

**Florida Agricultural and Mechanical University
Board of Trustees**



Special Committee on Presidential Evaluation

May 11, 2016

Time: 1: 00 P.M.

Telephone Conference Call

Committee Members: Trustee Kimberly Moore, Chair
Trustees Lawrence, McCoy, Carter, Warren

AGENDA

- | | | |
|-----|---------------|-------------------|
| I. | Call to Order | Chair Moore |
| II. | Roll Call | Linda Barge-Miles |

ACTION ITEMS

- | | | |
|------|--|-------------|
| III. | Approval of Minutes of February 10, 2016 Committee Meeting | Chair Moore |
| IV. | Special Committee Operating Procedures | Chair Moore |

DISCUSSION ITEM

- | | | |
|----|--|-------------|
| V. | Draft 2016 – 2017 President Goals & Objectives | Chair Moore |
|----|--|-------------|

INFORMATION ITEM

- | | | |
|-------|---|-------------|
| VI. | Review Presidential Evaluation Timeline | Chair Moore |
| VII. | Board of Governors Engagement | Chair Moore |
| VIII. | Evaluation Stakeholders | Chair Moore |
| | a. NAA | |
| | b. Student Rep. | |
| IX. | Adjournment | |

**Florida Agricultural and Mechanical University
Board of Trustees**



**Special Committee on Presidential Evaluation Minutes
Trustee Kimberly Moore, Chair**

Date: Wednesday, February 10, 2016

Committee Chair Kimberly Moore called the telephonic meeting of the Governance Committee to order.

Dr. Carl Starling called the roll.

Committee Members Present: Chair Moore, Trustee Warren, Trustee Carter, Trustee McCoy, Trustee Lawrence

Committee Member(s) Absent:

Others Attending: Trustee Grable, Trustee Washington, Trustee Lawson, Trustee Carter

A quorum was present.

Action Items

1. Approval of Minutes of Meeting of November 17, 2015

Chair Moore presented the first action item –the motion for approval of the minutes of the November 17, 2015 Committee meeting. The motion was moved by Trustee Warren and seconded by Trustee Carter.

The motion carried unanimously.

2. Amendment to Presidential Evaluation Timeline

The next action item on the agenda was the motion for approval of the Presidential Evaluation Timeline. Chair Moore explained that the timeline took the committee and the Board through the current performance and program year and into the next performance and program year as well. Chair Moore explained further that the timeline called for the Board to produce its evaluation report for the 2015-2016 program by September 15. She noted, however, that this date could change if there are meeting date changes.

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Chair Moore opened the floor for conversation, discussion, or motion. The motion was moved and properly seconded. The motion carried unanimously.

3. Amendment to Presidential Summary Evaluation Form

The Committee reviewed and discussed the Presidential Evaluation Summary Template. After a discussion between members regarding whether or not using the current methodology for determining the overall rating for each performance area based on the majority rating was more objective than using the average rating, the Committee moved that the methodology should be amended to change the overall summary rating title/heading from a “majority” rating to an “average” rating. Chair Moore asked if any Committee member would offer a motion to take that this proposed change in the summary rating methodology to the full Board. The motion was moved by Trustee McCoy and seconded by Trustee Warren.

The motion carried unanimously.

Information Items

1. Roles and Responsibilities of the Special Committee on Presidential Evaluation Committee

The first information item was an overview of the roles and responsibilities of the Special Committee on Presidential Evaluation. Chair Moore explained the Committee has two key roles: getting the annual goals confirmed by working with the President and making sure the Committee is leading the effort tied to the Presidential evaluation and her performance. Chair Moore asked if there were any questions. Trustee Lawrence asked if this had been done before? Chair Moore responded by saying that the Committee had been formed last year and that it was tasked with creating the evaluation tool. Trustee Lawrence asked if last year’s evaluation was included in the today’s material? Chair Moore responded that it was not, but that she would make sure the Committee received the completed evaluation as conducted by the Board. Trustee Lawrence also asked if last year’s evaluation was what led to the much-noted Board meeting in October? Chair Moore responded by saying that she thought the October meeting was uneventful in that the Committee was able to secure everyone’s feedback, including the President’s, who was able to speak to the comments provided by the respective Board members.

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Trustee Carter asked the Chair if the timeline was contractually set or was it something that changed every year? Chair Moore responded that the President's contract contained the dates that must be adhered to by the Committee.

Trustee McCoy asked if the evaluation criteria were consistent with other universities or were they developed specifically for FAMU? Chair Moore responded by saying that the elements captured in the performance evaluations tool are elements that the Association of Governing Boards has identified as key areas. The Chair also stated that part of the research she conducted before finalizing the tools took into account all of the performance tools gathered from other state universities.

Trustee Washington asked the Chair if the completion of the evaluation tool by the Board last year was tied to the bonus payment? Chair Moore explained that the matter of bonus payments fell outside of the scope of the Committee. She reiterated that the two roles of the Committee were primarily related to goals and the performance evaluation and that the evaluation tool does not contain any information related to the performance bonus payment.

Trustee McCoy asked another question concerning whether or not there had been some form of evaluation for prior presidents? Chair Moore responded that staff was only able to find a partially completed evaluation for President Ammons; hence, the need to create the foundation for the evaluation tool last year. Trustee McCoy stated that, therefore, one could conclude that former presidents were not evaluated or we simply couldn't find the documentation. Chair Moore responded that she would conclude the latter in that the documentation was not made available or wasn't available.

Trustee Warren asked if paragraph 2 of the President's contract, with respect to term, opens the door for the renewal or extension of the contract, and that should happen before June 30, not that any negotiations or discussions with Dr. Mangum would have been concluded, but conversations about the renewal or extension of the current contract would have begun? Chair Moore explained that while this matter was outside the purview of the Committee that it could take on this responsibility if directed by the Board. Chair Moore responded that she had assumed that this matter would be taken up by the full Board, but that Trustee Warren was exactly right since that is precisely what the language states on page 2 of 11.

Trustee Warren stated that for the Board members who were listening that they could anticipate seeing this item on the Board's agenda as an assignment for some of the members to undertake and that it would probably be on the March agenda.

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2. Overview of Committee Documents

Next, Chair Moore provided the Committee with a copy of the President's Employment Contract, Contract Key Elements, and the Board of Trustee's Evaluation Form for the President. Chair Moore explained that Evaluation Form is the same tool that will be used by the President to conduct her self-assessment and that the only new area that has been added as an evaluation factor is the Work Plan.

Trustee Grable asked the updated Evaluation Form included corrected expectations column? Chair Moore responded that what happened with this matter was on pages 7 and 8, and that what had been done was to outline and define what these expectations were and to give some examples of descriptions. Chair Moore asked if there were any questions regarding the Board of Trustee's Evaluation Form?

Trustee Grable inquired if the Committee was still going to be using these same categories: exceed, meets and does not meet" She thought she had recalled a discussion about altering them. Chair Moore responded that the conversation was around further defining what these expectations meant. Chair Moore went on to say that the discussion was about what to do with Presidential Evaluation Summary Template, which was a discussion item on today's agenda.

3. Overview of President's Monthly Report

The third information item was an overview of the President's Monthly Report. The Committee directed the President to provide the prior months' Reports with each current Monthly Report so that the Board has a point of reference for comparison.

There being no further business, the Committee meeting was adjourned.

Respectfully submitted,

Kimberly Moore
Committee Chairman



**Florida Agricultural and Mechanical University
Board of Trustees
ACTION ITEM**

Special Committee on Presidential Evaluation

Date: May 11, 2016

Agenda Item: IV

Item Origination and Authorization				
Policy _____	Award of Bid _____	Budget Amendment _____	Change Order _____	
Resolution _____	Contract _____	Grant _____	Other _____	

Action of Board				
Approved _____	Approved w/ Conditions _____	Disapproved _____	Continued _____	Withdrawn _____

Subject: – Approval of Special Committee on Presidential Evaluation Operating Procedures

Rationale: In accordance with the Board of Governors Regulations, each state university must evaluate annually the president’s performance. The policies and procedures outlined in the proposed Guidelines for Annual Evaluation of the President are intended to promote consistency and objectivity in the Board’s approach to evaluating the President’s performance and to codify for future reference the process.

Attachments: Proposed Guidelines for Annual Evaluation of the President

Recommendation: Approve the proposed guidelines for inclusion in the University’s Operating Procedures.

10.6 Guidelines for Annual Evaluation of the President's Performance

The policies and procedures outlined in this subsection are intended to promote consistency and objectivity in the Board's approach to evaluating the President's performance and to codify for future reference the process. Section 1.001(5)(f) of the Board of Governors Regulations require each board of trustees to conduct an annual evaluation of the president and that the chair of the board of trustees shall request input from the chair of the Board of Governors, who may involve the Chancellor, during the annual evaluation process pertaining to the responsiveness to the Board of Governors' strategic goals and priorities and compliance with system-wide regulation.

The Board Chair, in accordance with the aforementioned said Section 1.001(5)(f) of the Board of Governors Regulations and Section 4.3 of the Board of Trustees Operating Procedures, has established a Special Committee on Presidential Evaluation or such committee appointed by the Board Chair to provide oversight over the annual evaluation process. The Committee's responsibilities are to:

- Recommend to the Board annual goals for the President.
- Recommend to the Board an annual evaluation of the President's performance.
- Lead the discussion of the President's annual performance evaluation based on the President's achievement of the mutually agreed upon specified goals and objectives and such other criteria, as the Committee deems appropriate.
- Create or select an annual evaluation tool for the Board's approval.
- Conduct an initial review of the President's performance and provide to the Board a copy of the President's self-appraisal.
- Compile the evaluative information from each Board member.
- Provide the President with a written assessment of its evaluation.
- Present its written assessment and recommend performance rating for Board approval.
- Work with the President to provide to the Board a draft of a mutually agreed annual goals and objectives.
- Work with the General Counsel to ensure compliance with the Board's contractual obligations to the President.

10.6.1 Guiding Principles for Annual Evaluation Process

The annual evaluation of the President shall be guided by the following core principles.

- **Objectivity**
Objectivity extends to the criteria to be assessed, the process for completion of the evaluation, and the selection of persons who will participate in the evaluation.
- **Clearly-defined criteria that relate to the university's missions & goals**
The criteria for evaluation encompass an appropriate scope. The criteria include outcome standards that relate the actions of the individual to the mission and goals of the University as well as process criteria that describe the critical behaviors of effective leaders.

The Board of Trustees in the form of performance goals will set the major outcome criteria each year. In addition to the performance goals, the Board of Trustees will determine the performance indicators to be used to assess the President's attainment. Performance goals may vary from year to year; however, there are certain job-specific functions for each administrative position that will be evaluated each year whether selected for emphasis that year or not.

- **Well-planned schedule of implementation**

A timetable for evaluation shall be established annually that provides an adequate period for data collection, review, and feedback.

- **Clear policy for reporting and use**

The Special Committee on Presidential Evaluation or such other committee as appointed by the Board Chair shall be the point of contact for receiving and reviewing the various types of information relevant to the job performance of the President.

- **Opportunity for response and self-assessment**

By engaging in the performance planning process, i.e., the setting of performance goals, the presentation of evidence related to the attainment of those goals, each Board of Trustees has, in effect, completed a self-assessment and had an opportunity for response.

- **Review of the evaluation process**

The evaluation process itself must be periodically reviewed and revised as necessary. At the discretion of the Board Chair, a committee will be assigned the responsibility of reviewing the procedures and policies and making recommendations for continuous improvement.

Note: Portions of this policy were adapted from the following publications: *Southeastern Louisiana University Policies and Procedures for Evaluation of the President and Vice President*, and the *University of North Florida President Evaluation Policy*.

10.6.2 Procedures for the Annual Evaluation of the President

Evaluation of the President will be performed on an annual basis as required by the Board of Governors. Components of evaluation include the President's self-appraisal, the compilation of results generated from responses to the President's Annual Evaluation Form completed by the Board, consultation with the chair of the Board of Governors pursuant to Section 1.001(5)(f) of the Board of Governors' Regulations, and the President's report of performance attainment made at the end of the fiscal year.

Performance Goals and Indicators

Prior to May 2 of each year, the President shall submit a list of goals and objectives for the upcoming fiscal year to the Board Chair. The Chair shall disseminate the goals and objectives to the chair of the Special Committee on Presidential Evaluation or such other committee as appointed by the Chair. The Special Committee on Presidential Evaluation will meet with the President to discuss the evaluation process, the President's proposed performance goals and objectives, and any feedback or suggestions by the President that may contribute to the evaluation process or the performance goals and objectives. The Board and the President shall mutually agree upon the President's performance goals and objectives before June 30 of each year.

The President's yearly individual performance goals and suggested specific performance indicators shall be reflective of long-term strategic goals for the University. These goals will be reviewed with the chair of the Special Committee of President Evaluation or such committee as appointed by the Board Chair. Prior to June 30 of each year, the President will document to what extent the goals and indicators for the current fiscal year were achieved. This documentation will be shared with the Special Committee on Presidential Evaluation or such committee as appointed by the Board Chair.

President's Annual Evaluation Form

Between July 1 and September 30 of each year the President's Annual Evaluation Form, which contains job specific and general performance rating scale items will be distributed to all stakeholders and completed.

Evaluation Review and Report

Between July 1 and September 30 of each year, the President will meet with the Special Committee on Presidential Evaluation or such committee as appointed by the Board Chair to discuss achievement of yearly goals and how they aid in meeting the University's long-range strategic goals, and the results of the President's Annual Evaluation Form.

The Special Committee on Presidential Evaluation will prepare a summary report using available evaluation data that consists of the completed Performance Planning Document (goals and indicators), the results of the President Annual Evaluation Form (specific and general items), and the President's self-appraisal.

The chair of the Special Committee on Presidential Evaluation is responsible for submitting a copy of the report summarizing all activities to the President. This report will also be filed and maintained by the Office of Institutional Research and Assessment.

Payment of Performance Bonus

No later than October 31 of each year, the Board shall take a vote on the payment of a performance bonus to the President. Upon approval of the Board of a performance payment, such payment shall be paid within 60 days.

The Special Committee on Presidential Evaluation Review Committee

The Special Committee on Presidential Evaluation is a special committee established by the Board Chair. The Board Chair in accordance with Section 4.3 of the Board of Trustees Operating Procedures appoints members of the committee. The Board Chair selects the chair of the committee.



**Florida Agricultural and Mechanical University
Board of Trustees
DISCUSSION ITEM**

**Special Committee on Presidential Evaluation
Date: May 11, 2016
Agenda Item: V**

Subject: 2016-2017 Draft Presidential Goals and Objectives

Summary: The Board-approved Presidential evaluation timeline for 2016-2017 requires that as part of the annual evaluation process, and in conformity with the President's contract, that the President shall submit proposed goals and objectives to the Board Chair no later than May 2, 2016 for consideration. Pursuant to Section 5.0 – 5.1 of the President's contract, the Board should conduct a vote to ratify the President's goals and objectives for the 2016-2017 performance review period after receiving the recommendation put forward by the Special Committee on Presidential Evaluation.

ELMIRA MANGUM, Ph.D.
PRESIDENT
ANNUAL GOALS AND OBJECTIVES
MAY 2016 – APRIL 2017

Vision: To be a best-in-class land-grant, doctoral research, student-centered university that serves African-Americans and low-wealth students with an international presence.

This performance plan for 2016- 2017 is centered around seven key strategic initiatives designed to advance the vision as stated.

1. Create opportunities for student success and academic excellence
2. Invest in the continued growth and renewal of our faculty
3. Establish a stellar reputation across disciplines that promote high impact research directly relevant to solving social issues related to health and wellness and the environment
4. Create financial stability and an investment strategy to ensure viability
5. Invest in facilities and technologies to help create a 21st living-learning environment
6. Promote global and diverse education to enhance student academic experience

A. Strategic Leadership

Goal: Demonstrate an understanding of the industry of higher education and transform the university culture to one that is responsive to the trends for viability and long-term sustainability

Metric: Ensure that actions are aligned with strategic goals

B. Educational Leadership

Goal: Enhance academic quality and mobilize the resources needed to support and create university programs by empowering change agents

Metric: Actively engage stakeholders in the change process

C. Organizational Management

Goal: Manage – analyze, organize, plan, direct, evaluate, renew – basic institutional processes and resources (finances, technology, human resources, facilities, services, etc.)

Metric: Engage stakeholders in transparent and frequent communications

D. Financial Management

Goal: Manage resources efficiently and build long-term financial equilibrium

Metric: Achieve balanced operating budget and improve management efficiency and effectiveness

E. Fundraising Effectiveness

Goal: Obtain gifts and grants from alumni, corporations, and foundations and provide stewardship for gifts received

Metric: Continue to increase annual gifts and to implement the silent phase of the capital campaign

F. External Relations

Goal: Build credibility with external constituents and increase the visibility and reputation of the university nationally and internationally

Metric: Citations, invitations, and appearances

G. Internal Relations

Goal: Create a positive work and learning environment that embraces success, commitment, results, quality, integrity, as well as diversity and inclusion.

Metric: Decrease in the number of complaints and improved customer satisfaction.

H. Board and Governance Relations

Goal: Gain support from the BOT and BOG by involving them in strategic and productive ways.

Metric: Involvement of the board in strategic and productive ways

I. Personal Characteristics and Values

Goal: Provide the inspiration and leadership necessary to keep the university leadership team and faculty focused on mission and goals to move FAMU forward by keeping the best interest of the students and University above self. Values - Trust, Accountability, Quality, Commitment, Integrity

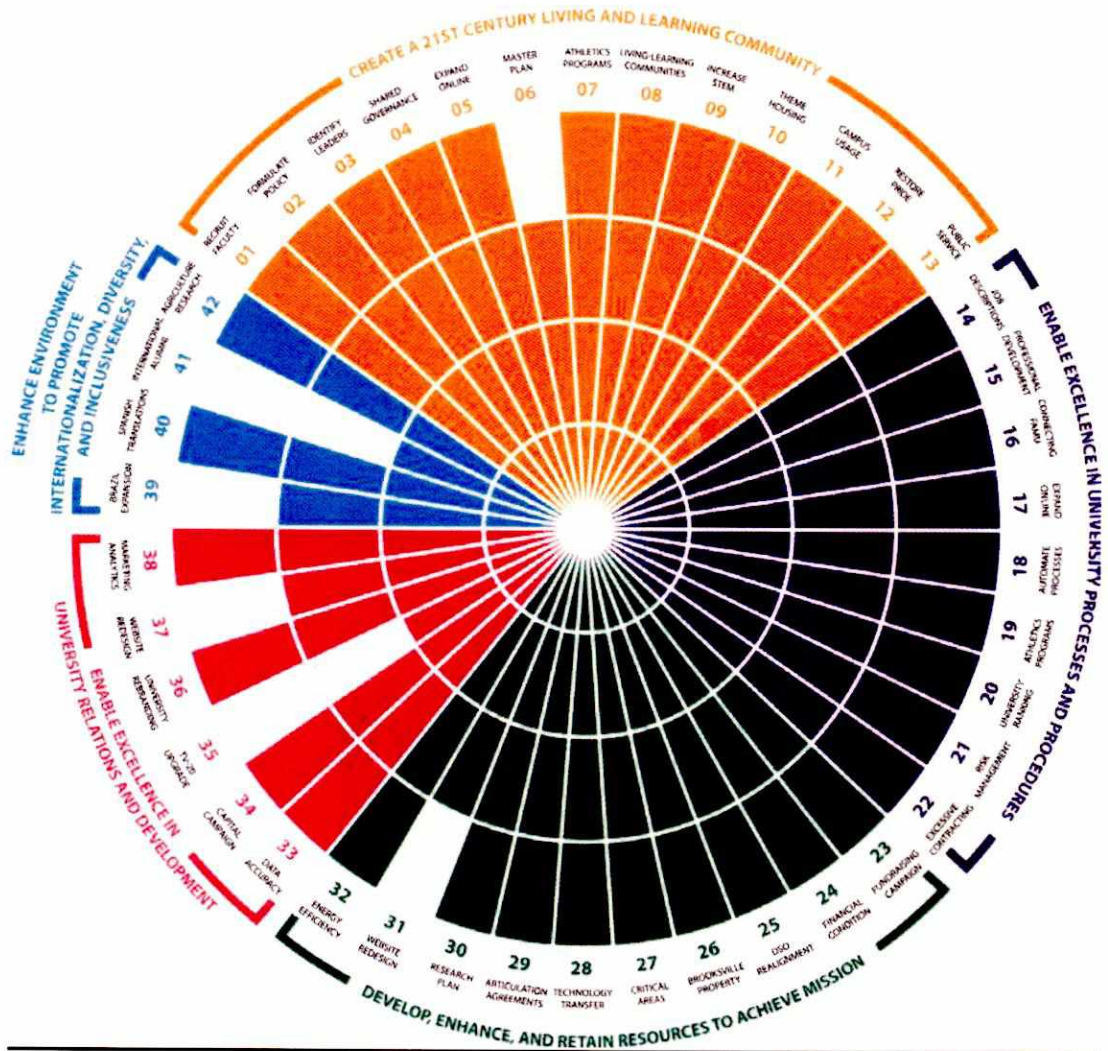
Metric: Student success and high-performing faculty and staff

I. Highlights of 2015-2016 Accomplishments

Below are major highlights for the current year. Reports provided monthly detail accomplishments and progress on annual goals and objectives for the fiscal year 2015-2016 through March 2016.

- 1) Improved university processes and procedures with professional development, staff training, system redesign, reorganization, realigned assignments of responsibility, expanded collaboration with community colleges and peer institutions, and reduced the use of outside consultants.
- 2) Secured the transfer of 3800 acres of land from the U.S. Department of Agriculture and appointed a stakeholder advisory committee and leadership team to develop and manage the build-out.
- 3) Appointed a strategic planning task force and received a report on stakeholder input to develop a comprehensive plan including the academic plan and the facilities master plan for BOT approval.
- 4) Established a budget planning committee and an institutional annual budget planning and resource reallocation process to align investments and allocations with priorities.
- 5) The University increased its performance funding score by 13 points and moved out of the bottom three of the state university system. FAMU will receive approximately \$11 million of state investment under the performance funding model.
- 6) Created five 21st century living learning communities through theme housing to improve student success and productivity, increased textbook availability in libraries, refurbished labs, enabled the hiring of new faculty in strategic areas and opened negotiations with U.S. DOE to build new residences for student housing.
- 7) Initiated silent phase of a capital campaign and secured an all-time high of \$6 million dollars in total fundraising.

- 8) Enhanced communications with the BOT through more than 200 distinct communications, resurrected the official university online newspaper, increased the online social media reach, expanded the number of courses offered on-line from 149 to more than 269.
- 9) Enhanced university pride as evidenced by national rankings for individual colleges and schools including nursing, education, pharmacy, and being ranked by Essence and Money Magazine as the No. 5 college in the country on its list of "50 Best Colleges for African Americans".



Action Item I - Presidential Evaluation Timeline

Date	Description
02/10/2016	The Presidential Evaluation Committee will host its initial meeting.
05/02/2016	Chairman Warren will provide to the Presidential Evaluation Committee the proposed 2016/2017 performance goals and objectives produced by President Mangum for consideration.
May 2016	The Presidential Evaluation Committee Chair will meet with President Mangum to discuss the following: 1). The evaluation process, 2). President Mangum's proposed 2016/2017 performance goals and objectives and 3). Any feedback/suggestions that she would like to contribute related to the aforementioned items.
May 11, 2016	The Presidential Evaluation Committee will meet to approve the proposed 2016/2017 goals and objectives presented by President Mangum. Note the Committee will work collaboratively to reach mutual agreement with President Mangum regarding the annual goals and objectives for the succeeding year.
June 9, 2016	The Board will meet to approve the 2016/2017 performance goals and objectives and other such criteria as deemed appropriate by the Board.
June 9, 2016	President Mangum will initiate a self-appraisal/assessment of her performance as it pertains to the Board approved goals and objectives for the 2015/2016 performance review period and other such criteria as deemed appropriate by the Board.

July 2016

The 2015/2016 review of President Mangum's performance will commence by the Presidential Evaluation Committee and Board. Each Board member will be provided the following: President Mangum's self-appraisal and the approved evaluation tool for the 2015/2016 performance review period. Note the Presidential Evaluation Committee in collaboration with the Office of the General Counsel will compile the feedback received from the individual board members.

July – August 2016

The Presidential Evaluation Committee will provide President Mangum with a draft summary of the evaluation report.

August 17, 2016

The Presidential Evaluation Committee will meet and approve its final draft of the evaluation report.

September 15, 2016

The Presidential Evaluation Committee will present to the Board the evaluation report.

Note the dates listed above coincide with the Board of Trustees scheduled meetings as of 02/02/16. However, the dates are subject to change. Therefore, the timeline may be adjusted to ensure full engagement by the Board and President Mangum.