



# Board of Trustees' Self-evaluation (2022-23)

A descriptive report of the results for the  
2022-23 Board of Trustees' Self-evaluation

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Report prepared by:



## Overview

### Report Timeline, Response Rate, and Assessment Development

The link to the Board of Trustee self-assessment was sent via email to all trustees on July 1, 2023 and closed on July 15, 2023. At the time of closing, there were no partial survey responses in the queue. Of the thirteen trustees, seven completed the survey for a 54% response rate.

The evaluation instrument was approved by the Board of Trustees on June 4, 2020. Board members were provided the opportunity to request revision of the existing survey; however, no responses were received.

The survey is comprised of six Factors, each containing multiple statements (number of questions for each Factor is indicated in parentheses) on which each trustee rates the Board's performance on a five- point Likert-type scale (Superior, Above Average, Average, Below Average, Poor). Each Factor includes an open-ended question to gather detailed feedback.

The six Factors are:

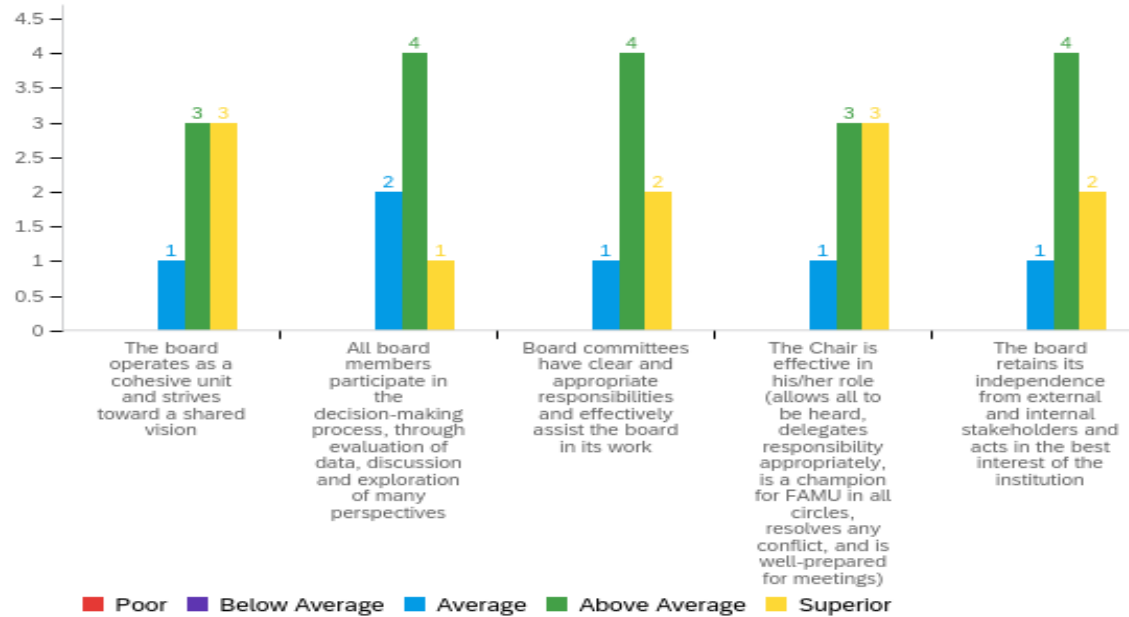
1. Board Organization, Governance and Leadership (5)
2. Board Relations (3)
3. Policy (3)
4. University Operations and Performance (5)
5. Institutional Sustainability (4)
6. Board Education (4)

The final section of the instrument includes four open-ended questions to elicit qualitative feedback on the Board's performance.

This report contains an overview of all questions and documentation of the responses received for each question.

## Board Organization, Governance, and Leadership

### Responses



2021-22 Response Average	2022-23 Response Average	Board Organization, Governance and Leadership	Number of Responses by Level				
			Poor	Below Average	Average	Above Average	Superior
4.0	4.3	The board operates as a cohesive unit and strives toward a shared vision	0	0	1	3	3
4.0	3.9	All board members participate in the decision-making process, through evaluation of data, discussion and exploration of many perspectives	0	0	2	4	1
3.8	4.1	Board committees have clear and appropriate responsibilities and effectively assist the board in its work	0	0	1	4	2
4.3	4.3	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)	0	0	1	3	3
4.0	4.1	The board retains its independence from external and internal stakeholders and acts in the best interest of the institution	0	0	1	4	2

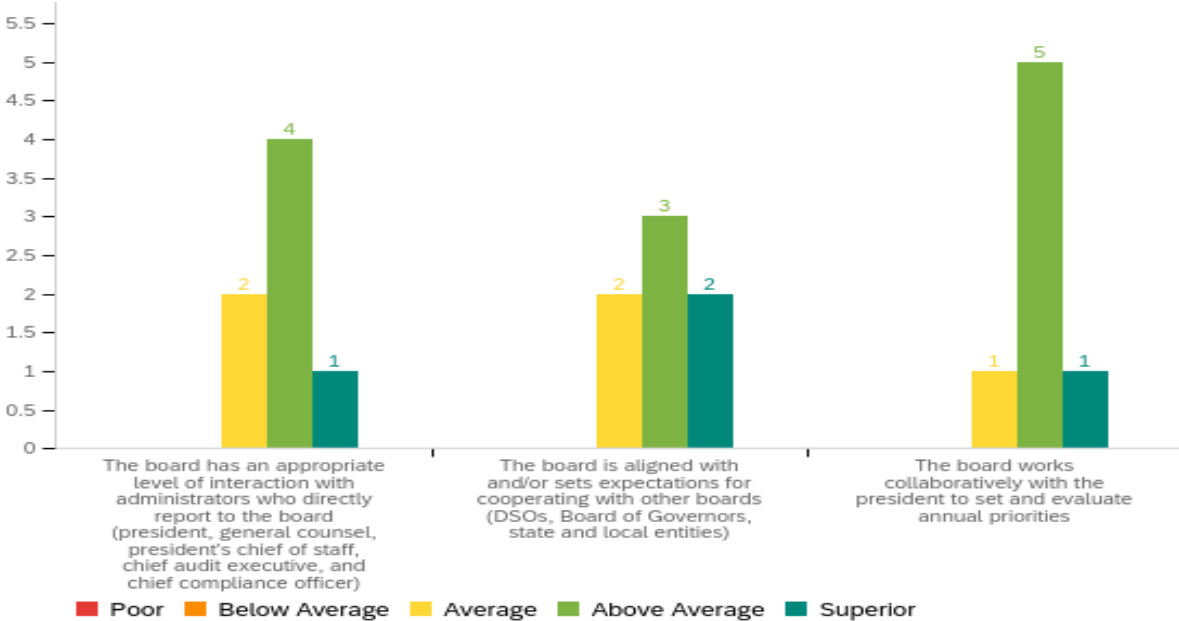
## Board Organization, Governance, and Leadership

### Comments

- This board operates very well provided the restricted SUS Governing Rules for BOT members of State Institutions.
- The Board needs to get to know each other better as individuals. We need to as a board be better managers of time.
- I feel the board is high functioning and very engaged. Committee's are well represented, and the mission is clear. An opportunity would be to revisit this on an annual basis and update as needed.
- We have learned each others talents and what each member brings to the board. The committees work well with the faculty in finding solutions to the problems and opportunities for improvement.

# Board Relations

**Responses**



2021-22 Response Average	2022-23 Response Average	Board Relations	Number of Responses by Level				
			Poor	Below Average	Average	Above Average	Superior
4.0	3.9	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)	0	0	2	4	1
4.0	4.0	The board is aligned with and/or sets expectations for cooperating with other boards (DSOs, Board of Governors, state and local entities)	0	0	2	3	2
4.1	4.0	The board works collaboratively with the president to set and evaluate annual priorities	0	0	1	5	1

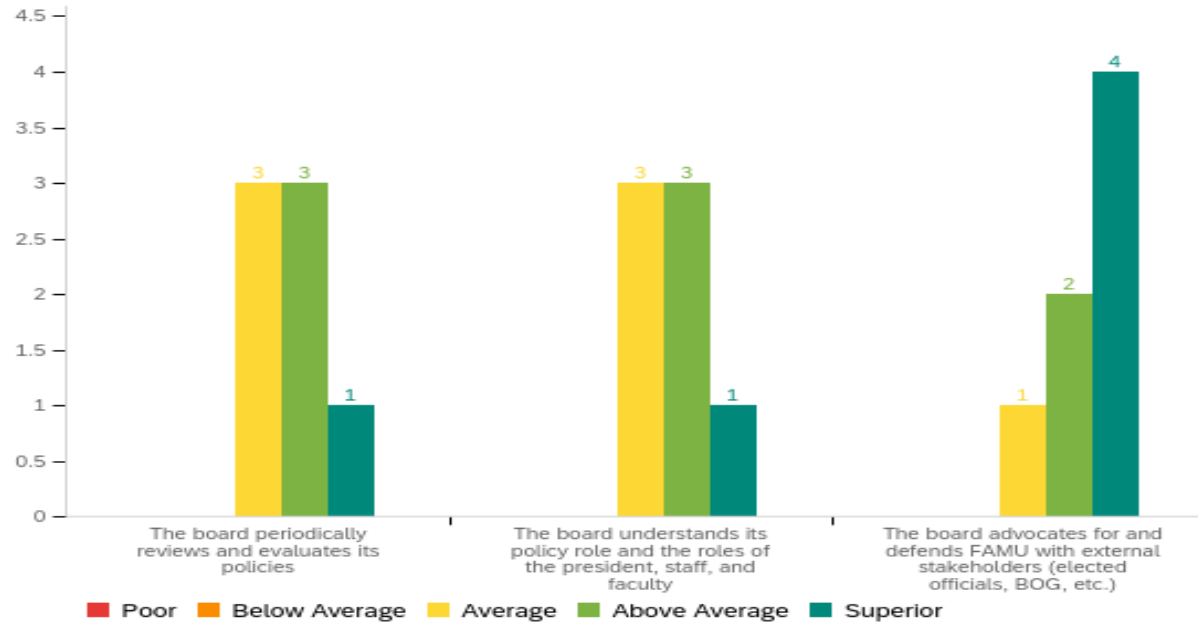
## Board Relations

### Comments

- It's important for board members to use 'a noses in fingers out' approach to balance our role in governance, and not day to day operations. Sometimes board members get immersed in operational details. We should remain focused on governance, strategy, and accountability.
- Same comments, this board performs very well provided the restrictive SUS Governing Rules in place for State Institutions.
- Board was integral in working with the President on the Universities strategic plan. Board also has full access to staff and others at the University to support initiatives and to collaborate on areas of interest of opportunities to the University.

## Policy

### Responses



2021-22 Response Average	2022-23 Response Average	Policy	Number of Responses by Level				
			Poor	Below Average	Average	Above Average	Superior
3.4	3.7	The board periodically reviews and evaluates its policies	0	0	3	3	1
4.1	3.7	The board understands its policy role and the roles of the president, staff, and faculty	0	0	3	3	1
4.3	4.4	The board advocates for and defends FAMU with external stakeholders (elected officials, BOG, etc.)	0	0	1	2	4

## Policy

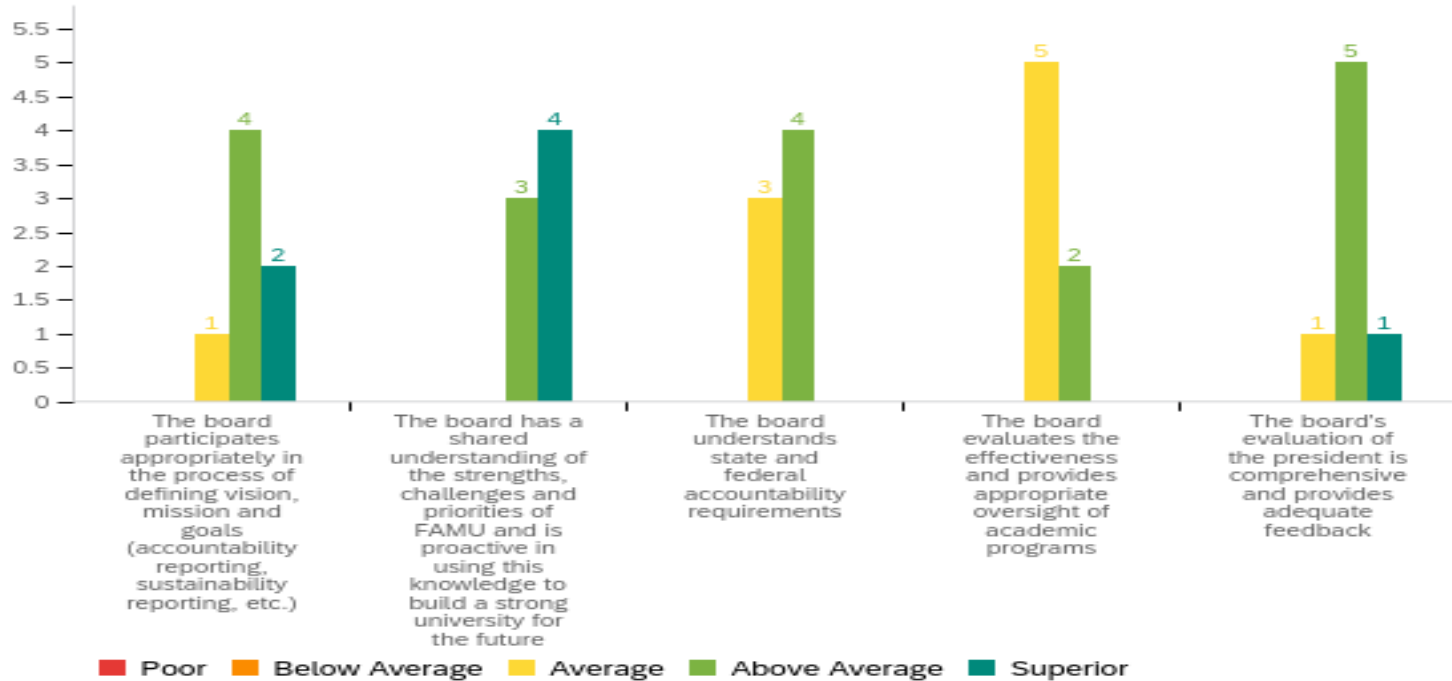
### Comments

- Same comments, this board performs very well provided the restrictive SUS Governing Rules in place for State Institutions.
- Board does an annual review of policy, governance and its remit at the annual retreat. This is facilitated by an external consultant that has deep knowledge in this area and demonstrates an unbiased view of what good looks.
- We clearly understand policy verses operational roles. The President is our only employee and he is held accountable for the execution of the strategy and polices established by the board and board of Governors.



# University Operations and Performance

## Responses



2021-22 Response Average	2022-23 Response Average	University Operations and Performance	Number of Responses by Level				
			Poor	Below Average	Average	Above Average	Superior
4.2	4.1	The board participates appropriately in the process of defining vision, mission and goals (accountability reporting, sustainability reporting, etc.)	0	0	1	4	2
4.2	4.6	The board has a shared understanding of the strengths, challenges and priorities of FAMU and is proactive in using this knowledge to build a strong university for the future	0	0	0	3	4
3.8	3.6	The board understands state and federal accountability requirements	0	0	3	4	0
4.3	3.3	The board evaluates the effectiveness and provides appropriate oversight of academic programs	0	0	5	2	0
4.0	4.0	The board's evaluation of the president is comprehensive and provides adequate feedback	0	0	1	5	1

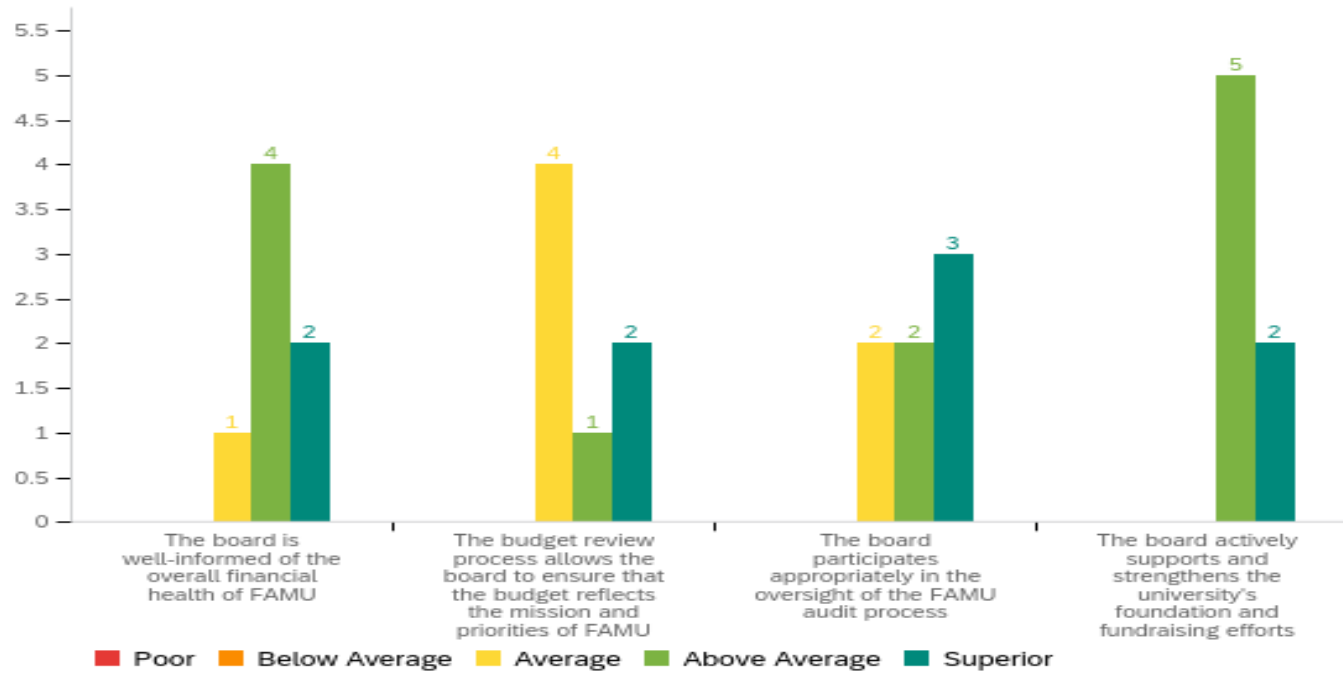
## University Operations and Performance

### Comments

- Same comments, this board performs very well provided the restrictive SUS Governing Rules in place for State Institutions.
- As mentioned, the board was highly engaged in the strategic plan and the is a part of the annual planning r. This includes all areas of risk, compliance and governance. The board routinely targets hot spots in the organization for additional review to ensure we are supporting appropriately, such as the committee on Law, Athletics and Licensure programs. I do feel we have opportunities to go deeper in the other academic programs to support those that are doing good so that we could move them to great.
- I would like to see more engagement around the future market needs to help drive curriculum decisions to ensure our students are prepared for the jobs of the future.

## Institutional Sustainability

### Responses



2021-22 Response Average	2022-23 Response Average	Institutional Sustainability	Number of Responses by Level				
			Poor	Below Average	Average	Above Average	Superior
4.2	4.1	The board is well-informed of the overall financial health of FAMU	0	0	1	4	2
3.9	3.7	The budget review process allows the board to ensure that the budget reflects the mission and priorities of FAMU	0	0	4	1	2
4.0	4.1	The board participates appropriately in the oversight of the FAMU audit process	0	0	2	2	3
3.2	4.3	The board actively supports and strengthens the university's foundation and fundraising efforts	0	0	0	5	2

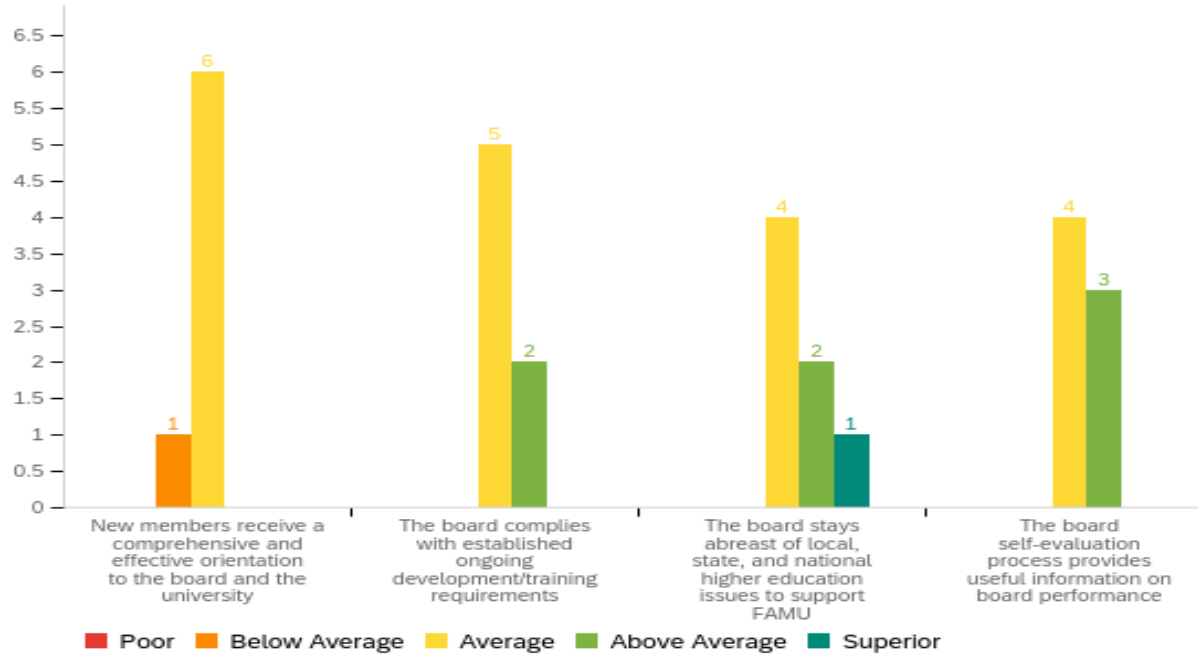
## Institutional Sustainability

### Comments

- The integrity of the audit process at FAMU is second to none.
- The board should be reminded of the continuous debt repayment of the athletic department. I don't feel this is addressed often enough during the annual budget approval meeting.
- Board is highly engaged and ensures a tie to the area's of strategic importance/emphasis with all dollars spent. We will spend time at the annual retreat deep diving on the budget and financial process to ensure all have a deeper understanding of how this works. The board is active in the Universities fund raising goals and continue to set a high bar for achievement in this area.
- The financial governance has improved greatly from a management leadership point of view. Also our Foundation has evolved in a positive way even through the covid 19 time form due to leadership and focus. Expanding the Foundation day to day infrastructure will be key to growing in the future.

## Board Education

### Responses



2021-22 Response Average	2022-23 Response Average	Board Education	Number of Responses by Level				
			Poor	Below Average	Average	Above Average	Superior
3.3	2.9	New members receive a comprehensive and effective orientation to the board and the university	0	1	6	0	0
3.6	3.3	The board complies with established ongoing development/training requirements	0	0	5	2	0
3.8	3.6	The board stays abreast of local, state, and national higher education issues to support FAMU	0	0	4	2	1
3.6	3.4	The board self-evaluation process provides useful information on board performance	0	0	4	3	0

## Board Education

### Comments

- Same comments, this board performs very well provided the restrictive SUS Governing Rules in place for State Institutions.
- I believe the on boarding process could be improved for new members especially as it relates to the operating model of the board and the requirements of the SUS system. Board evaluation is good as it provides insight in to areas of focus for the board to improve for the coming year.

# Open-ended Questions

## What are the major accomplishments of the Board of Trustees in the last year?

- Strategic Plan/Master Plan
  - Analysis and healthy ongoing discussions have led to an aligned strategic plan and continuous improvement in operational efficiency and effectiveness (i.e., academic program prioritization, compensation study, academic advising, new leadership roles, hiring dedicated VP of advancement, increased legislative and LBR engagement, licensure pass rates and root cause analysis, budgeting and finance alignment to strategic and operational priorities including the Marching 100, athletic scoreboard) Specific oversight on the Bragg Stadium renovation and other campus construction projects were a success.
  - Establishment of the Strategic Planning process.
  - The finishing and adopting of the strategic plan, the strong committee work of the budget committee and construction oversight committee.
  - Approval of master plan and five-year strategic plan; cascading strategic goals and metrics down to each committee to drive ownership, accountability, and focus.
  - The five-year strategic plan.
  - Rolled out new Strategic Plan.
  - New assets purchased in support of FAMU Master Plan and University Housing Rated #1 Public HBCU.
  - Support of housing expansion through both acquisition and investment.
- Advocacy
  - The board advocated for FAMU to receive substantial funding from the legislature.
- Talent Culture/Customer Service
  - Established new special committee on Talent and Culture.
  - The board continues to focus on talent and culture (customer service), and uses data to measure key outcomes.
- Athletics
  - Worked with President Robinson on the root cause analysis, resolution, and a go-forward plan for football/athletic compliance and on-campus housing availability/move-in readiness.
  - Intense involvement in addressing the academic and compliance issues with the athletic department.
  - Working with the President to develop an appropriate response and action plan to improve the academic support for student athletes.
- Performance Based Funding
  - Met targets for performance-based funding.
- Annual Giving
  - Exceeded goals for university giving.
- Compliance/Governance
  - Audit compliance improvement.
  - Enhancements in University compliance and governance showing improvement in overall performance.
- Licensure Pass Rates
  - Guidance and support for Nursing Program in its improvement plan.
  - Guidance and support for the Law Program in its improvement plan.
  - Increased awareness of the challenges related to the College of Law.
- Restructuring
  - Recommendations to the University President regarding reporting structure and the creation of the COO position.
- Other
  - Relentless efforts to inform University President and staff of the BOT's expectations regarding

Accountability, Customer Service and Campus Safety.



## Open-ended Questions

**Please provide your suggestions regarding how the Board of Trustees can improve performance in alignment with its roles and responsibilities.**

- Think big picture governance instead of getting into the weeds.
- This board performs very well provided the restrictive SUS Governing Rules in place for State Institutions. The BOT has no input in changing the SUS Rules.
- No comments.
- The board can improve by continuing to celebrate the university's achievements, but also asking the difficult questions as they arise and embracing a culture of continuous improvement.
- The board can improve by driving more consistent communication and participation from all Trustees.
- Continue to drive a focus on governance vs management. Sometimes in the spirit of supporting the - University we can go too deep into areas that are the responsibility and accountability of the University Staff. - Continue to refine how we drive decision making and the timeliness of interactions to ensure they are productive.
- Focus on the critical few things that are not working and go deep and wide in our meetings to ensure the focus is correct with the FAMU leadership team.

## Open-ended Questions

**As a trustee, I would like to see the following changes in how the board operates.**

- Utilization of more scorecards so we can balance governance, accountability, and focusing on the big picture.
- I feel the BOT address's issues of concern as they arise.
- None at this time.
- I would like the board to go back to pre-briefings before meetings to get an understanding of important issues on the agenda.
- I would like to see more board members in Tallahassee for in-person board meetings to avoid technology mishaps and to drive participation.
- Continue to evolve and focus on "All" of FAMU which would include reviews of all campuses and programs.
- Focus on the critical few issues rather and go deep and wide on them.

## Open-ended Questions

**Please provide any other general feedback that you feel will help to improve the performance of the board.**

- As a BOT member I would like to see additional procedures implemented for all new staff hires, inclusive of Senior level staff. Having a PhD does not mean one is equipped to plug-n-play upon hire, each position should/must have a proper, measured and documented on-boarding process. This increases the probability of retention of staff. Several positions have too much turnover; Chief Financial Officer, Athletic Director, Dean -College of Law and President. Additionally, we must find a constructive, legal and sustained process to address inadequacies in staff pay and campus infrastructure as related to other SUS institutions.
- Already stated.

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