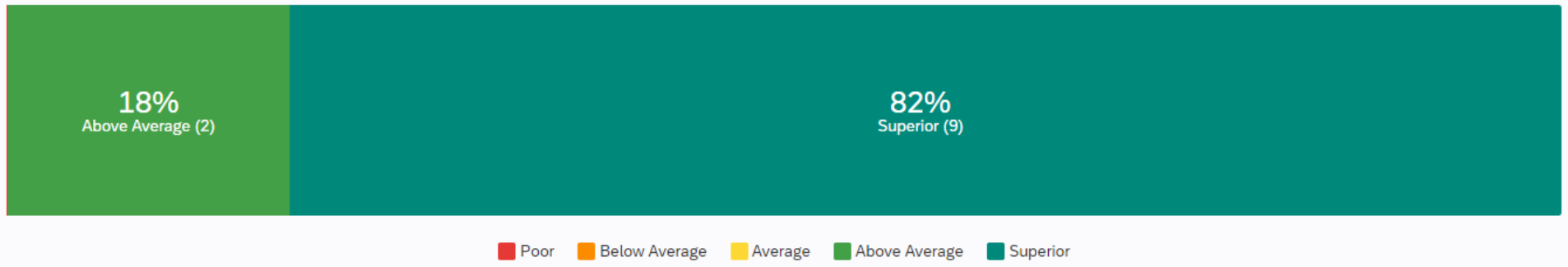
Under the President's leadership the Research & Development (R&D) expenditures were increased as the current value is \$60,863,893. To date, FAMU has been awarded 167 grants and contracts. According to the Vice President for Research, Professor of Physics and Director of Center for Plasma Science and Technology, the total IDC collected is at \$4,054,994, a new record. I'm pleased to see more than +4% progress in the R&D Expenditures.

Rated high, but as we go Big. What would it take to make us the premier HBCU research institute?

Great job in this area. Significant work done to incentives and drive increase in funding and additional work done to up skill the team to support the attainment of grants and other funds in this area.

Very good progress. Trending in the right direction.

Goal 8



Excellent Progress with Capital Projects: * The 700 Bed Residence Hall is more than 94% completed and ready for occupancy no later than July 27, 2020. The project is within the revised budget; * Due to the COVID-19 pandemic, the Student Affairs Center for Access and Student Success (CASS) building has experienced a short delay. The completion date has now changed to between Mid-October and November 30, 2020, instead of the original completion date of August 29, 2020. With consideration of some short delays due to the COVID-19 crisis, it should be noted that the staff has done an amazing job assuring that both projects complied with both scheduling requirements and will be completed on or under budget.

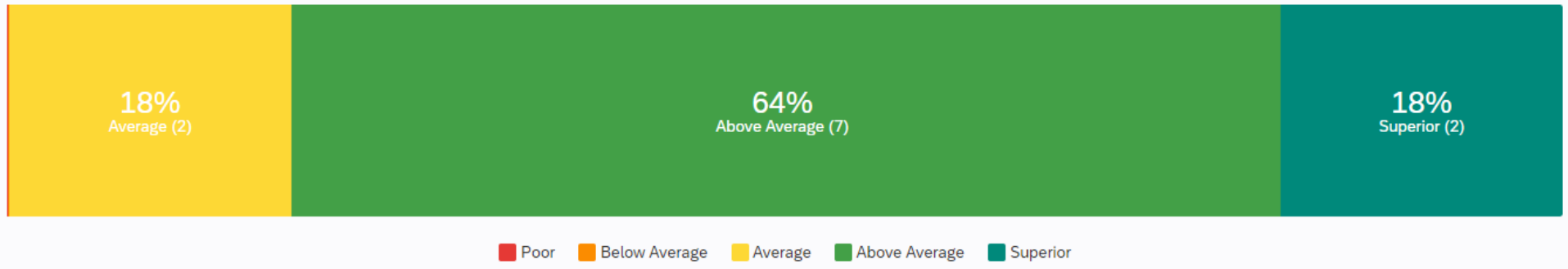
Excellent collaboration with the periodic report outs. Accountability and focus drives results.

Strong oversight and leadership in this area.

Tremendous progress on both projects with regular updates providing info on completion and budget. This is being achieved in spite of the Covid 19 situation. Really great job the president and his staff.

Very good. Even with the challenges of COVID19.

Goal 9



Based on the University's restructuring, the debt ratio of the institution remains strong. According to the President, this year's projection of the University debt ratio is at 1.88 a decline from FY19 metric of 3.71.

Stronger financial team in place. Better accountability and more forward looking.

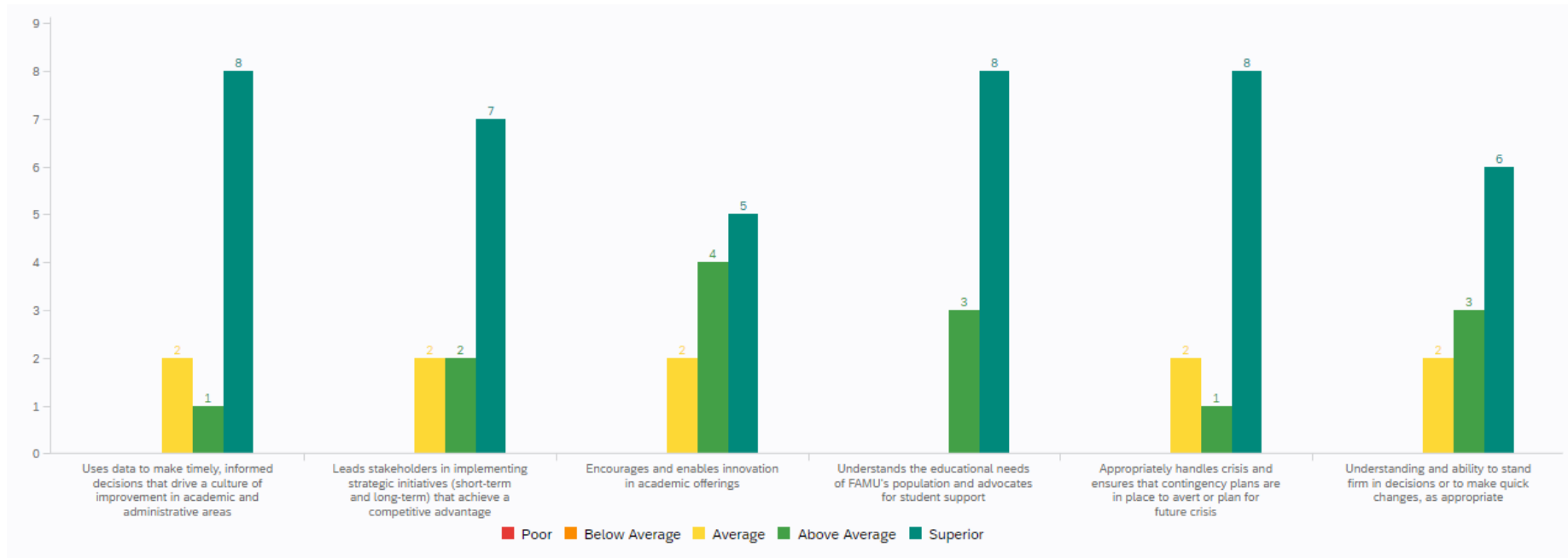
This goal is on track.

Good job considering the challenges the University is facing.

Strategic and Academic Leadership

Question Ratings by Trustee			Trustees										
President	Trustee Average	Strategic and Academic Leadership	Cavazos	Dortch	Harper	Lawrence	Lawson	McClinton	Moore	Perry	Reed	Washington	Woody
5	4.5	Uses data to make timely, informed decisions that drive a culture of improvement in academic and administrative areas	5	5	5	5	5	5	3	5	4	3	5
5	4.5	Leads stakeholders in implementing strategic initiatives (short-term and long-term) that achieve a competitive advantage	5	5	5	5	4	5	3	4	5	3	5
5	4.3	Encourages and enables innovation in academic offerings	5	4	5	5	5	4	3	4	4	3	5
5	4.7	Understands the educational needs of FAMU's population and advocates for student support	5	5	5	5	5	5	4	4	5	4	5
5	4.5	Appropriately handles crisis and ensures that contingency plans are in place to avert or plan for future crisis	5	5	5	5	5	5	3	5	5	3	4
5	4.4	Understanding and ability to stand firm in decisions or to make quick changes, as appropriate	5	4	5	4	5	5	3	4	5	3	5

Strategic and Academic Leadership Trustee Comments



President Robinson does an excellent job in the following areas:

- Using of data to make timely and informed decisions;
- Leading Stakeholders in implementing strategic initiatives;
- Supporting innovation in academic offerings;
- Displays in-depth understanding when articulating the educational needs of FAMU students;
- Prepared to handle all crisis in a timely and professional manner that may present itself to FAMU.
- The President appears to have a good relationship with the BOG, BOT, FAMU Alumni, Stakeholders and has displayed the expert ability to raise funds for the University.

Strategic and Academic Leadership (cont.)

President Robinson has had to mitigate an unusual set of challenges this fiscal year including restructuring the financial and athletics departments. I look forward to the updated budgeting process that will enhance efficiencies in the budget management process. He is an advocate for students and the university, however strategic program offerings and supports to improve academic programming (including those with licensure exams) are still needed to ensure that our students graduate and are able to go directly into the workplace.

Solid leadership in all academic areas.

President is making progress in the area of Data use to inform decisions and strategies and we are starting to see this in the focus area's being identified at the University. The engagement and work to lead the University in the initiation of short and long-term initiatives is great especially considering the complexity and breadth of coverage that is being driven today. A key standout for the President is his ability to pivot and be responsive to challenges as seen in how the university responded to Covid and the testing and return to school planning.

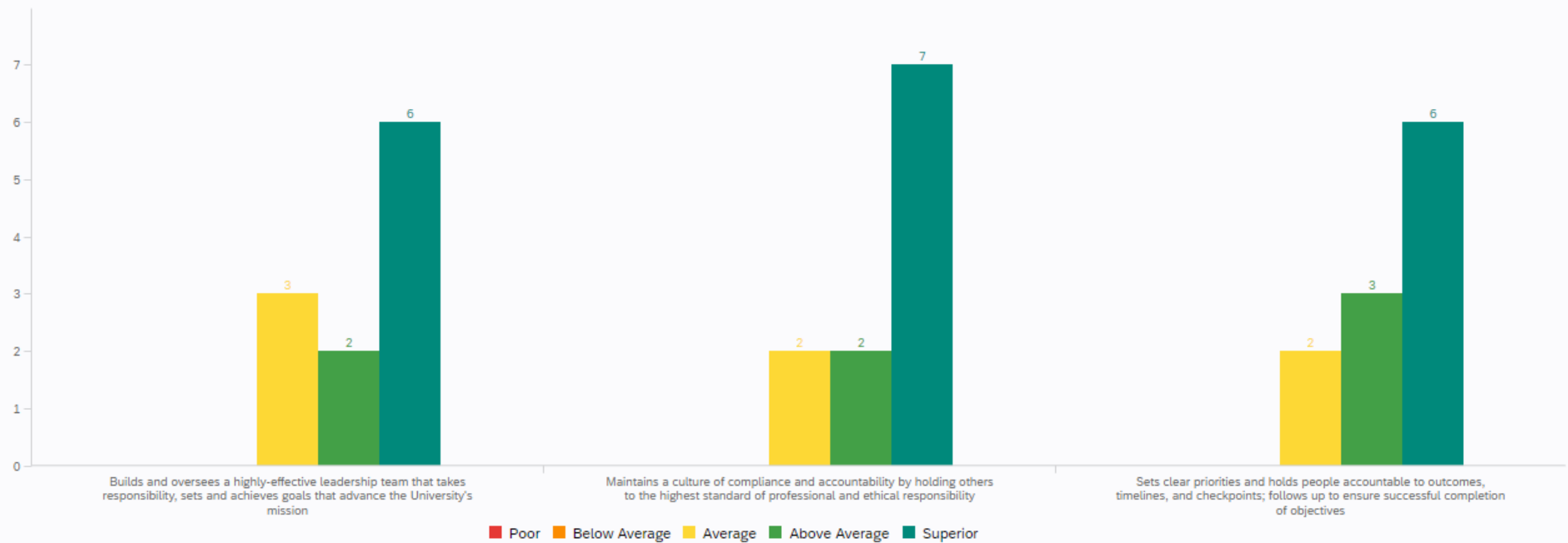
Outstanding.

The President has displayed strength and decisive leadership while engaging his leadership team.

Organizational Management

Question Ratings by Trustee			Trustees										
President	Trustee Average	Organizational Management	Cavazos	Dortch	Harper	Lawrence	Lawson	McClinton	Moore	Perry	Reed	Washington	Woody
5	4.3	Builds and oversees a highly-effective leadership team that takes responsibility, sets and achieves goals that advance the University's mission	5	5	5	4	3	5	3	5	4	3	5
5	4.5	Maintains a culture of compliance and accountability by holding others to the highest standard of professional and ethical responsibility	5	5	5	5	4	5	3	5	4	3	5
5	4.4	Sets clear priorities and holds people accountable to outcomes, timelines, and checkpoints; follows up to ensure successful completion of objectives	5	5	5	4	5	4	3	5	4	3	5

Organizational Management Trustee Comments



The President has surrounded himself with an impressive group of men and women (Academic Deans, the new Executive Director for the Title III Program, VP for Research, VP for Athletics, CFO and the VP for Division of Audit) that serve him well in the operation of this great institution. It appears that he relies on his team's ability to consistently address issues relating to students and staff recruitment. It appears that staff are well informed of the goals and mission of the University as the President involves the staff in the Accountability/Strategic Plans process.

Good, but opportunity to continue to strengthen the leadership team and the next level down. Pres involved in too many issues that should be handle below him. He need more time to advance the cause of the university externally.

We are making strong progress in this area. The President has filled the key roles on his leadership team that are critical to success of the University. His new audit and compliance leaders are driving comprehensive plans to ensure the university is driving for best in class processes and procedures to enable the university to deliver on its commitment to the legislature, BOG and University policies, process and procedures.

Outstanding.

There is clear evidence of improvements. The morale of the leadership team is apparent and it shows in the results.

Financial Management

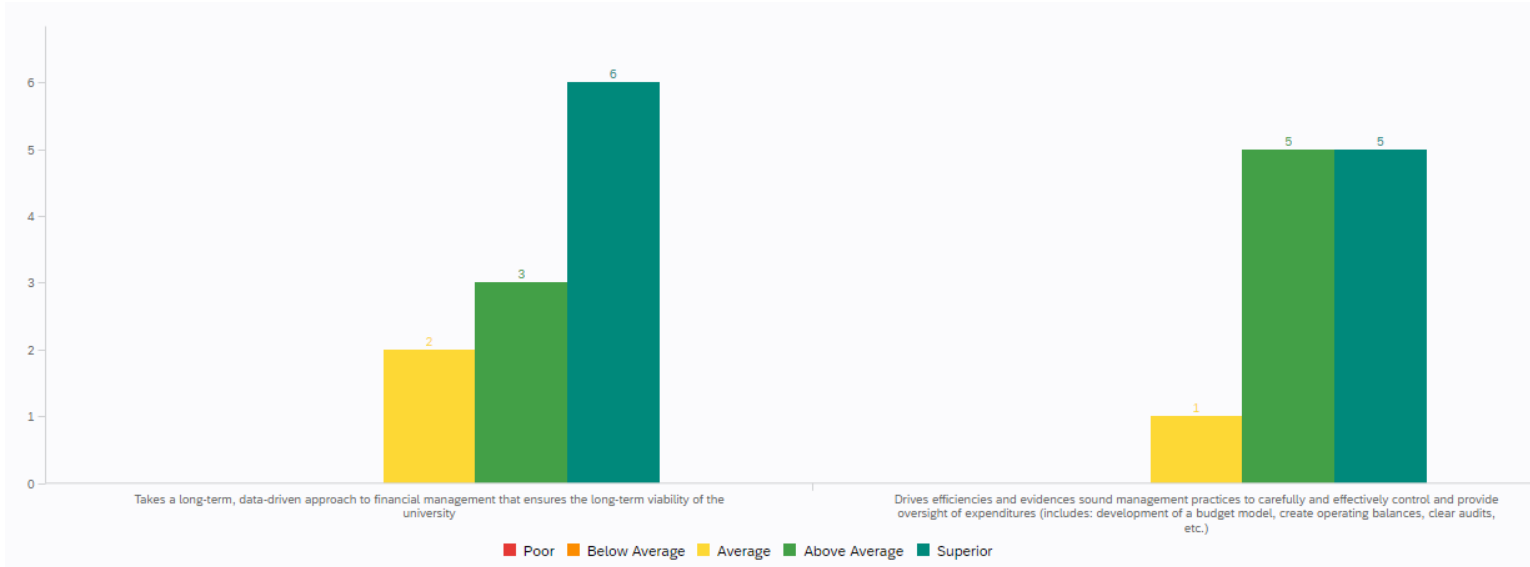
Fiscal Administration

Fundraising

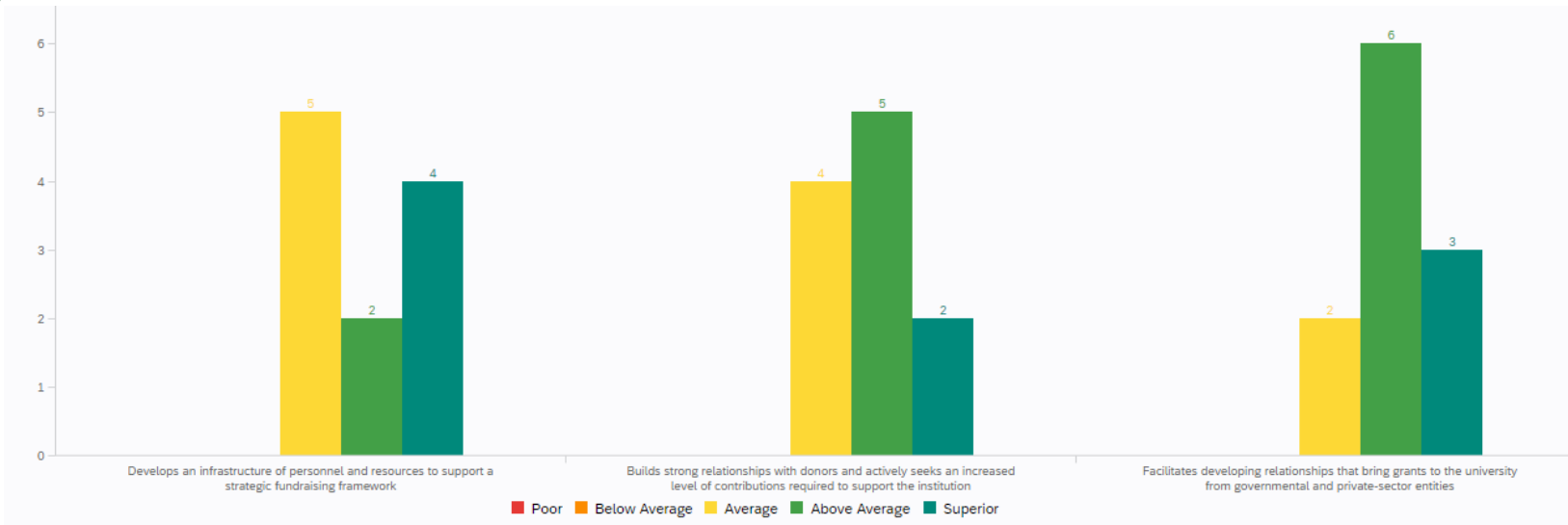
Question Ratings by Trustee				Trustees										
President	Trustee Average	Financial Management		Cavazos	Dortch	Harper	Lawrence	Lawson	McClinton	Moore	Perry	Reed	Washington	Woody
Fiscal Administration														
5	4.4	Takes a long-term, data-driven approach to financial management that ensures the long-term viability of the university		5	5	5	4	5	5	3	4	4	3	5
5	4.4	Drives efficiencies and evidences sound management practices to carefully and effectively control and provide oversight of expenditures (includes: development of a budget model, create operating balances, clear audits, etc.)		5	5	5	4	4	5	3	4	4	4	5
Fundraising														
4	3.9	Develops an infrastructure of personnel and resources to support a strategic fundraising framework		4	5	3	5	3	5	3	4	3	3	5
5	3.8	Builds strong relationships with donors and actively seeks an increased level of contributions required to support the institution		5	5	3	4	4	4	3	4	3	3	4
5	4.1	Facilitates developing relationships that bring grants to the university from governmental and private-sector entities		5	5	4	4	5	4	3	4	3	4	4

Financial Management Trustee Comments

Fiscal Administration



Fundraising



Financial Management (cont.)

There have been some major improvements made in the financial health of the University. I attribute the success the University seems to be experiencing in the areas of Financial Management and Fiscal Administration Fundraising to the President's leadership ability to put an expert team together to address the financial needs of the University. It appears that his strategic planning in this area is producing positive results.

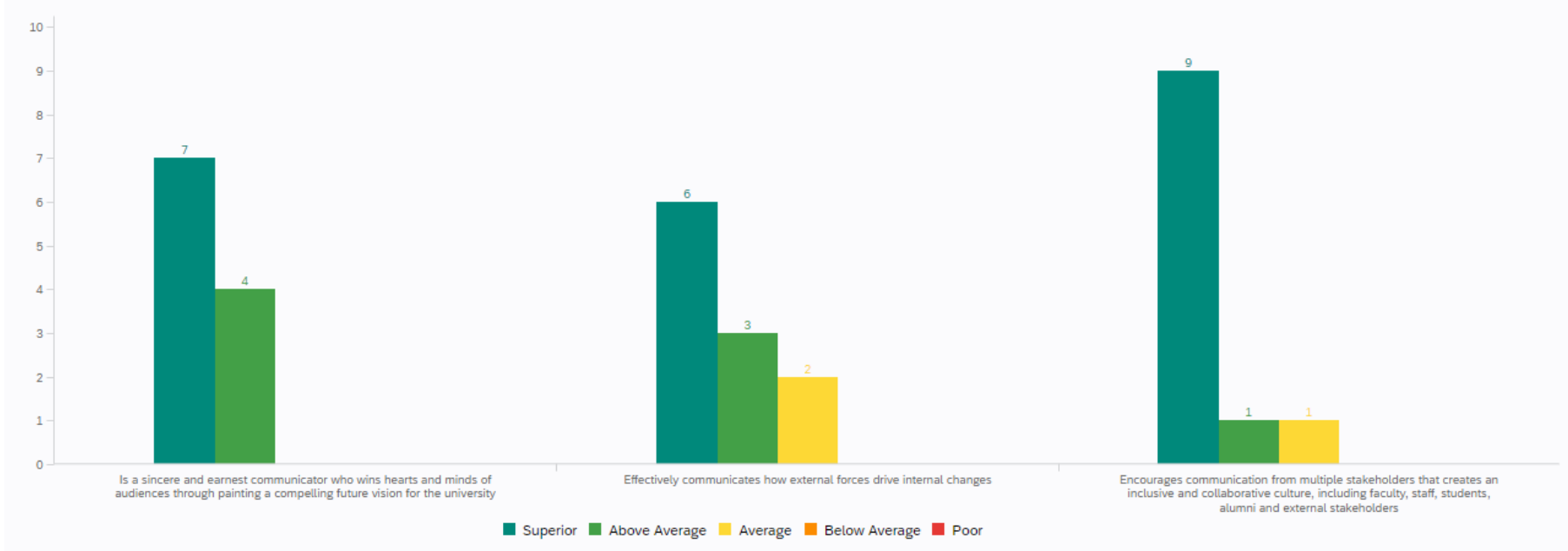
New processes in place for financial management are providing for tighter and deeper oversight of finances for the University. In the area of fund raising we are making progress but it is critical that the President add the necessary resources to deliver on the goals in this area. This would allow for the focus and acceleration of benefits that are achievable in this area.

The president is a bridge builder and has gained the respect and trust of stakeholders.

Communication

Question Ratings by Trustee													
President	Trustee Average	Communication	Trustees										
			Cavazos	Dortch	Harper	Lawrence	Lawson	McClinton	Moore	Perry	Reed	Washington	Woody
5	4.6	Is a sincere and earnest communicator who wins hearts and minds of audiences through painting a compelling future vision for the university	5	5	4	5	5	4	4	5	5	4	5
5	4.4	Effectively communicates how external forces drive internal changes	5	4	5	4	4	5	3	5	5	3	5
5	4.7	Encourages communication from multiple stakeholders that creates an inclusive and collaborative culture, including faculty, staff, students, alumni and external stakeholders	5	5	5	5	5	5	3	5	5	4	5

Communication Trustee Comments



President Robinson does an excellent job telling the FAMU Story both internally and externally. He also does a good job in keeping the Board of Trustees informed of any rising issues that may affect the operations of the University. The President's reputation is known to have an approachable type personality and he appears to be well respected by his peers, faculty, students and stakeholders.

President is a great spokesperson for the University.

Great job in this area. Keeping all stakeholders informed and feeling a part of the FAMU journey and family.

The collaborative culture that President Robinson created among the faculty and other stakeholders are outstanding.

There are consistent and open communications from the president. He is very proactive.

Relations

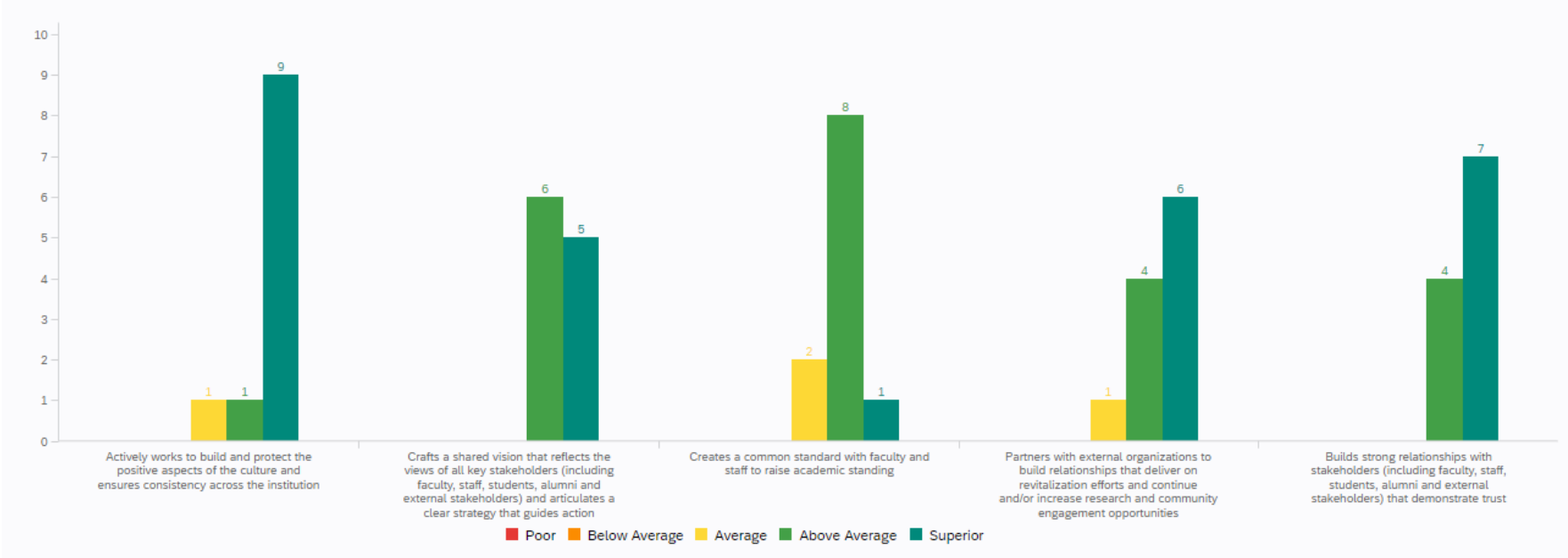
Internal and External Relations

Board and Governance Relations

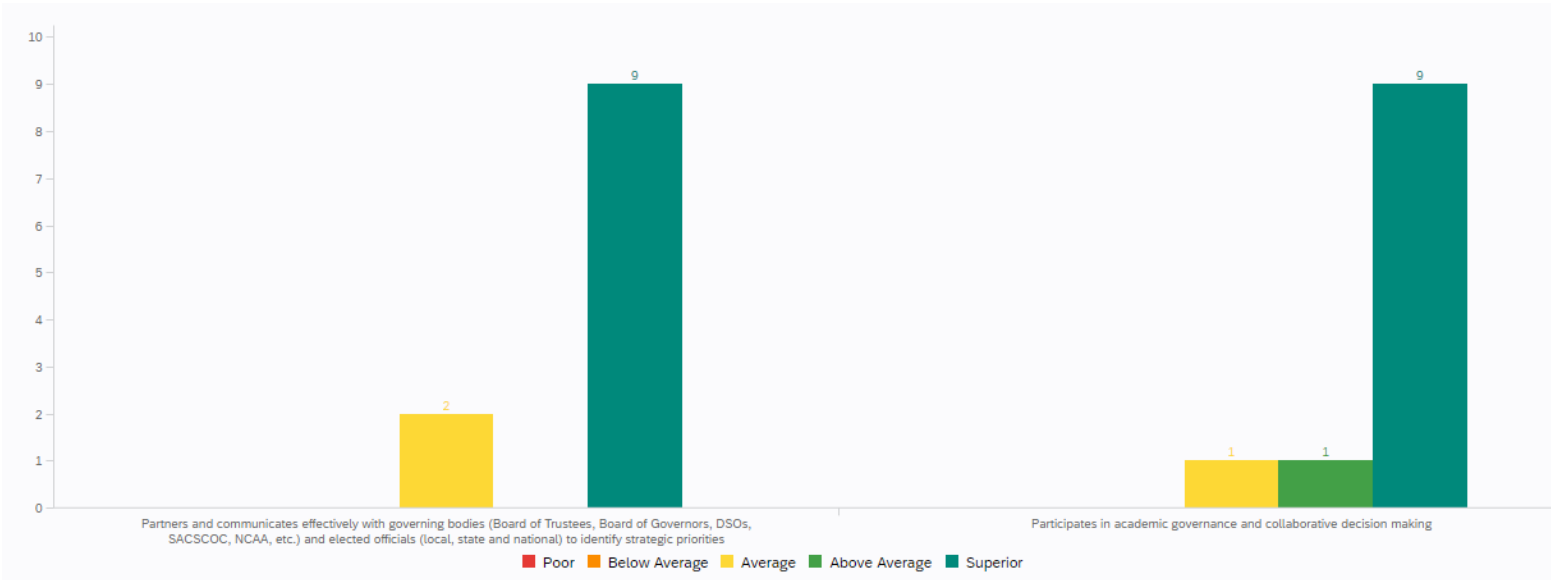
Question Ratings by Trustee													Trustees	
President	Trustee Average	Relations	Cavazos	Dortch	Harper	Lawrence	Lawson	McClinton	Moore	Perry	Reed	Washington	Woody	
Internal and External Relations														
5	4.7	Actively works to build and protect the positive aspects of the culture and ensures consistency across the institution	5	5	5	5	5	5	3	5	5	4	5	
5	4.5	Crafts a shared vision that reflects the views of all key stakeholders (including faculty, staff, students, alumni and external stakeholders) and articulates a clear strategy that guides action	5	5	5	4	4	4	4	4	5	4	5	
4	3.9	Creates a common standard with faculty and staff to raise academic standing	4	5	4	4	4	4	3	3	4	4	4	
5	4.5	Partners with external organizations to build relationships that deliver on revitalization efforts and continue and/or increase research and community engagement opportunities	5	5	5	4	4	5	4	3	5	4	5	
5	4.6	Builds strong relationships with stakeholders (including faculty, staff, students, alumni and external stakeholders) that demonstrate trust	5	5	5	5	5	4	4	4	5	4	5	
Board and Governance Relations														
5	4.6	Partners and communicates effectively with governing bodies (Board of Trustees, Board of Governors, DSOs, SACSCOC, NCAA, etc.) and elected officials (local, state and national) to identify strategic priorities	5	5	5	5	5	5	3	5	5	3	5	
5	4.7	Participates in academic governance and collaborative decision making	5	5	5	5	5	5	3	5	5	4	5	

Relations Trustee Comments

Internal and External Relations



Board and Governance Relations



Relations (cont.)

The President does an excellent job in keeping the BOT abreast of issues that may affect the University. He believes that open and honest communication leads to an effective Board of Trustees' governance.

Excellent collaboration with the Governor and legislators, for example at the Florida Classic. We will win when we partner together for the better and the state of Florida.

President Robinson is a strong advocate for the university and works to ensure that key stakeholders have a voice in decision-making. Communication could be strengthened by proactively reaching to board members before key university decisions are made.

President has built solid relationships tied to performance and delivering on commitments.

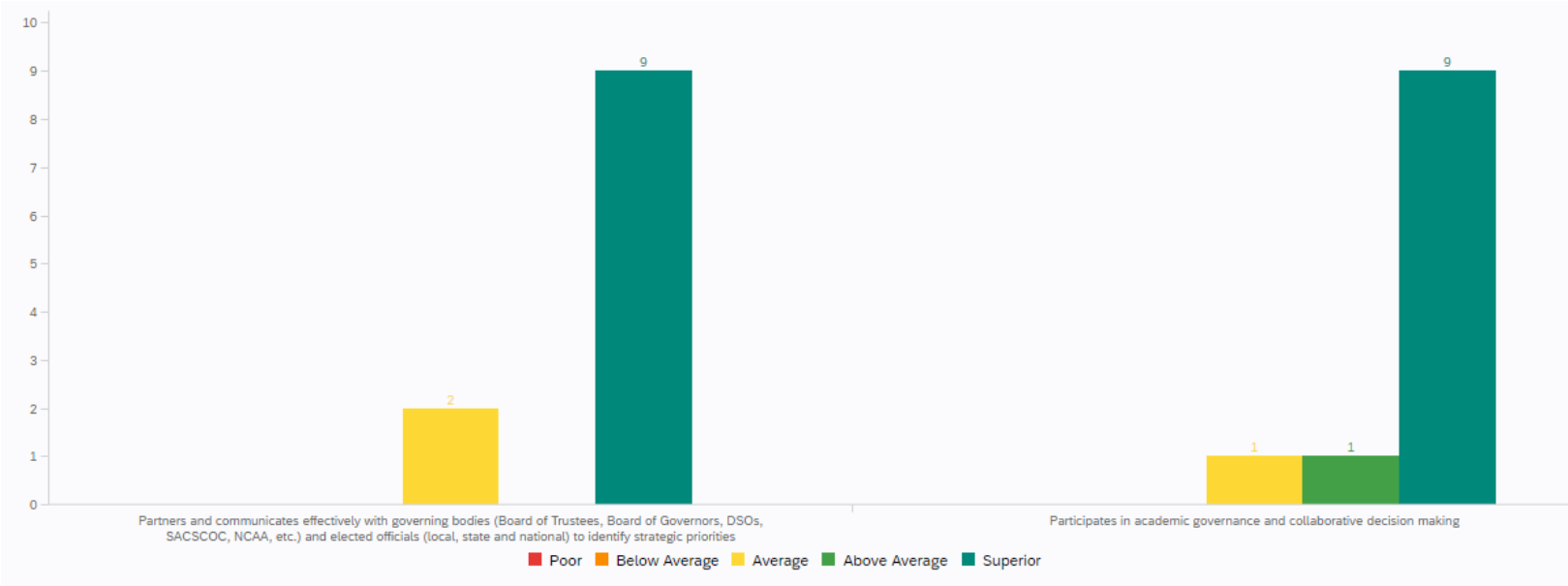
The President is highly engaged internally and externally representing the University as well as conducting the Universities business across all dimensions outlined.

The president maintains open channels of communications. He demonstrates that he understands and appreciates the value that stakeholders bring to the University.

Personal Values

Question Ratings by Trustee			Trustees										
President	Trustee Average	Personal Values	Cavazos	Dortch	Harper	Lawrence	Lawson	McClinton	Moore	Perry	Reed	Washington	Woody
5	4.9	Exhibits honest and integrity	5	5	5	5	5	5	4	5	5	5	5
5	4.8	Inspires trust and confidence	5	5	5	5	5	5	4	5	5	4	5
5	4.8	Respects others and diverse points of view	5	5	5	5	4	5	4	5	5	5	5
5	4.8	Is an active and engaged listener to discern where additional communication is required	5	5	5	5	5	5	4	5	5	4	5

Personal Values Trustee Comments



President Robinson has proven himself to be professional, ethical, knowledgeable and good listener.

Excellent Spokesperson for the University and lives it values and mission daily.

Truly inspiring and servant leader. Very respected and has the support of external as well as internal stakeholders.

The president is trustworthy and displays strong ethical values.

Final Open Ended Questions

Major Accomplishments

Trustee Comments

Performance Based Funding

The major accomplishments involve the following: Filling critical vacancies. *(Partial comment – additional portions located in other themes)*

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

Under President Robinson's leadership, the university earned a record number of points on the BOG performance funding model.

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

- Earning the highest score since the inception of PBF this year 73 points;
- 4-year graduation rate, 6-year graduation remains over 50%;
- BS degrees awarded w/o excess hours;
- Cost to student (-14%);
- Pell recipient 4-year graduation rate (+4%). *(Partial comment – additional portions located in other themes)*

Raising the PBF Scores Getting all construction done on time Securing Federal support for key initiatives.

The highlight is the achievement of PBF metrics, the execution of the service excellence plan and the delivery of the CASS and new 700 Bed housing building on time and on budget. In addition, the excellent way in which the President has lead the university during this Covid crisis. *(Cited in multiple themes)*

President Robinson and the University received numerous accolades from the Board of Governors (BOG) regarding his leadership and FAMU's performance on its performance metrics.

- FAMU earned its highest score since the inception of the Performance-Based Funding (PBF) model and specifically received positive comments on the following:
- PBF Metric 4 – Four-year Graduation Rate – FAMU has consistently shown improvement over the last five years.
- PBF Metric 7 – University Access Rate – Percent of Undergrads with Pell Grant – FAMU earned the highest score of all SUS universities on this metric.
- PBF Metric 9 – Percent of bachelor's degrees Without Excess Hours – FAMU has consistently shown improvement on this metric for the last five years.
- FAMU was noted for its continuous improvement and was removed from the BOG's "watch list."
- The Board approved FAMU's PBF State Investment allocation of \$13,322,826.
- Finally, it should be noted that FAMU improved on seven (7) of ten (10) metrics and leads the SUS on one of the three (3) metrics where it did not improve. *(Partial comment – additional portions located in other themes)*

Major Accomplishments (cont.)

Construction Projects

The major accomplishments involve the following: Oversight and management of multiple construction projects. *(Partial comment – additional portions located in other themes)*

The President's greatest accomplishments during the 2019-2020 year: Oversight and leadership of several construction projects simultaneously; - The CASS Building - 700 bed Residential Facility - Dining Hub - The Amphitheater - The Chilled Water Plant. *(Partial comment – additional portions located in other themes)*

The highlight is the achievement of PBF metrics, the execution of the service excellence plan and the delivery of the CASS and new 700 Bed housing building on time and on budget. In addition, the excellent way in which the President has lead the university during this Covid crisis. *(Cited in multiple themes)*

Filling Critical Vacancies

The major accomplishments involve the following: Filling critical vacancies. *(Partial comment – additional portions located in other themes)*

The President's greatest accomplishments during the 2019-2020 year: Filling senior leadership positions of VP for Finance and Administration / CFO, VP for Research, VP and Athletic Director, Director of Title III, Director of Government Relations and Interim Director of Communications. *(Partial comment – additional portions located in other themes)*

He has filled strategic positions on his senior leadership team. *(Partial comment – additional portions located in other themes)*

Crisis Management

FAMU's response to the COVID-19 global pandemic and the re-opening plans of the campus was approved by the BOG.

The highlight is the achievement of PBF metrics, the execution of the service excellence plan and the delivery of the CASS and new 700 Bed housing building on time and on budget. In addition, the excellent way in which the President has lead the university during this Covid crisis.

Rankings

The President's greatest accomplishments during the 2019-2020 year: The Highest ranked public HBCU by U.S. News & World Report, National Public Universities, the number one producer of African American in Pharmacy, Pharmaceutical Sciences. *(Partial comment – additional portions located in other themes)*

The university has been recognized as the highest-ranked public HBCU. *(Partial comment – additional portions located in other themes)*

Major Accomplishments (cont.)

Relationship Building

Creating a great working relationship with the BOG and campus community.

The COVID-19 testing site at FAMU Braggs Stadium has gained national attention, and President Robinson's continuous communication with the FAMU community regarding updates on the pandemic and the reopening of the University has been outstanding. *(Partial comment – additional portions located in other themes)*

Relationship Building (cont.)

Encouraged and maintained a collaborative and positive environment among faculty and other stakeholders on campus, provided excellent leadership on numerous construction projects. *(Partial comment – additional portions located in other themes)*

President Robinson and his leadership team have been effective, inclusive, unified in their collective work and efforts in support of the faculty, staff, and students' success and to promote and acknowledge the achievement of all of the stakeholders. *(Partial comment – additional portions located in other themes)*

Service Excellence

The highlight is the achievement of PBF metrics, the execution of the service excellence plan and the delivery of the CASS and new 700 Bed housing building on time and on budget. In addition, the excellent way in which the President has lead the university during this Covid crisis. *(Cited in multiple themes)*

Other

He has brought more unity and inspired greater school spirit. It is evident that there is greater “Rattler Pride”.

Recommended Enhancements Trustee Comments

Board Communication

The president should consider proactively reaching out to board members prior to board meetings fully brief members on potentially controversial topics. The accuracy and timeliness of information presented to the board via communications could be enhanced. The president should work with the leadership team to ensure that specific issues addressed during board meetings are resolved and communicated back to the board in a timely manner.

The enhancements that I would suggest to improve the President's effectiveness includes the following: Increase communication with trustees; Ensure accuracy of the information/data presented to the BOT for action. *(Partial comment – additional portions located in other themes)*

University Foundation

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

We have to improve on our licensure pass rates, our AA recruiting and our fund raising. There is a significant amount of funding that is being aimed at HBCU's, how are we positioning ourselves to take advantage of the opportunity.

Fiscal/Internal Controls

The enhancements that I would suggest to improve the President's effectiveness includes the following: Increase fiscal and internal controls. *(Partial comment – additional portions located in other themes)*

Licensure Passage Rates

The enhancements that I would suggest to improve the President's effectiveness includes the following: Increase consistency and oversight of critical academic areas involving 1st time passage rates. *(Partial comment – additional portions located in other themes)*

More direct involvement with the College of Law.

Other

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

BE Bold, you have great support. Spend more time focused on developing our brand externally Continue to focus on build a world class leadership team.

I would simply say, stay the course.

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