



President's Evaluation (2022-23)

A descriptive report of the results for the
2022-23 President's Evaluation

Overview

Report Timeline, Response Rate, and Assessment Development

The link to the President’s Evaluation was distributed to all trustees on August 15, 2023 and closed on September 5, 2023. At the time of closing, there were no partial survey responses in the queue. Of the thirteen (13) trustees, eight (8) completed the survey for a 62% response rate.

The original evaluation instrument was approved by the trustees on April 28, 2020. It was comprised of seven (7) factors; two of which (Financial Management and Relations) contained sub-factors. Each of the factors/sub-factors contained multiple questions, on which each trustee rated the President’s performance on a 5-point Likert-type scale (key located below). For the 2022-2023 administration, the evaluation instrument was revised to include four (4) factors. The four factors are:

- Annual Priorities and Goals
 - Contains Goals 1 through 7
- Strategic and Academic Leadership
- Performance-based Funding Metrics
- Major Accomplishments in the Leadership of the Institution Over the Last Year

Each factor includes open-ended questions to gather detailed feedback related to the factor. The *Major Accomplishments* factor consists of two (2) open-ended questions regarding the President’s performance to conclude the survey.

Key

For convenience, the tables contained in this report utilize a numbering system. The following key indicates how the numbers relate to the Likert-type scale in the survey.

Number	Rating Scale
5	Superior
4	Above Average
3	Average
2	Below Average
1	Poor

Average Ratings

By Factor			By Trustee							
President	Trustees	Factor	Clatt	Crossman	Harper	Lawson	Perry	Reed	Stone	Washington
4.6	4.0	Annual Priorities and Goals	3.8	5.0	4.0	3.9	4.1	4.0	3.9	3.2
5.0	4.5	Strategic and Academic Leadership	4.8	5.0	4.3	4.2	5.0	4.7	4.0	3.8
5.0	4.4	Performance-based Finding Metrics	4	5	5	4	5	5	4	3

Annual Priorities and Goals

Goals 1-4

Question Ratings by Trustee			Trustees							
President	Trustees	Annual Priorities and Goals	Clatt	Crossman	Harper	Lawson	Perry	Reed	Stone	Washington
4	4.0	Goal 1: Four-year Graduation Rate	4.0	5.0	4.5	4.0	4.0	4.0	3.5	3.0
NR	3.6	<i>Goal 1.1: Increase the University's four-year graduation rate (PBF metric) to 38%</i>	4.0	5.0	4.0	3.0	4.0	4.0	3.0	2.0
NR	4.4	<i>Goal 1.2: Increase second-year retention to 90%</i>	4.0	5.0	5.0	5.0	4.0	4.0	4.0	4.0
3	2.8	Goal 2: Licensure Pass Rate	2.3	5.0	2.5	3.3	2.3	2.0	3.0	2.3
NR	2.9	<i>Goal 2.1: Nursing to 85%</i>	3.0	5.0	2.0	3.0	3.0	2.0	3.0	2.0
NR	2.4	<i>Goal 2.2: Law to 80%</i>	2.0	5.0	2.0	2.0	2.0	2.0	3.0	1.0
NR	2.9	<i>Goal 2.3: Pharmacy to 90%</i>	2.0	5.0	3.0	4.0	1.0	2.0	3.0	3.0
NR	3.1	<i>Goal 2.4: Physical Therapy to 88%</i>	2.0	5.0	3.0	4.0	3.0	2.0	3.0	3.0
5	4.3	Goal 3: Annual Giving	4.0	5.0	3.5	4.0	4.5	5.0	4.5	3.5
NR	4.9	<i>Goal 3.1: Increase annual giving to \$15M</i>	4.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
NR	3.6	<i>Goal 3.2: Increase the annual alumni giving rate to 9%</i>	4.0	5.0	2.0	3.0	4.0	5.0	4.0	2.0
5	5.0	Goal 4: Increase total R&D expenditures to \$45M	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0

Goal 5

Question Ratings by Trustee			Trustees							
President	Trustees	Annual Priorities and Goals	Clatt	Crossman	Harper	Lawson	Perry	Reed	Stone	Washington
5	4.2	Goal 5: Organizational Leadership	4.3	5.0	4.5	3.5	4.8	4.5	3.8	3.3
NR	4.5	<i>Goal 5.1: Strategy Development – Effectively implement the year-one goals, and priorities outlined in the new strategic plan</i>	5.0	5.0	5.0	4.0	5.0	5.0	4.0	3.0
NR	4.6	<i>Goal 5.2: Ongoing improvement in the attainment of the top 100.</i>	5.0	5.0	5.0	4.0	5.0	5.0	4.0	4.0
NR	3.9	<i>Goal 5.3: Talent Acquisition, Development, Retention, Succession and Organizational Effectiveness</i>	3.0	5.0	4.0	3.0	5.0	4.0	4.0	3.0
NR	3.8	<i>Goal 5.4: Create Culture of Accountability (performance matters)/Continue implementation of the Customer Service Improvement Initiative</i>	4.0	5.0	4.0	3.0	4.0	4.0	3.0	3.0

Goals 6-7

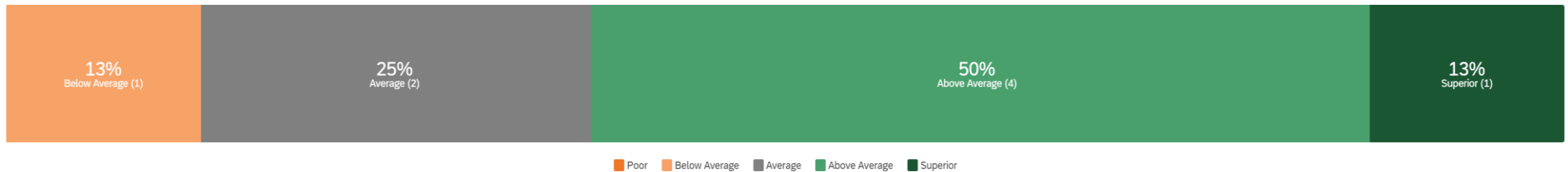
Question Ratings by Trustee			Trustees							
President	Trustees	Annual Priorities and Goals	Clatt	Crossman	Harper	Lawson	Perry	Reed	Stone	Washington
5	4.6	Goal 6: University Budget/Fiscal Management	4.0	5.0	5.0	5.0	5.0	5.0	4.5	3.5
NR	4.8	<i>Goal 6.1: Financial Health - Strengthen the University's financial health by achieving or exceeding a minimum debt coverage ratio greater than or equal to 1.0.</i>	4.0	5.0	5.0	5.0	5.0	5.0	5.0	4.0
NR	4.5	<i>Goal 6.2: Strategic Resource Allocations – Continue to align resource allocations to adequately support the University's annual strategic priorities in all areas including athletics</i>	4.0	5.0	5.0	5.0	5.0	5.0	4.0	3.0
5	4.9	Goal 7: Internal/External Relations	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0

Annual Priorities and Goals

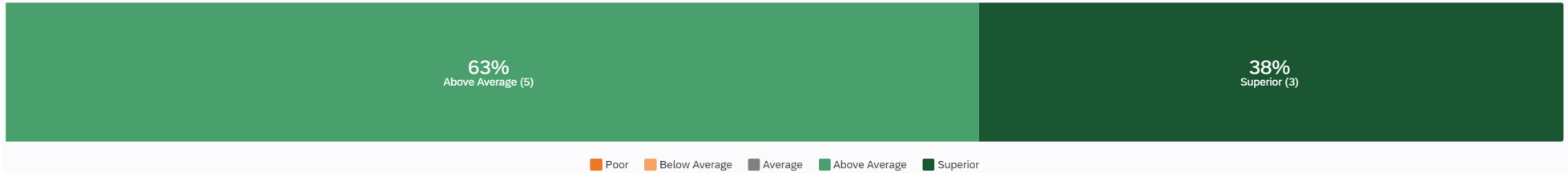
Trustee Comments

Goal 1: Four-year Graduation Rate

Goal 1.1: Increase the University's four-year graduation rate (PBF metric) to 38%



Goal 1.2: Increase the University's second year retention to 90%



In both categories the goal was achieved. Going forward I would like to see Goal 1.1 four-year graduation rate set much closer to 50% until achieved. Below 50% is not a progressive nor Excellence with Caring goal. Goal was achieved and it should be noted that this was done in a non-traditional school environment.

Progress was made on the 4-year graduation rate, but we still missed the target. Additional work needs to be done in the area of academic advisement and support. Given the increased academic profile of each incoming freshman class more work needs to be done. Can we figure out a way to hold faculty even more accountable to improving the graduation rates.

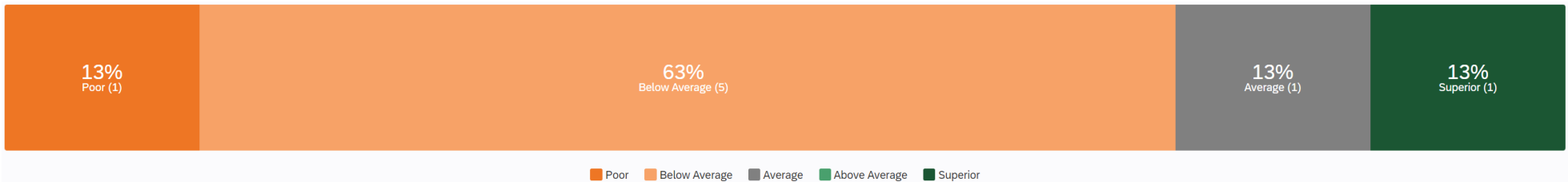
Nice progress moving towards the attainment of the four-year graduation rate. The goal was not achieved but the forward momentum is recognized during this tough environment that is impacted by the pandemic. Great job on achieving the retention rate which is a result of intentional actions and programs implemented.

Goal 2: Develop and execute action plans that deliver first-time licensure pass rates of:

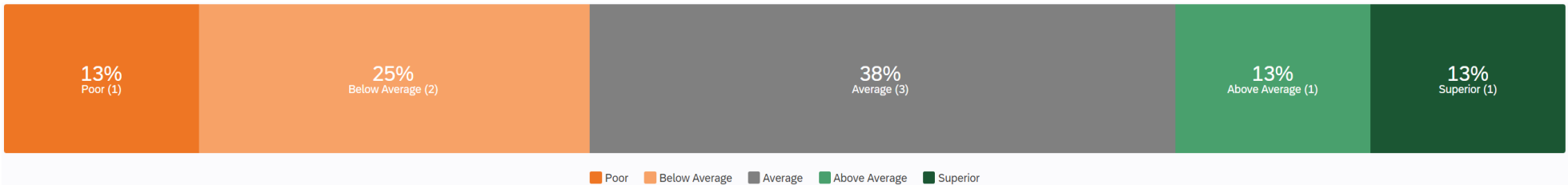
Goal 2.1 - Nursing to 85%



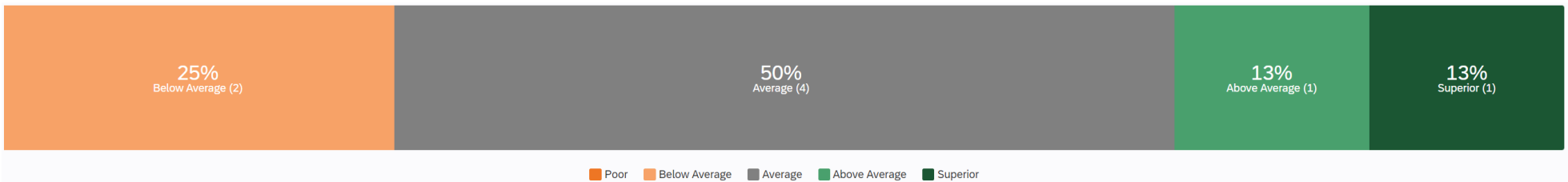
Goal 2.2 - Law to 80%



Goal 2.3 - Pharmacy to 90%



Goal 2.4 - Physical Therapy to 88%



Goal 2 (cont.)

Goal 2:

2.1 Nursing: to 85%; Pass rates increased from 62% to 68%. We must improve.

2.2 Law: 80%; Pass rate declined from 59% to 53%. We must improve.

2.3 Pharmacy: 90%; Pass rate declined from 90% to 85% still surpassed US average of 80%.

2.4 Physical Therapy: 88%; Pass rate declined from 86% to 83%.

Over-all three of the targeted programs declined.

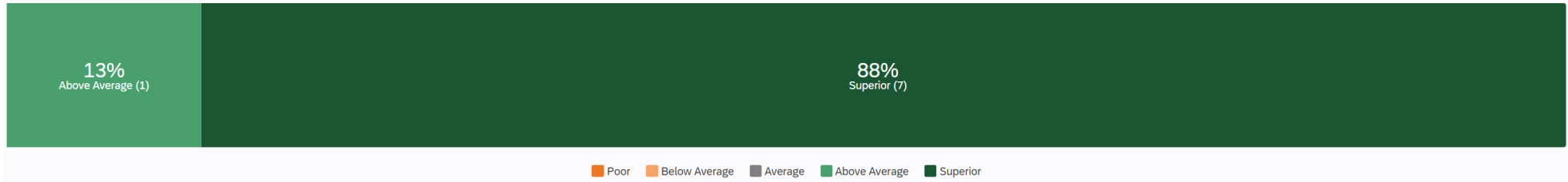
The College of Law needs a detail review, we have seen multiple plans from multiple deans. All have had marginal success. Their needs to be a review of key leadership roles and skill sets. We need to continue to provide faculty. Are we learning any input or ideas from the student-based survey that can improve our teaching process/outcomes. Is faculty really engaged in academic progress, that way the faculty is on the main campus. Is there software that can be utilized to address student issues early and provide intervention. Is there enough faculty accountability for student success. Exam pre course maybe need to be mandatory similar to school of Pharmacy.

There is significant focus in this area, but we have not seen the improvement in the pass rates. Great to understand that we have the foundation set to see an improvement but until then I will say we are below average and need to continue to focus on improving the rates so that move towards and exceed the targets.

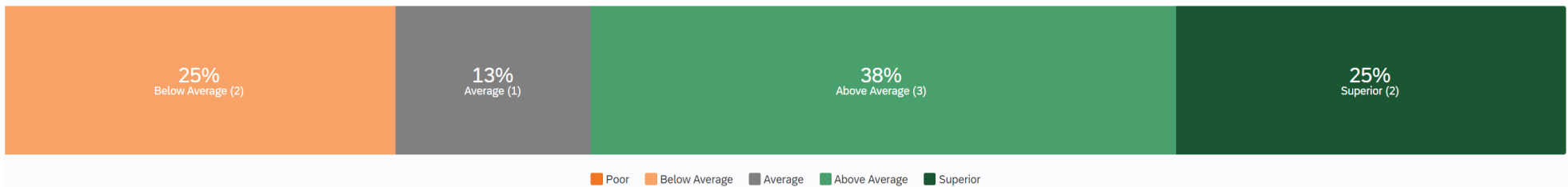
For the reporting year, 3 of the 4 areas showed a decline. NCLEX scores increased, but are still significantly below the goal for the year. Bar passage rates continue to be an area of concern.

Goal 3: Annual Giving

Goal 3.1: Increase annual giving to \$15M



Goal 3.2: Increase the annual alumni giving rate 9%



We surpassed goals, however, our target goal for giving should be higher annually. Low goals that are not met result in reduced available funds.

The advancement team has done an outstanding job getting us to where we are. They have exceeded all expectations and have put the University at the forefront of HBUC in the fundraising space.

We do need to partner more with the NAA to help grow the alumni giving rate. This need to be more of a collaborative effort.

Fantastic accomplishment by you and the team. Let's continue to build on this momentum and set the bar higher.

President Robinson and the administration should be commended for increasing the university's annual giving.

Goal 4: Increase total R&D expenditures to \$45M

100%
Superior (3)

■ Poor ■ Below Average ■ Average ■ Above Average ■ Superior

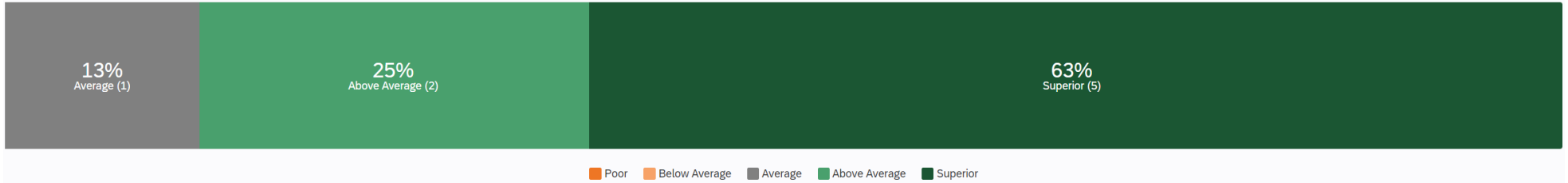
Very good job.

We appear to be well on the way to R1 status. The team continues to secure major grants and drive activity in the program.

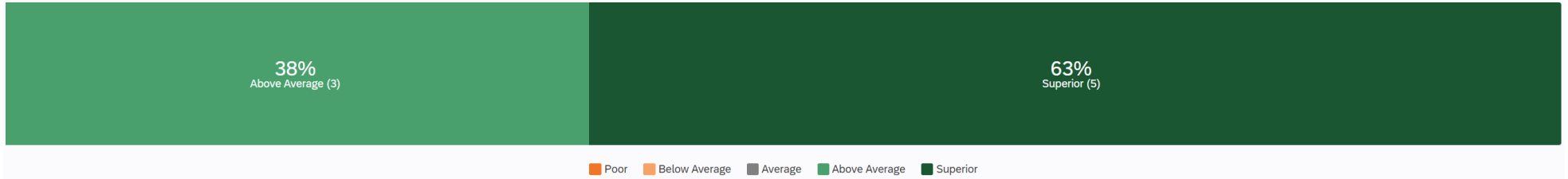
Nice to see the year over year increase in this area.

Goal 5: Organizational Leadership

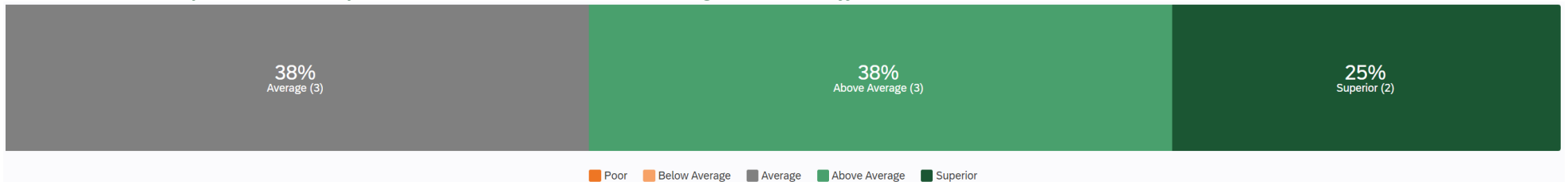
Goal 5.1: Strategy Development – Effectively implement the year-one goals, and priorities outlined in the new strategic plan



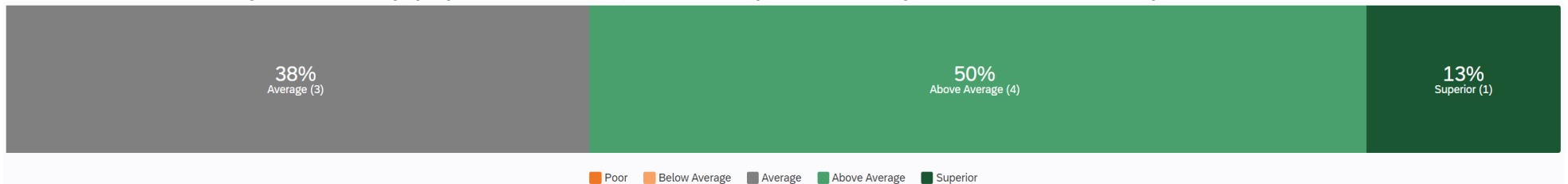
Goal 5.2: Ongoing improvement in the attainment of the Top 100



Goal 5.3: Talent Acquisition, Development, Retention, Succession and Organizational Effectiveness



Goal 5.4: Create Culture of Accountability (performance matters)/Continue implementation of the Customer Service Improvement Initiative



Goal 5 (cont.)

5.1: Excellent

5.2: Continue to push toward and have plans of remaining in the top 100

5.3: I feel that over-all we should strive to be much better in Development, Retention and Succession of our professors, staff and students.

5.4: We've made positive strides; I feel that leadership has heard the BOT and is addressing this. We must strive to be great in the areas of; Accountability and Customer Service as they are Key indicators of Performance. We must strive to on FAMU's worst day that we are Above Average. Fantastic job during such an unrepresented year.

The restructure was a big move and is helping with process and improving overall performance. The Accountability is still a concern example was the Athletics issue, no one really owned it. No one felt responsible. Now the positive was a robust action plan to improve the student athlete experience. Does each leader have performance expectations, example Government Relations. We as a board had asked for specific actions. We have expectations that these things will but need accountability to be sure. Accountability does not have to be a negative outcome; the person could get rewarded for delivering on the objective.

Tremendous progress is being made across all these areas. The development and deployment of the strategy can be seen in daily work as you have aligned actions to the goals. The ranking of FAMU as the #1 Public HBCU speaks for itself as an indicator of the value and quality of the work that is being performed at the University pushing us towards the Top 100. In the area of Talent area, we are getting good talent, but we need to focus on retention to prevent regrettable losses. The work you and the team are doing in the area of accountability is solid. Keep driving this area forward. You have the strategy for customer service improvement with actions planned to support improvement in this area. The strategy is solid so continue execution.

President Robinson continues to move the university forward according to the goals outlined in the strategic plan. The administration improved on situations regarding football and housing that were presented early in the performance year. It will be important to continue to monitor those areas, retain key leadership team and staff and maintain a culture of accountability and consistent excellence.

Goal 6: University Budget/Fiscal Management

Goal 6.1 Financial Health - Strengthen the University's financial health by achieving or exceeding a minimum debt coverage ratio greater than or equal to 1.0



Legend: Poor (orange), Below Average (light orange), Average (grey), Above Average (green), Superior (dark green)

Goal 6.2 Strategic Resource Allocations – Continue to align resource allocations to adequately support the University's annual strategic priorities in all areas including athletics



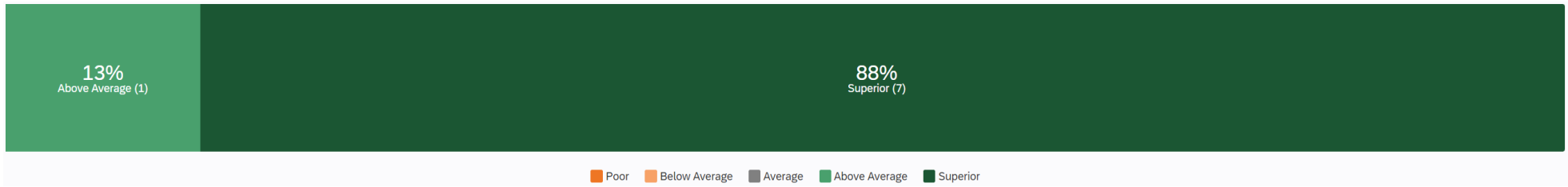
Legend: Poor (orange), Below Average (light orange), Average (grey), Above Average (green), Superior (dark green)

We cannot achieve Superior in this area until the Athletic Debt has been addressed; Paid down (corporate, alumni giving), Restructured payments for faster payoff or have the State forgive the debt.

Budgeting process clearly follows the strategic plan priorities. Still a little unclear on how the housing revenue is being used, given we don't have any debt. I assume it's for upkeep and additional improvements.

President Robinson and the administration are working to develop a more transparent budget process that will allow the university to invest in strategic initiatives. The university is managing its resources in a post-COVID environment and deploying strategies to mitigate the resources that have been provided through federal relief that have supported key university functions including student success.

Goal 7: Internal/External Relations



The President with the addition of the new COO position did a very good job in this category. This can be elevated even further by filling the VP of University Advancement position with One Full-time skilled and talented person.

The President works tirelessly in this area. I have been in a few meetings with him myself. He is hitting the mark with Elected Officials, Corporate Leaders, Community Leaders, he has a strong relationship with the Board of Trustees. He is well respected by the Board of Governors and the NAA.

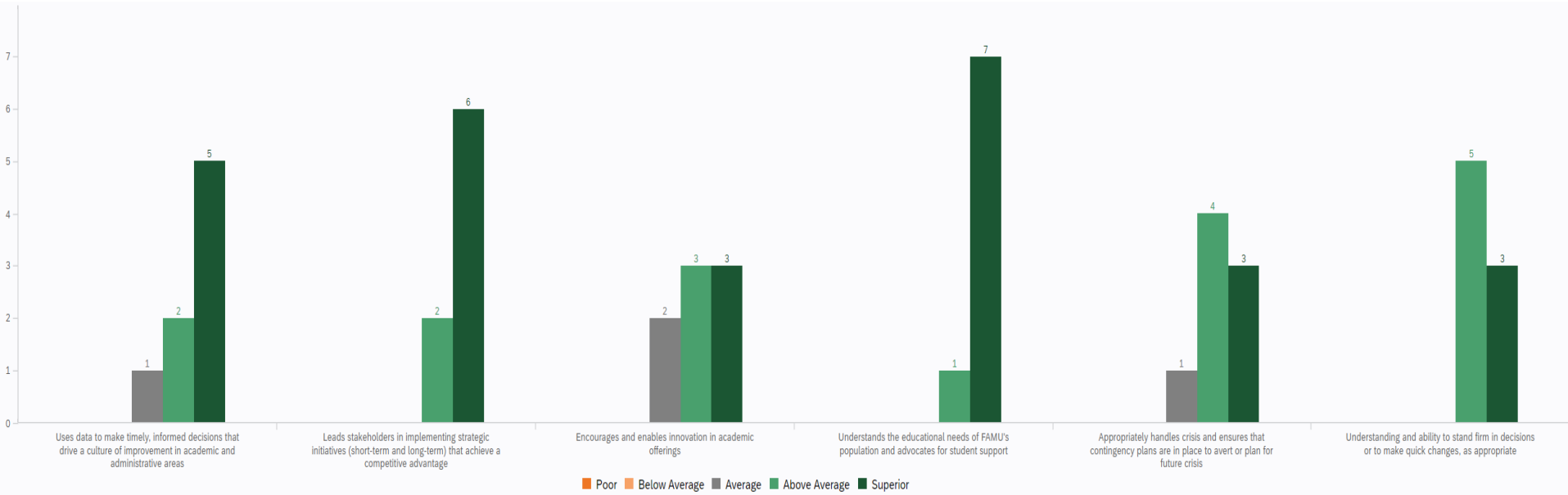
Dr. Robinson has been an excellent leader in building relationships and is highly respected by all.

President Robinson, I have to commend you for your engagement and support of all stakeholders. As you have outlined you spend a significant amount of your personal and professional time out ensuring you are engaged and aligned with your constituents. It is quite impressive and reflects your dedication to this University and its stakeholders.

Strategic and Academic Leadership

Question Ratings by Trustee				Trustees						
President	Trustees	Strategic and Academic Leadership	Clatt	Crossman	Harper	Lawson	Perry	Reed	Stone	Washington
5	4.5	Uses data to make timely, informed decisions that drive a culture of improvement in academic and administrative areas	5.0	5.0	5.0	4.0	5.0	5.0	4.0	3.0
5	4.8	Leads stakeholders in implementing strategic initiatives (short-term and long-term) that achieve a competitive advantage	5.0	5.0	5.0	5.0	5.0	5.0	4.0	4.0
5	4.1	Encourages and enables innovation in academic offerings	5.0	5.0	4.0	4.0	5.0	4.0	3.0	3.0
5	4.9	Understands the educational needs of FAMU's population and advocates for student support	5.0	5.0	5.0	4.0	5.0	5.0	5.0	5.0
5	4.3	Appropriately handles crisis and ensures that contingency plans are in place to avert or plan for future crisis	4.0	5.0	3.0	4.0	5.0	5.0	4.0	4.0
5	4.4	Understanding and ability to stand firm in decisions or to make quick changes, as appropriate	5.0	5.0	4.0	4.0	5.0	4.0	4.0	4.0

Strategic and Academic Leadership Trustee Comments



Strategic and Academic Leadership (cont.)

Regarding crisis management: We must continue to address the small items and not allowing them to become larger crisis issues. This requires buy-in from the ENTIRE leadership team on a daily basis. I'm confident FAMU CAN accomplish this culture change. This compliments Accountability and Customer Service.

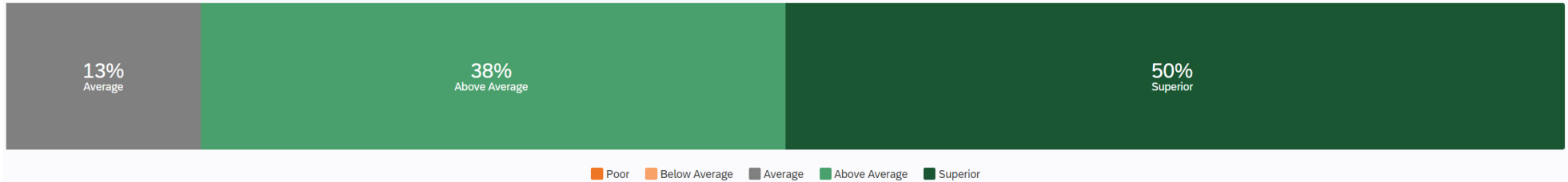
Overall really good job in this area. We just have to continue to evaluate the disciplines that are getting hot and adjust our degree programs and offering to meeting the demands of the job market.

As outlined by the President, he implemented several initiatives in support of the above areas driving improvement across the board in the preparedness and readiness of the University and its staff.

Performance-based Funding Metrics

Question Ratings by Trustee			Trustees							
President	Trustees	Performance-based Funding Metrics	Clatt	Crossman	Harper	Lawson	Perry	Reed	Stone	Washington
5	4.4	Increase Performance Based Funding Metric Score	4.0	5.0	5.0	4.0	5.0	5.0	4.0	3.0

Performance-based Funding Metrics



We have progressed well in this area; however, I would like to see even more engagement from FAMU's Government Affairs and Legislative initiatives to engage politicians from all walks of Florida. We should push to have political and legislative leaders on FAMU's campus viewing the positives and the challenging areas that additional funding could address.

Our leadership team has fully embraced the model and have put true effort behind improving our scores and the results are showing. We are getting closer to a performance-based culture.

Significant improvement in the overall PBF score. This is a direct result of the focus the University has on ensuring it is aligned to the goals and objectives of the SUS and focusing University resources in the area's that drive improvement against the goals. The accomplishment this year ensures the required funding to continue the mission of the University, its faculty, staff and students.

The University's performance score increased from 72 to 78, but did not meet the goal of 85.

Final Open Ended Questions

Major Accomplishments Trustee Comments

What have been the President's major accomplishments in the leadership of the institution over the last year?

As previously mentioned, the President's creation of the COO was a major accomplishment and culture change.

Overall, his vision and unity of leadership have served the university well. Really proud of what he has done.

Increased 4-year graduation rates and second year retention rates, achieving 78 points on the PBF metric. Significantly increased research funding and spending, which positions FAMU to achieve R1 status in alignment with the strategic plan. Realigned organizational structure to increase effectiveness and drive accountability. Achieved strong legislative funding and record high philanthropy enabled by increasing academic performance and national rankings.

Improvement in Performance Funding

Improving in the quest to be in the top 100 of all Universities

Improving our R&D funding received and spent

Continued Focus on Grad Rate/Retention Rates

Financial Performance

Lack of Audit Findings

Enhance the Brand/Visibility of University

Dr. Robinson has guided the university through the political landscape and provided the leadership for FAMU to continue on the path of excellence.

Achievement of the PBF scores for this year, Annual Giving total, R&D spending, enhancement in the area of university controls and governance and engagement of key stakeholders in support of the University. Also, the reorganization of the of the leadership staff to enhance his overall effectiveness.

Building a great team with the appropriate structure in place, allowing him to focus on key stakeholder priorities.

FAMU continues to manage towards the state's performance funding metrics, and has seen increases in several areas including graduation and retention.

President Robinson and the administration are working to improve the brand of Florida A&M University, as evidenced by improved communications and increasing applications.

Major Accomplishments (cont.)

What enhancements would you suggest to improve the President's effectiveness?

Assistance from FAMU's leadership and accountability from the Deans of the following to significantly increase Passage Rate:

2.1 Nursing

2.2 Law

2.3 Pharmacy

2.4 Physical Therapy

Also, I would like to see better relationships between staff and Deans, efforts must improve from both sides. Regarding each school/college there is only one Dean and many faculty, our students are constantly observing and watching the relationship between leadership and faculty.

He needs more leaders. More strong leaders that are empowered to do more will help him to grow and advance.

Ensure that processes, trainings, and internal controls are adequate to guard against avoidable operational disruptions.

Push the performance-based culture deeper into the organization.

Creating More Accountability at all levels

Creating a true Legislative Strategy with all key Stakeholders

Enhance Hiring Process of Senior Leaders, more background work to really understand capabilities

Take a True Vacation (LOL)

Improve the performance of the school of law

Continue to dive deeper in the critical areas of the University that needs support and personally engage those areas to drive improvement. Start to drive a 1 FAMU vision and engage, support and develop all locations as if they are in Tallahassee.

With the team in place, I would like to see Dr. Robinson drive more accountability with his team, closing up gaps that exist and create room for emergencies/crises.

The President must maintain a focus on budget, athletics, and program evaluation/enhancement to increase effectiveness.

The administration is managing several improvement plans across the enterprise, from academic program prioritization to cybersecurity. Streamlining action plans, to the extent possible, will help ensure that activities between and across plans are aligned and integrated."

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