

FAMU BOARD OF TRUSTEES



PRESIDENTIAL EVALUATION

2018–2019

RATING PERIOD

2018/2019 Presidential Evaluation Summary

Board Responses	Carter	Dortch	Grable	Lawrence	Lawson	Mills	Moore	Moricetta	Perry	Reed	Washington	Woody	Rating	Average Rating	Total Responses	
Annual Priorities And Goals	1-Exceeds	2-Meets	2-Meets	2-Meets	2-Meets	2-Meets	2-Meets	2-Meets	1-Exceeds	2-Meets	2-Meets	2-Meets	Exceeds	2	Meets	12
													Meets	10		
													Not Meet			
Strategic Leadership	1-Exceeds	1-Exceeds	1-Exceeds	1-Exceeds	1-Exceeds	2-Meets	2-Meets	1-Exceeds	1-Exceeds	1-Exceeds	2-Meets	1-Exceeds	Exceeds	9	Exceeds	12
													Meets	3		
													Not Meet			
Educational Leadership	1-Exceeds	1-Exceeds	1-Exceeds	1-Exceeds	2-Meets	2-Meets	2-Meets	1-Exceeds	2-Meets	2-Meets	2-Meets	1-Exceeds	Exceeds	6	Meets	12
													Meets	6		
													Not Meet			
Organizational Management	1-Exceeds	1-Exceeds	2-Meets	1-Exceeds	2.5-Meets	3-Does Not Meet	3-Does Not Meet	1-Exceeds	2-Meets	1-Exceeds	2.5-Meets	1-Exceeds	Exceeds	6	Meets	12
													Meets	4		
													Not Meet	2		
Financial Management	2-Meets	1-Exceeds	2-Meets	1-Exceeds	2-Meets	2-Meets	2-Meets	2-Meets	2-Meets	2-Meets	3-Does Not Meet	RNP	Exceeds	2	Meets	11
													Meets	8		
													Not Meet	1		
Work Plan	1-Exceeds	2-Meets	1-Exceeds	1-Exceeds	1-Exceeds	2-Meets	3-Does Not Meet	1-Exceeds	1-Exceeds	2-Meets	2-Meets	1-Exceeds	Exceeds	7	Meets	12
													Meets	4		
													Not Meet	1		
Fund Raising	1-Exceeds	2-Meets	1-Exceeds	2-Meets	1-Exceeds	2-Meets	2-Meets	1-Exceeds	1-Exceeds	1-Exceeds	2-Meets	2-Meets	Exceeds	6	Meets	12
													Meets	6		
													Not Meet			
External Relations	1-Exceeds	1-Exceeds	1-Exceeds	1-Exceeds	1-Exceeds	1-Exceeds	2-Meets	1-Exceeds	1-Exceeds	1-Exceeds	2-Meets	2-Meets	Exceeds	9	Exceeds	12
													Meets	3		
													Not Meet			
Internal Relations	1-Exceeds	1-Exceeds	1-Exceeds	1-Exceeds	1-Exceeds	2-Meets	2-Meets	1-Exceeds	1-Exceeds	1-Exceeds	2-Meets	2-Meets	Exceeds	8	Exceeds	12
													Meets	4		
													Not Meet			
Board and Governance Relations	1-Exceeds	1-Exceeds	1-Exceeds	1-Exceeds	1-Exceeds	2-Meets	2-Meets	1-Exceeds	1-Exceeds	1-Exceeds	2-Meets	2-Meets	Exceeds	8	Exceeds	12
													Meets	4		
													Not Meet			
Personal Characteristics Values	1-Exceeds	1-Exceeds	1-Exceeds	1-Exceeds	1-Exceeds	1-Exceeds	2-Meets	1-Exceeds	1-Exceeds	1-Exceeds	2-Meets	1-Exceeds	Exceeds	10	Exceeds	12
													Meets	2		
													Not Meet			

*RNP denotes- Rating Not Provided

FLORIDA A&M UNIVERSITY
FLORIDA AGRICULTURAL AND MECHANICAL UNIVERSITY
2018/2019 Presidential Evaluation Summary

President Self- Assessment and Trustee Majority Rating

Responses	Annual Goals and Priorities	Strategic Leadership	Educational Leadership	Organizational Management	Financial Management	Work Plan	Funding Raising	External Relations	Internal Relations	Board and Governance Relations	Personal Characteristics and Values
President Robinson	1-Exceeds	1-Exceeds	1-Exceeds	1-Exceeds	2-Meets	1-Exceeds	1-Exceeds	1-Exceeds	1-Exceeds	1-Exceeds	1-Exceeds
Board of Trustees	2-Meets	1-Exceeds	2-Meets	2-Meets	2-Meets	2-Meets	2-Meets	1-Exceeds	1-Exceeds	1-Exceeds	1-Exceeds

Methodology: The score for each performance area is determined by dividing the combined scores of each evaluator by the number of evaluators responding.

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

**DR. LARRY ROBINSON'S 2018-19 SELF-ASSESSMENT
BOARD OF TRUSTEES EVALUATION FORM FOR THE PRESIDENT**

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

This document provides a summary of my overall assessment of my performance on each of the 11 Evaluation Factors included in the Board of Trustees Evaluation Form. The 11 Evaluation Factors are:

- Annual Priorities and Goals 2018-2019
- Strategic Leadership
- Educational Leadership
- Organizational Management
- Financial Management
- Work Plan
- Fund Raising
- External Relations
- Internal Relations
- Board and Governance Relations
- Personal Characteristics and Values

EVALUATION FACTORS	PERFORMANCE	EXPECTATIONS (Please circle one)
<p>Annual Priorities and Goals – 2018-19</p> <p>How effective was the president:</p> <ul style="list-style-type: none"> • Attaining the goals approved by the Board? • In demonstrating the attainment of the goals set (e.g. comparative data, trends, ratio analyses of the metrics) • In communicating the attained goals? 	<p style="text-align: center;"><u>Goals for 2018-19:</u></p> <p>Below provides a summary of outcomes and progress made on the nine President's Annual Goals under Evaluation Factor – Annual Priorities and Goals – 2018-19. In summary, on the 2018-19 goals, eight (8) of the nine (9) showed improvement over the previous year (see table on the next page).</p>	<p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 – Does Not Meet</p>

**DR. LARRY ROBINSON'S 2018-19 SELF-ASSESSMENT
BOARD OF TRUSTEES EVALUATION FORM FOR THE PRESIDENT**

Goal	Baseline	2019 Goal	2019 (YTD)	Status	Annual Trend
1. Increase FAMU'S Overall Score on PBF Metrics	72	≥70	70	Met	↑
2. Increase the University's Four-Year Graduation Rate	21.8%	25%	22.5%	Not Met	↑
3. Achieve First-Time Licensure Pass Rates that Meet or Exceed State/National Benchmarks in Law (Goal: ≥70%), Nursing (≥90%), Pharmacy (≥88%) and Physical Therapy (≥92%)	0 of 4	1 of 4	0 of 4	Not Met	↔
4. Increase Annual Giving by 25% and Implement a Plan to Launch a Capital Campaign	\$9.3M	\$11.6M	\$11.654M as of 06/28/19	Met	↑
5. Continue implementation of the University's comprehensive plan to improve customer service in key campus administrative units by achieving the Phase I milestones that have been outlined in the execution timeline.	N/A	Implement plan by June 30	All deliverables Met	Met	↑
6. Increase total headcount enrollment by 4.67%	9,909	10,372	10,031	Not Met	↑
7. Increase total R&D Expenditures by 1%	\$38M	\$38.38M	\$43.9M as of 06/17/19	Met	↑
8. Reduce overall expenditures by 5% and continue to invest in the University's key initiatives and strategic priorities, while increasing cash flow and liquidity (reserves).	\$176.4M	\$167.6M	\$165M	Met	↑
9. Strengthen the University's financial health by achieving or exceeding a minimum debt ratio.	(0.13)	≥1.0	3.47 as the end of the 3 rd Qtr.	Met	↑

Visit <http://president.famu.edu> (click on Goals) for President's Goals Dashboard and Scorecard.

Summary of Progress on 2018-19 Goals

Descriptive narratives on the progress made with respect to each goal are provided below:

Goal 1 (met): FAMU achieved an overall score of 70 total points on the metrics evaluated under the Performance Based Funding Model, meeting the established goal for 2019. For the 2019-20 fiscal year, the University will receive \$13.750 in performance-based funding.

Goal 2 (not met): Increase the University's four-year graduation rate from 21.8% to 25%.

While the target goal of 25% was not met, the University did show an increase over the previous year from 21.8% to 22.5%. In addition, the University made significant progress this year with implementing the *Graduation Rate Improvement Plan*; examples are summarized below:

**DR. LARRY ROBINSON'S 2018-19 SELF-ASSESSMENT
BOARD OF TRUSTEES EVALUATION FORM FOR THE PRESIDENT**

	<ul style="list-style-type: none">• Finish in Four Campaign: The campaign was initiated with the 2018 FTIC cohort and is designed to raise awareness of the importance of obtaining a degree in four years through new tools in the SIS (Student Information System), website and social media campaigns. To date the plan has been rolled out to approximately 1,500 Students.• Living Learning Communities (LLC): We have increased the funding to the LLCs by \$200,000 to enhance programming and provide additional space for more students in the LLCs. Moreover, we added the Nursing LLC during fall semester. Currently, 218 students are participating.• Peer Mentoring: We have allocated \$300,000 in funding to the peer mentor program. To date, 70 new peer mentors have been hired to provide increased support to tutoring labs and existing SLS (Student Life Skills) courses.• First-Year Experience Course: We have initiated the redesign of our first-year class to shift the focus to academic skills set and growth mindset (Grit) development. We piloted the class with our STEM LLC during the fall 2018 semester.• Targeted Recruitment: In 2018-19, we focused our recruiting efforts to target both high school and transfer students.<ul style="list-style-type: none">○ HBCU Career Expo in Los Angeles, California. Around 12,000 high school seniors, juniors, college transfer students and their parents attended the Expo.○ Presidential Tour – Visits to FCS institutions such as Florida State College in Jacksonville (joined by BOT Chair Kelvin Lawson) and Hillsborough Community College.○ FTIC Recruitment – Visits to areas and schools with strong academic excellence with a focus on increasing the academic profile of incoming freshman. Schools visited included, but not limited to Albany, Columbus and Atlanta, Georgia; Tampa and Orlando, Florida.• Establishment of the Office of Undergraduate Research. We have established the Office of Undergraduate Research to increase the participation of undergraduates in research.	
--	--	--

**DR. LARRY ROBINSON'S 2018-19 SELF-ASSESSMENT
BOARD OF TRUSTEES EVALUATION FORM FOR THE PRESIDENT**

	<p>Goal 3 (not met): Achieve first-time licensure pass rates that meet or exceed state or national benchmarks in Law (Goal: $\geq 70\%$), Nursing ($\geq 90\%$), Pharmacy ($\geq 88\%$) and Physical Therapy ($\geq 92\%$).</p> <p>While the target goal was not met, an increase in licensure pass rates were observed in 2018 (compared to 2017 scores) for three of the four targeted programs, as indicated below.</p> <ul style="list-style-type: none"> • Nursing: Increase from 64% to 82% • Pharmacy: Increase from 74% to 75% • Physical Therapy: Increase from 50% to 73% <p>Goal 4 (met): Increase annual giving by 25% (from \$9.3M to \$11.6M) and implement a plan to launch a capital campaign.</p> <ul style="list-style-type: none"> • As of June 28, the 2018-2019 annual giving amount collected is \$11.625M. • As a result of the Capital Campaign Readiness Plan conducted by an external consultant in 2018, two high-level development officers have been hired along with a restructuring of the Division of University Advancement. The University is in the assessment and preparation stages for launching a capital campaign. Actions to date include: <ul style="list-style-type: none"> ○ Implementing infrastructure and programmatic recommendations from the external consultant's Capital Campaign Readiness Report ○ Reorganize the Division of University Advancement ○ Refining the prospecting process and potential major donor pool • Engaged BOT members in identification and nurturing of potential donors. <p>Goal 5 (met): Continue implementation of the University's comprehensive plan to improve customer service in key campus administrative units by achieving the Phase I milestones that have been outlined in the execution timeline:</p> <ul style="list-style-type: none"> • Complete a pre-visit off-site analysis • Complete an on-site participant observer study • Conduct an on-site intensive analysis of campus services • Conduct an analysis and issue a written report on the initial findings 	
--	---	--

**DR. LARRY ROBINSON'S 2018-19 SELF-ASSESSMENT
BOARD OF TRUSTEES EVALUATION FORM FOR THE PRESIDENT**

	<ul style="list-style-type: none"> • Conduct campus-wide training to the customer service mission and standards • Initiate development of service assessment tools <p>The Customer Service Initiative accomplishments are:</p> <p>Phase I Milestones:</p> <ul style="list-style-type: none"> • Selected Neal Raisman and Associates to launch the initiative <i>(Completed – June 2018)</i> • Conducted a Pre-Campus Visit Service Excellence Analysis <i>(Completed – August 2018)</i> • Conducted an On-Campus Service Excellence Audit, assessed all information gathered and reported initial findings and opportunities to members of the Senior Leadership Team (SLT) <i>(Completed – October 2018)</i> • Continued analysis of all data to determine strengths, weaknesses and opportunities for improvement as well as low hanging fruit for short term implementation. <i>(Completed – January 2019)</i> • Dr. Raisman met with the President and all members of the Senior Leadership Team and provided an executive overview of the final report <i>(Completed – January 2019)</i> • Developed Taxonomy of “Low Hanging Fruit” opportunities for immediate implementation with no to low cost <i>(January 2019 Note: Implementation Ongoing). Examples include:</i> <ul style="list-style-type: none"> ○ Financial Aid expanded its operation by adding additional staff to ensure timely response to students. ○ Increased efficiency in delivery of services in the Financial Aid, Admissions, Parking and Registration offices through technology, such as: <ul style="list-style-type: none"> ▪ Registrar's office new phone system; ▪ Admission's office time to process applications reduced by 50%; ▪ Parking Services venom transportation services use of Global Positioning System (GPS) for vans location via FAMU app; and, ▪ Financial Aid Office decreased batch processing from 	
--	---	--

**DR. LARRY ROBINSON'S 2018-19 SELF-ASSESSMENT
BOARD OF TRUSTEES EVALUATION FORM FOR THE PRESIDENT**

10 days to 5.

- Presentation of general findings to University community and major points of contact (*Completed – March 2019*)
- Developed service excellence Mission, Vision Statements and Core Values (*Completed - June 2019*)
- Conduct campus-wide training to the customer service mission and standards (*Completed - June 2019, Note: Implementation Ongoing*)
- Initiate development of service assessment tools (*Completed - June 2019, Note: Implementation Ongoing*)

Additionally, in June 2019, during the President’s Retreat, all divisions participated in the “Service Excellence and Visioning Initiative” training. Over 200 employees were in attendance.

Goal 6 (not met): Increase total headcount enrollment by 4.67% (from 9,909 to 10,372).

Projected enrollment growth by category:

- *Additional newly enrolled FTIC Students: 42 (9% of enrollment growth)*
- *Additional Returning FTIC/Dual Enrollment/Other Students: 253 (55% of enrollment growth)*
- *Additional AA Transfers: 56 (12% of enrollment growth)*
- *Additional Graduate & Professional Students: 112 (24% of enrollment growth)*

The total headcount for fall 2018 increased to 10,031, an increase of 1.23%. Although the goal was not met, we did increase the academic profile of the incoming FTIC students.

	Fall 2017	Fall 2018
H.S. GPA	3.4	3.5
SAT	1,077	1,111
ACT	20.8	21.3

**DR. LARRY ROBINSON'S 2018-19 SELF-ASSESSMENT
BOARD OF TRUSTEES EVALUATION FORM FOR THE PRESIDENT**

	<p>Goal 7 (met): Increase total R&D expenditures by 1% (from \$38M to \$38.38M)</p> <p>As of June 17, 2019, the total amount of research expenditures was \$43.9M, a 14.4% increase over the previous year. In 2018-19, the University submitted \$179.4M in grant proposals submissions which is the highest in 10 years.</p> <p>Goal 8 (met): Reduce overall expenditures by 5% and continue to invest in the University's key initiatives and strategic priorities, while increasing cash flow and liquidity (reserves).</p> <p><u>1. Reduce overall expenditures by 5% for FY 18-19 (baseline expenditures = \$176,406,277)</u></p> <p>Based on spending through the end of the third quarter, the estimated year-end E&G expenditures are \$165.0 million, which represents a reduction of \$11.4 million compared to the baseline expenditure level. If spending continues as projected, the University will realize a 6.5% reduction in E&G operating expenditures.</p> <p><u>2. Continue to invest in the University's priorities</u> The University reduced the E&G budget allocation by 5% (\$7M) to invest in the University's priorities and increase cash flow and liquidity. As a result, \$3.5 was allocated to support the strategic priorities.</p> <p><u>3. Increase cash flow and liquidity (reserves)</u> The remaining \$3.5M of the \$7M (see #2 above) was placed in reserves.</p> <p>Goal 9 (met): Strengthen the University's financial health by achieving or exceeding a minimum debt ratio of 1.0).</p> <p>Based on this year's fiscal year-end estimate, we will be at 3.47 percent, in comparison to negative .13 percent for the 2017-18. Note: The outcome of this metric will not be known until after the 2018-19 financial statements are completed in October of this year.</p>	
--	--	--

**DR. LARRY ROBINSON'S 2018-19 SELF-ASSESSMENT
BOARD OF TRUSTEES EVALUATION FORM FOR THE PRESIDENT**

<p>Strategic Leadership How effectively does the president:</p> <ul style="list-style-type: none"> • Demonstrate an understanding of the culture of the organization and convincingly tell its story? • Discern and communicate the meaning of external trends and the institution's strategic situation? • Renew the mission and articulate a compelling vision? • Shape a productive strategy process and enlist the participation and confidence of others in it? • Implement the strategy and make things happen to achieve competitive advantage and respond to the driving forces of change and competition? • Lead the creation of a long-range strategic plan that engages all stakeholders? 	<p>Comments:</p> <p>I understand that articulating a vision and an agenda of priorities are critical components of strategic leadership. My efforts over the past year have focused on implementing a sound framework to guide our decisions related to vision, goals setting, implementation, communication, and allocation of resources. The following provide achievements made as of June 28, 2019:</p> <p><u>Demonstrate an Understanding of Culture and Convincingly Tell its Story</u></p> <ul style="list-style-type: none"> ○ Engagement with state legislators to advocate for institutional support <ul style="list-style-type: none"> ○ Established a University-wide Legislative Advisory Committee. ○ Congratulatory election and re-election letters were sent to legislators and members of the Executive branch ○ Prior to session, meetings were held with legislators to present the University's legislative budget request with House and Senate Appropriations Committee staff. ○ Invitations to visit campus were sent to several key members of the House and Senate, including our local members: Senator Bill Montford and Representative Ramon Alexander. ○ Meetings were held with the President of the Senate and a majority of the House and Senate Appropriations Committees to discuss FAMU legislative agenda. ○ A University sponsored workshop on State University System (SUS) funding was held for Rep. Ramon Alexander and Rep. Wengay Newton. Also attending were staff members from the Democratic Minority Office and the Legislative Aides for Rep. Newton and Rep. Dotie Joseph. ○ Invited legislators, including Black Caucus members, to a basketball game. ○ Students accompanied me and members of the Governmental Relations Team to the Capitol to provide their perspective on the need to fund 2019 budget requests. ○ Members of the Florida Black Caucus participated in an evening of dialogue with students, faculty and staff at the President's House. Members heard, from a student perspective, how their fellow students benefited from appropriated funds. ○ Attended FAMU Day the Capitol and met with various 	<p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 – Does Not Meet</p>
---	--	--

**DR. LARRY ROBINSON'S 2018-19 SELF-ASSESSMENT
BOARD OF TRUSTEES EVALUATION FORM FOR THE PRESIDENT**

	<p>legislators to lobby for funding for the CASS Building, which was included in the final budget. On June 21, 2019, the \$24.8 million LBR was approved by Governor DeSantis.</p> <ul style="list-style-type: none"> ○ Hosted the inaugural Prayer Breakfast for Gov. DeSantis. ○ Met with Gov. DeSantis in his office at the Capitol. ○ Hosted Enterprise Florida, Incorporated - the principal economic development organization for the state of Florida on April 1st and 2nd at the Alfred Lawson Jr. Multipurpose Center and Teaching Gymnasium. Enterprise Florida is chaired by the Governor Ron DeSantis. <ul style="list-style-type: none"> ○ Engagement with Congress and federal agencies to advocate for institutional support <ul style="list-style-type: none"> ○ Engaged with members of the Congressional Black Caucus. ○ Held several meetings with Congressman Al Lawson and hosted a luncheon in his honor. ○ In July, 2018, appointed to serve on a new STEM Education Advisory Panel under the purview of the National Science Foundation, in consultation with the U.S. Department of Education, NASA and the National Oceanic and Atmospheric Administration. The goal is to encourage U.S. scientific and technological innovations in education. Additionally, attended several NOAA Champion meetings in Washington D.C. ○ Participated in the U.S. Department of Education Capital Finance signing of \$125 million appropriation for funding of new "700 bed" dormitory at Florida A&M University. ○ Met with Senator Rubio to present a proposal for Construction and Infrastructure Technology Innovation Center of Excellence (CITIC) at FAMU. ○ Selected to serve on the HBCU Education Testing Service (ETS) Steering Committee. <ul style="list-style-type: none"> ▪ Engagement with alumni and other stakeholder groups to advocate for institutional support <ul style="list-style-type: none"> ○ As a result of alumni and stakeholder engagement opportunities, the University received \$11.625M in donations from alumni, friends, corporate partners, foundations, and other stakeholders. 	
--	--	--

**DR. LARRY ROBINSON'S 2018-19 SELF-ASSESSMENT
BOARD OF TRUSTEES EVALUATION FORM FOR THE PRESIDENT**

	<ul style="list-style-type: none"> ○ Given the important role our alumni and supporters play in the success of the University, alumni and supporter events were included monthly on the Presidential calendar. Examples of some of the visits, speaking engagements, and fundraising outreach efforts with these very important stakeholder groups are provided below: <ul style="list-style-type: none"> <u>Alumni Engagement</u> <ul style="list-style-type: none"> ○ Speaker during the 2019 FAMU National Alumni Association national convention in Birmingham, Alabama. Alumni donated more than \$450,000 during the Annual Day of Giving. ○ Attended Jazz in the Gardens in Miami to represent FAMU and received a \$15,000 donation to establish a scholarship on behalf of Fallen Rattler Adrian Freeman. Alumni Mayor Oliver Gilbert of Miami Gardens hosted the Music Fest, March 9-10. Also interviewed with media in the media tent at the event. ○ Attended the announcement of the Arthenia L. Joyner Endowed Scholarship (alumna) in the amount of \$112,000 to be awarded annually to an African American female College of Law student with a commitment to social justice and a history of community or public service. ○ Attended alumni events during the FAMU Marching 100 participation in the Tournament of Roses Parade, Los Angeles and Pasadena, CA ○ Alumni Weekend of Rededication ○ Attended regional/chapter meetings <ul style="list-style-type: none"> • FAMU NAA Southern Region Conference, Atlanta, GA • FAMU NAA Polk County Chapter Scholarship Gala, Lakeland, FL • North East Regional Conference Alexandria, VA • FAMU NAA Metro Atlanta Brunch Keynote 	
--	---	--

**DR. LARRY ROBINSON'S 2018-19 SELF-ASSESSMENT
BOARD OF TRUSTEES EVALUATION FORM FOR THE PRESIDENT**

- Speaker
- FAMU NAA Tampa Chapter Gala Keynote Speaker
- FAMU NAA Dallas Recruitment/Corporate visits
- Attended welcome reception sponsored by the Memphis, Tennessee Rattlers

Athletics Engagement

- Florida Classic Weekend - FAMU Foundation Board Meeting and Student Recruitment Events in Tampa & Orlando
- Sponsored the President's Spirit Rally
- FAMU Sports Legends Hall of Fame Banquet
- Presidents Meet & Greet Troy State Chancellor and FAMU Alumni Tailgate
- MEAC Alumni Directors Meeting
- President's Spirit Rally Welcomes Champs of 1978
- MEAC Distinguished Alumni Recognition, Norfolk, VA
- FAMU Spring Game
- Florida Classic Consortium Meeting
- President's Corporate & Alumni Stakeholder Tour
- 220 Quarterback Club Keynote Speaker, Tallahassee, FL
- FAMU Relays Track Meet & Festival
- FAMU Spring Game
- FAMU Relays Track Meet & Festival

Corporate Engagement

- Presidents Corporate Meetings GOOGLE and GOOGLE TechExchange in MT View, CA
- Relaunch of the FAMU Industry Cluster with 20+ companies participating (adding 2 additional companies in 2018-19).
- President's Inauguration Weekend engagement with Industry Cluster Corporate Executives

**DR. LARRY ROBINSON'S 2018-19 SELF-ASSESSMENT
BOARD OF TRUSTEES EVALUATION FORM FOR THE PRESIDENT**

	<ul style="list-style-type: none">○ Participated in the Florida Governmental Business Summit with Governor DeSantis in Israel.○ Established partnership with Duke Energy to build a 600-800 acre Solar Farm in Brooksville, Florida.○ Other corporate visits included:<ul style="list-style-type: none">▪ Dow▪ Lockheed Martin▪ Michelin▪ Boeing <p><u>Community</u></p> <ul style="list-style-type: none">○ FAMU joined seven of the largest organizations in Leon County in signing a pledge, "<i>The Capital Area Sustainability Compact Agreement</i>" to collectively confront key issues such as energy, transportation and waste that affect the environment.○ President's Community Toy Drive○ MLK Day Celebration○ FAMU Harambee Festival, Tallahassee, FL○ Edwina Stephens Memorial Leadership Honoree, Tallahassee, FL○ Tallahassee Chamber Retreat in Amelia Island, FL <p><u>Recruitment Engagement</u></p> <ul style="list-style-type: none">○ FAMU Fall Recruitment Preview, Tallahassee, FL○ Florida State College Student Recruitment, Kent Campus-Jacksonville, FL○ HBCU College Recruitment Fair and Corporate Visits in Los Angeles, CA○ Fall recruitment tours with the FAMU Connection, student leaders, faculty and staff and administrators with high school students in Albany, Columbus and Atlanta, Georgia.○ In Tampa, both high school and college students attended the President's Tour at Hillsborough Community College.○ In Orlando, addressed nearly 4,200 high school students	
--	---	--

**DR. LARRY ROBINSON'S 2018-19 SELF-ASSESSMENT
BOARD OF TRUSTEES EVALUATION FORM FOR THE PRESIDENT**

	<p>filled a ballroom for the annual recruitment fair during the Florida Blue Classic weekend.</p> <ul style="list-style-type: none"> • <u>List of external speaking engagements</u> <ul style="list-style-type: none"> ○ In 2018-19, I was honored to be the keynote speaker at several events to share the FAMU story on the strategic priorities/initiatives, mission and vision. These engagements included: <ul style="list-style-type: none"> ▪ Keynote speaker: MLK Day Celebration ▪ Tallahassee Chamber Retreat Keynote Speaker in Amelia Island, FL ▪ Numerous National Alumni Chapter events and NAA Convention ▪ FAMU NAA Metro Atlanta Brunch Keynote Speaker ▪ FAMU NAA Tampa Chapter Gala Keynote Speaker ▪ Florida Classic Luncheon ▪ Honored during the following events: <ul style="list-style-type: none"> • Jake Gaither House honored me with the Leading by Example award for being an example of a trailblazer and supporter of the community. • Received the Florida Black Caucus Exemplary Leadership Award. • Received the Nehemiah Award from The Frontline Project, Inc. for outstanding leadership and service in rebuilding the most vulnerable communities. ▪ Provided opening remarks during the Fall 2018 Career Fair Expo with 144 companies and 1,000 students participating. ▪ Provided opening remarks during the Florida Association of Broadcasters (FAB) Annual Meeting in Fort Lauderdale, Florida in June 2019. <p><u>Discern and Communicate the Meaning of External Trends</u></p> <ul style="list-style-type: none"> ○ Speaking engagements in DC, Florida and around the nation regarding HBCUs, higher education, policy, etc. 	
--	--	--

**DR. LARRY ROBINSON'S 2018-19 SELF-ASSESSMENT
BOARD OF TRUSTEES EVALUATION FORM FOR THE PRESIDENT**

	<ul style="list-style-type: none"> ○ In 2018-19, I participated in various forums, conferences, panels, meetings and other engagements regarding HBCUs and discussions that impact higher education policy. These engagements included: <ul style="list-style-type: none"> ▪ Participated in the HBCU President's Summit and "Fly-in" in Washington, DC. ▪ Named to serve on a new national STEM advisory panel created to encourage U.S. scientific and technological innovations in education. This appoint was by the National Science Foundation (NSF), in consultation with the U.S Department of Education, NASA and the National Oceanic and Atmospheric Administration (NOAA). ▪ Participated in the NOAA Center-Wide Core Competency (CWCC) Course to enhance the awareness of corporate science centers. This included on-site field and laboratory activities included processing data and samples collected in the field, carrying out GIS mapping and modeling exercises, and participating in simulations that explore policymaking paradigms and the application of socio-economic analysis http://ccme.famu.edu/news-and-events/127-2019-center-wide-core-competency-cwcc-course-hosted-by-utrgv. ▪ Attended the Thurgood Marshall Fund meeting with Congressional leaders. ▪ Served on the Steering Committee of the HBCU Sustainability Summit led by BOT member Thomas Dortch in Atlanta. ▪ Attended annual HBCU College Expo in Los Angeles, CA. It's the largest black college expo in the country with around 12,000 attendees. ▪ Attended Smithsonian meeting for HBCU presidents and curators to focus on developing strategies for better engagement of HBCUs with the National Museum of African American Culture in Washington, DC. ▪ Attended the National Oceanic and Atmospheric 	
--	--	--

**DR. LARRY ROBINSON'S 2018-19 SELF-ASSESSMENT
BOARD OF TRUSTEES EVALUATION FORM FOR THE PRESIDENT**

	<ul style="list-style-type: none"> ▪ Association Leadership Meeting in Washington, DC. ▪ Continue my efforts of being engaged in research and service that bears results in educational outcomes for faculty and students. ▪ Attended APLU Council of President's meeting and the 1890 Council of Presidents for Land Grant Institutions to focus on topics such as: <ul style="list-style-type: none"> • Role of the institution and the importance of higher education at HBCUs. • Issues pertaining to strengthening teaching, research and extension programs. • Developing a comprehensive agenda regarding congressional and federal policies and programs impacting 1890 institutions, such as funding. <p><u>Speaking engagements with corporate partners, etc. regarding workforce needs and employment opportunities</u></p> <p>I had several speaking engagements with corporate and community partners regarding workforce needs and employment opportunities were held. Several examples include:</p> <ul style="list-style-type: none"> • Members of Enterprise Florida • Members of the Tallahassee Chamber of Commerce • Members of the FAMU Industry Cluster • Farmers Insurance • GOOGLE • Fifth Third Bank • Florida Association of Broadcasters <p><u>Strategic Planning/Visioning</u></p> <ul style="list-style-type: none"> • The focus continues to be on the implementation of the University Strategic Plan, currently in year two. Examples include: <ul style="list-style-type: none"> ○ Conducting Strategic Plan Workshops with senior leaders and other administrators on implementation of the Strategic Plan. ○ Enhancements to the Dashboards and Scorecards website to include data at the college/school level. ○ Annual goal setting by Divisions and Deans to include 	
--	---	--

**DR. LARRY ROBINSON'S 2018-19 SELF-ASSESSMENT
BOARD OF TRUSTEES EVALUATION FORM FOR THE PRESIDENT**

	<ul style="list-style-type: none"> ○ scorecards and dashboards. ○ Providing quarterly status updates and highlights at each BOT meeting. ○ Effective budget planning and allocation of resources to support the plan and other strategic initiatives. ○ The University developed and gained approval on the 2019 Accountability Plan by the FAMU Board of Trustees and the Florida Board of Governors on performance-based funding metrics, other key indicator metrics, enrollment planning and proposed new degree programs. ○ Promoted the University's strategic initiatives through consistent communication and engagement with the BOT, BOG, faculty, staff, students, alumni and other key stakeholders. Examples include: <ul style="list-style-type: none"> ○ Legislative Budget Request - The University lobbied this year for the funding of the Center for Academic and Student Success (CASS), the \$24.8M request was approved to complete new student services center. ○ Strategic Plan – Implementation of several initiatives outlined in the University's Strategic Plan to promote student success, recruiting and retaining top-notch faculty and promoting accountability and efficiency. ○ Facility Enhancements – The University is in the process of constructing new and upgrading facilities to further enhance the student living and learning environment, which includes use of funds garnered through the DOE HBCU Capital Financing Program. ○ Key administrative searches and hires at the Vice President and Dean levels <ul style="list-style-type: none"> ○ Filled several key leadership positions at the vice president and dean levels. <ul style="list-style-type: none"> ○ Vice President level: Provost, Advancement, Strategic Planning, Audit, Legal Affairs/General Counsel. ○ Dean level: Pharmacy, Science and Technology, Journalism and Graphic Communication, Education (start day July 1) ○ Launched several national searches at the vice president and 	
--	---	--

**DR. LARRY ROBINSON'S 2018-19 SELF-ASSESSMENT
BOARD OF TRUSTEES EVALUATION FORM FOR THE PRESIDENT**

	<p>dean levels.</p> <ul style="list-style-type: none"> o Vice President level: Provost, Research, Legal Affairs/General Counsel, and Audit. o Dean level: Law, Pharmacy, Science and Technology, Journalism and Graphic Communication and Education. 	
<p>Educational Leadership</p> <p>How effectively does the president:</p> <ul style="list-style-type: none"> • Propose educational directions and priorities that motivate others? • Assure academic quality by expecting the use of evidence to improve performance? • Mobilize resources to support educational programs? • Encourage and enable educational and curricular change and innovation? • Understand and participate in academic governance and collaborative decision-making? • Attract and retain strong faculty? 	<p>Comments:</p> <p>It is my goal to ensure students are receiving an education that is among the most rigorous, relevant, and rewarding in higher learning, focusing on quality, access, and affordability by delivering an exceptional student experience that prepares students to be leaders in our global society. Below is a summary of accomplishments:</p> <p><u>Propose Educational Directions and Priorities that Motivate Others</u></p> <ul style="list-style-type: none"> • Annually, we have the opportunity to proposed new academic degree programs to further advance educational opportunities for our students. In this year's plan, which has the support and approval of our BOT and BOG, programs were proposed to align with the University's strategic plan. Programs include: <ul style="list-style-type: none"> o BS and MS in Cybersecurity o BS in Business Analytics o BS and MS in Data Science o MS in Aerospace Engineering o PhD in Biology and Sustainability <p><u>Assure Academic Quality</u></p> <ul style="list-style-type: none"> • The University continues to build upon its emphasis implemented in 2017-18 to monitor the units' status and performance of its academic programs. Monitoring includes: <ul style="list-style-type: none"> o Implementation of unit level-strategic plans and action plans o Each college/school was required to provide projected goals for each metric defined in its academic scorecard. o Development of academic dashboards and scorecards to drill down to the academic degree program level. 	<p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 – Does Not Meet</p>

**DR. LARRY ROBINSON'S 2018-19 SELF-ASSESSMENT
BOARD OF TRUSTEES EVALUATION FORM FOR THE PRESIDENT**

	<p><u>Mobilize Resources to Support Educational Programs</u></p> <ul style="list-style-type: none"> • Allocation of \$13.7M in performance-based funding allocation to support University's efforts to improve student success. • LBR request for \$24.8M for CASS facility was funded by the legislature to complete new student services center. • Allocation of dollars to support new degree programs and hiring of top-notch faculty for new programs in cybersecurity, computer science and other signature degree programs; and upgrade research facilities. <p><u>Encourage and Enable Educational and Curricular Change and Innovation</u></p> <p><i>Examples of Innovation via New Degree Program Development:</i> In 2018-19, significant progress was made in developing new degree programs, for future BOT approval, at the undergraduate and graduate levels, in alignment with the goals of the University Strategic Plan. Bachelor's programs in Cybersecurity, Business Analytics and Data Science are under development. At the Master's degree level, program development is underway in Data Science, Cybersecurity and Aerospace Engineering. Biology and Sustainability programs are being developed at the PhD level. To facilitate the efforts, resources have been allocated by the Provost to the target colleges/schools to hire new faculty, upgrade research facilities and invest in new laboratory equipment.</p> <p><i>Example of Educational and Curricular Change via Online Course Development:</i> We continue to make significant progress in increasing the availability of online courses. For example, the number of undergraduate online courses increased by 57% from Fall 2017 to Fall 2018 and the total enrollment in undergraduate courses increased by 64% over the same period.</p> <p><i>Example of Encouraging Innovation via Participation in the Google Tech Exchange Program:</i> Five (5) students from the Department of Computer and Information Sciences in the College of Science and Technology participated in the inaugural Google Tech Exchange program during the 2018 – 2019 academic year. The FAMU students lived in San Jose, CA and worked at various GOOGLE locations in Silicon Valley. Students were enrolled in courses such as software engineering, mobile applications, machine learning, data science, cloud computing, and cyber</p>	
--	---	--

**DR. LARRY ROBINSON'S 2018-19 SELF-ASSESSMENT
BOARD OF TRUSTEES EVALUATION FORM FOR THE PRESIDENT**

	<p>security to name a few that were created.</p> <p><u>Understand and Participate in Academic Governance and Collaborative Decision Making</u></p> <ul style="list-style-type: none">• The following example demonstrates my commitment to academic governance and collaborative decision-making:<ul style="list-style-type: none">○ Inclusion of faculty representation on Senior Leadership Team and Council of Academic Deans.○ Collaboration with president of Faculty Senate to ensure that the faculty is represented on all university established committees.○ Attendance at Faculty Senate meetings.○ Conducting a state-of-the union address to update faculty and the campus community on the status of university affairs.○ Regular meetings with the leadership of the FAMU chapter of the United Faculty of Florida.○ Effectively communicate priorities and goals for institutional advancement.○ Engage faculty and students in the implementation of the strategic plan.○ Provide platforms for exchange of vision and directions for stakeholder awareness and follow through.○ Engage the leadership team in discussions of related issues, listen, allow airing of opinions and make decisions that best fit the needs of the institution. <p><u>Attract and Retain Strong Faculty</u></p> <ul style="list-style-type: none">• In support of our ongoing efforts to attract and retain strong faculty, funding was significantly increased for the University's Faculty Development Program (from \$190K to \$390K). During the 2018-19 year, the program facilitated ongoing workshops and trainings to assist faculty with enhancing pedagogy and expanding their research capacity. Additional funding supported faculty awards, instructional mini-grants, and faculty travel to professional conferences. Examples include:<ul style="list-style-type: none">○ Significant funding in excess of \$420K was also allocated this year to provide research start-up funds to attract and support new faculty hires in areas of strategic emphasis, such as engineering and physics.	
--	---	--

**DR. LARRY ROBINSON'S 2018-19 SELF-ASSESSMENT
BOARD OF TRUSTEES EVALUATION FORM FOR THE PRESIDENT**

	<ul style="list-style-type: none"> ○ Approximately, \$1M was provided to existing faculty in various disciplines across the University for the purchase of research equipment and supplies. 	
<p>Organizational Management</p> <p>How effectively does the president:</p> <ul style="list-style-type: none"> • Manage – analyze, organize, plan, direct, evaluate, renew – basic institutional processes and resources (finances, technology, human resources, facilities, services, etc.)? • Create a sense of urgency and drive results in key performance areas such as admissions, enrollment, retention, student learning, fundraising, research, service, finances, and facilities? • Set high standards and hold people responsible for results? • Make clear and timely decisions? • Make tough decisions? • Use analytical and creative thinking to solve problems? • Plan for and manage crises? (e.g. anti-hazing) • Attract, retain and develop talented personnel? • Oversee a competent leadership team that takes responsibility, sets and achieves goals that advance the University's mission and promotes a collegial attitude when engaging key stakeholders (e.g. Board alumnae, faculty, students, community)? 	<p>Comments:</p> <p>The following provides a summary of initiatives in the area of organizational management:</p> <p><u>Management of Institutional Processes and Resources</u></p> <ul style="list-style-type: none"> • Cost savings strategies <ul style="list-style-type: none"> ○ As a result of the restructuring of housing debt via the HBCU Capital Financing Program, \$30M over the next 10 years will be available to address housing deferred maintenance. ○ As of March 31st, over \$600k in cost savings have been realized via the University's participation in the SUS Shared Initiatives Program. The savings were in expenses/contracts related to repair and maintenance, materials and supplies, IT services, and furniture and equipment. • Customer Service Initiative (see information provided on pages 4-6, under President's Goals). • Succession Planning Initiative - http://www.famu.edu/index.cfm?hr&SuccessionPlanning • Diversity and Inclusion Initiative - http://www.famu.edu/index.cfm?dos&DIVERSITYANDINCLUSION • Restructuring <ul style="list-style-type: none"> ○ Continuation of the Plan to restructure university advisement <ul style="list-style-type: none"> ▪ Academic advising reassigned to Student Affairs. Five advisors will be assigned to the freshmen cohort. The search for a director of advising has begun and lead advisors have been hired. Review enrollment data to structure and assign advisors. ○ The Office of Transfer Services has been established and a director has been hired. 	<p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 – Does Not Meet</p>

**DR. LARRY ROBINSON'S 2018-19 SELF-ASSESSMENT
BOARD OF TRUSTEES EVALUATION FORM FOR THE PRESIDENT**

	<ul style="list-style-type: none"> ○ Restructuring of the Audit and Compliance Division into two separate units. <p><u>Create Sense of Urgency/Drive Results</u></p> <ul style="list-style-type: none"> • Increase in headcount enrollment in fall 2018 <ul style="list-style-type: none"> ○ For fall 2018, the total headcount enrollment (10,031) increased by 9.8% compared to 9,908 in fall 2017. ○ Increase in fall 2018 admissions applications <ul style="list-style-type: none"> ▪ A total of 10,000 applications were received for fall 2018. This is an 8.95% increase over fall 2017 applications (8,952). • Increase in retention/academic progress rate (APR) & graduation rates • The 2018-19 recruitment efforts have yielded over 11,600 applications. <p>As indicated above, we have increased our focus on increasing student retention and graduation rates via the implementation of the Graduation Rate Improvement Plan. Over the past year, we have experienced increases in retention (APR) and graduation rates, as indicated below:</p> <ul style="list-style-type: none"> ○ Increase in First Time in College (FTIC) Four-Year Graduation Rates from 21.6% to 22.5%. ○ Increase in FTIC Six-Year Graduation Rates from 47% to 50%. ○ Increase in Academic Progress Rate from 70% to 71.3%. • Recruitment of Florida College System (FCS) AA transfers through specialized 2+2 articulation agreements <ul style="list-style-type: none"> ○ Establishment of the Office of Transfer Services. ○ Hiring of the director of Transfer Services. ○ For fall 2018 approximately 2% more FCS AA transfer students were admitted to the university. The establishment of the Ignite Articulation agreements have been beneficial to the university's recruitment team in helping to establish relationships with our FCS partners. ○ Increase the number of Ignite MOU from 9 to 15 participating FCS institutions. As of June 28, 2019, a total of 1,954 students are participating in the Ignite Transfer program. Students 	
--	--	--

**DR. LARRY ROBINSON'S 2018-19 SELF-ASSESSMENT
BOARD OF TRUSTEES EVALUATION FORM FOR THE PRESIDENT**

	<p>participating by FSC:</p> <ul style="list-style-type: none"> ▪ Broward College – 764 students ▪ Florida Gateway College – 1 student (recently signed in 2018) ▪ Florida State College at Jacksonville – 19 (recently signed in 2018) ▪ Miami-Dade College – 55 students ▪ Palm Beach State College – 236 students ▪ Santa Fe College – 7 students ▪ St. Petersburg College – 44 students ▪ Tallahassee Community College – 709 students ▪ Valencia College – 32 students ▪ Polk State – 42 students ▪ Indian River – 2 students ▪ Hillsborough – 32 students ▪ State College of Florida – 1 student ▪ Pasco Hernando – 9 students ▪ South Florida State College – 1 student <ul style="list-style-type: none"> ○ A total of 289 FCS AA transfer students have been admitted for summer and fall 2019 as of June 28. <ul style="list-style-type: none"> • Fundraising <ul style="list-style-type: none"> ○ Implementing the Division of University Advancement's Strategic Plan. ○ Implementing the FAMU Rising Fundraising Campaign with continued and new initiatives including the Faculty and Staff Giving Campaign, the Charitable Planned Giving Legacy Program, the 1887 Student Giving Campaign, etc. • Athletics <ul style="list-style-type: none"> ○ As of June 26, \$256,110 (full payments)/ \$367,922 (full and partial payments) have been collected for the Investing in Champions football packages. ○ Tag Bragg launched on June 14, 2019 with a new banner design <ul style="list-style-type: none"> ▪ 2018-2019 Banners have been cleaned, autographed, and mailed out to supporters on June 10, 2019. • Research <ul style="list-style-type: none"> ○ Increased by 14% in research expenditures (from \$38.38M to \$43.9M) 	
--	---	--

**DR. LARRY ROBINSON'S 2018-19 SELF-ASSESSMENT
BOARD OF TRUSTEES EVALUATION FORM FOR THE PRESIDENT**

	<ul style="list-style-type: none"> ○ Met with commander of Camp Blanding in support of the Construction and Infrastructure Technology Innovation Center of Excellence (CITIC) project. ○ Advocated for the FAMU Research Enterprise with Federal agencies including NOAA, Department of Energy, HUD, DOD, NASA, Department of Education. ● Finance, Facilities and Human Resources <ul style="list-style-type: none"> ○ In alignment with the University Strategic Plan, an intermediate master plan update was completed in 2018 and efforts have begun to commence the full master plan update scheduled for 2020. ○ In the Education and General-Purpose space category, the Center for Access and Student Success (CASS) and infrastructure projects continue to top the Capital Improvement Program priorities. Efforts are underway for construction of CASS and necessary upgrades to campus infrastructure. ○ The Project Management Manual has been updated in consultation with internal audit, general counsel, and procurement team. A Project Management and Controls training session for the team was conducted on April 3rd 2019 with an industry expert and external consultant with Construction Management Partners LLC. ○ The University has also embarked on a comprehensive housing plan development and implementation. Through this plan, the University is now participating in the Federal Department of Education's HBCU Capital Financing Program. Some of the elements of the program includes restructuring of all outstanding housing debt, financing for the new 700 bed housing facility, and funding to address deferred maintenance in housing facilities as outlined in the 10-year deferred maintenance program. ○ Housing: The day to day leadership of housing maintenance is now shared by Finance and Administration Plant Operations and Maintenance (POM) team along with the Student Affairs Housing team, in order to assist with our goal to provide a living environment that's aesthetically pleasing to our students and for our students and parents to find the residential dorms clean, 	
--	---	--

**DR. LARRY ROBINSON'S 2018-19 SELF-ASSESSMENT
BOARD OF TRUSTEES EVALUATION FORM FOR THE PRESIDENT**

	<p>presentable, functional and well-maintained, regardless of their ages. Our collective efforts will be implemented in phases as POM, Housing and vendors/contractors' partner to work towards one common goal – a successful fall move-in and ongoing maintenance activities.</p> <ul style="list-style-type: none"> • Student Learning: <ul style="list-style-type: none"> <u>Licensure Pass Rates</u> <ul style="list-style-type: none"> ○ Increase in pharmacy, physical therapy and nursing licensure first-time pass rates. ○ 100% first-time passing rate for the occupational therapy and cardiopulmonary sciences programs. <u>Athletics</u> <ul style="list-style-type: none"> ○ A total of 134 student-athletes had a 3.0 GPA or higher ○ A total of 13 student-athletes with 4.0 GPA ○ A total of 33 student-athletes graduated in Spring 2019 • <u>Retention and Graduation Rates</u> • Six-year graduation rates (50% - up 11 points since the 2008-14 cohort) • Time to degree (4.9 years, down almost a ½ percentage point since 2013-14) • Four-year graduation rates (in comparison to the 2009-13 cohort, with the 2014-18 cohort experienced an 11 percent point increase). <p><u>Set High Standards/Decision Making/Crisis Management/Competent Leadership Team</u></p> <ul style="list-style-type: none"> • I have worked over the past year, collectively with my leadership team, to collect and analyze data to monitor and target areas of where improvements are needed to meet established institutional goals. Example of these efforts are listed below: <ul style="list-style-type: none"> ○ Establishment of unit-level goals. ○ The Senior Leadership team meets weekly to strategize, hear updates on the status of the University's goals, ensure focus is tied my goals and our strategic priorities. We also discuss strategies regarding pressing issues that affect our students and 	
--	---	--

**DR. LARRY ROBINSON'S 2018-19 SELF-ASSESSMENT
BOARD OF TRUSTEES EVALUATION FORM FOR THE PRESIDENT**

	<p>the University generally, such as academic progress rates, student debt, and licensure passage rates. The team also has regular individual meetings with me to discuss matters regarding their specific areas of oversight.</p> <ul style="list-style-type: none"> ○ Expanded the crisis management team to include the senior leadership team and representatives from critical areas. During weather related crises, the team meets by phone several times a day to ensure that our student's needs are addressed and that they are in a safe environment. ○ Appointment of vice presidents: Provost and Vice President for Academic Affairs, Vice President for Advancement, Vice President for Strategic Planning, Analysis and Institutional Effectiveness, Vice President for Audit and the Vice President for Legal Affairs/General Counsel. All are critical positions and the new VP's are seasoned professionals, who bring a plethora of knowledge and experience to the University. ○ Restructuring of the Audit and Compliance Division into two separate units. The Audit function will provide the assurance on the effectiveness of governance, risk management, and internal controls and the compliance function will have the responsibility to monitor specific risks such as noncompliance with applicable laws and regulations. 	
<p>Financial Management How effectively does the president:</p> <ul style="list-style-type: none"> • Understand and manage the organization's financial dynamics, metrics and processes (budgeting, costs, revenues, overhead, balances, and investments) and communicate financial realities to stakeholders? • Manage resources efficiently and build long-term financial equilibrium (create operating balances, add revenues at a faster rate than expenses, provide for depreciation, and increase the purchasing 	<p>Comments:</p> <p>The following provides a summary of initiatives and key achievements in the area of Financial Management:</p> <p><u>Manage the Organization's Financial Dynamics</u></p> <ul style="list-style-type: none"> • Cost savings strategies – As a result of the restructuring of housing debt via the HBCU Capital Financing Program, \$30m over the next 10 years will be available to address housing deferred maintenance. • As of March 31st, over \$600k in cost savings have been realized via the University's participation in the SUS Shared Initiatives. The savings were in expenses/contracts related to repair and maintenance, materials 	<p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 – Does Not Meet</p>

**DR. LARRY ROBINSON'S 2018-19 SELF-ASSESSMENT
BOARD OF TRUSTEES EVALUATION FORM FOR THE PRESIDENT**

<p>power of the endowment)?</p> <ul style="list-style-type: none"> • Provide supervision of the University's buildings, grounds and equipment and ensuring appropriate communication and approval for expenses that require Board approval? • Fully inform and engage timely the Board on fiscal matters impacting the University? • Promote informed decision making and facilitate timely discussion and delivery of comprehensive information to the Board around the formulation of a current and multi-year budget that would include recommendation from the administration (e.g. collective bargaining, faculty, salary, equity, athletics, legislative budget requests (LBR) & FAMU-FSU College of Engineering)? 	<p>and supplies, IT services, and furniture and equipment.</p> <p><u>Manage Resources Effectively</u></p> <ul style="list-style-type: none"> • In order to manage resources effectively and understand the magnitude of campus deferred maintenance, University has completed facility conditions audits for all major campus facilities. Based on the facilities conditions audit reports, priorities of these needs are identified and plans are developed to address per the available funding. <p><u>Provide Supervision of the University's Buildings, etc.</u></p> <p>Under my leadership, the staff in the Facilities Planning Construction and Safety continues to coordinate the delivery of essential facility maintenance and custodial services, ensuring compliance with health, life safety, and building codes, recommending priorities for needed repairs and renovations and is engaged in ongoing communications with the BOT, BOG, and the Division of Bond Finance, etc. Through various avenues, the unit seeks the necessary approvals for expenses including meetings, submission of biweekly reports for critical projects, and quarterly construction and financial updates presentations during Board meetings. The following provides some examples of the accomplishments:</p> <ul style="list-style-type: none"> • Significant progress has been made for the construction of Center for Access and Student Success building for a one-stop-shop facility for all student related services. • Developed a comprehensive plan for the student housing facilities including restructuring of existing debt, construction of new 700 bed housing facility, planned decommissioning of existing housing facilities, and a ten-year program to address all of the deferred maintenance in the existing housing facilities. • Closed on the Federal Department of Education HBCU Capital Financing program. • Broke ground and started construction on the new 700-bed housing development. • Commenced on the detail design for the new standalone dining facility serving the needs of the students in the South side of the campus. • Completed the demolition of the offline pentaplex buildings to make 	
---	--	--

**DR. LARRY ROBINSON'S 2018-19 SELF-ASSESSMENT
BOARD OF TRUSTEES EVALUATION FORM FOR THE PRESIDENT**

	<p>room for additional parking and green space for events for students.</p> <ul style="list-style-type: none"> • Completed several campus beautification projects. • Maintained an effective accident and injury prevention program and reduced accidents and injuries by more than 20%. • Prepared emergency preparation, response, and restoration plans for the campus during the October Hurricane Michael. • Plant Operations and Maintenance has ensured our facilities were up to the highest standards for every School/College Accreditation Visit and planned events. • Environmental Health and Safety (EHS) ensured compliance with all health, safety and building code federal and state regulations. The success of the safety program continues to reduce total number of injuries for 4th year in a row. • The EHS department partnered with the Division of Research and Organizational Training and Development and offered mandatory laboratory safety training sessions to improve lab safety compliance and to establish expectations for lab operations. • In addition to the supervision of the Education and General Purpose (E&G) space, the day to day leadership of housing maintenance is now shared by Finance and Administration Plant Operations and Maintenance (POM) team along with the Student Affairs Housing team. This will further assist with our goal to provide a living environment that's aesthetically pleasing to our students and for our students and parents to find the residential dorms clean, presentable, functional and well-maintained regardless of their ages. Our collective efforts will be implemented in phases as POM, Housing and vendors/contractors partner work towards one common goal – a successful ongoing maintenance activities and fall move-in. <p><u>Fully Inform and Engage the Board on Fiscal Matters/Promote Informed Decision Making</u></p> <p>I continue to work to ensure that periodic financial status reports and data are provided to the Board. My leadership team and I engage Trustees on an individual basis prior to each scheduled meeting to provide the opportunity for additional explanation and/or discussion surrounding all financial reports.</p>	
--	---	--

**DR. LARRY ROBINSON'S 2018-19 SELF-ASSESSMENT
BOARD OF TRUSTEES EVALUATION FORM FOR THE PRESIDENT**

	<p>Feedback from Trustees was also solicited during the development of the annual LBR for submission to the legislature.</p> <ul style="list-style-type: none"> All major initiatives in facilities including CASS and housing development are included in the monthly project update report shared with our Board and other key stakeholders. The VP/CFO meets with the Vice-Chair of the Board on a weekly basis to inform and engage the Board on fiscal matters. 	
<p>Work Plan How effectively does the president:</p> <ul style="list-style-type: none"> Provide on-going and timely updates regarding the implementation, progress, milestones achieved and concerns? Meet the goals established by the Board and approved by the BOG? 	<p>Comments:</p> <p><u>Provide On-Going and Timely Updates</u> The 2019 Accountability Plan was approved by the BOT and BOG at their respective June 2019 meetings. Over the past year, my leadership team and I have provided regular updates to the BOT on the progress of achieving the goals outlined in the 2018 Accountability Plan, University Strategic Plan, and President's Annual Goals. Examples of updates are provided below:</p> <ul style="list-style-type: none"> Quarterly updates on Institutional Goals (President's Goals, Performance Based Funding Metrics and Strategic Plan/Accountability Plan metrics. Updates on licensure exam pass rates were provided to the Board during quarterly meetings, including presentations by respective deans Updates on 2+2 specialized articulation agreements with the Florida College System (FCS). As of June 28, 2019, the University has signed 15 agreements. Updates on initiatives to support the strategic plan: <ul style="list-style-type: none"> Update on the Career Center initiatives, November 2018 Update on the Online Education, March 2019 Update on Customer Service Initiative, June 2019 Update on University Website Initiative, June 2019 <p><u>Meeting the Goals Established by the BOT and Approved by the BOG</u> The University's areas of improvement in comparison to last year include the following examples:</p> <ul style="list-style-type: none"> The University showed improvement on seven of the ten metrics. 	<p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 – Does Not Meet</p>

**DR. LARRY ROBINSON'S 2018-19 SELF-ASSESSMENT
BOARD OF TRUSTEES EVALUATION FORM FOR THE PRESIDENT**

	<ul style="list-style-type: none"> • Increase in the percentage of bachelor's graduates without excess credit hours, which rose to 51.4% — a 9.8 percentage point increase over last year. • Cost to a student earning a bachelor's degree reduced to less than \$8,000, an 18.8% decline. • The six-year graduation rate increased to 50%, which is an increase of three percentage points in comparison to 2017-18. • Headcount enrollment increased to 10,031 students in fall 2018. 	
<p>Fund Raising How effectively does the president:</p> <ul style="list-style-type: none"> • Lead and engage others in the fund-raising program? • Build relationships with major donors? • Obtain gifts and grants relative to full potential from individuals, alumni, corporations and foundations? • Provide stewardship for gifts that have been received? • Inform and engage the board appropriately? 	<p>Comments:</p> <p>I have worked to strengthen and enhance our fundraising infrastructure over the past year, beginning with the appointment of Dr. Friday-Stroud as Vice President in October 2018. Highlights of these activities are included below:</p> <ul style="list-style-type: none"> • Implementing the Division of University Advancement's Strategic Plan • Implementing the FAMU Rising Fundraising Campaign • Annual Faculty and Staff Giving Campaign • Charitable Planned Giving Legacy Program • The 1887 Student Giving Campaign <p><u>Lead and Engage Others in the Fundraising Program</u> During the year, I had the opportunity to meet with several constituents and worked collectively with the Vice President for Advancement on initiatives to support fund and friend-raising efforts. These include:</p> <ul style="list-style-type: none"> • Sharing FAMU achievements and initiatives to solicit donations for scholarships, research, and other FAMU Rising programmatic initiatives. • Providing names and contact information for prospective individual and corporate donors. <p><u>Build Relationships with Major Donors</u></p> <ul style="list-style-type: none"> • Met with (in person and via conference calls) major donors during and after the donation process. 	<p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 – Does Not Meet</p>

**DR. LARRY ROBINSON'S 2018-19 SELF-ASSESSMENT
BOARD OF TRUSTEES EVALUATION FORM FOR THE PRESIDENT**

	<p><u>Obtain Gifts and Grants</u></p> <ul style="list-style-type: none"> As of June 28, 2019, the University has obtained gifts, grants and pledges totaling \$11.625M, a 25% increase over the previous year. Instrumental in securing all major and principal gifts received this year from individuals, alumni, corporations, and foundations. <p><u>Provide Stewardship</u></p> <ul style="list-style-type: none"> Actively engaged in thanking and celebrating donors for their contributions Continue to engage with donors after gifts have been received <p><u>Inform and Engage the Board</u></p> <ul style="list-style-type: none"> Provided updates to the Board on fundraising initiatives and progress. Engaged Board members by working with them to identify and build relationships with prospective donors. Actively engaged with asking Board members to donate to scholarships, Athletics, and other FAMU Rising initiatives. 	
<p>External Relations How effectively does the president:</p> <ul style="list-style-type: none"> Build credibility and influence with external constituencies? (e.g. DSO, BOG, SACS, & NCAA) Provide leadership to local, regional and national higher education? Increase the visibility and reputation of the institution in a manner that has a direct correlation to attainment of performance metrics associated with the University and increases our standing within the SUS and HBCU rankings? Relate to alumni and gain their support? Build credibility and influence with media? Influence legislators and public officials? Provide consensus building, focused 	<p>Comments:</p> <p><u>Build credibility and influence with external constituencies? (e.g. DSO, BOG, SACSCOC, & NCAA)</u></p> <p><u>Direct Support Organizations (DSOs)</u></p> <ul style="list-style-type: none"> All DSOs (FAMU Foundation, FAMU National Alumni Association, and FAMU Rattler Boosters, Inc.) are working to support the University in building credibility and influence with external constituencies. Their collective efforts have helped the University. <p><u>Board of Governors (BOG)</u></p> <ul style="list-style-type: none"> I have held several meetings with, and appreciate Chancellor Criser and Board of Governors staff for providing feedback as we developed our Accountability Plan. Hosted the March BOG meeting on campus. Hosted individual visits from Governors Patel, Cerio, and Vice Chair 	<p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 – Does Not Meet</p>

**DR. LARRY ROBINSON'S 2018-19 SELF-ASSESSMENT
BOARD OF TRUSTEES EVALUATION FORM FOR THE PRESIDENT**

<p>leadership on matters related to the University and Board of Trustees?</p>	<p>Kitson. During those meetings they heard from trustees, student representatives and administrators regarding the University's priorities and the need for additional financial support to better serve our students.</p> <p><u>SACSCOC</u></p> <ul style="list-style-type: none"> • The University's SACSCOC accreditation was reaffirmed for another 10 years at the SACSCOC December 2018 Annual Meeting. • Chosen by SACSCOC to be the chair for a reaffirmation on-site visit in 2019 and 2020. <p><u>NCAA</u></p> <ul style="list-style-type: none"> • In July 2018, all coaches and administrative staff participated in the Regional Rules Seminar in Atlanta, Georgia. • In July 2018, I presented, along with members of the Athletic Department, during the NCAA Accelerated Academic Support Program (AASP) Conference to provide an update on the final fiscal year of the grant received for academic area upgrades. • In January 2019, members of the Athletics Department attended the NCAA Convention in Orlando, FL and the university delegate voted on pending legislation. • In May 2019, members of the Athletics Compliance unit (Senior Associate AD for Compliance and the Assistant AD for Compliance) participated in NCAA sponsored trainings in Indianapolis, IN, which introduced new legislation and updates specific to compliance. • In June 2019, the Athletic Department hosted the NCAA_AASP team for the final campus. <p><u>Provide leadership to local, regional and national higher education</u></p> <ul style="list-style-type: none"> • Invited by the Association of Governing Board to serve on a 3-member panel of university presidents during its January 2019 Foundation Leadership Forum in Fort Lauderdale. Our panel discussed "Indicators of University Success and Value." • Served on the planning committee for the Inaugural HBCU Sustainability Summit in Atlanta. The purpose of the summit was to bring HBCU presidents together to discuss the future of HBCU's. 	
---	--	--

**DR. LARRY ROBINSON'S 2018-19 SELF-ASSESSMENT
BOARD OF TRUSTEES EVALUATION FORM FOR THE PRESIDENT**

	<ul style="list-style-type: none"> • Hosted my Inaugural Research Symposium, <i>Excellence Rising</i>, which brought together a panel of leaders in industry, higher education, the arts, and government to focus on the needs of the global marketplace today. • Member of the Association of Public Land-Grant Universities. • Established international relationships, establishing memorandums of agreement with Federal University of Technology of Akure, Ross College of Medicine and most recently a Memorandum of Understanding was signed during a State of Florida Official visit to Israel with the University of Haifa. • Participated in the Third Annual HBCU Fly-In on Capitol Hill. <p><u>Increase the visibility and reputation of the institution in a manner that has a direct correlation to attainment of performance metrics associated with the University and increases our standing within the SUS and HBCU rankings</u></p> <p>Continuous efforts are on-going to increase the visibility and reputation of the University, as well as build credibility, both among perspective students and employees, as well as stakeholders and the community. The efforts resulted in:</p> <ul style="list-style-type: none"> • The University was recognized for the following Top Accolades: <ul style="list-style-type: none"> ○ One of America's Top Colleges (Forbes Magazine) ○ A National Top College for Diversity and Inclusion (Latino Leaders Magazine) ○ Nationally Recognized for Online Excellence (Affordable College Online) ○ Number 2 Best Value College in Florida (SMART ASSET) ○ Top 5 FAMU College of Law for Best Schools for African-Americans (Prelaw Magazine) ○ Top School in the South for Student Engagement (WSJ/Ties Higher Ed) ○ Nationally Ranked Military-Friendly School (GI Jobs) ○ Highest Ranked HBCU College of Engineering in the Country (US News and World Report) • The University was recognized as the Number 1 Accolades: <ul style="list-style-type: none"> ○ HBCU for Research and Development (National Science 	
--	--	--

**DR. LARRY ROBINSON'S 2018-19 SELF-ASSESSMENT
BOARD OF TRUSTEES EVALUATION FORM FOR THE PRESIDENT**

	<ul style="list-style-type: none"> Foundation) <ul style="list-style-type: none"> ○ Public HBCU in the nation (US News and World Report) ○ HBCU Producer of African-American Bachelor's Degrees in America (Diverse Issues) ○ HBCU for Academics and Exceptional Student Experience (NICHE) ○ HBCU Producer of Bachelor's and Graduate Degrees for Architecture/Related Services (Diverse Issues) • Top Accolades: <ul style="list-style-type: none"> ○ One of America's Top Colleges (Forbes Magazine) ○ A National Top College for Diversity and Inclusion (Latino Leaders Magazine) ○ Nationally Recognized for Online Excellence (Affordable College Online) ○ No. 2 Best Value College in Florida (SMART ASSET) ○ Top 5 FAMU College of Law for Best Schools for African-Americans (Prelaw Magazine) ○ Top School in the South for Student Engagement (WSJ/Ties Higher Ed) ○ Nationally Ranked Military-Friendly School (GI Jobs) ○ Highest Ranked HBCU College of Engineering in the Country (US News and World Report) • FAMU) School of Nursing now ranked in the top 5 in the state of Florida's nurse practitioner programs. • FAMU ranked 34 in CollegeNet, Inc's 2018 Social Mobility Index (SMI). SMI is a data-driven analysis that ranks four-year institutions according to how effectively they enroll students from low-income backgrounds and graduate them into good-paying jobs. • FAMU and Ross University School of Medicine (RUSM) announced a new agreement to help more African Americans attend medical school. FAMU and RUSM are establishing an educational pathway program, making it easier for FAMU graduate school students to study medicine at RUSM. • Presidential profile was in the May 2019 CEO Magazine. • Attended launch of Hillsborough Community College's Ignite transfer student program with clergy, administrators and alumni in downtown 	
--	--	--

**DR. LARRY ROBINSON'S 2018-19 SELF-ASSESSMENT
BOARD OF TRUSTEES EVALUATION FORM FOR THE PRESIDENT**

	<p>Tampa, Florida.</p> <ul style="list-style-type: none"> • Conducted a LIVE interview on The Real Talk Show from Lee Hall Auditorium before a live audience of students, faculty and staff. <p><u>Influence legislators and public officials</u></p> <ul style="list-style-type: none"> • Presented FAMU legislative budget request to a variety of constituents, \$24.8M was awarded for the construction of the student services building (CASS). • Attended the Leon County local delegation public hearing. • Hosted campaign forums for local, state and congressional candidates. • Hosted the venue for the newly elected Governor's Prayer breakfast on the campus of Florida A&M University in January 2019. • Participated in local Leon County school board forum. <p><u>Provide Consensus Building, Focused Leadership on Matters Related to the University and BOT</u></p> <p>I am committed to building a consensus on matters affecting the University by making the Board and our constituent groups aware and gaining insight on critical issues. My commitment to consensus building is displayed by:</p> <ul style="list-style-type: none"> • Garnering the support of the Board and appearing jointly with members of the Board before the legislature and meetings with the Board of Governors and its staff. • Establishing a respect for the Board and utilizing the talents, experiences and expertise of each member in areas that benefit the University. • Through leadership team discussions of issues, I listen and allow airing of opinions and makes decisions that best fit the needs of the institution. • Participated in national forums dealing with the advancements needed in higher education. • Actively subscribed to the national initiatives on HBCU's. • Publicized FAMU's successes in moving the achievement needle of graduates. • Ensuring that the Board of immediately made aware of issues that either positively or negatively impact the University. 	
--	--	--

**DR. LARRY ROBINSON'S 2018-19 SELF-ASSESSMENT
BOARD OF TRUSTEES EVALUATION FORM FOR THE PRESIDENT**

	<ul style="list-style-type: none"> Discussing critical issues with the Board and gaining their insight and support. 	
<p>Internal Relations How effectively does the president:</p> <ul style="list-style-type: none"> Develop a climate and programs that enhance diversity? Interact with students and demonstrate commitment to their welfare? Work with the faculty to develop initiatives to advance their work and professional well-being? Work with the staff to create opportunities and resources to recognize their service and enhance their development? Ensure strong faculty and community relations? 	<p>Comments:</p> <p><u>Interact with Students and Demonstrate Commitment to Their Welfare</u></p> <p>My continuous engagement with students has a central theme: "I want our students to know that they matter." I try to speak to every student that I pass on campus, asking their name, major and how they are doing. I believe that this small gesture lets student know immediately that I care. FAMU is a student-centered campus and we have shown support through the following activities:</p> <ul style="list-style-type: none"> Hosted ice Cream social to welcome new students to FAMU Lunch with students on Wednesdays in the cafeteria Attend student concerts and other scheduled performances Supported student by attending Honda Tournament Support graduate students by serving on thesis and dissertation committees Promote an open-door policy with students, meeting with students and parents, when requested. Host periodic meetings with the Graduate Assistants Union to address their concerns Supported the Marching 100's participation in the Rose Bowl Parade and traveled to Pasadena, CA to support the band. Partnered with Fifth Third Bank to re-institute the "<i>President's Graduation Reception</i>" for our graduates. The receptions have been attended by graduates and their parents. It gives our leadership team, deans and me an opportunity to meet the graduates and their parents and to personally congratulate our students on their successful matriculation. Participated in the Student Government Association's inauguration activities of former Trustee David Jackson in August 2018. Continue to support FAMU's students participating in the Honda Campus All-Stars National Championship by attending the competition and providing support. This year's team placed second in the competition for a \$30,000 prize. 	<p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 – Does Not Meet</p>

**DR. LARRY ROBINSON'S 2018-19 SELF-ASSESSMENT
BOARD OF TRUSTEES EVALUATION FORM FOR THE PRESIDENT**

	<ul style="list-style-type: none"> • Fall and spring Town Hall Meetings (State of University) • Candlelight vigils for Fallen Rattlers • Communicate directly with families of Fallen Rattlers • Campus Safety Public Service Announcements • Revised New Student and Family Orientation • Reestablished Student Campus Safety Team • Campus Speaker Series (i.e. Legacy Tour) • Double Mapping Campus Shuttle (Real time view of buses) • Increased visits to Florida College System (FCS) institutions promoting FAMU Ignite program to community (15 institutions) <p><u>Ensure Strong Faculty and Community Relations</u></p> <p>Throughout the year, faculty, staff and students, as well as the surrounding campus community were engaged in several events and activities. These events included:</p> <p><u>Faculty</u></p> <ul style="list-style-type: none"> • Attending all Faculty Senate meetings when I am in town and encouraging the members of the leadership team to do so as well. • Hosting a reception for new faculty during faculty pre-planning. • Including two faculty representatives on the Senior Leadership Team. Their presence brings a faculty perspective regarding matters discussed during the meetings. • Meeting with the United Faculty of Florida leadership for consultation meetings regarding the implementation of their collective bargaining agreement. <p><u>Community Engagement</u></p> <ul style="list-style-type: none"> • Hurricane Michael Relief efforts - opened campus facilities to staff and students, as well as National Guard utility workers. Students, faculty and staff in Tallahassee held the FAMU Cares Hurricane Michael Relief Drive by collecting personal care items and food for storm victims in the Florida Panhandle. • The Tallahassee community has been very supportive of FAMU and the University has given back by being actively involved. 	
--	---	--

**DR. LARRY ROBINSON'S 2018-19 SELF-ASSESSMENT
BOARD OF TRUSTEES EVALUATION FORM FOR THE PRESIDENT**

	<ul style="list-style-type: none"> • Hosted a toy drive for the Tallahassee community during the Christmas season. • University sponsored Harambee Festival at Cascades Park, which attracted thousands for the kind of cultural experience for which FAMU is well known. • Attended the Tallahassee Memorial Hospital Gala. • Serve on the United Way of the Big Bend Board of Directors and supported the University's drive that exceeded its goal of raising \$40,000. • Participated in "Unity in the Community event in Cascade Park. • Supported the Tallahassee Symphony regarding a joint performance between FAMU Concert Choir and the Morehouse College Glee Club in "Ode to Understanding – Seven Last Words of the Unarmed." • Spoke to residents of Westminster Oaks Retirement Community about FAMU's strategic initiatives and invited the residents to attend on-campus events, such as concerts and theatre performances. • Keynote speaker at the Martin Luther King Day March at the Florida Capitol. • Attended "Sound the Alarm" chaired by First Lady Sharon Robinson to focus FAMU and the larger Tallahassee community on critical health issues. • Attended Tuscany Fundraiser held at the Viticulture Center, hosted by First Lady Sharon Robinson. That event helped raised \$10,000 for the Refuge House, an agency that provides shelter for battered and services for victims of sexual assault. <p>Other Organizations</p> <ul style="list-style-type: none"> • Attend meetings and regular speaker at the Rattler 220 Club. • Periodically attend and speak during meetings of the FAMU Retirees Club. • Greeted nearly 300 local members of Alpha Kappa Alpha Sorority, Inc and their national president Dr. Glenda Glover, during their Founder's Day Program held on FAMU's Campus. Dr. Glover is also president of Tennessee State University. • Attended luncheon sponsored by employees who are members of Delta Sigma Theta Sorority, Inc. where a scholarship donation was made to 	
--	--	--

**DR. LARRY ROBINSON'S 2018-19 SELF-ASSESSMENT
BOARD OF TRUSTEES EVALUATION FORM FOR THE PRESIDENT**

	the University in excess of \$5,800.	
Board and Governance Relations	Comments:	
<p>How effectively does the president:</p> <ul style="list-style-type: none"> • Build the relationship with the board? • Gain support from the board, especially on controversial issues? • Involve and call on the board to facilitate relationships for the president, especially in fund-raising and community relations? • Develop a good working understanding of the board's, the administration's and the faculty's respective roles in decision-making? • Involve the board in strategy in productive and appropriate ways? • Focus the board's attention on issues related to the president's professional development and personal welfare? • Focus the board's attention on decision-making and governance systems that need improvement? • Administer the affairs of the University consistent with the documented Board policy? 	<p><u>Build Relationships with the Board</u></p> <p>I continue to place a high priority on maintaining a strong relationship with the FAMU Board of Trustees and maintaining their support. I communicate with trustees, one-on-one regarding critical issues confronting the University and continue to keep them abreast regarding the great things that are happening at FAMU. I also make the Board aware of critical issues as soon as practicable, which includes providing them with pertinent information. I want to ensure that the Board is made aware before anyone else. I have also empowered and encourage senior staff to converse with the BOT regarding issues that need their approval.</p> <p>In addition, I have worked to maintain positive and effective relationships with the BOG, the Chancellor and his staff, along with my colleagues within the SUS Council of Presidents. Chair Lawson and I have attended several meetings with the Board of Governors chair Ned Lautenbach, Chancellor Criser to discuss issues that affect the achievement of our goals. I also hosted separate campus visits for Governors Patel, Cerio, and Vice Chair Kitson. Those visits were critical because the governors were able to see firsthand, the status of our facilities. They were also apprised of our financial needs from the perspective of our students, faculty and administrators.</p> <p><u>Gain Support from the Board</u></p> <p>The Board and I have established a positive relationship, grounded in mutual respect. This strong relationship is a critical component in moving the University forward. Because of that relationship, we have made significant strides/accomplishments in the following areas:</p> <ul style="list-style-type: none"> • 2019 Accountability Plan <ul style="list-style-type: none"> ○ Includes information on University's strategy, key initiatives, performance-based funding (PBF) metrics and other key performance metrics outcomes and projections, enrollment projections and proposed new programs under consideration by 	<p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 – Does Not Meet</p>

**DR. LARRY ROBINSON'S 2018-19 SELF-ASSESSMENT
BOARD OF TRUSTEES EVALUATION FORM FOR THE PRESIDENT**

	<p>the University.</p> <ul style="list-style-type: none"> • Budget/LBR • Amending several BOT regulations and policies, including: <ul style="list-style-type: none"> ○ Freedom of Expression and Assembly Rights and Responsibility Policy ○ University Communications and Media Policy ○ No Smoking and Tobacco Use Policy ○ Procurement Policy ○ Direct Support Organization Policy ○ Updated Alcohol on Campus Policy • BOT, BOG and Governor's approval of the U.S. Department of Education's Historically Black College and University (HBCU) Capital Financing Program. ○ BOT approval of the partnership with Duke Energy Florida to build a solar facility in Brooksville. <p><u>Involve Board to Facilitate Relationships, Especially in Fundraising and Community Relations</u></p> <ul style="list-style-type: none"> • Joined Trustee Robert Woody in presentation of Florida A&M University to the Gainesville business community. • Board members were solicited and encouraged to participate during the 2019 Legislative Session to lobby in support of initiatives identified in the 2019-19 LBR. Individual Board members went to the Capital with me and our governmental relations staff to advocate for our issues. • Board members' participation in events where funds were raised in support of FAMU (e.g., Annual National Alumni Association Convention, regionally hosted events by NAA chapters such as Polk County Florida Gala, Albany Georgia, Birmingham, AL; Atlanta, GA). • BOT members' contributions in support of the University have been made to the FAMU Foundation, the FAMU NAA, and FAMU Athletics. • Several Board members supported the University by making special monetary contributions to the FAMU Foundation, the College of Law Scholarship Gala, the President's Inaugural Scholarship Gala, FAMU DRS and the Athletics Department. <p>Good Working Understanding of Roles in Decision-Making</p>	
--	---	--

**DR. LARRY ROBINSON'S 2018-19 SELF-ASSESSMENT
BOARD OF TRUSTEES EVALUATION FORM FOR THE PRESIDENT**

	<ul style="list-style-type: none"> • Attend Faculty Senate meetings • Include two faculty members on the senior leadership team, campus-wide committees • Utilizing a vetting process for policies and regulations that requires a review and recommendation by the Faculty Senate, a BOT committee, and finally the Board of Trustees. • New policies revised/added in 2018-19 <ul style="list-style-type: none"> ○ Freedom of Expression and Assembly Rights and Responsibility Policy ○ University Communications and Media Policy ○ No Smoking and Tobacco Use Policy ○ Amended Procurement Policy ○ Direct Support Organization Policy ○ Updated Alcohol on Campus Policy • BOT approval of the first-time-in-college (FTIC) enrollment of profile (admits) assessors to a maximum of 15% for each enrolled cohort Fall 2020, Fall 2021, and Fall 2022, estimated at 1,460 students. <p><u>Involve the Board in Strategy in Productive and Appropriate Ways</u></p> <ul style="list-style-type: none"> • Worked jointly with the Board to develop an enhanced dashboards/scorecards site for up-to-date data on key institutional goals. • Engaged Board members in the development and implementation of a 2 + 2 program with Florida's state colleges. • Involved the Board in supporting and promoting the University's legislative priorities. Trustees were called on to lobby legislators regarding the CASS project and because of that support, the project was funded by the legislature. • Because of the strong President-BOT relationship, we have been able to accomplish major milestones over the past year, including acquiring addition funding for the CASS building, closing on an HBCU loan to fund a 700-bed housing project/refinancing current debt and breaking ground on the housing project. <p><u>Build Relationships with the Board</u></p> <ul style="list-style-type: none"> • Encourage the Board's attendance and/or participation in University related events: 	
--	--	--

**DR. LARRY ROBINSON'S 2018-19 SELF-ASSESSMENT
BOARD OF TRUSTEES EVALUATION FORM FOR THE PRESIDENT**

	<ul style="list-style-type: none"> ○ University Convocations ○ Football games ○ Grape Harvest Festival ○ Commencements ○ College of Law Hooding Ceremony ○ College of Education Pinning Ceremony ○ President's Ice Cream Social for New Student during the Fall Orientation Period ○ President's Reception for New Faculty during Faculty Pre-Planning ○ Basketball game when hosting the Legislature ○ Governors Prayer Breakfast hosted in the Lawson Center <ul style="list-style-type: none"> ● Recognizing and applauding the accomplishments of members of the Board: <ul style="list-style-type: none"> ○ Supported Trustee Washington by attending the reception and dinner where she was honored for being "Young Floridian of the Year." ● Support the Board in its self-evaluation process by providing University assessment experts to assist in the process and report ● Preparation of Board Chair's presentation for Board of Governors meeting regarding athletics, financial matters, facilities upgrades and enhancements and the accountability plan ● Supported the participation of the BOT in trainings: <ul style="list-style-type: none"> ○ Association of Governing Board Annual Conference ○ Other conferences/training for BOT members. <ul style="list-style-type: none"> ▪ Trustee Moore attended a P3 workshop at George Mason University in Arlington, VA. ▪ Board of Governors training for BOT members, November 2018. ● BOT chair Lawson and National Alumni Association liaison Trustee Woody attended the annual meeting and the National Alumni Association Convention. ● Chair Lawson attended the Summit on the Sustainability of HBCU's in Atlanta last fall. 	
--	--	--

**DR. LARRY ROBINSON'S 2018-19 SELF-ASSESSMENT
BOARD OF TRUSTEES EVALUATION FORM FOR THE PRESIDENT**

	<p>In accordance with BOT regulation 1.021 – Authority of the President, the following examples provide examples of my administration of affairs are consistent with BOT policy:</p> <ul style="list-style-type: none">• I continue to have organized and periodic reviews of the operations of the University (e.g., weekly meetings with senior leadership team on goals, divisional updates on accomplishments, challenges, etc.). Examples include the quarterly updates during each Board of Trustees meetings where we provide an update on our institutional goals which include our performance-based funding metrics and the institutional dashboards and scorecards (visit: http://president.famu.edu).• Working closely with BOT to ensure that the policies, regulations and plans are aligned with the Florida Board of Governors' system-wide strategic plan and regulations. An example is the annual Accountability Plan.• Consult regularly with the FAMU Board of Trustees on any matters that affect its policy-making and fiduciary responsibilities. An example includes regular updates on the University's budget and expenditures, which includes Athletics.• Ensure that the BOT policies are consistent with pertinent rules, regulations and laws. An example is the DSO policy approved changes that were mandated by a change in Florida law, requiring the Board of Trustees to approval.• Establishing a program for campus safety and emergency preparedness. An example is the campus safety alert system which sends alert notification to the campus community on inclement weather conditions and safety issues.• Understand the value of compromise without destruction or retaliation.	
--	---	--

**DR. LARRY ROBINSON'S 2018-19 SELF-ASSESSMENT
BOARD OF TRUSTEES EVALUATION FORM FOR THE PRESIDENT**

EVALUATION FACTORS	PERFORMANCE	EXPECTATIONS (Please circle one)
<p>Personal Characteristics and Values</p> <p>How effectively does the president:</p> <ul style="list-style-type: none"> • Demonstrate persistence in reaching goals? • Lead change? • Use political skills to negotiate agreements, create coalitions and build consensus? • Display interpersonal and people skills? • Communicate clearly and convincingly in various forms and contexts? • Show respect for others? • Listen? • Examine and challenge his or her assumptions and show a willingness to explore other viewpoints? • Understand his or her and others' feelings? • Reconcile conflict between self and others, and among groups and individuals? • Demonstrate honesty and integrity? • Inspire trust and confidence? 	<p>Comments:</p> <p>As the leader of this great institution, it has been my goal since becoming the University's 12th President to make myself visible and accessible to all FAMU constituents. My personal characteristics and values as president are evidenced in the following examples:</p> <p><u>Demonstrate Persistence in Reaching Goals</u></p> <ul style="list-style-type: none"> • Regular updates to Board of Trustees on progress made on the University's Institutional goals (e.g., President Goals, Performance Based Funding metrics, and Strategic/Work Plan Goals) • Development of Dashboard and Scorecards website that provide the status of the BOT identified institutional goals. Visit http://president.famu.edu (click on Goals). The dashboard/scorecard site was enhanced in 2018-19, the site now includes metric definitions, and college/school/program level dashboards and scorecards. <p><u>Use Political Skills to Negotiate Agreements, Create Coalitions and Build Consensus</u></p> <ul style="list-style-type: none"> • 2019 Legislative session (e.g., LBR) – \$24.8M CASS facility funding to complete new student services center. • Increased the number of 2+2 specialized articulation agreements from nine (9) to fifteen (15). • Signing of MOU, while on a six-day international trade mission to Israel, with the University of Haifa to expand study abroad options for FAMU students. • Signed agreement with Ross University School of Medicine (RUSM) to help more African-Americans attend medical school. FAMU and RUSM are establishing an educational pathway program, making it easier for FAMU graduate school students to study medicine at RUSM. <p><u>Display Interpersonal and People Skills</u></p> <ul style="list-style-type: none"> • Continue to be a communicator and a listener (e.g., relationship building - meeting with students, faculty, staff, alumni, BOT, BOG, Chancellor 	<p>1 - Exceeds</p> <p>2 – Meets</p> <p>3 – Does Not Meet</p>

**DR. LARRY ROBINSON'S 2018-19 SELF-ASSESSMENT
BOARD OF TRUSTEES EVALUATION FORM FOR THE PRESIDENT**

	<p>and other stakeholders). Activities included:</p> <ul style="list-style-type: none"> ○ Attending student sponsored events ○ Conducting Town Hall meetings ○ Ongoing meetings with students, faculty, staff, community organizations, alumni and other stakeholders of the university. <p><u>Communicate Clearly and Convincingly in Various Forms and Contexts</u></p> <ul style="list-style-type: none"> • Appointed to serve on a new STEM Education Advisory Panel under the purview of the National Science Foundation, in consultation with the Department of Education, NASA and the National Oceanic and Atmospheric Administration. • Participated in the U.S. Department of Education Capital Finance signing of \$125 million appropriation for funding of new “700 bed” dormitory at Florida A&M University. • Invited speaker and panelist <ul style="list-style-type: none"> ○ Tallahassee Chamber Retreat Keynote Speaker in Amelia Island, FL ○ Numerous National Alumni Chapter events and NAA Convention <ul style="list-style-type: none"> ▪ FAMU NAA Metro Atlanta Brunch Keynote Speaker ▪ FAMU NAA Tampa Chapter Gala Keynote Speaker ▪ Florida Classic Luncheon ○ 100 Black Men of America Annual Conference in Las Vegas, NV <p><u>Show Respect for Others/Listen</u></p> <ul style="list-style-type: none"> • Making myself available to others and listening to their concerns, views, and perspectives (e.g., students during hurricane season, housing issues, students and parents). <p><u>Examine and Challenge Assumptions</u></p> <ul style="list-style-type: none"> • Advocate for best-practices (e.g., encourage senior leadership to explore and communicate trends in higher education that can have an impact on the University. Encouraged senior leaders to collaborate on best-practices with other institutions, primarily SUS institutions on student success initiatives. 	
--	---	--

**DR. LARRY ROBINSON'S 2018-19 SELF-ASSESSMENT
BOARD OF TRUSTEES EVALUATION FORM FOR THE PRESIDENT**

	<p><u>Demonstrate Honesty and Integrity</u></p> <ul style="list-style-type: none"> • Transparency on ongoing issues (pros and cons) (e.g., telephone calls, visits and emails to FAMU BOT and Board of Governors members to keep them abreast of happenings at the University. • Reporting all critical issues to the board, whether positive or negative. <p><u>Inspire Trust and Confidence</u></p> <ul style="list-style-type: none"> • Demonstrated my ability to be transparent, responsive and responsible to the Boards, alumni, students, faculty, staff, legislature and other stakeholders. <p>My personal characteristics include:</p> <ul style="list-style-type: none"> • A strong advocate for student success. • A strong and engaged communicator and listener. • Commitment to the University's mission and vision. • Commitment to the highest standards of learning, teaching and scholarship. • Open and accessible leadership style that inspires trust and collaboration at all levels of the University. • A promoter of working together and removing silos. • A transparent administrator. • A goal setter, ensuring and promoting a shared vision. • A proponent and champion of shared governance. • Able to identify and hire strong, competent leaders. • Able to develop strategies to enhance the quality and integrity of our academic degree programs. • Able to effectively manage human, financial and capital assets; and • Responsible and responsive to Board, alumni, students, faculty, staff, legislators and other stakeholders. 	
--	--	--

**DR. LARRY ROBINSON'S 2018-19 SELF-ASSESSMENT
BOARD OF TRUSTEES EVALUATION FORM FOR THE PRESIDENT**

<p>Summary Questions</p> <ol style="list-style-type: none"> 1. What have been the president's major accomplishments in the leadership of the institution over the last year? 2. What single thing would you suggest to improve the president's effectiveness? 3. What other points need to be covered? 	<p><u>President's Major Accomplishments in Leadership</u> In my first full year as president, my primary focus continues to be student success. Since becoming president in November 2017, my efforts have been identifying strategies and best practices to improve our overall student success. Additionally, to provide an exceptional student experience, this my focus was on developing a strategic around service excellence and enhancing the efficiencies of the operations of the University. Through my leadership, a number of initiatives have been implemented this year to include, but not limited to:</p> <p><u>Student Success</u></p> <ul style="list-style-type: none"> • Through lobbying efforts in 2017-18, the University will receive for the 2019-20 fiscal year, \$13.7M in Performance Based Funding allocations. • Approval of the \$24.8M in the LBR for the CASS building, facility funding to complete new student services center. • Increase in the number of 2+2 specialized articulation agreements with Florida College System, from 9 to 15. • Recruitment initiatives to recruit and attract the best and brightest: <table border="1" data-bbox="856 831 1650 971"> <thead> <tr> <th></th> <th>Fall 2017</th> <th>Fall 2018</th> <th>Fall 2019*</th> </tr> </thead> <tbody> <tr> <td>H.S. GPA</td> <td>3.4</td> <td>3.5</td> <td>3.71</td> </tr> <tr> <td>SAT</td> <td>1,077</td> <td>1,111</td> <td>1,108</td> </tr> <tr> <td>ACT</td> <td>20.8</td> <td>21.3</td> <td>22.4</td> </tr> </tbody> </table> <p>*Fall 2019 is preliminary, based on students who have registered for the incoming fall 2019 semester.</p> <ul style="list-style-type: none"> • Enhancement to the Dashboards and Scorecards website that provides progress on Institutional Goals. Visit: president.famu.edu, click on Goals. • Development of Housing Enhancement Plan to address on-campus availability of on-campus residential facilities. • Garnering of scholarship funds to support student scholarships (E.g., \$450,000 National Alumni Association during the 2019 NAA Convention). • Hiring of additional advisors and peer mentors. • Ground-breaking of the Housing and Dining facilities. • Construction of the new amphitheater. 		Fall 2017	Fall 2018	Fall 2019*	H.S. GPA	3.4	3.5	3.71	SAT	1,077	1,111	1,108	ACT	20.8	21.3	22.4	
	Fall 2017	Fall 2018	Fall 2019*															
H.S. GPA	3.4	3.5	3.71															
SAT	1,077	1,111	1,108															
ACT	20.8	21.3	22.4															

**DR. LARRY ROBINSON'S 2018-19 SELF-ASSESSMENT
BOARD OF TRUSTEES EVALUATION FORM FOR THE PRESIDENT**

	<p><u>Faculty and Staff</u></p> <ul style="list-style-type: none">• Unifying the campus community (e.g. 2019 President's Retreat – focused on customer service with over 200 managers/administrators participating, faculty senate meeting, faculty representation on senior leadership team).• State of University address outlined the University's vision and strategic priorities.• Succession Planning Initiative - http://www.famu.edu/index.cfm?hr&SuccessionPlanning• Diversity and Inclusion Initiative - http://www.famu.edu/index.cfm?dos&DIVERSITYANDINCLUSION <p><u>Engagement</u></p> <ul style="list-style-type: none">• Building a strong relationship with BOT, BOG, Chancellor's office, faculty, students, staff, alumni, elected officials, parents, community, civic and business leaders and other key stakeholders.• Initiated a new approach to advancing FAMU's legislative agenda (e.g., hosting of legislators on campus).• Ensured FAMU's consistent presence at the State Capitol before and during 2019 Legislative Session. <p><u>Accountability</u></p> <ul style="list-style-type: none">• Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) was successful in receiving no recommendations or follow-up on 94+ plus standards. SACSCOC will release the official results during its December 2018 meeting.• Hiring of the key leadership positions at the vice president and dean levels.• Monitoring of plans to support efforts focused on the following:<ul style="list-style-type: none">○ Athletics○ Retention and graduation rates○ Licensure pass rates○ Student employment outcomes○ Student debt○ Recruitment of FCS AA transfer students	
--	--	--

**DR. LARRY ROBINSON'S 2018-19 SELF-ASSESSMENT
BOARD OF TRUSTEES EVALUATION FORM FOR THE PRESIDENT**

	<p align="center">○ Strategic Plan initiatives</p> <p><u>Improve the President's Effectiveness</u> The single most important thing to improve my effectiveness is garnering resources that are needed to support the success of our students, faculty, staff and the campus infrastructure needs (e.g., scholarship funds, need-based aid, residential facilities, athletics, faculty research labs, campus technology upgrades, faculty and staff incentives to support and promote exceptional performance, etc.).</p> <p>It is an honor to be the 12th President of Florida Agricultural and Mechanical University (FAMU). We have made strides in several areas over the past year and we will be even more aggressive next year as we collectively work as a unified team to become a model institution for student success and achievement. I am here to serve and I am open to any feedback that is provided to make FAMU a "first-choice" University.</p>	
--	---	--

Evaluation Rating Definitions

Exceeds Expectations:

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

Meets Expectations:

- Competently performs job functions/duties on a day-to-day basis and regularly meets expectations and job description requirements with some tasks performed beyond expectations.
- Routinely meets expectations and role requirements by producing a high quality of work on a consistent basis.

**DR. LARRY ROBINSON'S 2018-19 SELF-ASSESSMENT
BOARD OF TRUSTEES EVALUATION FORM FOR THE PRESIDENT**

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

Does Not Meet Expectations:

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

TRUSTEES' EVALUATIONS

TRUSTEE MATTHEW M. CARTER II

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

Trustee: Matthew M. Carter II

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

EVALUATION FACTORS	PERFORMANCE	EXPECTATIONS (Please circle one)
<p>Annual Priorities and Goals – 2018-19</p> <p>How effective was the president:</p> <ul style="list-style-type: none"> • Attaining the goals approved by the Board? • In demonstrating the attainment of the goals set (e.g. comparative data, trends, ratio analyses of the metrics) • In communicating the attained goals? 	<p>Comments: Dr. Robinson Exceeds in the area of Annual Priorities and Goals – 2018-19 for FAMU, during this Evaluation Period.</p>	<p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 – Does Not Meet</p>
<p>Strategic Leadership</p> <p>How effectively does the president:</p> <ul style="list-style-type: none"> • Demonstrate an understanding of the culture of the organization and convincingly tell its story? • Discern and communicate the meaning of external trends and the institution's strategic situation? • Renew the mission and articulate a compelling vision? • Shape a productive strategy process and enlist the participation and confidence of others in it? • Implement the strategy and make things happen to achieve competitive advantage and respond to the driving forces of change 	<p>Comments: Dr. Robinson Exceeds in the area of Strategic Leadership for FAMU during this Evaluation Period.</p>	<p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 – Does Not Meet</p>

**BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON**

<p>and competition?</p> <ul style="list-style-type: none"> • Lead the creation of a long-range strategic plan that engages all stakeholders? 		
<p>Educational Leadership</p> <p>How effectively does the president:</p> <ul style="list-style-type: none"> • Propose educational directions and priorities that motivate others? • Assure academic quality by expecting the use of evidence to improve performance? • Mobilize resources to support educational programs? • Encourage and enable educational and curricular change and innovation? • Understand and participate in academic governance and collaborative decision-making? • Attract and retain strong faculty? 	<p>Comments: Dr. Robinson Exceeds in the area of Educational Leadership for FAMU during this Evaluation Period.</p>	<p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 – Does Not Meet</p>
<p>Organizational Management</p> <p>How effectively does the president:</p> <ul style="list-style-type: none"> • Manage – analyze, organize, plan, direct, evaluate, renew – basic institutional processes and resources (finances, technology, human resources, facilities, services, etc.)? • Create a sense of urgency and drive results in key performance areas such as admissions, enrollment, retention, student learning, fundraising, research, service, finances, and facilities? • Set high standards and hold people 	<p>Comments: Dr. Robinson Exceeds in the area of Organizational Management for FAMU during this Evaluation Period.</p>	<p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 – Does Not Meet</p>

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

<p>responsible for results?</p> <ul style="list-style-type: none"> • Make clear and timely decisions? • Make tough decisions? • Use analytical and creative thinking to solve problems? • Plan for and manage crises? (e.g. anti-hazing) • Attract, retain and develop talented personnel? • Oversee a competent leadership team that takes responsibility, sets and achieves goals that advance the University’s mission and promotes a collegial attitude when engaging key stakeholders (e.g. Board alumnae, faculty, students, community)? 		
<p>Financial Management How effectively does the president:</p> <ul style="list-style-type: none"> • Understand and manage the organization’s financial dynamics, metrics and processes (budgeting, costs, revenues, overhead, balances, and investments) and communicate financial realities to stakeholders? • Manage resources efficiently and build long-term financial equilibrium (create operating balances, add revenues at a faster rate than expenses, provide for depreciation, and increase the purchasing power of the endowment)? • Provide supervision of the University’s buildings, grounds and equipment and ensuring appropriate communication and approval for expenses that require Board approval? 	<p>Comments: Dr. Robinson Meets the requirements in the area of Financial Management for FAMU during this Evaluation Period.</p>	<p>1 - Exceeds 2 - Meets 3 – Does Not Meet</p>

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

<ul style="list-style-type: none"> • Fully inform and engage timely the Board on fiscal matters impacting the University? • Promote informed decision making and facilitate timely discussion and delivery of comprehensive information to the Board around the formulation of a current and multi-year budget that would include recommendation from the administration (e.g. collective bargaining, faculty, salary, equity, athletics, legislative budget requests (LBR) & FAMU-FSU College of Engineering)? 		
<p>Work Plan How effectively does the president:</p> <ul style="list-style-type: none"> • Provide on-going and timely updates regarding the implementation, progress, milestones achieved and concerns? • Meet the goals established by the Board and approved by the BOG? 	<p>Comments: Dr. Robinson Exceeds in the area of the annual Work Plan for FAMU during this Evaluation Period.</p>	<p>1 - Exceeds 2 - Meets 3 – Does Not Meet</p>
<p>Fund Raising How effectively does the president:</p> <ul style="list-style-type: none"> • Lead and engage others in the fund-raising program? • Build relationships with major donors? • Obtain gifts and grants relative to full potential from individuals, alumni, corporations and foundations? • Provide stewardship for gifts that have been received? • Inform and engage the board appropriately? 	<p>Comments: Dr. Robinson Exceeds in the area of Fund Raising for FAMU during this Evaluation Period.</p>	<p>1 - Exceeds 2 - Meets 3 – Does Not Meet</p>

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

<p>External Relations How effectively does the president:</p> <ul style="list-style-type: none"> • Build credibility and influence with external constituencies? (e.g. DSO, BOG, SACS, & NCAA) • Provide leadership to local, regional and national higher education? • Increase the visibility and reputation of the institution in a manner that has a direct correlation to attainment of performance metrics associated with the University and increases our standing within the SUS and HBCU rankings? • Relate to alumni and gain their support? • Build credibility and influence with media? • Influence legislators and public officials? • Provide consensus building, focused leadership on matters related to the University and Board of Trustees? 	<p>Comments: Dr. Robinson Exceeds in the area of External Relations for FAMU during this Evaluation Period.</p>	<p>1 - Exceeds 2 - Meets 3 – Does Not Meet</p>
<p>Internal Relations How effectively does the president:</p> <ul style="list-style-type: none"> • Develop a climate and programs that enhance diversity? • Interact with students and demonstrate commitment to their welfare? • Work with the faculty to develop initiatives to advance their work and professional well-being? • Work with the staff to create opportunities and resources to recognize their service and enhance their development? • Ensure strong faculty and community relations? 	<p>Comments: Dr. Robinson Exceeds in the area of Internal Relations for FAMU during this Evaluation Period.</p>	<p>1 - Exceeds 2 - Meets 3 – Does Not Meet</p>

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

<p>Board and Governance Relations</p> <p>How effectively does the president:</p> <ul style="list-style-type: none"> • Build the relationship with the board? • Gain support from the board, especially on controversial issues? • Involve and call on the board to facilitate relationships for the president, especially in fund-raising and community relations? • Develop a good working understanding of the board's, the administration's and the faculty's respective roles in decision-making? • Involve the board in strategy in productive and appropriate ways? • Focus the board's attention on issues related to the president's professional development and personal welfare? • Focus the board's attention on decision-making and governance systems that need improvement? • Administer the affairs of the University consistent with the documented Board policy? 	<p>Comments: Dr. Robinson Exceeds in the area of Board and Governance Relations for FAMU during this Evaluation Period.</p>	<p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 – Does Not Meet</p>
<p>EVALUATION FACTORS</p>	<p style="text-align: center;">PERFORMANCE</p>	<p style="text-align: center;">EXPECTATIONS (Please circle one)</p>
<p>Personal Characteristics and Values</p> <p>How effectively does the president:</p> <ul style="list-style-type: none"> • Demonstrate persistence in reaching goals? • Lead change? • Use political skills to negotiate agreements, create coalitions and build consensus? • Display interpersonal and people skills? 	<p>Comments: Dr. Robinson Exceeds in the area of Personal Characteristics and Values for FAMU during this Evaluation Period.</p>	<p>1 - Exceeds</p> <p>2 – Meets</p> <p>3 – Does Not Meet</p>

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

<ul style="list-style-type: none"> • Communicate clearly and convincingly in various forms and contexts? • Show respect for others? • Listen? • Examine and challenge his or her assumptions and show a willingness to explore other viewpoints? • Understand his or her and others' feelings? • Reconcile conflict between self and others, and among groups and individuals? • Demonstrate honesty and integrity? • Inspire trust and confidence? 		
<p>Summary Questions</p> <ol style="list-style-type: none"> 1. What have been the president's major accomplishments in the leadership of the institution over the last year? 2. What single thing would you suggest to improve the president's effectiveness? 3. What other points need to be covered? 	<ol style="list-style-type: none"> 1. Dr. Robinson continued his success this year in meeting the requirements of leadership from FAMU'S vision, mission and goals for 2018-19. Based on the full panoply of operations and activities that benefitted FAMU in a manner is why Dr. Robinson has excelled in all areas of this annual evaluation; except for Financial Management (an area where he Meets the expectations and requirements). He has worked tirelessly with the entire body of FAMU Stakeholders, our external Governing Authority (BOG) and reached to new and additional entities sharing the FAMU story and recruiting the best and brightest students. 2. Dr. Robinson can improve on the Financial Management, as he responded immediately when he learned of a financial concern with loans to the FAMU Athletic Department. 3. None at this time. 	

Evaluation Rating Definitions

Exceeds Expectations:

- Significantly and consistently exceeds expectations(s) by producing a high quality and quantity of work.
- Undertakes additional job functions/duties, through own initiative, that further the goals of and make significant contributions to the institution.

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

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

Meets Expectations:

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

Does Not Meet Expectations:

- Inconsistently demonstrates the skills and abilities to perform job functions/duties or responsibilities satisfactorily.
- Demonstrates minimal initiative to improve performance on a consistent basis.
- Requires frequent supervision on routine activities due to low performance or skill level even when provided additional coaching or feedback.
- Engages in less effective or less than positive interactions with supervisors, faculty, colleagues, students or members of the University community.
- Consistently fails to meet expectations and job description requirements.
- Fails to possess full knowledge of the job functions/duties.
- Is perceived by peers and supervisors as non-collaborative and not being a team player.

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

- Ineffectively interacts with peers, supervisors, other University staff, students, parents, or the public.
- Takes little or no initiative, even with prompting to improve performance.

TRUSTEE THOMAS W. DORTCH, JR.

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

Trustee: THOMAS W. DORTCH

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

EVALUATION FACTORS	PERFORMANCE	EXPECTATIONS (Please circle one)
<p>Annual Priorities and Goals – 2018-19</p> <p>How effective was the president:</p> <ul style="list-style-type: none"> • Attaining the goals approved by the Board? • In demonstrating the attainment of the goals set (e.g. comparative data, trends, ratio analyses of the metrics) • In communicating the attained goals? 	<p>Comments:</p> <p>DR. ROBINSON HAS CLEARLY DEMONSTRATED HIS COMMITMENT TO ACHIEVE SET GOALS.</p>	<p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 - Does Not Meet</p>
<p>Strategic Leadership</p> <p>How effectively does the president:</p> <ul style="list-style-type: none"> • Demonstrate an understanding of the culture of the organization and convincingly tell its story? • Discern and communicate the meaning of external trends and the institution's strategic situation? • Renew the mission and articulate a compelling vision? • Shape a productive strategy process and enlist the participation and confidence of others in it? • Implement the strategy and make things happen to achieve competitive advantage and respond to the driving forces of change 	<p>Comments:</p> <p>DR. ROBINSON HAS BEEN A TIMELESS CHAMPION OF FLORIDA A&M UNIVERSITY'S PROGRESS AND COMMITMENT TO QUALITY EDUCATION.</p>	<p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 - Does Not Meet</p>

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

<p>and competition?</p> <ul style="list-style-type: none"> • Lead the creation of a long-range strategic plan that engages all stakeholders? 		
<p>Educational Leadership</p> <p>How effectively does the president:</p> <ul style="list-style-type: none"> • Propose educational directions and priorities that motivate others? • Assure academic quality by expecting the use of evidence to improve performance? • Mobilize resources to support educational programs? • Encourage and enable educational and curricular change and innovation? • Understand and participate in academic governance and collaborative decision-making? • Attract and retain strong faculty? 	<p>Comments:</p>	<p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 - Does Not Meet</p>
<p>Organizational Management</p> <p>How effectively does the president:</p> <ul style="list-style-type: none"> • Manage – analyze, organize, plan, direct, evaluate, renew – basic institutional processes and resources (finances, technology, human resources, facilities, services, etc.)? • Create a sense of urgency and drive results in key performance areas such as admissions, enrollment, retention, student learning, fundraising, research, service, finances, and facilities? • Set high standards and hold people 	<p>Comments:</p> <p><i>HE CONTINUES TO BUILD HIS QUALITY LEADERSHIP TEAM.</i></p>	<p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 - Does Not Meet</p>

**BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON**

<p>responsible for results?</p> <ul style="list-style-type: none"> • Make clear and timely decisions? • Make tough decisions? • Use analytical and creative thinking to solve problems? • Plan for and manage crises? (e.g. anti-hazing) • Attract, retain and develop talented personnel? • Oversee a competent leadership team that takes responsibility, sets and achieves goals that advance the University's mission and promotes a collegial attitude when engaging key stakeholders (e.g. Board alumnae, faculty, students, community)? 		
<p>Financial Management How effectively does the president:</p> <ul style="list-style-type: none"> • Understand and manage the organization's financial dynamics, metrics and processes (budgeting, costs, revenues, overhead, balances, and investments) and communicate financial realities to stakeholders? • Manage resources efficiently and build long-term financial equilibrium (create operating balances, add revenues at a faster rate than expenses, provide for depreciation, and increase the purchasing power of the endowment)? • Provide supervision of the University's buildings, grounds and equipment and ensuring appropriate communication and approval for expenses that require Board approval? 	<p>Comments:</p> <p><i>Demonstrates his Commitment</i></p>	<p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 - Does Not Meet</p>

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

<ul style="list-style-type: none"> Fully inform and engage timely the Board on fiscal matters impacting the University? Promote informed decision making and facilitate timely discussion and delivery of comprehensive information to the Board around the formulation of a current and multi-year budget that would include recommendation from the administration (e.g. collective bargaining, faculty, salary, equity, athletics, legislative budget requests (LBR) & FAMU-FSU College of Engineering)? 		
<p>Work Plan How effectively does the president:</p> <ul style="list-style-type: none"> Provide on-going and timely updates regarding the implementation, progress, milestones achieved and concerns? Meet the goals established by the Board and approved by the BOG? 	<p>Comments:</p> <p style="font-size: 2em; text-align: center;"><i>COMMITTED</i></p>	<p>1 - Exceeds <input checked="" type="radio"/> 2 - Meets 3 - Does Not Meet</p>
<p>Fund Raising How effectively does the president:</p> <ul style="list-style-type: none"> Lead and engage others in the fund-raising program? Build relationships with major donors? Obtain gifts and grants relative to full potential from individuals, alumni, corporations and foundations? Provide stewardship for gifts that have been received? Inform and engage the board appropriately? 	<p>Comments:</p> <p style="font-size: 1.5em; text-align: center;"><i>HAS selected a great leader to manage fund development and has invested the time to achieve success</i></p>	<p>1 - Exceeds <input checked="" type="radio"/> 2 - Meets 3 - Does Not Meet</p>

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

<p>External Relations How effectively does the president:</p> <ul style="list-style-type: none"> • Build credibility and influence with external constituencies? (e.g. DSO, BOG, SACS, & NCAA) • Provide leadership to local, regional and national higher education? • Increase the visibility and reputation of the institution in a manner that has a direct correlation to attainment of performance metrics associated with the University and increases our standing within the SUS and HBCU rankings? • Relate to alumni and gain their support? • Build credibility and influence with media? • Influence legislators and public officials? • Provide consensus building, focused leadership on matters related to the University and Board of Trustees? 	<p>Comments:</p> <p align="center"><i>GREAT work!</i></p>	<p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 - Does Not Meet</p>
<p>Internal Relations How effectively does the president:</p> <ul style="list-style-type: none"> • Develop a climate and programs that enhance diversity? • Interact with students and demonstrate commitment to their welfare? • Work with the faculty to develop initiatives to advance their work and professional well-being? • Work with the staff to create opportunities and resources to recognize their service and enhance their development? • Ensure strong faculty and community relations? 	<p>Comments:</p> <p align="center"><i>VERY good.</i></p>	<p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 - Does Not Meet</p>

**BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON**

Board and Governance Relations	Comments:	
<p>How effectively does the president:</p> <ul style="list-style-type: none"> • Build the relationship with the board? • Gain support from the board, especially on controversial issues? • Involve and call on the board to facilitate relationships for the president, especially in fund-raising and community relations? • Develop a good working understanding of the board's, the administration's and the faculty's respective roles in decision-making? • Involve the board in strategy in productive and appropriate ways? • Focus the board's attention on issues related to the president's professional development and personal welfare? • Focus the board's attention on decision-making and governance systems that need improvement? • Administer the affairs of the University consistent with the documented Board policy? 	<p align="center">CONSTANTLY COMMUNICATES WITH BOARD. IS TRANSPARENT</p>	
		<p align="center">1 - Exceeds 2 - Meets 3 - Does Not Meet</p>
EVALUATION FACTORS	PERFORMANCE	EXPECTATIONS (Please circle one)
<p>How effectively does the president:</p> <ul style="list-style-type: none"> • Demonstrate persistence in reaching goals? • Lead change? • Use political skills to negotiate agreements, create coalitions and build consensus? • Display interpersonal and people skills? 	<p align="center">DR ROBINSON IS A BRIDGE BUILDER.</p>	
		<p align="center">1 - Exceeds 2 - Meets 3 - Does Not Meet</p>

**BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON**

<ul style="list-style-type: none"> • Communicate clearly and convincingly in various forms and contexts? • Show respect for others? • Listen? • Examine and challenge his or her assumptions and show a willingness to explore other viewpoints? • Understand his or her and others' feelings? • Reconcile conflict between self and others, and among groups and individuals? • Demonstrate honesty and integrity? • Inspire trust and confidence? 		
<p>Summary Questions</p> <ol style="list-style-type: none"> 1. What have been the president's major accomplishments in the leadership of the institution over the last year? 2. What single thing would you suggest to improve the president's effectiveness? 3. What other points need to be covered? 	<p>① HE HAS REGAINED TRUST IN FAMU WITH ITS STAKEHOLDERS.</p> <p>② EXPAND HIS NETWORK OF CORPORATE AND FOUNDATION SUPPORTERS AND CONTACTS.</p> <p>③</p>	

Evaluation Rating Definitions

Exceeds Expectations:

- Significantly and consistently exceeds expectations(s) by producing a high quality and quantity of work.
- Undertakes additional job functions/duties, through own initiative, that further the goals of and make significant contributions to the institution.
- Is dependable, highly reliable and follows through on all provided or otherwise undertaken initiatives or requests and is effective in a variety of settings including one-on-one communications, writing skills, correspondence, and public situations.
- Demonstrates exceptional in-depth knowledge of the job functions/duties and is highly recognized by others within the University community.

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

- Exhibits model behavior that exemplifies the values and qualities of the organization and that is worthy of emulation.
- Skillfully and in a highly reliable manner handles multiple and varied types of tasks with competing priorities.
- Skillfully resolves conflicts in the midst of differing opinions by creatively developing a compromise within competing interest.
- Exhibits teamwork or is a team player in varied settings and influence others to work collaboratively to bring about a positive impact while furthering the goals of the institution.

Meets Expectations:

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

Does Not Meet Expectations:

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

TRUSTEE BETTY A. GRABLE

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

Trustee: Bettye A. Grable, PhD

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

EVALUATION FACTORS	PERFORMANCE	EXPECTATIONS (Please circle one)
<p>Annual Priorities and Goals – 2018-19</p> <p>How effective was the president:</p> <ul style="list-style-type: none"> • Attaining the goals approved by the Board? • In demonstrating the attainment of the goals set (e.g. comparative data, trends, ratio analyses of the metrics) • In communicating the attained goals? 	<p>Comments:</p> <p>The President met 6 out of 9 of his 2018-2019 Annual Priorities and Goals.</p>	<p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 – Does Not Meet</p>
<p>Strategic Leadership</p> <p>How effectively does the president:</p> <ul style="list-style-type: none"> • Demonstrate an understanding of the culture of the organization and convincingly tell its story? • Discern and communicate the meaning of external trends and the institution’s strategic situation? • Renew the mission and articulate a compelling vision? • Shape a productive strategy process and enlist the participation and confidence of others in it? • Implement the strategy and make things happen to achieve competitive advantage 	<p>Comments:</p>	<p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 – Does Not Meet</p>

**BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON**

<p>and respond to the driving forces of change and competition?</p> <ul style="list-style-type: none"> • Lead the creation of a long-range strategic plan that engages all stakeholders? 		
<p>Educational Leadership</p> <p>How effectively does the president:</p> <ul style="list-style-type: none"> • Propose educational directions and priorities that motivate others? • Assure academic quality by expecting the use of evidence to improve performance? • Mobilize resources to support educational programs? • Encourage and enable educational and curricular change and innovation? • Understand and participate in academic governance and collaborative decision-making? • Attract and retain strong faculty? 	<p>Comments: President Robinson served as a FAMU faculty member prior to his ascent to the FAMU presidency. His educational leadership of Florida A&M University represents excellence.</p>	<p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 – Does Not Meet</p>
<p>Organizational Management</p> <p>How effectively does the president:</p> <ul style="list-style-type: none"> • Manage – analyze, organize, plan, direct, evaluate, renew – basic institutional processes and resources (finances, technology, human resources, facilities, services, etc.)? • Create a sense of urgency and drive results in key performance areas such as admissions, enrollment, retention, student learning, fundraising, research, service, finances, and facilities? 	<p>Comments:</p>	<p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 – Does Not Meet</p>

**BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON**

<ul style="list-style-type: none"> • Set high standards and hold people responsible for results? • Make clear and timely decisions? • Make tough decisions? • Use analytical and creative thinking to solve problems? • Plan for and manage crises? (e.g. anti-hazing) • Attract, retain and develop talented personnel? • Oversee a competent leadership team that takes responsibility, sets and achieves goals that advance the University’s mission and promotes a collegial attitude when engaging key stakeholders (e.g. Board alumnae, faculty, students, community)? 		
<p>Financial Management How effectively does the president:</p> <ul style="list-style-type: none"> • Understand and manage the organization’s financial dynamics, metrics and processes (budgeting, costs, revenues, overhead, balances, and investments) and communicate financial realities to stakeholders? • Manage resources efficiently and build long-term financial equilibrium (create operating balances, add revenues at a faster rate than expenses, provide for depreciation, and increase the purchasing power of the endowment)? • Provide supervision of the University’s buildings, grounds and equipment and ensuring appropriate communication and 	<p>Comments:</p>	<p>1 - Exceeds 2 - Meets 3 – Does Not Meet</p>

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

<p>approval for expenses that require Board approval?</p> <ul style="list-style-type: none"> • Fully inform and engage timely the Board on fiscal matters impacting the University? • Promote informed decision making and facilitate timely discussion and delivery of comprehensive information to the Board around the formulation of a current and multi-year budget that would include recommendation from the administration (e.g. collective bargaining, faculty, salary, equity, athletics, legislative budget requests (LBR) & FAMU-FSU College of Engineering)? 		
<p>Work Plan How effectively does the president:</p> <ul style="list-style-type: none"> • Provide on-going and timely updates regarding the implementation, progress, milestones achieved and concerns? • Meet the goals established by the Board and approved by the BOG? 	<p>Comments:</p>	<p>1 - Exceeds 2 - Meets 3 – Does Not Meet</p>
<p>Fund Raising How effectively does the president:</p> <ul style="list-style-type: none"> • Lead and engage others in the fund-raising program? • Build relationships with major donors? • Obtain gifts and grants relative to full potential from individuals, alumni, corporations and foundations? • Provide stewardship for gifts that have been received? • Inform and engage the board appropriately? 	<p>Comments:</p>	<p>1 - Exceeds 2 - Meets 3 – Does Not Meet</p>

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

<p>External Relations How effectively does the president:</p> <ul style="list-style-type: none"> • Build credibility and influence with external constituencies? (e.g. DSO, BOG, SACS, & NCAA) • Provide leadership to local, regional and national higher education? • Increase the visibility and reputation of the institution in a manner that has a direct correlation to attainment of performance metrics associated with the University and increases our standing within the SUS and HBCU rankings? • Relate to alumni and gain their support? • Build credibility and influence with media? • Influence legislators and public officials? • Provide consensus building, focused leadership on matters related to the University and Board of Trustees? 	<p>Comments:</p>	<p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 – Does Not Meet</p>
<p>Internal Relations How effectively does the president:</p>	<p>Comments:</p>	

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

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

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

<ul style="list-style-type: none"> • Administer the affairs of the University consistent with the documented Board policy? 		
EVALUATION FACTORS	PERFORMANCE	EXPECTATIONS (Please circle one)
<p>Personal Characteristics and Values</p> <p>How effectively does the president:</p> <ul style="list-style-type: none"> • Demonstrate persistence in reaching goals? • Lead change? • Use political skills to negotiate agreements, create coalitions and build consensus? • Display interpersonal and people skills? • Communicate clearly and convincingly in various forms and contexts? • Show respect for others? • Listen? • Examine and challenge his or her assumptions and show a willingness to explore other viewpoints? • Understand his or her and others' feelings? • Reconcile conflict between self and others, and among groups and individuals? • Demonstrate honesty and integrity? • Inspire trust and confidence? 	<p>President Robinson is a consummate professional. He seeks input from all stakeholders within the University community. The president is a good listener and is respectful of all viewpoints as he makes decisions that will impact FAMU for many years to come.</p>	<p>1 - Exceeds</p> <p>2 – Meets</p> <p>3 – Does Not Meet</p>

**BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON**

Summary Questions		
<ol style="list-style-type: none"> 1. What have been the president’s major accomplishments in the leadership of the institution over the last year? 2. What single thing would you suggest to improve the president’s effectiveness? 3. What other points need to be covered? 		

Evaluation Rating Definitions

Exceeds Expectations:

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

Meets Expectations:

- Competently performs job functions/duties on a day-to-day basis and regularly meets expectations and job description requirements with some tasks performed beyond expectations.
- Routinely meets expectations and role requirements by producing a high quality of work on a consistent basis.

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

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

Does Not Meet Expectations:

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

TRUSTEE DAVID LAWRENCE JR.

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

Trustee: David LAWRENCE JR.

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

EVALUATION FACTORS	PERFORMANCE	EXPECTATIONS (Please circle one)
<p>Annual Priorities and Goals – 2018-19</p> <p>How effective was the president:</p> <ul style="list-style-type: none"> • Attaining the goals approved by the Board? • In demonstrating the attainment of the goals set (e.g. comparative data, trends, ratio analyses of the metrics) • In communicating the attained goals? 	<p>Comments:</p> <p><i>The president has led real progress. Under his leadership it is becoming a stronger academic institution. But we need more progress in graduating high-quality students in 4 years</i></p>	<p>1 - Exceeds</p> <p><u>2 - Meets</u></p> <p>3 - Does Not Meet</p>
<p>Strategic Leadership</p> <p>How effectively does the president:</p> <ul style="list-style-type: none"> • Demonstrate an understanding of the culture of the organization and convincingly tell its story? • Discern and communicate the meaning of external trends and the institution's strategic situation? • Renew the mission and articulate a compelling vision? • Shape a productive strategy process and enlist the participation and confidence of others in it? • Implement the strategy and make things happen to achieve competitive advantage and respond to the driving forces of change 	<p>Comments:</p> <p><i>The president is a strong, visible and effective leader and spokesman for FAMU. That leadership is already paying dividends.</i></p>	<p><u>1 - Exceeds</u></p> <p>2 - Meets</p> <p>3 - Does Not Meet</p>

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

<p>and competition?</p> <ul style="list-style-type: none"> • Lead the creation of a long-range strategic plan that engages all stakeholders? 		
Educational Leadership		
<p>How effectively does the president:</p> <ul style="list-style-type: none"> • Propose educational directions and priorities that motivate others? • Assure academic quality by expecting the use of evidence to improve performance? • Mobilize resources to support educational programs? • Encourage and enable educational and curricular change and innovation? • Understand and participate in academic governance and collaborative decision-making? • Attract and retain strong faculty? 	<p>Comments:</p> <p><i>He is academically gifted, and pushes others to be the same. He has gathered a strong leadership team, and seems to have strong and good relationships with faculty and staff.</i></p>	<p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 - Does Not Meet</p>
Organizational Management		
<p>How effectively does the president:</p> <ul style="list-style-type: none"> • Manage – analyze, organize, plan, direct, evaluate, renew – basic institutional processes and resources (finances, technology, human resources, facilities, services, etc.)? • Create a sense of urgency and drive results in key performance areas such as admissions, enrollment, retention, student learning, fundraising, research, service, finances, and facilities? • Set high standards and hold people 	<p>Comments:</p> <p><i>He is attentive to the details of administrative duties. And he is gaining momentum. He needs to grow in building a sense of urgency with everyone.</i></p>	<p>1 Exceeds</p> <p>2 - Meets</p> <p>3 - Does Not Meet</p>

**BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON**

<ul style="list-style-type: none"> responsible for results? • Make clear and timely decisions? • Make tough decisions? • Use analytical and creative thinking to solve problems? • Plan for and manage crises? (e.g. anti-hazing) • Attract, retain and develop talented personnel? • Oversee a competent leadership team that takes responsibility, sets and achieves goals that advance the University's mission and promotes a collegial attitude when engaging key stakeholders (e.g. Board alumnae, faculty, students, community)? 		
<p>Financial Management How effectively does the president:</p> <ul style="list-style-type: none"> • Understand and manage the organization's financial dynamics, metrics and processes (budgeting, costs, revenues, overhead, balances, and investments) and communicate financial realities to stakeholders? • Manage resources efficiently and build long-term financial equilibrium (create operating balances, add revenues at a faster rate than expenses, provide for depreciation, and increase the purchasing power of the endowment)? • Provide supervision of the University's buildings, grounds and equipment and ensuring appropriate communication and approval for expenses that require Board approval? 	<p>Comments:</p> <p style="font-family: cursive; font-size: 1.2em; color: blue;">He sets a fine example here -- with an overall vision of accountability blended with appreciation for the details.</p>	<p style="text-align: center;">1 - Exceeds</p> <p style="text-align: center;">2 - Meets</p> <p style="text-align: center;">3 - Does Not Meet</p>

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

<ul style="list-style-type: none"> Fully inform and engage timely the Board on fiscal matters impacting the University? Promote informed decision making and facilitate timely discussion and delivery of comprehensive information to the Board around the formulation of a current and multi-year budget that would include recommendation from the administration (e.g. collective bargaining, faculty, salary, equity, athletics, legislative budget requests (LBR) & FAMU-FSU College of Engineering)? 		
Work Plan	Comments:	
<p>How effectively does the president:</p> <ul style="list-style-type: none"> Provide on-going and timely updates regarding the implementation, progress, milestones achieved and concerns? Meet the goals established by the Board and approved by the BOG? 	<p><i>He is an excellent communicator with all constituencies</i></p>	<p><u>1 - Exceeds</u> 2 - Meets 3 - Does Not Meet</p>
Fund Raising	Comments:	
<p>How effectively does the president:</p> <ul style="list-style-type: none"> Lead and engage others in the fund-raising program? Build relationships with major donors? Obtain gifts and grants relative to full potential from individuals, alumni, corporations and foundations? Provide stewardship for gifts that have been received? Inform and engage the board appropriately? 	<p><i>Progress being made. Much more must be done. Instincts are excellent. Real momentum will be more momentum -- and money. His development is superb; they (he and she) are a good team.</i></p>	<p>1 - Exceeds <u>2 - Meets</u> 3 - Does Not Meet</p>

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

<p>External Relations How effectively does the president:</p> <ul style="list-style-type: none"> • Build credibility and influence with external constituencies? (e.g. DSO, BOG, SACS, & NCAA) • Provide leadership to local, regional and national higher education? • Increase the visibility and reputation of the institution in a manner that has a direct correlation to attainment of performance metrics associated with the University and increases our standing within the SUS and HBCU rankings? • Relate to alumni and gain their support? • Build credibility and influence with media? • Influence legislators and public officials? • Provide consensus building, focused leadership on matters related to the University and Board of Trustees? 	<p>Comments:</p> <p style="text-align: center;"><i>He is superb.</i></p>	<p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 - Does Not Meet</p>
<p>Internal Relations How effectively does the president:</p> <ul style="list-style-type: none"> • Develop a climate and programs that enhance diversity? • Interact with students and demonstrate commitment to their welfare? • Work with the faculty to develop initiatives to advance their work and professional well-being? • Work with the staff to create opportunities and resources to recognize their service and enhance their development? • Ensure strong faculty and community relations? 	<p>Comments:</p> <p style="text-align: center;"><i>Strong area for the president.</i></p>	<p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 - Does Not Meet</p>

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

Board and Governance Relations	Comments:	
<p>How effectively does the president:</p> <ul style="list-style-type: none"> • Build the relationship with the board? • Gain support from the board, especially on controversial issues? • Involve and call on the board to facilitate relationships for the president, especially in fund-raising and community relations? • Develop a good working understanding of the board's, the administration's and the faculty's respective roles in decision-making? • Involve the board in strategy in productive and appropriate ways? • Focus the board's attention on issues related to the president's professional development and personal welfare? • Focus the board's attention on decision-making and governance systems that need improvement? • Administer the affairs of the University consistent with the documented Board policy? 	<p><i>These are great and natural strengths.</i></p>	
	PERFORMANCE	EXPECTATIONS (Please circle one)
<p>Personal Characteristics and Values</p> <p>How effectively does the president:</p> <ul style="list-style-type: none"> • Demonstrate persistence in reaching goals? • Lead change? • Use political skills to negotiate agreements, create coalitions and build consensus? • Display interpersonal and people skills? 	<p><i>A MAN of integrity who knows how to work well with others.</i></p>	

**BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON**

<ul style="list-style-type: none"> • Communicate clearly and convincingly in various forms and contexts? • Show respect for others? • Listen? • Examine and challenge his or her assumptions and show a willingness to explore other viewpoints? • Understand his or her and others' feelings? • Reconcile conflict between self and others, and among groups and individuals? • Demonstrate honesty and integrity? • Inspire trust and confidence? 		
<p>Summary Questions</p> <ol style="list-style-type: none"> 1. What have been the president's major accomplishments in the leadership of the institution over the last year? 2. What single thing would you suggest to improve the president's effectiveness? 3. What other points need to be covered? 	<p><i>Overall: Sets a great tone. Hires good people. Emphasizes academic quality and graduation goals. Increase emphasis on <u>fund-raising</u>.</i></p>	

Evaluation Rating Definitions

Exceeds Expectations:

- Significantly and consistently exceeds expectations(s) by producing a high quality and quantity of work.
- Undertakes additional job functions/duties, through own initiative, that further the goals of and make significant contributions to the institution.
- Is dependable, highly reliable and follows through on all provided or otherwise undertaken initiatives or requests and is effective in a variety of settings including one-on-one communications, writing skills, correspondence, and public situations.
- Demonstrates exceptional in-depth knowledge of the job functions/duties and is highly recognized by others within the University community.

TRUSTEE KELVIN LAWSON

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

Trustee: Kelvin Lawson

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

EVALUATION FACTORS	PERFORMANCE	EXPECTATIONS (Please circle one)
<p>Annual Priorities and Goals – 2018-19</p> <p>How effective was the president:</p> <ul style="list-style-type: none"> • Attaining the goals approved by the Board? • In demonstrating the attainment of the goals set (e.g. comparative data, trends, ratio analyses of the metrics) • In communicating the attained goals? 	<p>Comments:</p> <p>Creation on review of the Dashboard process had been a major win, in helping the board/external supporters maintain updates on university progress</p> <p>We had strong finish in the performance funding metrics at 70, but it is below year ago.</p> <p>Our grad rates and professional programs pass rates still need serious attention</p>	<p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 – Does Not Meet</p>
<p>Strategic Leadership</p> <p>How effectively does the president:</p> <ul style="list-style-type: none"> • Demonstrate an understanding of the culture of the organization and convincingly tell its story? • Discern and communicate the meaning of external trends and the institution's strategic situation? • Renew the mission and articulate a compelling vision? • Shape a productive strategy process and enlist the participation and confidence of others in it? 	<p>Comments:</p> <p>The President had become the lead spokes person for the University, he effectively carries our message to elected official, alumni, BOG members, and all external organizations.</p> <p>The President has deep understanding of the importance of FAMU in the higher education landscape.</p> <p>The President has been engaged in the development and guiding the University toward the achievement of our strategic plan.</p> <p>The President had created an environment, that is allowing FAMU to</p>	<p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 – Does Not Meet</p>

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

<ul style="list-style-type: none"> Implement the strategy and make things happen to achieve competitive advantage and respond to the driving forces of change and competition? Lead the creation of a long-range strategic plan that engages all stakeholders? 	<p>showcase it strength and potential vs a higher focus on negative factors.</p>	
<p>Educational Leadership</p> <p>How effectively does the president:</p> <ul style="list-style-type: none"> Propose educational directions and priorities that motivate others? Assure academic quality by expecting the use of evidence to improve performance? Mobilize resources to support educational programs? Encourage and enable educational and curricular change and innovation? Understand and participate in academic governance and collaborative decision-making? Attract and retain strong faculty? 	<p>Comments:</p> <p>President is focused on providing our students with the best possible education and working with industry/government to help them have meaningful employment opportunities post college</p> <p>President and Provost have done a review of all programs and made recommendations that should continue to meet the future changing needs of key employers</p> <p>The President had build a relationship of mutual respect with the leadership team and faculty</p> <p>We have opportunity to Review all Educational Leadership roles/create more performance based evaluation process</p>	<p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 – Does Not Meet</p>
<p>Organizational Management</p> <p>How effectively does the president:</p> <ul style="list-style-type: none"> Manage – analyze, organize, plan, direct, evaluate, renew – basic institutional processes and resources (finances, technology, human resources, facilities, services, etc.)? Create a sense of urgency and drive results in key performance areas such as admissions, enrollment, retention, student 	<p>Comments:</p> <p>(This is intended to be constructive/but direct)</p> <p>Major concerns regarding oversight of the leadership team were raised during the recent issues that took place in the division of finance and administration</p> <p>There needs to be a greater focus on building out a strong senior leadership team with bench strength, a few of key vacancies exist today and in critical areas (CFO, Construction, Research, Law,</p>	<p>1 - Exceeds</p> <p>2 – Meets 2.5</p> <p>3 – Does Not Meet</p>

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

<p>learning, fundraising, research, service, finances, and facilities?</p> <ul style="list-style-type: none"> • Set high standards and hold people responsible for results? • Make clear and timely decisions? • Make tough decisions? • Use analytical and creative thinking to solve problems? • Plan for and manage crises? (e.g. anti-hazing) • Attract, retain and develop talented personnel? • Oversee a competent leadership team that takes responsibility, sets and achieves goals that advance the University’s mission and promotes a collegial attitude when engaging key stakeholders (e.g. Board alumnae, faculty, students, community)? 	<p>Controller and others)</p> <p>We have to drive performance metrics deeper into the organization, the President and Provost are committed, question remain about the team below them.</p> <p>Speed of decision making in an opportunity area/tough decisions are made but they need to be more timely.</p> <p>We have Deans that have poor results over a period of years/what the action steps? Demonstrating/ and developing models of accountability appropriate for the situation and environment.</p> <p>It may be time to review current structure and span of control of each Key Leadership Positions and Dean’s roles.</p>	
<p>Financial Management How effectively does the president:</p> <ul style="list-style-type: none"> • Understand and manage the organization’s financial dynamics, metrics and processes (budgeting, costs, revenues, overhead, balances, and investments) and communicate financial realities to stakeholders? • Manage resources efficiently and build long-term financial equilibrium (create operating balances, add revenues at a faster rate than expenses, provide for depreciation, and increase the purchasing power of the endowment)? • Provide supervision of the University’s buildings, grounds and equipment and 	<p>Comments:</p> <p>If it were not for the mis-step in the CFO area, this would have been Exceeds.</p> <p>We have now had multiple years of clean operational audits.</p> <p>Our books are balance and close appropriately.</p> <p>We carry the properly state and BOT required reserves.</p> <p>Financial decision are made with fully visibility to BOT and BOT BFF Chair.</p> <p>BOT Budget Finance and Facilities Chair has regular detailed meetings With Budget Staff and President on Financial matters.</p>	<p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 – Does Not Meet</p>

**BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON**

<p>ensuring appropriate communication and approval for expenses that require Board approval?</p> <ul style="list-style-type: none"> • Fully inform and engage timely the Board on fiscal matters impacting the University? • Promote informed decision making and facilitate timely discussion and delivery of comprehensive information to the Board around the formulation of a current and multi-year budget that would include recommendation from the administration (e.g. collective bargaining, faculty, salary, equity, athletics, legislative budget requests (LBR) & FAMU-FSU College of Engineering)? 	<p>Governmental Relations team engages the board on key priorities as she develops the coming year LBR (team approach)</p> <p>Opportunity exist to review operations of All DSO to be sure they are delivering on the functional desires of each.</p>	
<p>Work Plan How effectively does the president:</p> <ul style="list-style-type: none"> • Provide on-going and timely updates regarding the implementation, progress, milestones achieved and concerns? • Meet the goals established by the Board and approved by the BOG? 	<p>Comments: Provides updates via Dashboard and one on one discussions</p> <p>Goals are in line with BOG Targets</p> <p>BOT reviewed and approved goals</p>	<p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 – Does Not Meet</p>
<p>Fund Raising How effectively does the president:</p> <ul style="list-style-type: none"> • Lead and engage others in the fund-raising program? • Build relationships with major donors? • Obtain gifts and grants relative to full potential from individuals, alumni, corporations and foundations? • Provide stewardship for gifts that have been received? • Inform and engage the board 	<p>Comments:</p> <p>Based on the goal, it was exceeded.</p> <p>Engagement at all level and external engagement has improved in a major way.</p> <p>We have to look to continue to expand our net of givers both private and Corporate</p> <p>We need to continue to refine our overall strategy, so that all the various</p>	<p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 – Does Not Meet</p>

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

<p>appropriately?</p>	<p>organizations (Foundation, NAA, Booster etc) are working in harmony and on specific pieces of the master plan.</p> <p>Organizationally, there is a need to review our Funding Raising structure and evaluate the most effective deployment of resources needed in the Foundation and FAMU Booster to deliver on the needs of the Organization as we approach 2020.</p>	
<p>External Relations How effectively does the president:</p> <ul style="list-style-type: none"> • Build credibility and influence with external constituencies? (e.g. DSO, BOG, SACS, & NCAA) • Provide leadership to local, regional and national higher education? • Increase the visibility and reputation of the institution in a manner that has a direct correlation to attainment of performance metrics associated with the University and increases our standing within the SUS and HBCU rankings? • Relate to alumni and gain their support? • Build credibility and influence with media? • Influence legislators and public officials? • Provide consensus building, focused leadership on matters related to the University and Board of Trustees? 	<p>Comments:</p> <p>The President has truly been the voice of FAMU in a number of external circles.</p> <p>The President has worked to provide better connectivity with State/Fed Government Officials, BOG, BOT, Alumni and Corporate Partners.</p> <p>President has served on SACS committees and other leadership roles in Higher Ed.</p> <p>The President is held in positive regards in the Governs office and continues to work with his staff to farther the relationship.</p>	<p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 – Does Not Meet</p>
<p>Internal Relations How effectively does the president:</p> <ul style="list-style-type: none"> • Develop a climate and programs that 	<p>Comments:</p> <p>The President if approachable and has a passion for our students.</p>	<p>1 - Exceeds</p>

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

<p>enhance diversity?</p> <ul style="list-style-type: none"> • Interact with students and demonstrate commitment to their welfare? • Work with the faculty to develop initiatives to advance their work and professional well-being? • Work with the staff to create opportunities and resources to recognize their service and enhance their development? • Ensure strong faculty and community relations? 	<p>President participates on student move in day to interact with Student and Parents arriving at the university.</p> <p>President is leading Customer Service improvement efforts to make the student experience at FAMU better.</p> <p>President if involved in numerous civic and community activities.</p>	<p>2 - Meets</p> <p>3 – Does Not Meet</p>
<p>Board and Governance Relations</p> <p>How effectively does the president:</p> <ul style="list-style-type: none"> • Build the relationship with the board? • Gain support from the board, especially on controversial issues? • Involve and call on the board to facilitate relationships for the president, especially in fund-raising and community relations? • Develop a good working understanding of the board's, the administration's and the faculty's respective roles in decision-making? • Involve the board in strategy in productive and appropriate ways? • Focus the board's attention on issues related to the president's professional development and personal welfare? • Focus the board's attention on decision-making and governance systems that need improvement? • Administer the affairs of the University consistent with the documented Board policy? 	<p>Comments:</p> <p>Level of communicate with the President is tremendous. He make himself available for meetings</p> <p>The President is a good communicator with the Board, and seeks input and feedback on key decisions</p> <p>The President understands shared governance</p> <p>The President calls on and relies on the board to help open doors in funding raising and in accessing key officials and business leaders.</p> <p>The President and the Board have a hugh degree of mutual respect for one another.</p> <p>The Board has highly effective working relationship with Dr. Robinson</p>	<p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 – Does Not Meet</p>

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

EVALUATION FACTORS	PERFORMANCE	EXPECTATIONS (Please circle one)
<p>Personal Characteristics and Values</p> <p>How effectively does the president:</p> <ul style="list-style-type: none"> • Demonstrate persistence in reaching goals? • Lead change? • Use political skills to negotiate agreements, create coalitions and build consensus? • Display interpersonal and people skills? • Communicate clearly and convincingly in various forms and contexts? • Show respect for others? • Listen? • Examine and challenge his or her assumptions and show a willingness to explore other viewpoints? • Understand his or her and others' feelings? • Reconcile conflict between self and others, and among groups and individuals? • Demonstrate honesty and integrity? • Inspire trust and confidence? 	<p>Dr. Robinson has passion for this university and has the knowledge to move this university forward.</p> <p>His role is challenging as many people have opinions about what and how FAMU should behave, he listens with respect and provide a response that helps individuals understand the realities of our current situation.</p> <p>Dr. Robinson has worked to elevate our relationship with all Elected Officials, Alumni, the BOG and Corporate Supports.</p> <p>Dr. Robinson engages in positive exchanges with BOT members are we discuss various issues.</p>	<p>1 - Exceeds</p> <p>2 – Meets</p> <p>3 – Does Not Meet</p>
<p>Summary Questions</p> <ol style="list-style-type: none"> 1. What have been the president's major accomplishments in the leadership of the institution over the last year? 2. What single thing would you suggest to improve the president's effectiveness? 3. What other points need to be covered? 	<p>Major to dos:</p> <p>Improve Grad Rates/Overall Performance in the BOG Metrics</p> <p>Build out a solid leadership team</p> <p>Make more timely decisions/has board support- leverage it</p> <p>Create culture of performance at all levels of the University</p>	

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

--	--	--

Evaluation Rating Definitions

Exceeds Expectations:

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

Meets Expectations:

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

Does Not Meet Expectations:

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

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

TRUSTEE HAROLD MILLS

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

Trustee: Harold Mills _____

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

EVALUATION FACTORS	PERFORMANCE	EXPECTATIONS (Please circle one)
<p>Annual Priorities and Goals – 2018-19</p> <p>How effective was the president:</p> <ul style="list-style-type: none"> • Attaining the goals approved by the Board? • In demonstrating the attainment of the goals set (e.g. comparative data, trends, ratio analyses of the metrics) • In communicating the attained goals? 	<p>Comments:</p> <p>5 of 9 metrics were met (within range), 3 of 9 were not met, and 1 of 9, the financial health metric result, appears incorrect.</p>	<p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 – Does Not Meet</p>
<p>Strategic Leadership</p> <p>How effectively does the president:</p> <ul style="list-style-type: none"> • Demonstrate an understanding of the culture of the organization and convincingly tell its story? • Discern and communicate the meaning of external trends and the institution's strategic situation? • Renew the mission and articulate a compelling vision? • Shape a productive strategy process and enlist the participation and confidence of others in it? • Implement the strategy and make things happen to achieve competitive advantage and respond to the driving forces of change 	<p>Comments:</p>	<p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 – Does Not Meet</p>

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

<p>and competition?</p> <ul style="list-style-type: none"> • Lead the creation of a long-range strategic plan that engages all stakeholders? 		
<p>Educational Leadership</p> <p>How effectively does the president:</p> <ul style="list-style-type: none"> • Propose educational directions and priorities that motivate others? • Assure academic quality by expecting the use of evidence to improve performance? • Mobilize resources to support educational programs? • Encourage and enable educational and curricular change and innovation? • Understand and participate in academic governance and collaborative decision-making? • Attract and retain strong faculty? 	<p>Comments:</p> <ul style="list-style-type: none"> -The new academic programs are good and reflect a preparation for the current employment environment as well as future trends. -Which are the programs that are targeted for removal (low attendance, irrelevant). -Still need to identify the programs where the University can be known as world-class and focus on developing those and minimizing or eliminating others. 	<p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 – Does Not Meet</p>
<p>Organizational Management</p> <p>How effectively does the president:</p> <ul style="list-style-type: none"> • Manage – analyze, organize, plan, direct, evaluate, renew – basic institutional processes and resources (finances, technology, human resources, facilities, services, etc.)? • Create a sense of urgency and drive results in key performance areas such as admissions, enrollment, retention, student learning, fundraising, research, service, finances, and facilities? • Set high standards and hold people 	<p>Comments:</p> <ul style="list-style-type: none"> -The organization is struggling with creating an environment and culture of accountability. Very few measurements are established and when they are, staff is not held accountable. -This is resulting in a climate where collegiately is valued more than competence and results. <p>There are many initiatives without quantitative measurements or lack a sense of urgency. Examples include</p> <ul style="list-style-type: none"> -Succession planning for our employee size should be a 3 month exercise and its now approaching 2 years. -Shared services initiatives are 2 years in development with the project only initially beginning. 	<p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 – Does Not Meet</p>

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

<p>responsible for results?</p> <ul style="list-style-type: none"> • Make clear and timely decisions? • Make tough decisions? • Use analytical and creative thinking to solve problems? • Plan for and manage crises? (e.g. anti-hazing) • Attract, retain and develop talented personnel? • Oversee a competent leadership team that takes responsibility, sets and achieves goals that advance the University's mission and promotes a collegial attitude when engaging key stakeholders (e.g. Board alumnae, faculty, students, community)? 	<p>-Customer service initiatives implemented without clear defined Net Promoter or customer satisfaction objectives or baseline.</p> <p>-Student recruiting strategies that improve our opportunity to reach 4 year graduation rates via increasing the quality of student quality.</p>	
<p>Financial Management How effectively does the president:</p> <ul style="list-style-type: none"> • Understand and manage the organization's financial dynamics, metrics and processes (budgeting, costs, revenues, overhead, balances, and investments) and communicate financial realities to stakeholders? • Manage resources efficiently and build long-term financial equilibrium (create operating balances, add revenues at a faster rate than expenses, provide for depreciation, and increase the purchasing power of the endowment)? • Provide supervision of the University's buildings, grounds and equipment and ensuring appropriate communication and approval for expenses that require Board approval? 	<p>Comments:</p> <p>-Financial results are met although financial reporting and transparency need to be improved.</p> <p>-Continue to develop and implement initiatives that will lead to greater institutional financial independence and health and less reliance on volatile performance funding from legislature.</p> <p>-Divest in unproductive activities to create greater investment capacity for University priorities.</p>	<p>1 - Exceeds</p> <p style="background-color: yellow;">2 - Meets</p> <p>3 – Does Not Meet</p>

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

<ul style="list-style-type: none"> • Fully inform and engage timely the Board on fiscal matters impacting the University? • Promote informed decision making and facilitate timely discussion and delivery of comprehensive information to the Board around the formulation of a current and multi-year budget that would include recommendation from the administration (e.g. collective bargaining, faculty, salary, equity, athletics, legislative budget requests (LBR) & FAMU-FSU College of Engineering)? 		
<p>Work Plan How effectively does the president:</p> <ul style="list-style-type: none"> • Provide on-going and timely updates regarding the implementation, progress, milestones achieved and concerns? • Meet the goals established by the Board and approved by the BOG? 	<p>Comments:</p> <p>The dashboard is effective.</p>	<p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 – Does Not Meet</p>
<p>Fund Raising How effectively does the president:</p> <ul style="list-style-type: none"> • Lead and engage others in the fund-raising program? • Build relationships with major donors? • Obtain gifts and grants relative to full potential from individuals, alumni, corporations and foundations? • Provide stewardship for gifts that have been received? • Inform and engage the board appropriately? 	<p>Comments:</p> <p>Significant groundwork is being established which will create a platform for increased fundraising results. Must identify pledge conversion rate.</p>	<p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 – Does Not Meet</p>

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

<p>External Relations How effectively does the president:</p> <ul style="list-style-type: none"> • Build credibility and influence with external constituencies? (e.g. DSO, BOG, SACS, & NCAA) • Provide leadership to local, regional and national higher education? • Increase the visibility and reputation of the institution in a manner that has a direct correlation to attainment of performance metrics associated with the University and increases our standing within the SUS and HBCU rankings? • Relate to alumni and gain their support? • Build credibility and influence with media? • Influence legislators and public officials? • Provide consensus building, focused leadership on matters related to the University and Board of Trustees? 	<p>Comments:</p> <p>Dr. Robinson’s ambassadorship for the University has been the key the University’s success and provided valuable runway to move key initiatives forward.</p>	<p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 – Does Not Meet</p>
<p>Internal Relations How effectively does the president:</p> <ul style="list-style-type: none"> • Develop a climate and programs that enhance diversity? • Interact with students and demonstrate commitment to their welfare? • Work with the faculty to develop initiatives to advance their work and professional well-being? • Work with the staff to create opportunities and resources to recognize their service and enhance their development? • Ensure strong faculty and community relations? 	<p>Comments:</p> <p>This continues to be a strength for the University and enables the stakeholders to understand the strategy and their role to ensuring its success. We need more quantitative measurements, like employee/student engagement surveys to understand if current activities are ultimately effective.</p>	<p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 – Does Not Meet</p>

**BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON**

<p>Board and Governance Relations</p> <p>How effectively does the president:</p> <ul style="list-style-type: none"> • Build the relationship with the board? • Gain support from the board, especially on controversial issues? • Involve and call on the board to facilitate relationships for the president, especially in fund-raising and community relations? • Develop a good working understanding of the board's, the administration's and the faculty's respective roles in decision-making? • Involve the board in strategy in productive and appropriate ways? • Focus the board's attention on issues related to the president's professional development and personal welfare? • Focus the board's attention on decision-making and governance systems that need improvement? • Administer the affairs of the University consistent with the documented Board policy? 	<p>Comments:</p>	<p>1 - Exceeds</p> <p style="background-color: yellow;">2 - Meets</p> <p>3 – Does Not Meet</p>
EVALUATION FACTORS	PERFORMANCE	EXPECTATIONS (Please circle one)
<p>Personal Characteristics and Values</p> <p>How effectively does the president:</p> <ul style="list-style-type: none"> • Demonstrate persistence in reaching goals? • Lead change? • Use political skills to negotiate agreements, create coalitions and build consensus? • Display interpersonal and people skills? 		<p style="background-color: yellow;">1 - Exceeds</p> <p>2 – Meets</p> <p>3 – Does Not Meet</p>

**BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON**

<ul style="list-style-type: none"> • Communicate clearly and convincingly in various forms and contexts? • Show respect for others? • Listen? • Examine and challenge his or her assumptions and show a willingness to explore other viewpoints? • Understand his or her and others' feelings? • Reconcile conflict between self and others, and among groups and individuals? • Demonstrate honesty and integrity? • Inspire trust and confidence? 		
<p>Summary Questions</p> <ol style="list-style-type: none"> 1. What have been the president's major accomplishments in the leadership of the institution over the last year? 2. What single thing would you suggest to improve the president's effectiveness? 3. What other points need to be covered? 	<p>Dr. Robinson continues to be an incredible communicator and has the leadership ability to enroll others into his strategy and aspirations for the University. These skills are pivotal to accelerating pace of change to address critical issues within the institution and implementing the hard changes that need to occur culturally and structurally to ensure the going concern of the University.</p>	

Evaluation Rating Definitions

Exceeds Expectations:

- Significantly and consistently exceeds expectations(s) by producing a high quality and quantity of work.
- Undertakes additional job functions/duties, through own initiative, that further the goals of and make significant contributions to the institution.
- Is dependable, highly reliable and follows through on all provided or otherwise undertaken initiatives or requests and is effective in a variety of settings including one-on-one communications, writing skills, correspondence, and public situations.
- Demonstrates exceptional in-depth knowledge of the job functions/duties and is highly recognized by others within the University community.

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

- Exhibits model behavior that exemplifies the values and qualities of the organization and that is worthy of emulation.
- Skillfully and in a highly reliable manner handles multiple and varied types of tasks with competing priorities.
- Skillfully resolves conflicts in the midst of differing opinions by creatively developing a compromise within competing interest.
- Exhibits teamwork or is a team player in varied settings and influence others to work collaboratively to bring about a positive impact while furthering the goals of the institution.

Meets Expectations:

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

Does Not Meet Expectations:

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

TRUSTEE KIMBERLY MOORE

**BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON**

Trustee: Kimberly Moore

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

EVALUATION FACTORS	PERFORMANCE	EXPECTATIONS (Please circle one)
<p>Annual Priorities and Goals – 2018-19</p> <p>How effective was the president:</p> <ul style="list-style-type: none"> • Attaining the goals approved by the Board? • In demonstrating the attainment of the goals set (e.g. comparative data, trends, ratio analyses of the metrics) • In communicating the attained goals? 	<p>Comments:</p>	<p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 – Does Not Meet</p>
<p>Strategic Leadership</p> <p>How effectively does the president:</p> <ul style="list-style-type: none"> • Demonstrate an understanding of the culture of the organization and convincingly tell its story? • Discern and communicate the meaning of external trends and the institution's strategic situation? • Renew the mission and articulate a compelling vision? • Shape a productive strategy process and enlist the participation and confidence of others in it? • Implement the strategy and make things happen to achieve competitive advantage and respond to the driving forces of change 	<p>Comments:</p>	<p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 – Does Not Meet</p>

**BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON**

<p>and competition?</p> <ul style="list-style-type: none"> • Lead the creation of a long-range strategic plan that engages all stakeholders? 		
<p>Educational Leadership</p> <p>How effectively does the president:</p> <ul style="list-style-type: none"> • Propose educational directions and priorities that motivate others? • Assure academic quality by expecting the use of evidence to improve performance? • Mobilize resources to support educational programs? • Encourage and enable educational and curricular change and innovation? • Understand and participate in academic governance and collaborative decision-making? • Attract and retain strong faculty? 	<p>Comments:</p>	<p>1 - Exceeds 2 - Meets 3 – Does Not Meet</p>
<p>Organizational Management</p> <p>How effectively does the president:</p> <ul style="list-style-type: none"> • Manage – analyze, organize, plan, direct, evaluate, renew – basic institutional processes and resources (finances, technology, human resources, facilities, services, etc.)? • Create a sense of urgency and drive results in key performance areas such as admissions, enrollment, retention, student learning, fundraising, research, service, finances, and facilities? • Set high standards and hold people 	<p>Comments: There are critical areas that require the attention of the Board and the leadership of the President; however the level of focus necessary is not always present nor the urgency to identify but more importantly execute and inform to the degree required to build trust and confidence. Those specific areas include staffing/human resources, system performance and the handling of the athletic program repayment oversight. Additionally, there is concern with regard to whether the leadership team, under his direction, has fully embraced the desires of the BOT and BOG to improve our standing with first time passage rates and in the key performance areas approved by the BOT and BOG.</p>	<p>1 - Exceeds 2 - Meets 3 – Does Not Meet</p>

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

<p>responsible for results?</p> <ul style="list-style-type: none"> • Make clear and timely decisions? • Make tough decisions? • Use analytical and creative thinking to solve problems? • Plan for and manage crises? (e.g. anti-hazing) • Attract, retain and develop talented personnel? • Oversee a competent leadership team that takes responsibility, sets and achieves goals that advance the University’s mission and promotes a collegial attitude when engaging key stakeholders (e.g. Board alumnae, faculty, students, community)? 		
<p>Financial Management How effectively does the president:</p> <ul style="list-style-type: none"> • Understand and manage the organization’s financial dynamics, metrics and processes (budgeting, costs, revenues, overhead, balances, and investments) and communicate financial realities to stakeholders? • Manage resources efficiently and build long-term financial equilibrium (create operating balances, add revenues at a faster rate than expenses, provide for depreciation, and increase the purchasing power of the endowment)? • Provide supervision of the University’s buildings, grounds and equipment and ensuring appropriate communication and approval for expenses that require Board approval? 	<p>Comments: This particular area will require the President’s full engagement. Based on a recent chain of events, the lack of coordination between the multiple departments and other areas was evident. Additionally, it has been obvious in the work put forward by the Provost and others, specifically as it pertains to producing materials and reports for Board approval that greater attention must be applied in order to connect the dots with all of our priorities, on a consistent basis, instead of following a fragmented approach.</p>	<p>1 - Exceeds 2 - Meets 3 – Does Not Meet</p>

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

<ul style="list-style-type: none"> • Fully inform and engage timely the Board on fiscal matters impacting the University? • Promote informed decision making and facilitate timely discussion and delivery of comprehensive information to the Board around the formulation of a current and multi-year budget that would include recommendation from the administration (e.g. collective bargaining, faculty, salary, equity, athletics, legislative budget requests (LBR) & FAMU-FSU College of Engineering)? 		
<p>Work Plan How effectively does the president:</p> <ul style="list-style-type: none"> • Provide on-going and timely updates regarding the implementation, progress, milestones achieved and concerns? • Meet the goals established by the Board and approved by the BOG? 	<p>Comments: It should be noted that strides have been made in this area. However, when reviewing our progress individually and collectively there are areas that fundamentally we should be concerned about, one of which includes student wages upon completion coupled with our overall standing in the SUS.</p>	<p>1 - Exceeds 2 - Meets 3 – Does Not Meet</p>
<p>Fund Raising How effectively does the president:</p> <ul style="list-style-type: none"> • Lead and engage others in the fund-raising program? • Build relationships with major donors? • Obtain gifts and grants relative to full potential from individuals, alumni, corporations and foundations? • Provide stewardship for gifts that have been received? • Inform and engage the board appropriately? 	<p>Comments: There was a noted bump in fundraising. However, it is primarily due to the vendor service/contractor investment of 5M. There are opportunities that should be capitalized both with regard to corporate giving and individual gifts.</p>	<p>1 - Exceeds 2 - Meets 3 – Does Not Meet</p>

**BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON**

<p>External Relations How effectively does the president:</p> <ul style="list-style-type: none"> • Build credibility and influence with external constituencies? (e.g. DSO, BOG, SACS, & NCAA) • Provide leadership to local, regional and national higher education? • Increase the visibility and reputation of the institution in a manner that has a direct correlation to attainment of performance metrics associated with the University and increases our standing within the SUS and HBCU rankings? • Relate to alumni and gain their support? • Build credibility and influence with media? • Influence legislators and public officials? • Provide consensus building, focused leadership on matters related to the University and Board of Trustees? 	<p>Comments:</p>	<p>1 - Exceeds 2 - Meets 3 – Does Not Meet</p>
<p>Internal Relations How effectively does the president:</p> <ul style="list-style-type: none"> • Develop a climate and programs that 	<p>Comments:</p>	<p>1 - Exceeds</p>

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

<p>enhance diversity?</p> <ul style="list-style-type: none"> • Interact with students and demonstrate commitment to their welfare? • Work with the faculty to develop initiatives to advance their work and professional well-being? • Work with the staff to create opportunities and resources to recognize their service and enhance their development? • Ensure strong faculty and community relations? 		<p>2 - Meets</p> <p>3 – Does Not Meet</p>
<p>Board and Governance Relations</p> <p>How effectively does the president:</p> <ul style="list-style-type: none"> • Build the relationship with the board? • Gain support from the board, especially on controversial issues? • Involve and call on the board to facilitate relationships for the president, especially in fund-raising and community relations? • Develop a good working understanding of the board's, the administration's and the faculty's respective roles in decision-making? • Involve the board in strategy in productive and appropriate ways? • Focus the board's attention on issues related to the president's professional development and personal welfare? • Focus the board's attention on decision-making and governance systems that need improvement? • Administer the affairs of the University consistent with the documented Board policy? 	<p>Comments:</p> <p>Dr. Robinson has a good rapport with the Board. However, an opportunity exists to improve upon the coordination associated with Board meeting preparation by each of the respective committee leads. This is not a new issue (last minute calls and emails). Note a system should be in place to ensure that "all" meeting materials are provided timely and calls are engaged without Board member prompting. Moreover, there should be a standard and level of consistency that can expected.</p>	<p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 – Does Not Meet</p>

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

EVALUATION FACTORS	PERFORMANCE	EXPECTATIONS (Please circle one)
<p>Personal Characteristics and Values</p> <p>How effectively does the president:</p> <ul style="list-style-type: none"> • Demonstrate persistence in reaching goals? • Lead change? • Use political skills to negotiate agreements, create coalitions and build consensus? • Display interpersonal and people skills? • Communicate clearly and convincingly in various forms and contexts? • Show respect for others? • Listen? • Examine and challenge his or her assumptions and show a willingness to explore other viewpoints? • Understand his or her and others' feelings? • Reconcile conflict between self and others, and among groups and individuals? • Demonstrate honesty and integrity? • Inspire trust and confidence? 		<p>1 - Exceeds</p> <p style="background-color: yellow;">2 – Meets</p> <p>3 – Does Not Meet</p>
<p>Summary Questions</p> <ol style="list-style-type: none"> 1. What have been the president's major accomplishments in the leadership of the institution over the last year? 2. What single thing would you suggest to improve the president's effectiveness? 3. What other points need to be covered? 	<ol style="list-style-type: none"> 1. The number of priority items that were closed out positively. (e.g. student dorm, LBR,, etc.) 2. There are two areas that share in importance. They include the following: Established urgency and increased coordination among the leadership team when engaging the Board. 	

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

--	--	--

Evaluation Rating Definitions

Exceeds Expectations:

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

Meets Expectations:

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

Does Not Meet Expectations:

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

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

TRUSTEE ROCHARD MORICETTE III

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

Trustee: Rochard Moricette

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

EVALUATION FACTORS	PERFORMANCE	EXPECTATIONS (Please circle one)
<p>Annual Priorities and Goals – 2018-19</p> <p>How effective was the President:</p> <ul style="list-style-type: none"> • Attaining the goals approved by the Board? • In demonstrating the attainment of the goals set (e.g. comparative data, trends, ratio analyses of the metrics) • In communicating the attained goals. 	<p>In the Annual Priorities and Goals for the 2018-2019 academic year, I believe that the President demonstrated satisfactory performance. This was a challenging year for the university; however, the university continued to expand its horizon and achieve beneficial milestones that will impact different areas. Of the nine priorities, the President met six priorities and made improvements in two areas in which the goal was not met. The President was effective in attaining or making progress in the goals approved by the Board and was effective in communicating the attained goals. Please see additional comments below.</p> <p>Comments:</p> <ul style="list-style-type: none"> • The President met Goal 1 of the Annual Goals which was to achieve an overall score of at least a 70 on the Performance Based Funding. Though this was a step back from the 72 earned the year prior, with the elimination of the Bottom three System, the university received \$13.7 million to allocate towards strategic academic based initiatives. I believe this this allocation and the strategy to disburse the funds, FAMU will make substantial progress come next year. • The President did not meet Goal 2 of the Annual Goals which was to increase the university's four-year graduation rate from a 21.8 to 25%. This is a critical element of the Performance Based Funding metrics and would have increased the score we achieved. Though this goal was not met, strides were made to address this area of concern including additional funding to student 	<p>1. Exceeds</p> <p>2. Meets</p> <p>3. Does Not Meet</p>

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

	<p>support programs.</p> <ul style="list-style-type: none">• The President did not meet Goal 3 of the Annual Goals which was to increase the first-time licensure passing rates in major degree programs. Of the four targeted benchmarks, none were met though two experienced drastic improvement with one facing additional setbacks. The Nursing program passing rate was an 82% which is an 18% increase from the previous year's 64%. The Pharmacy passing rate increased by only 1% from 74% to 75%. The Physical Therapy passing rate increased by 23% from 50% all the way to 73%. The Law School passing rate actually decreased by 3% from 50% in 2017 to 47% in 2018 (2019 Accountability Plan pg.12).• The President met Goal 4 which was to increase annual giving by 25%. This is a major area of improvement with the help of the university's Direct Support Organizations and the President's initiatives. Annual giving to date increased by \$2.3 million dollars to a total of \$11.6 million.• The President met Goal 5 of the Annual Goals which was to address university-wide customer service. With the Phase I Milestones achieved, everything is going according to plan in this important area of the university.• The President did not meet Goal 6 of the Annual Goals which was to increase total headcount enrollment from 9,999 students to 10,372. Personally, I don't think this needs to be a major focus for the university, instead I believe that the university should focus on improving other major areas such as the Performance Based Funding scores and first-time licensure passing rates, but I do understand how this impacts the university. Increased enrollment is important as it does bring in more funding through the state university system's approved fees. I believe that improving the academic profile of FTIC students in the Fall will pay dividends for the university in the long term.• The President did meet Goals 7 and 8 which were to increase total R&D expenditures by 1% and reduce overall expenditures by 5% to invest in key initiatives and increase reserves dollars. For Goal 7, the university saw a	
--	--	--

**BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON**

	<p>14.4% increase in research expenditures in comparison to the previous year and submitted proposals that totaled nearly \$180 million, <i>I would like to see how much of that amount was actually rewarded or approved.</i> For Goal 8, the university is projected to reduce E&G expenditures by more than 6% from \$176 million to \$165 million, barring no unforeseen major E&G expenses. The reserves were strengthened by \$3.5 million from E&G allocation reduction and \$3.5 was invested into strategic priorities. This action supported the university's Strategic Priority 5 Goal 2 which was to adopt a new budget model that supported Strategic Priorities.</p> <ul style="list-style-type: none"> The President did meet Goal 9 which was to strengthen the university's financial health by exceeding the minimum debt ratio. So far, the university is on track to end the fiscal year with 3.47% versus a 2017-2018 value that was less than 0%. 	
<p>Strategic Leadership</p> <p>How effectively does the President:</p> <ul style="list-style-type: none"> Demonstrate an understanding of the culture of the organization and convincingly tell its story? Discern and communicate the meaning of external trends and the institution's strategic situation? Renew the mission and articulate a compelling vision? Shape a productive strategy process and enlist the participation and confidence of others in it? Implement the strategy and make 	<p>I believe the President has done an effective job of capitalizing on opportunities that enhance the strategic leadership of the university. Through different outreach efforts, he has communicated the culture of the university and has shared its story. The President has taken action to ensure that the university continues to implement the Strategic Plan. 2018-2019 was a great year for the plan because the university accomplished goals under different Priorities and continued to make headway in other areas. The President has exceeded expectations in the Strategic Leadership category, please see additional comments below.</p> <p>Comments:</p> <ul style="list-style-type: none"> The President understands the role of students and the fresh perspective that students bring to the table as it relates to dialogue with state legislators. Throughout the year, the Student Government Association has supported the Office of Government Relations and its efforts to interact with the Black Caucus and state legislators. These interactions included trips to the capitol to meet with legislators regarding the LBR, FAMU Day at the Capitol, dialogues at the President's House with the Black Caucus. Additionally, the 	<ol style="list-style-type: none"> 1. Exceeds 2. Meets 3. Does Not Meet

**BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON**

<p>things happen to achieve competitive advantage and respond to the driving forces of change and competition?</p> <ul style="list-style-type: none"> • Lead the creation of a long-range strategic plan that engages all stakeholders? 	<p>President has continued to effectively articulate a compelling vision by producing new opportunities for university through advocating efforts. These opportunities included research ventures and a much-needed new housing facility.</p> <ul style="list-style-type: none"> • Through his engagement initiatives, the President has created new opportunities for the student body and the university. These ventures have provided strategic leadership examples in areas like the alumni association, athletics, politics, community and more. Additionally, these ventures have brought in additional dollars that will have a direct impact on student success initiatives like scholarships, services, and sustaining major departments. • The President has earned major victories throughout the year for the Strategic Plan. The biggest one in my opinion was securing the \$24.8 million-dollar LBR for the CASS building, set for completion in a little over a year, which was Priority 1 Goal 5. Additionally, securing the \$13.7 million from the Performance Based Funding will help accomplish goals within Priority 2 as it relates to securing top notch faculty and professors as well as additional goals under Priority 1 to ensure an incomparable student experience. This allocation helped address a lot of the needs of the institution and in the short term will have a direct impact on student success initiatives. • The Strategic Leadership of the President was displayed through the hiring of high-level faculty in key Vice-President positions as well as Dean positions throughout the university. These searches will help fulfill Goal 1 of Priority 5 which deals with building a first-class business infrastructure. This objective will only be successful by putting the right people in leadership positions and so far, that has proved evident through the acquisition of old and new staff. People who understand FAMU’s culture and truly believe in the university have been put in the right positions and will prioritize the needs of the university. 	
--	---	--

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

<p>Educational Leadership</p> <p>How effectively does the President:</p> <ul style="list-style-type: none"> • Propose educational directions and priorities that motivate others? • Assure academic quality by expecting the use of evidence to improve performance? • Mobilize resources to support educational programs? • Encourage and enable educational and curricular change and innovation? • Understand and participate in academic governance and collaborative decision-making? • Attract and retain strong faculty? 	<p>Comments:</p> <ul style="list-style-type: none"> • The President has demonstrated effective educational Leadership throughout the academic year. Indeed, the President has proposed educational directions and priorities that motivated others by proposing new degree programs that are currently being constructed for approval. The President has assured academic quality by monitoring the status and performance of the colleges/schools through self-evaluations and goal setting. With the allocation of the \$13.7 million, the President has mobilized resources to support educational programs faculty and staff retention and most importantly, student success initiatives. Additionally, the CASS Building funding promotes this point by providing additional support for educational programs as it will house some academic advisors and other services. • The President has encouraged and enabled educational and curricular change and motivation this past year. The Google Tech program for example directly supported this area of evaluation. Additionally, the President has encouraged collaboration on the faculty level as it relates to academia input, <i>I would like to see more student input in that area this upcoming academic year.</i> • With the allocation of \$1 million from the Performance Based Funding reward, the last point will be further addressed in the upcoming academic year while additional funding for research opportunities was allocated this year to sustain research ventures and startups. 	<ol style="list-style-type: none"> 1. Exceeds 2. Meets 3. Does Not Meet
<p>Organizational Management</p> <p>How effectively does the President:</p> <ul style="list-style-type: none"> • Manage – analyze, organize, plan, direct, evaluate, renew – basic institutional processes and resources (finances, technology, human 	<p>Comments:</p> <ul style="list-style-type: none"> • As it relates to Managing the university in its many facets, the President has exceeded expectations for many reasons. By restructuring the structure of academic advising, the students will benefit greatly in the next few years. Academic advising has been an area of concern for the university and has directly impacted the matriculation of students over the last few years. Additionally, the President has implemented cost saving strategies to 	<ol style="list-style-type: none"> 1. Exceeds 2. Meets 3. Does Not Meet

**BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON**

<p>resources, facilities, services, etc.)?</p> <ul style="list-style-type: none"> • Create a sense of urgency and drive results in key performance areas such as admissions, enrollment, retention, student learning, fundraising, research, service, finances, and facilities? • Set high standards and hold people responsible for results? • Make clear and timely decisions? • Make tough decisions? • Use analytical and creative thinking to solve problems? • Plan for and manage crises? (e.g. anti-hazing) • Attract, retain and develop talented personnel? • Oversee a competent leadership team that takes responsibility, sets and achieves goals that advance the University's mission and promotes a collegial attitude when engaging key stakeholders (e.g. Board alumnae, faculty, students, community)? 	<p>effectively reduce the housing debt and other programs.</p> <ul style="list-style-type: none"> • The President has made improvements in key performance areas such as admissions, enrollment, retention, student learning and more. A lot of those performance rates such as the four-year graduation rate and six-year graduation rate have increased. My only concern is that these rates are not improving at strong enough increments. For example, the FTIC four-year graduation rate only increased by 0.9% from the year prior while the Academic Progress Rate increased by 1.3%. I am certain that with the \$13.7 million that was awarded through the Performance Based Funding and its allocation, these focus areas will improve drastically and have a cascading effect on the other rates as well. • The President has effectively set high standards and hold people accountable for results. The President displayed an ability to make tough decisions in times of need, especially weather crisis. The university always take action regarding weather crisis and prioritize the safety of the student body. Additionally, that office is also expanding and will provide further support to the student body. 	

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

<p>Financial Management</p> <p>How effectively does the President:</p> <ul style="list-style-type: none"> • Understand and manage the organization’s financial dynamics, metrics and processes (budgeting, costs, revenues, overhead, balances, and investments) and communicate financial realities to stakeholders? • Manage resources efficiently and build long-term financial equilibrium (create operating balances, add revenues at a faster rate than expenses, provide for depreciation, and increase the purchasing power of the endowment)? • Provide supervision of the University’s buildings, grounds and equipment and ensuring appropriate communication and approval for expenses that require Board approval? • Fully inform and engage timely the Board on fiscal matters impacting the University? • Promote informed decision making and facilitate timely discussion and delivery of comprehensive information to the Board around the formulation of a current and multi- 	<p>Comments:</p> <ul style="list-style-type: none"> • The President has exhibited an understanding of the university’s financial dynamics and metrics and processes. As mentioned above, the cost savings initiatives that were spearheaded by the President last year (restructuring housing debt and SUS shared initiatives), show this level of understanding. Financial realities are communicated every board meeting. • The President has fulfilled managed resources efficiently to build long-term financial equilibrium for the university this academic year. • The President has provided supervision of the university’s buildings, grounds, and equipment... specifically buildings. The university has three major construction projects underway at the moment. With the CASS center under construction, the 700-bed housing facility being built on the southside of campus, and the amphitheater. Appropriate approval processes have been followed during my time with the Board. • The leadership team effectively inform the trustees on decisions and voting items that will come before prior to each meeting. The meeting materials are properly uploaded and the individuals who provide oversight for the voting items or informational items review their presentations with the board. Additionally, the board receives monthly updates for all ongoing construction projects. • The President and his leadership team have done a good job of addressing the budget deficits that the Athletics department faces. However, the department seems to be in a constant deficit or need of additional financial support as the university approached the end of the fiscal year. I believe the President has support Athletics fundraising but more needs to be done to avoid this recurring issue. 	<ol style="list-style-type: none"> 1. Exceeds 2. Meets 3. Does Not Meet
--	--	--

**BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON**

<p>year budget that would include recommendation from the administration (e.g. collective bargaining, faculty, salary, equity, athletics, legislative budget requests (LBR) & FAMU-FSU College of Engineering)?</p>		
<p>Work Plan</p> <p>How effectively does the President:</p> <ul style="list-style-type: none"> • Provide on-going and timely updates regarding the implementation, progress, milestones achieved and concerns? • Meet the goals established by the Board and approved by the BOG? 	<p>Comments:</p> <ul style="list-style-type: none"> • During my experience with the Board of Trustees, the President and the leadership team has provided on-going and timely updates regarding milestones and university priorities. During committee meetings for the Board of Trustees, the Vice Presidents provide thorough presentation materials that effectively communicate the progress their divisions have made on projects and tasks assigned by the Board of Trustees. • With the approval of the new university Accountability Plan, the goals and objectives from the previous year were highlighted as well as new initiatives that will improve those metrics. The university experienced growth in seven on the ten categories for the Performance Based Funding metrics. Major areas of improvement were mentioned earlier in this evaluation but also consist of an 18% decline in cost of a bachelor's degree and grads without excess credit hours. • Overall, the President has done a good job of meeting the goals established by the BOG, though some goals were not met, the performance in those specific categories did improve in comparison to the prior year. With the allocation of the Performance Based Funding, these areas of concern should further increase. 	<ol style="list-style-type: none"> 1. Exceeds 2. Meets 3. Does Not Meet

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

<p>Fund Raising</p> <p>How effectively does the President:</p> <ul style="list-style-type: none"> • Lead and engage others in the fund-raising program? • Build relationships with major donors? • Obtain gifts and grants relative to full potential from individuals, alumni, corporations and foundations? • Provide stewardship for gifts that have been received? • Inform and engage the board appropriately? 	<p>Comments:</p> <ul style="list-style-type: none"> • In the last year, the university has launched multiple fundraising programs through different Direct Support Organizations like the FAMU Foundation. These campaigns include RAMU Rising and 1887 Student Giving to name a few. Additionally, I believe further steps were taken to add more potential donors to the university’s radar throughout the year. The President always attends fundraising functions and does a great job of highlighting significant donations at university functions. • The FAMU Foundation has reported a 25% increase in donations via grants, gifts, and pledges donated throughout the academic year. This 25% has brought the total funds collected to \$11.625 million. • Again, I believe the President does a great job of providing stewardship for gifts that have been received by highlighting and recognizing donors at university functions. I would like to see the university continue this tradition of recognizing donors at football games, convocations, and homecoming. This can be seen as an incentive for some donors to see that the general public will see such acknowledgements be made. 	<p>1. Exceeds</p> <p>2. Meets</p> <p>3. Does Not Meet</p>
<p>External Relations</p> <p>How effectively does the President:</p> <ul style="list-style-type: none"> • Build credibility and influence with external constituencies? (e.g. DSO, BOG, SACS, & NCAA) • Provide leadership to local, regional and national higher education? • Increase the visibility and reputation of the institution in a manner that has 	<p>Comments:</p> <ul style="list-style-type: none"> • The President has built a strong relationship with the external entities that have an impact on the university such as Direct Support Organizations, the Board of Governors, and more. The President has hosted Governors on campus this year and has allowed students to engage with these governors on multiple occasions. This has proven beneficial for the university in the long-term. The President and his team have incorporated the Direct Support Organizations in many university functions and continue to provide support to those organizations. The university’s accreditation was reaffirmed this academic year by the SACSCOC for another 10 years. This was great 	<p>1. Exceeds</p> <p>2. Meets</p> <p>3. Does Not Meet</p>

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

<p>a direct correlation to attainment of performance metrics associated with the University and increases our standing within the SUS and HBCU rankings?</p> <ul style="list-style-type: none"> • Relate to alumni and gain their support? • Build credibility and influence with media? • Influence legislators and public officials? • Provide consensus building, focused leadership on matters related to the University and Board of Trustees? 	<p>news for the students who were worried about their college/school's accreditation. This also provided a positive recruitment talking point for FTIC students who are interested in attending FAMU and students interested in pursuing post-graduate degrees at FAMU.</p> <ul style="list-style-type: none"> • FAMU has claimed multiple accolades throughout the academic year from different media sources including top names like Forbes Magazine and US News and World Report. This is great publicity for the university and helps highlight the positive achievements of the university. I believe that the new partnership with Ross University School of Medicine will help our Biology students transition into medical school. This has been a personal area of concern that has been expressed from students who worry about their chances of attending a medical school come graduation. • The Ignite program has been a positive light on the university and provides an opportunity for students attending community colleges to transfer to the university to continue their education. • I personally participated in a live taping of The Real Talk Show in Lee Hall Auditorium which broadcasted the university to a national audience. This was a great experience for the students involved, especially the student leaders. • The university continued to build a good relationship with state legislators throughout the academic year. The university hosted the Governor's Prayer Breakfast in January at the Al Lawson Multipurpose Center, many student leaders were present, and it provided an upscale experience for those involved. 	
<p>Internal Relations</p> <p>How effectively does the President:</p>	<p>Comments:</p> <ul style="list-style-type: none"> • The President has effectively interacted with the students and demonstrated a commitment to their welfare and overall success. The President does a 	<p>1. Exceeds</p> <p>2. Meets</p>

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

<ul style="list-style-type: none"> • Develop a climate and programs that enhance diversity? • Interact with students and demonstrate commitment to their welfare? • Work with the faculty to develop initiatives to advance their work and professional well-being? • Work with the staff to create opportunities and resources to recognize their service and enhance their development? • Ensure strong faculty and community relations? 	<p>fantastic job of making students feel like they are not just a number by promoting a personable environment throughout campus. Additionally, the President has supported the Student Government Association and its many ventures including reinstalling the Student Campus Safe Team in the annual budget. This is set to be back in the Fall semester. One of the highlights of this support comes in the form of candlelight vigils that are spearheaded by the Student Government Association and the university. The President attends these important moments and honors the fallen Rattler through a resolution and communicates directly with the family. Additionally, the President supported the revision of the Student Body Statutes and Constitution, a major project that the Student Senate undertook under my leadership last year and the year prior under the leadership of Senate President Rakeem Ford. The President embodies the motto “Excellence with Caring” by supporting students all across the country who are representing the university in a positive manner (Honda Campus All-Stars, Rose Bowl Parade).</p> <ul style="list-style-type: none"> • In the aftermath of the hurricane Michael, the President supported outreach efforts to the affected areas. Additionally, the university opened its doors to those in need at the time including the National Guard for weeks. FAMU continues to be a key contributor in the Tallahassee community by sustaining positive relationships with major community functions and entities. 	<p>3. Does Not Meet</p>
<p>Board and Governance Relations</p> <p>How effectively does the President:</p> <ul style="list-style-type: none"> • Build the relationship with the board? • Gain support from the board, especially on controversial issues? • Involve and call on the board to facilitate relationships for the 	<p>Comments:</p> <ul style="list-style-type: none"> • The President has made incredible effort to maintain a positive relationship with the Board of Trustees. As a new trustee, I experienced a major learning curve in my first few weeks even with the transition meeting with Attorney Barge Miles. However, the President continued to treat me with respect and ensured that I was made aware of pertinent matters that affected the university. In my time with the Board, the university has benefited from the approval of the 2019 Accountability Plan, approved the allocation of the \$13.7 million from the Performance Based Funding, approved the 2019-2020 	<p>1. Exceeds</p> <p>2. Meets</p> <p>3. Does Not Meet</p>

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

<p>President, especially in fund-raising and community relations?</p> <ul style="list-style-type: none"> • Develop a good working understanding of the board's, the administration's and the faculty's respective roles in decision-making? • Involve the board in strategy in productive and appropriate ways? • Focus the board's attention on issues related to the President's professional development and personal welfare? • Focus the board's attention on decision-making and governance systems that need improvement? • Administer the affairs of the University consistent with the documented Board policy? 	<p>Legislative Budget Request, and more. This level of communication was key during the release of the NCAA sanctions back in May 2019. Board members were made aware of these sanctions before they were made viral via social media and media news outlets.</p> <ul style="list-style-type: none"> • In my short time with the Board of Trustees, I have noticed the President and his team maintain a strong level of communication with the trustees by sending university updates, invitations to events/functions. Additionally, the university consistently allocates resources to fulfill the needs of the Board. 	
EVALUATION FACTORS	PERFORMANCE	EXPECTATIONS (Please circle one)
<p>Personal Characteristics and Values</p> <p>How effectively does the President:</p> <ul style="list-style-type: none"> • Demonstrate persistence in reaching goals? • Lead change? • Use political skills to negotiate agreements, create coalitions and 	<p>Comments:</p> <ul style="list-style-type: none"> • The President's personal character traits and values align with the motto of the university and through his day-to-day interactions with students, faculty, staff, and external officials, he continues to hold the university to a higher standard. • The President has used his political skills to negotiate agreements and create coalitions that will benefit the university. These victories include the aforementioned \$24.8 million allocated for the completion of the CASS 	<p>1. Exceed</p> <p>2. Meets</p> <p>3. Does Not Meet</p>

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

<p>build consensus?</p> <ul style="list-style-type: none"> • Display interpersonal and people skills? • Communicate clearly and convincingly in various forms and contexts? • Show respect for others? • Listen? • Examine and challenge his or her assumptions and show a willingness to explore other viewpoints? • Understand his or her and others' feelings? • Reconcile conflict between self and others, and among groups and individuals? • Demonstrate honesty and integrity? • Inspire trust and confidence? 	<p>building, International MOU with Israel (University of Haifa) to provide additional study abroad opportunities for students, and partnership with the Ross University School of Medicine.</p> <ul style="list-style-type: none"> • The students believe the President shows respect for others and listens to their concerns and recommendations. • The President continues to demonstrate honesty and integrity by taking full responsibilities for errors made by his staff and enforcing accountability measures on all levels. The President continues to inspire trust and confidence at the administration level of the university and this has trickled down to the student leadership within the Student Government Association. 	
<p>Summary Questions</p> <ol style="list-style-type: none"> 1. What have been the President's major accomplishments in the leadership of the institution over the last year? 2. What single thing would you suggest 	<p>Comments:</p> <ul style="list-style-type: none"> • Some of the major accomplishments of the President includes: <ul style="list-style-type: none"> ○ \$13.7 million awarded through the Performance Based Funding and its allocation breakdown ○ The allocation of the \$24.8 million for the completion of the CASS 	

**BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON**

<p>to improve the President's effectiveness?</p> <p>3. What other points need to be covered?</p>	<p>building</p> <ul style="list-style-type: none"> ○ The construction and financial components of the new 700-bed residence hall on the south side of campus with the addition of an eatery to address the food dessert situation that exist in the area of campus ○ Ignite program successes ○ Improving the average freshman class profile for the upcoming academic year ○ Construction of the new amphitheater ○ Maintaining a positive relationship with student leadership and maintaining a strong image with the general student body ○ Approved 2019 Accountability Plan and Legislative Budget Request ○ SACSCOC accreditation for the next decade. <ul style="list-style-type: none"> • The President has made progress on the university's Strategic Plan by achieving some of the goals within each category and making headway on others. Additionally, the President achieved over half of the President's Goals for the academic year. • The single recommendation that I have to help improve the President's effectiveness would be to continue to provide support to the President as a Board of Trustees and to trust that the university will continue to improve. This can be done by allocating additional resources as needed to ensure that the leadership team is able to act on the Strategic Priorities of the university. With the allocation of the \$13.7 million and another full-year under his belt, I believe that the President will continue to make substantial strides in addressing the areas of concern for the university. Dr. Robinson is building a strong relationship with student leaders, faculty, staff, Board of Trustees, and the Board of Governors. All of which will prove to be beneficial to the university in its future endeavors. 	
--	---	--

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

Evaluation Rating Definitions

Exceeds Expectations:

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

Meets Expectations:

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

Does Not Meet Expectations:

- Inconsistently demonstrates the skills and abilities to perform job functions/duties or responsibilities satisfactorily.
- Demonstrates minimal initiative to improve performance on a consistent basis.

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

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

TRUSTEE BELVIN PERRY, JR.

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

Trustee: Belvin Perry, Jr.

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

EVALUATION FACTORS	PERFORMANCE	EXPECTATIONS (Please circle one)
<p>Annual Priorities and Goals – 2018-19</p> <p>How effective was the president:</p> <ul style="list-style-type: none"> • Attaining the goals approved by the Board? • In demonstrating the attainment of the goals set (e.g. comparative data, trends, ratio analyses of the metrics) • In communicating the attained goals? 	<p>Comments:</p>	<p>1 – Exceeds</p> <p>2 - Meets</p> <p>3 – Does Not Meet</p>
<p>Strategic Leadership</p> <p>How effectively does the president:</p> <ul style="list-style-type: none"> • Demonstrate an understanding of the culture of the organization and convincingly tell its story? • Discern and communicate the meaning of external trends and the institution's strategic situation? • Renew the mission and articulate a compelling vision? • Shape a productive strategy process and enlist the participation and confidence of others in it? • Implement the strategy and make things happen to achieve competitive advantage and respond to the driving forces of change and competition? 	<p>Comments:</p>	<p>1 – Exceeds</p> <p>2 - Meets</p> <p>3 – Does Not Meet</p>

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

<ul style="list-style-type: none"> Lead the creation of a long-range strategic plan that engages all stakeholders? 		
<p>Educational Leadership</p> <p>How effectively does the president:</p> <ul style="list-style-type: none"> Propose educational directions and priorities that motivate others? Assure academic quality by expecting the use of evidence to improve performance? Mobilize resources to support educational programs? Encourage and enable educational and curricular change and innovation? Understand and participate in academic governance and collaborative decision-making? Attract and retain strong faculty? 	<p>Comments:</p> <p>I'm very concerned about the lack of direction and focus of the School of Law. The School of Law lacks strong leadership. The reputation of the School of Law needs an upgrade and the academic programs need a review along with the teaching methods. The School of Law needs to become a greater priority.</p>	<p>1 - Exceeds</p> <p>2 - [Meets]</p> <p>3 - Does Not Meet</p>
<p>Organizational Management</p> <p>How effectively does the president:</p> <ul style="list-style-type: none"> Manage – analyze, organize, plan, direct, evaluate, renew – basic institutional processes and resources (finances, technology, human resources, facilities, services, etc.)? Create a sense of urgency and drive results in key performance areas such as admissions, enrollment, retention, student learning, fundraising, research, service, finances, and facilities? Set high standards and hold people responsible for results? 	<p>Comments:</p>	<p>1 - Exceeds</p> <p>2 - [Meets]</p> <p>3 - Does Not Meet</p>

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

<ul style="list-style-type: none"> • Make clear and timely decisions? • Make tough decisions? • Use analytical and creative thinking to solve problems? • Plan for and manage crises? (e.g. anti-hazing) • Attract, retain and develop talented personnel? • Oversee a competent leadership team that takes responsibility, sets and achieves goals that advance the University’s mission and promotes a collegial attitude when engaging key stakeholders (e.g. Board alumnae, faculty, students, community)? 		
<p>Financial Management How effectively does the president:</p> <ul style="list-style-type: none"> • Understand and manage the organization’s financial dynamics, metrics and processes (budgeting, costs, revenues, overhead, balances, and investments) and communicate financial realities to stakeholders? • Manage resources efficiently and build long-term financial equilibrium (create operating balances, add revenues at a faster rate than expenses, provide for depreciation, and increase the purchasing power of the endowment)? • Provide supervision of the University’s buildings, grounds and equipment and ensuring appropriate communication and approval for expenses that require Board approval? • Fully inform and engage timely the Board 	<p>Comments: Procedures need to be implemented to make sure that they are checks and balances dealing with my finances to insurance that our CFO is following the directives of the President and the BOT.</p>	<p>1 - Exceeds 2 - Meets 3 – Does Not Meet</p>

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

<ul style="list-style-type: none"> on fiscal matters impacting the University? Promote informed decision making and facilitate timely discussion and delivery of comprehensive information to the Board around the formulation of a current and multi-year budget that would include recommendation from the administration (e.g. collective bargaining, faculty, salary, equity, athletics, legislative budget requests (LBR) & FAMU-FSU College of Engineering)? 		
<p>Work Plan How effectively does the president:</p> <ul style="list-style-type: none"> Provide on-going and timely updates regarding the implementation, progress, milestones achieved and concerns? Meet the goals established by the Board and approved by the BOG? 	Comments:	1 – Exceeds 2 - Meets 3 – Does Not Meet
<p>Fund Raising How effectively does the president:</p> <ul style="list-style-type: none"> Lead and engage others in the fund-raising program? Build relationships with major donors? Obtain gifts and grants relative to full potential from individuals, alumni, corporations and foundations? Provide stewardship for gifts that have been received? Inform and engage the board appropriately? 	Comments:	1 – Exceeds 2 – Meets 3 – Does Not Meet

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

<p>External Relations How effectively does the president:</p> <ul style="list-style-type: none"> • Build credibility and influence with external constituencies? (e.g. DSO, BOG, SACS, & NCAA) • Provide leadership to local, regional and national higher education? • Increase the visibility and reputation of the institution in a manner that has a direct correlation to attainment of performance metrics associated with the University and increases our standing within the SUS and HBCU rankings? • Relate to alumni and gain their support? • Build credibility and influence with media? • Influence legislators and public officials? • Provide consensus building, focused leadership on matters related to the University and Board of Trustees? 	<p>Comments:</p>	<p>1 – [Exceeds] 2 - Meets 3 – Does Not Meet</p>
<p>Internal Relations How effectively does the president:</p> <ul style="list-style-type: none"> • Develop a climate and programs that enhance diversity? • Interact with students and demonstrate commitment to their welfare? • Work with the faculty to develop initiatives to advance their work and professional well-being? • Work with the staff to create opportunities and resources to recognize their service and enhance their development? • Ensure strong faculty and community relations? 	<p>Comments:</p>	<p>1 – [Exceeds] 2 - Meets 3 – Does Not Meet</p>

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

<p>Board and Governance Relations</p> <p>How effectively does the president:</p> <ul style="list-style-type: none"> • Build the relationship with the board? • Gain support from the board, especially on controversial issues? • Involve and call on the board to facilitate relationships for the president, especially in fund-raising and community relations? • Develop a good working understanding of the board's, the administration's and the faculty's respective roles in decision-making? • Involve the board in strategy in productive and appropriate ways? • Focus the board's attention on issues related to the president's professional development and personal welfare? • Focus the board's attention on decision-making and governance systems that need improvement? • Administer the affairs of the University consistent with the documented Board policy? 	<p>Comments:</p>	<p>1 – Exceeds</p> <p>2 - Meets</p> <p>3 – Does Not Meet</p>
EVALUATION FACTORS	PERFORMANCE	EXPECTATIONS
<p>Personal Characteristics and Values</p> <p>How effectively does the president:</p> <ul style="list-style-type: none"> • Demonstrate persistence in reaching goals? • Lead change? • Use political skills to negotiate agreements, create coalitions and build consensus? • Display interpersonal and people skills? • Communicate clearly and convincingly in 		<p>1 – Exceeds</p> <p>2 – Meets</p> <p>3 – Does Not Meet</p>

**BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON**

<p>various forms and contexts?</p> <ul style="list-style-type: none"> • Show respect for others? • Listen? • Examine and challenge his or her assumptions and show a willingness to explore other viewpoints? • Understand his or her and others' feelings? • Reconcile conflict between self and others, and among groups and individuals? • Demonstrate honesty and integrity? • Inspire trust and confidence? 		
<p>Summary Questions</p> <ol style="list-style-type: none"> 1. What have been the president's major accomplishments in the leadership of the institution over the last year? 2. What single thing would you suggest to improve the president's effectiveness? 3. What other points need to be covered? 	<p>The obtaining of performance base funding was a major accomplishment.</p>	

Evaluation Rating Definitions

Exceeds Expectations:

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

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

- Skillfully and in a highly reliable manner handles multiple and varied types of tasks with competing priorities.
- Skillfully resolves conflicts in the midst of differing opinions by creatively developing a compromise within competing interest.
- Exhibits teamwork or is a team player in varied settings and influence others to work collaboratively to bring about a positive impact while furthering the goals of the institution.

Meets Expectations:

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

Does Not Meet Expectations:

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

TRUSTEE CRAIG REED

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

Trustee: _____ Craig Reed _____

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

EVALUATION FACTORS	PERFORMANCE	EXPECTATIONS (Please circle one)
<p>Annual Priorities and Goals – 2018-19</p> <p>How effective was the president:</p> <ul style="list-style-type: none"> • Attaining the goals approved by the Board? • In demonstrating the attainment of the goals set (e.g. comparative data, trends, ratio analyses of the metrics) • In communicating the attained goals? 	<p>Comments: The president has developed a very comprehensive and transparent process to assess and report on his goals. He has met most goals but have not met some key goals such as increase licensure rate, increase headcount and improve 4 year graduation rate goal but has made good progress towards achieving these goals.</p>	<p>1 - Exceeds 2 - Meets 3 – Does Not Meet</p>
<p>Strategic Leadership</p> <p>How effectively does the president:</p> <ul style="list-style-type: none"> • Demonstrate an understanding of the culture of the organization and convincingly tell its story? • Discern and communicate the meaning of external trends and the institution's strategic situation? • Renew the mission and articulate a compelling vision? • Shape a productive strategy process and enlist the participation and confidence of others in it? • Implement the strategy and make things happen to achieve competitive advantage and respond to the driving forces of change 	<p>Comments: President Robinson is a very good ambassador for FAMU and does a terrific job articulation the vision, mission and value of the Institution. He has driven several initiatives to drive closer collaboration and coordination with key stakeholders such as the BOG, Legislature, Alumni, students and faculty. He spends time with all helping to ensure alignment and support of the University and its mission.</p>	<p>1 - Exceeds 2 - Meets 3 – Does Not Meet</p>

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

<p>and competition?</p> <ul style="list-style-type: none"> Lead the creation of a long-range strategic plan that engages all stakeholders? 		
<p>Educational Leadership</p> <p>How effectively does the president:</p> <ul style="list-style-type: none"> Propose educational directions and priorities that motivate others? Assure academic quality by expecting the use of evidence to improve performance? Mobilize resources to support educational programs? Encourage and enable educational and curricular change and innovation? Understand and participate in academic governance and collaborative decision-making? Attract and retain strong faculty? 	<p>Comments:</p> <p>President Robinson has filled key academic rolls this year that should better position the respective schools to drive higher levels of performance. As these leaders on board and start to implement there plans we should see an improvement in this area. The President has done a great job allocating resources in support of student success as evidenced by the new CASS building.</p>	<p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 – Does Not Meet</p>
<p>Organizational Management</p> <p>How effectively does the president:</p> <ul style="list-style-type: none"> Manage – analyze, organize, plan, direct, evaluate, renew – basic institutional processes and resources (finances, technology, human resources, facilities, services, etc.)? Create a sense of urgency and drive results in key performance areas such as admissions, enrollment, retention, student learning, fundraising, research, service, finances, and facilities? Set high standards and hold people 	<p>Comments:</p> <p>Really good focus on strategic initiatives to drive the University forward. From leveraging SUS contracts to the implementation of customer service and diversity initiatives The president is driving progress in all area's. Some key focus area's I would like to ensure we focus on in the future are the timely completion of Audit findings as defined by the University and BOG audits.</p>	<p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 – Does Not Meet</p>

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

<p>responsible for results?</p> <ul style="list-style-type: none"> • Make clear and timely decisions? • Make tough decisions? • Use analytical and creative thinking to solve problems? • Plan for and manage crises? (e.g. anti-hazing) • Attract, retain and develop talented personnel? • Oversee a competent leadership team that takes responsibility, sets and achieves goals that advance the University's mission and promotes a collegial attitude when engaging key stakeholders (e.g. Board alumnae, faculty, students, community)? 		
<p>Financial Management How effectively does the president:</p> <ul style="list-style-type: none"> • Understand and manage the organization's financial dynamics, metrics and processes (budgeting, costs, revenues, overhead, balances, and investments) and communicate financial realities to stakeholders? • Manage resources efficiently and build long-term financial equilibrium (create operating balances, add revenues at a faster rate than expenses, provide for depreciation, and increase the purchasing power of the endowment)? • Provide supervision of the University's buildings, grounds and equipment and ensuring appropriate communication and approval for expenses that require Board approval? 	<p>Comments: Good success in driving programs in the area of cost management across the University. Strong routine of review process with staff and fiancé committee. Including a process to engage the BOG on our Athletic issue.</p>	<p>1 - Exceeds 2 - Meets 3 - Does Not Meet</p>

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

<ul style="list-style-type: none"> • Fully inform and engage timely the Board on fiscal matters impacting the University? • Promote informed decision making and facilitate timely discussion and delivery of comprehensive information to the Board around the formulation of a current and multi-year budget that would include recommendation from the administration (e.g. collective bargaining, faculty, salary, equity, athletics, legislative budget requests (LBR) & FAMU-FSU College of Engineering)? 		
<p>Work Plan How effectively does the president:</p> <ul style="list-style-type: none"> • Provide on-going and timely updates regarding the implementation, progress, milestones achieved and concerns? • Meet the goals established by the Board and approved by the BOG? 	<p>Comments: Great development and update process on the Accountability Plan. Although progress is being made against the goals all are not being met. Continue to work on the achievement of the goals laid out in the plan</p>	<p>1 - Exceeds 2 - Meets 3 – Does Not Meet</p>
<p>Fund Raising How effectively does the president:</p> <ul style="list-style-type: none"> • Lead and engage others in the fund-raising program? • Build relationships with major donors? • Obtain gifts and grants relative to full potential from individuals, alumni, corporations and foundations? • Provide stewardship for gifts that have been received? • Inform and engage the board appropriately? 	<p>Comments: Great progress is being made in this area. Continue to focus on establishing relationships with Corporations and major donors.</p>	<p>1 - Exceeds 2 - Meets 3 – Does Not Meet</p>

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

<p>External Relations How effectively does the president:</p> <ul style="list-style-type: none"> • Build credibility and influence with external constituencies? (e.g. DSO, BOG, SACS, & NCAA) • Provide leadership to local, regional and national higher education? • Increase the visibility and reputation of the institution in a manner that has a direct correlation to attainment of performance metrics associated with the University and increases our standing within the SUS and HBCU rankings? • Relate to alumni and gain their support? • Build credibility and influence with media? • Influence legislators and public officials? • Provide consensus building, focused leadership on matters related to the University and Board of Trustees? 	<p>Comments: Congratulations on reaccreditation of the University by SACS. Also great job in your engagement with all external stakeholders which has lead to a successful campaign with Alumni for fund raising, legislators in support of key University projects and engaging the BOG and BOT on all area's of significance and relevance in support of the University.</p>	<p>1 - Exceeds 2 - Meets 3 – Does Not Meet</p>
<p>Internal Relations How effectively does the president:</p> <ul style="list-style-type: none"> • Develop a climate and programs that enhance diversity? • Interact with students and demonstrate commitment to their welfare? • Work with the faculty to develop initiatives to advance their work and professional well-being? • Work with the staff to create opportunities and resources to recognize their service and enhance their development? • Ensure strong faculty and community relations? 	<p>Comments: Really great progress in this area.</p>	<p>1 - Exceeds 2 - Meets 3 – Does Not Meet</p>

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

<p>Board and Governance Relations</p> <p>How effectively does the president:</p> <ul style="list-style-type: none"> • Build the relationship with the board? • Gain support from the board, especially on controversial issues? • Involve and call on the board to facilitate relationships for the president, especially in fund-raising and community relations? • Develop a good working understanding of the board's, the administration's and the faculty's respective roles in decision-making? • Involve the board in strategy in productive and appropriate ways? • Focus the board's attention on issues related to the president's professional development and personal welfare? • Focus the board's attention on decision-making and governance systems that need improvement? • Administer the affairs of the University consistent with the documented Board policy? 	<p>Comments:</p> <p>President is very proactive in engaging the board including a strong focus on area's specific to a member's board responsibility. Very responsive to items called out and focused on achieving results.</p>	<p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 – Does Not Meet</p>
EVALUATION FACTORS	PERFORMANCE	EXPECTATIONS (Please circle one)
<p>Personal Characteristics and Values</p> <p>How effectively does the president:</p> <ul style="list-style-type: none"> • Demonstrate persistence in reaching goals? • Lead change? • Use political skills to negotiate agreements, create coalitions and build consensus? • Display interpersonal and people skills? 	<p>Strong performance in this area. The president acts with high ethics and integrity. Takes quick and decisive actions when necessary to ensure compliance. Engages all constituents to ensure alignment with core values of the University.</p>	<p>1 - Exceeds</p> <p>2 – Meets</p> <p>3 – Does Not Meet</p>

**BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON**

<ul style="list-style-type: none"> • Communicate clearly and convincingly in various forms and contexts? • Show respect for others? • Listen? • Examine and challenge his or her assumptions and show a willingness to explore other viewpoints? • Understand his or her and others' feelings? • Reconcile conflict between self and others, and among groups and individuals? • Demonstrate honesty and integrity? • Inspire trust and confidence? 		
<p>Summary Questions</p> <ol style="list-style-type: none"> 1. What have been the president's major accomplishments in the leadership of the institution over the last year? 2. What single thing would you suggest to improve the president's effectiveness? 3. What other points need to be covered? 	<ol style="list-style-type: none"> 1) Overall engagement of Stakeholders in the strategy, alignment and support of University goals. It has enabled the President to achieve several significant accomplishments such as an increase in student enrollment, funding for the CASS building, budget approval in support of key initiatives and increase in fund raising. 2) Move faster to close out all open audit findings and hold organization accountable to timelines. 	

Evaluation Rating Definitions

Exceeds Expectations:

- Significantly and consistently exceeds expectations(s) by producing a high quality and quantity of work.
- Undertakes additional job functions/duties, through own initiative, that further the goals of and make significant contributions to the institution.
- Is dependable, highly reliable and follows through on all provided or otherwise undertaken initiatives or requests and is effective in a variety of settings including one-on-one communications, writing skills, correspondence, and public situations.
- Demonstrates exceptional in-depth knowledge of the job functions/duties and is highly recognized by others within the University community.

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

- Exhibits model behavior that exemplifies the values and qualities of the organization and that is worthy of emulation.
- Skillfully and in a highly reliable manner handles multiple and varied types of tasks with competing priorities.
- Skillfully resolves conflicts in the midst of differing opinions by creatively developing a compromise within competing interest.
- Exhibits teamwork or is a team player in varied settings and influence others to work collaboratively to bring about a positive impact while furthering the goals of the institution.

Meets Expectations:

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

Does Not Meet Expectations:

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

TRUSTEE NICOLE WASHINGTON

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

Trustee: Nicole Washington

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

EVALUATION FACTORS	PERFORMANCE	EXPECTATIONS (Please circle one)
<p>Annual Priorities and Goals – 2018-19</p> <p>How effective was the president:</p> <ul style="list-style-type: none"> • Attaining the goals approved by the Board? • In demonstrating the attainment of the goals set (e.g. comparative data, trends, ratio analyses of the metrics) • In communicating the attained goals? 	<p>Comments:</p> <p>President Robinson reports progress towards his goals quarterly during the board meetings and met seven out of the ten goals approved by the Board for the year. As four-year graduation rates and licensure passage rates continue to be a focus of the Board of Governors, I look forward to continued updates on the effectiveness of the administration’s strategies and activities to improve student success outcomes and meet these goals next year.</p>	<p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 – Does Not Meet</p>
<p>Strategic Leadership</p> <p>How effectively does the president:</p> <ul style="list-style-type: none"> • Demonstrate an understanding of the culture of the organization and convincingly tell its story? • Discern and communicate the meaning of external trends and the institution’s strategic situation? • Renew the mission and articulate a compelling vision? • Shape a productive strategy process and enlist the participation and confidence of others in it? • Implement the strategy and make things happen to achieve competitive advantage and respond to the driving forces of change 	<p>Comments:</p> <p>President Robinson communicates Florida A&M University’s story well and engages a broad range of stakeholders. For example, effective engagement with key legislators in this past legislative session resulted in the appropriation of funds needed to complete the CASS building.</p> <p>Regarding strategic vision, President Robinson has increased the focus on data and metrics to drive university performance. Using data to drive decision-making will help the University develop and implement high-impact strategies to respond to institutional and external trends.</p>	<p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 – Does Not Meet</p>

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

<p>and competition?</p> <ul style="list-style-type: none"> Lead the creation of a long-range strategic plan that engages all stakeholders? 		
<p>Educational Leadership</p> <p>How effectively does the president:</p> <ul style="list-style-type: none"> Propose educational directions and priorities that motivate others? Assure academic quality by expecting the use of evidence to improve performance? Mobilize resources to support educational programs? Encourage and enable educational and curricular change and innovation? Understand and participate in academic governance and collaborative decision-making? Attract and retain strong faculty? 	<p>Comments:</p>	<p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 – Does Not Meet</p>
<p>Organizational Management</p> <p>How effectively does the president:</p> <ul style="list-style-type: none"> Manage – analyze, organize, plan, direct, evaluate, renew – basic institutional processes and resources (finances, technology, human resources, facilities, services, etc.)? Create a sense of urgency and drive results in key performance areas such as admissions, enrollment, retention, student learning, fundraising, research, service, finances, and facilities? Set high standards and hold people 	<p>Comments:</p> <p>President Robinson has had to respond to a number of critical issues this year including filling critical interim positions, licensure passage rates, graduation rates, NCAA sanctions and athletics spending. I applaud his communication with the board in response to these issues. In the future, more aggressive and proactive planning, implementation of early warning systems and enhanced accountability structures could help mitigate future incidences.</p> <p>The implementation of department-level scorecards will help drive university performance incentives from the administration into the department levels resulting in a higher level of accountability and transparency around student success outcomes. I also look forward to updates on how the finalized scorecards are being utilized to audit and</p>	<p>1 - Exceeds</p> <p>2 - Meets</p> <p>2.5</p> <p>3 – Does Not Meet</p>

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

<p>responsible for results?</p> <ul style="list-style-type: none"> • Make clear and timely decisions? • Make tough decisions? • Use analytical and creative thinking to solve problems? • Plan for and manage crises? (e.g. anti-hazing) • Attract, retain and develop talented personnel? • Oversee a competent leadership team that takes responsibility, sets and achieves goals that advance the University's mission and promotes a collegial attitude when engaging key stakeholders (e.g. Board alumnae, faculty, students, community)? 	<p>direct resources and drive innovation, and attract and retain talent in appropriate areas.</p>	
<p>Financial Management How effectively does the president:</p> <ul style="list-style-type: none"> • Understand and manage the organization's financial dynamics, metrics and processes (budgeting, costs, revenues, overhead, balances, and investments) and communicate financial realities to stakeholders? • Manage resources efficiently and build long-term financial equilibrium (create operating balances, add revenues at a faster rate than expenses, provide for depreciation, and increase the purchasing power of the endowment)? • Provide supervision of the University's buildings, grounds and equipment and ensuring appropriate communication and approval for expenses that require Board approval? 	<p>Comments:</p> <p>President Robinson met his goal to reduce E&G expenditures this year, which allowed the university to be able to target resources towards the strategic plan goals.</p> <p>While I recognize the Board Chair and administration's efforts to mitigate the situation regarding athletics, I am disappointed that the athletics budget again was an area of concern. This is an area that the administration has placed substantial resources, but continues to find weaknesses including lack of robust system of controls for budgetary approvals. It is critically important to the university that President Robinson obtains a highly qualified replacement for the CFO and aligns the athletics budget and processes to the policies of the university.</p>	<p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 – Does Not Meet</p>

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

<ul style="list-style-type: none"> • Fully inform and engage timely the Board on fiscal matters impacting the University? • Promote informed decision making and facilitate timely discussion and delivery of comprehensive information to the Board around the formulation of a current and multi-year budget that would include recommendation from the administration (e.g. collective bargaining, faculty, salary, equity, athletics, legislative budget requests (LBR) & FAMU-FSU College of Engineering)? 		
<p>Work Plan How effectively does the president:</p> <ul style="list-style-type: none"> • Provide on-going and timely updates regarding the implementation, progress, milestones achieved and concerns? • Meet the goals established by the Board and approved by the BOG? 	<p>Comments: President Robinson provides regular and real-time updates on work plan goals through the institutional and presidential goal dashboard. However, the university did not meet certain key work plan goals this year, and, as no adjustments were made to the out-year goals, the administration will need to develop an aggressive strategy to reach the 2020 goals.</p>	<p>1 - Exceeds 2 - Meets 3 – Does Not Meet</p>
<p>Fund Raising How effectively does the president:</p> <ul style="list-style-type: none"> • Lead and engage others in the fund-raising program? • Build relationships with major donors? • Obtain gifts and grants relative to full potential from individuals, alumni, corporations and foundations? • Provide stewardship for gifts that have been received? • Inform and engage the board appropriately? 	<p>Comments: I applaud President Robinson and his team for meeting their goal to increase fundraising this year, with a 25% increase in pledges over last year.</p>	<p>1 - Exceeds 2 - Meets 3 – Does Not Meet</p>

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

<p>External Relations How effectively does the president:</p> <ul style="list-style-type: none"> • Build credibility and influence with external constituencies? (e.g. DSO, BOG, SACS, & NCAA) • Provide leadership to local, regional and national higher education? • Increase the visibility and reputation of the institution in a manner that has a direct correlation to attainment of performance metrics associated with the University and increases our standing within the SUS and HBCU rankings? • Relate to alumni and gain their support? • Build credibility and influence with media? • Influence legislators and public officials? • Provide consensus building, focused leadership on matters related to the University and Board of Trustees? 	<p>Comments:</p> <p>Similar to the comments under strategic leadership, there is evidence that President Robinson and the administration have made an effort to engage key constituencies and stakeholder groups including alumni, BOG, SACSCOC and the media. The results include securing funding for the CASS building, increased alumni giving and increased positive engagement with these groups. The president is also actively working with the NCAA on the penalty/infractions issue that will help determine the long-term viability of the athletics program.</p>	<p>1 - Exceeds 2 - Meets 3 – Does Not Meet</p>
<p>Internal Relations How effectively does the president:</p> <ul style="list-style-type: none"> • Develop a climate and programs that 	<p>Comments:</p>	<p>1 - Exceeds</p>

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

<p>enhance diversity?</p> <ul style="list-style-type: none"> • Interact with students and demonstrate commitment to their welfare? • Work with the faculty to develop initiatives to advance their work and professional well-being? • Work with the staff to create opportunities and resources to recognize their service and enhance their development? • Ensure strong faculty and community relations? 		<p>2 - Meets</p> <p>3 – Does Not Meet</p>
<p>Board and Governance Relations</p> <p>How effectively does the president:</p> <ul style="list-style-type: none"> • Build the relationship with the board? • Gain support from the board, especially on controversial issues? • Involve and call on the board to facilitate relationships for the president, especially in fund-raising and community relations? • Develop a good working understanding of the board's, the administration's and the faculty's respective roles in decision-making? • Involve the board in strategy in productive and appropriate ways? • Focus the board's attention on issues related to the president's professional development and personal welfare? • Focus the board's attention on decision-making and governance systems that need improvement? • Administer the affairs of the University consistent with the documented Board policy? 	<p>Comments:</p> <p>President Robinson communicates with the Board and provides regular updates on progress of both his goals as well as critical issues.</p> <p>There are certain issues, including enrollment management, the law school and departmental/program productivity that need to be addressed in order to provide a vision for the university to meet its performance and strategic planning goals. In these cases, it would be beneficial for President Robinson, as the leader of the enterprise, to provide the administration's strategic vision for moving the institution forward and recommendations for how the board can support. There are times when the administration appears to be more focused on activities that address specific issues rather than laying out a comprehensive strategic vision for moving forward with a few transparent key performance indicators and clear accountability/enforcement structures. The latter strategy, once communicated to the Board, would serve to enhance Board discussions around critical issues and how they fit into the overall strategy for moving the university forward.</p>	<p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 – Does Not Meet</p>

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

EVALUATION FACTORS	PERFORMANCE	EXPECTATIONS (Please circle one)
<p>Personal Characteristics and Values</p> <p>How effectively does the president:</p> <ul style="list-style-type: none"> • Demonstrate persistence in reaching goals? • Lead change? • Use political skills to negotiate agreements, create coalitions and build consensus? • Display interpersonal and people skills? • Communicate clearly and convincingly in various forms and contexts? • Show respect for others? • Listen? • Examine and challenge his or her assumptions and show a willingness to explore other viewpoints? • Understand his or her and others' feelings? • Reconcile conflict between self and others, and among groups and individuals? • Demonstrate honesty and integrity? • Inspire trust and confidence? 	<p>The President has done an admirable job of moving to a data-driven performance system for the President, leadership team and moving into the department level. He reports on progress towards those goals both to the board as well as internal and external stakeholders. Personally, President Robinson is approachable, welcoming and a champion/advocate for FAMU.</p>	<p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 - Does Not Meet</p>
<p>Summary Questions</p> <ol style="list-style-type: none"> 1. What have been the president's major accomplishments in the leadership of the institution over the last year? 2. What single thing would you suggest to improve the president's effectiveness? 3. What other points need to be covered? 	<ol style="list-style-type: none"> 1. One of the biggest accomplishments of the year is securing the funding for the CASS building. 2. Clearly articulate a consistent set of budget and policy priorities, resources allocated to those priorities, and additional resources needed. When additional concerns arise, they need to be addressed within the framework of the existing priorities (i.e. where does the new concern rank among the list?) and what resources will need to shift in order to address the new concerns. 	

**BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON**

--	--	--

Evaluation Rating Definitions

Exceeds Expectations:

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

Meets Expectations:

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

Does Not Meet Expectations:

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

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

TRUSTEE ROBERT L. WOODY

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

Trustee: Robert L Woody

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

EVALUATION FACTORS	PERFORMANCE	EXPECTATIONS (Please circle one)
<p>Annual Priorities and Goals – 2018-19</p> <p>How effective was the president:</p> <ul style="list-style-type: none"> • Attaining the goals approved by the Board? • In demonstrating the attainment of the goals set (e.g. comparative data, trends, ratio analyses of the metrics) • In communicating the attained goals? 	<p>Comments: This Trustee agrees with the President's self-assessment that he met 8 of the 9 goals and that showed improvement over the previous year. Please refer to the President's Self-Assessment for further information.</p>	<p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 – Does Not Meet</p>
<p>Strategic Leadership</p> <p>How effectively does the president:</p> <ul style="list-style-type: none"> • Demonstrate an understanding of the culture of the organization and convincingly tell its story? • Discern and communicate the meaning of external trends and the institution's strategic situation? • Renew the mission and articulate a compelling vision? • Shape a productive strategy process and enlist the participation and confidence of others in it? • Implement the strategy and make things happen to achieve competitive advantage and respond to the driving forces of change 	<p>Comments: President Robinson did an excellent job telling the FAMU Story. He understands the culture, and convincingly persuades his audience. He engages the Alumni, Political Community and Stakeholders to become actively involved in the mission of FAMU thereby increasing revenue for student scholarships.</p>	<p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 – Does Not Meet</p>

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

<p>and competition?</p> <ul style="list-style-type: none"> Lead the creation of a long-range strategic plan that engages all stakeholders? 		
<p>Educational Leadership</p> <p>How effectively does the president:</p> <ul style="list-style-type: none"> Propose educational directions and priorities that motivate others? Assure academic quality by expecting the use of evidence to improve performance? Mobilize resources to support educational programs? Encourage and enable educational and curricular change and innovation? Understand and participate in academic governance and collaborative decision-making? Attract and retain strong faculty? 	<p>Comments: I concur with President Robinson’s self-assessment that he has done an effective job in providing educational direction to the staff and faculty. However, I would like to see more attention directed towards research.</p>	<p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 – Does Not Meet</p>
<p>Organizational Management</p> <p>How effectively does the president:</p> <ul style="list-style-type: none"> Manage – analyze, organize, plan, direct, evaluate, renew – basic institutional processes and resources (finances, technology, human resources, facilities, services, etc.)? Create a sense of urgency and drive results in key performance areas such as admissions, enrollment, retention, student learning, fundraising, research, service, finances, and facilities? Set high standards and hold people 	<p>Comments: President Robinson has made major strides in this area. Overall, through restructuring and re-organization, he has increased student enrollment and hired/is hiring more qualified staff.</p>	<p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 – Does Not Meet</p>

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

<p>responsible for results?</p> <ul style="list-style-type: none"> • Make clear and timely decisions? • Make tough decisions? • Use analytical and creative thinking to solve problems? • Plan for and manage crises? (e.g. anti-hazing) • Attract, retain and develop talented personnel? • Oversee a competent leadership team that takes responsibility, sets and achieves goals that advance the University's mission and promotes a collegial attitude when engaging key stakeholders (e.g. Board alumnae, faculty, students, community)? 		
<p>Financial Management How effectively does the president:</p> <ul style="list-style-type: none"> • Understand and manage the organization's financial dynamics, metrics and processes (budgeting, costs, revenues, overhead, balances, and investments) and communicate financial realities to stakeholders? • Manage resources efficiently and build long-term financial equilibrium (create operating balances, add revenues at a faster rate than expenses, provide for depreciation, and increase the purchasing power of the endowment)? • Provide supervision of the University's buildings, grounds and equipment and ensuring appropriate communication and approval for expenses that require Board approval? 	<p>Comments: <i>No rating at this time, pending the results of the audit.</i></p>	<p>1 - Exceeds 2 - Meets 3 – Does Not Meet</p>

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

<ul style="list-style-type: none"> • Fully inform and engage timely the Board on fiscal matters impacting the University? • Promote informed decision making and facilitate timely discussion and delivery of comprehensive information to the Board around the formulation of a current and multi-year budget that would include recommendation from the administration (e.g. collective bargaining, faculty, salary, equity, athletics, legislative budget requests (LBR) & FAMU-FSU College of Engineering)? 		
<p>Work Plan How effectively does the president:</p> <ul style="list-style-type: none"> • Provide on-going and timely updates regarding the implementation, progress, milestones achieved and concerns? • Meet the goals established by the Board and approved by the BOG? 	<p>Comments: President Robinson is transparent. He informs the board of issues and takes the appropriate action in a timely manner. When he is provided goals from the BOT and BOG, he works tirelessly to meet the deadlines and keeps the BOT abreast of his progress.</p>	<p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 - Does Not Meet</p>
<p>Fund Raising How effectively does the president:</p> <ul style="list-style-type: none"> • Lead and engage others in the fund-raising program? • Build relationships with major donors? • Obtain gifts and grants relative to full potential from individuals, alumni, corporations and foundations? • Provide stewardship for gifts that have been received? • Inform and engage the board appropriately? 	<p>Comments: The President has hired new staff and modified the focus of fund-raising. This change has resulted in an increase in gifts, grants and funds from alumni, corporate, foundations and other stakeholders. His dedication and devotion to the cause is impressionable, as he has traveled nationwide.</p>	<p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 - Does Not Meet</p>

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

<p>External Relations How effectively does the president:</p> <ul style="list-style-type: none"> • Build credibility and influence with external constituencies? (e.g. DSO, BOG, SACS, & NCAA) • Provide leadership to local, regional and national higher education? • Increase the visibility and reputation of the institution in a manner that has a direct correlation to attainment of performance metrics associated with the University and increases our standing within the SUS and HBCU rankings? • Relate to alumni and gain their support? • Build credibility and influence with media? • Influence legislators and public officials? • Provide consensus building, focused leadership on matters related to the University and Board of Trustees? 	<p>Comments: It is the opinion of this Trustee that the cloud of the ongoing audit of monies transferred from the auxiliary funds could impact the President's credibility. However, prior to this, he had developed strong relationships with the University's external constituencies.</p> <p>To his credit, he immediately advised the BOT and BOG and made the appropriate change in leadership as it related to the area that was impacted.</p>	<p>1 - Exceeds 2 - Meets 3 – Does Not Meet</p>
<p>Internal Relations How effectively does the president:</p> <ul style="list-style-type: none"> • Develop a climate and programs that enhance diversity? • Interact with students and demonstrate commitment to their welfare? • Work with the faculty to develop initiatives to advance their work and professional well-being? • Work with the staff to create opportunities and resources to recognize their service and enhance their development? • Ensure strong faculty and community relations? 	<p>Comments: The President appears to have an amicable relationship with his faculty, staff and students. Additionally, he gets along well with the BOT and BOG. He has hired staff/faculty that has created a climate of diversity which is comparable to the student population of the University. He encourages staff/faculty to integrate into the community.</p>	<p>1 - Exceeds 2 - Meets 3 – Does Not Meet</p>

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

<p>Board and Governance Relations</p> <p>How effectively does the president:</p> <ul style="list-style-type: none"> • Build the relationship with the board? • Gain support from the board, especially on controversial issues? • Involve and call on the board to facilitate relationships for the president, especially in fund-raising and community relations? • Develop a good working understanding of the board's, the administration's and the faculty's respective roles in decision-making? • Involve the board in strategy in productive and appropriate ways? • Focus the board's attention on issues related to the president's professional development and personal welfare? • Focus the board's attention on decision-making and governance systems that need improvement? • Administer the affairs of the University consistent with the documented Board policy? 	<p>Comments: President Robinson appears to have developed a strong working relationship with the BOT, BOG and the Chancellor's Office. He interacts with the members and is always cordial and professional. He presents information in a timely fashion.</p> <p>However, it is the request of this Trustee that more oversight be provided by the President and he share this information with the BOT.</p>	<p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 – Does Not Meet</p>
<p>EVALUATION FACTORS</p>	<p>PERFORMANCE</p>	<p>EXPECTATIONS (Please circle one)</p>
<p>Personal Characteristics and Values</p> <p>How effectively does the president:</p> <ul style="list-style-type: none"> • Demonstrate persistence in reaching goals? • Lead change? • Use political skills to negotiate agreements, create coalitions and build consensus? • Display interpersonal and people skills? 	<p>President Robinson's personal characteristics and values include:</p> <ul style="list-style-type: none"> ➤ Honesty and Integrity ➤ Knowledge ➤ Dependability ➤ Versatility ➤ Commitment ➤ Innovation ➤ Respect for others 	<p>1 - Exceeds</p> <p>2 – Meets</p> <p>3 – Does Not Meet</p>

**BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON**

<ul style="list-style-type: none"> • Communicate clearly and convincingly in various forms and contexts? • Show respect for others? • Listen? • Examine and challenge his or her assumptions and show a willingness to explore other viewpoints? • Understand his or her and others' feelings? • Reconcile conflict between self and others, and among groups and individuals? • Demonstrate honesty and integrity? • Inspire trust and confidence? 		
<p>Summary Questions</p> <ol style="list-style-type: none"> 1. What have been the president's major accomplishments in the leadership of the institution over the last year? 2. What single thing would you suggest to improve the president's effectiveness? 3. What other points need to be covered? 	<ol style="list-style-type: none"> 1. Hiring a Provost, Vice President of University Advancement, Vice President of Strategic Planning, Analysis and Institutional Effectiveness; and Vice President for Audit and Compliance, 2. Development of the Housing Enhancement Plan; 3. Garnering of Scholarship funds to support scholarships; 4. Construction of the new amphitheater 5. Secured approval for the Performance Based Funding and the CASS Building; 6. Increase in the number of 2+2 specialized articulation agreements; 7. Increased the number of the best and brightest students; and 8. Improved the relationship with the political audience. 	
	See below	

**BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON**

	<p>Suggested Improvements for the Presidents.</p> <p>It is this BOT's opinion that the President should improve his oversight regarding ALL financial matters. More one-on-one meetings with faculty responsible for approving spending and allocations.</p> <p>Continue to increase funding for student scholarships.</p> <p>Provide special focus to the Law School (Increase the first-time passage rates).</p> <p>The President is urged to develop a Policy and Procedures to ensure expenditures are appropriate and approved prior to disbursement.</p>	
--	--	--

Evaluation Rating Definitions

Exceeds Expectations:

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

Meets Expectations:

- Competently performs job functions/duties on a day-to-day basis and regularly meets expectations and job description requirements with some tasks performed beyond expectations.
- Routinely meets expectations and role requirements by producing a high quality of work on a consistent basis.

BOARD OF TRUSTEES
2018-19 EVALUATION OF PRESIDENT LARRY ROBINSON

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

Does Not Meet Expectations:

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