



## BOARD OF TRUSTEES

*Academic and Student Affairs Committee*

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## MEETING AGENDA

Thursday, December 4, 2025

1 p.m. - 2 p.m.

### Opening Proceedings

- |      |   |                           |
|------|---|---------------------------|
| I.   | Call to Order   | Trustee Nicole Washington |
| II.  | Roll Call   | Ms. Valeria Singleton     |
|      | <u>Committee Members:</u><br>Nicole Washington ( <i>Chair</i> ), Jamal Brown, Zayla Bryant,<br>Jocelyn Dopson-Rodriguez, Devron Gibbons, Belvin Perry |                           |
| III. | Follow-up Items   | Trustee Nicole Washington |

### Action Items

- |       |   |                           |
|-------|---|---------------------------|
| IV.   | Approval of Meeting Minutes - <i>September 17, 2025</i>     | Trustee Nicole Washington |
| V.    | Institutional Accreditation                                 | Dr. Allyson Watson        |
| VI.   | Credit Hour Reduction                                       | Dr. Allyson Watson        |
| VII.  | Tenure Recommendations                                      | Dr. Allyson Watson        |
| VIII. | Performance-Based Funding Model 2.0 - FAMU Choice Metric 10 | Dr. Allyson Watson        |

### Information Items

- |     |  |   |
|-----|--|---|
| IX. | Student Affairs Update<br>Enrollment Management Plan   | Dr. William Hudson, Jr.<br>and Dr. Allyson Watson |
| X.  | Academic Affairs Update<br>a. Academic Program Prioritization and Textbook Affordability<br>b. Post-Tenure Review (PTR) Summary Report | Dr. Allyson Watson                                |

### Adjournment

# ACTION ITEMS

# **ACTION ITEM IV**

## **Meeting Minutes**

### *September 17, 2025*

## **ACTION ITEM IV**

**December 4, 2025**

**SUBJECT: Approval of Meeting Minutes - September 17, 2025 Meeting**

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### **PROPOSED COMMITTEE ACTION**

Request to approve the Academic and Student Affairs Committee meeting minutes for September 17, 2025.

### **AUTHORITY FOR BOARD OF TRUSTEES ACTION**

In accordance with the Florida Statutes, a governmental body shall prepare and keep minutes or make a tape recording of each open meeting of the body.

### **BACKGROUND INFORMATION**

N/A

### **ADDITIONAL COMMITTEE CONSIDERATIONS**

N/A

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**Supporting Documentation Included:** Meeting Minutes for September 17, 2025

**Submitted by:** Academic and Student Affairs BOT Committee

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**Academic and Student Affairs Committee Minutes**  
**Trustee Nicole Washington, Chair**  
**September 17, 2025**

**Call to Order and Roll Call**

Chair Nicole Washington called the meeting to order. Ms. Valeria Singleton called the roll. The following committee members were present:

- Trustee Jamal Brown
- Trustee Zayla Bryant
- Trustee Jocelyn Dopson-Rodriguez
- Trustee Belvin Perry
- Trustee Nicole Washington

A quorum was established.

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**Action Items**

**1. Approval of Minutes – June 11, 2025**

Trustee Perry moved to approve the minutes from the June 11, 2025, meeting. Trustee Brown seconded the motion. The motion carried.

**2. Request for Leave of Absence**

In accordance with BOT Policy Number 2005-21, the University considers requests for unpaid leave of absence for reasons including parental, medical, educational, military service, and personal leave.

- Professor Nandi Riley requested a leave of absence from September 26, 2025, through September 25, 2026.
- Trustee Perry moved to approve the request. Trustee Brown seconded the motion. The motion carried.

**3. Academic Calendars (2025–2026 and 2026–2027)**

The proposed calendars were presented for approval in accordance with:

- Florida Board of Education Rule 6A-10.019
- Board of Governors Regulation 8.001

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The calendars include semester dates, final exams, and diploma issuance dates. They were developed collaboratively by the Calendar Committee, which consists of representatives from FAMU, FSU, and TCC.

Trustee Brown moved to approve the academic calendars. Trustee Perry seconded the motion. The motion carried.

**4. Annual Textbook and Instructional Materials Affordability Report**

In accordance with Board of Governors Regulation 8.003, the University submitted its 2025 Annual Textbook and Instructional Materials Affordability Report for approval prior to submission to the Chancellor of the State University System.

Dr. Kincey confirmed that the University is in full compliance with the reporting requirements.

- For Fall 2024, the on-time adoption rate is just under 98%.
- For Spring 2025, the rate is approximately 96%.

Given that the State University System (SUS) requires a minimum threshold of 95%, FAMU exceeds the required on-time adoption rate for both terms.

Trustee Perry moved to approve the report. Trustee Brown seconded the motion. The motion carried.

**5. Self-Supporting Programs Annual Report**

In accordance with BOG Regulation 8.002, the committee reviewed and recommended approval of FAMU's annual report on self-supporting and market-rate college-credit programs for FY 2024–2025.

Trustee Brown moved to approve the report. Trustee Perry seconded the motion. The motion carried.

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**Informational Items**

*Student Affairs Updates*

**Dr. William Hudson, Jr.**, provided the following updates:

- **Admissions & Recruitment**
  - FTIC applications increased by 7.3% from the previous year.
  - The number of admitted FTIC students decreased from 5,018 (Fall 2024) to 4,943 (Fall 2025), a 1.5% decrease, possibly due to stricter standards or a more competitive pool.
  - Fall 2026 targets: 1,590 FTIC students (19% out-of-state) and 1,000 transfer students.



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*Academic and Student Affairs Committee*

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- Five strategic areas guide recruitment:
  1. Data-Driven Targeting
  2. Brand Elevation and Messaging
  3. Digital and Hybrid Engagement
  4. Partnerships and Pipeline Programs
  5. Affordability and Financial Assistance
- **Financial Aid**
  - As of September 15, approximately \$41,364,546.38 has been disbursed.
  - The Office of Financial Aid successfully disbursed financial aid to over 68% of the student population during the first disbursement period. Out of 8,718 students enrolled in degree-seeking programs, aid was disbursed to 5,931 students, including:
    - 245 law students
    - 398 graduate/professional students
    - 5,288 undergraduate students
- **Housing**
  - 2,889 students assigned to on-campus housing
  - Occupancy rate: 86.06%
- **Hazing Prevention**
  - National Hazing Prevention Week to be observed next week.
  - The annual SUS report has been released for review.

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*Academic Affairs Updates*

- **Licensure Pass Rates**
  - **Doctor of Physical Therapy (DPT):** 81% current pass rate (13 of 16); two students scheduled to retake in October. The 2024 rate was 87.6%.
  - **Nursing:** 86.2% current semester rate; 88.9% cumulative (40 of 45 passed).
  - **Pharmacy:** 31 of 32 students passed the NAPLEX (91.9%); MPJE pass rate is 57%.
  - **Law:** Bar exam results to be released on September 22, 2025. Incoming L1 enrollment increased by 59% (177 students, LSAT avg: 152).
- **Academic Program Efficiency**
  - Ongoing rigorous review to align academic programs with career readiness.
  - Fifteen programs reduced to 120 credit hours, with ABET-accredited programs (e.g., engineering) as exceptions.
  - Efforts include streamlining degree pathways and eliminating course redundancies.
  - 36 major code combinations reviewed for inefficiencies.
  - A detailed report will be presented at the December BOT meeting.
- **Institutes and Centers**
  - Annual reports are no longer required for BOT approval per BOG Regulation 10.015.
  - The President now certifies reports for submission.
- **Annual Action Plan (2025–2026)**
  - The Annual Action Plan was included in the committee's materials for review.

BOARD OF TRUSTEES

*Academic and Student Affairs Committee*



**Adjournment**

There being no further discussion, the meeting was adjourned at 9:25 a.m.

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Respectfully submitted,

Nicole Washington  
Chair, Academic and Student Affairs Committee

# ACTION ITEM V

## Institutional Accreditation

### *SACSCOC to HLC Transition*

## **ACTION ITEM V**

**December 4, 2025**

**SUBJECT: Institutional Accreditation**

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### **PROPOSED COMMITTEE ACTION**

Request for approval to move forward with the transition from the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to the Higher Learning Commission (HLC).

### **AUTHORITY FOR BOARD OF TRUSTEES ACTION**

This action item is in accordance with BOG Regulation 3.006.

### **BACKGROUND INFORMATION**

Florida A&M University has successfully completed its SACSCOC Five-Year Review and will begin preparing for a strategic transition to the Higher Learning Commission (HLC) over the next five years. This transition aligns with guidance from the Florida Board of Governors (FLBOG) to diversify accreditation pathways across the State University System, enabling institutions to hold accreditation from multiple regional accrediting bodies.

### **ADDITIONAL COMMITTEE CONSIDERATIONS**

The HLC will strengthen FAMU's alignment with research-intensive peers, support its growth toward R1 status, and enhance flexibility in academic program expansion, research collaboration, and national competitiveness.

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**Supporting Documentation Included:** Rationale and Five-Year Transition Preparation Timeline  
**Submitted by:** Sundra Kinney, Ph.D., Associate Provost for Academic Program Quality, SACSOC Liaison

## **PREPARATION FOR TRANSITION FROM SOUTHERN ASSOCIATION OF COLLEGES AND SCHOOLS COMMISSION ON COLLEGES (SACSCOC) TO THE HIGHER LEARNING COMMISSION (HLC)**

### **Summary Statement:**

Florida A&M University has successfully completed its SACSCOC Five-Year Review and will begin preparing for a strategic transition to the Higher Learning Commission (HLC) over the next five years. This transition aligns with guidance from the Florida Board of Governors (FLBOG) to diversify accreditation pathways across the State University System, allowing institutions to hold accreditation from multiple regional accrediting bodies. Moving toward HLC will strengthen FAMU's alignment with research-intensive peers, support its growth toward R1 status, and enhance flexibility in academic program expansion, research collaboration, and national competitiveness.

**Date:** November 2025

**Prepared by:** Office of the Provost and Vice President for Academic Affairs

### **I. Overview**

Florida Agricultural and Mechanical University (FAMU) has successfully completed its Five-Year Interim Review with the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC), marking an important milestone in continuous improvement and institutional effectiveness. As the institution continues to evolve toward R1 research status, with expanded national partnerships and broader program delivery, it is essential to evaluate the accrediting environment that best supports FAMU's long-term strategic goals.

In alignment with the Boldly Striking Strategic Plan 2022–2027, this document outlines a five-year roadmap for preparing and assessing the feasibility of transitioning institutional accreditation from SACSCOC to the Higher Learning Commission (HLC).

## **II. Rationale for Considering Transition**

### **1. Alignment with National Research and Public University Peers**

- a. The HLC accredits many R1 and R2 research universities, including several aspirational peers such as the University of Illinois system, Purdue University, and the University of Minnesota system.
- b. Transitioning to HLC may better align FAMU with institutions emphasizing innovation, research productivity, and performance-based funding metrics.

### **2. Institutional Growth and Geographic Reach**

- a. FAMU's expansion into distance learning, satellite locations, and multi-state partnerships requires an accreditor experienced in managing complex, research-intensive institutions with national footprints.

### **3. Strategic Positioning for Research and Workforce Development**

- a. The HLC's framework emphasizes measurable outcomes in research capacity, graduate education, and workforce alignment, all of which are pillars in FAMU's legislative and strategic agenda.

### **4. Peer Collaboration Opportunities**

- a. Membership in HLC would facilitate collaboration with peer institutions within federal research consortia, Carnegie reclassification initiatives, and multi-state university partnerships, positioning FAMU to expand its competitive funding portfolio.

### III. Five-Year Transition Preparation Timeline

Year	Milestone	Action Steps	Responsible Units
<b>Year 1 (2025–2026)</b>	<b>Exploratory Phase</b>	<ul style="list-style-type: none"> <li>• Conduct internal feasibility study and cost analysis.</li> <li>• Establish Accreditation Transition Steering Committee.</li> <li>• Engage HLC liaison for preliminary guidance.</li> <li>• Initiate a Reasonable Cause Request Certification to USDE</li> </ul>	Office of the Provost, Institutional Effectiveness, General Counsel
<b>Year 2 (2026–2027)</b>	<b>Capacity &amp; Compliance Review</b>	<ul style="list-style-type: none"> <li>• Map current SACSCOC standards to HLC criteria.</li> <li>• Identify gaps in documentation, governance, and data systems.</li> <li>• Conduct readiness assessment.</li> </ul>	Institutional Effectiveness, Academic Affairs, IT, Finance
<b>Year 3 (2027–2028)</b>	<b>Policy and Governance Alignment</b>	<ul style="list-style-type: none"> <li>• Align academic policies, faculty qualifications, and assessment systems with HLC expectations.</li> <li>• Begin mock self-study process.</li> <li>• Continue compliance with SACSCOC standards until official transition.</li> </ul>	Academic Affairs, HR, Institutional Research
<b>Year 4 (2028–2029)</b>	<b>Application for Candidacy</b>	<ul style="list-style-type: none"> <li>• Submit a formal application to HLC.</li> <li>• Prepare a comprehensive institutional self-study report.</li> <li>• Host preliminary site visit.</li> </ul>	Provost Office, President's Office, Accreditation Transition Team
<b>Year 5 (2029–2030)</b>	<b>Accreditation Candidacy and Review</b>	<ul style="list-style-type: none"> <li>• Respond to HLC findings and feedback.</li> <li>• Prepare final documentation for reaffirmation of candidacy.</li> <li>• Conduct Board of Trustees final approval for transition.</li> </ul>	Office of the President, Board of Trustees, Provost, Legal Counsel

*Note: The timeline provided is conservative, as the university is also preparing its 10-year report to SACSCOC. The timeline could be significantly shortened to at least three years based on institutional and HLC processes.*

#### **IV. Strategic Benefits**

- **National Positioning:** Elevates FAMU's competitiveness within national R1 research cohorts.
- **Accreditation Modernization:** Aligns FAMU with HLC's forward-facing quality assurance model, emphasizing innovation and continuous improvement.
- **Enhanced Research Infrastructure:** Reinforces FAMU's role as a leader in interdisciplinary research, technology integration, and workforce development.
- **Institutional Autonomy:** Provides broader latitude in program development, faculty credentialing, and partnerships across regional and national borders.



# **ACTION ITEM VI**

## **Credit Hour Reduction**

## **ACTION ITEM VI**

**December 4, 2025**

**SUBJECT: Credit Hour Reduction**

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### **PROPOSED COMMITTEE ACTION**

Recommendation to the Board to approve reducing the number of credit hours required for five degree programs to 120 hours.

### **AUTHORITY FOR BOARD OF TRUSTEES ACTION**

This action item is in accordance with BOG Regulation 8.014.

### **BACKGROUND INFORMATION**

N/A

### **ADDITIONAL COMMITTEE CONSIDERATIONS**

N/A

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**Supporting Documentation Included:** N/A

**Submitted by:** Sundra Kinney, Ph.D., Associate Provost for Academic Program Quality, SACSCOC Liaison

**CREDIT HOUR REDUCTION - Five Bachelor Degree Programs**

Degree Level	Program Title	Current Credit Hours	Reduced Credit Hours
Bachelor	<b>Biological Systems Engineering</b>	128	120
Bachelor	<b>Cardiopulmonary Sciences</b>	128	120
Bachelor	<b>Construction Engineering Technology</b>	124	120
Bachelor	<b>Electronic Engineering Technology</b>	124	120
Bachelor	<b>Music Teacher Education</b>	134	120

# **ACTION ITEM VII**

## **Tenure Recommendations**

## **ACTION ITEM VII**

**December 4, 2025**

### **SUBJECT: Tenure Recommendations**

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#### **PROPOSED COMMITTEE ACTION**

Request to recommend approval of candidates for tenure and tenure upon appointment.

#### **AUTHORITY FOR BOARD OF TRUSTEES ACTION**

In accordance with BOT Regulation 10.204 and Article 15.8 of the Collective Bargaining Agreement (2019-2022), tenure may be granted to faculty employees. In addition, Tenure Upon Appointment may be granted to a faculty employee by the Board at the time of initial appointment, upon recommendation of the appropriate administrator (President or President's designee).

#### **BACKGROUND INFORMATION**

Applications for tenure were reviewed by the departments, the colleges/schools, the University Tenure and Promotion Committee, Provost Watson, and President Johnson. The applicant was evaluated based on their professional experiences, teaching effectiveness, university service, public service, demonstrated contributions to their teaching discipline, technical and performance competencies, records of publications and research, certifications, and exceptional scholarly or creative activities.

#### **ADDITIONAL COMMITTEE CONSIDERATIONS**

N/A

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**Supporting Documentation Included:** Candidate CV for Tenure Upon Appointment  
**Submitted by:** Reginald Perry, Ph.D. Associate Provost for Academic and Faculty Affairs

**RECOMMENDATIONS - Tenure and Tenure Upon Appointment Candidates**

	Candidate Name	College/School	Department/ Division	Levels of Internal Review
1	<b>Kimberly Brown-Pellum</b>  (TENURE)	College of Social Sciences, Arts, and Humanities	History and Political Sciences	<ul style="list-style-type: none"> <li>- Department T&amp;P Committee</li> <li>- Department Chair</li> <li>- College T&amp;P Committee</li> <li>- Dean's Review</li> <li>- University T&amp;P Committee</li> <li>- Provost</li> </ul>
2	<b>Ottavia Spaggiari</b>  (TENURE UPON APPOINTMENT)	School of Journalism and Graphic Communication	Journalism	<ul style="list-style-type: none"> <li>- Department T&amp;P Committee</li> <li>- Department Chair</li> <li>- College T&amp;P Committee</li> <li>- Dean's Review</li> <li>- University T&amp;P Committee</li> <li>- Provost</li> </ul>

**RECOMMENDATIONS - Tenure Upon Appointment Candidate CV - Page 1 of 5**

## OTTAVIA SPAGGIARI



### TEACHING EXPERIENCE

**Endowed Chair for Journalism in the School of Journalism and Graphic Communication • Florida A&M University**

**Aug. 2025 - Present**

Courses: Social Justice Thought & The Media

**Guest Lecturer • American University of Armenia**

**July 2025**

Course: Feature reporting

*Guest lecture on character-driven long-form reporting and investigative skills*

**Adjunct Professor of Journalism • City University of New York, New York City**

**Nov. 2022 - May 2025**

Courses:

Neighborhood-based Feature reporting, Brooklyn College, TREM 2032 and 3401

*Focused on teaching students investigative and feature-writing skills as well as local reporting techniques*

**Journalism & Society: Covering Power, City College of New York, MCA 31146**

*Combined media theory and history with hands-on investigative reporting training to teach students how to successfully cover powerful institutions*

**Beat Reporting, Brooklyn College, TREM 4403**

*Top-level course focusing on training student to effectively cover a specific subject*

**In-Depth Reporting, Brooklyn College TREM 3403**

*Investigative reporting course focusing on training students to search public records, use open-source technologies and combine findings with powerful narrative*

**Media, Democracy, and Authoritarianism, City College of New York, INTL 21001 and MCA 21001**

*Combined media history and theory with reporting training, to help students understand the role journalism plays in a democracy*

**Adjunct Professor of Journalism • St. Joseph's University, New York City**

Course: Intro to Digital Reporting, JNM 210

*Introduction to the art and craft of documentary video, for use either as supplement to print stories or as original reporting*

**Guest Lecturer • Columbia University Graduate School of Journalism, New York City**

**July 2022**

Course: Summer Investigative reporting Course - Invited by Professor and Pulitzer-Prize winning journalist

Sarah Stillman

*Guest lecture on trauma-informed and long-form reporting*

**Guest Lecturer • La Sapienza University, Rome, Italy**

**Dec. 2021**

*Guest lecture on long-form reporting*

**Guest Lecturer • Columbia University Graduate School of Journalism, New York City**

**July 2021**

Course: Armies and Spies - Invited to talk during Pulitzer-Prize winning journalist and Columbia Journalism School's former Dean Steve Coll's class

*Guest lecture on long-form reporting and building a sustainable financial career as an investigative reporter*

**Instructor • Scuola Holden, Turin, Italy**

**Oct. 2021 - July 2025**

Course: Narrative Journalism and International Investigations

**RECOMMENDATIONS - Tenure Upon Appointment Candidate CV - Page 2 of 5**

**PROFESSIONAL EXPERIENCE**

**Independent journalist • Mar. 2020 - Present**

Produced award-winning long-form and investigative reporting on human rights, migration issues, social and environmental justice. Articles include:

*Mining the Past, Threatening the Future, April 2025, The Margin & The Nation*

*Eroding Indigenous Sovereignty, July 2024, The Margin & The Nation*

*How European countries wrongfully classify children seeking asylum as adults, April 2024, The New Humanitarian*

*Migrant workers exploited, abused in Italy's prized fine wine vineyards, March 2024, Al Jazeera*

*Risotto crisis: the fight to save Italy's beloved dish from extinction, February 2024, The Guardian*

*Bayous, a refuge at risk, October 2022, The Margin*

*How European courts are wrongfully prosecuting asylum seekers as smugglers, September 2022, The New Humanitarian*

*How dissent was crushed in Belarus, March 2022, Al Jazeera*

*When a migrant drowns the whole community feels the loss, March 2021, The New Humanitarian*

*When Climate Change and Xenophobia Collide, February 2021, The New Yorker*

*Escape: The woman who brought her trafficker to justice, August 2020, The Guardian*

**Lead Editor, Africa • Global Press Journal**

**Dec. 2023 - Sept. 2024**

Worked with the regional editor to define the editorial strategy for the Africa coverage, reviewed and assigned pitches, edited news stories and features written by local journalists in Zambia, Zimbabwe, DRC and Uganda.

**Editor • Global Press Journal**

**Nov. 2022 - Dec. 2023**

Reviewed pitches, edited news stories and features written by local journalist in Zambia, Zimbabwe, DRC, Uganda, Haiti and Argentina.

**Contributing Journalist • Freedom of the Press Foundation**

**Sept. 2020 - Jan. 2021**

Contributed to the U.S. Press Freedom Tracker, a database aimed at documenting press freedom incidents in the United States. The project relied on an advisory board made of representatives from the Committee to Protect Journalists, Reporters Committee for Freedom of the Press, Reporters Without Borders, Knight First Amendment Institute at Columbia University.

**Investigative Fellow • Columbia Graduate School of Journalism, Global Migration Project • New York City**

**Sept. 2019 - Feb. 2020**

Produced long-form, character-driven investigations at the intersection of migration issues, gender and the environment

**Journalist • CNN International • London**

**May 2019 - Aug. 2019**

Researched, wrote and produced segments for CNN's flagship programmes, Amanpour and Hala Gorani Tonight.

**Editor • Vita Content Company**

**Sept. 2013 - July 2018 • Milan & Brussels**

Managed the company's international publications, including *Effect*, the flagship magazine of the Brussels-based European Foundation Centre and *Spore*, the magazine of rural and agricultural development in ACP countries.



## RECOMMENDATIONS - Tenure Upon Appointment Candidate CV - Page 3 of 5

### **Journalist • Vita Content Company**

**March 2011- 2018**

Reported and wrote news stories as well as features for the publication's news website and monthly magazine, covering a wide range of topics, from the crackdown on civil society in Hungary, to the work of NGOs fighting human trafficking in northern Italy, to the refugee crisis in Greece and in the Lake Chad Basin.

### **Producer, Italy • The Skin Deep • Brooklyn, NYC/Milan**

**Sep. 2016 - June 2017**

Produced and directed the Italian series of {The And} Global Relationships Project. {The And} is an Emmy Award winning interactive documentary which explores the dynamics of modern relationships in ten different countries.

### **Founder and Project Leader • Film Voices • Bologna**

**Nov. 2009 - Jan. 2012**

Film Voices in an award-winning initiative of film accessibility for blind people. Developed the strategic planning, managed fundraising efforts and team of volunteers.

## **EDUCATION**

### **Columbia Graduate School of Journalism • New York City • Master of Arts in Political Reporting and Global Affairs • May 2019**

Mid-career Master. Intensive coursework covering international and U.S.-based political reporting and investigative journalism. Subject-specific courses include: Middle East and Global Security, Politics in the European Union, International Human Rights Law and Cross-border Investigations.

### **University of Bologna • Bologna (Italy) • Master of Arts in Film, Television and Multimedia Production • July 2009**

**Cum Laude**

Awarded a thesis research fellowship on American Cinema in the post-Cold War era at the Tisch School of the Arts, New York University.

### **University of Bologna • Bologna (Italy) Bachelor of Arts in Film and Media Studies • December 2006**

**Cum Laude**

Academic year abroad at University of California, Irvine.

## **JOURNALISM GRANTS**

### **2025 Type Investigations, Investigative Grant**

Type Investigations is a nonprofit newsroom dedicated to transforming the field of independent investigative journalism. The grant supported a long-form investigation into Texas' boarding home system, which provides long-term care for thousands of low income individuals across the state.

### **2024 Journalismfund.eu, Cross-border Investigative Grant**

Journalismfund.eu is one of the main organizations supporting independent investigative journalism in Europe. The grant supported a cross-border investigation into the obstacles that unaccompanied asylum-seeking children face when trying to reunite with parents and other family members in Europe.

### **2024 Investigative Journalism for Europe, Cross-border Investigative Grant**

The Investigative Journalism for Europe (IJ4EU) programme manages some of the main journalism grants in Europe. The grant supported a cross-border investigation into the obstacles that unaccompanied asylum-seeking children face when trying to reunite with parents and other family members in Europe.

### **2023 Fund for Investigative Journalism, Investigative Grant**

The Fund for Investigative Journalism is a US-based organization providing grants and other support to independent journalists and news organizations. The grant supported an investigations into the obstacles to long-term care faced by many uninsured, undocumented people.

### **2023 National Press Foundation & National Press Club Journalism Institute, Kozik Environmental Justice Grant**

Funded by two of the most important press associations in the US, the grant supports journalism focusing on environmental justice. The grant supported an award-winning investigation into the systemic failures within the Tribal federal recognition process and how this affects Tribal Nations across the country.

**RECOMMENDATIONS - Tenure Upon Appointment Candidate CV - Page 4 of 5**

**2023 Amnesty International Media Award, Best Feature, Winner**

*How dissent was crushed in Belarus, March 2022, Al Jazeera*

**2023 Fetisov Journalism Award, Best Feature, Finalist**

*How dissent was crushed in Belarus, March 2022, Al Jazeera*

**2021 Anti-trafficking Media Awards, Best Feature, Winner**

*Escape: The woman who brought her trafficker to justice, August 2020, The Guardian*

**2021 European Press Prize, Best Feature, Runner-up**

*Escape: The woman who brought her trafficker to justice, August 2020, The Guardian*

**CONFERENCES & TALKS**

**Columbia Journalism School - Panel: Building a successful career as a freelancer**

**May 2025**

I was invited to a panel organized by the Columbia Journalism Review to talk to students about how to start and build a consistent career as a freelancer.

**EU Anti-trafficking day, organized by Rovigo Caritas, in Rovigo, Italy, Guest Speaker**

**October 2023**

The main event organized in Rovigo, to celebrate the EU anti-trafficking day. I was invited to talk about my experience reporting on human trafficking.

**DIG Media Awards Festival, Guest Speaker**

**September 2023**

Since 2015, DIG has become a reference point for journalists who are dedicated to investigations and reportages. I was invited as one of the main guests to talk on a panel about reporting on human trafficking and human rights violations.

**International Press Institute, Global Conference, Guest Speaker**

**September 2022**

The Global Conference is the main conference organized by the International Press Institute (IPI) an association of media professionals representing leading digital, print and broadcast news outlets in nearly 100 countries. • I was invited as one of the main speakers to teach a Masterclass about cross-border investigative journalism projects and to speak at a panel titled "Collaboration in a time of crisis".

**Uncovered, Guest Speaker**

**March 2021**

I was invited to speak at UNCOVERED is the annual conference of the Investigative Journalism for Europe (IJ4EU) programme, one of the main journalism grants in Europe.

**Guest and main interviewee on the podcast, Hacking Creativity**

**December 2021**

With over 200 episodes, Hacking Creativity is one of the most popular podcasts in Italy. I was invited to talk about long-form journalism on the podcast Hacking Creativity.

**Guest and main interviewee on the podcast, Crime Spot**

**October 2021**

The Crime Spot podcast was developed by researchers working for the United Nations Office on Drugs and Crime. I was invited to talk about the award-winning feature I wrote about survivors of human trafficking.

## RECOMMENDATIONS - Tenure Upon Appointment Candidate CV - Page 5 of 5

Tenth session of the World Urban Forum (WUF10), Moderator  
February 2020

The World Urban Forum is a non-legislative technical Forum, convened by the United Nations Human Settlements Programme. I was invited to moderate the Special Session on Culture, the creative industry and their impact on urban reconstruction and resilience.

### ACADEMIC AND PROFESSIONAL SERVICE

Magmatic School of Environmental Journalism, Mentor  
2024-2025

The Magmatic School of Environmental Journalism is one of the first journalism training programs in Europe focusing on covering the environment. It is supported by Journalismfund.eu, one of the main European foundations

Magmatic School of Environmental Journalism, Narrative Journalism Training  
October 2024

I provided the 2024-2025 cohort with training in narrative journalism and crossborder investigations.

Global Press Journal Certificate Program, Mentor  
May 2024

The program trained 100 women journalists across the world in topic-specific coverage techniques. I mentored journalists on character-driven feature reporting techniques.

The European Correspondent, Investigative Journalism Training  
November 2023

The European Correspondent is an online newspaper run by a newsroom of young European reporters. I offered a class in investigative techniques and narrative journalism.

Journalismfund.eu, Modern Slavery Unveiled Grant, Mentor  
April 2023 - December 2023

As a Modern Slavery Unveiled Grant alumna, I provided mentorship, editorial guidance and trauma-informed reporting training to a team of reporters who were awarded this grant.

Scomodo, Investigative Journalism Training  
November 2022

Scomodo is a magazine produced and published by the largest Italian student-run newsroom in the country. I offered a class in investigative techniques and narrative journalism.

### PROFESSIONAL ORGANIZATIONS

Investigative Reporters and Editors (IRE), Member  
Italian Press Registry, Member

### LANGUAGES

English  
Italian  
French  
Spanish

### REFERENCES

Isobel Thompson  
Barbara Nevins Taylor  
Iliana Papangeli

# **ACTION ITEM VIII**

## **PBF Funding Model 2.0**

### *FAMU Choice Metric 10*



## **ACTION ITEM VIII**

**December 4, 2025**

**SUBJECT: Proposed Performance-Based Funding (PBF) - FAMU Choice Metric 10**

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### **PROPOSED COMMITTEE ACTION**

Request for recommendation to select and approve Metric 10 for Florida A&M University to be adopted in accordance with a revised Performance-Based Funding (PBF) model proposed by the Florida Board of Governors (FLBOG).

### **AUTHORITY FOR BOARD OF TRUSTEES ACTION**

This action item is in accordance with the requirements of the FLBOG for each university in the State University System (SUS) to choose a University-specific metric.

### **BACKGROUND INFORMATION**

The FLBOG has introduced a revised PBF framework, Model 2.0, to align university performance with the SUS 2030 Strategic Plan. Each institution will have differentiated benchmarks based on its 2025 performance, focusing on both excellence and improvement through 2030.

### **ADDITIONAL COMMITTEE CONSIDERATIONS**

N/A

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**Supporting Documentation Included:** See Slide Deck and FLBOG November Meeting  
**Submitted by:** Office of the Provost

## **PBF METRIC 10 OPTIONS - IMPLICATIONS FOR FAMU**

### **Option 1: One SUS**

- Measures: annual giving; shared system savings
- Implications for FAMU:
  - Requires expansion of Advancement operations
  - Benefits from strong alumni affinity and national HBCU brand
  - Risk: lower philanthropic baseline compared to SUS peers

### **Option 2: Student Success**

- Measures: internship participation; licensure pass rates
- Implications for FAMU:
  - Strong alignment with FAMU's student success mission
  - Supports existing internship culture (SBI, Engineering, SJGC, SAET)
  - Requires unified internship tracking platform & expanded licensure support

### **Option 3: World-Class Talent**

- Measures: % faculty in top quintile nationally; National Academy membership
- Implications for FAMU:
  - Supports R1 faculty recruitment and distinction
  - Requires competitive salaries and enhanced research infrastructure
  - Highest comparative risk due to existing faculty distinction gaps

### **Option 4: Research & Economic Development**

- Measures: research expenditures; licenses & options
- Implications for FAMU:
  - Aligns with R1 goals and growing external research portfolio
  - Strengthens industry partnerships (AI, Health, CAFS, Engineering)
  - Requires investment in tech transfer, commercialization, and Research Foundation capacity

## PBF METRIC 10 OPTIONS - IMPLICATIONS FOR FAMU

### Which Metrics Benefit FAMU Most?

Overall Fit	Option	FAMU Advantage	FAMU Risk
Best overall fit	<b>Student Success</b> (Option 2)	Strong internship culture; aligns with mission	Nursing/ Pharmacy licensure volatility
Good long-term fit	<b>Research and Economic Development</b> (Option 4)	Supports R1 goals	Commercialization capacity still limited
Moderate fit	<b>One SUS</b> (Option 1)	Alumni affinity + HBCU brand	Lower philanthropic baseline
Most challenging	<b>World Class Talent</b> (Option 3)	Drives R1 culture	Faculty distinction gap vs. SUS giants

**Recommendation:** FAMU should select Student Success or Research & Economic Development for PBF Metric 10. They align with FAMU strengths; provide fair competitiveness relative to institutional size; support the Boldly Striking Strategic Plan; and support enrollment, PSE workforce pathways, and R1 progress.

# INFORMATION ITEMS



# INFORMATION ITEM IX

## **Student Affairs Update:**

### Enrollment Management Plan

#### *Summary Report*

## **ENROLLMENT MANAGEMENT PLAN - Executive Summary**

### **Summary Statement:**

Florida A&M University's Enrollment Management Plan is strategically designed to align with the Florida Board of Governors' Performance-Based Funding (PBF) model, respond to emerging statewide directives discussed in the most recent Council of Academic Vice Presidents (CAVP) meeting, and position our institution for long-term success in workforce relevance, economic impact, and national competitiveness.

With stronger accountability measures being implemented by the BOG, our enrollment strategy is no longer simply about headcount growth; it is about targeted enrollment in Programs of Strategic Emphasis (PSE), improved student outcomes, licensure success, graduate earnings, and accelerating FAMU's path toward R1 status. This plan reflects a data-driven, results-oriented approach that integrates admissions, academic programming, student support, financial aid, and graduation pipelines across undergraduate and graduate levels.

**Date:** November 2025

**Prepared by:** Allyson L. Watson, Ph.D., Provost & Vice President for Academic Affairs  
William Hudson, Jr., Ph.D., Vice President for Student Affairs

### **I. Overview**

Florida Agricultural and Mechanical University (FAMU) has successfully completed its Five-Year Interim Review with the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC), marking an important milestone in continuous improvement and institutional effectiveness. As the institution continues to evolve toward R1 research status, with expanded national partnerships and broader program delivery, it is essential to evaluate the accrediting environment that best supports FAMU's long-term strategic goals.

In alignment with the Boldly Striking Strategic Plan 2022–2027, this document outlines a five-year roadmap for preparing and assessing the feasibility of transitioning institutional accreditation from SACSCOC to the Higher Learning Commission (HLC).

### Strategic Alignment

- Aligns with Florida Board of Governors' Performance-Based Funding (PBF) and new SUS 30 accountability expectations.
- Moves FAMU toward stronger career alignment and demand, licensure outcomes, graduate earnings, and R1 readiness.

### Undergraduate Enrollment Targets (2026–2027)

- 2,100 total undergraduates
- 1,600 FTIC, including 880 PSE (55%)
- Up to 720 non-PSE (admitted after PSE seats are filled)
- 500 transfer students (increased from BOG baseline of 400)
- 300 PSE transfers to strengthen Metric #8
- (Reflects “FTIC Enrollment” and “Transfer Enrollment” slides on p. 5)

### Graduate & Professional Enrollment Targets

- 1,760 total graduate students
- 880 PSE graduate students
- 880 non-PSE graduate students
- 170+ Professional Doctorates (PharmD, JD, DPT)
- Ph.D. Growth Target: +500 students aligned with R1 Strategy  
(Reflects “Graduate Enrollment Targets” on p. 6 and “Graduate Admission Targets” on p. 7)

### Implementation Framework

- **Admissions Optimization:** concierge recruitment targeting high-achieving FTIC applicants (Florida Academic Scholars, Medallion Scholars).
- **Transfer Pipelines:** reinforced AA-to-BS pathways tied to PSE programs.
- **Graduate Pipelines:** automatic admission pathways for high-performing FAMU undergraduates.
- **Weekly Monitoring:** real-time enrollment dashboards for applications, deposits, scholarship utilization, and PSE percentages.
- **Cross-Collaboration:** academic deans, Student Affairs, Academic Affairs, advising, financial aid, housing, marketing. (Aligns with the integrated cross-unit structure presented in the BOT ASA agenda.)

### Conclusion

This Enrollment Management Plan reflects FAMU’s unified Academic Affairs and Student Affairs strategy to achieve student access, retention, completion, and workforce success. It aligns directly with Board of Governors priorities, Florida workforce demands, and national best practices—positioning FAMU to lead with distinction and impact.

# INFORMATION ITEM X

## **Academic Affairs Update:** Academic Program Prioritization *Terminations/Consolidation Report*

## INFORMATION ITEM X

December 4, 2025

### **SUBJECT: Termination/Consolidation Report**

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The current informational item is to update the FAMU Board of Trustees about program actions taken to ensure academic program efficiency at Florida A&M University.

Attached for the Board's consideration is a list of consolidated and terminated degree programs by degree level and Classification of Instructional Programs (CIP) code.

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**Submitted by:** Office of the Provost

## TERMINATION/CONSOLIDATION - Summary Report

### Program Actions by Degree Level and Classification of Instructional Programs (CIP)

Degree Level	Degree CIP	Degree Title	Program Actions
Bachelor	030103	<b>Environmental Studies</b>	Consolidate
Bachelor	030104	<b>Environmental Science</b>	
Bachelor	050201	<b>African American (Black) Studies</b>	Consolidate
Bachelor	150303	<b>Electronic Engineering Technology</b>	Consolidate
Bachelor	389999	<b>Philosophy &amp; Religion</b>	Consolidate
Bachelor	500702	<b>Studio/Fine Art</b>	Terminate
Bachelor	540101	<b>History</b>	Consolidate
Master	130401	<b>Ed. Administration / Leadership, General</b>	Consolidate

# INFORMATION ITEM X

## **Academic Affairs Update:** Academic Program Prioritization *Textbook Affordability*

## INFORMATION ITEM X

December 4, 2025

### SUBJECT: Textbook Affordability

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The Annual Textbook Affordability Report was approved by the BOT at its September 2025 meeting.

The current information item provides a response to an inquiry made by the Board regarding cost savings for professional programs.

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**Submitted by:** Sundra Kincey, Ph.D., Associate Provost for Academic Program Quality, SACSCOC Liaison



## TEXTBOOK AFFORDABILITY

**In response to the Board of Trustees' inquiry regarding cost-saving initiatives for textbooks and instructional materials in professional programs (DPT, Law, and PharmD), the following strategies have been implemented for the Doctor of Physical Therapy and the College of Law.**

1) The School of Allied Health Sciences has an established Memorandum of Understanding (MOU) with McGraw-Hill, effective October 2019, which provides Doctor of Physical Therapy (DPT) students with access to textbooks and electronic resources through the McGraw-Hill platform at no cost to them, with expenses covered by the School. Under this agreement, DPT students have access to AccessPhysiotherapy and the F.A. Davis PT Collection. These services offer students a comprehensive online PT resource that encompasses the entire spectrum of physical therapy. This agreement is set to expire on October 14, 2026.

2) For the College of Law, the University, in collaboration with the FAMU Bookstore and its partner Barnes & Noble, is evaluating opportunities to extend similar cost-saving options of the Rattler Pack program for law students. Staff from the Main campus (Office of the Provost, Finance and Administration (Auxiliary Services), and FAMU Bookstore) will visit the College of Law in the Spring to discuss options with administrators, faculty, and staff.

3) For the College of Pharmacy and Pharmaceutical Sciences, Institute of Public Health, we have identified that PharmD uses the McGraw-Hill AccessPharmacy database. This database provides electronic access to materials; however, the most recent editions of the books were not available or shown at the time. Therefore, the University Libraries are not able to support reliable access to the most up-to-date textbooks. By Fall 2026, the University will have identified available PharmD resources to increase cost savings for our students and make the necessary purchases or enter into agreements to reduce costs for our students.

# INFORMATION ITEM X

## **Academic Affairs Update:** Post-Tenure Review (PTR) *Summary Report*

## INFORMATION ITEM X

December 4, 2025

### SUBJECT: Post-Tenure Review (PTR) Summary Report

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Florida A&M University completed post-tenure reviews for the 2023–2024 and 2024–2025 academic years. The reviews assessed tenured faculty performance across all colleges and schools, using four performance categories:

- Exceeds Expectations
- Meets Expectations
- Does Not Meet Expectations
- Unsatisfactory

The current information item is to update the FAMU Board of Trustees about the results of the most recent PTR review cycles.

Attached for the Board’s consideration are summary results from a review of 74 faculty members across both cycles.

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**Submitted by:** Reginald Perry, Ph.D., Associate Provost for Academic and Faculty Affairs

POST-TENURE REVIEW RESULTS SUMMARY

Overview

Florida A&M University completed post-tenure reviews for the 2023–2024 and 2024–2025 academic years. The reviews assessed tenured faculty performance across all colleges and schools, using four performance categories:

- Exceeds Expectations
- Meets Expectations
- Does Not Meet Expectations
- Unsatisfactory

A total of **74 faculty members** were reviewed across both cycles.

Overall Summary (2023-2025 Combined)

Rating	Number of Faculty	Percentage
Exceeds Expectations	23	31%
Meets Expectations	45	61%
Does Not Meet Expectations	3	4%
Unsatisfactory	3	4%
Total	74	100%

## POST-TENURE REVIEW RESULTS SUMMARY

**In summary, 92% of faculty met or exceeded expectations. Only 8% were identified as below satisfactory, reflecting overall strong post-tenure performance university-wide.**

<p><b>2023–2024 Review Period</b></p> <ul style="list-style-type: none"> <li>• Total Faculty Reviewed: 38</li> <li>• Exceeds Expectations: 15 (39%)</li> <li>• Meets Expectations: 20 (53%)</li> <li>• Does Not Meet Expectations: 3 (8%)</li> <li>• Unsatisfactory: 0 (0%)</li> </ul>	<p><b>Top-performing units:</b></p> <ul style="list-style-type: none"> <li>• College of Engineering (3 Exceeds, 3 Meets)</li> <li>• College of Law (2 Exceeds)</li> <li>• School of Business and Industry (3 Exceeds)</li> </ul>
<p><b>2024–2025 Review Period</b></p> <ul style="list-style-type: none"> <li>• Total Faculty Reviewed: 36</li> <li>• Exceeds Expectations: 8 (22%)</li> <li>• Meets Expectations: 25 (70%)</li> <li>• Unsatisfactory: 3 (8%)</li> <li>• Does Not Meet Expectations: 0 (0%)</li> </ul>	<p><b>Highest number of “Exceeds” designations:</b></p> <ul style="list-style-type: none"> <li>• College of Social Sciences, Arts and Humanities (4)</li> <li>• College of Science and Technology (1)</li> <li>• College of Pharmacy and Pharmaceutical Sciences, Institute of Public Health (1)</li> </ul> <p><b>Unsatisfactory designations:</b></p> <ul style="list-style-type: none"> <li>• Reported in the Colleges of Engineering, Social Sciences/Arts &amp; Humanities, and Business &amp; Industry.</li> </ul>

## POST-TENURE REVIEW RESULTS SUMMARY

### College-Level Performance Highlights (2024-2025)

- **College of Science and Technology** and **College of Social Sciences, Arts and Humanities** had the largest number of faculty reviewed (11 and 14, respectively).
- **College of Pharmacy and Pharmaceutical Sciences, Institute of Public Health** showed consistent improvement with 6 faculty “Meets” in 2024–25 and 3 “Exceeds” in 2023–24.
- **No unsatisfactory reviews** were reported in Law, Education, Allied Health Sciences, Architecture and Engineering Technology, Journalism & Graphic Communication, or Environment.

### Key Takeaways

- **High Overall Performance:** Over 9 in 10 tenured faculty are meeting or exceeding expectations.
- **Areas for Targeted Support:** A small subset (8%) identified for improvement will receive professional development and performance monitoring plans.
- **Positive Trend:** Despite increased accountability, results show strong faculty engagement and academic productivity across most colleges.
- **Continuous Improvement:** Colleges are encouraged to maintain peer review consistency, document annual evaluations, and align post-tenure outcomes with institutional goals for academic excellence.

### Conclusion

The Post-Tenure Review results demonstrate that FAMU **faculty continue to perform at a high level**, with the vast majority contributing effectively to teaching, research, and service. Continued emphasis on mentoring and data-driven faculty development will ensure sustained success in future review cycles.

