

SELF ASSESSMENT 2015-2016
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.**

| EVALUATION FACTORS | PERFORMANCE | EXPECTATIONS (Please circle one) |
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| <p>Annual Priorities and Goals - 2015/2016</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, and ratio analyses of the metrics?) • In communicating the attained goals? | <p>Comments:</p> <ol style="list-style-type: none"> 1) During the past year, this Administration demonstrated a tremendous capacity to attain the goals approved by the Board. Progress towards these quantitative objectives was monitored on a continuous basis, and monthly progress reports were submitted to the Board. 2) Over 93% of the goals have been completed with one month remaining in the evaluation period. The expectation is that all goals will be completed or substantially completed by the close of the fiscal year. 3) Control Click on link to see Current Progress Report on Goals and Objectives: http://president.famu.edu/#Monthly 4) The updated report appears at the end of this document and the final report will be provided at the end of the fiscal year. | <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>The most important aspects of strategic leadership are shared values and a clear vision, both of which will enable and allow the senior team to make decisions with minimal formal monitoring or control mechanisms. With this accomplished, I have more time and a greater capacity to focus on other, ad hoc issues, such as adapting the vision to a changing business environment. Also, as part of strategic leadership I have incorporated visionary and managerial leadership by simultaneously allowing for risk-taking and rationality related to the cultural sensitivities of FAMU and its position in the state of Florida and its position nationally in the higher education industry. Moreover, my planning, evaluation, and actions included an adaptation of industry best practices to the organization's culture.</p> <ol style="list-style-type: none"> 1) For the 2015-2016 program year, I set goals, objectives, and identified priorities that support the established mission of the university according to the 2010-2020 Strategic Plan as adopted by the Board of Trustees and Work Plan as approved by the Board of Governors. At the senior leadership retreat and weekly meetings, | <p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 – Does Not Meet</p> |

the mission and vision were shared and discussed to provide and ongoing dialogue about institutional priorities. Monthly reports of activity and weekly group meetings and biweekly individual meetings are part of the cadence created to keep the focus on priorities and provide clarity across the team.

- 2) Moving to a culture focused on student success and college readiness rather than the size of enrollment was an important change and undertaking that reinforces and demonstrates recognition of state and national trends for accountability. Significant progress was made as evidenced by our improvement scores on the SUS established performance metrics and movement into the top eight of the performance funding ranking. External recognition is an important aspect and evidence of institutional responsiveness to change. The most significant among them are the upward movement to R2 Higher Research Activity Carnegie Classification and the recognition by Money and Essence Magazine for the importance of the FAMU contributions to higher education access and success in educating young minds in these United States. Other national recognitions identified in the annual goals and objectives results, and student achievements in discipline national competitions accentuate to acceptance of the new direction and acceptance of the challenges identified with cultural change.
- 3) All program designs and implementation are responsive to changes in state and federal policy as well as sensitive to local community needs and shared governance. Each senior leader established operational and managerial plans to implement and operationalize these priorities as part of their area goals, providing reports and updates and impacts to the senior leaders at weekly senior leadership meetings. Each senior leader is responsible for using appropriate measures of accountability to ensure quality and long-term sustainable program changes. Specific attention was given to advising the faculty and academic leadership of the importance of the performance funding model by attending faculty senate meetings, holding town hall meetings and professional development meetings and creating and activating the campus official online news organ "FAMU FORWARD" to provide updates on campus activity.
- 4) I served as panelist, board member, and/or presenter at several national and international meetings on topics and trends in higher education to tell the FAMU story, mission, and focus on the 21st century, including; the Association of Public and Land-Grant Universities, U. S. Department of Agriculture, American Association of State Colleges and Universities, SACSCOC, STEM Conference at Alabama State University, National Academy of Minority Engineers, NCAA, Selma Bridge Crossing, National Prayer Breakfast.
- 5) Completed a new strategic plan with the appointment of a diverse

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| | <p>strategic planning task force that included campus and local leaders to provide recommendations to update and realign the previously developed plan with the changes in state, federal, and industry performance criteria. The report of the committee has been merged with SUS performance goals, campus master plan, and to provides a complete strategy for the recruitment and retention of students and faculty.</p> <p>6) Empowered the senior leadership team to manage their areas effectively according to their fields of expertise, including opportunities for professional development and self-improvement.</p> | |
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| <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 exceeded the benchmarks for this metric by:</p> <ol style="list-style-type: none"> 1) Initiating a focus on completion and employment after graduation by establishing retention scholarships and reorganized administrative support organizations to provide support for student academic services. 2) Visiting high failure rate classes to gain a firsthand and more in-depth understanding of the day in the life a student and worked to provide online educational support and course conversion. 3) Reallocating resources away from administrative areas to academic support areas with high student faculty ratios and high course failure rates and upgraded instructional technology resources. Also provided resources to upgrade student laboratories, and provided textbooks in the library for courses in STEM for students who cannot afford textbooks. 4) Attending at least one faculty meeting of every college or school to share vision and updates on university decisions and to receive input regarding several policy concerns that would have a direct impact on instructional quality. Lines of communication are always open, and I continue to take meetings with faculty individually, attend faculty senate meetings, and respond to email. 5) Reviewing and examining policies and procedures with the goal of making necessary changes to create or reestablish a positive climate for change that will enable student and faculty success. 6) Making objective and unbiased decisions about tenure, promotion, and merit consideration for staff and faculty, which resulted in several strategic reorganizations and changes in work assignments; i.e. general counsel, chief financial officer, communications, ombudsman, career center. | <p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 - Does Not Meet</p> |
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| <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? • Attract, retain and develop talented personnel? • Build a leadership team and empower and motivate them to achieve beyond their expectations? | <p>Comments:</p> <p>During the prior program year, the following achievements were accomplished:</p> <ol style="list-style-type: none"> 1) Established a connection of individual area goals with university and SUS system goals by planning, developing, and allocating resources to focus on established institutional priorities. Set standards and monitored the progress of each vice president and all direct reports in achieving unit goals through biweekly meetings and open lines of communication. 2) Adhered to state, federal, and NCAA policy for personnel and fiscal control to ensure compliance to accomplish the mission and create a best-in-class university and establish sustainable academic and academic support programs. 3) Revised and approved a crisis management plan and authorized active and tabletop exercises to ensure readiness and rapid response campus-wide. Approved plan promotes the welfare of faculty, staff, and students through the enhanced EAP program and the student judicial process and use of the Sunshine Manor. Free counseling sessions are provided to faculty, staff, and students. 4) Expanded the Ombudsman function and office to include staff as well as student concerns to resolve complaints and improve the work environment. 5) Continued implementing leadership and organizational changes to increase the likelihood of accomplishing the mission of the university to provide an environment of commitment and minimize conflict expeditiously and fairly. Professional development and team building was enhanced through book reading series and discussions on change management and providing an environment which maximizes and encourages professional growth through institution provided seminars, lectures, and online offerings. 6) Control Click on link to access organizational chart: http://president.famu.edu/pdfs/UniversityOrgChart.pdf | <p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 – Does Not Meet</p> |
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| <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)? • Inform and engage the board appropriately? | <p>Comments: During the previous program year, the following initiatives were accomplished:</p> <ol style="list-style-type: none"> 1) Developed a budget planning and management system that aligns the budget planning process with university goals and objectives by focusing decision making on established priorities using the 2.0-2.5 % annual reversion and reallocation across the university based on data and comparative analytics. Designed a financial report and presentation material that provides an all funds view of resources by unit and created a reporting and notification system for senior leadership; including establishing a reporting and review process of all budgets with the senior leadership team to ensure that all required fiscal, personnel and physical control policies of the university, the state of Florida, and federal government are adhered to and operationalized. 2) Developed legislative operating budget request (LBR) that was aligned with the university’s goals and objectives. 3) Developed a comprehensive five-year fiscal plan for the Athletics Department to help ensure financial stability. 4) Restructured the Boosters DSO to provide greater control of University assets. 5) Developed a refunding plan for existing debt to substantially debt service payments. | <p>1 - Exceeds 2 - Meets 3 – Does Not Meet</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:</p> <ol style="list-style-type: none"> 1) Feedback is a critical element of any successful organization. It is necessary to enable the organization to monitor its progress and, moreover, to make adjustments as needed to achieve its goals and objectives. Throughout the year, I have provided the Board and all internal and external audiences with regular updates on the progress being made towards achieving the goals outlined in the University Work Plan through my weekly "Notes," Monthly Progress Report, President’s Report to the Board, social media, et al. An Accountability Report is also submitted to the Board and the BOG each year that substantiates the milestone achieved. 2) Remarkable progress was made towards achieving the goals outlined in the Work Plan as the university’s performance funding score increased from 52 to 65. More importantly, the Work Plan included long-term objectives that are designed to improve our performance to a point where our performance metrics will match those of the overall SUS on key indicators such as the six-year graduation rate and cost to degree. | <p>1 - Exceeds 2 - Meets 3 – Does Not Meet</p> |

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| <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>During the prior year, the silent phase of a multi-year capital campaign commenced. Additionally, annual giving reached an all-time high of nearly \$6 million through April 2016, with two months remaining in the year. All of the qualitative measures for this goal were exceeded.</p> <ol style="list-style-type: none"> 1) Strategic leadership was provided for fundraising, and the department was restructured to ensure that it had the professional capacity to undertake a major capital campaign. 2) Relationships were established with many donors who had never given to the university as evidenced by fact that we received \$1.4 million in final quarter gifts, including \$1M endowment from Hershey Foundation; began outreach/solicitation to identify and raise \$500K-\$1M for spring events, including "A Conversation with John Thompson" and Student Debt reduction initiative; average gifts increased to \$1,500; and began regional outreach and visits with donors and prospects in Orlando, Miami and Gainesville areas. 3) Engaged the Board in all facets of the fundraising process including holding events with members throughout the state; inviting members to fundraising events, and updating members on a regular basis regarding the university's fundraising efforts. 4) Provides individualized reporting on gifts from major donors. 5) Control Click on link to see highlights of fundraising efforts: http://president.famu.edu/#Gifts | <p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 - Does Not Meet</p> |
| <p>External Relations How effectively does the president:</p> <ul style="list-style-type: none"> • Build credibility and influence with external constituencies? • Provide leadership to local, regional and national higher education? • Increase the visibility and reputation of the institution? • Relate to alumni and gain their support? • Build credibility and influence with the media, legislators, and public officials? | <p>Comments:</p> <p>Building upon the work done during the previous program year, my Administration continued to enhance FAMU's national and international reputation.</p> <ol style="list-style-type: none"> 1) Implemented communications and marketing protocols that helped garner a myriad of national rankings including: Essence/Money magazine ranked FAMU as the No.5 among all universities and colleges in its list of "50 Best Colleges for African-Americans;" Nursing program ranked among the top 20 best value nursing programs in the U.S. by BestValueSchools.com, and among the top 25 (No. 21 out of 1,189 entries) nursing programs in the eastern region by The Nursing Journal; FAMU named by Forbes magazine as one of "America's Top Colleges" for 2015. Forbes also listed FAMU as one of its "Best in the South" colleges. 2) The visibility of the university was enhanced through invitations received to speak at major national and international conferences, meetings with editorial boards, speaking at numerous alumni events; re-launching "FAMU Forward" on-line news portal; dramatically increasing our | <p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 - Does Not Meet</p> |

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| | <p>social media presence.</p> <ol style="list-style-type: none"> 3) We launched the first ever “Legislative Day at FAMU” to introduce legislators to our campus. 4) I had face-to-face meetings with all of the key state and federal appropriators and key committee and subcommittee chairs. 5) Made visits to key agencies to help ensure continued funding of FAMU’s research efforts and hosted visits by numerous agency heads including the Secretary of the U.S. Dept. of Education and the Secretary of the Florida Department of Agriculture and Consumer Services. 6) Have periodic meetings with local business leaders and officials, including the chamber of commerce, the mayor, and local clergy, and other service organizations. 7) Visit and provide donations on behalf of FAMU to homeless shelter, participate as member of the United Way Board, and co-chaired fund raising campaign for the Urban League. 8) Attended several regional alumni association meetings, the national alumni association meeting as a life member. 9) Control Click on link to see highlights of external relations: http://president.famu.edu/#Stories | |
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| <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? | <p>Comments:</p> <p>Significant steps were taken to enhance internal relations including:</p> <ol style="list-style-type: none"> 1) Implementing a university-wide Communications Council to help ensure that a clear and unified message regarding the university is being communicated to internal and external audiences. 2) Implementing a new budget planning process to ensure that resources are targeted to enhancing faculty renewal and student vitality. 3) Visit classrooms, dining facilities, town hall meetings and listening sessions with students. 4) Attend student held and organized events to show support. 5) I have an open door policy where I also have designated time to meet with students. 6) Increased the number of professional development and training programs for faculty, staff, and students. 7) Creating a culture where senior leaders are empowered to administer their units and be held accountable for their actions. 8) Working with students to launch a FAMU Forward campaign where students pledge to work to graduate on time. 9) Continuing to award financial assistance to promote retention and graduation through the Strong Finish and High Achievers programs. | <p>1 - Exceeds 2 - Meets 3 – Does Not Meet</p> |
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| <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>Shared governance is a key to the success of any university. During the past year, an increased focus was placed on ensuring that the Board was provided with information to enable it to fulfill its decision-making obligations. Each week, I issue "Notes" to the Board that highlights major initiatives that are underway or proposed. Along with the weekly Notes, I made calls to individual members on a weekly or biweekly basis to help build a relationship with the Board. A BOT orientation program was created and implemented to introduce new to the university administration and university processes procedures and major issues in higher education. A BOT office was created to serve as an additional direct point of contact and liaison for Board members on an on-going basis for operational and concierge services. Also, as has been highlighted in my "Monthly Progress Report" the following activities were accomplished:</p> <ol style="list-style-type: none"> 1) 70 distinct reports, presentations, or informational/discussion items have been provided to the Board regarding policies, procedures, regulations, et al and 27 distinct action items were submitted by the Administration to the BOT for action 2) "Weekly Notes" were provided to Board regarding, policies, procedures, operational and efficiency matters and engagement activities with stakeholders and friends of the university. 3) Established a schedule of weekly (telephonic) communications made by to the Board to consult on issues and gain guidance for decision making. 4) Numerous invitations and opportunities were provided for and planned by Board members to participate in workshops and meetings such as Women's History Month, "A Conversation with John Thompson," a day at Santa Fe Community College, Legislative Day at FAMU, FAMU Day at the Capitol, and an introduction to Miami Movers and Shakers to enhance the brand and establish relationships across the southern region. 5) Numerous briefings were provided to discuss agendas and issues coming before the board; and professional development seminars and briefings on trends in higher education by AGB and SACSCOC including discussion on the roles of the board, faculty, and senior leadership team. Through discussion and briefings with the faculty senate, attendance at faculty meetings, and formation of task forces and work groups to address specific concerns we obtain input from faculty and staff. 6) Numerous "talking point" memoranda provided to Board by SLT by for major press releases. The changing dynamics and board membership provides an opportunity to continue to work on the level and type of engagement the current board expect in operational decision making. | <p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 - Does Not Meet</p> |
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| EVALUATION FACTORS | PERFORMANCE | EXPECTATIONS (Please circle one) |
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| <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>I have demonstrated loyalty to the university and supported its mission. Florida A&M University is at critical stage where both transactional and transformational leadership must be leveraged for course correction and enrichment. It is important to understand that these two styles represent two dimensions on a leadership continuum and are not an either or option. Over 93 % of the goals have been completed with one month remaining in the evaluation period. The expectation is that all goals will be completed or substantially completed by the close of the fiscal year.</p> <p>Significant agreements have been reached internally and externally to position the university to establish quality academic experiences for the students and opening opportunities for faculty research. Achievement of these goals required that I be involved in day-to-day basic administrative and managerial tasks to enable certain parts of the organization to function well in the short term. Efforts have been deployed to ensure that the people have the knowledge, skills, and resources they need to get the job done right. Toward that end, I have also tried to provide rewards for good performance and goal accomplishment by practicing equity in assignments and compensation.</p> <p>There are almost always some differences between how a person sees them self and how others see them. Similar statements can be made about communications leadership. I listen and pay close attention to those with whom I am communicating. I am a critical thinker that uses metaphors and analogies to make abstract ideas clear by breaking them down into bits that are understandable. My goal has been to establish trust by taking actions that are consistent over time and by keeping commitments as a way to reinforce integrity across the university. These values are shared widely across the senior leadership team in discussions and decision-making. My ratings reflect an honest, positive belief in the team assembled and our ability to transform university operations and to create a brand for the future that supports and invests in its students. To that end, staff and faculty are empowered and encouraged to be creative in the development of programs and opportunities based on outcomes.</p> <p>All actions taken are with the belief that FAMU controls its fate and that we can make a difference in the world should we accept the challenge to prepare the students, and invest and reallocate resources toward</p> | <p>1 - Exceeds</p> <p>2 - Meets</p> <p>3 - Does Not Meet</p> |

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| | <p>programming that supports their success through program completion and successful employment. Through effective teamwork and creating a consensus around the values and beliefs that the quality of the educational experience of the students is our first mission for the present and the long term. I am mission driven to a fault and I seek to empower our students and faculty with a quality education and through research and engagement experiences. I have sought to accommodate the unique needs and abilities of our staff through professional development, assignments and reassignments to give all every opportunity to succeed. Leading change to build an exceptional academic (best in class) university is difficult under the best of circumstances; that is when you have a compelling reason for change or when the body polity or culture understands the need.</p> | |
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| <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>This self-assessment highlights many of the major accomplishments for this period. My most significant accomplishment, however, has been to provide transformative and adaptive leadership that is changing the university's culture to a point where the primary focus is on promoting student success, faculty renewal, and innovative research. This change in organizational behavior will enable the university to be a place where students will pay for and receive a quality education that is respected in the market place to a point where others will invest and partner with our faculty and administration to continue to add value and solutions.</p> <p>Improving engagement and organized feedback among and between all of the stakeholders is one critical area that can always be improved since this is such a critical element of any successful organization.</p> | |

