FAMU

FLORIDA AGRICULTURAL AND **MECHANICAL UNIVERSITY**

Trustees' Responses 2024-25 President's Evaluation

Report prepared by:

FAMU | FLORIDA A&M UNIVERSITY OFFICE OF UNIVERSITY ASSESSMENT

Overview

Report Timeline, Response Rate, and Assessment Development

The link to the President's Evaluation was distributed to all trustees on July 15, 2025 and closed on July 29, 2025. At the time of closing, there were ten (10) complete responses, one (1) complete, anonymous response, and one (1) partial, anonymous response. The ten (10) completed surveys and two (2) anonymous responses represented a 92% response rate.
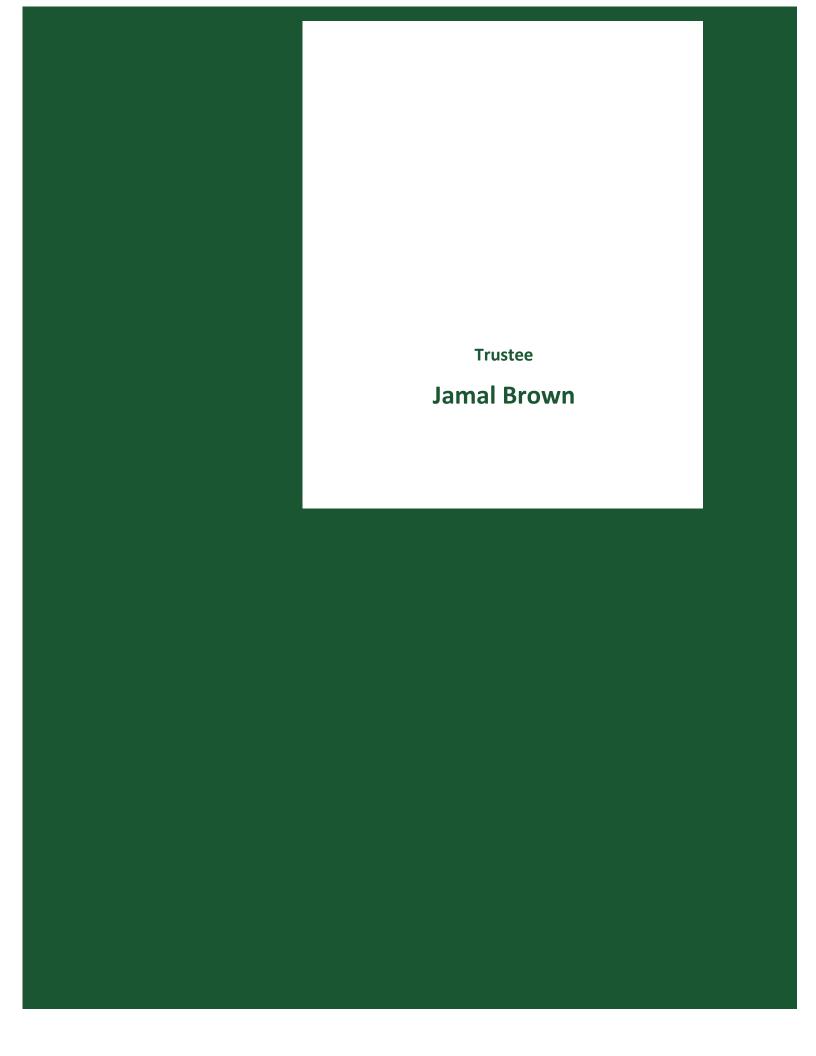
The original evaluation instrument was approved by the trustees on April 28, 2020. It was comprised of seven (7) factors; two of which (Financial Management and Relations) contained sub-factors.   Each of the factors/sub-factors contained multiple questions, on which each trustee rated the President's performance on a 5-point Likert-type scale (key located below). For the 2022-2023 administration, the evaluation instrument was revised to include four (4) factors. The four factors are:

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

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

The numerical ratings and their meanings are as follows:

Rating	Description
Superior (5)	• Significantly and consistently exceeds expectations. Quality and quantity of work are exemplary and considered best practices.
Above Average (4)	• Significantly exceeds 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.

Trustee: Jamal Brown		
Annual Priorities and Goals		
How effective was the president in **attaining annual goals**?	Rating	Comments
Goal 1: Four-year Graduation Rate		
Goal 1.1: Increase the University's four-year graduation rate (PBF metric) to 43%	Poor	
Goal 1.2: Increase the University's second-year retention to 90%	Poor	
Goal 2: Licensure Pass Rate		
Goal 2.1: Nursing to 85%	Above Average	
Goal 2.2: Law to 80%	Poor	
Goal 2.3: Pharmacy to 90%	Poor	
Goal 2.4: Physical Therapy to 88%	Above Average	
Goal 3: Annual Giving		
Goal 3.1: Increase annual giving to $25M	Poor	
Goal 3.2: Increase the annual alumni giving rate to 9%	Poor	
Goal 4: R&D Expenditures		
Goal 4: Increase total R&D expenditures to $60M	Poor	
Goal 5: Organizational Leadership		
Goal 5.1: Strategy Development – Effectively implement the year-three goals and priorities outlined in the new strategic plan	Poor	

Goal 5.2: Ongoing improvement in the attainment of the top 100	Poor	
Goal 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	Poor	
Goal 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)	Poor	
Goal 6: University Budget/Fiscal Management		
Goal 6.1: Financial Health - Strengthen the University's financial health by achieving or exceeding a minimum debt coverage ratio greater than or equal to 1.0	Poor	
Goal 6.2: Strategic Resource Allocations – Continue to align resource allocations to adequately support the University's annual strategic priorities in all areas including athletics	Poor	
Goal 7: Internal/External Relations		
Goal 7: Continue to expand relationship-building with key stakeholders, including students, faculty, staff, Boards, alumni, elected officials (local, state, national), corporations and the local community.	Poor	
Strategic and Academic Leadership		
How effective is the president in **Strategic and Academic Leadership?**	Rating	Comments
Uses data to make timely, informed decisions that drive a culture of improvement in academic and administrative areas	Poor	

Leads stakeholders in implementing strategic initiatives (short-term and long-term) that achieve a competitive advantage	Poor	
Encourages and enables innovation in academic offerings	Poor	
Understands the educational needs of FAMU's population and advocates for student support	Poor	
Appropriately handles crisis and ensures that contingency plans are in place to avert or plan for future crisis	Poor	
Understanding and ability to stand firm in decisions or to make quick changes, as appropriate	Poor	

Performance-based Funding Metrics

How effective is the President in **Performance-based Metrics**?	Ratings	Comments
Increase Performance Based Metric Score	Poor	

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

N/A

What enhancements would you suggest to improve the President's effectiveness?
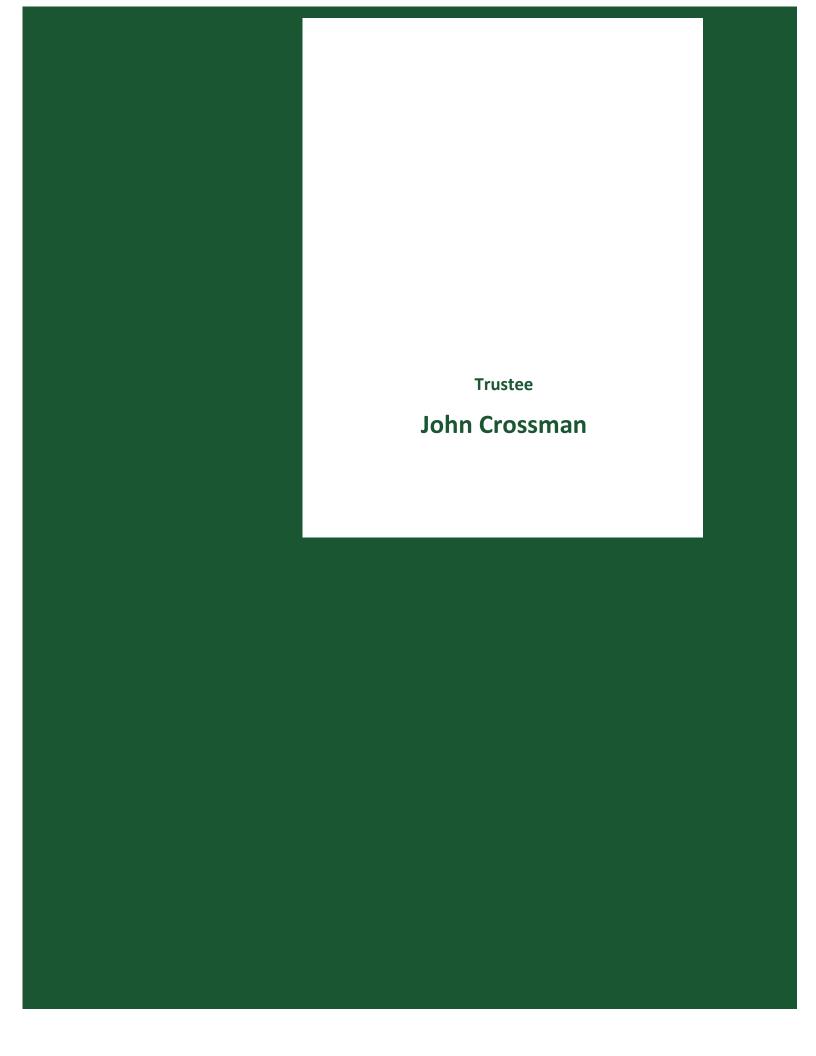
The priorities and concerns of faculty and staff have been consistently disregarded by the current administration. The Office of the Faculty Senate President has been treated with open disrespect, and repeated attempts to address these issues through emails, formal requests for meetings, and public comments have gone unanswered.

At the February 2025 Board of Trustees meeting, the Deputy COO's presentation was delivered only after a series of unfulfilled requests for accountability and repeated dismissals that labeled legitimate inquiries as excessive and a waste of university resources.

Key concerns raised by faculty and staff remain unresolved, including:

* **15-hour teaching load correction:** Repeatedly ignored despite documented inequities compared to other SUS institutions.
* **Lowest-paid faculty in the State University System (SUS):** Administrators misled faculty and staff by claiming parity with SUS peers, a claim later disproven by the university's own compensation study.

This pattern demonstrates a lack of prioritization for employees the very individuals who sustain the university's academic mission. Immediate corrective action and transparent communication are necessary to restore trust and address these long-standing inequities.

Trustee: John Crossman		
Annual Priorities and Goals		
How effective was the president in **attaining annual goals**?	Rating	Comments
Goal 1: Four-year Graduation Rate		
Goal 1.1: Increase the University's four-year graduation rate (PBF metric) to 43%	Above Average	
Goal 1.2: Increase the University's second-year retention to 90%	Average	
Goal 2: Licensure Pass Rate		
Goal 2.1: Nursing to 85%	Average	
Goal 2.2: Law to 80%	Above Average	
Goal 2.3: Pharmacy to 90%	Average	
Goal 2.4: Physical Therapy to 88%	Average	
Goal 3: Annual Giving		
Goal 3.1: Increase annual giving to $25M	Below Average	
Goal 3.2: Increase the annual alumni giving rate to 9%	Below Average	
Goal 4: R&D Expenditures		
Goal 4: Increase total R&D expenditures to $60M	Average	
Goal 5: Organizational Leadership		
Goal 5.1: Strategy Development – Effectively implement the year-three goals and priorities outlined in the new strategic plan	Average	

Goal 5.2: Ongoing improvement in the attainment of the top 100	Average	
Goal 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	Average	
Goal 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)	Average	

Goal 6: University Budget/Fiscal Management

Goal 6.1: Financial Health - Strengthen the University's financial health by achieving or exceeding a minimum debt coverage ratio greater than or equal to 1.0	Average	
Goal 6.2: Strategic Resource Allocations – Continue to align resource allocations to adequately support the University's annual strategic priorities in all areas including athletics	Average	

Goal 7: Internal/External Relations

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

Strategic and Academic Leadership

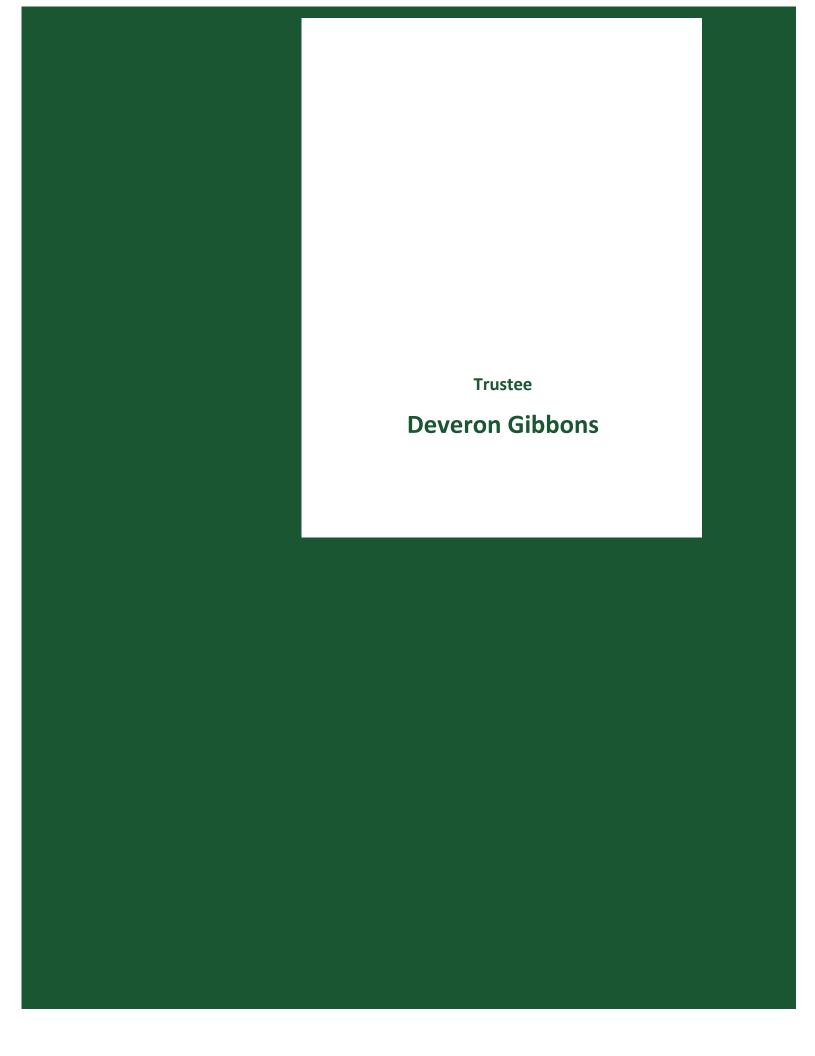| How effective is the president in **Strategic and Academic Leadership?**	Rating	Comments
Uses data to make timely, informed decisions that drive a culture of improvement in academic and administrative areas	Above Average	

Leads stakeholders in implementing strategic initiatives (short-term and long-term) that achieve a competitive advantage	Above Average	
Encourages and enables innovation in academic offerings	Above Average	
Understands the educational needs of FAMU's population and advocates for student support	Above Average	
Appropriately handles crisis and ensures that contingency plans are in place to avert or plan for future crisis	Above Average	
Understanding and ability to stand firm in decisions or to make quick changes, as appropriate	Above Average	

Performance-based Funding Metrics

How effective is the President in **Performance-based Metrics**?	Ratings	Comments
Increase Performance Based Metric Score	Above Average	

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

He did an excellent job providing stability during a time of transition.

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

Some items regarding staffing were not completely addressed.

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Division of Strategic Planning, Analysis & Institutional Effectiveness
2024-2025 President's Evaluation – Trustee Responses

Trustee: Deveron Gibbons		
Annual Priorities and Goals		
How effective was the president in **attaining annual goals**?	Rating	Comments
Goal 1: Four-year Graduation Rate		
Goal 1.1: Increase the University's four-year graduation rate (PBF metric) to 43%	Below Average	Really has had no success in this area and [didn't] help to move the graduation rate forward in any meaningful manner
Goal 1.2: Increase the University's second-year retention to 90%	Poor	
Goal 2: Licensure Pass Rate		
Goal 2.1: Nursing to 85%	Poor	We went down in all licensure areas except bar passage rates. This interim had no plan for success in any areas and never got involved with the law school efforts. But tries to take credit for success he has had nothing to do with
Goal 2.2: Law to 80%	Poor	
Goal 2.3: Pharmacy to 90%	Poor	
Goal 2.4: Physical Therapy to 88%	Poor	
Goal 3: Annual Giving		
Goal 3.1: Increase annual giving to $25M	Poor	Did absolutely nothing in this area but make bad hires and continued to hire friends and unqualified fioks in the foundation and fundraising areas
Goal 3.2: Increase the annual alumni giving rate to 9%	Poor	
Goal 4: R&D Expenditures		
Goal 4: Increase total R&D expenditures to $60M	Poor	I doubt if the interim president can give you [a] complete report on research and development advancements of the [university] over the past year
Goal 5: Organizational Leadership		
Goal 5.1: Strategy Development – Effectively implement the year-three goals and priorities outlined in the new strategic plan	Poor	Most ineffective leader I have seen [in a] long time. Bad hires no organization within the leadership team. Things [fell] through the cracks all year and absolutely no accountability. It seemed

Goal 5.2: Ongoing improvement in the attainment of the top 100	Poor	like a game of who's on first, none of the restructuring that needed to happen ever took place. Just a very lackadaisical leader who wasn't ready for a university assignment.
Goal 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	Poor	
Goal 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)	Poor	

Goal 6: University Budget/Fiscal Management

Goal 6.1: Financial Health - Strengthen the University's financial health by achieving or exceeding a minimum debt coverage ratio greater than or equal to 1.0	Poor	I think the BOG pointed out this is and was [*sic*] abysmal under this leader he also [wasted] thousands of dollars on things previous president didn't do. Governors Club and [Southwood] accounts showed waste and spending on things that do not seem to have helped or benefited the university
Goal 6.2: Strategic Resource Allocations – Continue to align resource allocations to adequately support the University's annual strategic priorities in all areas including athletics	Poor	

Goal 7: Internal/External Relations

Goal 7: Continue to expand relationship-building with key stakeholders, including students, faculty, staff, Boards, alumni, elected officials (local, state, national), corporations and the local community.	Below Average	Not a very good public speaker and or communicator overall. I am surprised that after being a Community College leader at how this leader could not communicate an effective message critical key tasks [*sic*]. [Which] I think played into a bigger role of why many tasks were not completed

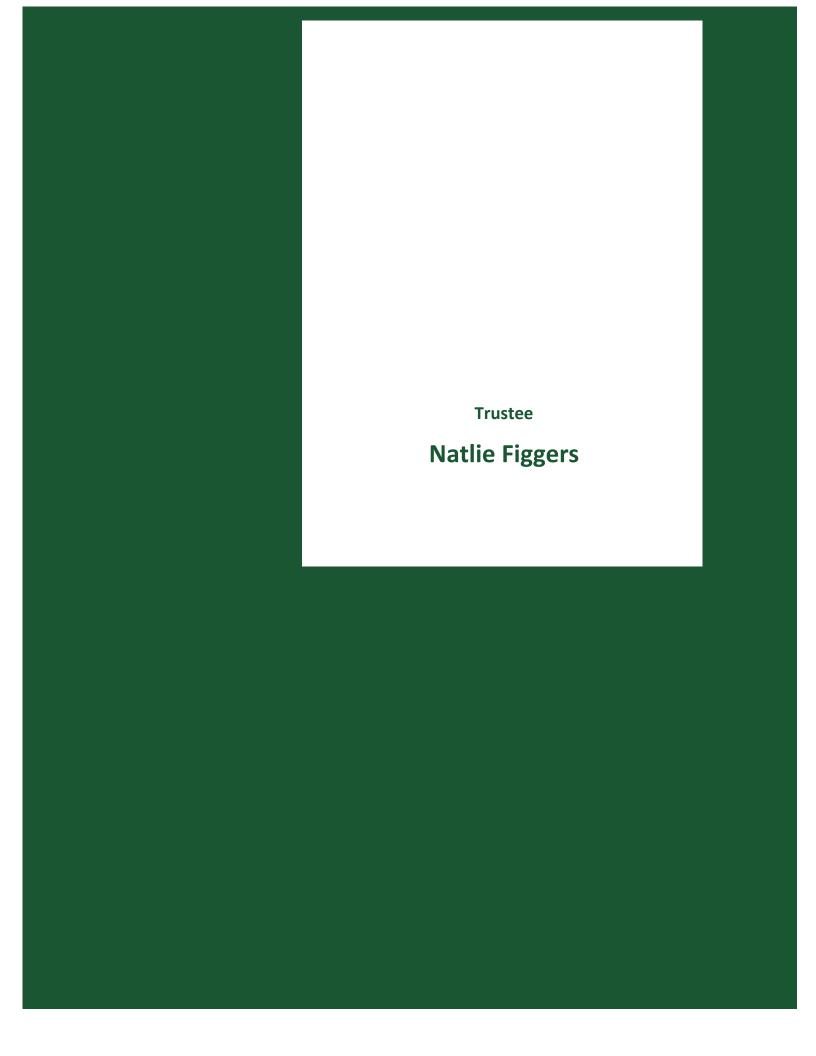| Strategic and Academic Leadership		
How effective is the president in **Strategic and Academic Leadership?**	Rating	Comments
Uses data to make timely, informed decisions that drive a culture of improvement in academic and administrative areas	Poor	I think Dr Beard was overwhelmed and wasn't up to any task [related] to academic issues. He continued to give wrong and misleading information

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Leads stakeholders in implementing strategic initiatives (short-term and long-term) that achieve a competitive advantage	Poor	related to faculty salaries and other academic issues. He and the provost never seemed to have the information board members wanted to see. Left a lot to be desired in this area
Encourages and enables innovation in academic offerings	Poor	
Understands the educational needs of FAMU's population and advocates for student support	Poor	
Appropriately handles crisis and ensures that contingency plans are in place to avert or plan for future crisis	Poor	
Understanding and ability to stand firm in decisions or to make quick changes, as appropriate	Poor	

Performance-based Funding Metrics

How effective is the President in **Performance-based Metrics**?	Ratings	Comments
Increase Performance Based Metric Score	Poor	Complete failure didn't move the needle at all.

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

Worst Presidency I have seen in my [20 plus] years [of] leadership in higher education in Florida.   This was a complete embarrassment.

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

Retire

Trustee: Natlie Figgers
Annual Priorities and Goals

How effective was the president in **attaining annual goals**?	Rating	Comments
Goal 1: Four-year Graduation Rate		
Goal 1.1: Increase the University's four-year graduation rate (PBF metric) to 43%	Average	
Goal 1.2: Increase the University's second-year retention to 90%	Superior	
Goal 2: Licensure Pass Rate		
Goal 2.1: Nursing to 85%	Superior	
Goal 2.2: Law to 80%	Superior	
Goal 2.3: Pharmacy to 90%	Superior	
Goal 2.4: Physical Therapy to 88%	Superior	
Goal 3: Annual Giving		
Goal 3.1: Increase annual giving to $25M	Above Average	
Goal 3.2: Increase the annual alumni giving rate to 9%	Average	
Goal 4: R&D Expenditures		
Goal 4: Increase total R&D expenditures to $60M	Above Average	
Goal 5: Organizational Leadership		
Goal 5.1: Strategy Development – Effectively implement the year-three goals and priorities outlined in the new strategic plan	Above Average	

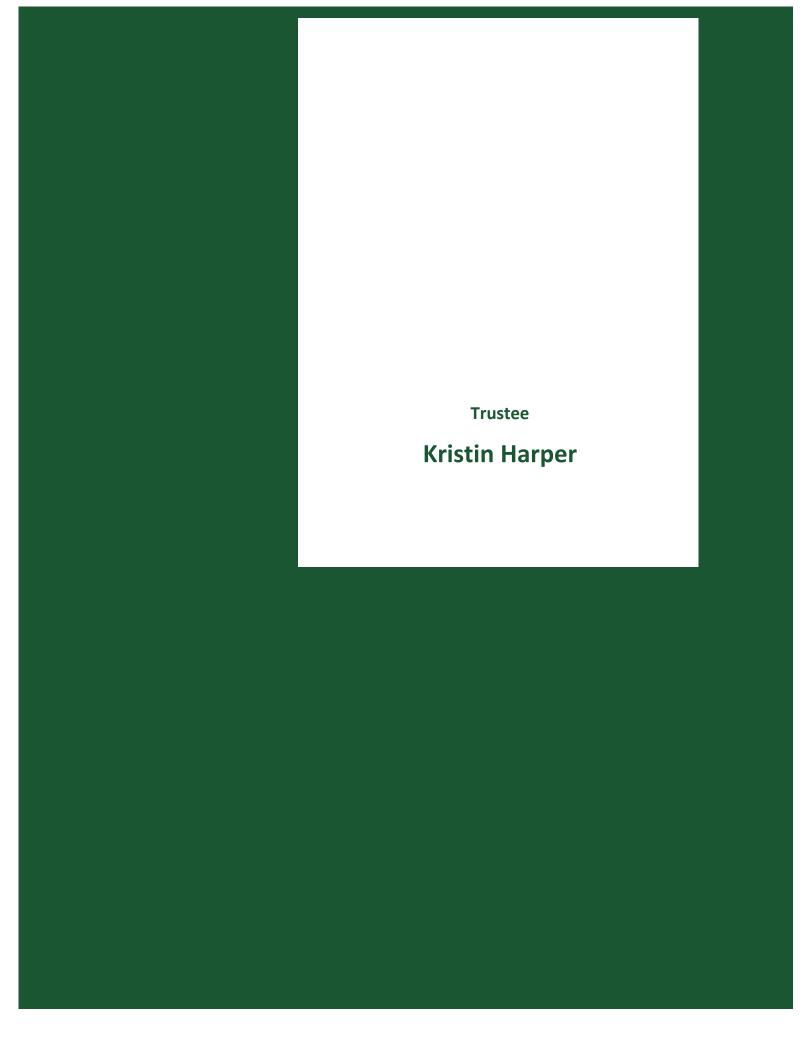|		
Goal 5.2: Ongoing improvement in the attainment of the top 100	Above Average	
Goal 5.3: Talent Acquisition (Employs highly qualified academic and administrative officers), Development (Completes 100% of written performance reviews for SLT), Retention, Succession and Organizational Effectiveness	Above Average	
Goal 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)	Above Average	
Goal 6: University Budget/Fiscal Management		
Goal 6.1: Financial Health - Strengthen the University's financial health by achieving or exceeding a minimum debt coverage ratio greater than or equal to 1.0	Above Average	
Goal 6.2: Strategic Resource Allocations – Continue to align resource allocations to adequately support the University's annual strategic priorities in all areas including athletics	Above Average	
Goal 7: Internal/External Relations		
Goal 7: Continue to expand relationship-building with key stakeholders, including students, faculty, staff, Boards, alumni, elected officials (local, state, national), corporations and the local community.	Average	
Strategic and Academic Leadership		
How effective is the president in **Strategic and Academic Leadership?**	Rating	Comments
Uses data to make timely, informed decisions that drive a culture of improvement in academic and administrative areas	Above Average	

Leads stakeholders in implementing strategic initiatives (short-term and long-term) that achieve a competitive advantage	Above Average	
Encourages and enables innovation in academic offerings	Above Average	
Understands the educational needs of FAMU's population and advocates for student support	Above Average	
Appropriately handles crisis and ensures that contingency plans are in place to avert or plan for future crisis	Average	
Understanding and ability to stand firm in decisions or to make quick changes, as appropriate	Superior	

Performance-based Funding Metrics

How effective is the President in **Performance-based Metrics**?	Ratings	Comments
Increase Performance Based Metric Score	Average	

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

Passing rates.

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

More engagement with alumni to improve giving.

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Division of Strategic Planning, Analysis & Institutional Effectiveness
2024-2025 President's Evaluation – Trustee Responses

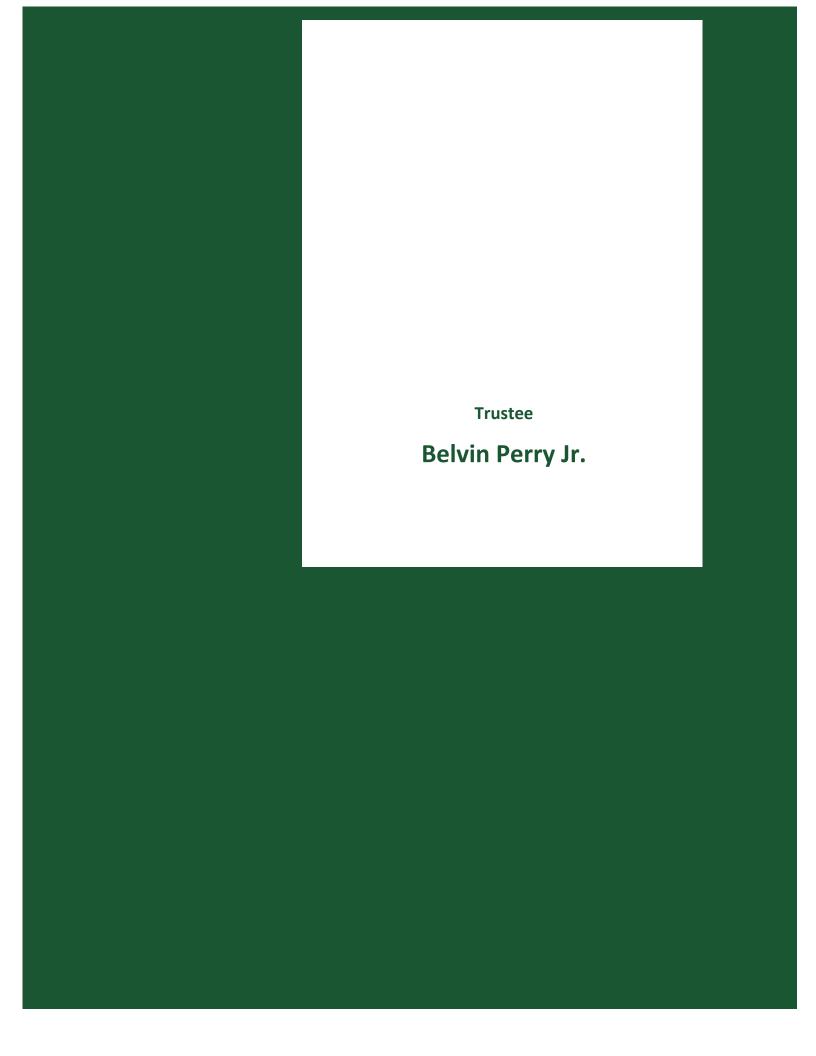| Trustee: Kristin Harper		
Annual Priorities and Goals		
How effective was the president in **attaining annual goals**?	Rating	Comments
Goal 1: Four-year Graduation Rate		
Goal 1.1: Increase the University's four-year graduation rate (PBF metric) to 43%	Superior	The University achieved the highest four-year graduation rate in its history which is notable. Among public HBCUs, FAMU's four-year graduation rate is only surpassed by Fort Valley (44%). Within the SUS, however, the rate lags vs. the average and points to an opportunity for transformative strategies to help more FAMU [students] achieve his milestone. Source: https://www.usnews.com/education/articles/hbcus-with-the-highest-four-year-graduation-rates
Goal 1.2: Increase the University's second-year retention to 90%	Average	
Goal 2: Licensure Pass Rate		
Goal 2.1: Nursing to 85%	Superior	The study on the College of Law was the most comprehensive analysis I've seen during my time on the Board. It's honest assessment can lead to bold actions and transformative outcomes to address the root causes, improve passage rates, and live up to its mission for years and generations to come.
Goal 2.2: Law to 80%	Above Average	
Goal 2.3: Pharmacy to 90%	Average	
Goal 2.4: Physical Therapy to 88%	Average	
Goal 3: Annual Giving		
Goal 3.1: Increase annual giving to $25M	Below Average	It's understandable that total giving was down due to the transition of the president, VP of University Advancement, and uncertainty related to the major donor gift. While President Beard cultivated relationships that led to several millions of dollars of pre-committed gifts, unfortunately, due in part to the presidential search process, those donors withheld their money.
Goal 3.2: Increase the annual alumni giving rate to 9%	Average	
Goal 4: R&D Expenditures		
Goal 4: Increase total R&D expenditures to $60M	Superior	Stellar outcomes for R&D, which will continue to pave the way toward R1
Goal 5: Organizational Leadership		

Goal 5.1: Strategy Development – Effectively implement the year-three goals and priorities outlined in the new strategic plan	Above Average	
Goal 5.2: Ongoing improvement in the attainment of the top 100	Above Average	
Goal 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	Above Average	President Beard created a culture of trust, mutual respect, and accountability, especially among [the] senior leadership team.
Goal 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)	Above Average	
Goal 6: University Budget/Fiscal Management		
Goal 6.1: Financial Health - Strengthen the University's financial health by achieving or exceeding a minimum debt coverage ratio greater than or equal to 1.0	Above Average	
Goal 6.2: Strategic Resource Allocations – Continue to align resource allocations to adequately support the University's annual strategic priorities in all areas including athletics	Average	

Goal 7: Internal/External Relations		
Goal 7: Continue to expand relationship-building with key stakeholders, including students, faculty, staff, Boards, alumni, elected officials (local, state, national), corporations and the local community.	Above Average	President Beard particularly did a great job engaging legislators, leading to a $65.5M legislative budget.

Strategic and Academic Leadership

How effective is the president in **Strategic and Academic Leadership?**	Rating	Comments
Uses data to make timely, informed decisions that drive a culture of improvement in academic and administrative areas	Above Average	
Leads stakeholders in implementing strategic initiatives (short-term and long-term) that achieve a competitive advantage	Average	
Encourages and enables innovation in academic offerings	Average	
Understands the educational needs of FAMU's population and advocates for student support	Superior	
Appropriately handles crisis and ensures that contingency plans are in place to avert or plan for future crisis	Above Average	
Understanding and ability to stand firm in decisions or to make quick changes, as appropriate	Superior	

Performance-based Funding Metrics

How effective is the President in **Performance-based Metrics**?	Ratings	Comments
Increase Performance Based Metric Score	Above Average	

What have been the President's major accomplishments in the leadership of the institution over the last year?
- Quickly establishing trust among various stakeholders, in a time of transition and uncertainty - Improving communication through monthly e-newsletter and highlighting the accomplishments of each division - Supporting strategies to increase PBF score to record levels - Conducting College of Law comprehensive study - Faculty compensation study - Securing significant legislative funding - Creating a strong culture among the SLT
What enhancements would you suggest to improve the President's effectiveness?
In the capacity of a one-year interim assignment, there are few suggestions I would offer.

Trustee: Belvin Perry Jr.		
Annual Priorities and Goals		
How effective was the president in **attaining annual goals**?	Rating	Comments
Goal 1: Four-year Graduation Rate		
Goal 1.1: Increase the University's four-year graduation rate (PBF metric) to 43%	Above Average	
Goal 1.2: Increase the University's second-year retention to 90%	Superior	
Goal 2: Licensure Pass Rate		
Goal 2.1: Nursing to 85%	Average	
Goal 2.2: Law to 80%	Average	
Goal 2.3: Pharmacy to 90%	Below Average	
Goal 2.4: Physical Therapy to 88%	Below Average	
Goal 3: Annual Giving		
Goal 3.1: Increase annual giving to $25M	Average	The discord displayed during the presidential search process and change in leadership at foundation in my opinion played a significant role in the decline in fundraising. It is also to be noted that giving nation wide is reportedly down.
Goal 3.2: Increase the annual alumni giving rate to 9%	Average	
Goal 4: R&D Expenditures		
Goal 4: Increase total R&D expenditures to $60M	Superior	
Goal 5: Organizational Leadership		
Goal 5.1: Strategy Development – Effectively implement the year-three goals and priorities outlined in the new strategic plan	Above Average	

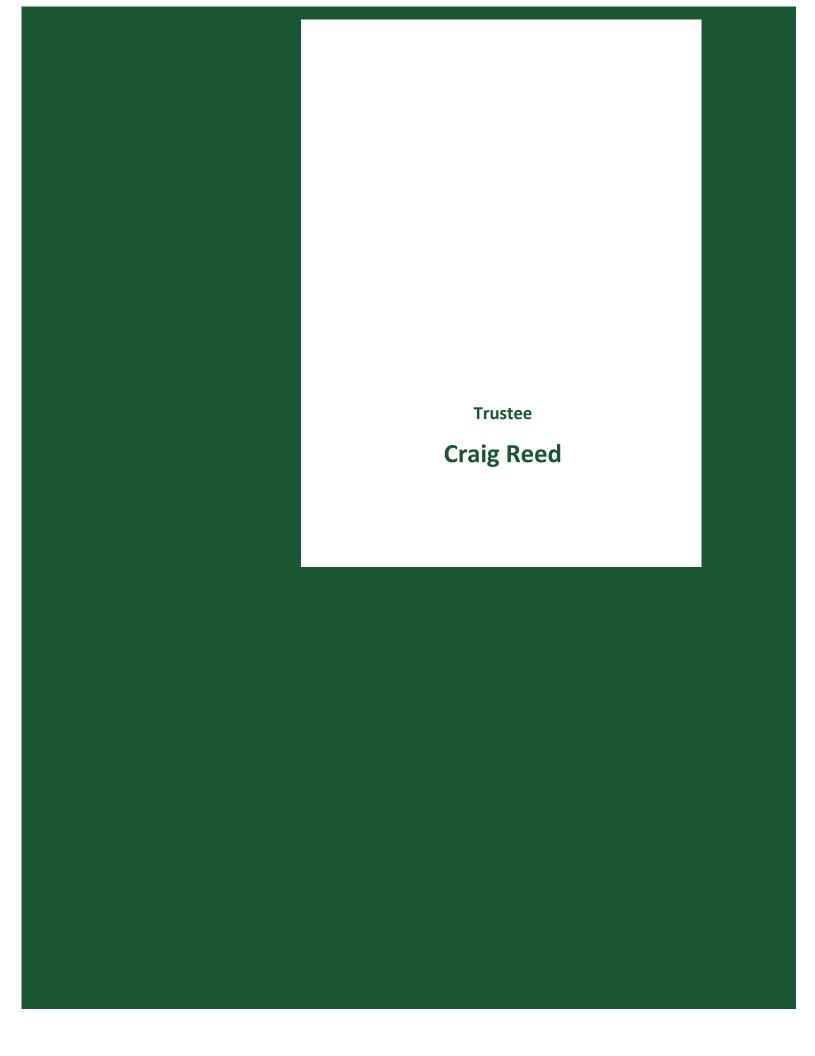|		
Goal 5.2: Ongoing improvement in the attainment of the top 100	Superior	
Goal 5.3: Talent Acquisition (Employs highly qualified academic and administrative officers), Development (Completes 100% of written performance reviews for SLT), Retention, Succession and Organizational Effectiveness	Above Average	
Goal 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)	Above Average	
Goal 6: University Budget/Fiscal Management		
Goal 6.1: Financial Health - Strengthen the University's financial health by achieving or exceeding a minimum debt coverage ratio greater than or equal to 1.0	Above Average	
Goal 6.2: Strategic Resource Allocations – Continue to align resource allocations to adequately support the University's annual strategic priorities in all areas including athletics	Above Average	
Goal 7: Internal/External Relations		
Goal 7: Continue to expand relationship-building with key stakeholders, including students, faculty, staff, Boards, alumni, elected officials (local, state, national), corporations and the local community.	Superior	Dr. Beard has done an outstanding job in building and expanding relationships with all key stakeholders.
Strategic and Academic Leadership		
How effective is the president in **Strategic and Academic Leadership?**	Rating	Comments
Uses data to make timely, informed decisions that drive a culture of improvement in academic and administrative areas	Above Average	

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Leads stakeholders in implementing strategic initiatives (short-term and long-term) that achieve a competitive advantage	Superior	
Encourages and enables innovation in academic offerings	Above Average	
Understands the educational needs of FAMU's population and advocates for student support	Superior	
Appropriately handles crisis and ensures that contingency plans are in place to avert or plan for future crisis	Superior	
Understanding and ability to stand firm in decisions or to make quick changes, as appropriate	Superior	

Performance-based Funding Metrics

How effective is the President in **Performance-based Metrics**?	Ratings	Comments
Increase Performance Based Metric Score	Superior	

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

Compensation Study Report, oversight of new residence hall, and increased reputation capital of the institution.

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

Since Dr. Beard is ending his service as Interim President there is not a need to answer this question.

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Division of Strategic Planning, Analysis & Institutional Effectiveness
2024-2025 President's Evaluation – Trustee Responses

Trustee: Craig Reed
Annual Priorities and Goals

How effective was the president in **attaining annual goals**?	Rating	Comments
Goal 1: Four-year Graduation Rate		
Goal 1.1: Increase the University's four-year graduation rate (PBF metric) to 43%	Above Average	Good progress this year to goal although still shy of the mark. The efforts and work to achieve the increase this year is noted.
Goal 1.2: Increase the University's second-year retention to 90%	Superior	Just slightly below the goal but recognizing the efforts of the president and his team to drive the year over year improvement in this area.
Goal 2: Licensure Pass Rate		
Goal 2.1: Nursing to 85%	Above Average	Great job in nursing this year as we see the efforts of the team being realized in the positive increase in pass rate above 90%. Unfortunately, we have a reduction in rates in 2 areas, Pharmacy and Physical Therapy which are core programs for the University and need to be stabilized. Law saw an increase but from a low base. Still work to do to continue to drive to the goal.
Goal 2.2: Law to 80%	Below Average	
Goal 2.3: Pharmacy to 90%	Below Average	
Goal 2.4: Physical Therapy to 88%	Below Average	
Goal 3: Annual Giving		
Goal 3.1: Increase annual giving to $25M	Below Average	This area was impacted by things outside of the president's control such as the giving incident and the new president search process that has impacted this area.
Goal 3.2: Increase the annual alumni giving rate to 9%	Below Average	
Goal 4: R&D Expenditures		
Goal 4: Increase total R&D expenditures to $60M	Superior	Great work continuing to grow this area as we strive for R1 status.
Goal 5: Organizational Leadership		
Goal 5.1: Strategy Development – Effectively implement the year-three goals and priorities outlined in the new strategic plan	Above Average	President Beard came in as interim President and did a good job continuing the work of the previous administration and strengthen the area's that needed focus.

Goal 5.2: Ongoing improvement in the attainment of the top 100	Above Average	
Goal 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	Above Average	
Goal 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)	Average	

Goal 6: University Budget/Fiscal Management

Goal 6.1: Financial Health - Strengthen the University's financial health by achieving or exceeding a minimum debt coverage ratio greater than or equal to 1.0	Superior	
Goal 6.2: Strategic Resource Allocations – Continue to align resource allocations to adequately support the University's annual strategic priorities in all areas including athletics	Superior	

Goal 7: Internal/External Relations

Goal 7: Continue to expand relationship-building with key stakeholders, including students, faculty, staff, Boards, alumni, elected officials (local, state, national), corporations and the local community.	Above Average	Broad engagement at all levels by the President face to face and virtually [too] on behalf of the University and the attainment of its mission.

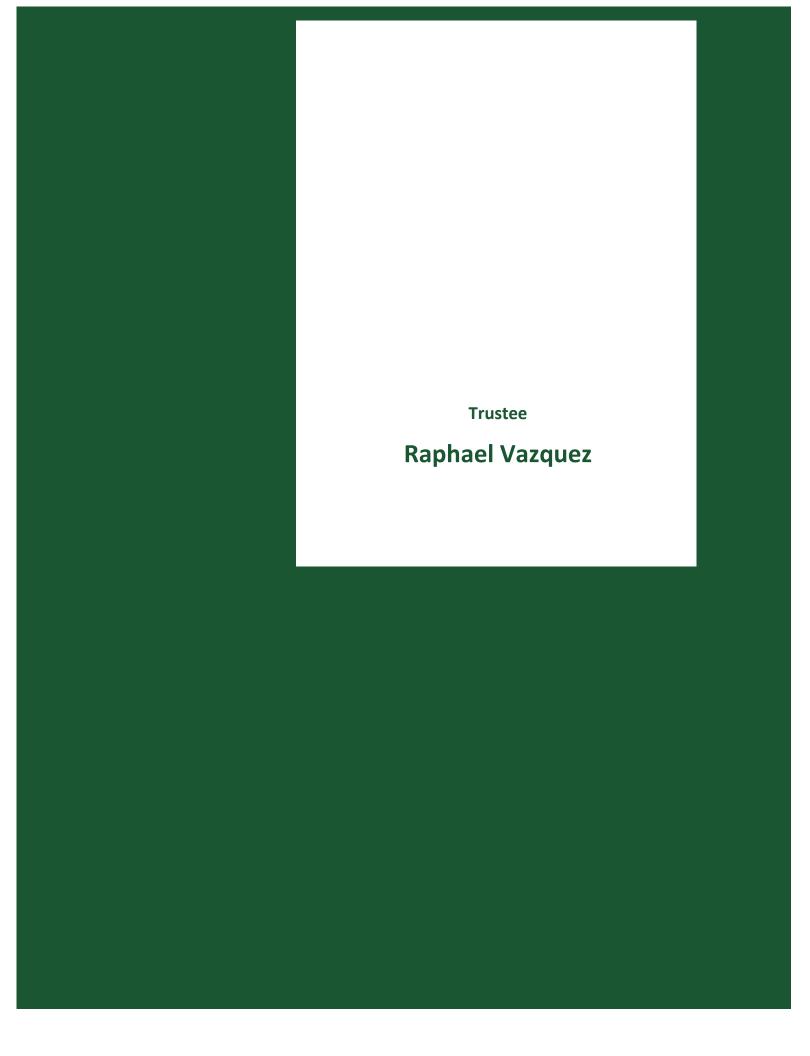| Strategic and Academic Leadership		
How effective is the president in **Strategic and Academic Leadership?**	Rating	Comments
Uses data to make timely, informed decisions that drive a culture of improvement in academic and administrative areas	Above Average	

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Division of Strategic Planning, Analysis & Institutional Effectiveness
2024-2025 President's Evaluation – Trustee Responses

Leads stakeholders in implementing strategic initiatives (short-term and long-term) that achieve a competitive advantage	Above Average	
Encourages and enables innovation in academic offerings	Above Average	
Understands the educational needs of FAMU's population and advocates for student support	Above Average	
Appropriately handles crisis and ensures that contingency plans are in place to avert or plan for future crisis	Above Average	
Understanding and ability to stand firm in decisions or to make quick changes, as appropriate	Above Average	
Performance-based Funding Metrics		
How effective is the President in **Performance-based Metrics**?	Ratings	Comments
Increase Performance Based Metric Score	Superior	Below the goal but a significant improvement from last year.
What have been the President's major accomplishments in the leadership of the institution over the last year?		
Overall leadership and stability of the institution during this time of transition while continuing to advance the strategic plan and advocate for the University with key stakeholders.		
What enhancements would you suggest to improve the President's effectiveness?		
Great Job as interim president.		

Trustee: Raphael Vazquez
Annual Priorities and Goals

How effective was the president in **attaining annual goals**?	Rating	Comments
Goal 1: Four-year Graduation Rate		
Goal 1.1: Increase the University's four-year graduation rate (PBF metric) to 43%	Superior	Major strides in the Four Year Grad Rate to 41%. Freshman programs (FAMU FYE) helping make the transition will only help address this moving forward.
Goal 1.2: Increase the University's second-year retention to 90%	Superior	Increase of 1.4% from prior year, it will be important for us to keep enhancing programs such as the Academic Recovery Program to keep students engaged.
Goal 2: Licensure Pass Rate		
Goal 2.1: Nursing to 85%	Superior	Law: Pass rates increased 26% Pharmacy: declined by 3% PT: declined by 4% Nursing: increased by 9% Keeping curriculum up to date and relevant with the licensure exams will be crucial moving forward to have the pass rates desired.
Goal 2.2: Law to 80%	Above Average	
Goal 2.3: Pharmacy to 90%	Average	
Goal 2.4: Physical Therapy to 88%	Average	
Goal 3: Annual Giving		
Goal 3.1: Increase annual giving to $25M	Average	The specific target was not achieved but there was an increase of 1.6% compared to prior year.
Goal 3.2: Increase the annual alumni giving rate to 9%	Average	
Goal 4: R&D Expenditures		
Goal 4: Increase total R&D expenditures to $60M	Superior	Significant strides in R&D. The goal of $60 million was exceeded achieving $79.9 Million.
Goal 5: Organizational Leadership		
Goal 5.1: Strategy Development – Effectively implement the year-three goals and priorities outlined in the new strategic plan	Above Average	

Goal 5.2: Ongoing improvement in the attainment of the top 100	Above Average	
Goal 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	Above Average	
Goal 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)	Above Average	
Goal 6: University Budget/Fiscal Management		
Goal 6.1: Financial Health - Strengthen the University's financial health by achieving or exceeding a minimum debt coverage ratio greater than or equal to 1.0	Above Average	
Goal 6.2: Strategic Resource Allocations – Continue to align resource allocations to adequately support the University's annual strategic priorities in all areas including athletics	Above Average	
Goal 7: Internal/External Relations		
Goal 7: Continue to expand relationship-building with key stakeholders, including students, faculty, staff, Boards, alumni, elected officials (local, state, national), corporations and the local community.	Superior	

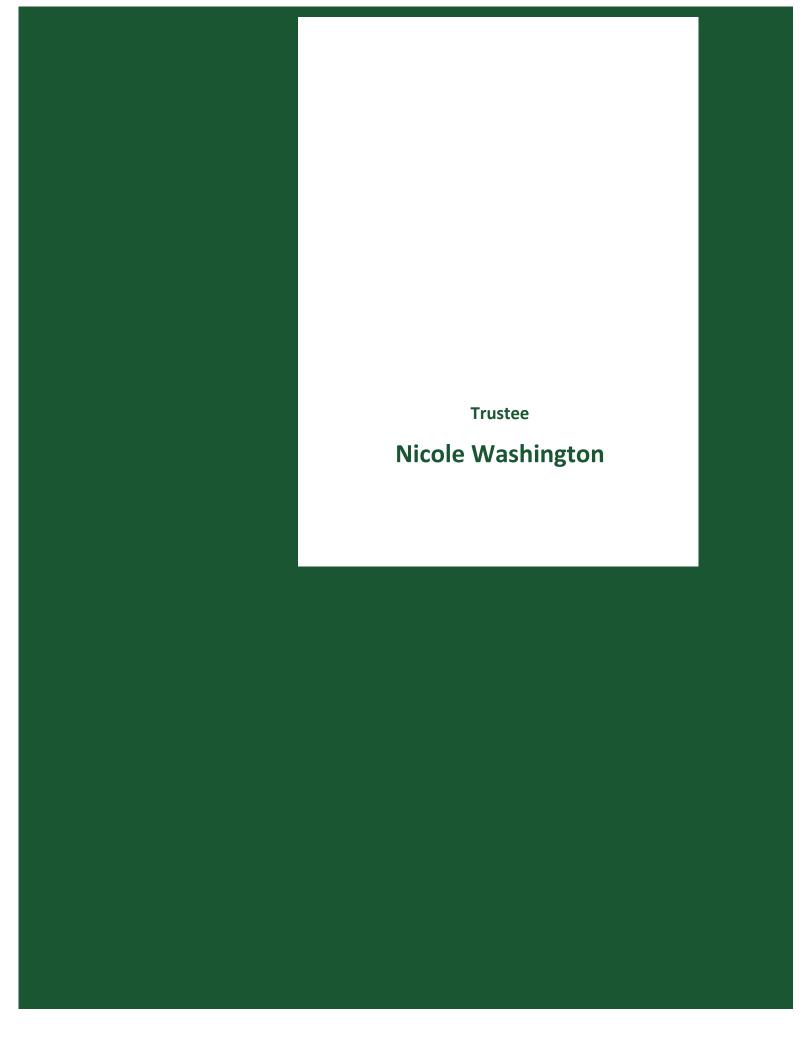| Strategic and Academic Leadership		
How effective is the president in **Strategic and Academic Leadership?**	Rating	Comments
Uses data to make timely, informed decisions that drive a culture of improvement in academic and administrative areas	Above Average	Excellent job in holding trainings for development of leaders throughout the year. Great job in communication with top Senior Leadership on your goals and

Leads stakeholders in implementing strategic initiatives (short-term and long-term) that achieve a competitive advantage	Superior	dedication to improving the student outcomes. It is important that we have PBF funding strategically allocated to assist students with unmet financial needs so they can graduate within four years.
Encourages and enables innovation in academic offerings	Superior	
Understands the educational needs of FAMU's population and advocates for student support	Above Average	
Appropriately handles crisis and ensures that contingency plans are in place to avert or plan for future crisis	Superior	
Understanding and ability to stand firm in decisions or to make quick changes, as appropriate	Superior	

Performance-based Funding Metrics

How effective is the President in **Performance-based Metrics**?	Ratings	Comments
Increase Performance Based Metric Score	Superior	Excellent job in growth over the prior year to achieve an 83.

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

President Beard stepped in as the Interim President to lead with integrity while achieving success in a short period of time. Kept momentum going for FAMU in the right direction. Specifically, in the areas of PBF metrics, community engagement, and overseeing the 700-bed residence hall construction.

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

In regards to the licensure pass rates for Pharmacy and Physical Therapy, making sure that the curriculum is aligned appropriately for student pass rate success.

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Trustee: Nicole Washington
Annual Priorities and Goals

How effective was the president in **attaining annual goals**?	Rating	Comments
Goal 1: Four-year Graduation Rate		
Goal 1.1: Increase the University's four-year graduation rate (PBF metric) to 43%	Average	
Goal 1.2: Increase the University's second-year retention to 90%	Average	
Goal 2: Licensure Pass Rate		
Goal 2.1: Nursing to 85%	Above Average	
Goal 2.2: Law to 80%	Average	
Goal 2.3: Pharmacy to 90%	Below Average	
Goal 2.4: Physical Therapy to 88%	Below Average	
Goal 3: Annual Giving		
Goal 3.1: Increase annual giving to $25M	Below Average	
Goal 3.2: Increase the annual alumni giving rate to 9%	Average	
Goal 4: R&D Expenditures		
Goal 4: Increase total R&D expenditures to $60M	Above Average	
Goal 5: Organizational Leadership		
Goal 5.1: Strategy Development – Effectively implement the year-three goals and priorities outlined in the new strategic plan	Average	

Goal 5.2: Ongoing improvement in the attainment of the top 100	Average	
Goal 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	Below Average	
Goal 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)	Below Average	

Goal 6: University Budget/Fiscal Management

Goal 6.1: Financial Health - Strengthen the University's financial health by achieving or exceeding a minimum debt coverage ratio greater than or equal to 1.0	Average	
Goal 6.2: Strategic Resource Allocations – Continue to align resource allocations to adequately support the University's annual strategic priorities in all areas including athletics	Below Average	

Goal 7: Internal/External Relations

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

Strategic and Academic Leadership		
How effective is the president in **Strategic and Academic Leadership?**	Rating	Comments
Uses data to make timely, informed decisions that drive a culture of improvement in academic and administrative areas	Average	

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Division of Strategic Planning, Analysis & Institutional Effectiveness
2024-2025 President's Evaluation – Trustee Responses

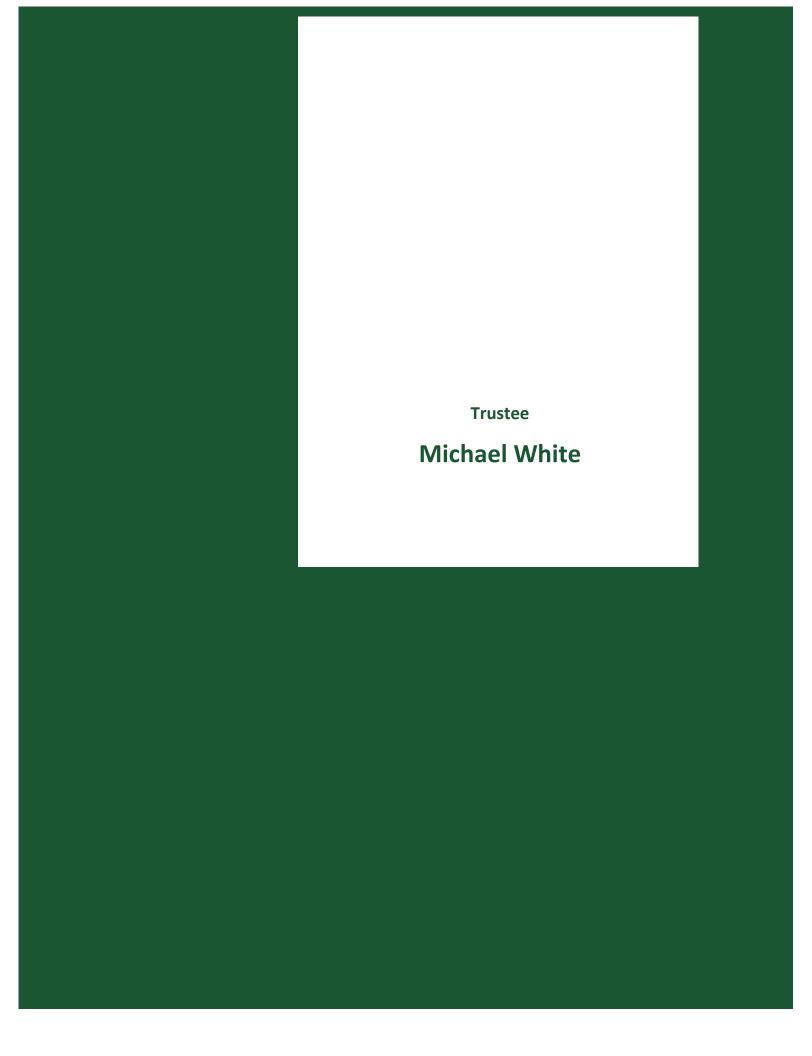|		
Leads stakeholders in implementing strategic initiatives (short-term and long-term) that achieve a competitive advantage	Below Average	
Encourages and enables innovation in academic offerings	Below Average	
Understands the educational needs of FAMU's population and advocates for student support	Average	
Appropriately handles crisis and ensures that contingency plans are in place to avert or plan for future crisis	Below Average	
Understanding and ability to stand firm in decisions or to make quick changes, as appropriate	Average	
Performance-based Funding Metrics		
How effective is the President in **Performance-based Metrics**?	Ratings	Comments
Increase Performance Based Metric Score	Above Average	
What have been the President's major accomplishments in the leadership of the institution over the last year?		
Maintaining momentum and increasing the graduation rate and overall performance funding score.		
What enhancements would you suggest to improve the President's effectiveness?		
N/A		

Trustee: Michael White		
Annual Priorities and Goals		
How effective was the president in **attaining annual goals**?	Rating	Comments
Goal 1: Four-year Graduation Rate		
Goal 1.1: Increase the University's four-year graduation rate (PBF metric) to 43%	Below Average	Can't say I can clearly understand what President Beard did to increase the goal.
Goal 1.2: Increase the University's second-year retention to 90%	Below Average	
Goal 2: Licensure Pass Rate		
Goal 2.1: Nursing to 85%	Below Average	
Goal 2.2: Law to 80%	Average	
Goal 2.3: Pharmacy to 90%	Below Average	
Goal 2.4: Physical Therapy to 88%	Below Average	
Goal 3: Annual Giving		
Goal 3.1: Increase annual giving to $25M	Poor	We as an institution need to be more strategic with how we approach fundraising.
Goal 3.2: Increase the annual alumni giving rate to 9%	Poor	
Goal 4: R&D Expenditures		
Goal 4: Increase total R&D expenditures to $60M	Below Average	It is very unclear what we are trying to accomplish with our R&D expenditures.
Goal 5: Organizational Leadership		
Goal 5.1: Strategy Development – Effectively implement the year-three goals and priorities outlined in the new strategic plan	Below Average	Accountability is few [and] far between at FAMU. We shuffle the deck when certain staff can't cut it at their position.

Goal 5.2: Ongoing improvement in the attainment of the top 100	Below Average	
Goal 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	Poor	
Goal 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)	Poor	
Goal 6: University Budget/Fiscal Management		
Goal 6.1: Financial Health - Strengthen the University's financial health by achieving or exceeding a minimum debt coverage ratio greater than or equal to 1.0	Poor	There has been no accountability in the financial side of the house.
Goal 6.2: Strategic Resource Allocations – Continue to align resource allocations to adequately support the University's annual strategic priorities in all areas including athletics	Poor	
Goal 7: Internal/External Relations		
Goal 7: Continue to expand relationship-building with key stakeholders, including students, faculty, staff, Boards, alumni, elected officials (local, state, national), corporations and the local community.	Average	

Strategic and Academic Leadership

How effective is the president in **Strategic and Academic Leadership?**	Rating	Comments
Uses data to make timely, informed decisions that drive a culture of improvement in academic and administrative areas	Below Average	

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Division of Strategic Planning, Analysis & Institutional Effectiveness
2024-2025 President's Evaluation – Trustee Responses

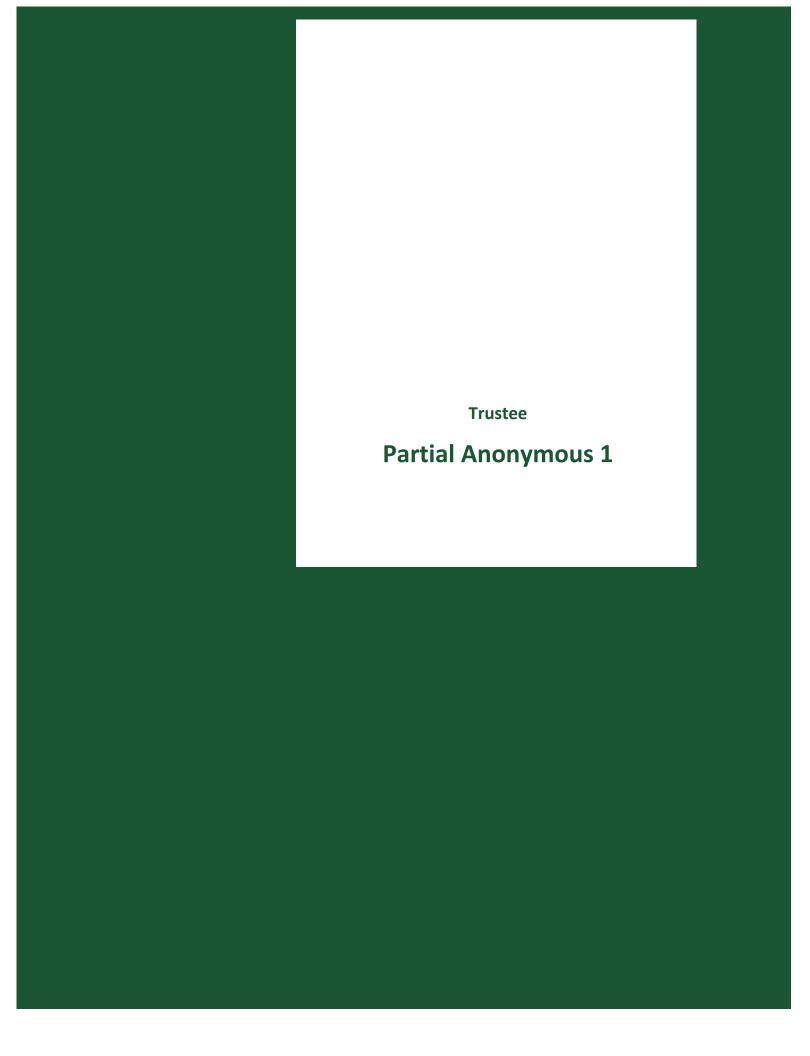|		
Leads stakeholders in implementing strategic initiatives (short-term and long-term) that achieve a competitive advantage	Below Average	
Encourages and enables innovation in academic offerings	Below Average	
Understands the educational needs of FAMU's population and advocates for student support	Below Average	
Appropriately handles crisis and ensures that contingency plans are in place to avert or plan for future crisis	Average	
Understanding and ability to stand firm in decisions or to make quick changes, as appropriate	Below Average	

Performance-based Funding Metrics

How effective is the President in **Performance-based Metrics**?	Ratings	Comments
Increase Performance Based Metric Score	Average	

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

N/A

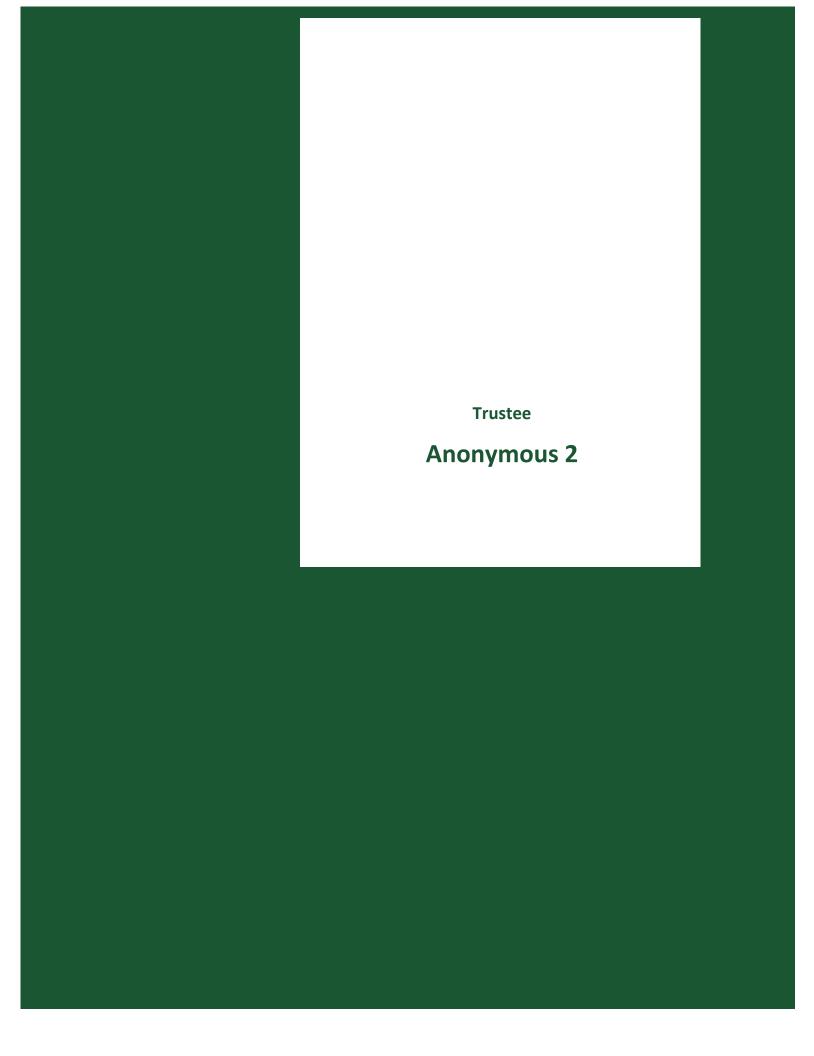### What enhancements would you suggest to improve the President's effectiveness?

Accountability

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Division of Strategic Planning, Analysis & Institutional Effectiveness
2024-2025 President's Evaluation – Trustee Responses

Trustee: Partial Anonymous 1		
Annual Priorities and Goals		
How effective was the president in **attaining annual goals**?	Rating	Comments
Goal 1: Four-year Graduation Rate		
Goal 1.1: Increase the University's four-year graduation rate (PBF metric) to 43%	Below Average	I can't really use this metric due to him being an [interim] but he ain't help the graduation rate. Nothing was accomplished this year. Most definitely nothing of substance.
Goal 1.2: Increase the University's second-year retention to 90%	Below Average	
Goal 2: Licensure Pass Rate		
Goal 2.1: Nursing to 85%	Below Average	Again, Dr. Beard has not shown the capacity to complete any task. Staff hires around him haven't been effective either.
Goal 2.2: Law to 80%	Below Average	
Goal 2.3: Pharmacy to 90%	Below Average	
Goal 2.4: Physical Therapy to 88%	Below Average	
Goal 3: Annual Giving		
Goal 3.1: Increase annual giving to $25M		
Goal 3.2: Increase the annual alumni giving rate to 9%		
Goal 4: R&D Expenditures		
Goal 4: Increase total R&D expenditures to $60M		
Goal 5: Organizational Leadership		
Goal 5.1: Strategy Development – Effectively implement the year-three goals and priorities outlined in the new strategic plan		

Goal 5.2: Ongoing improvement in the attainment of the top 100		
Goal 5.3: Talent Acquisition (Employs highly qualified academic and administrative officers), Development (Completes 100% of written performance reviews for SLT), Retention, Succession and Organizational Effectiveness		
Goal 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)		

Goal 6: University Budget/Fiscal Management

Goal 6.1: Financial Health - Strengthen the University's financial health by achieving or exceeding a minimum debt coverage ratio greater than or equal to 1.0		
Goal 6.2: Strategic Resource Allocations – Continue to align resource allocations to adequately support the University's annual strategic priorities in all areas including athletics		

Goal 7: Internal/External Relations

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

Strategic and Academic Leadership		
How effective is the president in **Strategic and Academic Leadership?**	Rating	Comments
Uses data to make timely, informed decisions that drive a culture of improvement in academic and administrative areas		

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Division of Strategic Planning, Analysis & Institutional Effectiveness
2024-2025 President's Evaluation – Trustee Responses

Leads stakeholders in implementing strategic initiatives (short-term and long-term) that achieve a competitive advantage		
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		

Performance-based Funding Metrics

How effective is the President in **Performance-based Metrics**?	Ratings	Comments
Increase Performance Based Metric Score		

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

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

Trustee: Anonymous 2
Annual Priorities and Goals

How effective was the president in **attaining annual goals**?	Rating	Comments
Goal 1: Four-year Graduation Rate		
Goal 1.1: Increase the University's four-year graduation rate (PBF metric) to 43%	Average	
Goal 1.2: Increase the University's second-year retention to 90%	Average	
Goal 2: Licensure Pass Rate		
Goal 2.1: Nursing to 85%	Above Average	
Goal 2.2: Law to 80%	Above Average	
Goal 2.3: Pharmacy to 90%	Above Average	
Goal 2.4: Physical Therapy to 88%	Above Average	
Goal 3: Annual Giving		
Goal 3.1: Increase annual giving to $25M	Below Average	
Goal 3.2: Increase the annual alumni giving rate to 9%	Below Average	
Goal 4: R&D Expenditures		
Goal 4: Increase total R&D expenditures to $60M	Above Average	
Goal 5: Organizational Leadership		
Goal 5.1: Strategy Development – Effectively implement the year-three goals and priorities outlined in the new strategic plan	Average	

Goal 5.2: Ongoing improvement in the attainment of the top 100	Above Average	
Goal 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	Average	
Goal 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)	Average	
Goal 6: University Budget/Fiscal Management		
Goal 6.1: Financial Health - Strengthen the University's financial health by achieving or exceeding a minimum debt coverage ratio greater than or equal to 1.0	Above Average	
Goal 6.2: Strategic Resource Allocations – Continue to align resource allocations to adequately support the University's annual strategic priorities in all areas including athletics	Above Average	
Goal 7: Internal/External Relations		
Goal 7: Continue to expand relationship-building with key stakeholders, including students, faculty, staff, Boards, alumni, elected officials (local, state, national), corporations and the local community.	Above Average	

Strategic and Academic Leadership		
How effective is the president in **Strategic and Academic Leadership?**	Rating	Comments
Uses data to make timely, informed decisions that drive a culture of improvement in academic and administrative areas	Average	

Leads stakeholders in implementing strategic initiatives (short-term and long-term) that achieve a competitive advantage	Average	
Encourages and enables innovation in academic offerings	Above Average	
Understands the educational needs of FAMU's population and advocates for student support	Above Average	
Appropriately handles crisis and ensures that contingency plans are in place to avert or plan for future crisis	Above Average	
Understanding and ability to stand firm in decisions or to make quick changes, as appropriate	Above Average	

Performance-based Funding Metrics

How effective is the President in **Performance-based Metrics**?	Ratings	Comments
Increase Performance Based Metric Score	Average	

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

His willingness to take over an organization in crisis and begin to rebuild the university's leadership and overall primary mission.

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

N/A

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Division of Strategic Planning, Analysis & Institutional Effectiveness
2024-2025 President's Evaluation – Trustee Responses