

FLORIDA UNIVERSITY
Board of Trustees

Governance Committee Meeting

Wednesday, September 17, 2025

3:00 p.m.

Grand Ballroom

Committee Members: Belvin Perry, Jr., Chair
Jocelyn Dopson-Rodriguez, Natlie Figgers, Emery Gainey, Kristin Harper and
Michael White

AGENDA

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|-----|---------------|---------------------------|
| I. | Call to Order | Trustee Belvin Perry, Jr. |
| II. | Roll Call | Carmen Cummings-Martin |

ACTION ITEMS

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|------|----------------------------|----------------------|
| III. | June 11, 2025 Minutes | Trustee Perry |
| IV. | President Beard's Bonus | Chair Kristin Harper |
| V. | Board Norms | Trustee Perry |
| VI. | Legislative Budget Request | Michelle Robinson |

INFORMATION ITEMS

- | | | |
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| VII. | Board Operating Procedures Update | Trustee Perry |
| VIII. | Board of Trustees Goals | Trustee Perry |
| IX. | President's Goals | Trustee Perry |
| X. | Government Relations Update | Michelle Robinson |
| XI. | Candidates for Office | Trustee Perry |
| | A. Chair – Trustee Deveron Gibbons | |
| | B. Vice Chair – Trustee Michael White | |
| XII. | Adjournment | |

June 11, 2025 Minutes

FLORIDA **A&M** UNIVERSITY

Board of Trustees

Governance Committee Minutes

June 11, 2025

4:15 pm

CALL TO ORDER AND WELCOME

Committee Chair Belvin Perry called the Governance Committee meeting to order. Trustees Gainey, Harper and Perry were in attendance and established a quorum. Trustees Figgers and White were absent.

APPROVAL OF MINUTES

The committee reviewed the February 12, 2025, meeting minutes that were posted on the board's website and provided in the committee meeting materials. Trustee Harper moved approval of the February 12, 2025, minutes and Trustee Gainey seconded. The motion carried.

GOVERNMENT RELATIONS UPDATE

Vice President Sowell emailed the Board copies of the legislative budget requests from the University of Florida that will show how they align with some of the University's requests/asks that some of the other SUS institutions use. His end goal is to engage in robust discussions with the Board, compile the data, and use it along with the priorities of the state as the focus for the legislative budget request for 2026-2027. He also provided a brief overview of Blueprint Tallahassee. Assistant Director Thompson highlighted projects in Tallahassee near FAMU which include the FAMU entry point at Osceola and Adams Streets and at Perry and Gamble Streets. Upcoming projects include the widening of Orange Avenue and the Monroe-Adams corridor project. Both projects were created to ensure there are safe and comfortable street environments for pedestrians and cyclists. Additionally, there are continuous improvement projects on five streets connected to the campus as well as the airport gateway project which will improve traffic flow from the airport to FAMU, FSU and downtown Tallahassee. Blueprint Tallahassee is also working on or has worked on the Capital Cascades history and cultural trail where kiosks and structures are placed throughout the walking trails and provide a history of the area to the community. Trustee Lawson asked if FAMU is at a point where they can go back and make a second request to Blueprint Tallahassee, particularly around upgrades to the stadium? VP Sowell answered by stating that in speaking with the agency, a new request would have to go through the Citizen Advisory Committee. Trustee Lawson responded that this is something to consider since there are still some ADHD issues and overall aesthetic issues with the restrooms and food court at the current stadium because we ran out of funds. If there is an opportunity to acquire more funds as you are talking about the masterplan or infrastructure upgrades, please revisit Blueprint.

VP Sowell and Assistant Director Thompson updated the committee on the status of legislative priorities and allocations as of today. The budget still is incomplete. Once the budget and budget conference is complete, the budget will rest for 72 hours before the legislature votes. Once they vote and the budget is passed, the Speaker of the House and the President of the Senate presents it

to the Governor who will sign it with line-item vetoes and the general or GAA and become effective July 1. Thus, the reason for the current discussion, After the vote on the LBR, it must be submitted to the BOG by July 31. Provost Watson presented draft legislative budget request ideas centered on “harnessing unlimited brilliance” and emphasized aligning requests with state priorities. VP Sowell welcomes trustees input to ensure priorities and will host briefing call meetings for their input.

DECLARATION OF CANDIDACY

Pursuant to article 3, section 3.2 of the Board Operating Procedures, the board must select its chair and vice chair during the first regular meeting after July in odd-number years. Additionally, a trustee must declare his or her candidacy for chair or vice chair during the June Board meeting in the election year. The following appointed members of the Board were eligible to serve as Chair or Vice Chair, Johnson Crossman, Natlie Figgers, Deveron Gibbons, Kristin Harper, Kelvin Lawson, Craig Reed, Raphael Vazquez, Nicole Washington, and Michael White. Trustee Perry indicated that he excluded his name for the list of eligible appointed members so that he would not have relinquish the chair to either the student government president or the faculty senate president. Committee Chair Perry then requested trustees vying for chair and vice chair to please declare their intentions. Trustee Gibbons declared his candidacy for Chair and Trustee Reed nominated Trustee Harper, who respectfully declined. Trustee Lawson nominated Trustee White for vice chair. Committee Chair Perry will provide the names of the candidates in the position that they seek during the full Board meeting tomorrow. Trustee Bryant asked for the September timeline for presentation for the candidates and if they needed a majority vote. Chair Perry responded that timeline is devoted to the September Governance meeting and a majority vote is needed.

TIMELINES FOR PRESIDENTIAL EVALUATION AND BOARD SELF-EVALUATIONS

Trustee Perry announced that the President-elect proposed goals for 205-206 cannot be completed until ninety days after the President-elect is in office. Therefore, the committee will forego the proposed timeline provided to the Board. The timeline for presidential evaluation for Dr. Beard is:

June 2 – 16, 2025	The Chair will meet with the Interim President to discuss the evaluation process and any feedback suggestions.
June 17 – July 14, 2025	Dr. Beard will complete a self-evaluation or appraisal of his performance regarding the Board’s approved objectives and goals for the year 2024025 performance review period, and other such criteria that have been deemed by the Board.
July 15, 2025	Dr. Beard’s self-evaluation is due.
July 15 – 29, 2025	Each Board member will evaluate Dr. Beard’s performance for 2024-25 and will be provided with Dr. Beard’s self-appraisal and approval of the evaluation instrument for that review.

The Board was asked, once the evaluation instrument is provided and since the evaluation period is shortened, to please complete as soon as possible so that the results can be tabulated.

August	The Governance Committee will provide Dr. Beard with a draft summary of the evaluation report.
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August 6, 2025

The Governance Committee will meet and approve its final draft of the evaluation report.

August 7, 2025

The Governance Committee will present the evaluation report to the Board for approval.

Chair Harper requested that the presidential goal-setting timeline for 2025-26 for the incoming president be revised to align with the contract. Also in her opinion, the Board should approve the goals and objectives by December 17. By doing so, it would allow approximately five to six weeks for review. The committee agreed to the suggestion. Committee Chair Perry requested the revision of the Presidential-elect goal setting timeline be completed so that it could be included in the Governance Committee report the following day.

ADJOURNMENT:

There being no further business, Committee Chair Perry the meeting adjourned.

President Beard's Goals

Update on President's Goals 2024-2025

President's Annual Goals		Baseline	2025 Goal	Actual		
				2022	2023	2024
Goal 1: Four-year Graduation Rate/Student Retention Increase the University's four-year graduation rate (PBF metric) to 46%; Increase second year retention rate to 88%. Accountability Plan (PBF-4)		Graduation 27.0% Retention 89.1%	Assess and/or provide greater resources to ensure appropriate academic coaching of FAMU students. Modify and develop appropriate Articulation Agreements with Florida College System Institutions.	Graduation 27.0% Retention 89.1%	Graduation 28.4% Retention 91.8%	Graduation 35.0% Retention 86.5%
Goal 2: Comprehensive Evaluation and Programmatic Enhancements, Licensure Pass Rate Execute action plans that deliver first-time licensure pass rates of: Nursing to 85%; Pharmacy to 90%; Physical Therapy to 88%. Perform Comprehensive Assessment of each professional program and implement strategies of "Best Practices". Will explore and implement policies that will ensure test taking cohorts have demonstrated a high probability of test passage. Accountability Plan (KPI-14)		1 of 4	4 of 4 Modify policies and ensure practices are in place to maximize licensure passage rates	1 of 4	1 of 4	1 of 4
Goal 3: Annual Giving Increase annual giving to \$20M.		\$24.6M	\$25.0M	\$24.6M (June 30, 2022)	\$25.7M (June 30, 2023)	\$26.9M (June 30, 2024)
Goal 4: R&D Expenditures Increase total R&D expenditures to \$60M. Accountability Plan (KPI-17)		\$44.0M	\$60.0M	\$50.6M (June 30, 2022)	\$66.0M (June 30, 2023)	\$69.6M (June 30, 2024)
Goal 5: Organizational Leadership Strategy – Effectively implement the Year-three goals, and priorities outlined in the Boldly Striking Strategic Plan. Develop policy and implement procedures for accepting gifts to the University or DSO's. Ongoing improvement in the attainment of Top 100; Development of Succession Plan for Colleges and Schools, – Organizational Effectiveness; Create a Culture of Accountability through the development of Expectation Contracts. Continue implementation of the Customer Service Enhancement or Improvement Initiative.		n/a	90% Staff Retention 100% written Expectation Contracts with SLT and other managers (Bi-Weekly reviews), Succession Plan for 14 Colleges/Schools – Reviews 5 customer Service Training Sessions	Implement Deliverables	Implement Deliverables	Implement Deliverables
Goal 6: University Budget/Fiscal Management Financial Health - Strengthen the University's financial health by achieving and ensuring a balanced budget at the end of fiscal year. Develop and Implement Corrective Action Plan relative to the three-year Operational Audit. Work collaboratively with the FAMU Foundation and Athletics department to ensure maximum fundraising and the development of a long-term plan to balance Athletics department budget at year end.		1.88	Ensure University's balance budget at year end. Implement Operational Audit corrective strategies. Ensure the implementation of strategies for collaboration between the Foundation and Athletics Department to maximize fundraising.	TBD	TBD	TBD
Goal 7: Internal/External Relations Continue to expand relationship-building with key stakeholders, including students, faculty, staff, Boards, alumni, elected officials (local, state, national), corporations and the local community.		100% engagement across all stakeholders	100% engagement across all stakeholders	100% engagement across all stakeholders	100% engagement across all stakeholders	100% engagement across all stakeholders

Florida A&M University Major Objectives Achieved for 2024-2025

Office of Chief Operating Officer

- Launched Institution-Wide Risk Assessment and Heatmap to Identify Top University Risks
- Conducted a comprehensive enterprise risk workshop with over 375 managers, resulting in a university-wide risk report and strategic insights that can be used to guide presidential and board-level decision-making.
- Established the Office of Enterprise Risk Management Under the COO Division
- Transitioned ERM from Audit to the Office of the COO to support integration of risk intelligence into strategic planning, budgeting, and operational decision-making, advancing institutional risk maturity.
- Facilitated Resource Optimization Initiative Across Campus.
- Led cross-divisional engagement and reporting support for the university's Resource Optimization Initiative, providing operational insights that informed organizational redesign and reallocation of talent and financial resources.
- Founded the State University System (SUS) ERM Consortium.
- Established and led Florida's SUS ERM Consortium, fostering collaboration among risk professionals from all public universities to share best practices, risk frameworks, and emerging risk intelligence.
- Advanced AI Strategy Through Workshops and Governance Council Engagement
- Spearheaded university-wide AI strategy efforts, including an AI Digital Strategy Workshop Series and development of a student-centered AI Ambassador Program.
- Created the FAMU Risk Alert Series and ERM LinkedIn Presence to Enhance Transparency and Increase Brand Recognition
- Launched dynamic risk alerts on emerging threats (e.g., NIL regulations, CMMC, campus safety), while also building an external-facing ERM LinkedIn presence to promote transparency and position FAMU as a national leader.

Division of Academic Affairs

- Launch of the Trimble Technology Fabrication Lab 2nd on our campus – 1st HBCU to Do So
- Creation of FAMU Online College through hiring Inaugural Dean and Increase in Department of Data Science & Innovation
- Retention & Graduation Rate Increases
- Expansion of the Office of Undergraduate Research (OUR) and Honors Programs
- \$2M+ in Student Academic Achievement Grants

- Rattler Pack Textbook Affordability Initiative
- Digital Transformation of Meek-Eaton Archives
- Hosting of 1890 Centers of Excellence National Symposium

Division of Student Affairs

- \$149,028,511.24 was disbursed in federal, state and institutional aid, plus over \$1.5 million in private scholarships.
- FAMU's Fall & Career Expo drew 2,096 students, a 13.4% increase year over-year, with participation from 157 employers.
- In spring 2025 alone, Office of Counseling Services had 213 clinic visits, 154 counseling visits, and hundreds of mental health appointments were logged.
- Presidential Recruitment Tours reached 5,000+ students, parents, and families across Atlanta, St. Pete, Tampa, Ft. Lauderdale, Miami, and Orlando.
- Tookes Recreation Center visits exceeded last year's participation of 49,508 to 55,796 participants: males, 32,534 (58.31%) and females: 23,262 (41.69%).
- Total federal GI Bill financial support for military-affiliated students for 2024-2025 (Fall 24 to Summer 25) was \$5,281,460.
- 6 8 7 10 9 Justice on the Block Event: Student Legal Services partnered with North Florida Legal Aid Clinic's "Justice Bus" to bring legal education resources directly to campus in April 2025.
- The average CeDAR GPA for 2024-2025 was 3.7, surpassing the goal of 2.85

Business and Finance

- Received an unqualified financial audit opinion for FY 2022–2023.
- Maintained momentum on Workday ERP implementation, meeting deliverables despite staffing gaps and leadership transitions.
- FAMU became the first and only HBCU accredited by CALEA, CFA, and IACLEA.
- Achieved timely submission and BOG approval of the Consolidated Financial Statements.
- The Rattler Pack textbook program saved students over \$2.8 million in 2024–2025.
- Oversaw progress on the 700-bed residence hall construction, on schedule and within budget, with national recognition.
- Dining Expansion Underway: The Hub dining room expansion project is actively in progress, coinciding with the construction of the new 700-bed residence hall.
- Integrated Emergency Management into University culture.
- Hosted active shooter training and campus-wide safety town halls.
- Finalized and briefed leadership on the Compensation Study Report.

Marketing and Communications

- Utilized FAMU Digital Platforms and Immersive Media Technology to Engage Diverse Audiences.
- Advanced and promoted the University's brand through the use of consistent messaging and innovative communication strategies.
- Built and enhanced external partnerships to increase brand awareness and reach
- Created and reinforced opportunities that featured the University as an intellectual powerhouse
- Systematically promoted FAMU's outstanding contributions and its role as a critical resource and valuable education and economic partner
- Highlighted faculty, staff, student, and alumni capabilities to elevate their profile for external demand
- Utilized appropriate Platforms to promote University experts, students and alumni based on field of Expertise

University Advancement

- Day of Giving had a 6.5% increase year-over-year
- Launched digital-first strategy with EAB
- Implemented Free Will platform: \$2.08M secured in estate gifts
- Increased donor targeting and engagement
- 75M in gifts, \$10.7M in pledges from 2020
- Supported rise to #81 in U.S. News public university rankings
- Maintained Advancement operations during leadership transitions

Division of Research

- Set new Research and Development (R&D) spending record: \$79.9M.
- Set new F&A collection on record: \$8.4M.
- Set new Patent record: 10 Patents
- Researched Foundation on became a 501c3.
- AAALAC Accreditation on of Animal Care Facilities es – Exemplary Status.
- Completed Foreign Influence Audit - 10 findings – 3 completed prior to final report of audit.
- Performed USDA Inspection on – No Finding at all three sites – Tallahassee, Quincy and Brooksville

Athletics

- Won the 2024 Women's SWAC Volleyball Champions
- Won the 2025 Women's Outdoor Track and Field Champions
- Won the 2025 SWAC Men's Golf Champion
- Won the 2024 MEAC SWAC Winner
- Won the 2025 Most Outstanding Women's Track Performer

- Won the 2025 Men's Outdoor 800m Champion
- Won the 2025 FAMU Baseball
- Hired Basketball Coach Charlie Ward

Strategic Planning and Institutional Effectiveness (SPAIE)

- Aligned Year-3 departmental initiatives and DSO goals with the "Boldly Striking" strategic plan through targeted workshops and planning sessions.
- Significantly enhanced institutional reporting and publications to support transparency, data-informed decision-making, and strategic alignment:
- Strategic Dashboards & Analytics (created new President's (KPI) dashboard, Colleges/Schools Dashboard, digital quick facts, and 23-24 degrees awarded).
- Launched creation of the 2023–2024 FAMU Digital Factbook o Developed and updated the Institutional Profile Sheet for stakeholder engagement
- Expanded the catalog of standard recurring reports to improve accessibility and consistency
- Produced weekly admissions and enrollment reports for Spring, Summer, and Fall 2025 cycles
- Created new visual analytics tools, including a KPI Metrics Dashboard, Digital Quick Facts, and specialized PBF-focused reports (e.g., Pell recipients, FCS transfer graduation rates)
- SPAIE Process Reviews - Launched formal process reviews to improve efficiency, compliance, and continuous improvement.
- Data Governance Policy - Established official policy for institutional data management and stewardship.
- Peer Institutions Framework - Developed policy framework for defining peer and aspirational institutions.

Compliance Office

- Achieved a record 91.5% completion rate for mandatory FAMU Fundamentals 2025 training, with 86.6% on-time completions.
- Partnered with the Deputy COO to launch 'Venom Vision,' manager and employee workshops during Compliance & Ethics Week 2024, drawing >800 participants and 93% satisfaction.
- Managed University-wide reporting system for misconduct, as well as leading traige team to address concerns. February 2025: revised SOP for investigations for OCE units; target to close complaints within 90 days or less.
- Partnered with compliance partners to provide resources, guidance, and assistance in addressing regulatory changes in research compliance, campus safety, tax and finance compliance, privacy, and Name, Image, and Likeness (NIL).

- Ensured the completion of all requirements and reporting to successfully end NCAA mandated five-year probation (November 2024) ACO spearheaded the NCAA AASP (Accelerating Academic Success Program) Grant application, securing \$87k for FAMU to assist with increasing our overall APR scores and other APR initiatives (October 2024)

Office for Title III

- Website Revamp: Updated and streamlined the Office of Title III webpage for improved visibility and access
- Professional Development: Delivered Gatekeepers and Activity Directors training sessions
- Grant Reporting Excellence: Completed dashboard for institutional Title III metrics o Submitted Phase I Report for FY 2025–2026
- Submitted Phase II Reports for HBCU, FUTURE, and HBGI Programs Submitted Interim Performance Report (IPR) and No-Cost Extension for HBGI
- Thought Leadership & Engagement: Presented at National Association of HBCU Title III Administrators Workshop (June 2025)
- Presented at National Sponsored Program Administrators Alliance (NSPAA)

Division of Audit

- Completed 7 Audit/Advisory Reports
- Performed Data Integrity & Compliance: GLBA, PBF Data Integrity, Foreign Influence
- Experienced enhancements: CSSAH & SBI, Office of Financial Aid Advisories
- Provided financial stewardship: Performed Athletics Financial Review
- Provided 62 accepted recommendations to management
- Closed 49 Investigative Complaints
- Performed collaboration on strategic Initiatives with the Senior Leadership Team
- Provided internal engagement & knowledge sharing
- Led multiple awareness engagements for faculty, staff, & students including Cybersecurity Awareness Month, Fraud Awareness Week, and Internal Audit Awareness Month

University Technology

- Together, we reached key milestones in our NextGen AI ERP implementation (Workday) in partnership with the Division of Finance and Administration, Division of Academic Affairs, Division of Research and the Office of the COO, positioning FAMU to significantly increase operational efficiency and save 28M in ERP expenditures.
- Deployed 100G research network providing advanced Cyber Infrastructure to position the institution to be competitive when pursuing grants and achieve R1 status.

- Enhanced the FAMU Mobile App with personalized student portals designed to enhance the student experience.
- Implemented an enterprise class end point management solution and deployed to 2,500 desktops and laptops providing centralized real time visibility on device health and software inventory, efficient patch management, automated software installation, improved incident response and remote support.
- Secured 10M in grant awards to expand WiFi and strengthen our Cybersecurity posture.
- Installed Best In Class (BIC) email security gateway that has reduced phishing and spam email by more than 95%.
- Implemented Cloud strategy to achieve digital resilience with enterprise applications and systems (99.9% uptime).
- Implemented BIC backup and recovery platform.
- Qualified for, and received \$10M Cyber Insurance Policy, validating our mature and extensive security controls in place.
- Installed and activated network at Venom Landing.

2024-2025 President Self-Evaluation

President's Self-Assessment Evaluation 2024-25 for Timothy Beard, Ph.D.

Please accept the following narrative and numerical ratings as my self-assessment of my performance for the 2024-25 year on the four factors below:

- Annual Priorities and Goals
- Strategic and Academic Leadership
- Performance Based Funding Metrics
- Major Accomplishments in the Leadership of the Institution over the Last Year

The numerical ratings and their meanings are as follow:

- **Superior (5):** Significantly and consistently exceeds expectations. Quality and quantity of work is exemplary and considered best practice.
- **Above Average (4):** Significantly exceed expectations in most areas. Many functions are performed beyond expectations.
- **Average (3):** Competently performs job functions. Some tasks are performed beyond expectations.
- **Below Average (2):** Inconsistently demonstrates the skills and abilities to perform job functions.
- **Poor (1):** Consistently demonstrates the inability to perform job functions.

Beginning on page two, you will find a high-level summary of key work accomplished over the past year. I look forward to our review session in August.

I. Annual Priorities and Goals

How effective was the president in attaining annual goals?

Goal 1: Four-year Graduation Rate:

1.1 Increase the University's four-year graduation rate (*PBF metric*) to 43%.

1.2 Increase second-year retention to 88%.

Rating:	Superior (5)	Above Average (4)	Average (3)	Below Average (2)	Poor (1)
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1.1 Increase the University's four-year graduation rate (*PBF metric*) to 46%.

The specific target goal was achieved.

PBF Metric 4	2024 Actual	2024 Points Earned	2024 Goal	2025 Actual	Annual % Change	2025 Points Earned	Annual Trend
FTIC Four-Year Graduation Rate	35.0%	10	43.0%	41.0%	17.1%	10	↑

As a result of the findings from the University's recent Resource Optimization Study, financial resources have been appropriated or directed to hire student advisors in Athletics and Student Services. Articulation Agreements with 23 of the Florida Colleges have been modified to include a "President's Day" to further enhance the recruitment of transfer students from these institutions.

FAMU has achieved a record four-year graduation rate of 41%, marking a significant 12.6% points increase since 2018. Through strategic initiatives like enhanced academic advising, first-year experience programs, peer mentoring, and hiring specialized staff, FAMU continues to excel in student retention and graduation, particularly among Pell-eligible and first-generation students.

FAMU's First-Year Experience (FYE) Program is comprehensive, aiming to support first-year students as they transition from high school to college. This includes First-Year Experience Seminar Courses, a Workshop Series, Themed Learning Communities, a Peer Mentor Program, and the Rattler Parent Engagement Program. The Access Summer Bridge Program specifically targets underrepresented students, offering academic and personal support to ensure their success in college. The FYE Summer Academy provides students with opportunities to earn course credits and prepare for college-level math placement tests. New Student Orientation, the Focus 2 career assessment, and activities organized by the Student Government Association contribute to a positive student experience, fostering critical thinking and enhancing overall student success.

1.2 Increase second-year retention to 88%.

The specific target goal was not achieved.

	2023 Goal	2023 Actual	2024 Goal	2024 Actual	Annual % Change	Annual Trend
Second Year Retention Rate	90.0%	87.8%	90.0%	89.0%	1.4%	

The second-year retention rate at FAMU saw a notable increase of 1.4 percentage points year-over-year, reaching 89.0%. This upward trend underscores the University's concerted efforts to enhance student retention through strategic initiatives. For example, the introduction of the Academic Recovery Program aims to improve academic performance among first-year students, while the Office of Freshmen Studies provides essential academic support services to facilitate the transition from high school to college. Moreover, Housing has implemented the Rattler Rise program, which emphasizes second-year student programming and activities geared towards boosting retention, progression, and graduation rates.

For additional information on the PBF metrics, President's Goals and Strategic Plan/Accountability Plan key performance indicators, please visit <https://www.famu.edu/about-famu/uspc/goals.php#> for President's Dashboard and Key Performance Indicators.

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

2.1 Nursing: to 85%

2.2 Law: to 80%

2.3 Pharmacy: to 90%

2.4 Physical Therapy: to 88%

Rating:	Superior (5)	Above Average (4)	Average (3)	Below Average (2)	Poor (1)
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The specific targets for each program were not met.

In addition to the University's Resource Optimization Study, a comprehensive assessment of the Law School was performed to gather pertinent information that will impact graduates' licensure passage rates. Both assessments also provided recommendations relative to "Best Practices" with the University's Law School, Pharmacy, Physical Therapy, and Nursing School programs. Monthly meetings were held throughout the academic year to review and implement the relative "Best Practices" for the above professional programs. The College of Law and the Nursing School graduate's licensure passage rates experienced a significant increase in 2024.

New strategies for admission and candidate progress at key benchmark stages have been implemented. I have closely monitored each program through the Provost's Licensure Pass Rate Task Force, which convenes weekly. Notably, first-time pass rates have increased significantly for two programs, as outlined below.

- **Law:** Pass rates increased from 41% to 67%.
- **Pharmacy:** Pass rates declined from 70% to 67%
- **Physical Therapy:** Pass rates declined from 79% to 75%.
- **Nursing:** Pass rates increased from 82% to 93%.

The decline in licensure pass rates for Pharmacy and Physical Therapy graduates can be attributed to various factors, including the need for enhanced curriculum alignment with licensure exams and the impact of transitioning to new learning environments. In response, FAMU has implemented new strategies for admission and monitoring candidate progress at key benchmark stages. The administration in Law, Nursing, and School of Allied Health Sciences has undergone changes to address these challenges. For instance, the Law program has experienced a significant increase in

pass rates, rising from 41% to 67%, attributed to a comprehensive review of the curriculum and teaching methods. The Pharmacy program's pass rates have also declined from 70% to 67%, leading to a reevaluation of the program's structure and student support systems. Conversely, the Nursing program continue to show remarkable improvements, with pass rates rising from 82% to 93%, thanks to the introduction of new teaching strategies and student support mechanisms. The Provost's Licensure Pass Rate Task Force is actively monitoring each program's performance and convenes weekly to ensure continuous improvement and alignment with licensure requirements. The Physical Therapy program, while experiencing a slight decline from 79% to 75%, is also under review to identify areas for enhancement. Overall, FAMU remains committed to maintaining high standards and improving licensure outcomes for all its programs.

Goal 3: Annual Giving:

3.1 Increase annual giving to \$25M.

Rating:	Superior (5)	Above Average (4)	Average (3)	Below Average (2)	Poor (1)
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The specific target goal was not achieved.

	2024 Actual	2025 Actual	2024-2025 Goal	Annual Change	Annual Trend
Annual Giving	\$26.9M	\$16.3M	\$25M	-\$10.6M	
Annual Alumni Giving Rate	5.6%	6.9%	9.0%	20.8%	

The annual giving for 2024-2025 from the private sector reached a little more than \$16 million dollars. Although the \$25 million private annual giving goal was not reached, the Legislative Budget Request appropriations for public funds (\$65 million) for the 2025 Legislative Session more than doubled last year's Legislative Allocation (\$26 million).

Through the college support of alumni, faculty, staff, students, parents, friends and trustees, the University raised a total of \$16.3M (as of June 15), currently slightly under its annual giving goal by 7%. The University's alumni giving rate is 6.9% (as of June 15), an increase of 1.6% when compared to last year.

Goal 4: R&D Expenditures: Increase total R&D expenditures to \$60M.

Rating:	Superior (5)	Above Average (4)	Average (3)	Below Average (2)	Poor (1)
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The specific target goal was achieved.

	2023-24 Actual	2024-25 Actual	2024-25 Goal	Annual Change	Annual Trend
R&D Expenditures	\$69.6M	\$79.9M	\$60M	\$10.3M	

FAMU continues to make significant strides in research and development, exceeding our goal and achieving the \$79.9 million mark, demonstrating the consistently robust research enterprise at the University.

Goal 5: Organizational Leadership:

5.1 Strategy Development – Effectively implement the year-three goals, and priorities outlined in the strategic plan.

5.2 Ongoing improvement in the top 100.

5.3 Talent Acquisition (Employs highly qualified academic and administrative officers), Development Completes 100% of written performance reviews for SLT), Retention, Succession and Organizational Effectiveness

5.4 Create Culture of Accountability (performance matters)/Continue implementation of the Customer Service Improvement Initiative (Hosts five customer service training sessions for faculty, staff, and administrators).

Rating:	Superior (5)	Above Average (4)	Average (3)	Below Average (2)	Poor (1)
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The specific target was achieved.

5.1 Strategy Development – Effectively implement the year-three goals, and priorities outlined in the new strategic plan.

Not inclusive of retirees, 92% of the University's staff was retained. 100% of the University's Senior Leadership Team provided their managers with Expectation Contracts. Senior Leadership Team members developed Succession Plans. Also, five or more Customer Services trainings were held throughout the year to enhance to development of leaders throughout the University.

The 2022-2027 Strategic Plan outlines our trajectory for the next five years, detailing ambitious goals aimed at enhancing the University's performance, rankings, and overall profile. These include elevating and sustaining student success outcomes such as persistence, graduation, and licensure pass rates fostering faculty excellence and vitality through attracting, developing and retaining world class faculty; innovating academic programs to address workforce needs; elevating our rankings, reputation, and impact; expanding our array of funding sources to support our strategic initiatives positioning FAMU on a trajectory to become a Carnegie Research one institution; and optimizing operations to fulfill our mission. The University's strategic priorities have yielded positive results in the Performance Based Funding metrics, including increases in four-year graduation rates, bachelor's graduates' median wages, affordability, and the number of bachelor's and graduate degrees awarded in programs of strategic emphasis. We have effectively implemented year-two goals, which are highlighted below.

University leadership is dedicated to improving student outcomes and has implemented several initiatives to achieve this goal. For instance, to identify at-risk students, FAMU has implemented an Early Alert system and is now proactively tracking students with a GPA of 2.5 or below, even if they are not currently classified as at-risk. All students in this category are required to participate in on-campus tutoring. Additionally, to improve employment outcomes, each degree program at FAMU now includes a partnership with career and workforce development initiatives. Also, the School of Graduate Studies' "Graduate Feeder Program" and other institutions have forged partnerships to enhance opportunities for students in master's and doctoral programs within the first year. Furthermore, through our FAMU Industry Cluster, we offer internship opportunities starting from freshman year, supported by representatives from various industries dedicated to preparing students for career-building jobs upon graduation.

The university has been making consistent strides in enhancing the academic profile of incoming students by prioritizing the recruitment of applicants with higher high school GPAs, standardized test scores, and increased dual enrollment credits. To support student success, the university launched a data-driven, proactive advising model that includes early alerts and retention tracking. Advisors, department chairs, and deans have received training in this "proactive advising" approach. Additionally, Performance-Based Funding (PBF) has been strategically allocated for completion grants to assist students with unmet financial needs who are on track to graduate within four years. The university has also expanded its use of data analytics to closely monitor student progress toward timely graduation.

With respect to faculty excellence, we have increased salaries, enhanced professional development, upgraded teaching and research facilities, and recommended five innovative programs to address workforce needs in Florida and drive practical solutions to global challenges through our research. Our Research and Development expenditures have surpassed our goal, reaching the \$66 million mark. This investment benefits the university, the state of Florida, and our

partners by securing a larger share of federal research dollars, improving the quality of our research programs, and enhancing our ability to attract top-tier faculty and students. We continue to elevate our rankings by effectively communicating our achievements. FAMU has been recognized for several notable accomplishments, including being the highest-ranked public HBCU by U.S. News & World Report for the sixth consecutive year, ranking 81st among public universities, and 20th among all colleges and universities for social mobility. These rankings reflect the overall quality of FAMU's success in transforming the economic trajectories of our students and their families for generations to come.

In alignment with the 2022–2027 Strategic Plan, the Division of Finance & Administration made measurable progress toward strengthening university operations, improving internal controls, and driving accountability across key support functions. The Division advanced the implementation of Workday, a new enterprise resource planning system, and maintained momentum despite leadership transitions and workload intensification. Teams participated in testing phases, interface development, and preparatory measures for full deployment, ensuring institutional readiness for a system-wide shift in HR, finance, and payroll operations.

The FAMU Department of Emergency Management (DEM) has effectively implemented key elements of the University's year-three strategic plan by updating its emergency response protocols, expanding continuity of operations planning, and conducting preparedness activities that support institutional resilience. This includes enhanced participation in student orientation, integration of emergency management into operational planning, and participation in national professional development opportunities, all of which reflect a strategic commitment to institutional safety and preparedness.

To further support institutional resilience and fiscal preparedness, the Division extended disaster recovery consulting contracts with Paragon Advisory Partners and IEM, reinforcing FAMU's capacity to maximize FEMA and state funding opportunities and expedite disaster response.

The Division also contributed to the University's broader customer service improvement initiative by operationalizing feedback loops within finance, facilities, and HR units, refining service delivery standards, and participating in the Employee of the Quarter recognition program.

Collectively, these efforts underscore the Division's commitment to strategic execution, organizational agility, and operational excellence in support of the University's mission.

The specific target was achieved.

5.2 Ongoing improvement in the attainment of the Top 100

Florida Agricultural and Mechanical University (FAMU) continues its upward trajectory in the national public university rankings, currently positioned at No. 81 according to the esteemed U.S. News & World Report. Additionally, FAMU proudly holds the title of the No. 1 Public Historically Black College & University for the past six consecutive years. Renowned as a leading producer of African American graduates in STEM and health disciplines, FAMU stands as a vanguard of innovation and digital readiness within the State University System (SUS), prioritizing accessibility and affordability for first-generation and low-income students. These achievements underscore FAMU's pivotal role in addressing critical needs in Florida and the nation, preparing a diverse cohort of students for success in the digital age. In alignment with the 2022-2027 strategic plan, we set forth ambitious goals aimed at further enhancing performance outcomes, rankings, and institutional profile. These objectives include ascending to the top tier of SUS institutions in Performance Based Funding outcomes, achieving recognition as a Top 100 national public university, and attaining a coveted Carnegie R1 Research institution designation, currently classified as R2. To realize these aspirations, substantial and sustained investments are imperative to attract and retain high-achieving students, bolster support for faculty excellence, and fortify the University's signature academic programs, ensuring they are primed for the demands of the digital era.

FAMU has been advancing institutional effectiveness through a comprehensive, multifaceted approach. The University's strategic planning implementation emphasizes setting objectives and establishing year-over-year baselines and variances for targeted strategic initiatives. In Academic Affairs, the focus has been on enhancing the quality of programs to ensure they meet the highest standards of excellence and relevance to today's educational needs. The institution prioritizes exceptional service to students, faculty, and staff, fostering an environment where everyone can thrive and succeed. Additionally, we actively promote our achievements and unique offerings, leveraging its brand to strengthen its reputation and attract a diverse and talented student body. Through strategic organizational changes, the University aims to improve its operational efficiency and effectiveness, ensuring that it remains a leader in higher education. These efforts collectively contribute to our mission of providing an outstanding education and nurturing a community of scholars and leaders.

The Facilities team completed major renovation and expansion projects—including residence halls, dining facilities, and research spaces—that improved both student satisfaction and operational efficiency. These improvements are key contributors to rankings that weigh campus environment, student services, and learning infrastructure.

Meanwhile, the Office of Human Resources supported talent recruitment and retention efforts by streamlining onboarding, enhancing staff recognition efforts, and preparing for the Workday system transition.

The FAMU Department of Emergency Management plays a supportive role by maintaining a safe, secure, and operational campus. A stable campus environment contributes to student retention, academic continuity, and institutional reputation, which are critical factors in the metrics used for Top 100 placement. The DEM's efforts in campus safety, hazard mitigation, and continuity planning ensure that the University can remain operational during emergencies, thus indirectly contributing to performance and reputational metrics.

The specific target was achieved.

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

At FAMU, our approach to talent acquisition, development, retention, and succession planning is designed to attract, nurture, and develop faculty and staff, ensuring that we become the employer of choice. The Office of Human Resources (OHR) identified, attracted, and recruited qualified individuals to fill university positions. The institution continues to implement talent retention initiatives to create a supportive, engaging and employee-centered work environment that encourages employees to remain with the institution over the long term.

The institution continues to implement talent retention initiatives to create a supportive, engaging, and employee-centered work environment that encourages long-term employee commitment. A few years ago, an Emergency Management Director was appointed, followed by the recruitment of additional staff to build a robust team. Comprehensive procedures and best practices have been established and consistently implemented. We have also strengthened our external collaborations with FEMA, the State of Florida Department of Emergency Management, Leon County, the City of Tallahassee, and peer institutions of higher education. I have been instrumental in supporting the success and growth of the Emergency Management Department. My support for strategic initiatives, empowerment of the team, and openness to change have significantly contributed to our achievements in preparing for, responding to, recovering from, and mitigating natural disasters.

Over the past two years, our institution has taken significant steps to foster a culture of service excellence. In August 2023, we established a Recognition Subcommittee with the aim of inspiring positive change and creating a lasting impact on our students, faculty, staff, and stakeholders. The committee's collective vision includes recognizing employees who exemplify our Service Excellence Philosophy and contribute actively to our University's Strategic Priorities. To date, the committee has conducted bi-weekly meetings to brainstorm future initiatives and successfully launched the Employee of the Quarter program.

Florida A&M University (FAMU) embarked on developing a Resource Optimization initiative, focusing on establishing a strategic approach to maximize efficiency and effectiveness across various dimensions. During the initial stages, budgeting efforts were concentrated on aligning financial resources with institutional priorities, rigorously analyzing expenditures, and planning for reallocating funds to critical areas such as academic programs, research, and student support services. Human capital management was prioritized to ensure that faculty and staff skills would align with FAMU's strategic goals and the evolving needs of students, with a strong emphasis on initiating professional development opportunities and strategizing targeted recruitment efforts.

Skills alignment efforts were underway, involving assessments of current capabilities against future demands and laying the groundwork for fostering a culture of continuous learning and adaptation within the university community. Operational efficiency enhancements were in development stages, focused on streamlining administrative processes, exploring technology solutions for automation, and laying foundations for optimizing facilities usage. As part of this set-up phase, plans included centralizing certain services, exploring sustainable practices, and setting the stage for enhancing infrastructure to support teaching, research, and administrative functions seamlessly. Throughout these developmental stages, FAMU emphasized robust stakeholder engagement, clear communication of objectives, and ongoing evaluation to ensure alignment with the university's mission and strategic goals, setting the stage for fostering a dynamic environment conducive to academic excellence and institutional growth.

Dr. Joseph Silver of Silver and Associates led an insightful session, guiding the university community in developing a framework for Resource Optimization. The session centered on strategies aimed at improving efficiency and effectiveness across our operations. Dr. Silver underscored the critical importance of identifying and tackling operational challenges, establishing an accountability framework for transparency and responsibility, and fostering clear communication channels to streamline processes.

This session underscored the University's dedication to ongoing improvement and excellence in service delivery. Going forward, we are committed to implementing these strategies to elevate our operational standards and enhance overall institutional performance.

The specific target was achieved.

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

Florida Agricultural and Mechanical University has dedicated itself to building a "Culture of Compliance" throughout all areas of the University. Under my leadership, management, faculty, and staff have all worked together to strengthen governance, risk, and internal control processes. I have consistently emphasized the importance of fostering a culture of compliance and accountability by upholding the highest standards of professional and ethical responsibility for all members of the University community.

Florida Agricultural and Mechanical University has been named the No.1 Public Historically Black College & University in the U.S. News & World Report Rankings for the past six years. In part, this honor was made possible by the strong system of internal controls that supports our business, financial, and academic operations and the hard work of everyone on our team to ensure controls are in place and functioning optimally.

In April, (April 3, 2025) the Division of Legal Affairs hosted a Management Seminar with a theme of Intentionally Striking with sessions covering a range of topics including:

- Artificial Intelligence (AI)
- Assessing Risk
- Workforce Development for 2030 and Beyond
- Branding/Reputational Risk
- Performance Base Metrics

In March 2025, the Offices of Compliance and Ethics collaborated with Equal Opportunity Programs, FAMU Police Department, University Policy, Research Compliance, Information Technology Services, Emergency Management, and the Division of Audit to host "FAMU Fundamentals," an annual mandatory compliance training program aimed at ensuring all employees comprehensively understand and adhere to pertinent laws, regulations, ethical standards, and university policies, maintaining a compliant work environment. Covering legal and ethical guidelines, university policies, and role-specific compliance requirements, FAMU Fundamentals is a yearly requirement that underscores the university's commitment to ongoing education and adherence. Supported by a resource library and overseen by the Office of Compliance and Ethics, this initiative plays a crucial role in promoting a unified approach to ethical practices across the institution.

By consistently upholding the highest standards of professional and ethical responsibility, FAMU fosters a culture where compliance and accountability are not merely checkboxes but core values embraced by all members of the University community.

Goal 6: University Budget/Fiscal Management:

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.

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

Rating:	Superior (5)	Above Average (4)	Average (3)	Below Average (2)	Poor (1)
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The specific target goal is on track based on preliminary figures as of June 30, 2025.

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.

The University's budget for the 2024-2025 academic year will end with a significant surplus. Strategies were implemented to ensure at least \$10 million to \$14 million dollars will be carried forward or deposited into the University's fund balance. One of the strategies included a hiring freeze for non-critical positions.

Audits for **FAMU Boosters**, the **National Alumni Association**, and **The FAMU Foundation** have all been completed, with independent CPA firms confirming that the financial statements were presented fairly in all material respects. The **FAMU Research Foundation (FRF)** was granted an exemption from audit requirements for FY2024 and FY2025 by the Board of Governors due to minimal financial activity and the planned operational launch in FY2026, rendering audits unnecessary for those years.

The AG Operational Audit Report, as published to the Board of Trustees, included several constructive recommendations aimed at strengthening the University's financial and administrative practices, along with the University's positive and proactive responses. Recommendations included enhancing procedures for the timely and accurate recording of SPIA transactions by fund, as well as ensuring monthly reconciliations with appropriate documentation and resolution of discrepancies. Improvements were also advised for bank account reconciliation processes to ensure timely completion, supervisory review, and approval. To support fiscal responsibility, the University was encouraged to bolster prompt payment practices by tracking invoice receipt and payment timelines more closely. Additionally, the report highlighted opportunities to improve the consistency and accountability of annual personnel evaluations through enhanced training, clearer

communication, and better recordkeeping. The University is committed to implementing these recommendations to further strengthen operational efficiency, compliance, and accountability.

The AG Financial Statement Audit Report, as presented to the Board of Trustees, offered constructive recommendations aimed at strengthening the accuracy and integrity of the University's financial reporting. These included enhancing procedures to ensure accurate accounting and reporting, supported by targeted training for staff involved in the accounting entry and Annual Financial Report (AFR) processes. Additionally, the report recommended maintaining thorough records that demonstrate independent verification of accounting entries and financial data prepared by consultants prior to submission to the Board of Governors. The University has responded positively and remains committed to implementing these improvements to reinforce transparency, accuracy, and accountability in its financial reporting practices.

The **Florida Auditor General's Financial Statement Audit for FYE 2024** is complete, with the final report issued in March 2025 noting fair presentation but identifying a significant deficiency in internal controls. **Thomas, Howell, Ferguson (THF)** withdrew from the Athletics Financial Statement Audit (FYE 2022 & 2023) due to insufficient documentation from the University. Both the **Athletics Agreed Upon Procedures (AUP)** and **Athletics Financial Statement Audit** for FYE 2024 are pending, with no firm currently under contract. Meanwhile, the **Cybersecurity Maturity Model Certification (CMMC)** is also pending, as the University collaborates with ITS and the Division of Research to evaluate data security, while seeking external parties to conduct the certification assessment.

The Budget Office improved forecasting accuracy and developed contingency scenarios to align expenditures with revenue expectations while preserving flexibility for emerging priorities. Collaborative budget reviews and realignment of resources toward strategic priorities—including research, infrastructure, and student success—contributed to sound fiscal decision-making.

The Controller's Office enhanced internal controls and financial reporting accuracy through pre-Workday cleanup activities and audit preparation efforts. This work laid a strong foundation for seamless integration with the University's forthcoming ERP system, reducing long-term financial risk.

The FAMU Department of Emergency Management helps safeguard the University's resources by reducing potential financial losses through proactive emergency planning. By mitigating risks and preparing for emergencies in advance, the department helps avoid the high costs associated with response, recovery, and downtime. Additionally, DEM has pursued partnerships and grant opportunities to offset expenses, thereby improving cost efficiency and reducing the financial burden on the institution.

The specific target was achieved.

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

The Facilities Planning and Construction team made substantial progress on deferred maintenance and capital renewal projects, aligning each with the Campus Master Plan and the Educational Plant Survey. Energy efficiency upgrades,

utility infrastructure modernization, and digitization of utility billing processes have improved operational effectiveness and reduced long-term costs.

The FAMU Department of Emergency Management has aligned its operational needs with institutional priorities by ensuring that critical infrastructure, including athletics and event operations, are covered under its emergency support functions. This includes providing operational guidance and emergency response support during major campus events, working closely with Athletics, and improving campus-wide emergency notification systems. Last fiscal year, the University extended the following disaster recovery contracts for an additional one-year term, from June 1, 2025, through May 31, 2026. These contracts were originally set to expire on May 31, 2025. Their purpose is to support the University's disaster recovery efforts by maximizing funding opportunities from FEMA and the State of Florida, expediting recovery processes, monitoring debris collection and removal, and serving as general consultants throughout the recovery period.

Disaster Recovery Services:

- Paragon Advisory Partners
- Innovative Emergency Management (IEM)

Goal 7: Internal/External Relations: Continue to expand relationship-building with key stakeholders, including students, faculty, staff, Boards, alumni, elected officials (local, state, national), corporations and the local community.

Rating:	Superior (5)	Above Average (4)	Average (3)	Below Average (2)	Poor (1)
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The specific target was achieved.

I performed extensive engagement activities with a plethora of stakeholders of the University throughout the academic year. The internal and external stakeholders included students, staff, faculty, trustees, Board of Governors, state legislators, senators, state representatives, corporate leaders, donors, and alumni from all over the world. My engagement activities were highlighted in the Presidential Briefing each month.

The FAMU Department of Emergency Management (DEM) has significantly enhanced relationship-building efforts across a wide range of stakeholders. I've been involved in fostering these connections both internally and externally. Within the university, DEM conducts regular training sessions and virtual emergency operations meetings with students, faculty, and staff. We also engage in outreach campaigns to ensure preparedness and safety awareness. Externally, we collaborate closely with local emergency services, law enforcement agencies, and neighboring colleges and universities to coordinate responses to incidents affecting our community. Our active participation in joint exercises, community safety events, and interagency coordination underscores our commitment to nurturing strong, trust-based relationships with all partners.

Furthermore, I have collaborated closely with Divisional leaders to play a crucial role in preparing for the University's transition to the Workday ERP system. Working closely with academic and administrative units, efforts were coordinated with HR, Budget, and Procurement stakeholders to ensure seamless implementation of new financial, payroll, and talent systems. This included maintaining open communication channels across departments to address concerns and enhance cross-functional service delivery, particularly within Facilities, Emergency Management, and HR.

I have facilitated direct engagement with auditors, members of the Board of Trustees, and the Florida Board of Governors to ensure transparency and compliance. Our proactive approach in delivering timely updates on financial status, operational risks, and recovery planning has strengthened institutional credibility during times of increased public scrutiny and leadership transitions.

We have nurtured strong partnerships with local vendors, business leaders, and construction partners to successfully deliver capital projects and maintain uninterrupted services for students and staff. Through active participation in recognition programs and committee work, university leadership fostered a culture of appreciation, service excellence, and engagement across the University community.

These concerted efforts in relationship-building have not only fortified FAMU's operational foundation but also enhanced stakeholder trust and confidence in our institution.

- **Students**

Throughout the year, I engaged actively with the Student Government Association during Senate meetings and held one-on-one sessions with the Student Government President. Students played crucial roles on various university committees, contributing to campus governance. I participated in a range of student activities and programs, fostering direct engagement with the student body. Additionally, I embarked on a Presidential Recruitment tour aimed at connecting with prospective students, parents, alumni, and community stakeholders across the state and nationwide. This included participating in student panels to discuss both local and national issues, as well as engaging in Town Hall meetings. In January, Florida A&M University hosted the annual Dr. Martin Luther King Jr. Convocation at Lee Hall Auditorium, featuring keynote speaker Darryl Jones, an alumnus and District 3 Leon County School Board Member. During the event, I presented SGA President Loryn May with the President's Student Leadership Award and celebrated the academic achievements of the Fall 2024 cohort of first-time college students, who achieved an impressive average GPA of 3.23, with over 94 percent registered for their Spring 2025 courses.

- **Faculty and Staff**

Florida Agricultural and Mechanical University (FAMU) has achieved a distinguished honor, earning dual recognition in the 2025 Carnegie Classifications as both a Research 2 (R2) University and an Opportunity College & University (OCU). This designation places FAMU among an elite group of just 27 institutions nationwide recognized for excellence in both advancing research and expanding student opportunity.

The Carnegie Foundation's updated classifications, released in full this year, highlight institutions that demonstrate strong research activity while also ensuring access and upward mobility for students. The R2 classification identifies doctoral universities with high research activity, while the OCU designation—introduced as part of the new Student Access and Postsecondary Earnings Classification—acknowledges colleges that provide both educational access and competitive post-graduate earnings.

- **Alumni**

The FAMU Office of Communications hosted a sold out FAMU 40 Under 40 celebration during Homecoming 2024. The event recognized 40 outstanding young alumni and served as an opportunity to renew engagement with recent graduates who have achieved early career success.

- **Community Engagement**

In February, FAMU hosted the 2025 Harambee Festival at Cascade Park, which was attended by more than 3,000 FAMU and City of Tallahassee community stakeholders. This beloved annual event at FAMU is a time-honored tradition, bringing the community together to celebrate, connect, and experience the vibrancy of our University’s 14 schools and colleges. Community engagement is a key priority in FAMU’s strategic plan, and the Harambee Festival perfectly embodies our commitment to strengthening the bond between the university and the city of Tallahassee.

• **General Engagements**

This year, I was able to enhance the University brand through a series of high-profile engagements with celebrity supporters. In February, FAMU hosted a Black History Month Fireside Chat with alumnus, comedian and CNN host Roy Wood Jr., which garnered pre and post media coverage from the Tallahassee Democrat, Sirius XM radio, and WFSU FM. During an intimate Q&A, Wood Jr. discussed how his FAMU experience prepared him for his career as a political journalist.

This summer, I partnered with actress and Arise and Shine Foundation **Founder Malinda Williams** to host the 2025 Coding Bootcamp and E.S.T.E.A.M.E.D Summit at FAMU June 25-27. The initiative is dedicated to empowering young women to embrace technology, and it combines immersive learning in coding (Swift programming language) with mentorship and professional development opportunities.

II. Strategic and Academic Leadership

How effective is the President in Strategic and Academic Leadership?

Uses data to make timely, informed decisions that drive a culture of improvement in academic and administrative areas

Rating:	Superior (5)	Above Average (4)	Average (3)	Below Average (2)	Poor (1)
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Use of Data	Examples of Use for Informed Decision Making
Student success and outcomes	During this year, FAMU effectively used performance data to drive institutional change and foster a culture of continuous improvement. By leveraging data analytics and predictive tools, FAMU closely tracks student progress, enabling targeted interventions such as proactive advising, early alerts, and retention strategies. Performance-Based Funding (PBF) metrics, including the four-year graduation rate and academic progress rate, have led to initiatives like redesigned advising models, expanded first-year experience programs, and strategic use of approximately \$2.5 million in grants to support student completion and retention. The University also introduced innovative scheduling formats, student success hubs, and coordinated outreach campaigns (e.g., “Finish in Four” and “Rising Potential Cohort”) to enhance academic outcomes. In licensure programs, performance data informs curriculum alignment and targeted student support through the R.I.S.E. initiative, which has already contributed to notable gains—such as a 93% NCLEX pass rate in nursing. These efforts, driven by real-time data and systemwide collaboration, underscore FAMU’s commitment to student success, institutional accountability, and evidence-based decision-making.

New academic program and curriculum innovation	At FAMU, performance data continues to play a central role in driving institutional change and cultivating a culture of continuous improvement through the Academic Program Prioritization initiative. This multi-year effort involves a data-driven assessment and ranking of all undergraduate and graduate programs based on a structured rubric, considering factors such as enrollment trends, graduation rates, financial data, and alignment with workforce needs. Faculty and academic leaders have actively engaged in curriculum analysis to benchmark FAMU's programs against those within the State University System and leading national institutions, with the goal of enhancing academic quality, relevance, and competitiveness. Insights from this performance data have informed the development of Program Enhancement Plans aimed at improving retention and graduation rates, redesigning curricula, and better aligning programs with performance-based funding metrics and strategic priorities. Through this ongoing process, FAMU is strategically reallocating resources to strengthen high-impact programs and ensure that academic offerings remain aligned with both institutional goals and evolving labor market demands.
Operational efficiency and effectiveness	Under my leadership, FAMU has implemented enhanced technology to improve the onboarding experience for students, streamlining processes and enhancing accessibility to resources from enrollment through orientation and beyond. The Department of Emergency Management (DEM) collects and reviews after-action reports (AARs), and stakeholder feedback following emergency exercises and real-world incidents. These data points are used to identify operational gaps and improve the coordination of resources during emergencies.
Meeting the needs of the community	During the 2024–25 academic year, as President I have demonstrated a strong commitment to informing and engaging alumni, faculty, and community stakeholders both locally and nationwide. This year I expanded travel across the country, addressing diverse audiences to advocate for the University and our students. In these engagements, I emphasized the importance of strengthening community partnerships to address mission-critical issues, such as increasing funding for retention scholarships and responding to the growing concern around mental health challenges—an issue that significantly impacts our student population.
Compliance	Throughout the 2024–25 academic year, the Office of Compliance and Ethics strategically leveraged data to promote a culture of continuous improvement and institutional accountability. The institution integrates mandatory compliance training, such as the FAMU Fundamentals program, which equips employees with up-to-date regulatory knowledge and reinforces ethical decision-making aligned with institutional values. Participation data and completion metrics are

	closely monitored, with accountability measures in place to ensure full engagement. The University also uses recognition programs, like the Data Privacy Challenge Coin and the “See Something, Say Something” award, to highlight individuals who exemplify data security and ethical behavior, further reinforcing a performance-based culture. These data-informed practices not only support regulatory compliance but also drive campus-wide awareness, proactive engagement, and continuous improvement in operational integrity and risk management.				
Leads stakeholders in implementing strategic initiatives (short-term and long-term) that achieve a competitive advantage					
Rating:	Superior (5)	Above Average (4)	Average (3)	Below Average (2)	Poor (1)
Legislative Budget Requests/Government Relations As part of this year’s legislative outcomes, Florida A&M University (FAMU) successfully secured nearly \$65.5 million in legislative budget appropriations—representing an increase of more than \$39.4 million compared to the previous year. This achievement was made possible through the coordinated efforts of the Office of Government Relations, the FAMU Board of Trustees, and the dedicated advocacy of alumni, students, and supporters. The \$65.5 million in appropriations includes funding for operational support and Public Education Capital Outlay (PECO) projects but excludes increases in recurring funding allocations, such as those for the Joint College of Engineering, the Medical Marijuana Education and Research Initiative (MMERI), and support for the Crestview campus. Additionally, the approved budget authorizes the FAMU Board of Trustees to utilize available reserves or carry-forward balances for presidential remuneration. The FAMU-FSU College of Engineering received \$40 million for the planning and development of a new 163,867-square-foot facility to expand instructional, research, and student support spaces, addressing critical STEM workforce needs and enhancing regional economic impact. FAMU was allocated \$15 million in non-recurring funds to support faculty and staff compensation adjustments, talent retention, and increased student services, aligning with peer institutions and promoting academic excellence and research productivity. The \$5 million investment in the FAMU College of Law will enhance bar exam preparation, modernize classroom infrastructure, improve student services, and support initiatives to increase bar passage rates and student achievement. A \$2.5 million appropriation will strengthen FAMU’s security infrastructure through technology upgrades, cybersecurity enhancements, and increased emergency preparedness, including support for its role as a state emergency shelter. FAMU’s College of Agriculture and Food Sciences received \$2 million to expand career pipelines, upgrade research facilities, and support critical enhancements to agricultural education and research infrastructure, particularly in viticulture and environmental sciences. University Strategic Plan Year 3 Implementation					

Florida A&M University's Strategic Plan Year 3 (2024–25) Implementation Strategy was designed to ensure focused, data-driven execution of institutional goals through a structured, transparent, and iterative process. Central to this strategy are the Strategic Plan "One-Pagers" and College/School Scorecards and Dashboards, which serve as streamlined tools for tracking progress, aligning initiatives with institutional Key Performance Indicators (KPIs), and fostering continuous engagement across all academic and administrative units. These tools utilize a "start, stop, continue" framework to identify actionable priorities, monitor effectiveness, and eliminate inefficiencies. In alignment with best practices in strategic management, FAMU emphasizes a "close-the-loop" approach—using performance data to assess impact, inform decisions, and refine strategies—thus driving a culture of evidence-based improvement. Particular attention is given to year-over-year trends in institutional KPIs to ensure sustained progress, accountability, and transparency. The strategy also prioritizes the timely establishment and implementation of high-impact initiatives tailored to address FAMU's unique challenges within the State University System (SUS), directly supporting the broader performance goals outlined in the Board of Governors' Strategic Plan – SUS '30. By embedding this structured review and feedback cycle into its operations, FAMU aims to optimize institutional performance, close equity gaps, and advance its standing among peer SUS institutions.

- **Facilities**

Educational Plant Survey

The facilities team completed the University Educational Plant Survey in March 2025. The purpose of the Educational Plant Survey is to recommend University-proposed capital projects (Educational Facilities and Ancillary Plants) for the next five (5) years based on an evaluation of projected educational space needs. The Survey consists of two components: 1) the validation of specific educational spaces, which was conducted on October 16 - 17, 2024, and 2) an assessment of future space needs, which was conducted on March 4, 2025. The Survey requires significant time and effort; thus, procedural efficiency is pertinent.

An Educational Plant Survey is required at least once every five (5) years for all public educational entities, including state universities. At the request of Florida Agricultural and Mechanical University (FAMU), Board of Governors staff facilitated and coordinated the Survey Team and participated with university staff on the Educational Plant Survey to ensure that all the requirements of Florida Statutes, section 1013.31, Florida Statutes, were satisfied. In addition to the staff of the university and the Board of Governors, the team included staff from Florida Atlantic University, Florida International University, and the University of West Florida. The Survey Team Recommendations are attached.

Fixed Capital Outlay Budget: Capital Improvement Plan

The facilities team completed the 2026-2027 Capital Improvement Plan in March 2025 with Board of Trustees approval in June 2025. The CIP is a five-year capital plan for requesting funding for Fixed Capital Outlay (FCO) projects.

Campus Development Agreement

The facilities team completed the Campus Development Agreement with the host community (City of Tallahassee), which the City has approved. The campus development agreement determines the impacts of proposed campus development reasonably expected over the term of the campus development agreement on

public facilities and services, including roads, sanitary sewer, solid waste, drainage/stormwater management, potable water, parks and recreation, and public transportation. The campus development agreement identifies any deficiencies in public facilities and services that the proposed campus development will create or which it will contribute to. The agreement identifies all improvements to facilities or services necessary to eliminate these deficiencies.

Campus Master Plan

The University Facilities Planning and Construction team previously completed the 2020-2030 FAMU Campus Master Plan Update, which is required prior to completing the Campus Development Agreement.

Projects

The facilities team completed several projects during the 2024-2025 fiscal year. Projects completed were Foote-Hilyer IT Renovation, 500-bed and 800-bed Residence Halls Design, and several minor projects. Projects started were 700-Bed Residence Hall, Howard Hall Renovation, Chemical and Biological Research Renovation, and Dining Hall Expansion.

During the 2022-2023 Legislative Session, Florida A&M University was allocated \$26.9 million to address deferred maintenance and capital replacement/renewal issues and \$27.7 million to address campus-wide utility infrastructure. During the 2024-2025 fiscal year, the facilities team continues progressing with our deferred maintenance and utility infrastructure projects. Mechanical equipment upgrades have been completed in Ware Rainey, Foote-Hilyer Administration Center, Perry-Paige, Foster Tanner Music, Lewis-Beck, and the School of Business and Industry West buildings. Also, several projects were started as a part of this funding, i.e., North Chilled Water Extension, and the South-Central Utility Plant. These projects implemented upgrades to mechanical and distribution systems, improved the environment in interior spaces, and enhanced the campus's utility and distribution efficiencies. Once completed, these improvements are expected to generate significant annual energy savings.

Utility Billing Digitization

The facilities team implemented a utility billing digitization initiative. This initiative allows the University to receive Flat utility billing data files from the City of Tallahassee and use the data to generate reimbursement invoices for billing Non-E&G departments.

Modernizing the utility billing process is essential to improving operational efficiency and financial accuracy across campus. By transitioning from manual to electronic billing, Facilities can better track, monitor, and manage utility costs, leading to improved internal controls and faster distribution of invoices to departments. This initiative not only supports greater fiscal stewardship but also positions Facilities to leverage best practices and technology to meet the University's sustainability goals.

- **Communications:**

In May, the FAMU Office of Communications unveiled the new “Best of Both Worlds University Promo” at Spring Commencement. The new marketing piece will run at AMC Theaters throughout Florida and Georgia from May 9 through July 31.

- <https://www.youtube.com/watch?v=qSd3Vumr-TI>

To further promote and protect the legacy of Florida A&M University (FAMU), the University has entered into a new content licensing partnership with Getty Images, a preeminent global visual content creator and marketplace. As part of Getty Images’ HBCU Grants Program, FAMU’s content, both contemporary and archival, will become accessible for a global audience via Getty Images’ platform in the Historically Black Colleges and Universities Collection. The collaboration will also provide FAMU students with mentorship opportunities to work alongside Getty Images’ world-class photographers and editorial staff at upcoming industry events. FAMU will retain all copyrights of the photos and videos added to the collection, with the licensing fees supporting the HBCU community. Getty Images’ HBCU Grants Program was established in 2021 to support the invaluable visual histories of all HBCUs by increasing the awareness, access and visibility of rarely seen photography.

- <https://news.famu.edu/2025/famu-partners-with-getty-images-to-preserve-and-license-university-rich-visual-history.php>

The Office of Communications manages the media outreach for FAMU Day at the Capitol, held April 9. An Op Ed was featured in the Tallahassee Democrat to discuss the University’s legislative priorities. Additionally, I partnered with Board of Governors Ray Rodrigues, to pen a joint Op Ed about the positive impact of higher education in Florida.

- <https://www.tallahassee.com/story/opinion/2025/04/07/timothy-beard-investing-in-famu-is-investing-in-floridas-future/82885640007/>
 - <https://floridianpress.com/2025/03/unlocking-potential-how-famu-helps-drive-floridas-higher-education-success/>

The Office of Communications effectively managed media inquiries and University announcements throughout the Presidential Search process, including announcing the list of finalists and campus visits on the search website, FAMU newsroom and social media platforms. This allowed stakeholders from across the nation to have access to the process during all the public stages of the process.

- **Compliance and Ethics**

During the reporting period, the Office of Compliance and Ethics (OCE) advanced its core priorities in investigative response, training, and compliance risk mitigation while addressing emerging and traditional regulatory risks. Key developments included proactive measures against AI-related threats, such as the misuse of generative AI and AI-enhanced malware, through phishing simulations, a draft Acceptable AI Use policy, and the launch of an AI Governance Committee. Traditional risk areas—financial exposure, emergency readiness, and research compliance—remained central, with ongoing initiatives including resource prioritization, FEMA-led preparedness exercises, and support for research grant compliance.

From July 2024 to May 2025, the University received 82 investigative reports, with the most common issues involving employee misconduct, academic misconduct, and conflicts of interest. To improve consistency and responsiveness, OCE finalized an internal SOP for case triage and resolution. Meanwhile, broader initiatives such as the Civil Discourse Training series, enhanced compliance oversight, and focused efforts in Athletics Compliance, Title IX, foreign influence reporting, NIL compliance, and ADA accessibility further underscored OCE's commitment to fostering institutional integrity, accountability, and operational excellence.

- **Community Engagement for President Beard**

The FAMU Office of Communications supported stakeholder engagement during FAMU Homecoming 2024 through a series of four live streamed events: Coronation, Housing Step Show, Convocation, and the Parade. Alumni and prospective students were able to experience Homecoming from across the country thanks to the proactive content distribution on the University's social media platforms. The parade viewership resulted in the highest engagement at 1K live viewers during the event.

Additionally, in October 2024, The Office of Communications partnered with the FAMU Department of Public Safety to promote a series of safety messages. The Office of Communications produced and distributed the "See Something, Say Something public service announcement" and coordinated four Homecoming Safety interviews for Chief Audrey Alexander with various media outlets leading up to Homecoming.

AUGUST 2024

Aug 11 Miami Dade Alumni Virtual Student Send off featuring
Aug 15 Leon Commissioner Bill Proctor host Community FAMU Athletics Kickoff, Tallahassee
Aug 15 Leon County NAACP Awards Gala, Tallahassee
Aug 19 Leon County Alumni Chapter supports Student Move in Day Tallahassee, Fl
Aug 19 President Ice Cream Social for students, faculty and staff
Aug 23 Presidential Student Recruitment Event Jonesboro Performing Arts Ctr, Clayton, Co
Aug 23 MEAC SWAC CHALLENGE Commissioners Welcome, Atlanta, GA
Aug 24 FAMU Alumni Presidential Pregame Welcome, Atlanta, GA
Aug 24 MEAC SWAC CHALLENGE Football Game, Atlanta, GA
Aug 31 FAMU VS. SC State, Stakeholder welcome Bragg Stadium

September 2024

Sept 5 Presidential Student Recruitment Event, Broward Community College
Sept 5 Broward Alumni Host Community Welcome for President & Ms. Beard
Sept 6 Presidential Student Recruitment Event, Miami Dade performing Arts Ctr.
Sept 6 Miami Dade Alumni host Community Welcome for President Beard
Sept 7 President welcomes key stakeholders to FAMU VS UM Football Game
During FAMU/USF Game
Sept 24 President Beard Hosts Press Conference Announcing U.S. News & World
Reports Latest Rankings Elevating FAMU to #81

Sept 28 President Beard hosts Parents Weekend, Tallahassee

October 2024

Oct 1 President Beard Welcome Celebrity Radio host Rickey Smiley to FAMU School of

Journalism for panel discussion.

- Oct. 3 FAMU Celebrates Founders Day: Students, Staff, Alumni & Community Stakeholders
- Oct 4 Rattlers of the Southern Region host Alumni welcome event, Montgomery, AL
- Oct 5 ASU/ Rattler Alumni Football Tailgate Welcome Montgomery, AL
- Oct 11 President Beard Swears In FAMU's First Female Police Chief in 137 years
- Oct 12 President Beard hosts an array of events supporting Breast Cancer Awareness & Survivors
- Oct 18 Rattlers of the Southern Region host Alumni welcome event, Jackson, MS
- Oct.19 FAMU VS JACKSON STATE, Jackson, MS
- Oct 26 President Beard hosts more than 40 events celebrating FAMU's Homecoming
Welcoming FAMU's Industry Cluster, 50th Anniversary of SBI honoring Dean Sybill Mobley, Scholarship Gala hosted by Kimberly Godwin, and welcoming more than 160 Units in the Homecoming Parade.

November 2024

- Nov 1 President Beard Hosts annual Homecoming Convocation (8 thousand attendees)
- Nov 7 FAMU Honors the legacy of the FAMU Hospital and Rattler Babies born on the Hill
- Nov 16 President Beard salutes 101-Year-old Veteran at Military Appreciation Game
- Nov 20 President Beard hosts Student Recruitment at SPCC St, Petersburg Fl
- Nov 21 President Beard hosts Student Recruitment at Glazer Arts Center Tampa, Fl
- Nov 22 President Beard attends Florida Classic Consortium Board Legacy night
Honoring Alums Bernard & Shirley Kinsey
- Nov 22 Presidential Student Recruitment Event, Hyatt Grand Cypress, Orlando
- Nov 22 President Beard Engages in FAMU Foundation and FAMU NAA Meetings
- Nov 22 FL Conf. Black State Legislators HBCU Presidents Panel, Orlando
- Nov 22 President Beard attends National Rattler F Club Hall of Fame Gala, Orlando
- Nov 23 President Beard Engages more than 85 Stakeholders at Florida Classic Game

December 2024

- December 5 President & Ms. Beard's Community holiday Toy Drive
- December 13 FAMU Commencement (more than 600 graduates)
- December 15 President Beard celebrates the legacy of Emeritus FAMU Foundation Chair
Colonel Brodes Hartley, Miami, FL

January 2025

- January 15 President is Keynote speaker and Saluted at Leon County MLking Celebration
- January 16 Tallahassee Chamber welcomes new President alumna She'ron James
- January 16 Civil Rights Legends Saluted at historic Wall Unveiling
- January 20 City of Tallahassee salutes /President Beard participates in MLKING DAY
Events
- January 22 President Beard engages storm damage assessment teams
in the wake of Arctic blasts impact on the FAMU campus. Launches
daily dissemination of messaging updating students and families.

February 2025

- Feb 1-2 President Beard Attends Largest HBCU Student Recruitment Fair, Los Angeles, CA
- Feb 2 LA Alumni host President and leadership for farewell dinner, LA

- Feb 10 President and Lady Beard participate in Military Appreciation Week and visit Veterans at local VA Clinic
- Feb 10 President Beard Welcomes alumnus and Celebrity Comedian Roy Wood
- Feb 11 Leon Co. Commission Salutes the FAMU M100 as ESPN Band of the Year
- Feb 20 President Beard Welcomes Celebrity Alumna and FOX NFL Commentator Pam Oliver for salute to black history month
- Feb 22 President Beard conveys virtual remarks for FAMU NAA Florida Region Conference
- Feb 22 President Beard celebrates the spirit of Harambee at Cascades Park and Dr. Beverly Barber, a founding member of the festival.

March 2025

- March 4 FAMU & The City of Tallahassee salute alumni legends with a street renaming honoring their strides and community service.
- March 11 Metro ATL alums Welcome President Beard & at MEAC/ SWAC Tourney
- March 12 President and Lady Beard are saluted at MEAC/ SWAC Game Changer event
- March 17 First Lady Wendy Beard hosts inspiring salute to Women's History Month
- March 22 President Beard hosts Spring Preview welcoming prospective Rattlers, Parents and alumni to FAMU, Lawson Center
- March 23 Polk County Alumni Chapter President Doris Hicks and Members of The Rattler Battalion present numerous donations supporting Athletics and Student scholarships at the CASS building.
- March 27 President Beard Welcome Celebrity Alumnus & Movie Mogul Will Packer for panel discussion with Psychology majors

April 2025

- April 2 FAMU Welcomes HBCU Law Enforcement Awareness Event
- April 4-5 FAMU hosts 1887 Strikes Days of Giving Campaign
- April 8 President Beard hosts FAMU Day at the Capitol Legislative Reception
- April 9 President Beard hosts 1887 Strikes Day of Giving Donor Campaign
- April 12 FAMU Spring Football Orange & Green Game welcoming alumni and friends
- April 14 President Beard is saluted as the Florida 2025 Trio Achievement Award for his tireless advocacy and leadership in fostering opportunities for students globally.
- April 18 President Beard host Fl. Capitol Wine Tasting reception showcasing CAFS Research with State Senators
- April 26 President Beard supports FAMU SGA's Community Relay for Life and Luminary ceremony at the Will Packer Amphitheater
- April 27 President Beard receives the Diamond Award of Excellence at gala In Atlanta, GA

MAY 2025

- May 1 President Beard & Senior Leadership honor spring military graduates
- May 2-3 FAMU Spring commencement salutes more than 1500 graduates Salutes alums Khalil Kinsey and Ms. Shirley Kinsey with Honorary Doctorate degrees.
- May 8 President Beard supports FAMU Small Business Development Week Keynote speaker: FAMU Alumnus & Foundation Board member Tirrell Whittley

May 27-30 President Beard supports FAMU NAA Annual Convention and FAMU Foundation Board Meetings, Dallas TX. Dr. Beard engaged hundreds of alumni, corporate stakeholders, donors, and participated in FAMU Foundation Board meetings.

JUNE -JULY 2025

June 18 to date, President Beard has been actively hosting one on one sessions with Cabinet members and engaging community stakeholders to prepare for leadership transition, August 1.

Encourages and enables innovation in academic offerings

Rating:	Superior (5)	Above Average (4)	Average (3)	Below Average (2)	Poor (1)
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To support innovation in academic offerings, the University has taken deliberate steps to modernize and enhance its educational programs. Most recently, a Curriculum Workshop was hosted earlier this month, bringing together academic program leaders and key faculty members to critically examine FAMU's undergraduate curricula. This review was designed to align academic programs with both the State University System and aspirational peer institutions outside Florida, ensuring relevance, rigor, and responsiveness to evolving workforce demands. These efforts are part of the broader Academic Program Prioritization process, now in its third year, which began with the development of a comprehensive model to evaluate program quality and continued with data-driven ranking and targeted enhancement planning. Academic units have since used these insights to redesign curricula, improve retention and graduation outcomes, and strengthen alignment with performance-based funding metrics. These initiatives are supported by resource analyses—including tuition revenue, faculty compensation, and research expenditures—providing a holistic view of program strengths and opportunities for growth.

Understands the educational needs of FAMU's population and advocates for student support

Rating:	Superior (5)	Above Average (4)	Average (3)	Below Average (2)	Poor (1)
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In response to students' academic and non-academic concerns, I prioritized regular engagement through town halls, listening sessions, and meetings with student leadership to better understand their needs. Following the active shooter incident on Florida State University's campus, I convened a special town hall meeting to directly address FAMU students' concerns regarding timely communication and emergency response. Students expressed the need for clearer, real-time updates from campus police and more decisive action regarding campus closures during external threats. As a result, we began reviewing and strengthening our emergency communication protocols and decision-making processes to ensure faster, more transparent responses in future situations.

Additionally, I approved carryforward funding to bolster student services in key areas such as the Counseling Center, Student Conduct, Financial Aid, and Admissions. Additionally, the university implemented the SLATE CRM system to enhance enrollment management and streamline business services. Furthermore, efforts continued to integrate the Oracle Student Financial Program, aimed at optimizing financial aid processes for greater efficiency and effectiveness across the institution.

Appropriately handles crisis and ensures that contingency plans are in place to avert or plan for future crisis

Rating:	Superior (5)	Above Average (4)	Average (3)	Below Average (2)	Poor (1)
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The FAMU Department of Emergency Management (DEM) appropriately handles crises through a structured approach that emphasizes preparedness, coordination, and continuous improvement. When an incident occurs, the department activates the Emergency Operations Center (EOC), which operates virtually or in-person, depending on the nature of the event. The EOC brings together key stakeholders from across the University, including more than 100 department leaders and faculty members, to ensure campus-wide situational awareness and coordinated decision-making. This structure enables a rapid, organized response to a variety of crises, including severe weather, threats to campus safety, or public health emergencies.

To ensure future crises are anticipated and managed effectively, I work closely with the department to maintain emergency contingency plans, including the Emergency Operations Plan (EOP), Continuity of Operations Plans (COOP), and hazard-specific plans that outline procedures for scenarios such as hurricanes or campus evacuations. These plans are regularly updated. DEM also conducts regular training sessions and exercises to test these plans, engage campus partners, and identify areas for refinement.

Furthermore, the department proactively works to avert crises using tools like the FAMU Alert system to rapidly communicate critical information. Partnerships with local, state, and federal emergency response agencies enhance preparedness and enable resource sharing during larger-scale incidents. Ultimately, DEM’s focus on planning, readiness, and interagency collaboration ensures that the University is not only prepared to respond to emergencies but also equipped to reduce their impact and recover swiftly, reinforcing institutional resilience.

Understanding and ability to stand firm in decisions or to make quick changes, as appropriate

Rating:	Superior (5)	Above Average (4)	Average (3)	Below Average (2)	Poor (1)
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Throughout the past year, I collaborated closely with the Department of Emergency Management (DEM) to maintain a balanced approach of steadfast decision-making while remaining agile in response to evolving circumstances. The department’s establishment of comprehensive emergency plans and ongoing training initiatives has enabled effective coordination of decision-making processes during critical situations, including evacuations. Concurrently, DEM monitors real-time information and engages with strategic partners to gather intelligence, ensuring that strategies can be adjusted promptly as conditions evolve.

III. Performance Based Funding Metrics

How effective is the President in Performance Based Funding Metrics?

Increase Performance Based Funding Metric Score.

Rating:	Superior (5)	Above Average (4)	Average (3)	Below Average (2)	Poor (1)
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PBF Metric Total Score	2024 Actual	2025 Actual	Goal	Annual % Change	Annual Trend
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PBF Metric Score	72	83	85	14.1%	
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This year's score of 83 represents a 14.1% increase compared to last year, we have made significant improvements in some key metrics. PBF highlights are listed below.

- FAMU 4-year graduation rate is trending in a positive direction. An analysis over the past 10 years reveals a significant improvement in these rates. This increase may be attributed to significant investments into academic support services. (Metrics 4)
- FAMU continues to demonstrate that a college degree enhances employment prospects and earnings. The percentage of bachelor's graduates employed or enrolled one year after graduation has remained relatively stable, while the earnings of bachelor's graduates have increased compared to last year (Metrics 1 & 2).
- FAMU consistently provides excellent value for the investment, with the average cost to students remaining at a very reasonable rate (Metric 3).
- FAMU continues to produce graduates that impact the economic and workforce needs of Florida. The number of graduate degrees in programs of strategic emphasis increased when compared to last year. (Metrics 8)

IV. Major Accomplishments in the leadership of the institution over the last year?

My greatest accomplishments during the 2024-2025 year:

During the 2024–2025 academic year, I have facilitated and collaborated with the Division of Finance and Administration in achieving remarkable progress across various strategic fronts at FAMU. Our efforts in Operational Excellence and Financial Stewardship were highlighted by the timely submission and BOG approval of the Consolidated Financial Statements and Operating Budget, as well as securing an unqualified financial audit opinion for FY 2022–2023. I personally oversaw the finalization and leadership briefing on the Compensation Study Report, paving the way for equity-focused implementation, and ensured momentum on the Workday ERP implementation despite some staffing challenges. We successfully coordinated critical financial functions during significant events such as the Florida Board of Governors meetings and presidential candidate visits.

Infrastructure Development and Facilities Modernization witnessed substantial progress under my guidance, with notable achievements including overseeing the construction of a 700-bed residence hall, which received national recognition in prestigious journals. Projects enhancing campus beautification, sustainability, and safety, such as the reroofing of the Grand Ballroom and other key buildings, were completed on schedule and within budget. Additionally, DOE approval to reallocate surplus funds toward critical deferred maintenance needs and initiated new funding requests through the Educational Plant Survey.

Moreover, I championed the integration of Emergency Management into FAMU's cultural fabric by embedding preparedness messaging into key institutional events like freshman orientation and staff training days. This initiative significantly improved campus-wide safety awareness and individual readiness for emergencies. Our efforts in improving Emergency Communications Systems were pivotal, with enhancements to the FAMU Alert platform boosting enrollment and awareness during home football games, thereby enhancing the effectiveness of safety alerts.

In partnership with the Department of Emergency Management, I facilitated a comprehensive update of emergency plans and assisted in developing hazard annexes, further strengthening campus safety and institutional resilience. Through initiatives like the Rattler Pack textbook program and food insecurity scholarships, I ensured significant support for student success and well-being. Our commitment to campus safety was underscored by FAMU becoming the first HBCU accredited by CALEA, CFA, and IACLEA, marking a milestone in public safety excellence.

Additionally, we continued a year-long Employee Recognition Program, successfully onboarded key personnel during transitional periods, and maintained a focus on service excellence across all university divisions. These accomplishments collectively demonstrate my dedication to accountability, transformative leadership, and advancing FAMU's strategic mission through financial integrity, student-centered services, and collaborative efforts.

Summary and Recommendations for Post Board of Trustees Retreat



SILVER & ASSOCIATES

Serving the world with knowledge, excellence, and commitment to quality
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Summary From The August 6, 2025 FAMU Board of Trustees Retreat

Silver & Associates was approached by a representative from the Board of Trustees to submit a proposal for consideration to conduct the Board of Trustees Retreat scheduled for August 6th. There were five expectations advanced as central to a successful proposal. They were as follows:

- I. Conduct training on Board Relationships and alignment during a time of transition.
- II. Review relevant documents to include Board Self-Assessment, Interim President Evaluation, the strategic plan, and the SUS 30 strategic framework.
- III. Conduct interviews with trustees, interim and incoming university leaders, key senior administrators, and select external stakeholders to assess needs, expectations, and underlying tensions. (13 trustees, interim president, president elect, three senior leadership team members, and leadership identified by the president elect.)
- IV. Analyze recent media coverage and social media sentiments regarding the FAMU Board's Leadership and decision-making to inform retreat themes. (three to four months)
- V. Post retreat summary and recommendations (Summary of outcomes, commitments, action items, and timelines delivered in two weeks after the retreat)

The proposal was submitted on July 10, 2025, and approved a few days later. The work began immediately after the proposal was approved. The Firm was able to address each of the expectations within the time frame suggested. As for expectation I, the retreat did take place, and more will be said about the retreat later herein.

As for expectation II, Silver & Associates reviewed all documents that would inform us of the direction and substance of the Board Retreat. Those documents included the FAMU strategic plan, the SUS strategic plan, the board self-evaluation, and the board's evaluation of the interim president. Additionally, the team reviewed media posts related to FAMU and its Board from April 2025-July 2025. Prior to the retreat, an analysis of each document was conducted and then the presentations at the retreat were based on the findings. Our feedback on the board self-evaluation and the board's evaluation of the interim president is attached. See Attachment I and Attachment II.

As for expectation III, interviews were conducted with board members, members of the strategic leadership team, and the new president prior to the retreat. During the interviews, all participants were asked the same questions and in the same sequence to maintain the integrity of the process. With one exception, the interviews were approached with a forward-thinking view. That one person challenged the process and was very combative. The takeaways from the interviews were as follows:

- The university is in a period of transition.
- There were concerns with how the presidential search was conducted.
- Trust was compromised during the presidential search.
- The board and the new president must rebuild trust.
- The board should not be involved in the day-to-day operations of the administration.
- The president should not allow those who put her in to make decisions in her administration.
- There is a willingness to work together on behalf of FAMU going forward.
- The board must support the new president.

The results from the interviews are captured in a summary document. .See Attachment III.

Additionally, to gather more information for expectation II, a pre-retreat survey was developed and administered to the board members and the strategic leadership teams. The survey consisted of fifteen questions that sought to obtain information related to perceptions on how to move forward in this time of transition for FAMU, given that new members are coming on the Board and a new president is taking the helm of the university. The responses to each question were consistent across the survey. In most cases, the responses mirrored the information gathered in the one-on-one interviews. This portends a good path forward for the board and the university. The feedback from the surveys is attached. See Attachment IV

As it relates to expectation IV, our team reviewed media posts from April 2025 and July 2025. We reviewed print media and electronic media and conducted a content analysis to determine themes for the retreat and to better understand how FAMU and its Board were being perceived in the media. Much of the information in the media post was critical of the Board of Trustees and how the presidential search was handled. However, there were some positive posts about the institution in general. Media posts were introduced during the retreat in a truthful manner. However, the facilitator took care to provide a balanced approach to discussing the contents of the posts. The media posts from the newspapers and the online posts are provided in presentation mode for your review. https://www.canva.com/design/DAGt18hMSeA/baajAlF061uT-z1Cd5yg6w/view?utm_content=DAGt18hMSeA&utm_campaign=designshare&utm_medium=link2&utm_source=uniquelinks&utlId=hb35be0a4e6 (See Attachment V)

As it relates to expectation I, the retreat did take place on August 6th and 7th. The agenda was agreed upon with input from the Chair, the new president, and the Silver & Associates representative. The agreed-upon topics and sequence on the agenda were:

- a) Board of Trustees Self-Assessment
- b) Dr. Beard's Evaluation
- c) Board Relations in a Time of Transition
- d) Board Vision for the University and President

The flow of the agenda allowed discussion to build in such a way that difficult conversations could take place. The approach to the retreat was to ground the discussion in truth and best practice. The quest for truth was grounded in the saying used in the Ghanaian baby naming ceremony--"If it is gin, say it is gin. If it is water, say it is water." The quest for best practice was grounded in research and experience. As a result, no topic was off limits. Each topic was introduced with respect for each board member and their right to disagree. As the facilitator, my goal was to mirror the behavior that board members should exhibit in their interaction with each other. Every board member was given the opportunity to speak, share their views, and disagree with points of view. The presentations were a mix of training and positioning the board for forward movement together.

The triangulation of the interviews, the surveys, and evaluations led to a corroboration of data related to the perception of the board, lack of cohesion, lack of respect, and a desire to move forward in a unified manner. The data reviewed prior to the retreat indicated that the search process and the resulting decision created distrust of the Board of Trustees and the new president. These matters were addressed head-on but there was a pivot to how the majority of the board and the strategic leadership team wanted to move forward in unity and the best interest of FAMU. This willingness to move forward in a unified manner is very promising.

During the interviews, the respondents were asked to share their concerns during this period of transition at FAMU. The five major concerns that board members and staff shared about the transition are as follows:

1. Outside influences shaping FAMU
2. Protecting FAMU's legacy
3. Voices not being heard during the presidential search
4. Will the Board hold the President accountable
5. Board not working as a team/lack of Board unity

More of the concerns can be found in the attached document related to the interviews. The respondents were also asked to share their opinion on what the Board of Trustees should focus on during the transition at FAMU. The feedback suggests that the Board of Trustees should focus on the following during the transition in order to mitigate the concerns expressed by the members of the board and some of the strategic leadership team.

1. Bridge building to address broken trust
2. Leadership at the board level, and allow the President to run the institution
3. Board governance
4. Understand that there is deep resentment concerning the presidential search process
5. Supporting the new president

A more detailed list can be found in the attached documents from the interviews and the survey.

During the training, and as a part of the presentation, strategies and best practices were provided to the Board of Trustees as to what the Board of Trustees should do and what the President should do in order to have a smooth transition and a path forward with unity and purpose. The feedback from the interviews and survey suggested things that the Board of Trustees should do to assist the President during the transition. The top five are listed below.

1. Honesty about the institution
2. Smooth handoff
3. Clear understanding of employee relations
4. Clear and open communication
5. Goal setting

The full set of items can be found in the attached document related to the interviews and survey.

The feedback from the interviews and survey suggested the things that the President should do during the transition. The top five are listed below.

1. Relationship building and trust
2. Transparency
3. Embrace the strategic plan
4. Understand Accreditation
5. Goal Setting

The full set of items can be found in the attached document related to the interviews and survey.

During the presentation, the preferred personal attributes of effective board members were shared, and common pitfalls of board members were shared. The preferred personal attributes that board members should have are:

1. Personal Commitment
2. Do not major in the minor
3. It is not about you; it is about the institution
4. You will be as strong as your weakest member
5. “Stay in your lane.”
6. There is no substitute for integrity

The common pitfalls of board members are:

- Time management
- Conflict of interest
- Failure to evaluate the president
- Failure to evaluate the board and its members
- Not properly using executive sessions
- Failure to comply with open meetings expectations

During the interviews, the respondents were asked to provide advice to the Board of Trustees and the President that would allow them to move together in unity going forward. The top five pieces of advice for the Board of Trustees were:

1. Introduce the new president to the “community”
2. Work together, reconcile, build trust, and move forward in unity
3. Stay focused on the Board’s oversight role and not the day-to-day operations
4. Stay focused on the mission of FAMU, Boldly Striking, and the SUS goals
5. Raise Funds

The top five pieces of advice for the President were:

1. Remember to serve FAMU
2. Build trust, raise money, and protect the legacy of FAMU
3. Listen and learn about FAMU
4. Exert your leadership and do not allow those who put you in to dictate how you make decisions
5. Do not sacrifice your integrity to maintain the position

The board participated in an exercise to demonstrate that the Board of Trustees could work together to achieve common goals and to advance the institution. The intent of the exercise was to develop a framework for creating a vision and goal-setting. Even with different views, the effort was to show that the board members had more in common than not. The expectation was to find that common ground in order to move the institution forward. As a result of the exercise, each board member shared that he/she could work together to assure student success, the goals of the institution, and to assist the new president as she takes the helm of FAMU.

Team 1



Team 2



Team 3



The final board member interaction was grounded in the poem “All I really need to know, I learned in kindergarten.” (See below)

All I ever needed to know, I learned in Kindergarten

by Robert Fulghum

“Most of what I really need to know about how to live, and what to do, and how to be, I learned in kindergarten. Wisdom was not at the top of the graduate school mountain, but there in the sandbox at nursery school. These are the things I learned. Share everything. Play fair. Don't hit people. Put things back where you found them. Clean up your own mess. Don't take things that aren't yours. Say you are sorry when you hurt somebody. Wash your hands before you eat. Flush. Warm cookies and cold milk are good for you. Live a balanced life. Learn some and think some and draw some and paint and sing and dance and play and work every day.

Take a nap every afternoon. When you go out in the world, watch for traffic, hold hands, and stick together. Be aware of wonder. Remember the little seed in the plastic cup? The roots go down and the plant goes up and nobody really knows how or why. We are like that.

And then remember that book about Dick and Jane and the first word you learned, the biggest word of all: LOOK! Everything you need to know is there somewhere: The Golden Rule and love and basic sanitation, ecology, and politics and the sane living.

Think of what a better world it would be if we all, the whole world, had cookies and milk about 3 o'clock every afternoon and then lay down with our blankets for a nap. Or we had a basic policy in our nation and other nations to always put things back where we found them and clean up our own messes. And it is still true, no matter how old you are, when you go out in the world, it is best to hold hands and stick together."

As the facilitator, I used concepts from the poem to stress that the Board of Trustees could have unity and trust among each other. The concepts of sharing, playing fair, putting things back the way you found them, cleaning up your mess, saying you are sorry, and sticking together were amplified during a show of unity. That show of unity was asking every board member to hold hands and repeat each of the concepts listed above. Then, they were asked to declare that they will continue to hold hands and stick together as they work on behalf of the institution. While the exercise was symbolic, it was a giant first step toward unity. All board members and the president should work diligently to maintain the transformation that was witnessed during the retreat. (See the pictures above: Team I, Team II, and Team III and Board Unity below.)



Board Unity

Next Steps

Based on the discussion at the retreat, one of the major next steps should be for the Board of Trustees to adopt board norms on how members should conduct themselves going forward. During the retreat, the facilitator solicited suggestions from board members on norms that they thought would be appropriate for the FAMU Board of Trustees. The following suggestions were advanced:

1. Respect
2. Sharing
3. Ratify/Establish Board Norms
4. Preparedness (do the work before coming into the Board meeting)
5. Define and measure annual goals for the President and the Board
6. Accountability
7. Smile/Have fun
8. Stewardship
9. Talent/Ownership based on strengths

Several of the concepts listed above would not be considered norms. Rather, they are part of the process for establishing norms and creating a solid institution. For example, #3, #5, and #9 would fall into those categories. However, the other suggestions could be adopted as board norms. Therefore, from the list advanced from the retreat, the following are recommended for consideration as FAMU Board of Trustees board norms:

1. Respect
2. Sharing
3. Preparedness
4. Accountability
5. Smile/Have Fun
6. Stewardship

Additionally, four other norms are being offered for consideration. They are:

1. Active participation
2. Ethical conduct
3. Focus (on the meeting and giving undivided attention)
4. Transparency

The Board of Trustees at FAMU should discuss the proposed norms at its next meeting and adopt all or some of the norms recommended herein. Once the norms are approved, the board should hold every member accountable for following the norms during each board meeting.

There are several other action items that the Board should consider within the next three months. They are listed below:

1. Actively decide ways to rebuild trust among board members and stakeholders
2. Set goals for the Board of Trustees, inclusive of fundraising goals for the board
3. Agree on and approve the Goals for the President
4. Agree on the next date for Board of Trustees training and the focus
5. Decide upon the reports the Board of Trustees needs from the administration and the intervals at which the information is needed

There are several other action items that the Board should consider within the next six months. They are listed below:

1. Revise the Board of Trustees Evaluation Instrument
2. Revise the Presidential Evaluation Instrument
3. Develop the parameters for developing the new strategic plan

Closing Points

FAMU is a respected institution in the marketplace of higher education. FAMU is a fully accredited university and has distinguished itself as a leader in the higher education community. The university has been in the top 100 of American Public Colleges and Universities for several years, currently ranked #81. It is also ranked #152 among all national colleges and universities. The university has been designated as the top public HBCU in the country for the last several years and #3 among public and private HBCUS. The university is also ranked in the top 100 for colleges and universities with the best value, currently at #87. FAMU has emerged as a “highly selective” institution requiring a strong GPA and test scores.

The future of FAMU is promising. However, the Board of Trustees will play a pivotal role in shaping the future of FAMU. A unified and forward-thinking board is a requirement for the continued growth and national rankings. The respondents in the interviews understood this reality. When they were asked what was needed for FAMU to retain its national posture, the following suggestions were shared:

- True leadership at all levels
- Tailored communication, strategic messaging, branding, and master social media
- Recruiting and retaining good faculty, keeping them, and paying them
- More PhDs and use of AI
- Continue to focus on student success
- Excellence in all aspects of the university
- Increased efficiency in internal operations and internal controls
- Improvement in technology, innovation, and financial controls

- Support research and modernize the research space
- Sustain its national ranking, move into the top 50, and figure out what those above FAMU are doing
- Stay focused on the SUS plan
- Adequate funding and alignment of the budget with the strategic plan and priorities
- Get to the top four institutions in the SUS
- Engage and empower alumni
- Pour more into key programs
- Celebrate the accomplishments of the institution

While this is a long list, each item listed is key in its own way. The retreat set the tone for forward movement. There were some promising signs that the board will come together in a unified manner. However, time will tell whether the momentum from the retreat will be sustained in the coming months and years.



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Attachment I

Feedback on the Board's Self-Evaluations

FAMU Board of Trustees engages in the evaluation of itself as a matter of best practice and accreditation requirements. Section 4.2g of the *Principles of Accreditation* requires the Board to evaluate itself. The self-evaluation of the board members was based on one year. There was a 92% response rate for Board members participating in the President's evaluation. Twelve Board members participated in the evaluation, with one being partially completed, representing a 92% response rate.

There were six distinct sections of the self-evaluation instrument, each with sub-questions and four open-ended questions at the end. The six factors to be evaluated were:

1. Board Organization, Governance, and Leadership
2. Board Relations
3. Policy
4. University Operations and Performance
5. Institutional Sustainability
6. Board Education

In each of the sections named above, there was a decrease in almost every sub-unit when compared to the 2023-24 evaluation. In fact, out of the 24 variables in the survey instrument, only 3 variables showed an increase in year-over-year, 2023-24, and 2024-25.

“All board members participate in the decision-making process through evaluation of data, discussion and exploration of many perspectives”

“New members receive a comprehensive and effective orientation to the board and the university”

“The board complies with established ongoing development/training requirements”

One variable showed no increase or decrease when compared to the previous year.

“The board has an appropriate level of interaction with administrators who directly report to the board (president, general counsel, president's chief of staff, chief audit executive, and chief compliance officer)”

An obvious decrease was seen in the area of “Board Organization, Governance and Leadership” and “Board Relations.” The following variables were included in those sections:

“The board operates as a cohesive unit and strives toward a shared vision”

“Board committees have clear and appropriate responsibilities and effectively assist the board in its work”

“The Chair is effective in his/her role (allows all to be heard, delegates responsibility appropriately, is a champion for FAMU in all circles, resolves any conflict, and is well-prepared for meetings)”

“The board retains its independence from external and internal stakeholders and acts in the best interest of the institution”

“The board is aligned with and/or sets expectations for cooperating with other boards (DSOs, Board of Governors, state and local entities)”

“The board works collaboratively with the president to set and evaluate annual priorities”

There was also a decrease year-over-year in the area of “Policy.”

“The board periodically reviews and evaluates its policies”

“The board understands its policy role and the roles of the president, staff, and faculty”

“The board advocates for and defends FAMU with external stakeholders (elected officials, BOG, etc.)”

This reality mirrors some of the findings from the interviews and the surveys conducted prior to the retreat. The Board’s self-evaluations validated the interviews and surveys conducted as a lead-up to the Board Retreat.

The results of the Board’s Self-Assessment suggest that more time should be spent on the following:

- Operating as a cohesive unit
- Ending polarization
- Focusing more on its policy-making function
- Paying attention to academics & student learning
- Focusing on mission, priorities, and budget alignment
- Paying attention to Board Lanes
- Building trust
- Perfecting the evaluation process for the President

Going forward, the Board should receive training on the evaluation of board members. However, some things can be done in the near term. Some of the concerns expressed herein are as follows:

- Establish the purpose of the evaluation
- Board chair should drive the process, not management
- Board members should commit to evaluations
- Compliance vs. effectiveness
- Review results together and address the issues
- Use your annual retreat to assess the Board
- Use your annual retreat to set the goals for the next year
- Identify the stakeholders who should provide feedback, then engage them
- Be clear on the areas that an evaluation should cover
- Pros and cons of self-evaluation

The board should understand why evaluating its members and its operations is important. At a minimum, Boards should evaluate themselves for the following reasons:

- Determine the focus of the Board
- Identify issues needing attention
- Determine the vitality of the Board
- Determine the culture of the Board
- Determine the Board's strength and the strength of its members
- Determine the alignment with the goals of the Board and institution

Some best practices to consider are as follows:

- Agree on the purpose of the evaluation before it is administered
- Annual Evaluations of the President, the Chair, and each Board member
- Use a Board Development Committee to evaluate each board member (the chair and the president should not conduct the evaluations)
- Engage each board member to discuss the results of their evaluation
- Evaluate the effectiveness of each board member
- Evaluate the method of doing the business of the board
- Evaluate the composition of the board*
- Use more than one tool for assessment
- Use the results of the assessment to improve the board
- Maintain transparency and accountability

The takeaways from the Board's Self-evaluations also provide areas that the Board should seek to improve. The takeaways are as follows:

- a) In a year-over-year comparison, the Board shows a decrease in all but four categories, with one of the four categories being the same as last year.
- b) The Board does not operate as a cohesive unit, and it does not have a shared vision.
- c) There is polarization as it relates to the effectiveness of the Chair.

- d) There is polarization as it relates to the Board's independence from external and internal stakeholders and acts in the best interest of the institution.
- e) There is no clear answer as to whether the Board focuses on policy. However, the decrease from year-over-year shows the need for the Board to focus more on its policy-making function,
- f) There should be more attention to the evaluation of the President.
- g) More attention should be given to aligning the budget with the mission and priorities of the institution.
- h) The Board sees itself as participating in fundraising.
- i) The Board sees selecting a new president as a major accomplishment.
- j) The board members want to see a better relationship between board members.
- k) The issue of trust is a real concern.



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Attachment II

Feedback on the President's Evaluation

FAMU engages in the evaluation of its president as a matter of best practice and accreditation requirements. Section 4.2c of the *Principles of Accreditation* requires the institution to evaluate its president. The evaluation of the Interim President was based on the duration of service as Interim President for about one year. There was a 92% response rate for Board members participating in the Interim President's evaluation. Eleven Board members completed the evaluation, with one being anonymous, and one was partially completed.

There are three broad areas in the evaluation instrument. They are as follows:

1. Annual Priorities and Goals
2. Strategic and Academic Leadership
3. Performance-based Funding Metrics

Additionally, there are two open-ended questions in the evaluation instrument. They are as follows:

1. What have been the President's major accomplishments in the leadership of the institution over the last year?
2. What enhancements would you suggest to improve the President's effectiveness?

Both sections of the evaluation instrument seem appropriate for aligning the expectations and goals of a president. However, the concern was that the goals were not appropriate for a one-year interim president. It seems that a decision was made to use the standard evaluation instrument without any consideration for the misalignment of the data cycle. Several of the items that he was evaluated on were items that he could not impact in a year or less. Further, the cycle for determining outcomes and attainment was not aligned.

The analysis of the responses shows a polarization of the Board as it relates to their perception of the president and his work/accomplishments. The responses to most items indicated that the Board was divided on its perception of the accomplishments of the Interim President. The members either felt that the Interim President did an "average" to "above average" job or a "below average" to "poor" job, with few responses to the contrary. This reality may say more about the Board than it does about the work of the Interim President.

Goals 1 & 2 were not appropriate for an interim president with only a year to serve. (i.e., improve graduation rates, retention rates, and licensure pass rates). The variables in goals 1 & 2 could not be achieved in one year, no matter who was in the seat. However, you could have evaluated him on the structures and people he put in place that would improve graduation rates, retention rates, and licensure pass rates.

Goals 3 & 4 were stretch goals also. With an interim president coming in after the resignation of the previous president, aggressive fundraising and R&D goals might not have been realistic. The same could be said about increasing alumni giving to 9%. This observation is being made because alumni giving at FAMU has been 5.9% or less for the last 20 years. The current level of alumni giving at FAMU is below the national average. This suggests that some systemic issues should be addressed before expecting a drastic increase in alumni giving. Maybe the goals should have been set around maintaining stability, protecting the brand, assessing the state of the university, engaging alumni, and developing a plan of action to address findings.

Goals 5, 6, and 7 are appropriate goals for an interim president as long as there are realistic benchmarks and expectations.

The section on Strategic and Academic Leadership was appropriate. Yet, there was no clear position from the board as to true goal attainment.

In your recent Board Self-Evaluation, you rated yourself on presidential evaluation as follows:

- 3.7---2.7 The board's evaluation of the president is comprehensive and provides adequate feedback
- 3.5--3.2 The board works collaboratively with the president to set and evaluate annual priorities

The first number represents the score for 2023-24, and the second number represents the score from 2024-25. There is a decrease in each variable. This might be an indication that the board should spend some time assessing the quality and effectiveness of its presidential evaluation process.

The takeaways from the evaluation of the Interim President are listed below:

- A few board members felt that the Interim President did a “poor” to “below average” job.
- The majority of the board members felt that the Interim President did an “average” to an “above average” job.
- Some of the comments conveyed concerns about hiring unqualified staff, lack of financial accountability, lack of communication, and lack of faculty engagement (these comments came from three trustees.)
- Other comments focused on taking over in a crisis, bringing stability, trust, and integrity.
- Other comments focused on a high level of engagement.
- The polar opposites should cause the focus of Board members as they were evaluating the Interim President to come into question.
- The analysis of the responses showed Board polarization.
- A few of the results of the evaluation indicated the intent was not constructive or developmental.

- Some of the goals were not realistic for a one-year interim president.
- Some of the goals that the Interim President was evaluated on were not achievable in the timeframe of his tenure.
- Some of the goals will not be truly realized until the next data cycle.
- The evaluation may say more about the Board division rather than the work and accomplishments of the Interim President.
- The results showed a divided Board.

Going forward, the Board could benefit from some training on evaluating the President. Some things to consider going forward are listed below:

- Establish the purpose of the evaluation
- Set realistic and strategic goals based on the priorities of the Board and institutions
- Work collaboratively with the President in setting the annual goals
- State the goals in measurable terms
- Revisit the goals during the midpoint of each year
- Focus on policies and continuous improvement, not personalities
- Conduct the annual evaluations at the same time each year



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Attachment III

Responses from the FAMU Pre-Board Retreat Interviews

Every person interviewed was asked the same set of questions in sequential order. The focus was not on who said what. Rather, the focus was on gathering information that would be helpful to the Board and new president as they navigate on behalf of FAMU. The Board and the new president could use this feedback to determine the immediate path forward. Or, they could choose to ignore this feedback. However, there are some useful “nuggets” that surfaced during the interviews.

For the most part, the respondents were on the same page with their responses. Only one respondent challenged the process. All others were fully cooperative and very open. Below are the top responses listed in order of frequency. The major takeaways from the interviews were that the majority of the respondents acknowledged the tension and division on the board resulting from the recent presidential search. However, the majority of the respondents wanted the Board to build trust, work together, stay focused on Board oversight and not the day to day operations, to assist the president in being successful, to let the president make her own decisions, and protect the legacy of FAMU.

The responses to the interview questions are listed below in order of frequency.

Name-----Each person provided his/her name.

Title-----Each person provided his/her title.

How long have you been in your position?---Each person provided the length of time in the position.

Do you agree that FAMU is in a transition?

Except for one person, everyone felt that FAMU was in transition. The one person stated that he did not understand the question. So he wanted to debate the relevance of the question.

What should the Board and the President pay attention to during this transition?

The respondents shared that the Board should pay attention to the following during the transition:

1. Rebuild trust among each other and with stakeholders
2. Governance and do not get into the day to day operations of the campus
3. Build a good relationship with the new president
4. Make sure the new leader is successful
5. Student success
6. SUS metrics to include increased graduation rates, retention rates, and licensure rates
7. Tone and tenor of different stakeholders
8. Maintain legacy while embracing change
9. Fundraising and philanthropy
10. Advocacy at the state and federal level
11. Reimagine how to navigate social media
12. Provide the resources for the university and the new president
13. Respond to public inquiry
14. What is said and not said
15. Application trends
16. Workforce dynamics and cultural shifts in the student body
17. Pay attention to faculty, faculty senate president, and compensation study

The respondents shared that the President should pay attention to the following during the transition:

1. Listen, engage, and have conversations
2. Build trust and confidence with the Board, students, alumni, and faculty
3. Focus on student success and those things that drive student success
4. Be committed to carrying out her promises
5. Develop a good plan to move forward
6. Pay attention to the finances of the university
7. Learn the culture of FAMU and maintain the legacy of the institution
8. Fundraising and resource optimization
9. Optimizing programs, systems, and services
10. Be careful who she appoints to her cabinet
11. The things that drive student success
12. Hiring and retaining quality faculty in the quest for R I status
13. Dispel the notion of who put you in the position
14. Listen to faculty senate and meet with the faculty senate president

What are your concerns, if any, at this point?

1. Outside influences shaping FAMU
2. Protecting FAMU's legacy
3. Voices not being heard during the presidential selection process leading to a great divide among the Board and the stakeholders of the university
4. Will the Board hold the president accountable?
5. Not working as a team/lack of Board unity
6. The president's need to have a plan to move forward
7. Staff and faculty uncertainty
8. Organizational change
9. The need to focus on strategy and not being in a reactive mode

10. Student success
11. No financial or operational plan to achieve R-1
12. Student and staff mental health
13. Human and fiscal resources
14. Need to quell the noise
15. Will the Board's decision to select the new president turn into more money for the university?
16. Lack of use of technology
17. The current Board Chair
18. The incoming Board Chair
19. New faces on the Board and the need for a good orientation
20. Proof for the faculty relating to faculty salaries

What should be the focus of the Board in the near term and for the next two years?

1. Bridge building to address broken trust and building a cohesive Board
2. True leadership at the Board level and letting the president run the institution
3. Board governance with a focus on the Board and not the day-to-day operations of the institution
4. Understand the deep-seated resentment concerning the presidential search process
5. Supporting the president
6. Helping the president execute her plan and allowing her to build her own team
7. Board of Governors 2030 plan and performance funding
8. Advocacy at state and federal level
9. Fundraising, financial stability, and securing resources for R-1 status
10. Student success
11. Show confidence in the university
12. Understanding the difference between tactical and strategic
13. Preparing for the next strategic planning
14. Buying real estate near campus
15. Get passage rates up in law, pharmacy, and nursing
16. Increasing faculty and staff salaries and support for the faculty senate president

What does the institution need to do to maintain its national posture?

1. True leadership at all levels
2. Tailored communication, strategic messaging, branding, and master social media
3. Recruiting and retaining good faculty, keeping them, and paying them
4. More PhDs and use of AI
5. Continue to focus on student success
6. Excellence in all aspects of the university
7. Increased efficiency in internal operations and internal controls
8. Improvement in technology, innovation, and financial controls
9. Support research and modernize research space
10. Sustain its national ranking, move into the top 50, and figure out what those above FAMU are doing
11. Stay focused on the SUS plan
12. Adequate funding and alignment of the budget with the strategic plan and priorities
13. Get to the top four institutions in the SUS

14. Engage and empower alumni
15. Pour more into key programs
16. Celebrate the accomplishments of the institution

What advice do you have for the Board?

1. Introduce the new president to the community
2. Work together, reconcile, build trust, and move forward together in unity
3. Stay focused on Board oversight and not the day to day operations of the university
4. Stay focused on the mission, Boldly Striking and SUS goals
5. Raise funds
6. Support student achievement and student success
7. Model the example that you want for the campus
8. Operate with integrity
9. Pay attention to the repeat findings in the audit
10. Focus on the positive and not the negative
11. Put an end to back door dealing
12. Do not allow the incoming chair to overreach

What advice do you have for the New President?

1. Remember to serve FAMU
2. Build trust, raise money, and protect the legacy
3. Listen and learn about FAMU
4. Exert your leadership and do not allow those who put you in to dictate how you make decisions
5. Do not sacrifice integrity to maintain the position
6. Do not rush to make changes, but make the changes once you have surveyed the environment
7. Build a strong team and do not purge everyone
8. Focus on your goals
9. Engage and interact with stakeholders
10. Use the expertise in the best interest of FAMU

Is the Board independent and free of outside influence?

1. I do not know-----3
2. Yes-----2
3. No-----7
4. It should be-----1
5. Sometimes independent and sometimes has external control---1
6. I do not know if anyone is free from external influence-----1



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Attachment IV

Responses from the FAMU Pre-Board Retreat Survey

A survey was administered to the Board and SLT to gather information about their perceptions of FAMU, its Board, and its priorities. There were thirteen responses. There was synergy between the Board/SLT interviews and the Board/STL surveys. The major takeaways from the survey are:

- a) The need to build trust among Board Members
- b) Focus on the SUS and FAMU strategic plans
- c) Support the new president
- d) Fundraising
- e) Faculty and staff development
- f) Even though the Board is not cohesive, the majority of the respondents feel that the Board has the capacity work together
- g) There is a willingness to work on behalf of FAMU
- h) The Board is not viewed very well in the media
- i) The institution is viewed as good in the media
- j) The Board is perceived as being controlled by outside influences

What are the top three priorities for the Board of Trustees? (Answer if you are a Board Member)

Actual Responses

Translating its strategic vision into measurable outcomes—through academic and research investments, rigorous metric tracking, and overseeing a successful leadership transition.

Strategic Plan Anchoring: Working to continue to develop and implement strategies to ensure that the Board's governance structure and capital planning continue to align with the five Boldly Striking strategic priorities, Capital Investments, and the SUS 30.

Revenue Development: Working with the Foundation, the Advancement team, and other key leaders to accelerate revenue opportunities that will help student success, enrollment growth, and advance preeminence

Overall policy and governance
Financial management
Long and short-term strategic planning

Building trust
Setting up the university, board, and president for success
Cleaning up its image / reputational damage to the university / re-establishing trust with key stakeholders

I am a recently appointed Board Member, so I am unable to answer this question at this time.

Monitor the strategic plans outcome and the BOG metrics.
Monitor the progress of the presidential goals.
Monitoring the Academic Performance of university.

A I Themes

- Strategic Planning and Goal Setting
40%
- Stakeholder and Organizational Reputation
20%
- Financial and Governance Management
20%
- Academic Performance and Evaluation
20%

What are the top three priorities for the Administration? (Answer if you are an administrator)

Actual Responses

Enhance Student Success Metrics/Measures and Experiences.
Provide exponential opportunities for faculty to excel in their discipline, be nationally recognized for research, or be empowered to teach with exceptional pedagogy.
Be operationally efficient and utilize cost-saving strategies to make FAMU the best university for all stakeholders.

Transition, financial sustainability, and the need to innovate.

Boldly Striking, Strategic Plan, Increasing enrollment.

Enrollment Increase, Fundraising, Name & Image

Managing political and reputational pressures.

Responding to ongoing leadership and governance changes.

Balancing external demands with institutional growth goals.

A I Themes

- Enrollment and Student Success
26%
- Institutional Branding and Reputation
17%
- Financial Management and Sustainability
17%
- Academic Quality and Development
13%

What are the three biggest problems facing the Board? (only Board Members)

Actual Responses

Lack of trust among each other and with FAMU stakeholder groups.

Undue influence.

Staying focused on governance instead of administration.

I am a recently appointed Board Member, so I am unable to answer this question at this time.

Rebuilding trust among members.

Respecting the distinction between the board & the administration.

Educating the board on their roles as board members.

A I Themes

- Board Internal Dynamics
67%
- Organizational Relationships
33%

What are the three biggest problems facing the institution?

Actual Responses

Challenge 1: Funding Support for High-Achieving Students

Description: FAMU currently lacks the funds to close small, but critical, financial gaps for high-achieving students, which limits our ability to recruit top scholars who often have competitive offers from other HBCUs and institutions.

Proposed Solution: Establish a Last-Dollar Scholarship Fund to attract and retain high-achieving scholars in Programs of Strategic Emphasis (PSE), leveraging foundation and industry partnerships to create a flexible scholarship pool.

KPI: % of high-achieving scholars enrolled; PSE enrollment growth; scholarship dollars raised.

Challenge 2: Low Enrollment Academic Programs and Graduation Rates

Description: Some academic programs with low enrollment remain unchanged despite market shifts, and some faculty maintain unrealistic expectations about program sustainability regardless of declining demand.

Proposed Solution: Conduct data-driven program viability reviews to realign or sunset low-enrollment programs while scaling programs aligned with workforce needs and licensure pass rates.

KPI: # of program realignments; 6-year graduation rate improvements; PSE enrollment increases.

Challenge 3: Culture of Mediocrity and Litigation Dependency

Description: A culture persists where individuals externalize dissatisfaction toward the university instead of pursuing personal growth, often resulting in litigation threats or whistleblower claims that perpetuate toxic workplace practices.

Proposed Solution: Launch a “FAMU Forward” accountability and culture campaign, strengthen HR and compliance training, and enhance conflict resolution pathways to foster a positive, high-performing environment.

KPI: Reduction in litigation cases; improved employee satisfaction scores

KPI: # of professional development completions.

Challenge 4: Aligning Institutional Responsibility with BOG Metrics

Description: Despite ongoing communication, there remains a lack of understanding in some units about how their daily work impacts the university’s performance-based funding metrics and state accountability expectations.

Proposed Solution: Implement divisional dashboards linking unit-level goals to PBF metrics with quarterly accountability check-ins and integrated PBF education across leadership and departmental meetings.

KPI: Dashboard utilization; % of units meeting retention and graduation goals; PBF metric improvement.

Challenge 5: Leadership Development and Career Progression

Description: Many employees advance without structured leadership training, creating inconsistencies in management practices and limiting intentional succession planning.

Proposed Solution: Establish a structured leadership academy and mentoring program for faculty and staff, aligning career progression with clear performance pathways and succession planning.

KPI: # of leadership academy graduates; % of internal promotions; retention rates of high-performing employees.

Challenge 6: Inconsistent Practices Across Units

Description: Good practices often come and go without consistent institutionalization, leading to disparities across colleges and units that impact student and employee experiences.

Proposed Solution: Develop and implement Standard Operating Procedures (SOPs) across Academic Affairs, ensuring consistency in advising, student support, and program operations.

KPI: # of SOPs implemented; reduction in operational discrepancies; employee compliance rates.

Challenge 7: Holistic Student Support Resources

Description: Students present varied and complex needs, but understanding the full scope of resources required and the costs to meet these needs remains challenging.

Proposed Solution: Complete a comprehensive needs and cost analysis for mental health, advising, and basic needs services, securing sustainable funding to meet the evolving needs of students.

KPI: Retention rate improvements; student satisfaction data; utilization rates of support services.
Boldly Striking Alignment: Strategic Priority 1: Student Success

Challenge 8: Technology Integration and Modernization

Description: While efforts are underway, barriers such as budget constraints and legacy systems hinder full-scale technology adoption needed for online learning, advising, and instructional modernization.

Proposed Solution: Advance FAMU Online expansion, implement AI-enabled advising tools, and modernize instructional and operational technology through strategic investments and faculty training.

KPI: # of FAMU Online programs launched; % technology adoption by faculty and students; student satisfaction with tech-enabled learning.

Challenge 9: Preparation of Lab and Classroom Spaces for Carnegie R1-Level Research

Description: Labs and classrooms need targeted upgrades and modernization to support Carnegie R1 research goals, STEM program growth, and competitive grant readiness.

Proposed Solution: Conduct a research and academic space readiness audit, develop a phased renovation plan for labs and classrooms, and align facilities with R1 research priorities in STEM, health, and high-demand licensure programs.

KPI: # of labs/classrooms renovated; research space expansion; research funding growth toward R1 goals.

Challenge 10: Faculty and Staff Mentorship, Professional Development, Recruitment, and Retention

Description: Faculty and staff often lack structured mentorship and ongoing professional development opportunities, while compensation challenges and market competition make it difficult to attract and retain top talent essential to advancing academic excellence at FAMU.

Proposed Solution: Establish a comprehensive faculty and staff development framework that includes mentorship programs, targeted professional development aligned with institutional priorities, and clear career pathways. Concurrently, create competitive compensation packages and strategic recruitment initiatives to attract and retain high-performing faculty and staff.

KPI: Retention rates of high-performing employees; % participation in mentorship and professional development programs; % achievement of competitive salary benchmarks; time-to-hire metrics for key positions.

Culture, capacity, and accountability

Presidential leadership stability.

Reputation Resources.

Organizational instability and lack of trust

Resource allocation and infrastructure challenges (physical and technological)

Communication gaps

A I Themes

- Resource Management and Allocation

17%

- Strategic Organizational Planning

17%

- Operational Effectiveness
13%
- Faculty Management
13%
- Organizational Culture and Performance
13%
- Alumni and Student Support
13%
- Institutional Reputation
8%
- Academic Program Development
4%
- Institutional Communication
4%

Do you think that the FAMU Board of Trustees is a cohesive Board?

Yes 7.69%
No 92.31%

If you answered no to #8, why did you respond in that way?

Actual Responses

- Just read the blogs and newspaper stories.
- The board is disjointed and does not appear to be unified in any way.
- Voting blocks, oversight v. Administration, lack of collegiality.
- There is no separation between governance and operations.
- Recent decisions related to leadership.
- Ongoing challenges with the Foundation Board. Public perception.
- At times, Board actions appear misaligned with the long-term strategic needs of the University.

AI Themes

- Governance Structure and Processes
28%
- Organizational Cohesion and Tensions
22%
- Leadership Dynamics
17%
- External Communication and Perception
17%
- Decision-Making Mechanisms
11%
- Strategic and Long-Term Planning
6%

Do you think the FAMU Board can work together to achieve the strategic priorities of the institution?

Yes 61.54%
No 38.46%

What are three things that you will do to advance FAMU and its Board of Trustees?

Actual Responses

1. Enlighten | Teach and provide enlightenment on issues surrounding the academic units and how to provide solutions.
2. Inform | Identify key areas where the board needs to be provided information to ensure that they can work together cohesively for the good of the university, e.g., where are pockets of student success and how can we ensure we are increasing graduation rates.
3. Uplift | Continue to celebrate the good accomplishments across the university and help uplift the students, faculty, and staff who are doing great work.

Excellence in audit and investigative services. Trusted advisor to senior leaders and BOT.
Communicate more regularly and intentionally.

1. Better communication
2. More engagement with trustees
3. Better understanding of their goals and objectives

1. Contribute to the advancement of FAMU's mission by promoting strong and efficient institutional systems.
2. Provide thoughtful, data-informed input to support sound decision-making and long-term planning.
3. Strengthen cross-functional collaboration to enhance trust and communication across university units, as opposed to silos.

AI Themes

- Communication and Stakeholder Relations
22%
- Board and Governance
15%
- Leadership and Advisory
11%
- Institutional Goal and Mission
11%
- Student Engagement and Success
11%
- Audit and Accountability
7%
- Strategic Planning and Decision Making
7%
- Institutional Storytelling and Marketing
7%
- Financial and Fundraising
4%
- Accomplishment Celebration
4%

How do you rate the perception of FAMU in the media?

Very Good	0%
Good	75%

Bad	25%
Very Bad	0%

How do you rate the perception of the FAMU Board of Trustees in the media?

Very Good	0%
Good	9.09%
Bad	45.45%
Very Bad	45.45%

Do you think that the FAMU Board is controlled by outside influences?

Yes	70%
No	30%



SILVER & ASSOCIATES

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Attachment V

FAMU Media Search April 2025-July 2025

Silver & Associates conducted FAMU media search using the time frame April 2025 to July 2025. Once we gathered the news stories, we used a software to put the information in a presentation mode. The presentation is in a slide format. However, you can click on the various pages and it will take you to a full story or a video. The link for the presentation is as follows:

https://www.canva.com/design/DAGt18hMSeA/baajAIF061uT-z1Cd5yg6w/view?utm_content=DAGt18hMSeA&utm_campaign=designshare&utm_medium=link2&utm_source=uniquelinks&utlId=hb35be0a4e6

The majority of media stories were online and from local sources. There were some national outlets that carried stories about FAMU. The presidential search dominated the new cycles during the period of the review. Many of the items were negative and expressed concerns with the manner in which the search was conducted. Some of the articles spoke directly about the candidate elevated by the Board and her background and qualification. There were social media post concerning the search also. However, overall, the institution fared better than the Board in the media during this period. Several stories about FAMU programs and students surfaced during the period of review and they were very positive.

FAMU should work to position itself better in the media. Most of the negative stories are “self-inflicted wounds.” For example, a positive story would hit the media outlets then allegedly someone associated with FAMU would leak something negative to the media. Of course this overshadows the positive news stories. A clear example of that is the great Forbes story about the FAMU online program and then there was the leak of the Interim President's Evaluation and the Board's Self-Assessment to the media. The latter sucked the oxygen out of the air and potentially could be a liability to the institution in the form of students deciding not to enroll, businesses not wanting to invest in FAMU, potential donors being turned away, and bringing unnecessary negative attention to the institution

The institution needs a comprehensive communication plan. FAMU should tailor its communications in a way to position the university in a positive manner in the marketplace. Also, there should be a strategy to mitigate the negative social media. This may require skilled social media influencers being hired to assist the current staff.

President's Evaluation Historical Data, Goals and Ratings

President's Evaluation Historical Data_Goals_Ratings_ | Summary_Ratings

	2019-2020		2020-2021		2021-2022		2022-2023		2024-2025	
	President	Trustees	President	Trustees	President	Trustees	President	Trustees	President	Trustees
Annual Priorities & Goals	4.3	4.0	4.7	4.2	4.6	3.9	4.6	4.0	4.1	2.9
Strategic & Academic Leadership	5.0	4.5	5.0	4.4	5.0	4.4	5.0	4.5	4.7	3.2
Organizational Management	5.0	4.4	4.7	4.3	5.0	4.2	-	-	-	-
Fiscal Administration	5.0	4.4	4.5	4.3	5.0	4.4	-	-	-	-
Fundraising	4.7	3.9	4.7	4.2	5.0	4.6	-	-	-	-
Communication	5.0	4.6	5.0	4.6	5.0	4.6	-	-	-	-
Internal & External Relations	4.8	4.4	5.0	4.6	5.0	4.6	-	-	-	-
Board & Governance Relations	5.0	4.7	5.0	4.7	5.0	4.6	-	-	-	-
Personal Values	5.0	4.8	5.0	4.7	5.0	4.7	-	-	-	-
Performance-based Funding Metrics	-	-	-	-	-	-	5.0	4.4	5.0	3.5
AVERAGE	4.9	4.4	4.8	4.4	5.0	4.4	4.9	4.3	4.6	3.2

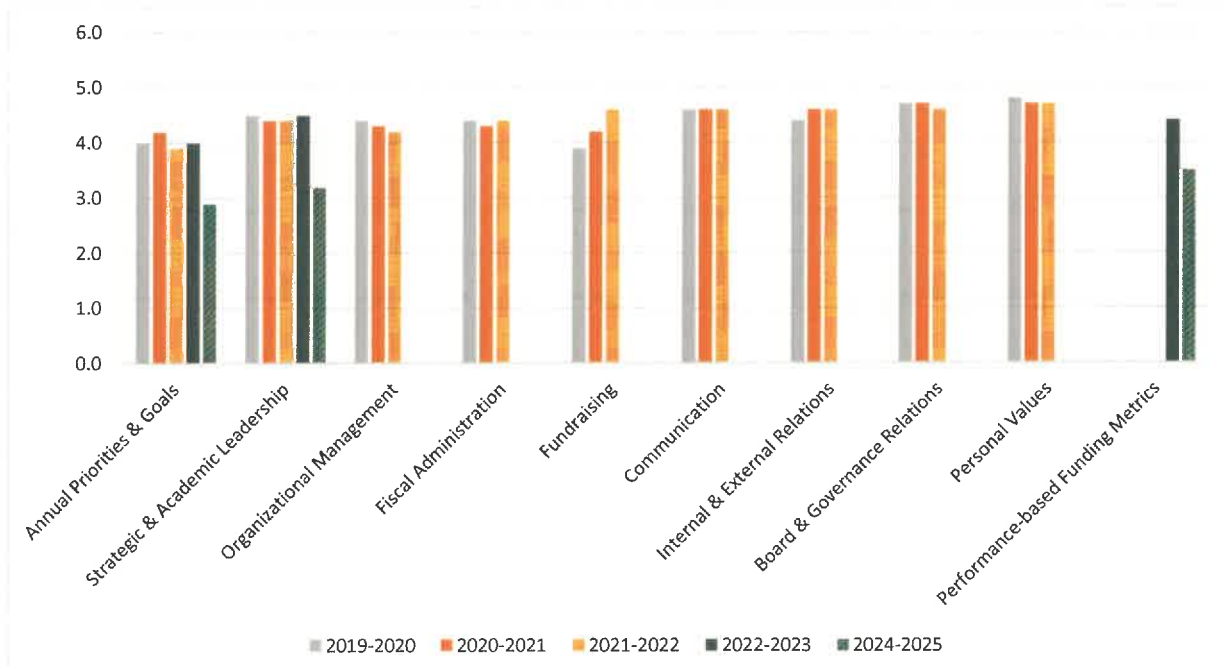
Note: '-' denotes periods where the metric was not included in the evaluation.

	2019-2020		2020-2021		2021-2022		2022-2023		2024-2025	
	President	Trustees	President	Trustees	President	Trustees	President	Trustees	President	Trustees
Annual Priorities & Goals:										
Increase the University's four-year graduation rate										
Achieve first-time licensure pass rates that meet or exceed state or national benchmarks										
Increase annual giving by 5% and continue plans to launch a capital campaign	4.3	4.0	4.7	4.2	4.6	3.9	4.6	4.0	4.1	2.9
Increase enrollment of FCS AA transfer students										
Increase total R&D expenditures by 1%.										
Strengthen the University's financial health by achieving or exceeding a minimum debt coverage ratio ≥ 1.0 .										
Strategic & Academic Leadership:										
Uses data to make timely, informed decisions that drive a culture of improvement in academic and administrative areas										
Leads stakeholders in implementing strategic initiatives (short-term and long-term) that achieve a competitive advantage.	5.0	4.5	5.0	4.4	5.0	4.4	5.0	4.5	4.7	3.2
Encourages and enables innovation in academic offerings										
Understands the educational needs of FAMU's population and advocates for student support										
Appropriately handles crisis and ensures that contingency plans are in place to avert or plan for future crisis										
Understanding and ability to stand firm in decisions or to make quick changes, as appropriate										
Organizational Management										
Builds and oversees a highly-effective leadership team that takes responsibility, sets and achieves goals that advance the University's mission	5.0	4.4	4.7	4.3	5.0	4.2	-	-	-	-
Maintains a culture of compliance and accountability by holding others to the highest standard of professional and ethical responsibility										
Sets clear priorities and holds people accountable to outcomes, timelines, and checkpoints; follows up to ensure successful completion of objectives										
Fiscal Administration										
Takes a long-term, data-driven approach to financial management that ensures the long-term viability of the university	5.0	4.4	4.5	4.3	5.0	4.4	-	-	-	-
Drives efficiencies and evidences sound management practices to carefully and effectively control and provide oversight of expenditures (Includes: development of a budget model, create operating balances, clear audits, etc.)										
Develops an infrastructure of personnel and resources to support a strategic fundraising framework										
Fundraising										
Builds strong relationships with donors and actively seeks an increased level of contributions required to support the institution	4.7	3.9	4.7	4.2	5.0	4.6	-	-	-	-
Facilitates developing relationships that bring grants to the university from governmental and private-sector entities										
Communication										
Is a sincere and earnest communicator who wins hearts and minds of audiences through painting a compelling future vision for the university	5.0	4.6	5.0	4.6	5.0	4.6	-	-	-	-
Effectively communicates how external forces drive internal changes										
Encourages communication from multiple stakeholders that creates an inclusive and collaborative culture, including faculty, staff, students, alumni and external stakeholders										
Internal & External Relations										
Actively works to build and protect the positive aspects of the culture and ensures consistency across the institution										
Crafts a shared vision that reflects the views of all key stakeholders (including faculty, staff, students, alumni and external stakeholders) and articulates a clear strategy that guides action	4.8	4.4	5.0	4.6	5.0	4.6	-	-	-	-
Creates a common standard with faculty and staff to raise academic standing										
Partners with external organizations to build relationships that deliver on revitalization efforts and continue and/or increase research and community engagement opportunities										
Builds strong relationships with stakeholders (including faculty, staff, students, alumni and external stakeholders) that demonstrate trust										
Board & Governance Relations										
Partners and communicates effectively with governing bodies (Board of Trustees, Board of Governors, DSOs, SACSCOC, NCAA, etc.) and elected officials (local, state and national) to identify strategic priorities	5.0	4.7	5.0	4.7	5.0	4.6	-	-	-	-
Participates in academic governance and collaborative decision making										
Personal Values										
Exhibits honest and integrity	5.0	4.8	5.0	4.7	5.0	4.7	-	-	-	-
Inspires trust and confidence										
Respects others and diverse points of view										
Is an active and engaged listener to discern where additional communication is required										
Performance-based Funding Metrics										
	-	-	-	-	-	-	5.0	4.4	5.0	3.5

Note: "-" denotes periods where the metric was not included in the evaluation.

President's Evaluation Historical Data_Goals_Ratings_ | Trustees' Ratings

	2019-2020	2020-2021	2021-2022	2022-2023	2024-2025
Annual Priorities & Goals	4.0	4.2	3.9	4.0	2.9
Strategic & Academic Leadership	4.5	4.4	4.4	4.5	3.2
Organizational Management	4.4	4.3	4.2	-	-
Fiscal Administration	4.4	4.3	4.4	-	-
Fundraising	3.9	4.2	4.6	-	-
Communication	4.6	4.6	4.6	-	-
Internal & External Relations	4.4	4.6	4.6	-	-
Board & Governance Relations	4.7	4.7	4.6	-	-
Personal Values	4.8	4.7	4.7	-	-
Performance-based Funding Metrics	-	-	-	4.4	3.5
AVERAGE	4.4	4.4	4.4	4.3	3.2



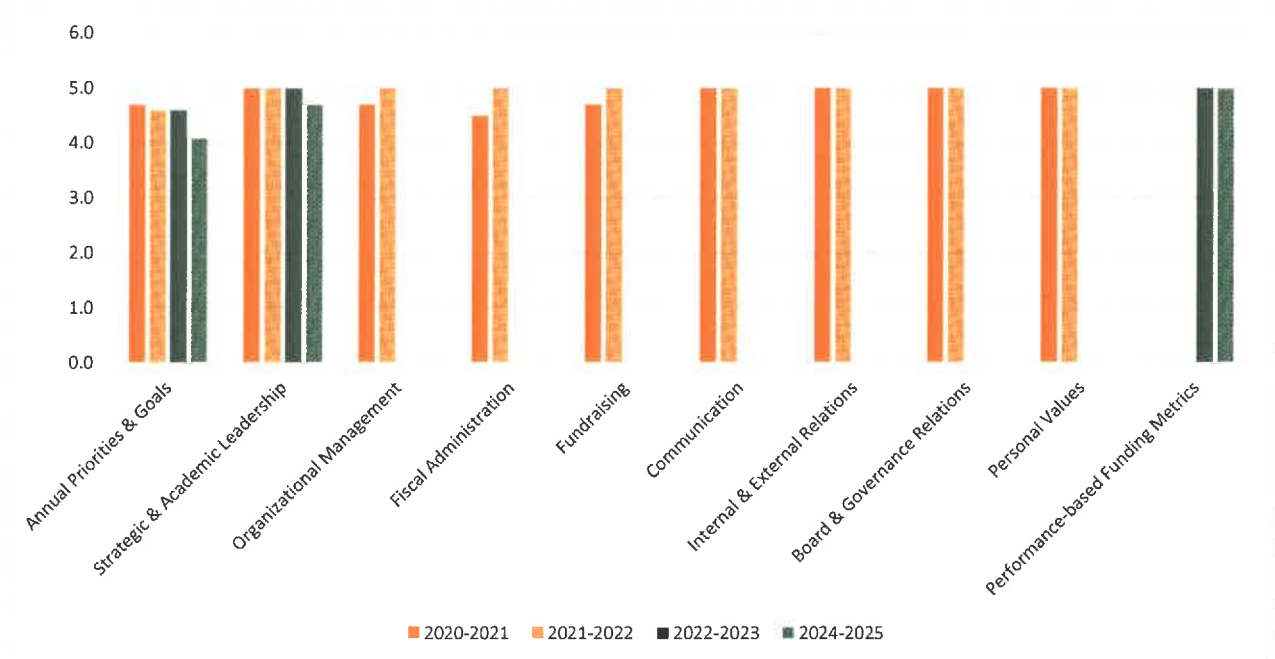
Metric	Anon. 1	Anon. 2	Brown	Crossman	Figgers	Gibbons	Harper	Perry	Reed	Vazquez	Washington	White	Overall
Goal 1: Four-year Graduation Rate	2	3	1	3.5	4	1.5	4	4.5	4.5	5	3	2	3.2
Goal 2: First-time Licensure Exam Pass Rates	2	4	2.5	3.3	5	1	3.8	2.5	2.5	3.8	2.8	2.3	2.9
Goal 3: Annual Giving		2	1	2	3.5	1	2.5	3	2	3	2.5	1	2.1
Goal 4: R&D Expenditures		-	-	-	-	-	-	-	-	-	-	-	3.5
Goal 5: Organizational Leadership		3.3	1	3	4	1	4	4.3	3.8	4	2.5	1.5	2.9
Goal 6: University Budget/Fiscal Management		4	1	3	4	1	3.5	4	5	4	2.5	1	3
Goal 7: Internal/External Relations		-	-	-	-	-	-	-	-	-	-	-	3.5
Strategic and Academic Leadership		3.7	1	4	3.8	1	4	4.7	4	4.7	2.5	2.2	3.2
Performance Based Funding Metrics		-	-	-	-	-	-	-	-	-	-	-	-
AVERAGE	2	3.3	1.2	3.1	4	1.8	3.6	3.8	3.6	4.1	2.6	1.7	3

	2019-2020	2020-2021	2021-2022	2022-2023	2024-2025
	Trustees	Trustees	Trustees	Trustees	Trustees
Annual Priorities & Goals:					
Increase the University's four-year graduation rate					
Achieve first-time licensure pass rates that meet or exceed state or national benchmarks					
Increase annual giving by 5% and continue plans to launch a capital campaign	4.0	4.2	3.9	4.0	2.9
Increase enrollment of FCS AA transfer students					
Increase total R&D expenditures by 1%.					
Strengthen the University's financial health by achieving or exceeding a minimum debt coverage ratio ≥ 1.0.					
Strategic & Academic Leadership:					
Uses data to make timely, informed decisions that drive a culture of improvement in academic and administrative areas					
Leads stakeholders in implementing strategic initiatives (short-term and long-term) that achieve a competitive advantage.	4.5	4.4	4.4	4.5	3.2
Encourages and enables innovation in academic offerings					
Understands the educational needs of FAMU's population and advocates for student support					
Appropriately handles crisis and ensures that contingency plans are in place to avert or plan for future crisis					
Understanding and ability to stand firm in decisions or to make quick changes, as appropriate					
Organizational Management					
Builds and oversees a highly-effective leadership team that takes responsibility, sets and achieves goals that advance the University's mission					
Maintains a culture of compliance and accountability by holding others to the highest standard of professional and ethical responsibility	4.4	4.3	4.2	-	-
Sets clear priorities and holds people accountable to outcomes, timelines, and checkpoints; follows up to ensure successful completion of objectives					
Fiscal Administration					
Takes a long-term, data-driven approach to financial management that ensures the long-term viability of the university					
Drives efficiencies and evidences sound management practices to carefully and effectively control and provide oversight of expenditures (includes: development of a budget model, create operating balances, clear audits, etc.)	4.4	4.3	4.4	-	-
Develops an infrastructure of personnel and resources to support a strategic fundraising framework					
Fundraising					
Builds strong relationships with donors and actively seeks an increased level of contributions required to support the Institution	3.9	4.2	4.6	-	-
Facilitates developing relationships that bring grants to the university from governmental and private-sector entities					
Communication					
Is a sincere and earnest communicator who wins hearts and minds of audiences through painting a compelling future vision for the university					
Effectively communicates how external forces drive internal changes	4.6	4.6	4.6	-	-
Encourages communication from multiple stakeholders that creates an inclusive and collaborative culture, including faculty, staff, students, alumni and external stakeholders					
Internal & External Relations					
Actively works to build and protect the positive aspects of the culture and ensures consistency across the institution					
Crafts a shared vision that reflects the views of all key stakeholders (including faculty, staff, students, alumni and external stakeholders) and articulates a clear strategy that guides action					
Creates a common standard with faculty and staff to raise academic standing	4.4	4.6	4.6	-	-
Partners with external organizations to build relationships that deliver on revitalization efforts and continue and/or increase research and community engagement opportunities					
Builds strong relationships with stakeholders (including faculty, staff, students, alumni and external stakeholders) that demonstrate trust					
Board & Governance Relations					
Partners and communicates effectively with governing bodies (Board of Trustees, Board of Governors, DSOs, SACSCOC, NCAA, etc.) and elected officials (local, state and national) to identify strategic priorities	4.7	4.7	4.6	-	-
Participates in academic governance and collaborative decision making					
Personal Values					
Exhibits honest and integrity					
Inspires trust and confidence	4.8	4.7	4.7	-	-
Respects others and diverse points of view					
Is an active and engaged listener to discern where additional communication is required					
Performance-based Funding Metrics	-	-	-	4.4	3.5

Note: "-" denotes periods where the metric was not included in the evaluation

President's Evaluation Historical Data_Goals_Ratings_ | President's Ratings

	2019-2020	2020-2021	2021-2022	2022-2023	2024-2025
Annual Priorities & Goals	4.3	4.7	4.6	4.6	4.1
Strategic & Academic Leadership	5.0	5.0	5.0	5.0	4.7
Organizational Management	5.0	4.7	5.0	-	-
Fiscal Administration	5.0	4.5	5.0	-	-
Fundraising	4.7	4.7	5.0	-	-
Communication	5.0	5.0	5.0	-	-
Internal & External Relations	4.8	5.0	5.0	-	-
Board & Governance Relations	5.0	5.0	5.0	-	-
Personal Values	5.0	5.0	5.0	-	-
Performance-based Funding Metrics	-	-	-	5.0	5.0
AVERAGE	4.9	4.8	5.0	4.9	4.6



	2019-2020	2020-2021	2021-2022	2022-2023	2024-2025
	President	President	President	President	President
Annual Priorities & Goals:					
Increase the University's four-year graduation rate					
Achieve first-time licensure pass rates that meet or exceed state or national benchmarks					
Increase annual giving by 5% and continue plans to launch a capital campaign	4.3	4.7	4.6	4.6	4.1
Increase enrollment of FCS AA transfer students					
Increase total R&D expenditures by 1%.					
Strengthen the University's financial health by achieving or exceeding a minimum debt coverage ratio ≥ 1.0.					
Strategic & Academic Leadership:					
Uses data to make timely, informed decisions that drive a culture of improvement in academic and administrative areas					
Leads stakeholders in implementing strategic initiatives (short-term and long-term) that achieve a competitive advantage.	5.0	5.0	5.0	5.0	4.7
Encourages and enables innovation in academic offerings					
Understands the educational needs of FAMU's population and advocates for student support					
Appropriately handles crisis and ensures that contingency plans are in place to avert or plan for future crisis					
Understanding and ability to stand firm in decisions or to make quick changes, as appropriate					
Organizational Management					
Builds and oversees a highly-effective leadership team that takes responsibility, sets and achieves goals that advance the University's mission	5.0	4.7	5.0	-	-
Maintains a culture of compliance and accountability by holding others to the highest standard of professional and ethical responsibility					
Sets clear priorities and holds people accountable to outcomes, timelines, and checkpoints; follows up to ensure successful completion of objectives					
Fiscal Administration					
Takes a long-term, data-driven approach to financial management that ensures the long-term viability of the university	5.0	4.5	5.0	-	-
Drives efficiencies and evidences sound management practices to carefully and effectively control and provide oversight of expenditures (includes: development of a budget model, create operating balances, clear audits, etc.)					
Develops an infrastructure of personnel and resources to support a strategic fundraising framework					
Fundraising					
Builds strong relationships with donors and actively seeks an increased level of contributions required to support the institution	4.7	4.7	5.0	-	-
Facilitates developing relationships that bring grants to the university from governmental and private-sector entities					
Communication					
Is a sincere and earnest communicator who wins hearts and minds of audiences through painting a compelling future vision for the university	5.0	5.0	5.0	-	-
Effectively communicates how external forces drive internal changes					
Encourages communication from multiple stakeholders that creates an inclusive and collaborative culture, including faculty, staff, students, alumni and external stakeholders					
Internal & External Relations					
Actively works to build and protect the positive aspects of the culture and ensures consistency across the institution					
Crafts a shared vision that reflects the views of all key stakeholders (including faculty, staff, students, alumni and external stakeholders) and articulates a clear strategy that guides action	4.8	5.0	5.0	-	-
Creates a common standard with faculty and staff to raise academic standing					
Partners with external organizations to build relationships that deliver on revitalization efforts and continue and/or increase research and community engagement opportunities					
Builds strong relationships with stakeholders (including faculty, staff, students, alumni and external stakeholders) that demonstrate trust					
Board & Governance Relations					
Partners and communicates effectively with governing bodies (Board of Trustees, Board of Governors, DSOs, SACSCOC, NCAA, etc.) and elected officials (local, state and national) to identify strategic priorities	5.0	5.0	5.0	-	-
Participates in academic governance and collaborative decision making					
Personal Values					
Exhibits honest and integrity	5.0	5.0	5.0	-	-
Inspires trust and confidence					
Respects others and diverse points of view					
Is an active and engaged listener to discern where additional communication is required					
Performance-based Funding Metrics	-	-	-	5.0	5.0

Note: '-' denotes periods where the metric was not included in the evaluation