



Florida Agricultural and Mechanical University

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OFFICE OF THE PRESIDENT

MEMORANDUM

TO: Trustee Torey Alston, Chair
Special Committee on Governance

FROM: Elmira Mangum, Ph.D. 
President

DATE: July 10, 2015

SUBJECT: Response to June 18, 2015 Memorandum

Thank you for the opportunity to respond to comments expressed during the June 9-10, 2015 meeting of the University Board of Trustees. I reaffirm my commitment to open, respectful, and effective communication with all members of the governing board. Together, we will continue FAMU's legacy of greatness.

As we collaborate to ensure that FAMU is known across the globe as "best in class," I offer the following framework for "resetting" communication protocols. My goal is to help Board members feel fully informed and capable of assisting the University as we refocus our efforts, embrace change, and grow our core capabilities.

1. I and my Leadership Team are committed to providing the highest caliber of assistance to the Board. We will continue to attend Board meetings, committee meetings, special called meetings, and workshops, as appropriate, to accomplish the meeting goals. The specific Plan of Action is as follows:

The President, provost, and vice president of Academic Affairs, vice president for Student Services, and vice president for Finance and Administration will attend in person all Board of Trustee meetings. Other campus leaders will participate based on the needs identified in the committee and Board agendas. Board meeting dates for 2015-2016 have been added to the calendars and the expectation is that absence from said meetings will be excused only in the case of illness or family emergency.

The President, provost, and vice president of Academic Affairs, vice president for Student Services, and vice president for Finance and Administration will participate in person or by phone for all Board of Trustees' committee meetings, workshops and special meetings. Other campus leaders will participate based on the needs identified in the committee and Board agendas. The expectation is that every effort will be made to

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participate in person. Phone participation will be limited to circumstances to accommodate other important commitments made before the dates of the Board of Trustee committee meetings, workshops and special meetings have been selected. The expectation is that failure to participate in person or by phone will be excused only in the case of illness or family emergency.

In the event that the President, provost, and vice president of Academic Affairs, vice president for Student Services, or vice president for Finance and Administration are unable to participate in the meeting as noted above, they will send a designee:

- President's Designees: The President, provost and vice president of Academic Affairs, vice president for Student Services, and vice president for Finance and Administration;
 - Provost and Vice President for Academic Affairs' Designees: associate provost for Undergraduate Education and Student Success or associate vice president, Institutional Effectiveness;
 - Vice President for Student Services' Designees: associate vice president of Student Support Services/dean of students or associate vice president of Student Life;
 - Vice President for Finance and Administration's Designees: assistant vice president for Financial Planning.
2. As noted during the June meeting, vice presidents and other members of the University Leadership Team will continue to communicate directly with committee chairs and members, as appropriate.

The specific Plan of Action is as follows:

The President, provost, and vice president of Academic Affairs, vice president for Student Services, and vice president for Finance and Administration will communicate directly or assign appropriate staff.

3. As President and Corporate Secretary to the Board, I remain the main point of contact for Board members along with the assigned Board liaison. Should trustees not be able to reach me directly because I am otherwise engaged in University business, please contact my Executive Assistant, Jacqueline Hightower. She can be reached at 850-599-3225 or 850-491-2045. Ms. Hightower will be able to reach me so that I may get back to you in a timely manner.

Additionally, I have established a schedule for calling each Board member to answer any questions he or she may have and to provide additional relevant updates.

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We will continue to provide you with weekly email updates via *Notes from the President's Desk*.

4. It is agreed that the Office of the President will copy the General Counsel on all communications originating from the President's Office and directed to the Board of Trustees.
5. Information regarding selection of outside counsel to the Board is attached for your review and consideration.

I and my team are eager to help advance Board priorities, including the review of vacant positions regulations, development of a formalized orientation program for new trustees and review of operating procedures.

In conclusion, I believe that effective University governance is always a work in progress, requiring evolving and continuous dialogue between the Board and the Presidential Leadership Team. Together, we must continue to clarify the defined and distinct roles of the Board of Trustees – as the governing body for FAMU dealing with policy and compliance to state standards – and of the President and Leadership Team – as the executive body responsible for the day-to-day operation and administration of the University. Together, we will address a broad spectrum of complex issues while launching timely new initiatives to make FAMU a best-in-class university.