

**Florida Agricultural and Mechanical University
Board of Trustees**



Presidential Evaluation Committee Meeting

Date: June 9, 2015

Time: 2:00 PM

Location: Grand Ballroom

Committee Members: Kimberly Moore, Chair
Torey Alston, Bettye Grable, Tonnette Graham, Kelvin Lawson, Spurgeon McWilliams and Rufus Montgomery

AGENDA

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| I. | Call to Order | Kimberly Moore, Chair |
| II. | Roll Call | |

ACTION ITEM

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| III. | Approval of Minutes (April 30, 2015 & May 13, 2015) | Kimberly Moore, Chair |
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INFORMATIONAL ITEMS

- | | | |
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| IV. | Presidential Evaluation | Kimberly Moore |
| | a. Timeline Review | |
| | b. Evaluation & Submission Process | |
| | c. Report Summary | |
| V. | 2015-2016 Priorities, Goals and Objectives | Kimberly Moore |
| | a. Revised Goals | |
| | b. Pending Items | |
| | c. SUS – Goal Comparison | |
| | d. Timeline Review | |
| VI. | Miscellaneous | |
| VII. | Adjournment | Kimberly Moore, Chair |

Presidential Evaluation Timeline

Date	Description
04/30/2015	The Presidential Evaluation Committee will hold its initial meeting.
05/01/2015	Chairman Montgomery will share with the Presidential Evaluation Committee the proposed 2015/2016 performance goals and objectives presented by President Mangum for consideration.
05/07/2015	The Presidential Evaluation Committee Chair will meet with President Mangum to discuss the following: 1). The evaluation process, 2). President Mangum's proposed 2015/2016 performance goals and objectives and 3). Any feedback/suggestions that she would like to contribute related to the aforementioned items.
May 2015	The Presidential Evaluation Committee will meet to approve the evaluation tool that will be recommended to the Board for use. Additionally, the Committee will address the proposed 2015/2016 goals and objectives presented by President Mangum. Note the Committee will work collaboratively to reach mutual agreement with President Mangum regarding the annual goals and objectives for the succeeding year.
May 2015	The Board will meet to approve the evaluation tool that will be implemented by the Presidential Evaluation Committee to address the 2014/2015 performance period.
06/01/2015	President Mangum will initiate a self-appraisal/evaluation process of the approved goals and objectives for the 2014/2015 performance review period and other such criteria as deemed appropriate by the Board.

June 2015	The Board will meet to approve the draft 2015/2016 performance goals and objectives and other such criteria as deemed appropriate by the Board.
June 2015	The Presidential Evaluation Committee will conduct its initial review of the President's performance for the 2014/2015 performance period. The Committee will initiate distribution of President Mangum's self-appraisal along with the approved evaluation tool to the full Board. The Presidential Evaluation Committee will ensure compilation of the feedback received from the Board members.
July 2015	The Presidential Evaluation Committee will provide President Mangum with a written assessment of its evaluation.
July - August 2015	The Presidential Evaluation Committee will meet and approve its draft of the final evaluation report.
July - August 2015	The Presidential Evaluation Committee will present to the Board a written assessment and recommended performance rating for approval.

Annual Goals and Objectives 2015-2016

Create a 21st Century Living and Learning Community

	Strategic Initiative	Status
1	Recruit new faculty for program enrichment into high priority and strategic areas. <i>Performance Metric: # of new turnover</i>	<i>Ongoing</i>
2	Engage the Board of Trustees in formulating policy and regulations that affect efficiency, productivity, and financial support for the University. <i>Performance Metric: Robust communication and presentations of industry standards</i>	<i>Ongoing</i>
3	Identify campus thought leaders to contribute to the national dialogue about the value of and the access and affordability of education for first-generation and adult students. <i>Performance Metric: # of national presentations or invitations</i>	<i>New</i>
4	Engage in shared governance with the faculty to enhance the University's performance under the Board of Governors' Performance Funding Model. <i>Performance Metric: # of meetings and other communications</i>	<i>New</i>
5	Expand online courses to facilitate enrollment growth, retention, and graduation rates. <i>Performance Metric: : # of new courses and rate change</i>	<i>Ongoing</i>
6	Update the Master Plan to encompass revitalization of campus "Main Street" and surrounding Southside neighborhood. <i>Performance Metric: Comparison old versus new</i>	<i>New</i>
7	Support and maintain athletic programs and expand opportunities that contribute to a positive academic and competitive collegiate experience for student success within NCAA guidelines. <i>Performance Metric: Reduction in violations and retention of athletes</i>	<i>Ongoing</i>
8	Continue to develop living-learning communities to enhance the educational experience and the overall quality of student success with residence hall programming and expanded dining options. <i>Performance Metric: Decrease in number of student complaints</i>	<i>New</i>
9	Develop and implement strategies to increase the number of degrees awarded in the BOG Areas of Strategic Emphasis, including STEM for undergraduate and graduate degrees. <i>Performance Metric: Count & enrollment</i>	<i>Ongoing</i>
10	Increase efforts to establish theme housing and collaborative study spaces that complement academic program priorities and group work. This will be accomplished by assigning students with similar interests to facilities that complement academic programs. <i>Performance Metric: Housing assignments by theme</i>	<i>New</i>
12	Continue to expand the use of campus spaces by outside groups to expose the community to our students and to raise funds to supplement operating costs and facility maintenance. <i>Performance Metric: Count requests</i>	<i>Ongoing</i>

13	Continue efforts to restore pride and campus beautification. Performance Metric: Visual	Ongoing
14	Expand the public service and community engagement for staff, students, and faculty. Performance Metric: Attendance, volunteer, and presentation	Ongoing

Enable Excellence in University Processes and Procedures

	Strategic Initiative	Status
1	Improve the accuracy of job descriptions and assignments of responsibility for faculty and staff and continue internal reorganization for efficiency and effectiveness. Performance Metric: Better customer service, reduction of complaints & grievances	Ongoing
2	Provide professional development opportunities for employees to facilitate use of best practices and creativity in program delivery and design Performance Metric: Improved service delivery	New
3	Create and implement an effective means of connecting faculty to potential collaborators and appropriate funding opportunities. Performance Metric: Department research & public engagement	New
4	Establish an organized system of program review that manages the accreditation and reaccreditation processes. Performance Metric: Plan in place	New
5	Expand online courses to facilitate enrollment growth, retention, and graduation rates. Performance Metric: Count	New
6	Automate manual processes where possible and align bandwidth with performance goals. Performance Metric: Automated systems	Ongoing
7	Support and maintain athletic programs and expand opportunities that contribute to a positive academic and competitive collegiate experience for student success within NCAA rules. Performance Metric: NCAA rules	Ongoing
8	Develop and begin implementing protocols and action plans to improve the University's ranking by publications such as <i>U.S. News & World Report</i> and <i>Princeton Review</i> . Performance Metric: Rankings	New
9	Enhance risk management by completing annual risk assessments, thus allowing us to allocate resources to higher risk areas. Performance Metric: Report	New
10	Eliminate excessive use of outside consultants and trades where we already have campus expertise. Performance Metric: Number	New

Develop, Enhance, and Retain Resources to Achieve Mission

	Strategic Initiative	Status
1	Develop and roll out a strategic annual and major-gift fundraising campaign. Performance Metric: Plan	<i>New</i>
2	Document existing financial conditions and provide a structure for reporting all funds and expenditures to stakeholders. Performance Metric: Reports	<i>Ongoing</i>
3	Redesign the direct support organizations more strategically to support university operations. Performance Metric: Actions/progress	<i>Ongoing</i>
4	Complete the transfer of land and develop a long-term strategy to generate income and increased research from the Brooksville property, which is being granted to the University by the federal government. Performance Metric: Completion	<i>New</i>
5	Establish a comprehensive research strategy linked to areas of critical importance to the University. Performance Metric: Plan by discipline	<i>New</i>
6	Develop a comprehensive strategy to identify processes to promote “tech transfer” to move patents and innovations to the mainstream for the purpose of increasing revenues and finding solutions to social, medical, and technological problems. Performance Metric: Plan	<i>New</i>
7	Continue to increase transfer and articulation agreements with high schools and community colleges. Performance Metric: Count new and enrollment trends	<i>Ongoing</i>
8	Develop and begin implementing a multi-year plan to enhance research capability and funding across all platforms. Performance Metric: Create a strategic research plan	<i>Ongoing</i>
9	Completely redesign the website to make it more student-centric and user-friendly across all platforms. Performance Metric: The launch of the redesign	<i>New</i>
10	Promote the active participation of students, faculty, and staff in University energy-efficiency and other sustainability efforts. Performance Metric: Programs documenting engagement	<i>New</i>

Enable Excellence in University Relations and Development

	Strategic Initiative	Status
1	Improve data collection – regarding giving – to ensure accurate information is available so that a targeted and focused strategy of giving can be initiated. Performance Metric: Files	Ongoing
2	Implement the silent phase of a strategic capital campaign to provide an endowment for critical areas. Performance Metric: Launch campaign	New
3	Upgrade equipment and staffing for FAMU TV-20 to enable enhanced programming for the University and Tallahassee. Performance Metric: Visual	New
4	Continue the process of rebranding toward a best-in-class University by establishing metrics that underpin more-efficient operational results. Performance Metric: Visual/#	Ongoing
5	In conjunction with the Office of Communication and External Relations, redesign the University’s website to be more appealing, responsive, and student-centric. Performance Metric: Visual	New
6	Support fundraising and recruitment through increased use of analytics and behavior-based marketing techniques. Performance Metric: Count	New

Enhance Environment to Promote Internationalization, Diversity, and Inclusiveness

	Strategic Initiative	Status
1	Expand and enhance relationship with Brazil through expansion of Nascimento Program. Performance Metric: Program	Ongoing
2	Provide materials in print and online in Spanish, thus increasing our reach to the worldwide Spanish-speaking audience. Performance Metric: Publications	New
3	Establish international and diverse alumni associations. Performance Metric: List/report	New
4	Increase the number of research, education, and extension activities between the University and local small farmers, African-American farmers, and other agricultural entrepreneurs. Performance Metric: Lists/count	New

Committee Action Items

1. Identify and contact 4- 5 institutions for the purpose of determining the metrics and standards being applied when measuring the effectiveness of their president. Additionally, please secure any procedures utilized by the institutions to document the process followed when evaluating their president. Note you will need to outline the rationale for selecting the institutions used in the sample.
2. With respect to facility usage, please provide the procedures in place that address external or internal stakeholder requests. Please be sure to include the approval process, current usage and rental revenue collected over the last 2 - 3 years.
3. Regarding the proposed 2015/2016 goals and objectives, where applicable, a request was made by the Committee to establish a benchmark or trend line. Therefore, using the last 3 years as a target, please provide all data available that corresponds with the proposed goals and objectives

Presidential Goals Comparison

The goals selected correspond to SUS Presidents whose institutions are classified as a "Research University" and noted in FAMU's 2015 Plan (p. 7).

Goals	FAMU	FSU	FIU	USF	UCF
Student Success (<i>examples</i>) 1. Increase freshman retention rate 2. Increase graduation rates 3. Increase progression rate 4. Achieve Student Access 5. Increase # of doctoral degrees awarded annually 6. Improve academic quality 7. Focus on STEM Programs	✓	✓	✓	✓	✓
Increase number of first generation college students			✓		
Increase number of students that participate in internships			✓		
Post-graduation employment			✓		
Support DSO's	✓			✓	
Distance learning (continue development of high quality programs)	✓	✓	✓		
Research (<i>examples</i>) 1. Maintain research national ranking 2. Maintain ranking for patents 3. Increase number of awards received annually 4. Improve faculty scholarship and research (publications) 5. Increase professional contributions 6. Increase number of start-up companies 7. Increase endowments	✓	✓	✓	✓	✓
Fundraising (<i>examples</i>) 1. Specific amount raised by constituent groups 2. Increase overall fund raising 3. Increase endowments from ___ to ___.	✓	✓		✓	

Athletics (examples) 1. Improve APR rate 2. Create Athletic strategic Plan 3. Support strong program	✓	✓		✓	✓
Valued Partnerships (examples) 1. Community engagement 2. Community service	✓	✓			✓
Sustained Institutional Excellence (ensure structures are maintained)	✓				
Recruit High Quality Faculty and Staff	✓	✓		✓	✓
Maximize the acquisition and deployment of resources and Improve Cash Reserves	✓			✓	
Achieve legislative goal re: funding			✓		
Provide Strong Leadership	✓	✓			
Create Public Private Partnerships					✓
International Prominence	✓				✓
Diversity	✓		✓		✓
Enhance reputation	✓				✓
Board and Governance Relations	✓				

***Some of the institutions noted the BOG performance funding metrics and how their respective Universities performed.**

General Observations

- 50% of the SUS Institutions include as a goal and objective the following indicators when measuring the effectiveness of their president.
 - Student Success
 - Distance Learning
 - Research
 - Fundraising
 - Athletics
 - Value Partnerships
 - Recruit High Quality Faculty
 - Diversity

Presidential Evaluation Committee

Milestone(s)	
Date	Description
04/30/2015	Presidential Evaluation Committee will convene their initial meeting.
05/07/2015	Presidential Evaluation Committee Chair will meet with President Mangum to discuss the process and secure feedback.
07/01/2015	Presidential Evaluation Committee will initiate distribution of the approved evaluation tool to the full Board.

Required Meetings	
Date	Description
May 2015	Presidential Evaluation Committee will meet to finalize and approve the evaluation tool to be used and discuss the proposed 2015/2016 goals and objectives.
June 2015	Presidential Evaluation Committee will meet to approve 2015/2016 goals and objectives.
August 2015	Board of Trustee meeting will take action on the evaluation.

Task(s)			
Duration (days)	Start Date	End Date	Description
1	05/01/2015	05/01/2015	President Mangum – Shall submit a proposed list of goals and objectives for the 2015/2016 performance review period to Chairman Montgomery. (Section 5.0 – 5.1)
1	06/01/2015	06/01/2015	President Mangum – Shall initiate a self-appraisal/evaluation process on the approved goals and objectives for the 2014/2015 performance review period. (Section 5.0 – 5.2)
1	06/01/2015	06/01/2015	President Mangum shall provide a report of all University-related non-salary compensation on or before June 1 of each year to the extent required by state regulation. (Section 7.0 – 7.5)
1	07/01/2015	07/01/2015	The Board or a Committee shall agree upon finalized goals and objectives for the 2015/2016 performance review period. (Section 5.0 – 5.1)
92	07/01/2015	09/30/2015	The Board must complete an evaluation of President Mangum's Performance based on the mutually agreed upon goals and objectives and such other criteria as the Board deems appropriate. (Section 5.0 – 5.2)
1	10/01/2015	10/01/2015	The Board shall consider by taking a vote the payment on a performance bonus. Upon Board approval of a performance bonus, payment shall be paid within 60 days. (Section 5.0 – 5.3)