

Florida Agricultural and Mechanical University



Presidential Search Documentation

Submitted by the Florida A&M University Board of Trustees
to Chancellor Mark Rosenberg and the Board of Governors

March 12, 2007

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Florida Agricultural and Mechanical University Presidential Search Process

Planning for the search for a new president began in October, 2005. The committee was established comprising of five trustees, including the Presidents of the Faculty Senate and the Student Government Association. The Chair of the Board served as an ex-officio member.

The initial work of the Presidential Search Committee consisted of the completion of various planning processes by establishing the four subcommittees to complete specific responsibilities as outlined below.

- Leadership/Qualification Subcommittee - To develop the required qualifications and skill set of the person who will fill the role of president.
- Processes and Procedures Subcommittee - To develop the time line for accepting nominations and applications; and to develop the guidelines for selecting a reputable, national recruiting firm to assist the committee in its search.
- Focus Group Subcommittee - To develop a plan and provide for the participation of University stakeholders in focus group sessions.
- Presidential Search Advisory Subcommittee - To review the structure of the search committee and its plan for recommending a President; to strengthen the processes and procedures; to be a vital part of the interview process; and to make recommendations after careful review and deliberation of the criteria.

The Focus Group Subcommittees held five (5) focus group sessions, or open forums, with University stakeholders to seek input on characteristics and qualities desired in the next University President. These focus groups consisted of alumni, students, faculty, administrators and staff, community partners, and the general public. A framework to facilitate the focus group sessions was developed by a subcommittee and provided for participant input on the following categories or dimensions of leadership: Vision and Mission; Organizational Development and Management; Academic Standards; Professionalism and Communication; Stakeholder Participation, Commitment, and Support; and University Advocacy. A summary of each focus group session is provided in Appendix A. Based upon the information received from the Focus Group Subcommittee, the Leadership and Qualifications Subcommittee held a leadership workshop to devise criteria for the recruitment and selection of the future president.

The Board of Trustees issued an Invitation to Negotiate for the selection of an executive search firm in April, 2006. Five executive search firms provided responses to the solicitation. The five responses were reviewed and ranked with the top three firms being interviewed by the Presidential Search Committee. The Hollins Group, Inc., a Chicago-based executive search firm was recommended to and approved by the Board of Trustees on June 29, 2006.

With The Hollins Group, the Search Committee finalized the leadership statement for the presidential search and commenced advertising for the position; developed a marketing approach to identify and attract candidates for the position; and, commenced solicitations for nominations and applications of qualified individuals. Position

announcements were placed in *The Chronicle of Higher Education* and *Diverse Issues in Higher Education*.

The Presidential Search Committee's progress and solicitation for input into the process has been posted on the University's website as well as circulated to various University stakeholders through University publications. After receiving nominations for potential prospects and applications from candidates, the Search Committee reviewed qualifications against the criteria it had developed. On December 14 and 15, 2006, semifinalists came to campus for interviews with the Search Committee. On January 16, 17 and 18, 2007, a variety of forums were held to provide interaction between candidates and the University community, i.e. vice presidents, deans, students, faculty and staff. The Board of Trustees interviewed finalists on February 1, 2007, and chose Dr. James H. Ammons as the University's next president. Throughout the search process a presidential search website was maintained so that the public and academic community would have immediate access to all relevant information regarding the status of the search.

Florida Agricultural and Mechanical University Leadership Statement

The Board of Trustees (BOT) of Florida Agricultural and Mechanical University (FAMU) is conducting a national search for its next President. The President will serve as the chief executive officer of the University and work closely with the Board of Trustees. The University seeks a dynamic leader who possesses the highest professional and personal standards, demonstrates the ability to provide seasoned leadership to accomplish the University's mission and strategic initiatives, and has the principal characteristics as provided below.

OVERVIEW OF UNIVERSITY MISSION AND STRATEGIC INITIATIVES

FAMU continues to provide opportunities for African Americans and persons of all races, ethnic origins and nationalities to receive a high quality education for service as leaders and contributors to our ever-evolving society. As we move into the 21st Century, FAMU, "Florida's Opportunity University", is committed to continuous improvement and strategic growth. Five strategic initiatives have been delineated as catalysts to build upon FAMU's successes, its mission and its tradition of "Excellence with Caring". The five strategic initiatives will constitute the basis for decision-making and resource allocation over the next six to seven years, and they are as follows:

1. To enhance the processes of student access, recruitment, enrollment, retention, progression and graduation at the undergraduate and graduate levels;
2. To improve the effectiveness of the University processes;
3. To retain and enhance appropriate and necessary institutional resources (human, physical, financial and technological);
4. To enhance institutional development; and
5. To enhance institutional diversity, per our Land-Grant mission, and international initiatives.

While these strategic initiatives will not encompass all the activities FAMU will engage in over the next six to seven years, the accomplishment of these five strategic initiatives will catapult FAMU to being recognized as a preeminent Doctoral/Research-Intensive University.

ACADEMIC LEADERSHIP

The mission of FAMU compels it to produce highly qualified graduates capable of productively contributing to the State of Florida, the nation and the world. Since its inception in 1887, FAMU has gone through several phases of distinct development. Beginning as a state normal school for African American students, the institution evolved through the stages of being a teachers' college and a senior college, into a full-fledged state university in 1953. What began as a small state normal school with 15 students is today a fully accredited comprehensive/doctoral university spread over 423 acres containing 156 buildings with over 12,000 students enrolled in 13 colleges and schools and two institutes. Collectively, these programs offer 61 bachelor's degrees in

94 major tracks, 37 master's degrees, two professional degrees, and 11 Ph.D. degree programs, which are taught and administered by more than 650 faculty members. FAMU encourages and supports innovative teaching, research and public service, enhanced by informational and instructional technology and distance learning. It also provides service programs through cooperative extension, technology transfer, international affairs and a variety of public service programs to ever-broadening, diversified constituencies. Looking ahead, FAMU must plan and secure the human, fiscal and technological resources to support an increasing student body. The University experienced an annual increase in enrollment from 12,202 in 1999-2000 to 13,115 in 2003-2004. In the last two years the University experienced an enrollment decline of approximately 7%. However, a stronger recruiting effort and continuing to match academic programs with community needs should restore the earlier growth trend.

A major element in the growth and development of FAMU has been the leadership of its 13 Presidents. FAMU's next President will be expected to continue the tradition of embodying and leading the University's aspirations to offer the highest-quality academic programs to its students and responsive services to the State of Florida and other communities it serves. The President should hold an earned terminal degree and have a level of administrative experience that will add value to the University's continuous efforts to enhance the effectiveness and efficiency of the institution.

EXPERTISE IN MANAGEMENT

Since its founding in 1887, the history, culture, location, and participants in FAMU have created a unique institution, which now seeks a new leader who can help a great University become even greater. The continuing economic impact associated with unprecedented events at home and abroad is creating significant pressures on revenues at every level of government and enterprise. These pressures will again, as they have in past, test the resolve of the University's leadership to maintain cost-effective programs and operations. At the same time, the educational needs of the citizens of Florida and the nation will present significant opportunities for service.

Florida A&M University is a very complex organization with an operating budget of more than \$390 million. The new President should be an experienced executive with competency in strategic planning, budget/financial management and personnel matters. This experience should be the result of 5-10 years tenure in a series of increasingly responsible administrative roles in a college or university with some similarity to FAMU, or some other comparably complex organization.

Today's most effective academic institutions now recognize the critical importance of the President's role in developing, leading and supporting a highly skilled senior leadership team. Recently, considerable effort has been applied to the task of strengthening FAMU's executive and academic leadership team. FAMU's new President must be a collaborative individual, comfortable in delegating responsibility and authority to others who can achieve success in meeting institutional objectives and providing leadership to establish more cooperative relationships among the University's many important constituencies.

SUCCESS IN INSTITUTIONAL ADVANCEMENT

Federal and state funding for higher education is uncertain at best. The intensifying competition for funds among federal and state programs amidst a growing political sentiment for governmental fiscal restraint may result in declines in federal and state financial support for higher education over the next decade. The share of educational and general (E & G) revenues received by higher education institutions from state governments is shrinking. Higher education institutions will increasingly be forced to generate more of their own revenues. Public colleges and universities will place a growing reliance on revenues from tuition and fees and other private sources. Future enhancements at FAMU will require increased dollars from the University's existing support base as well as an expansion of support sources. A planned \$10 million capital campaign to support student scholarships as well as many other much needed projects will require the University's fund-raising capacity to receive high-priority attention. FAMU's new President must have the skill and experience to facilitate the University's ongoing efforts to secure its financial base of support from the State of Florida and the U.S. Government. In addition, the President must lead the initiative to strengthen the University's fund development infrastructure, while serving as the key interface with existing and potential major donors.

EFFECTIVE PERSONAL SKILLS

Among the most important roles of the FAMU President is to convincingly represent the goals and aspirations of the University to the various internal groups who comprise the University community, as well as to various external entities that are increasing in their importance to the future of the University. These new relationships range from service to local government to joint ventures with international partners. In order to be effective, FAMU's new President should have a proven track record of leadership; represent a balanced approach to academic, athletic, social and student development issues; hold some influence in spheres outside the university (political, business, financial, etc.); be sensitive to the heritage of FAMU but not as a boundary; and have an engaging personality that will facilitate building positive relationships with community, legislative and business groups.

Service to Florida's communities is an important component of the mission of FAMU. The new President will be expected to model the University's commitment to community service through leadership in significant local, state, and regional improvement organizations. Finally, the new President must have the energy and credibility required by the many challenges and opportunities that are integral to the presidency of FAMU.

Position Announcement

PRESIDENT FLORIDA AGRICULTURAL AND MECHANICAL UNIVERSITY

The Board of Trustees of Florida A&M University (FAMU) invites nominations and applications for the position of President. The President will serve as the chief executive officer of the University and work closely with the Board of Trustees. The University seeks a dynamic leader with high professional and personal standards.

Established in 1887, FAMU is one of the 11 institutions in the Florida State University System. FAMU is a comprehensive/doctoral university and Florida's only 1890 land grant institution. The University provides a broad range of programs and degree options within its 13 colleges and schools, including 61 baccalaureate programs, 37 master's programs, 2 professional degrees and 11 doctorate programs. With a faculty of approximately 650, FAMU serves more than 12,000 students from throughout the United States and more than 40 countries. Its main 423-acre campus is located in Tallahassee, the capital of the State of Florida, and the FAMU College of Law is strategically located in the central Florida city of Orlando. The University is fully accredited by the Southern Association of Colleges and Schools. Florida A&M is a member of the National Collegiate Athletic Association and competes in inter-collegiate athletics in NCAA Division 1AA in football and Division 1 in 17 other sports. The operating budget for the University is more than \$390 million and the research budget is approximately \$56 million.

FAMU has the distinction of being a perennial leader in recruiting National Achievement Scholars and is number one in the production of African American baccalaureate graduates over the last five years. Further information about Florida A&M University is available at www.famu.edu.

Ideal candidates for the position should demonstrate broad leadership qualities and experience, including:

- An earned terminal degree is required (Ph.D. or Ed.D. preferred).
- Minimum of 5 years of proven leadership and management experience in an organization of size and complexity comparable to FAMU. (President or senior executive in higher education highly preferred).
- Strong moral character and integrity.
- A strategic vision for advancing the future of the University.
- The ability to work effectively with the Board of Trustees, agencies of the Florida State Government and other decision-making bodies associated with the University.
- Understanding of the history and significance of HBCU's and a commitment to their survival and advancement.
- Exceptional communication skills that will facilitate the marketing and promotion of the University among internal and external stakeholders.
- A proven record of fund development in support of academic programs, scholarships and endowment.
- A consensus builder among internal and external stakeholders.
- A commitment to shared governance.
- A commitment to the development of FAMU as a research intensive institution.
- A commitment to improving the quality of campus life.
- A commitment to open access to all campus constituencies.
- Experience in successfully assessing and navigating political and media issues.
- Ability to build partnerships with Corporate America and university support organizations.
- A commitment to recruiting, retaining and developing an increasing number of high-caliber faculty and students.
- A thorough knowledge of interacting with compliance and accreditation entities (i.e., NCAA, SACS, etc.).

For full consideration, nominations and applications should be received by December 5, 2006. Review of nominations and applications will begin immediately and continue until the position is filled. Applicants should submit a letter of interest; a current resume; and the names, addresses, telephone numbers, and e-mail addresses of five references. The Board of Trustees is being assisted in this search by The Hollins Group Inc. All materials should be sent to:

The Hollins Group Inc.
c/o Florida A&M University Presidential Search
225 West Wacker Drive, Suite 1575
Chicago, IL 60606-1274
or e-mail in WORD format to: education@thehollinsgroup.com

Florida A&M University is an Equal Opportunity Employer. This search is being conducted under the Public Records Act and the Government in the Sunshine Laws of the State of Florida.

Presidential Search Committee

The Presidential Search Committee is responsible for developing an inclusive, deliberative and transparent search process that will result in the identification and recommendation of individuals qualified to lead Florida A&M University as its next president.

The committee members:

Trustee R.B. Holmes, Co-Chair
Trustee Laura Branker, Co-Chair
Trustee Leerie Jenkins
Trustee Mary Diallo, President of Faculty Senate
Trustee Philip Agnew, President of Student Government Association
Trustee Challis Lowe, BOT Chair, ex-officio

Subcommittees

- Leadership/Qualifications Subcommittee
Trustee Mary Diallo, Chair
Trustee Laura Branker
- Processes and Procedures Subcommittee
Trustee Laura Branker, Chair
Trustee Leerie Jenkins
- Focus Group Subcommittee
Former Trustee Ramon Alexander, Chair
Trustee Mary Diallo
- Presidential Search Advisory Subcommittee
Trustee Pamela Duncan, Chair
Dr. Alvin Bryant, National Alumni Association President, Vice-Chair
Trustee Al Cardenas
Former FAMU President Walter Smith,
Bishop Adam J. Richardson, alumnus, Washington, DC
Dr. Osiefield Anderson, retired FAMU Professor
Dr. Edward Scott, alumnus, Tallahassee, Florida
Dr. Gladys Lang, retired FAMU Provost
Ms. Sue Dick, Executive Director, Tallahassee Chamber of Commerce

**SUMMARY OF BACKGROUND/REFERENCE CHECKS
for
James H. Ammons**

Conducted by The Hollins Group, Inc.

AREAS REPORTED

- Summary of personal and professional references
- Verification of education history
- Property Ownership
- Criminal Records
- Sexual Offences
- Motor Vehicle Record
- Bankruptcies
- Liens & Judgments
- FAA Certification Permits
- Watercraft Permits
- Hunting/Fishing Permits
- Press Search

RESULTS

There were no adverse factors discovered in any of the reported background/ reference check areas.

**James H. Ammons
Chancellor
North Carolina Central University
Durham, North Carolina**

Business Address

Chancellor's Office
North Carolina Central University
1801 Fayetteville Street
113 Hoey Administration Building
Durham, North Carolina 27707
(919) 530-6104

Home Address

18 Appleton Place
Durham, North Carolina 27705
(919) 382-9466

EDUCATION

1977, Florida State University
Ph.D., Government

1975, Florida State University
M.S., Public Administration

1974, Florida A&M University
B.S., Political Science

AWARDS & FELLOWSHIPS

- Willie E. Gary "Making a Different Award," 2006
- Bethune Carver Dewey Education Legacy Award, SECME, 2005
- James E. Shepard, 2005
- Upliftment Jamaica Education Achievement Award, 2005
- Citizen of the Year Award, Beta Phi Chapter of Omega Psi Phi Fraternity, Inc., 2002
- Guardian of Our Legacy Award, HBCU College Fair Reunion, 2002
- Nissan-Educational Testing Service Fellow, 2000
- Millennium Award, Florida A&M University, 1999
- Distinguished Alumni Award, Florida A&M University, 1999
- Distinguished Alumni, Florida State University, 1995
- Distinguished Alumni Award, Florida A&M University, 1987
- American Council on Education Fellow, 1986-1987
- CIGNA Foundation Fellow, 1986-1987
- American Political Science Association Minority Graduate Fellow, 1975
- Alpha Kappa Mu Scholar, Florida A&M University, 1970-1974

ADMINISTRATIVE EXPERIENCE

Chancellor, North Carolina Central University (NCCU) Durham, North Carolina, 2001-present

Serve as the ninth chief administrator of NCCU which has over 1,500 employees and nearly 8,700 students; provide visionary leadership enabling NCCU to establish long-range strategic plans in consultation with its various constituencies; provide strategic leadership enabling NCCU to develop innovative approaches for expansion of resources and to ensure the vitality of all colleges and schools; foster and build upon the existing strengths of NCCU and provide overall leadership and direction to guide its future course; provide leadership to sustain and enhance the standards of excellence for quality education and life so that students are prepared to excel in global competition; facilitate collaborative relationships between NCCU, the community, businesses, government, alumni and other educational institutions; monitor financial operations and personnel administration to ensure fiscal soundness and accountability for resources and services; lead the university's fundraising effort; provide leadership for the \$121 million Capital Bond Program and play a major role in capital construction, renovation and expansion of the campus to accommodate a rapidly growing student body; recruit effective administrators, and delegate authority to those administrators while providing a climate in which they can function successfully; and promote programs that enhance diversity among students, faculty and staff.

Provost and Vice President for Academic Affairs, Florida A&M University, Tallahassee, Florida, 1995-2001

Served as Chief Academic Officer; provided academic leadership, through the deans, for 13 colleges and schools and the Environmental Sciences Institute, for 62 undergraduate programs, 35 master's programs, two professional programs, 10 Ph.D. programs, and 14 institutes and centers; led the academic processes for the re-establishment of the FAMU College of Law and the implementation of 22 new baccalaureate, master's, professional and Ph.D. programs; developed and administered the Instruction and Research budget of \$98 million; provided leadership for all accreditation self-studies and accreditation site visits; responsible for the development of academic policies and guidelines for 650 faculty and 12,300 students; provided leadership for the academic and administrative functions of the University Libraries and the Test Service Bureau; assisted with negotiations involving faculty and administrative officials; coordinated meetings with representatives of business, community, and civic groups to promote the educational, research, and public service objectives and policies of the university; approved construction plans for all academic buildings; represented the University on state and national councils and committees; advised the President on matters related to the academic function of the University; served as chair of the Council of Academic Deans; and served as a member of the President's Executive Council.

Associate Vice President for Academic Affairs and Director of Title III Programs, Florida A&M University, Tallahassee, Florida, 1989-1995

Served as coordinator for system-wide program reviews; provided leadership for University's Accountability Plan; coordinated preparation of legislative budget requests; coordinated new degree program proposals; coordinated academic master plan; provided leadership for curriculum reviews; coordinated and managed self-study preparation and accreditation site visits; served as liaison with deans in matters of faculty recruitment, development, tenure, and promotion; made recommendations for improvement in curriculum matters, instruction, research and public service; served as contact for the engineering technology program at Cecil Field Naval Air Station; received nearly \$10 million in grant awards from the U.S. Department of Education Strengthening Historically Black Colleges and Universities Title III Grant Program to fund 10 University-wide academic support and degree programs; responsible for the management of the Title III budget and the evaluation of 35 faculty and staff; coordinated the implementation of each Title III program; supervised the accounting and monitoring of fiscal transactions involving Title III funds; coordinated the development of an evaluation system that measured achievement of objectives and institutional goals; served as liaison between the University and U.S. Department of Education; represented the University at professional conferences and workshops related to higher education and the components in the Title III grant program.

Assistant Vice President for Academic Affairs, Florida A&M University, Tallahassee, Florida, 1984-1989.

Coordinated the Vice President's office preparation for the Southern Association of Colleges and Schools accreditation visit; coordinated the University's report on excellence in undergraduate education; coordinated the revision of the general education curriculum; University's representative on the Upper-Tier Universities Consortium; coordinated program reviews.

Faculty Program Consultant, State University System of Florida, Tallahassee, Florida, 1987-1988.

Led the Board of Regents (BOR) staff and University Coordinators in identifying issues and concerns related to political science and in defining the requirements and criteria for the program review of the nine political science programs in the State University System of Florida; served as in-house advisor and expert in political science; established contacts with colleagues and professional organizations for identification of political science consultant candidates which involved the Chancellor, Presidents, Academic Vice Presidents, faculty, BOR Academic Programs staff and University Coordinators; generated a list of consultant candidates which was approved by the Vice Chancellor for Academic Programs; established and maintained contacts with University Coordinators and provided technical assistance during the course of the review; identified and collected data and information needed for the program review; provided consultant orientation on specific discipline-related issues; accompanied program review consultants on site visits to the nine campuses and acted as resource person for discipline-related questions; wrote staff analysis of the consultants' report and prepared staff recommendations for consideration and action by the Board of Regents.

American Council on Education Fellow, Florida State University, Tallahassee, Florida, 1986-1987

Served as Assistant to the President and to the Provost; served as staff for revision of the strategic plan and development of operating budget; served as staff for development of the University's legislative priorities; served as staff to formula funding committee; wrote reports, assisted in the planning of administrative workshops; member of the Executive Council and President's Staff.

TEACHING EXPERIENCE

Professor of Political Science, Florida A&M University, Tallahassee, Florida, 1993-2001

Associate Professor of Political Science, Florida A&M University, Tallahassee, Florida, 1983-1993.

Taught American national government, state and local government, intergovernmental relations, public administration. Tenured, 1983.

Assistant Professor of Public Administration, University of Central Florida, Orlando, Florida, 1977-1983.

Taught public policy, public administration, public budgeting, intergovernmental relations, urban administration, coordinated the Masters of Public Policy Program. Tenured, 1982.

ACCREDITATION EXPERIENCE

Member, Commission on Colleges
Southern Association of Colleges and Schools
Decatur, Georgia, 2000-2005

American Bar Association
Site Evaluation Team, Valparaiso University School of Law
Valparaiso, Indiana, 2006

Chair, Southern Association of Colleges and Schools
Evaluation Committee, Clemson University
Clemson, South Carolina, 2002

Chair, Southern Association of Colleges and Schools
Evaluation Committee, South Carolina State University
Orangeburg, South Carolina, 2000

Chair, Southern Association of Colleges and Schools
Evaluation Committee, North Carolina Central University
Durham, North Carolina, 1999

Southern Association of Colleges and Schools
Evaluation Committee, Old Dominion University
Norfolk, Virginia, 1999

Chair, Southern Association of Colleges and Schools
Evaluation Committee, Norfolk State University
Norfolk, Virginia, 1997

Southern Association of Colleges and Schools
Evaluation Committee, University of St. Thomas
Houston, Texas, 1993

Southern Association of Colleges and Schools
Evaluation Committee, European Region Sites
(German and Italy) of Troy State University, 1993

Southern Association of Colleges and Schools
Evaluation Committee, Mississippi Valley State University
Ita Bena, Mississippi, 1992

Southern Association of Colleges and Schools
Substantive Change Committee, Georgia Southern University
Statesboro, Georgia, 1992

Southern Association of Colleges and Schools
Evaluation Committee, Tennessee State University
Nashville, Tennessee, 1988

PROFESSIONAL ACTIVITIES

Member, Board of Directors
American Association of State Colleges and Universities
Washington, D.C., 2006-Present

Member, Board of Directors
American Association for Colleges of Teacher Education
Washington, D.C., 2003-Present

Chair, University Press of Florida
Editorial Board, 1995-2000

Task Force on Professional Development Programs for Teachers
American Association of State Colleges and Universities
1999-2001

Joint Commission on Accountability Reporting
American Association of State Colleges and Universities/
National Association of State Universities and Land-Grant Colleges, 1994-1997

Gulf of Mexico Program/Historically Black Colleges and Universities Consortium
Steering Committee, 1993

State-wide Articulation Coordinating Committee's Standing Committee
On Alternative Ways of Earning Credit, 1991-1995

Florida Political Science Association
Executive Committee
1985-1986, 1992-1993

Policy Studies Organization
Editorial Board, 1983-1984

Human Services Engineers, Inc.
Consultant on the development of personnel systems for community action agencies,
West Palm Beach, Florida, 1979-1980

CIVIC AND COMMUNITY ACTIVITIES

Board of Directors, Leadership North Carolina

Durham Advisory Board, SunTrust Bank

Durham Rotary Club

Board of Directors, Greater Durham Chamber of Commerce

Advisory Committee, Habitat for Humanity of Durham

Board of Directors, Greater Tallahassee Chamber of Commerce

Promotion Review Board, Florida Highway Patrol

Board of Directors, Tallahassee Marine Institute

Tallahassee-Leon County Consolidation Commission

Board of Directors, Tallahassee YMCA

Judge, Northwest Florida Water Management District's Oratorical Contest

Leon County Public Schools, District Advisory Council

PUBLICATIONS

"Lessons from the Front Lines," Inside Higher Ed (Views), with Christopher Simpson,
October 20, 2006. www.insidehighered.com/views/2006/10/20/simpson

“Reapportionment, Single-Member Districts and Black Representation in the Florida Legislature,” *Florida Policy Review*, January 1986. This article was reprinted in Susan McManus (ed.) Reapportionment and Representation in Florida: A Historical Collection (Tampa: Intrabay Innovation Institute, 1991).

“Marketing City Services: A Test of Cost and Need.” National Civic Review, October, 1983.

“Marketing City Services in Florida and the Nation,” Annual Report of the Policy Sciences Program (Tallahassee, Florida State University), 1983.

“Frostbelt and Sunbelt Cities: What Difference It Makes,” Urban Interest, Spring, 1980.

PAPERS

“It’s About More Than the Game,” NCAA Division II Chancellors and Presidents Summit, Orlando, Florida, 2005.

“Reaffirmation of Accreditation, Southern Association of Colleges and Schools, Commission on Colleges,” NAFEO/Kellogg Fellowship Program, Washington, D.C., 2003.

“African-American Faculty for the Future: A Continuing Saga,” NAFEO Annual Conference, Washington, D.C., 2003.

“The Publicly Engaged University,” NASULGC Council on Academic Affairs Summer Meeting, Jackson Hole, Wyoming, 2000.

Recognition Dinner Address, Nissan – Educational Testing Service Summer Institute, Xavier University, New Orleans, Louisiana, 2000.

“State Mandates: Accountability and Performance-Based Budgeting in the State University System of Florida,” Third Conference of Metropolitan and Urban Universities, University of Arkansas at Little Rock, 1995.

“Recruitment and Retention Goals of Florida’s Historically Black Colleges and Universities,” Florida Conference of Black State Legislators Educational Retreat, Amelia Island, Florida, 1994.

“Academic Quality and Access,” Vision 94, Meeting of the Florida Student Association, Tampa, Florida, 1994.

“Legal Education in Florida,” Public Hearing, Florida Board of Regents, Orlando, Florida, 1993.

“Computer Assisted Instruction in the State University System of Florida,” Mid-Eastern Atlantic Conference on Academic Computing, Greensboro, North Carolina, 1984.

“The Impact of Federal Aid in Frostbelt and Sunbelt Cities,” Annual Meeting of the Southwestern Social Science Association, Dallas, Texas, 1979.

“Frostbelt and Sunbelt Cities: The Impact of Demographic and Political Changes on Fiscal Policies, 1970-1980,” Annual Meeting of the Southwestern Social Science Association, Houston, Texas, 1978.

“The City As A Cemetery: The Impact of Population Decline on City Government,” Annual Meeting of the Florida Academy of Sciences, Orlando, Florida, 1978.

PRESENTATIONS

Keynote Addresses: NCCU National Alumni Association Chapters/Meetings: Raleigh/Wake County Chapter (2006); Philadelphia Chapter 50th Anniversary (2005); Detroit Regional Meeting (2005); Washington D.C. Chapter (2004); Las Vegas Regional Meeting (2003); Vance-Granville Chapter (2002) Durham Chapter (2001, 2003); Charlotte Chapter (2002, 2004); Greensboro/Winston-Salem Chapter (2002); Goldsboro, N.C. (2001).

Keynote Address: “Social Justice and Diversity,” Social Justice, Diversity, and Intellectual Discourse,” Carolina United Program, UNC-Chapel Hill, Chapel Hill, North Carolina, 2006.

Keynote Address: “Educating African American Boys,” Men to Men Summit, North Carolina Central University, Durham, North Carolina, 2006.

Keynote Address: “Best Practices for Educating Young African American Males,” African American Male Conference, West Virginia State Community and Technical College, 2006.

Keynote Address: “NCCU’s Impact on Economic Development in Durham,” Durham Rotary Club, Durham, North Carolina, 2005.

Keynote Address: “The role of Historically Black Colleges and Universities,” Eisenhower Fellowship Program, Durham, North Carolina, 2004.

Keynote Address: “HBCUs — A Profile on Progress,” Norfolk Southern Railroad Corporation Second Annual Celebration of the Black Railroad, Norfolk, Virginia, 2004.

Keynote Address: “Moving Forward Together,” Greater Durham Chamber of Commerce Multi-cultural Business and Professional Network, Durham, North Carolina, 2004.

Keynote Address: “Preparing Students to Achieve in the New Economy,” IBM First Annual Technology Camp for Multi-cultural Boys in Middle School, Research Triangle Park, North Carolina, 2004.

Keynote Address: “Creating Pathways for Women, Women in Action, Durham, North Carolina, 2003.

Keynote Address: "Campus Expansion," Durham Rotary Club, Durham, North Carolina, 2003.

Keynote Address: "HBCUs Creating Quality of Life Opportunities for North Carolina," Leadership North Carolina, Durham, North Carolina, 2002.

Keynote Address: "Campus Expansion," Raleigh Rotary Club, Raleigh, North Carolina, 2001.

Luncheon Address: "New Ideas and New Talent: The Driving Forces in the New Economy," Florida A&M University Industry Cluster Meeting, Tallahassee, Florida, 2000.

Keynote Address: "FAMU: Transforming Dreams into Realities," Polk County Alumni Banquet, Lakeland, Florida, 2000.

Keynote Address: "Redeeming the American Promise by Meeting the Challenges of the Technological Revolution," NAACP Board of Directors Meeting, Miami, Florida, 1999.

Keynote Address: "Preparing for the Challenges Ahead," Florida A&M University National Alumni Convention, Orlando, Florida 1999.

"Christians Working Together in Unity for the Up Building of God's Kingdom," Hurst Chapel A.M.E. Church, Winter Haven, Florida, 1997.

Commencement Address: "Experiencing Success in Tomorrow's World," Florida A&M University Developmental Research School, Tallahassee, Florida, 1995.

Keynote Address: "Think Big" NAACP Annual Scholarship Award Banquet, Calhoun-Liberty County, Florida, 1995.

Keynote Address: "Visions for Continued Academic Growth and Excellence at FAMU: An Approach to the 21st Century," General Faculty Meeting, Florida A&M University, 1995.

Statement on How Dr. James H. Ammons Meets the Needs of Florida A&M University

The Presidential Search Committee with the approval of the BOT developed the following qualifications as necessary to fulfill the requirements of the position and as the means by which candidates would be evaluated.

FLORIDA A&M UNIVERSITY PRESIDENT

Qualifications

- **Earned terminal degree (Ph.D., Ed.D. preferred).** Dr. Ammons holds the Ph.D. in Government from Florida State University.
- **A level of executive leadership experience that will add value to the University's academic standing.** Dr. Ammons is Chancellor of North Carolina Central University. NCCU is one of the sixteen universities of the North Carolina Higher Education System. As Chancellor for the past five years, he has gained valuable experience with many of the critical issues facing Florida A&M University (FAMU). Prior to NCCU, Dr. Ammons served for six years as Provost at FAMU; establishing a solid foundation of executive leadership experience.
- **Strong moral character and integrity.** In response to the tensions surrounding the alleged rape of a NCCU student by a Duke University Lacrosse Team member, Dr. Ammons' worked directly with NCCU and Duke students to achieve a mutual understanding of the facts and to foster better relations between the students of the two institutions.
- **A strategic vision for advancing the future of the University.** Having served as Provost at FAMU, Dr. Ammons is very familiar with the evolution of the University's current strategy for the future and is knowledgeable about the emerging issues that will require the continuous refinement of the strategic direction.
- **The ability to work effectively with the Board of Trustees, agencies of the Florida State Government and other decision-making bodies associated with the University.** During Dr. Ammons' tenure as Chancellor at NCCU, he was able to establish sound relationships with the North Carolina Legislature, other government/education agencies and his own Board of Trustees which became a key element of NCCU's securing greater support and new resources.
- **Understanding of the history and significance of HBCU's and a commitment to their survival and advancement.** Dr. Ammons is a graduate of FAMU where he subsequently had major leadership roles as an employee, and has served for five years as

Chancellor of NCCU (both FAMU and NCCU are HBCUs). Dr. Ammons is an active participant/leader in several of the national HBCU support organizations.

- **Exceptional communication skills that will facilitate the marketing and promotion of the University among internal and external stakeholders.** A frequent featured speaker at professional and civic events, Dr. Ammons has a solid reputation as an insightful and stimulating communicator.
- **A proven record of fund development in support of academic programs, scholarships and endowment.** As Provost at FAMU, Dr. Ammons provided significant leadership in gaining legislative approval (funding) for 22 new academic programs including the reestablishment of the College of Law. At NCCU, Dr. Ammons has led the effort to secure more than \$19 million for a new biotechnology center.
- **A consensus builder among internal and external stakeholders.** Dr. Ammons is an engaged education executive and community citizen. He spends considerable time with faculty, students and community representatives in order to understand current and immersing issues which enable him to help forge consensus for mutual benefit.
- **A commitment to shared governance.** Dr. Ammons' history as a faculty member and administrator has given him the background to understand the importance of shared governance. He is respected by faculty at FAMU and NCCU for his commitment to shared governance.
- **A commitment to the development of FAMU as a research intensive institution.** During Dr. Ammons tenure as Provost at FAMU, a significant portion of the new programs that were approved were programs at the Ph.D. level which represents a major segment of the foundation for a research intensive institution.
- **A commitment to improving the quality of campus life.** At NCCU, Dr. Ammons initiated a state supported bond program that has, to date, added more than 500,000 square feet of new space have been added to campus facilities. By the end of the bond program, more than 43% of NCCU's campus facilities will have been renovated.
- **A commitment to open access to all campus constituencies.** Dr. Ammons meets regularly with faculty and students in formal and informal settings. He is a frequent visitor to the student dining facilities and has created an environment at NCCU that encourages participation and access to all.
- **Experience in successfully assessing and navigating political and media issues.** The key element to Dr. Ammons' approach to administration is communications. As a result, relationships with internal and external constituencies provide Dr. Ammons with both the information and relationships to effectively navigate political and media issues.
- **Ability to build partnerships with Corporate America and university support organizations.** At NCCU, Dr. Ammons has increased the number of corporate sector relationships by establishing a Business and Industry Cluster program. Since its

establishment, NCCU has received substantial additional corporate support for scholarships, internships, distinguished professors and career opportunities for graduates.

- **A commitment to recruiting, retaining and developing an increasing number of high-caliber faculty and students.** The realization of the Biotechnology program at NCCU has created the opportunity for a significant increase in the number of PhD faculty in the sciences. Under Dr. Ammons leadership, over the past five years NCCU trails only Duke and the University of North Carolina at Chapel Hill in the number of National Achievement Scholars recruited.
- **A thorough knowledge of interacting with compliance and accreditation entities (i.e. NCAA, SACS, etc.).** Dr. Ammons has chaired a number of SACS visiting committees, served as a Member of the Commission on Colleges at SACS and currently serves a member of a Site Evaluation Team for the American Bar Association.
- **Experience as one of the senior administrators or executives in an academic institution, government agency, foundation, business or other organization of comparable size and complexity to Florida A&M. (Highly Preferred: President of Senior Executive in Higher Education).** Dr. Ammons served 5+ years as Provost of Florida A&M University before his appointment as Chancellor of North Carolina Central University (a slightly smaller institution {1,500 employees, 8,700 students} but similar in structure and complexity).

Florida A&M University Presidential Search Timeline

- October 20, 2005 Presidential Search Committee Teleconference
- November 2, 2005 Advisory Sub-Committee Teleconference
- November 3, 2005 Presidential Search Committee Teleconference
- November 30, 2005 Presidential Search Committee Meeting
- December 1, 2005 Board of Trustees Meeting
- January 7, 2006 Alumni Focus Group Meeting
Facilitators: *Altha Manning*, Executive Director,
Alumni Affairs
Charles Lewis, Vice President
Mid-west Region, FAMU NAA
Location: Mid-Winter Meeting of National Alumni
Association, Miami, Florida

- February 2, 2006 Presidential Search Committee Teleconference
- February 3, 2006 Student Focus Group Meeting
Facilitator: *Monique Gillum*
Chair, SGA Student Relations Committee
SGA Vice President

- February 9, 2006 Community Focus Group Meeting
Facilitator: *Bishop AJ Richardson*, Presiding Prelate
2nd Episcopal District
African Methodist Episcopal Church

- February 28, 2006 Presidential Search Committee Teleconference
- March 2, 2006 Board of Trustees Meeting
- March 21, 2006 Faculty Senate Focus Group Meeting
Facilitator: *Donald Palm, Ph.D., Professor*
- March 28, 2006 Advisory Sub-Committee Teleconference
- March 30, 2006 Administrators and Staff Focus Group Meeting
Facilitators: *Dr. Adeline Evans, Dr. Osiefield
Anderson and Trustee Pamela Duncan*

- April 15, 2006 Issued Invitation to Negotiate for an
Executive Search Firm

- April 27, 2006 Presidential Search Committee Teleconference
- June 1, 2006 Presidential Search Committee: *Leadership
And Qualifications Workshop*

- June 29, 2006 Presidential Search Committee Meeting
Interview of Executive Search Firms
Academic Search Consultation Service
Washington, DC
The Hollins Group
Atlanta, GA; Chicago, IL; New York, NY
Isaacson, Miller
Boston, MA

- June 30, 2006 Board of Trustees Meeting
Approval of Executive Search Firm

- July 27, 2006 Meeting with The Hollins Group Teleconference
- August 1 – December 5 Identification and Recruitment of Qualified Candidates
- August 31, 2006 Presidential Search Committee Teleconference
- September 7, 2006 Board of Trustees Meeting

- September 21, 2006
 - September 28, 2006
 - October 26, 2006
 - October 25, 2006
 - November 16, 2006
 - December 6, 2006
 - December 7, 2006
 - December 14, 2006
 - December 15, 2006
 - January 11, 2007
 - January 16, 2007
 - January 17, 2007
 - January 18, 2007
 - January 24, 2007
 - January 26, 2007
 - January 28, 2007
 - January 29, 2007
 - February 1, 2007
- BOG Presentation on Presidential Search Process
 Presidential Search Committee Teleconference
 Presidential Search Committee Teleconference
 Advisory Sub-Committee Teleconference
 Teleconference
 Presidential Search Committee Meeting
 Review of Applicants/Nominees
 Board of Trustees Meeting
 Interview of Semi-Finalists
Dr. Thelma Thompson, President
 University of Maryland Eastern Shore
 Princess Anne, Maryland
Dr. James Ammons, Chancellor
 North Carolina Central University
 Durham, North Carolina
Dr. Patricia Ramsey, Provost & VP for Academic Affairs
 Bowie State University
 Bowie, Maryland
- Interview of Semi-Finalists Continued
Dr. Larry Palmer, President and CEO
 Inter-American Foundation
 Arlington, Virginia
Dr. Lawrence Davenport, Executive Vice President for University Advancement & Executive Director for FAU Foundation
 Florida Atlantic University
 Boca Raton, Florida
Dr. Howard Johnson, Provost & Vice President for Academic Affairs
 University of North Texas
 Denton, Texas
- Presidential Search Committee Teleconference
 Finalists Interview with Stakeholders
Dr. Thelma Thompson
 Finalists Interview with Stakeholders
Dr. Howard Johnson
 Finalists Interview with Stakeholders
Dr. James Ammons
 Presidential Search Committee Teleconference
 Committee Visit to North Carolina Central
 Committee Visit to University of Maryland Eastern Shore
 Committee Visit to University of North Texas
 BOT Meeting – Interviews of Finalists and Selection of
 Dr. James H. Ammons as President of Florida A&M
 University