Appendix N2.4

2010-2011 Presidents Report
Florida A&M University

Millennial Famuan

Citizen of the World
Critical Thinker
Engaged with Faculty
Technologically Advanced
Collaborators in Research and Innovation
Community Activist
Civic Minded

Restructuring and Reinvesting: Creating the Millennial Famuan
President’s Report 2010-2011
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This year Florida A&M University (FAMU) engaged in one of the most significant exercises the University has undertaken in its 124-year history — a complete review of its academic and business processes and the development of a plan to create the Millennial FAMUan, a student who is a "citizen of the world" with the skills to compete as a leader in the new economy.

Throughout the United States, public universities are looking at their academic programs, reviewing administrative and academic structures, as well as business processes for addressing the diminishing resources from state appropriations.

After major reductions in state funding, FAMU was at a crossroad and needed to determine how it would carry out its mission. In partnership with the board, a restructuring and reinvestment plan was developed. The plan, "Excellence in a New Era: Developing the Millennial FAMUan," focuses on strengthening academic programs and the academic structure, increasing efficiencies and productivity and reinvesting in focused areas of strength.

This strategic move is designed to solidify FAMU's future because it will give the University the opportunity to invest and reinvest in priority programs and initiatives in line with the University's strategic plan. It is also designed to create what we are calling the "Millennial FAMUan."

The Millennial FAMUan thinks critically, solves complex problems, is conversant in global issues and assumes leadership roles in research and development, the classroom and the boardroom.

In addition to our restructuring efforts, the University also continued to achieve several milestones. FAMU was selected as one of The Princeton Review's "311 Green Colleges: 2011 Edition." The University was the only historically black college or university to make the list, which focused solely on colleges that have demonstrated a strong commitment to sustainability in their academic offerings, campus infrastructure, activities and career preparation.

In 2010, the National Academy of Sciences, National Academy of Engineering, and Institute of Medicine ranked FAMU No. 1 in the nation as the institution of origin for African Americans who earn doctorates in natural science and engineering. In addition, FAMU won the 2011 Honda All-Star Challenge.

I hope this report is informative as FAMU embarks on a special journey that will lead to the University becoming the "best in class." FAMU can only be successful with your continued support.
EXCELLENCE IN A NEW ERA

Honda All-Star Challenge 2011 Champions
Since the University completed the Southern Association of Colleges and Schools Commission on Colleges review process and the strategic plan in 2009, faculty, staff and students have been engaged in various conversations and discussing methods to improve efficiencies and effectiveness.

The University brought these conversations into an organized plan called “Excellence in a New Era: Developing the Millennial FAMUan.” To develop the plan, President James H. Ammons appointed a core team, the President’s Restructuring and Reinvestment Committee, to review data and gather input from University constituents.

He made sure the entire campus was aware that the process was underway and that the University solicited ideas and feedback from the campus and all of its stakeholders.

Over the past four years, FAMU has trimmed more than $36 million from its operating budget, leaving the University very lean. In order to sustain these reductions, the University eliminated vacant positions and cut its operating expenses. This restructuring and reinvestment plan will provide the University with a road map to build on its strengths. The following sections highlights numerous accomplishments for 2010-2011.

RESTRUCTURING AND REINVESTMENT

Before a standing room only audience comprised of faculty, staff, students, alumni and the community, the FAMU Board of Trustees unanimously approved FAMU President’s Restructuring and Reinvestment Plan on April 7, 2011.

The goals of the Plan are to strengthen academic programs in a climate of fiscal constraint. The Plan calls for increasing academic and administrative efficiencies and productivity; and reinvesting in focused areas of academic strength.

“What Florida A&M University will look like years from now will be the result of the hard work of faculty, staff, students and campus leaders who developed a bold, brilliant and progressive course for this decade and years to come,” said Ammons. “We are proud of this restructuring and reinvestment plan because it has helped us to align the strategic plan with the comprehensive restructuring decisions to ensure that FAMU has an environment that nurtures the Millennial FAMUan.”
The Restructuring Plan outlines a new academic structure and reconfigures the 14 schools and colleges:

- College of Pharmacy and Pharmaceutical Sciences
- College of Engineering
- College of Law
- College of Education
- College of Agriculture
- College of Science, Technology and Mathematics
- College of Behavioral Sciences, Arts and Humanities
- School of Journalism and Graphic Communication
- School of Nursing
- School of Allied Health Sciences
- School of Business and Industry
- School of Environmental Sciences
- School of Public Health
- School of Architecture

While the number of degree-granting units has not changed, the offerings in some of the units have been reconfigured. The Colleges of Pharmacy, Law and Engineering and the Schools of Journalism, Nursing and Allied Health will remain intact. The School of Business and Industry will remain as a stand alone academic unit, but will add a Division of Economics.

The College of Education will now house all of the teacher education programs. The two institutes will be elevated to the School of Environmental Sciences and the School of Public Health, which will increase their national visibility and prominence. The School of Architecture will incorporate the Engineering Technology Program from the former College of Engineering Sciences, Technology and Agriculture (CESTA). The College of Agriculture will be reorganized to allow the University to focus on this important aspect of the University’s mission. The College of Science, Technology and Mathematics was created from programs in the College of Arts and Sciences as well as CESTA. The College of Behavioral Sciences, Arts and Humanities derives from programs in the College of Arts and Sciences.

The newly created University Programs will house non-degree granting units that are essential to the work of retention, distance education, international studies and the Honors Institute.

The plan identified 24 academic programs for termination, which had low enrollment and low degree productivity. Among these programs are: Landscape Design & Management (BS), Civil Engineering Technology (BS), Manufacturing Engineering Technology (BS), International Agriculture and Business (BS), Graphic Communications (BS), Journalism (MS), College of Education: Adult Education (MS/Ed), Business Education (BS), Business Education (MS/Ed) English Education (MS/Ed), Mathematics Education (MS/Ed), Social Sciences Education (MS/Ed), and Industrial Arts/Technology Education (MS/EdM). Among the programs suspended were: Secondary Education (MS/Ed), Science Education (MS/Ed), Art Education (BS), School Psychology (MS/MeS), Music Performance (BA), Jazz Studies (BS), French (BA), Spanish (BA), Landscape Architecture (MLA), Business/Managerial Economics (BS).

Further, the Plan calls for the development of an Academic Success Institute (ASI), the reengineering of business processes, and a reduction in the university workforce. This Plan would allow for a budget reduction of more than $18 million that would be used to address additional budget cuts and to reinvest in retention, technology and competitive salaries.
ANNUAL PRESIDENT’S TOUR

Life got a little better for some of Florida’s best and brightest students as President James H. Ammons awarded more than $1.5 million in scholarships during the fourth annual “President’s Tour: FAMU Up Close and Personal.” During this seven-city tour, President Ammons visited The Villages, Leesburg, Winter Haven, St. Petersburg, Naples, Ft. Myers and Miami.

Accompanying President Ammons on the tour were University recruiters, administrators, student leaders and members of the FAMU Connection, a group of talented students who tell the University’s story through song and dance.

FAMU WELCOMES LT. GOV. JENNIFER CARROLL

The University played a significant role in welcoming Florida’s Gov. Rick Scott and Lt. Gov. Jennifer Carroll to their elected seats.

At the inaugural prayer breakfast on January 4, 2011, in the Alfred Lawson Jr. Multipurpose Center and Teaching Gymnasium, Gov. Rick Scott ushered in his administration with prayer, affirming his faith in God.

Guests from across party lines attended the prayer breakfast with Charles Colson, founder and chairman of the Wilberforce Forum, serving as the keynote speaker. Among the participants were Rabbi Moshe Scheiner, Bishop Vaughn McLaughlin of the Potter’s House in Jacksonville, Fla.; and Bishop Frank Dewane of Venice, Fla.

In addition to the breakfast, on January 2, FAMU and Lawson & Associates honored Lt. Gov. Carroll during a black tie reception. Lt. Gov. Carroll received special presentations from Tallahassee Mayor John Marks, the Black Caucus of the Florida Legislature, the Delta Kappa Omega Chapter of Alpha Kappa Alpha Sorority, Inc., and FAMU.
PAYING TRIBUTE TO THE IMPRESARIO DR. WILLIAM P. FOSTER

In September 2010, the FAMU family mourned the loss of one of its legends, Dr. William P. Foster, who was known as the “Dean of America’s Band Directors.”

Foster, who was also called “The Law” and “The Maestro,” was the creator of the world renowned FAMU Marching “100.” He was credited with revolutionizing marching band techniques and reshaping the world’s concept of the collegiate marching band. Dr. Foster served as the band’s director from 1946 to his retirement in 1998. He brought more than 30 new techniques to the band that have now become standard operating procedure for high school and college bands nationwide. His textbook, Band Pageantry, is considered to be “The Bible” for the marching band.
It will come as no surprise that 2011 was a challenging year legislatively for public universities around the state and nation, due in large part to the ongoing economic crisis ricocheting around the world. FAMU was hardly immune from the lingering recessionary impact.

On the state level, as the economic volatility continued to take its toll on Florida's finances, the state was forced to reduce its budget by $4 billion from the previous year. This was the fourth consecutive year the state reduced its budget.

The University's share of the state's budget reduction was nearly $8 million. This was further compounded by the loss of $8 million in federal stimulus funds, which FAMU received each of the past two years.

Despite this grim backdrop, the University had several legislative successes. FAMU was able to join with other public universities in opposing a bill that would have allowed concealed weapons license holders to carry weapons into college buildings and classrooms. All eleven state university police chiefs universally opposed this bill; FAMU took a lead role in ensuring that universities were stripped from this bill.

FAMU was also successful in securing greater tuition and fee flexibility, helping to reduce the impact on employees of the state's new mandate that all employees contribute to their retirement plans from 5 percent to 3 percent, securing an additional $1.5 million state appropriation that will allow the University to hire faculty at the FAMU Crestview Education Center, and $2,174,769 million in PECO funding to address ongoing maintenance/infrastructure needs.

On the federal front, three quarters of the way through 2010, FAMU was on the path to having another solid performance. That trajectory changed dramatically in the final months of the year with the change in political dynamics of the new Congress and a moratorium on legislative earmarks in the final 2011 fiscal year budget.

With the earmark ban still in place, the University has implemented a two-pronged federal relations strategy that will more clearly focus on both the legislative and the federal grants process to strengthen desired outcomes for the 2012 fiscal year.

FAMU will continue to be engaged federally in relevant public policy matters affecting the lives of our students, faculty and the University community as a whole. Moreover, and equally as important, FAMU is diligently working to protect all existing federally funded programs, while creatively seeking new ones.
FAMU athletics had a successful year with several great performances from its 18 sports. In addition, the department welcomed a new leader, athletic director Derek Horne. Horne came to the program after working 15 years in the Southeastern Conference (SEC) as a senior sports administrator at Ole Miss. His zeal for FAMU was developed as a youngster, growing up in Quitman, Ga.

Rattler student-athletes excelled in the classroom as well as on the field of competition. Volleyball freshman Katherine Huanece garnered Mid-Eastern Athletic Conference (MEAC) Rookie of the Year honors, while earning a 4.0 grade point average. Not to be outdone, softball star Britany Doty also scored a perfect 4.0 grade point average.

Coach Joe Taylor and his staff led the Rattler football team to a share of the MEAC football championship. After a 2-3 start, the Rattlers rattled off six consecutive wins to earn a share of the title. No victory is regarded as high as the final game in the Florida Classic XXXI, where the Rattlers beat the previously undefeated Wildcats of Bethune-Cookman University 38-27. At season’s end, the Rattlers were rewarded with the drafting of Curtis Holcomb to the NFL’s San Francisco 49ers.

Rattler hoops saw stellar individual performances during the season. Junior guards Antonia Bennett and Tameka McKelton both surpassed the 1,000 point plateau. On the men’s side, rookie shooting guard Avery Moore emerged as a member of the MEAC All-Rookie Team.

The Lady Rattlers volleyball team went through a rebuilding year, with scattered highlights. Susan Eqovail ended her record-setting career with more than 1,470 digs, while attaining her B.S. degree in April.

Shuaib Winters and Lamere Buchanan paced the Rattlers’ cross country team. Coach Wayne Angel’s first season ended with Winters winning the 8K run in the MEAC Championship. Outdoor track season belonged to Leon Hunt. Hunt won the long jump in several meets, including the Florida State University Relays, with a distance of 22’ 6”.

This year’s FAMU Relays was graced with four historic grand marshals. Pam Porter, Mary (Jones) Wellens, Vogel Newsome and Pam Oliver, 1984 All-Americans, returned to carry the honor. Oliver, the most recognizable of the four, is a sideline reporter for Fox NFL Sunday. They inspired the Lady Rattlers’ 4x400m relay team of Ariel Allen, Nakia Linson, RaFeema Stanley and LaToya Wright to dominate the meets this academic year. Coach Darlene Moore’s women’s cross-country team finished first in several meets. The freshman team of 22 athletes gelled and were led by Clariccia Golden.
The Lady Rattlers softball team, showed promise early in the season. Coach Veronica Wiggins' ladies wielded big bats with several home runs from Whitney Robinson, Britney Doty and Francesca Singletary.

The Rattler baseball team won nearly twice the number of games they had the previous season. Coach Brett Richardson's squad was led by the hot bats of MEAC Player of the Week Cory Franklin, who hit four homers in one week and Jarryd Reid, a top pro prospect.

The Lady Rattlers bowling team began the season ranked for the first time in school history. The national Ten Pin Association ranked the Lady Rattlers 18th in their national poll. The Lady Rattlers also hosted the MEAC Southern Division Championship on campus at Galimore Lanes in the FAMU student union.

Coach Carl Goodman's tennis team finished just short in the MEAC Championship, garnering a runner-up finish. The future is bright — three Rattlers earned All-MEAC honors with none of them being seniors. Coach Nikki Goldthwaite's Lady Rattlers had a much-improved season with junior Alexis Brown earning All-MEAC.

Coach Marvin Green's Golf Team put together a solid season. Led by Shepherd Archie III, the Rattlers hosted their annual Spring Invitational Tournament at the Southwood Golf Club.

FAMU athletics capped the year by launching their new state-of-the-art website. The new site was built by industry giant NeuLion. Softball and baseball games were streamed via Livestat, where actual game stats could be followed via computers, iPads and smartphones.
The Office of Communications launched several new initiatives this year including a new online store e-Rattler.com, a “A Day In the Life” video series on Youtube and a new publication called “Link2.” The office also produced a series of commercials featuring five outstanding students including — Miss FAMU Kindall Johnson and freshman football star Austin Trainor.

By launching the new online store powered and supplied through Cintas, FAMU will be able to generate additional revenue to support the University. FAMU receives 17.5 percent from Cintas for all online sales. Cintas Chief Operating Officer J. Phillip Holloman and President Ammons participated in the online store launch on the steps of Lee Hall where they were flanked by students modeling the new gear and drum majors from the Marching “100.” The University also unveiled a new logo for the Marching “100.”

In addition, the Office launched a new recruiting website DiscoverFAMU.com and new recruitment materials including a new “passport” that includes a one-two-three step brochure for admissions and an engineering brochure.

The Office was also responsible for coordinating and producing the 40-40 Awards Celebration. During the celebration, the University honored 40 outstanding FAMU alumni 40 years of age or younger. Among the group honored were: William Packer, producer with Rainforest Productions; Aaron P. Arnold, chief executive officer of Music is My Business; and Oscar Joyner, president and Chief Operating Officer for Reach Media Inc.

The Office was responsible for bringing in prominent speakers to the campus including — Actor Danny Glover; Political Strategist Donna Brazile; Mayor of Atlanta Kasim Reed; Lisa Jackson, the head official of the U.S. Environmental Protection Agency; Author and Social Activist Kevin Powell; and Martin Luther King III. The Office was also responsible for securing the talent for the 2010 Lyceum Series which featured Poet and Author Maya Angelou, Opera Singer and Performer Kathleen Battle, Black Violin and Nat Adderley Jr.

The units also set a new record in collegiate merchandise sales. For the third consecutive year, FAMU ranked No. 1 among historically black colleges and universities in selling licensed merchandise. According to the Collegiate Licensing Company, sales increased by 25 percent from the 2008-2009 fiscal year gross royalties of $79,007 to $98,863.82 in 2009-2010. The FAMU licensing program has generated approximately $2.6 million in retail sales for this fiscal year.
year. Currently, FAMU has 127 licensees. Royalties from the licensing program funds FAMU scholarships and other initiatives. Previously, FAMU received 7.5 percent of the purchase price. As of July 1, 2010, FAMU now receives 10 percent of all sales.

The Office experienced enormous growth in Facebook activity during the 2010-2011 academic year through its fan page. The number of followers grew from 10,067 in February 2010 to more than 30,000 fans, who received messages directly from the University regarding key issues. The “A Day in the Life” series, a weekly webisode that highlights, promotes and recruits prospective students for the University, sheds light on the real life experiences of FAMU students. Since the initial launch in fall 2010, the series has attracted more than 36,911 views on YouTube. Prior to starting the webisode, the FAMU YouTube only had about 10,000 views.

President Ammons (far left) and J. Phillip Holloman, president and COO, Cintas Corporation (far right) participated in the announcement of e-Rattler.com

Honorees for the 40/40 Awards Celebration
This year the Division of Academic Affairs achieved several milestones which included the development of a One-Stop-Shop Registration for the fall and spring semesters, the completion of new research which resulted in several patents being issued and continuation of a star-studded Lyceum series featuring author and poet laureate Maya Angelou.

In addition to these milestones, the division launched a new Distance Learning program. This fall, the division will offer online master’s degrees in nursing, public health and business through a contract with Tom Joyner Online Education. University officials are expecting 271 students the first year of the program.

The three graduate programs were selected as the pilot programs because they are in high demand. The university plans to start with these graduate programs as the infrastructure to offer more online degrees is built.

There were a series of achievements across the division including the School of Nursing being reaccredited by the National League for Nursing Accrediting Commission for a maximum period of eight years for 2010-2018. Other outstanding achievements for the division are outlined in this report.

**COLLEGE OF PHARMACY AND PHARMACEUTICAL SCIENCES (COPPS)**

Currently, the COPPS has 46 funded contracts and grants for 2010-2011 totaling $21.6 million, with $19.2 million in federal funds; $1.4 million in state/nonprofit funds; and $1 million from private sources with $6.6 million pending. From April 1, 2010 to present, faculty members submitted 51 contracts/grants, 21 were awarded thus far. COPPS faculty also published 75 manuscripts and six book chapters. COPPS also was named to President Obama’s 2010 Honor Roll for extraordinary community service contributions.

The Institute of Public Health (IPH) received an $80,000 grant from Blue Cross and Blue Shield of Florida’s (BCBSF) Foundation, The Blue Foundation, for a Healthy Florida. According to IPH professor and director, Cynthia M. Harris, the project is designed to build a multisectoral coalition in Leon County to address childhood obesity.

The Blue Foundation for a Healthy Florida, Inc. is a separate, philanthropic affiliate BCBSF incorporated in the state of Florida. The Blue Foundation for a Healthy Florida, and its parent, BCBSF, are independent licensees of the Blue Cross and Blue Shield Association, an association of independent Blue Cross and Blue Shield companies.
FAMU COLLEGE OF LAW

The *National Jurist* magazine recently placed the College of Law among the top of the Diversity Honor Roll for law schools. Based on 2009 figures, FAMU College of Law held a 61.5 percent student minority population and a 66.7 percent faculty minority population. The combination resulted in an "A+" mark, shared with five additional law schools across the nation. A partial list was published in the March 2011 issue. Along with the "A+" grade, the Diversity Honor Roll also noted that the FAMU College of Law ranked fifth in African-American population with 40.6 percent and fifth in Hispanic population with 14.7 percent in 2009.

In addition, the FAMU College of Law American Bar Association National Appellate Advocacy Competition Team (NAAC) went undefeated in five rounds of regional competition to earn a spot in the national competition.

The NAAC is one of the largest and most prestigious competitions in the nation with 217 teams having entered competition this year. Only 24 teams advanced from six regional competitions to the national competition. Schools represented in the Washington, D.C. Regionals included Harvard University, Georgetown University, American University, The College of William & Mary and Temple University.

SCHOOL OF ALLIED HEALTH SCIENCE

The School of Allied Health Sciences was awarded a total of $1.3 million in scholarships for students enrolled in physical therapy and occupational therapy programs by the U.S. Department of Health and Human Services – Health Resources and Services Administration. These awards include additional funds that were made available through the American Recovery and Reinvestment Act of 2009. Dean Barbara Mosley serves as the principal investigator for this funded program.

The School of Allied Health Sciences has been awarded funds to continue its collaboration with the Florida State University's College of Medicine through its Live Oak Geriatric Education Center (LOGEC). The program provides funding to infuse geriatric education into allied health curricula. This is the fourth year of collaboration with the LOGEC.

CHANCELLOR FRANK T. BROGAN (Far left) and FAMU STUDENT GOVERNMENT ASSOCIATION PRESIDENT GALLOP FRANKLIN II
FAMU hosted a National Goat Conference to address critical issues related to the goat industry in September 2010, at the Tallahassee-Leon County Civic Center.

The first of its kind hosted by an educational institution, the inaugural National Goat Conference provided a multi-faceted forum for goat producers, students, educators, researchers, industry professionals and organizations to come together and address key issues related to supporting and maintaining the rapid growing goat industry. The theme for the conference was “Strengthening the Goat Industry.”

CESTA started a new and innovative summer youth development program designed to identify and prepare students to become the next generation of scientists, business men and women, entrepreneurs and professors. The program, Raising Agriculturally and Technologically Literate Rattlers (RATLR) High School Summer Youth Program, “In Search of the Next George Washington Carver,” is intended to motivate students who possess the desire and capability to reach the highest level of educational pursuits while fulfilling a life, like Dr. Carver, committed to the service of a global population. The RATLR Program funded by a grant from the U.S. Department of Agriculture (USDA) will also stimulate high school students’ interests in the biological and earth sciences with emphasis in agricultural and food sciences, natural resource management, and related disciplines.

The 2010 Grape Harvest Festival was a tremendous success with more than 2,000 attendees. Attendees included grape growers, representatives from the grape industry, vendors, high school youth and members of their families and many others from the general public. A favorable highlight of the festival was the grape stomping competition. The bottom-line is that this festival provides great public relations benefits for the university and the college.

SCHOOL OF ARCHITECTURE

School of Architecture faculty Craig Huffman and Andrew Chin were awarded a contract by the City of Daytona Beach Planning Department to provide design assistance to Daytona’s MidTown Redevelopment Board. The project is the culmination of a multi-year dialogue between the School, community members and organizations. Residents, community leaders, FAMU students and various officials from the City of Daytona Beach have actively participated in the project, which also included an analysis provided by visiting professor Gary Purdum and the development of initial urban design scenarios.
ENVIRONMENTAL SCIENCES INSTITUTE

The Environmental Science Institute students were featured in the video “From Education to Exploration: Students at Sea,” which was on display at the Smithsonian Ocean Hall of the Museum of Natural History. The video was on display from November through March 2011.

Dr. Jennifer Cherrier, associate professor and National Oceanic and Atmospheric Administration (NOAA)/FAMU Environmental Cooperative Science Center (ECSC) deputy director, produced the video through funding from NOAA and NSF. The video was also shown in NOAA’s Ocean Today Kiosk, a multi-media interactive exhibit that is at 15 museums and aquariums around the country.

SCHOOL OF JOURNALISM AND GRAPHIC COMMUNICATION

School of Journalism and Graphic Communication Division of Graphic Communication has earned reaccreditation by the Accrediting Council for Collegiate Graphic Communications (ACCGC). FAMU is one of only eight baccalaureate-level graphic communications-related programs in the nation to earn the ACCGC’s seal of approval.

Journey, FAMU’s student magazine, recently took top honors for “Best Student Magazine” and “Best Affiliated Website” as a four-year college or university in the Society of Professional Journalists Region 3 contest. The awards were presented on April 1 in Birmingham, Ala., and the competition covered entries from Alabama, Florida, Georgia, and South Carolina. Journey magazine won first place for “The War at Home” December issue. With hopes of reaching the community, former Editor-in-Chief Antonio Rosado dedicated this issue to homeless veterans. His staff also set aside some time to undergo a website redesign with direction from graphic design student Keith Woods and former Journey Online Editor Anamarie Shreeves. For the “Best Affiliated Web site” in the “4-year College/University” category, Journymagonline.com snagged first place.

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Journalism students were also named “Best of the South” by the Southeast Journalism Conference. Each year, FAMU sends its students to compete with peers from eight states—Alabama, Arkansas, Florida, Georgia, Louisiana, Mississippi, North Carolina and Tennessee. This year’s winners were announced Feb. 19 at the 25th annual conference in Troy, Ala. The competition included 331 entries from 33 schools. Marcus Scott, a senior public relations major, won first place in the on-site public relations competition. Scott represented FAMU by himself in a category that allowed teams of three.

Former Gov. Charlie Crist, in one of his last acts in office, appointed three women to the Board of Trustees for the Florida Virtual School (FLVS). Dhyana Ziegler, a journalism professor, is the only reappointed member of the board. This is her fourth consecutive term, which ends in 2014.
SCHOOL OF BUSINESS AND INDUSTRY

The School of Business and Industry (SBI) won the National Team Selling Competition hosted by the Center for Global Sales Leadership at Indiana University. The competition attracts top teams of undergraduate sales students from America’s leading universities who wish to pursue high-level, complex sales in an opportunity to practice team-selling simulations. Altia Sales & Distribution employees created the case, role-played the position of buyers and senior management and also served as judges.

Some of the universities that participated in the competition included Indiana University, Michigan State University, University of Kansas, University of Florida, Penn State, Ball State University and Syracuse University. FAMU’s team consisted of Nicole Crowell, a fourth-year business administration student from California; Keisha Faulkner, a fourth-year business administration student from New Jersey; Jamil Codner, a third-year business administration student from Florida; and Darriel Brown, a fourth-year business administration student from Florida.

COLLEGE OF ARTS AND SCIENCES

FAMU joined the Florida Department of Juvenile Justice (DJJ) to open the Juvenile Justice Research Institute (JJRI) to identify research and implement cutting edge juvenile justice services that will address the needs of youth at the greatest risk of delinquency involvement.

The Department of Juvenile Justice has facilitated the funding of the JJRI with $400,000 from Florida’s Juvenile Justice State Advisory Group and a grant from the U.S. Department of Justice’s Office of Juvenile Justice Delinquency Prevention.

The project, which is titled the Situational Environmental Circumstances Pilot (SECP), will provide non-traditional strategies that will enhance youth and family engagement and development, public safety and the effectiveness of existing juvenile services and programs.

In addition, the Physics Department awarded its first Ph.D’s to women — Dr. Delonia Wiggins and Dr. Natanette Craig. The Physics department was awarded a National Science Foundation grant for $1 million to support the Center for Astrophysical Science and Technology and $1.1 million from the Department of the Army to support research on the “Standoff Detection of Explosives.” A $480,000 grant was awarded by the Department of Energy to construct a spheromak fusion reactor and an additional $450,000 from the Department of Energy for fusion energy research bringing the total for the department to $4 million.

The Computer Information System hosted the 3rd Annual ARTSI (Advancing Robotics Technology for Societal Impact) Conference and National Computer Science Olympiad. This conference brought together 120 students from 17 HBCUs for technical presentations and robotic competitions.

Thirteen students from the Center for Global Security and International Affairs participated in a study abroad program in Ghana. The students represented many disciplines including allied health, pharmacy, sociology, and political science.

FACULTY ACHIEVEMENT

Dr. Donald Palm was selected by the American Council on Education (ACE) as a 2011 – 2012 ACE Fellow. The ACE Fellows Program is the nation’s premier higher education leadership development program in preparing senior leaders to serve American colleges and universities.

Dr. Seth Ablordeppey, division director for basic pharmaceutical sciences, was awarded the Fulbright Fellowship by the J. William Fulbright Foreign Scholarship Board (FSB) to conduct research in Kumasi, Ghana, located in West Africa, August 20, 2010. The FSB is the presidentially
appointed 12-member Board that is responsible for establishing worldwide policies for the program. The Fulbright program enriches the educational, political, economic, social and cultural lives of countries around the world.

Dr. Ellen Campbell, associate professor, was appointed by former Governor Charlie Crist to the Florida Medicaid Pharmaceutical and Therapeutics committee which recommends policy for the operation of Florida's multi-billion dollar Medicaid Drug Program (2008-present).

Dr. Cynthia M. Harris, director of the Institute of Public Health, was elected vice president for the Trust for American Health, a national board, and was appointed to the U.S. EPA Advisory Board (2009).


Dr. Devora Oliveira, professor in the School of Allied Health Sciences, was appointed the Government Affairs Coordinator for Florida Occupational Therapy Association (FOTA). Oliveira works closely with the FOTA lobbyist and members of the organization. She publishes quarterly in the FOCUS, the newsletter for members of FOTA. She also authored a chapter Professional Roles: "Occupational Therapist and Occupational Therapy Assistant Collaboration in Work Related Practice" in Work: Occupational therapy intervention to promote participation and productivity (Braveman, 2012). Release date scheduled for early 2012.

A team of faculty at the Center for Biological Control was awarded the 2010 Southern Region Integrated Pest Management (IPM) Center (SRIPMC) Friends of IPM “Pulling Together Award.”

This award recognizes individuals and groups who have demonstrated outstanding service in IPM in the southeastern US. Recipients of the award were Drs. Moses Kari, Raymond Hix, Wills Flowers, Muhamad Haseeb, Stuart Reitz, Stephen Hight, and Susie Legaspi.

Associate Professor Enn Ots' recent work, "Decoding Theoryspeak: An Illustrated Guide to Architectural Theory" has been published by Routledge Press. School of Allied Health Sciences faculty Mike Alfano, Craig Huffman and Beth Lewis were contributors. Shortly before passing away, former Visiting Professor Tom Porter was also a contributor. FAMU SOA alums Karen Williams, Janice Ratner, Tom Yohe and Andy Beckham provided illustrations. FAMU SOA alums Jeffrey Smiley and Cheryl Calender provided research assistance.

Dr. Verian D. Thomas, interim dean, School of Graduate Studies and Research was recognized for her outstanding service as the 2010 National President for the Society for Minorities in Agriculture, Natural Resources and Related Sciences at its annual meeting in Overland Park, Kansas City, March 31 - April 2, 2011.
STUDENT ACHIEVEMENTS

Alumnae Brittney Newby recently became the first African-American female to be admitted into the University of Florida (UF) MD-PhD program. Newby, an Atlanta, Ga. native, graduated summa cum laude in the spring of 2009 from FAMU with a bachelor's degree in chemistry. She was officially accepted into UF's prestigious program Jan. 18.

Calvin Lee Hayes, a FAMU alumnus, has been awarded a 2011 Charles B. Rangel International Affairs Fellowship following a highly competitive nationwide contest. The Rangel Fellowship, funded by the U.S. Department of State and managed by the Ralph J. Bunche International Affairs Center at Howard University, supports extraordinary individuals who want to pursue a career in the U.S. Foreign Service.

Student Government Association President Gallop Franklin II was selected by the Open World Leadership Center, the Congressional agency working to increase U.S.-Eurasian understanding and partnerships, to travel to Russia this spring as guests of the host country. Franklin, along with State University System Chancellor Frank T. Brogan, traveled to Washington, D.C. for an informal orientation and to begin formal preparation for the trip.

In April 2011, the FAMU team won the 22nd Annual Honda Campus All-Star Challenge becoming the 2011 champions. Averaging more than 455 points per game, the most of any team, FAMU won the top prize of $50,000 in university grants for its national championship win.
SINCE JULY 1, 2010, FAMU'S AWARDS TOTALED NEARLY $50 MILLION, NEARLY A 7 PERCENT INCREASE FROM LAST YEAR.

Active participation by the Interim Vice President for Research, as a Leon County Research and Development Authority Member of the Board of Governors, helped contribute to the eventual hire of Catherine Kunst, executive director, Innovation Park.

The Division of Research appointment of an Acting Director for the Office of Technology Transfer, Licensing and Commercialization (OTTLTC) Tanaga Boozer is yielding great benefits to the University. Boozer has been successful in securing a $65,000 State Universities Research Commercialization Assistance Grant Program Award to further patented technologies. Boozer also chairs the Presidential Task Force for the Commercialization of University Innovations.

The emphasis on technology transfer has yielded two desired outcomes this 2010-2011 fiscal year — U.S. Patent No. 7,897,604 “Inhibitors of Polyisoprenylated Methylated Protein Methyl Esterase” that will help diagnose and treat Triple Negative Breast Cancer (TNBC) just issued to Nazarius S. Lamango, associate professor, College of Pharmacy and Pharmaceutical Sciences (CoPPS). According to the National Cancer Institute, TNBC disproportionately affects African-American and Hispanic women. The 2011 Licensing Executives Society Florida Chapter Meeting in March 2011 was an opportunity to highlight the promising research conducted at FAMU by pairing licensing executives and pharmaceutical representatives with university inventors and researchers.

In addition, the FAMU Research Advisory Committee, welcomed John J. Tracy, chief technology officer and senior vice president of Engineering Operations and Technology at Boeing in April 2011. His seminar, “The Leveraging of Academic Research with Corporate Business and Technology Strategy,” helped reinforce the important roles FAMU and Boeing share in furthering science, technology, engineering and mathematics graduates.

President Ammons appointed a 16-member Task Force to bring the establishment of a Biotechnology Center into fruition. The Center will encourage researchers campus wide to collaborate, bringing perspectives from the sciences that make up the core of biotechnology. With the expertise of the group, the proposed Center will apply for funding from all sources.
The Division facilitated several roundtable discourses across all University disciplines to stimulate research opportunities. The DoR worked with the Division of Audit and Compliance to successfully complete the audit of all National Science Foundation (NSF) awards as required by the NSF Compliance Agreement.

With President Ammons serving as keynote speaker, the Recognition of Research Excellence With Caring luncheon occurred in April 2011 and honored six distinctive principal investigators with stipends totaling $18,000 for their noteworthy research accomplishments.
The Division of Administrative and Financial Services (DAFS) has continually strived for excellence in its business operations, receiving an unqualified audit opinion with no findings for 2009-2010. This year, the division worked diligently to implement redesigned business processes that enhance financial operations as a part of its business process reengineering effort called “Transformation through Technology Enhancements” or T3E.

A new travel process was implemented in April 2011 which dramatically transformed the way that travel requests are processed in the University. Five pilot departments are using the new system. Some of the key features of the system include:

- Faster processing of travel requests and expense reimbursements;
- Direct deposit of cash advances and expense reimbursements;
- Fewer processing errors and greater processing throughput; and
- Tighter coordination between departments and travel with much greater transparency into the travel process. Employees can track the progress of their travel within the system.

Over the next several months, the rest of the University will be brought into the new system. The division will continue to implement the redesigned processes that will ultimately result in greater processing efficiencies in all of the core financial processes, leveraging the technological capabilities of the Enterprise Resource Planner (ERP) system.

On the operational side, the Division has had a banner year. Not only has the University withstood the financial challenges due to budget cuts, the Division has continued good work by ensuring that the financial operations are in proper order. This fact is evidenced through unqualified audit opinions and minimum operational audit findings. The staff is fully committed and has demonstrated a high level of enthusiasm for the transformation journey.

DIVISION OF ENTERPRISE INFORMATION TECHNOLOGY

Enterprise Information Technology (EIT) has made enormous strides this year in a number of very important areas. First, the ERP System, iRattler, has undergone several upgrades throughout the year.

In addition, the partnership between EIT and DAFS has been strengthened by their joint work with the T3E project. Several key enhancements are expected that will enable the operations to become more efficient and effective. Completion of this project will allow all business processes to be performed in iRattler thus allowing the management of financial operations with greater consistency and accuracy. This will greatly simplify financial reporting and make year-end processing far less arduous.
Lastly, EIT has worked closely with various departments to greatly improve the data file submission process for Board of Governor's files. There has been noted and dramatic improvement in the timely submission rates. Also, there are several key enhancements in the pipeline that will significantly enhance students' experience with iRattler this fall. Also, EIT is working with a host vendor to improve system "up-time" and has resulted in great results from this effort. In addition, EIT will roll out several system enhancements that will aid student admissions and shift more of our activities to online services.

Over the next several months, EIT expects to sign a new hosting agreement that will yield significant improvements in our system capabilities. EIT plans to revisit the email processing system and have a number of improvements planned for student affairs, primarily in the area of online services. EIT will also continue to support distance education in the academic areas as this effort gears up for greater participation.

In other units significant progress was achieved. The Purchasing Office reduced the overall mail and print budget by emailing 40 percent of the 12,000 purchase orders issued. The Construction and Facilities Management Department oversaw the:

- Renovation of Tucker Hall Arts and Sciences Building
- Renovation of Jones Hall Science Building
- Construction of the Hansel E. Tookes Sr. Student Recreation Center Phase II, which included the addition of basketball, racquetball, and volleyball courts, and a rock-climbing wall
- Implementation of a guaranteed energy saving performance contract, completing $2.4 million in energy efficiency measures in lighting, steam distribution, and pipe insulation. These measures will save the University approximately $380,000 annually in energy costs

The Business and Auxiliary Department and Barnes & Noble College Booksellers partnered to allow students to order their textbooks at the same time they register for classes. The Bookstore also implemented the textbook rental program.
### Statement of Revenues, Expenses, and Changes in Net Assets

**Florida Agricultural and Mechanical University**
A Component Unit of the State of Florida

Statement of Revenues, Expenses, and Changes in Net Assets
For the Fiscal Year Ended June 30, 2010

<table>
<thead>
<tr>
<th>University</th>
<th>Component Units</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
</tr>
<tr>
<td>Operating Revenues:</td>
<td></td>
</tr>
<tr>
<td>Student Tuition and Fees, Net of Scholarship Allowances of $32,049,244 ($1,492,138 Pledged for Parking Capital Improvement Debt)</td>
<td>$46,085,506</td>
</tr>
<tr>
<td>Federal Grants and Contracts</td>
<td>46,064,878</td>
</tr>
<tr>
<td>State and Local Grants and Contracts</td>
<td>5,655,016</td>
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<tr>
<td>Nongovernmental Grants and Contracts</td>
<td>2,712,558</td>
</tr>
<tr>
<td>Sales and Services of Auxiliary Enterprises ($10,621,811 Pledged for Housing Capital Improvement Debt, $11,138,657 Pledged for Parking Capital Improvement Debt, and $2,798,215 Pledged for Student Services Capital Improvement Debt)</td>
<td>21,910,397</td>
</tr>
<tr>
<td>Interest on Loans and Notes Receivable</td>
<td>78,957</td>
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<tr>
<td>Other Operating Revenues</td>
<td>7,325,673</td>
</tr>
<tr>
<td><strong>Total Operating Revenues</strong></td>
<td>$130,443,985</td>
</tr>
<tr>
<td><strong>Expenses</strong></td>
<td></td>
</tr>
<tr>
<td>Operating Expenses:</td>
<td></td>
</tr>
<tr>
<td>Compensation and Employee Benefits</td>
<td>171,029,365</td>
</tr>
<tr>
<td>Services and Supplies</td>
<td>47,082,098</td>
</tr>
<tr>
<td>Utilities and Communications</td>
<td>16,480,657</td>
</tr>
<tr>
<td>Scholarships, Fellowships, and Waivers</td>
<td>28,183,840</td>
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<tr>
<td>Depreciation</td>
<td>19,280,144</td>
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<tr>
<td><strong>Total Operating Expenses</strong></td>
<td>$262,235,004</td>
</tr>
<tr>
<td><strong>Operating Loss</strong></td>
<td>($151,791,919)</td>
</tr>
<tr>
<td><strong>Nonoperating Revenues (Expenses)</strong></td>
<td></td>
</tr>
<tr>
<td>State Appropriations</td>
<td>98,834,358</td>
</tr>
<tr>
<td>Federal and State Student Financial Aid</td>
<td>41,109,354</td>
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<tr>
<td>State Appropriated American Recovery and Reinvestment Act Funds</td>
<td>7,936,118</td>
</tr>
<tr>
<td>Investment Income</td>
<td>1,051,326</td>
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<tr>
<td>Unrealized Gains on Investments</td>
<td>680,883</td>
</tr>
<tr>
<td>Other Nonoperating Revenues</td>
<td>158,446</td>
</tr>
<tr>
<td>Loss on Disposal of Capital Assets</td>
<td>(2,602)</td>
</tr>
<tr>
<td>Interest on Capital Asset-Related Debt</td>
<td>(1,201,217)</td>
</tr>
<tr>
<td>Other Nonoperating Expenses</td>
<td>(896,750)</td>
</tr>
<tr>
<td><strong>Net Nonoperating Revenues</strong></td>
<td>149,449,175</td>
</tr>
<tr>
<td><strong>Income (Loss) Before Other Revenues, Expenses, Gains, or Losses</strong></td>
<td>$2,342,744</td>
</tr>
<tr>
<td><strong>Increase in Net Assets</strong></td>
<td>7,253,138</td>
</tr>
<tr>
<td><strong>Net Assets, Beginning of Year</strong></td>
<td>479,728,669</td>
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<tr>
<td><strong>Adjustment to Beginning Net Assets</strong></td>
<td>01,111,584</td>
</tr>
<tr>
<td><strong>Net Assets, Beginning of Year, as Restated</strong></td>
<td>487,840,141</td>
</tr>
<tr>
<td><strong>Net Assets, End of Year</strong></td>
<td>$522,742,566</td>
</tr>
</tbody>
</table>

The accompanying notes to financial statements are an integral part of this statement.
The Division of University Relations has made several marked and noteworthy achievements in the 2010-2011 academic year.

In 2009, the Division purposed to refocus its cultivation efforts and its fund- and friend-raising activities toward maximizing existing relationships, finding new ways of expanding existing partnerships and implementing proven methods of stewarding donors.

As a result of those efforts, the overall number of donors has increased 68 percent from a donor base of 2,017 in 2009-2010 to 3,387 in 2010-2011. Additionally, overall giving to the University has increased approximately 10 percent from $3.12 million in 2009-2010 to $3.44 million, to date, in 2010-2011.

Already on the upswing from last year, the Office of Alumni Affairs and the Annual Giving Fund have experienced a remarkably successful year. The alumni participation has increased by 57 percent, raising the overall alumni participation rate from 5 percent to 7 percent. With several additional initiatives in the 2010-2011 pipeline, Alumni Affairs is expecting to reach its 10 percent goal by the close of the fiscal year.

The Annual Fund has also incorporated several new strategies that have proven widely successful. In 2010, FAMU's off-site solicitation phone bank was relocated to FAMU's campus, placed under the management of University Relations, and staffed with FAMU students. Our mobile texting campaigns continue. The Division has received excellent feedback from constituencies, and is confident that this revised infrastructure will continue to positively impact the response rate. This, in conjunction with robocalls, pledge reminders and other initiatives, has contributed to the increase in annual fund designated gifts to 178 percent, from $91,553 in 2009-2010 to $254,413 in 2010-2011.
Unrestricted gifts provide the University with the flexibility to address its most pressing financial needs in any area. Scholarships, faculty support, student enrichment, and technology, all are areas that receive immediate benefits from unrestricted dollars. This year, the University’s unrestricted giving increased a staggering 501 percent from $43,729 in 2009-2010 to $262,788.

The Division has also expanded its efforts to strengthen the relationship with the FAMU Business and Industry Cluster many of whom have been dedicated and active supporters since 1991. To date, Cluster membership has increased to 50 members. The Industry Cluster has welcomed five new partners: Chicago Bridge and Iron Company, Chick-Fil-A Corporation, ITT Corporation Geospatial Systems, Skanska USA Building, Inc., and SunTrust Bank.

With the technical and financial support of many of its Cluster members, the Office of Development has redeveloped the Cluster Magazine and Industry Cluster website. The additional forms of media will only strengthen the reach of the Cluster programs and increase FAMU’s ability to attract quality partnerships and students.

From left to right: Seth Ablordeppey, interim dean of the College of Pharmacy and Pharmaceutical Sciences; Lynn and Steve Belin, parents of Patrick Belin; Stephen Belin Jr., brother of Patrick; and Lauren Belin, wife of Patrick, stand in front of the William Patrick Belin Memorial Endowed Scholarship plaque.
The Division of Student Affairs was instrumental in setting a new record for enrollment growth for 2010-2011. This year, FAMU had record enrollment with 13,274 student enrolled in fall 2010, the largest in the University's history.

The Annual Spring Preview is an open house event that invites prospective high school juniors, seniors and transfer students to campus. More than 1,600 participants registered to attend this event.

During the Preview, an Entrance Workshop covered University admission requirements, how to apply for financial aid and housing regulations. Prospective students were also introduced to the "FAMU Spirit" and viewed performances by the Marching "100" and the FAMU Steel Band.

In the Office of Recruitment, the Division has interacted with 3,167 through the Florida Schools and College Relations Tours. Further, the Division personnel participated in 78 college/career fairs (6,100 student contacts), 73 community college visits (1,039 student contacts) and 207 FAMU specials/campus tours (3,864 student contacts).

The Department of Public Safety responded to 4,266 calls for service from the University community, for the first quarter of 2011 (January-March).

The Division also provided varied activities sponsored by the Department of Campus Recreation to include whitewater rafting, a ski trip, a cruise to Grand Cayman Island and horseback riding. The programming at the center includes one-on-one fitness programs, group exercises, CPR classes, Olympic weight lifting clinics, and a "Step It Up" weight loss program, to name a few. This year, the center, which serviced 26,953 participants, hosted the opening of Phase II and III of the Hansel Tookes Recreation Center.

The New Beginnings Child Care Center was rated as a five-star Child Care Center in the State of Florida by the Early Learning Coalition of the Big Bend Region and the Statewide Voluntary Pre-Kindergarten Program. The Center also received the Gold Seal of Excellence Award and Accreditation through the Southern Association of College and Universities. The Center received $783,000 to supplement Child Care tuition fees for 40 full-time undergraduate students, 36, of whom receive free evening service.
Professor Yussif Dokurugu and Dr. Keith Simmonds (left to right on top row) accompanied students to Ghana as part of a three-week study abroad program.

The Student Health Services unit collaborated with the Office of Counseling Services and was awarded a three-year $100,000 grant from the Department of Health and Human Services women's health programs.

After being evaluated by the International Association of Counseling Services, Inc. (IACS) against high standards of counseling practice, the Office of Counseling Services was re-accredited and found to offer competent and reliable professional services to students.

The approval by IACS depended upon evidence of continuing professional development as well as demonstration of excellence in counseling performance, which traces back to FAMU's motto of "Excellence With Caring." IACS was established in 1972 to encourage and aid counseling agencies to meet high professional standards through peer evaluation and to inform the public about reliable counseling services.
The Division of Audit and Compliance developed the University Audit Plan for 2010-2011 to guide audits, reviews, and investigative services to ensure compliance with statutory mandates; promote integrity, accountability and efficiency; make certain that resources are safeguarded against waste, loss, and misuse; and determine that resources are used consistently with applicable federal and state laws, regulations, and University policies.

Also, pursuant to the 2005 Compliance Agreement between Florida A&M University, the National Science Foundation (NSF), and the NSF Office of Inspector General (OIG), the University was required to submit a compliance report to NSF by September 30 each year for the previous five years. The Division coordinated the submission of the annual compliance report, follow-up reports, and presented updates to the Board of Trustees. The agreement ended in 2010 and the final report was submitted to NSF on September 24, 2010. The report included the results of the audit of the NSF awards for the fiscal year ended June 30, 2010. The audit which was conducted by an independent public accounting firm contained no findings.

Additionally, the Division conducted an audit of the Purchasing Card Program. The audit disclosed that agreements with cardholders are updated, purchasing limits are established, reconciliations are being completed, and revised procedures have been provided to university cardholders. Additionally, there are consequences for violations of the purchasing card policy, including revocation of the cards and disciplinary action up to termination.

Further, the Division conducted an audit of University bank reconciliations. The results of the audit disclosed that bank reconciliations were prepared accurately, adequately documented, as well as were reviewed and approved timely.

Also, the Division conducted a review of revenue collections within Parking Services which included collections for the purchase of decals in order to park motor vehicles at University controlled parking areas, and payments for citations issued for parking violations. The review
disclosed that revenue collections are recorded and reconciled timely and internal controls have been implemented to safeguard cash receipts.

Furthermore, the Division reviewed cash management operations in the Department of Intercollegiate Athletics including the administration of contracts for football classics and guarantees for football and basketball games. The review disclosed that the Department of Athletics followed University procedures for collecting, classifying, recording, and depositing the receipts.

In addition, the Division conducted periodic audits and reviews of: business processes to ensure centralization of procedures and revenues from season tickets, other receipts, and deposits of cash and cash equivalents. The Division conducted an audit pertaining to revenue collections from four home football games during the 2010 football season. The review disclosed that the Department of Athletics followed University procedures for collecting, classifying, recording, and depositing the cash receipts.

Also, the Division conducted a review of the controls for grade changes. The results of the review revealed that adequate internal controls are maintained, continual monitoring of the system data is performed, and safeguards are adequate and operating as designed.
Further, the Division conducted a review of background screening and fingerprinting on job candidates to whom an offer of employment has been extended for positions of special trust or responsibility or positions located in sensitive areas. The review disclosed that background screening and fingerprinting were conducted on new employees in accordance with University regulations.

Additionally, pursuant to Florida Statutes the University established a tuition differential for undergraduate courses to promote improvements in the quality of undergraduate education and provide need-based financial aid. The review of revenue expenditures from the tuition differential disclosed no instances of noncompliance with the provisions of the regulation.

Finally, in accordance with University regulations, and as specified in Board of Governors Regulation, the University Board of Trustees established procedures to minimize the cost of textbooks to students while maintaining the quality of instruction and academic freedom. The procedures include deadlines for textbook adoption and posting on the website prior to the first day of class, declaration of the value of changing to a new edition, and issuance of book vouchers. The review disclosed that textbooks adopted for each semester were posted on the University's website days prior to the first day of classes.

In addition to the audits and reviews specified in the Audit Plan, the Division conducted investigations on various issues. The investigations included all administrative complaints referred to the Division from various sources including University management, anonymous tips, the University's third-party complaint hotline, and the state hotline. The Division addressed the issues in a timely fashion.
CREATE A 21ST CENTURY LIVING AND LEARNING COMMUNITY

- **INCREASE RETENTION OF FIRST TIME IN COLLEGE (FTIC) STUDENTS FROM 77 PERCENT TO 81 PERCENT FOR THE FALL 2010 COHORT.**

The Division of Student Affairs was responsible for implementing this goal. The Division collaborated with other divisions and units to increase retention. Retention rates for the 2010 cohort cannot be determined until the students return in fall 2011; however the measures outlined below were implemented to ensure that this goal was met.

- The College of Arts and Sciences instituted the “JumpStart Orientation Program” for incoming students. Students are challenged to recognize academic weakness/challenges and start the process of making empowering decisions that will lead to academic success.

- As part of its effort to enhance the critical thinking skills among students, the Office of Quality Enhancement Program (QEP) together with the Division of Student Affairs required all incoming freshmen to read the assigned book, “Bombingham,” and complete a writing assignment prior to the fall 2010 semester. The author, Anthony Grooms, was a featured speaker on campus in early fall offering students the opportunity to interact with the author. Students subsequently participated in small book discussion groups and a campus-wide forum during Welcome Week in August 2010, as well as the students received assignments in various courses throughout the academic year based on the assigned reading.

- In addition, QEP continued to offer seminars, forums and workshops to enhance the critical thinking skills of undergraduate students by sponsoring 14 seminars to include topics such as “Critical Thinking 101 in the College Environment”, “Effective Strategies for Managing Challenging Personal Situations” and “An Introduction to Financial Literacy” to freshman students.

- Office of University Retention, in collaboration with the Office of Financial Aid, developed Individual Educational Plans for all students requesting aid who are on Student Academic Progress hold. Also, in conjunction with the Office of New Student Orientation included Early Advisement in the New Freshmen Students Orientation process.

- The Division of Enterprise Information Technology (EIT) assisted the Office of Student Retention and Academic Advisement with the planned implementation of the Academic Advisement Module in the Oracle Campus Solutions system. EIT has provided training to 100 percent of the advisors on how to properly utilize the module.
• The Division of Student Affairs, in conjunction with the Provost’s Office and College Deans, administered the Noel-Levitz Student Satisfaction Survey to identify, develop and implement strategies to enhance the student retention efforts.

• In fall 2010, School of Business and Industry (SBI) implemented a freshmen mentoring program where first-time-in-college (FTIC) students were assigned an upper-class mentor for the fall 2010 and spring 2011 semesters. As a result, in the Professional Leadership Development courses (GEB 1091 and 1092), 100 percent of the students were assigned a mentor.

• The School of Architecture utilized three graduate teaching assistants in the freshman and sophomore classes to engage new students in the courses by the use of digital communication tools.

• The FAMU-FSU College of Engineering established an Office of Student Services and implemented the Student Executive Council (SEC). Professional staff in the College provided academic advising for undergraduate students in the pre-engineering program in areas such as admissions, registration, interpretation of degree requirements, including pre-engineering requirements and university requirements, and financial assistance opportunities. In addition, the College established Twitter Feed and Facebook pages and sent weekly emails to students on “This Week in Engineering”.

• The College of Arts and Sciences initiated strategies to identify and assist at-risk students in major and service course offerings. The College appointed a tutoring coordinator, increased social activities that promote student-faculty dialogue and involved more undergraduate students in research projects. Also, the College of Arts and Sciences sponsored “Back to Basics” seminars for students to address the college requirements for academic progression and graduation.

• University Libraries redesigned spaces in the Commons area to accommodate several tutoring groups. In addition, instructional boards were purchased to be used as mobile classrooms; currently, these boards are being utilized by students when participating in self-tutoring sessions.

• **IMPLEMENT THREE ACADEMIC DEGREE PROGRAMS BY JUNE 30, 2011, WHICH ARE OFFERED VIA DISTANCE LEARNING.**

The Division of Academic Affairs was responsible for implementing this goal. Great strides were made to accomplish this goal, including:

• The Board of Trustees approved to pilot three academic programs via distance learning to include a master’s of business administration, a master’s in public health, and a master’s in nursing, (RNs) seeking to complete their baccalaureate degree in nursing.

• The School of Business and Industry created a proposal for an online Executive MBA degree program in August 2010. The program proposal received approval from the FAMU Board of Trustees and Southern Association of Colleges and Schools (SACS) on the proposed fees. The School is in the planning stages of the online MBA program that will be launched by fall 2012.

• In an effort to support the University’s current initiative in offering online degree programs, in January 2011, the Office of Instructional Technologies upgraded the Blackboard Learning Management System to 9.1. This upgrade offers significant enhancements in the way students and faculty members interact in courses. The Blackboard system is used by faculty for online, hybrid, and traditional classes.
• In April 2011, the Board of Trustees approved the contract with HBCU Online as a service provider to market FAMU's online courses.

• The University will launch its first online degree program in fall 2011.

• DEVELOP AND MONITOR THE COMPREHENSIVE PLAN FOR ATHLETICS AND RESIDENTIAL FACILITIES.

The Director of Athletics and the Director of Housing manage these auxiliaries with assistance from the Division of Administrative and Financial Services. Progress to date include:

• The University partnered with Turner Construction to perform an assessment of athletic facilities. The assessment and the plan to renovate and construct new facilities were presented at the December 2010 meeting of the Board of Trustees.

• University and Foundation officials have met with principals of AMP Capital to discuss priority projects and financing options for athletic facilities.

• FAMU Foundation has identified the financing of student housing as a high priority. The financing of the 800-bed Polkington Village project is the first residential facility being considered for financing by the foundation.

DEVELOP, ENHANCE AND RETAIN APPROPRIATE FISCAL, HUMAN, TECHNOLOGICAL, RESEARCH AND PHYSICAL RESOURCES TO ACHIEVE THE UNIVERSITY’S MISSION

The Division of Research took the lead on implementing this goal. To date, the following has occurred:

• ENHANCE THE VISIBILITY AND PRODUCTIVITY OF THE UNIVERSITY AS A RESEARCH/DOCTORAL UNIVERSITY.

• The Division of Research (DOR) organized a series of workshops, presentations and discussions regarding research opportunities and the commercialization of research at the University. To date, faculty submitted more than 208 proposals, and received more than 233 new contract and grant awards in excess of $45 million.

• The DOR website is being enhanced to provide enhanced communication of funding opportunities and tools to researchers to increase sponsored research activity. In addition, the Division sponsored an awards program to recognize faculty members who have demonstrated outstanding achievements in research and scholarly activities. The categories were as follows: Distinguished Researcher Award, Research Excellence Award and Emerging Researcher Award.

• The Office of Technology Transfer, Licensing and Commercialization (OTTLC) contracted with Altitude Media to advertise FAMU's patented technologies on three major airlines (Delta, USAir and American) and on CNN's Airport Network.

• Promoted the campus expertise in various disciplines by highlighting the work of FAMU scholars in various media venues nationally and throughout the state. Most notably FAMU was recognized by the National Academies as the university of origin for African Americans who go on to earn doctorates in natural science and engineering.

• The University developed an online media resource guide to promote research activities highlighting faculty expertise and a new monthly newsletter called "Linked" which is distributed to more than 3,000 stakeholders and published online.
• In the 2010-2011 academic year, Florida A&M University continued to play a major role in graduating minority Ph.D./Doctoral students in diverse fields. By the end of April 2011, FAMU will have graduated 18 Ph.D.s/doctoral students, and 16 of them would be in STEM fields. FAMU is recognized nationally for this accomplishment.

• The School of Graduate Studies and Research conducted the Student Research Forum as part of the Graduate Feeder Scholars Conference and Graduate Recruitment Fair. The forum attracted 32 Graduate Feeder Institutions and more than 65 student researchers competed to demonstrate “cutting-edge” research.

ENABLE EXCELLENCE IN UNIVERSITY RELATIONS AND DEVELOPMENT

• **INCREASE THE GIVING AMONG CORPORATIONS, FOUNDATIONS, TRUSTEES, ALUMNI, STAFF, STUDENTS AND FRIENDS OF THE UNIVERSITY BY 10 PERCENT OVER THE AMOUNT RECEIVED DURING 2009-2010 FROM THIS SAME GROUP.**

The Division of University Relations was responsible for this goal and its accomplishments include:

• Overall giving to the University has increased approximately 10 percent from $3.12 million in 2009-2010 to $3.44 million, to date, in 2010-2011.

• FAMU’s alumni participation rate has increased by 57 percent raising participation from 5 percent to 7 percent in the 2010-2011 calendar year.

• The Division of University Relations has confirmed a 501 percent increase in unrestricted giving to the University: total giving for 2010-2011 increased from $43,729 in 2009-2010 to $262,788 in 2010-2011.

• Annual Fund designated gifts have increased 178 percent from $91,553 in 2009-2010 to $254,413 in 2010-2011. The Division launched phone banks, which were predominately student staffed, robocalls, pledge reminders and other initiatives, which have proven widely successful.

• CBS established the $100,000 Harold Dow Professorship in the School of Journalism and Graphic Communication.

• Six new companies were added to the Cluster membership increasing its total membership from 44 to 50 active members in less than one year.

• The Division of University Relations and Bentz, Whaley, Flessner completed the feasibility study for a comprehensive campaign.

• The Board of Trustees and the Foundation Board of Directors approved the launching of a $50 million comprehensive campaign.
Restructuring and reinvesting:
Creating the Millennial Famuan
President’s report 2010-2011