Presidential Selection Documentation
Florida Board of Governors
Confirmation of
Dr. Larry Robinson
12th President of Florida Agricultural and Mechanical University

Submitted by:
Florida Agricultural and Mechanical University Board of Trustees
January 2018

Board of Trustees
Florida Agricultural and Mechanical University

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Presidential Leadership/Review Special Committee

COMMITTEE MEMBERS

Mr. Thomas Dortch, *Chair*
Member, FAMU BOT

Dr. Bettye Grable
Faculty Senate President, FAMU BOT

Mr. Devin Harrison (Justin Bruno, former SGA President)
Student Government President, FAMU BOT

Mr. David Lawrence
Member, FAMU BOT

Mr. Belvin Perry, Jr.
Member, FAMU BOT

Staff: Atty. Linda Barge-Miles

Presidential Selection Process

In September 2016, the FAMU Board of Trustees Chairman Kelvin Lawson charged the Presidential Review/Leadership Special Committee (Committee) to work on a structure, process, and procedures, and to create a presidential profile for selecting a candidate to serve as president for Florida Agricultural and Mechanical University (University). Chair Lawson appointed Trustee Thomas Dortch to chair the Committee. He also recognized the need to include the University's stakeholders in this process; therefore, he appointed the Faculty Senate President-Bettye Grable, the Student Government President-Justin Bruno (succeeded by Devin Harrison), as well as Trustees David Lawrence and Belvin Perry, Jr. to the Committee.

To facilitate the process of creating a presidential profile, the Committee recommended that the Board retain a consultant and schedule stakeholder meetings to obtain criteria to create the presidential profile.

The Committee held faculty, staff, and alumni stakeholder forums in April and May of 2017, wherein it received input from the public and stakeholders regarding their expectations of the next president. The University also engaged RHR International as the consultant to assist with the selection of the new president of the University. RHR worked with the Board and key stakeholders to develop the presidential profile, which was adopted by the Board in September of 2017.

The University requested the Board of Governors grant a waiver of the requirements in BOG Regulation 1.002. In November 2017, the Board of Governors granted the waiver allowing the University to opt out of a national search for a president. On November 29, 2017, the Committee evaluated the Presidential Profile to Dr. Larry Robinson's qualifications and, in considering him for the presidential vacancy and recommended Dr. Robinson's appointment as president of the University.

On November 30, 2017, the FAMU Board of Trustees unanimously selected Dr. Larry Robinson as the 12th President of Florida Agricultural and Mechanical University, pending BOG confirmation.

Revised

THE WINNING FORMULA® PROFILE FOR PRESIDENT

Florida A&M University

Background and Approach

The Board of Trustees of Florida A&M engaged RHR International to consult with them regarding the selection of the new president of the university. As the first step in the process, RHR agreed to create a role profile that reflects the priorities in the strategic plan. The profile can serve as the guide for hiring, selection, assessment, succession planning, training and development.

RHR International interviewed the Board of Trustees and other key stakeholders from Florida A&M University to identify critical leadership requirements (The Winning Formula® profile) for the position of president. The individuals interviewed include:

Perry Belvin, Jr.
Justin Bruno
Matthew Carter
Greg Clark
Marshall M. Criser III
Thomas Dortch
Bettye Grable
Reverend R B Holmes
Thomas Jones
Lakin Lawindo
David Lawrence
Kelvin Lawson
Gary McCoy
Harold Mills
Kimberly Moore
Craig Reed
Karen Southwell
Kim Washington
Nicole Washington
Robert Woody

This report includes the following sections:

The Winning Formula Profile:

- Role Imperatives
- Essential Leadership Behaviors

The Winning Formula Profile

ROLE IMPERATIVES

Supports institutional excellence by growing the endowment to $155M and annual giving to $15M by 2022

Manages multiple constituencies and mediates between conflicting interests

Establishes and communicates a compelling vision and stewards a culture of accountability to raise performance levels

Leads a fiscally responsible organization that lives within its budget and provides exemplary customer service while reducing the average cost to students to $11,000

Creates a climate of innovation while honoring the traditions and mission of the university, achieving an average of 6 patents a year and growing R&D expenditures to $50M+ annually

Drives performance across critical metrics for:

- Student recruitment – Total enrollment of 12,000+ students
- Retention – 85% of student second year retention with GPA above 2.0
- Graduation rates – 4-year graduation rate of 40%, 6-year graduation rate of 60%
- Employability – 75% of graduates enrolled or employed full-time earning a salary of $25K+

The Winning Formula Profile

ESSENTIAL LEADERSHIP BEHAVIORS

BUILDS THE UNIVERSITY COMMUNITY THROUGH MANAGING MULTIPLE CONSTITUENCIES

- Represents the university's interests to the board, faculty, administrators, staff, students, alumni, boosters, donors, government, businesses, media, and the larger community
- Makes tough trade-off decisions through careful consideration of multiple factors and mediates conflicts between key constituents while not being bound by politics or patronage
- Operates with integrity and transparency; holds self and others to the highest standards of ethical behavior
- Understands the educational needs of traditionally underserved populations and advocates for remediation and support; opens the University to new student groups
- Partners with faculty and staff in their common objective to raise the academic standing and shared governance of the university; demonstrates an appreciation and support for the teaching mission of the institution
- Takes responsibility for outcomes and delivers on commitments
- Serves the state and local community within which the university operates as a partner in revitalization efforts
- Builds strong relationships of trust and candor; demonstrates caring for all individuals; operates as a peer in the eyes of board members

Rationale: The president serves as the hub of the university community, representing the needs of its many constituents and serving as arbiter of conflicting interests. To do so, the president must demonstrate impartiality and wisdom in balancing power and ensuring fair representation of all parties. The president will need to uphold the mission and honor the history of the institution while not being bound by politics or patronage.

The Winning Formula Profile

GROWS THE ENDOWMENT THROUGH FUNDRAISING AND FISCAL MANAGEMENT

- Serves as the primary contact point for major funding sources, boldly looking for new and increased contributions from donors
- Builds strong alliances with government and private sector partners to bring new programs and grants to the university
- Demonstrates strong financial acumen and responsible money management in budgeting and spending
- Drives efficiencies and evidences sound management practices to carefully and effectively control and provide oversight of expenditures
- Partners with the board of trustees on identifying strategic priorities and making critical decisions regarding investments
- Takes a long-term, data-driven approach to financial decision making, making responsible choices and trade-offs based on the facts on hand
- Is humble and willing to be influenced yet is confident in his/her convictions; is willing to offer a point of view and tenaciously drive the FAMU agenda

Rationale: Florida A&M is facing fiscal challenges in managing through declining enrollment and a performance based funding system that has resulted in tightening budgets. The new president will be called upon to address these deficits through sound management practices and finding new sources of revenue to balance the budget. These sources will include philanthropists, research funding, grants, alliances with other institutions and through the addition of new programs that will attract public and private dollars. The president will be called upon to make strategic choices that will enhance the university while demonstrating fiscal responsibility and sound business judgement.

The Winning Formula Profile

BALANCES STRATEGIC THINKING WITH CRISP EXECUTION

- Crafts a shared vision that reflects the views of all key stakeholders and articulates a clear strategy that guides action and keeps individual behavior on track
- Forges alignment and buy-in across all stakeholders to the strategic vision and key priorities for execution
- Puts metrics and accountability systems in place to ensure that strategies are executed successfully without losing sight of student welfare
- Is driven to have impact; knows how to get things done; translates ideas into actionable plans; develops and skillfully executes growth plans; demonstrates strong business acumen
- Sets clear priorities and holds people accountable to outcomes, timelines, and checkpoints; follows up to ensure successful completion of objectives

Rationale: FAMU has suffered over the last decade from a series of short-term leaders, each of whom have changed direction about the future of the university. This has resulted in a lack of engagement from faculty, staff and students. The president will need to demonstrate a big picture orientation that culminates in a shared vision that energizes constituents and paints a compelling future state for the institution. At the same time, sound management requires that individual behavior aligns with that vision, and managing the execution of the strategy is a fundamental responsibility of the president. Putting the accountability systems in place and ensuring that plans are executed on time and within budget is a core leadership commitment.

The Winning Formula Profile

COMMUNICATES EFFECTIVELY TO ENHANCE THE PUBLIC IMAGE OF THE UNIVERSITY

- Is an inspirational communicator who wins hearts and minds of audiences through painting a compelling future vision for the university; thrives under conditions of high visibility and scrutiny
- Serves as the public face of the university, selling the vision through multiple communication channels
- Listens carefully to all members of the university community and provides feedback that demonstrates an appreciation of diverse perspectives
- Aligns organizational activities and ensures consistency of message; evolves the message to stay relevant
- Leverages deep understanding of the FAMU market to recruit and retain new students and employees, engaging top talent to join the university
- Communicates a compelling case for change and assists others along the journey; effectively and intentionally leads and manages change; employs effective change-management tools and processes
- Expands the footprint of the university to include new partnerships and constituent groups

Rationale: As the most public spokesperson for the university, the president is called upon to represent the views of all constituents and advocates for the mission of the institution. This will require strong public speaking and communication skills, in listening, writing and talking. The president will serve as a change agent in setting direction for FAMU, selling the vision and influencing others to join in a common effort for institutional advancement.

The Winning Formula Profile

GROWS ORGANIZATIONAL CAPABILITY THROUGH STRATEGIC TALENT MANAGEMENT

- Has a keen eye for talent; recruits, coaches, and retains highly qualified leaders
- Builds a strong management team with a clear sense of purpose that works together to reach shared objectives
- Manages performance through setting high standards and demanding excellence; provides feedback and makes the hard decisions on underperformers
- Builds an aligned and engaged organization; inspires and builds trust; helps people see their roles in delivering on the collective vision
- Actively works to build and protect the positive aspects of the culture and ensures consistency across the institution
- Demonstrates personal willingness to learn and evolve as the demands of the role change over time
- Drives innovation by never accepting just "good enough" effort, constantly pushing for what more can be done and encouraging efforts to try new things that can drive breakthrough results
- Demonstrates managerial courage and pivots easily to reflect new realities
- Delegates authority for decision making to the lowest appropriate level

Rationale: In the end, the president will only be as effective as the team that he or she builds around them. This will require strong talent management skills in selecting the most qualified applicants, setting challenging standards for achievement and holding all parties accountable for top performance. To be a top-flight learning institution, FAMU must take responsibility for the lifelong development and growth of its faculty, staff and students. This will require the president to serve as the keeper of the organizational culture, setting the standard through personal example.

Biographical Sketch
Dr. Larry Robinson

Larry Robinson, Ph.D., is the President designate and a Distinguished Professor in the School of the Environment (SOE) at Florida Agricultural and Mechanical University (FAMU). Previously he served as the Interim President at FAMU from September 2016 – November 2017, July 2012 to April 2014, Director of FAMU's Environmental Sciences Institute from 1997 to 2003, Provost and Vice President for Academic Affairs from 2003 to 2005, Interim President in 2007, and Vice President for Research in 2009. From 2001 to 2010, he served as Director of the National Oceanic and Atmospheric Administration's (NOAA) Environmental Cooperative Science Center housed at FAMU. His research interests include environmental chemistry, environmental radiochemistry and environmental policy and management.

In 2007–2009, Robinson served as Senior Scientific Advisor at the U.S. Department of Agriculture's Cooperative State Research, Education and Extension Service. In May 2010, Robinson took a leave of absence from FAMU to serve in a U.S. Senate confirmed position as Assistant Secretary of Commerce for Conservation and Management at NOAA. While there, he supported and managed NOAA's coastal and marine programs, including marine sanctuaries for preserving areas of special national significance, fisheries management and preparation of nautical charts. He also supported NOAA's participation in addressing the BP oil spill crisis and served on the Ocean Policy Task Force and Gulf Coast Restoration Task Force. In addition to his US Senate Confirmation Hearing in March 2010, Robinson testified at a U.S. House of Representatives' Hearing on "Combating the BP Oil Spill" in May 2010 and a US Senate Hearing on "The Use of Dispersants for the BP Deepwater Horizon Oil Spill" in July 2010.

Robinson was asked to return to the University as a Special Assistant to the FAMU President in November 2011 and was selected again as Provost and Vice President for Academic Affairs in March 2012. In 1984–1997, Robinson served as a Research Scientist and Group Leader of a neutron activation analysis (NAA) facility at Oak Ridge National Laboratory, (ORNL). His research responsibilities at ORNL included trace element analysis in environmental science, epidemiology, forensics, material science and paleontology; environmental radiochemistry; and nuclear safeguards and non-proliferation.

Robinson served as a member of the Ocean Research and Resources Advisory Panel (and Chair of the Ocean Observing Sub-panel); founding member of the Council of Environmental Deans and Directors; founding member of the National Ecological Observatory Network (NEON) Science Technology Education Advisory Committee (STEAC); member of ORNL's Environmental Sciences Division's External Advisory Board; member of the Department of Energy's Oak Ridge Reservation Environmental Management Site Specific Advisory Board; and a member of the Florida Chapter of the Nature Conservancy Board of Trustees. Robinson has served on the National Research Council (NRC) Committee on Mine Placement of Coal Combustion Wastes,

NRC Committee on Restoration of the Greater Everglades Ecosystem and the NRC Committee to Review the Corps of Engineers Florida Aquifer Storage and Recovery Technical Data Report.

Robinson attended Lemoyne-Owen College, earned a B.S. in chemistry summa cum laude from Memphis State University and a Ph.D. in nuclear chemistry from Washington University in St. Louis, Missouri.

Curriculum Vitae
Dr. Larry Robinson

Distinguished Professor
School of the Environment
Florida A&M University
Tallahassee, FL 32307
Electronic mail: Larry.Robinson@famu.edu

Education

1984, Ph.D., Nuclear Chemistry, Washington University, St. Louis, MO
1979, B.S., Chemistry, summa cum laude, Memphis State University
1975-1976, Student, LeMoyne-Owen College

Management/Leadership Training

(Courses provided by staff or consultants of Martin-Marietta Energy Systems or Lockheed – Martin)
Towers-Perrin Compensation Best Practices (August 1996)
Leading Out Loud: Building Commitment Through Authentic Communication (1996)
Advanced Leadership Program (August 1995)
Ethics Awareness and Standards of Conduct (November 1994)
Positive Discipline (November 1994)
Affirmative Action / Cultural Diversity (October 1994)
Performance Planning and Review (October 1994)
Management Performance Based Observation (January 1994)
Franklin Time Management (September 1992)
Coaching: The Key to Team Success (August 1992)
Quality Assurance Fundamentals (May 1992)
Ethics: Phase III (March 1991)
Kepnor-Tregoe Problem Solving /Decision making (January 1989)

Professional Experience

November 2017– Present, President, Florida A&M University

2016–2017, Interim President, Florida A&M University

2014–2016, Distinguished Professor, School of the Environment

2012–2014, Interim President Florida A&M University

2012, Provost and Vice-President of Florida A&M University

2011–2012, Special Assistant to the President at Florida A&M University. Coordinated the administrative and eminent scholar searches, the integration of Graduate Studies and Title III programs with the Division of Sponsored Research, and the reorganization of the administrative structure. Led Internal Crisis Management Team established to develop a comprehensive plan to address hazing at the university.

2010–2011, Assistant Secretary of Commerce for Conservation and Management, and Deputy NOAA Administrator. Supported and managed NOAA's coastal and marine programs, including marine sanctuaries for preserving areas of special national significance, fisheries management to sustain economic prosperity, and nautical charts for safe navigation. Supported NOAA's participation as a lead agency addressing the BP oil spill crisis. Served as the NOAA representative to the National Ocean Policy Deputy's Committee; the National Science and Technology Council Committee (NSTC) on Science, Technology, Engineering and Math Education; the NSTC Committee on Environment and Natural Resources; the South Florida Ecosystem Restoration Task Force; the Great Lakes Restoration Task Force; the Gulf Coast Ecosystem Restoration Task Force; and other key restoration related taskforces. Led an interagency working group on ocean plumes established to model and predict ocean transport of radiation threats to U.S. assets in the Pacific and in the continental United States from radioactivity released by the damaged Japanese Fukushima Nuclear Power Plant.

2009–2010, Vice President for Research Florida A&M University

2007–2009, Senior Scientific Advisor U.S. Department of Agriculture Cooperative State Research, Education and Extension Service

2005–2009, Professor Environmental Sciences Institute Florida A&M University
Research Interests: Environmental chemistry in coastal ecosystems; coastal ecosystem policy and management; and environmental radiochemistry and the application of nuclear methods to detect trace elements in environmental matrices.

2007, Chief Executive Officer/Interim President, Florida A&M University: Selected by FAMU Board of Trustees to lead the University during leadership transition.

2003–2005, Provost and Vice President for Academic Affairs Florida A&M University. Managed deans and directors of 13 colleges, schools and institutes. Instituted university-wide assessment program and undergraduate student retention and progression program. Instituted mentoring program for tenure earning faculty and a revised reward system for faculty with federally funded research awards.

2001–2010, Director NOAA Environmental Cooperative Science Center. Directed and coordinated the efforts of over 25 scientists at 8 universities to conduct research, education and outreach in coastal and marine ecosystems.

1997–2003, Director/Professor, Environmental Sciences Institute, Florida A&M University. Led efforts to establish B.S. and Ph.D. programs in Environmental Science in 1998 and 1999, respectively. Built a nationally recognized program.

1984–1997, Research Scientist and Group Leader of a neutron activation analysis (NAA) laboratory, Oak Ridge National Laboratory, (ORNL). Research involved trace element analysis in environmental science, epidemiology, forensics, paleontology, nuclear safeguards and non-proliferation, and material science. Supervised the work of other scientists and managed state-of-the-art experimental facilities at the High Flux Isotope Reactor. Also served as Radiation Safety Officer for a division consisting of 150 personnel from 1988-1993. Led the effort at ORNL to analyze hair and nail samples of former President Zachary Taylor, 1991.

1983, Graduate Research Associate, Los Alamos National Laboratory, Inorganic and Nuclear Chemistry Division: On-line irradiation/separation using continuous flow centrifuge apparatus at the Omega West Research Reactor. Extensive use of radiochemical methods.

Membership in Professional Organizations

American Association for the Advancement of Science
Ecological Society of America
National Association of Black Chemists and Chemical Engineers
Sigma Xi

Contracts and Grants (partial)
(Generated over $35 million since 1997)

Title: *Technical Assistance in Site Evaluation and Review of Waste Minimization*
Agency: Florida Department of Environmental Protection / Florida Atlantic University
Project Period: 8/4/97-11/28/97
Amount: $9,500

Title: *Marine Biotechnology Estuarine Environmental Science Research Program*
Agency: U.S. Department of Energy
Project Period: 9/1/97-8/31/01
Amount: $5,448,407

Title: *Development of a Strategy for Environmental Equity and Justice/Scarboro Community Environmental Study*
Agency: U.S. Department of Energy
Project Period: 9/1/97-12/31/99
Amount: $152,554

Title*: Locating Contaminated Seep Areas using an Underwater Radon Monitor*
Agency: U.S. Department of Defense / Florida State University
Project Period: 9/29/97-6/30/00

Amount: $130,149

Title: *Marine Biotechnology Estuarine Environmental Science Research Supplemental*
Agency: U.S. Department of Energy
Project Period: 3/1/98-2/28/00
Amount: $760,611

Title*: HBCU/MI Environmental Technology Consortium*
Agency: U.S. Department of Energy / Clark Atlanta University
Project Period: 9/30/97-9/30/02
Amount: $1,371,933

Title: *Tertiary Education Linkages Program- South Africa Project*
Agency: U.S. Agency for International Development/ United Negro College Fund
Project Period: 3/23/00-3/22/03
Amount: $408,509

Title: *Optical Studies of Harmful Algal Blooming in Florida*
Agency: National Oceanic and Atmospheric Administration
Project Period: 9/1/01-8/31/02
Amount: $54,883

Title*: Development of an Environmental Studies Program at the Royal University of Phnom Penh, Cambodia*
Agency: U.S. Agency for International Development/ United Negro College Fund
Project Period: 6/1/01-5/31/04
Amount: $200,000

Title: *Florida Interdisciplinary Center for Environmentally Sound Solutions*
Agency: National Science Foundation /University of Florida
Project Period: 4/15/02-3/31/05
Amount: $27,546

Title: *Environmental Cooperative Science Center*
Agency: National Oceanic and Atmospheric Administration
Project Period: 10/1/01-9/30/06
Amount: $12,500,000

Title: *Environmental Cooperative Science Center*
Agency: National Oceanic and Atmospheric Administration
Project Period: 9/1/2006 -8/30/2011
Amount: $12,500,000

Teaching Experience

Professor, Environmental Sciences Institute, Florida A&M University, 1997–present.

Visiting Professor, Environmental Science Institute, Florida A&M University, 1995–1996. Supervised Ph.D. candidate's research in trace element analysis of biological material in association with Alzheimer's disease at Oak Ridge National Laboratory (ORNL). 1991–1994.

Directed and conceived undergraduate students' Honor Thesis research in trace element analysis and expert system development at ORNL. 1990–1994.

Directed Historically Black College Professors' research in trace element analysis and radionuclide migration in soil at ORNL. 1990–1994.

Directed Department of Energy's Regional High School Teachers Research Associate project on laboratory robotics at ORNL. 1993.

Trained International Atomic Energy Agency Fellows in nuclear methods of analysis at ORNL. 1988.

Teaching Fellow, Department of Chemistry, Washington University. Supervised radiochemistry laboratory course for graduate students and undergraduate analytical chemistry laboratory course. 1980–1982.

Instructor, Inroads Incorporated, St. Louis, Missouri. Taught college level chemistry to advanced high school students. 1981–1983.

Instructor, Student Educational Services, Washington University. Workshop leader for general and organic chemistry courses. Taught a course on scientific problem solving for incoming freshmen. 1981–1984.

Courses Taught

Environmental Chemistry
Environmental Radiochemistry
Radiation Measurement and Detection
Radiation Protection
Sources and Control of Environmental Pollution

Theses and Dissertations Supervised

"Implementation of Environmental Justice: A Case Study Department of Energy Oak Ridge Operations", Karen Barnes, M.S., 1998

"Development and Testing of a Prototype Submersible Radon Detection System", Judith Weaver, M.S., 1999

"Measurement of Uranium Isotopes in the Scarboro Community", Donatto Surratt, M.S., 1999

"Comparison of Large Scale verses Small Scale Conductivity Measurements in the R-Area at the Savannah River Site", William Johnson, M.S., awarded 2000

"Atmospheric Biomonitoring of Radionuclides and Heavy Metals Using Mosses and Lichens", Apeti Ayaovi, M.S., awarded 2001

"Determination of Trace Element Concentrations in Vegetation by Laser Induced Breakdown Spectroscopy", John Branch, Jr., M.S., 2003

"The Utilization of Relaxed Eddy Accumulation and Ion Mobility Spectrometry to Explore the Dry Deposition of Ammonia in Coastal Ecosystems", LaToya Myles, Ph.D. awarded December 2004.

"Chronology of Sediment Nutrient Geochemistry in Apalachicola Bay, Florida", Donatto Surratt, Ph.D. awarded May 2005 (co-advisor)

"Development of Comparative Biomonitoring Methods for Heavy Metals in Apalachicola Bay, Apeti Ayaovi, Ph.D. awarded December 2005

"Cattail as a Bioindicator of the Lower Apalachicola River Floodplain in Response to Environmental Change", Li Zhao, Ph.D. awarded August 2006

"The Impact of Silvicultural Activities in Tate's Hell Forest on Nutrient Runoff to Apalachicola Bay", Andrine Stanhope, Ph.D. awarded April 2007

"Implementing Ecosystem Management Approaches", Cassandra Barnes, Ph.D. awarded August 2007

"The Implications of Development on Erosion in Florida Coastal Areas as Indicated by Construction Permitting Trends", Ariana Marshall, M.S. 2009

"Some Elements on the Ecology and Catchability of Penaeid Shrimps from Sofala bank, Mozambique: Implications for Management and Sustainability of the Fishery", Atanasio Brito, Ph.D. awarded April 2011 (co-advisor)

Professional Service

2008–2010, Member, Ocean Research and Resources Advisory Panel. Chair Ocean Observing Sub-panel.

2008–2010, Founding Member, National Ecological Observatory Network (NEON) Science Technology Education Advisory Committee (STEAC).

2007–2010, Member, International Advisory Board to *Florida Center for Research in Science, Technology, Engineering and Mathematics (FCR-STEM).*

1997–2010, Florida A&M University Campus Coordinator Florida Sea Grant

2007, Member, Off-Site Review Committee Southern Association of Colleges and Schools.

2007, Member, National Ecological Observatory Network (NEON) Education Tiger Team

2006, Panelist, Conference on Ocean Literacy, National Marine Sanctuary Foundation.

2005, Chair, Council of Academic Vice Presidents State University System of Florida.

2005, Member, On-Site Review Committee Southern Association of Colleges and Schools.

2001–2010, Member, Leon County Water Resources Committee.

2004–2006, Member National Research Council Committee on Mine Placement of Coal Combustion Waste

1999–2004, Member, National Research Council Committee on the Restoration of the Greater Everglades Ecosystem.

2001–2005, Member, Policy Oversight Board, U.S. Army High Performance Computing Research Center, University of Minnesota.

2000–2003, Chairperson, Florida Board of Education Statewide Course Numbering System Faculty Committee on Environmental Studies.

2000–2003, Member NEED Committee of the American Nuclear Society.

2000–2004, Scientific Judge / Moderator Department of Energy National Science Bowl.

2001 Member, Florida Board of Education Advisory Group on Emerging Technologies.

1999–2002, Member, State of Florida Aquaculture Interagency Coordinating Committee.

1999–2000, Member Advisory Board, Savannah State University Center for Marine, Environmental Science and Biotechnology Program.

1999, Member, NASULGC Board on Natural Resources Ecology Section.

1998, Chairperson, Biology and Medicine Division, American Nuclear Society.

1996–1998, Executive Committee, Biology and Medicine Division, American Nuclear Society.

1998–2001, Member, Advisory Board, Environmental Sciences Division, Oak Ridge National Laboratory.

1998, Member, Proposal Review Panel, Tulane/Xavier Center for Bioenvironmental Research's Hazardous Materials in Aquatic Environments of the Mississippi River Basin.

1998, Member, Proposal Review Panel, NIH National Human Genome Research Institute.

1997–2003, Advisory Board Member, Florida Center for Environmental Studies, Florida Atlantic University.

1997–2003, Advisory Board Member, Florida Institute of Oceanography.

1997–2003, Steering Committee Member, Department of Energy's Historically Black Colleges and Universities/Minority Institutions Environmental Restoration and Waste Management Consortium (Chairperson, 2001).

1997–2002, Member, National Oceanic and Atmospheric Administration's Historically Black College and University Consortium (Co-Chairperson 2001 – 2002).

1997–2007, Member Department of Energy Office of Civilian Radioactive Waste Management Fellowship Review Panel.

1997–2003, Advisory Board Member Savannah River Environmental Sciences Field Station.

1997, Member, Independent Evaluation Team Fernald Environmental Management Project Tri-Annual Exercise.

1996, Member Oak Ridge National Laboratory's Human Resources Reengineering Committee.

1987–1996, Treasurer and past Executive Board Member, East Tennessee Chapter of the National Organization of Black Chemists and Chemical Engineers.

1993–1996, Member, Martin Marietta Energy Systems' Honors and Awards Committee.

1995, Panelist, Department of Energy Marilyn Lloyd Scholarship and Fellowship Program Review Committee.

1995, Member, Oak Ridge National Laboratory Diversity Council.

1994–1995, Member, Oak Ridge National Laboratory Research Staff Member Job Description Review Committee

1994, Member, NAACP/DOE Minority Scholarship National Selection Committee.

1991–1992, Member, Science Curriculum Evaluation Advisory Committee, Oak Ridge School System.

1988–1990, Coordinator, Oak Ridge National Laboratory/American Chemical Society Project SEED (Summer Educational Experience for the Disadvantaged).

1993, Panelist, Oak Ridge National Laboratory Minority Environmental Careers Conference.

1990, Member, Roane St. Community College Minority Advisory Committee.

1988–1994 Member, ASTM Task Group on Nuclear Methods of Chemical Analysis.

Reviewed Manuscripts for the Following Journals:

The Journal of Radioanalytical and Nuclear Chemistry
Methods and Applications of Radioanalytical Chemistry
Nuclear Technology
The Radiation Protection Journal
Radiochimica Acta
Transactions of the American Nuclear Society

Reviewed Research Proposals for the Following Agencies:

Department of Agriculture
Department of Energy
National Oceanic and Atmospheric Administration
National Institutes of Health
National Science Foundation
Nuclear Regulatory Commission
Oak Ridge Associated Universities
Teresa Heinz Foundation

Academic Service

2005–2007, Chairperson, FAMU Environmental Sciences Institute Program Review Committee

2007, Chairperson, FAMU College of Engineering Sciences, Technology and Agriculture Dean Search Committee

2002, Chairperson, Florida A&M University Vice-President for Research Search Committee.

2002, Chairperson, Florida A&M University Committee on Tenure Appraisals.

2002–2005, Member, Florida A&M University Program Review Committee.

2001–2003, Member Florida A&M University Mission Statement Advisory Committee.

2001–2004, Florida A&M University Master Plan Committee.

2000–2002, Ex-officio Member, Florida A&M University Faculty Senate.

2000–2002, Panelist Florida A&M University Faculty Planning Conference.

1999–2003, Chairperson New Degree Program Review Committee.

1999–2000, Liaison Officer, U.S. Coast Guard Recruiting Initiative for the Twenty-First Century Scholarship Program

1999–2000, Author, Florida A&M University's Environmental Sciences Institute Southern Association of Colleges and Schools' Expected Educational Outcomes and Assessment Plan.

1998–1999, Member, Florida A&M Center of Excellence for Science, Engineering, Computer Science and Mathematics Planning Committee.

1998–1999, Chairperson, Environmental Sciences Institute Ph.D. Program Development Committee.

1997–1998, Reviewer, Florida A&M University Southern Association of Colleges and Schools Self-Study.

1997–2003, Member, Florida A&M University Deans Council.

1997–2003, Chairperson, Florida A&M University-Wide Committee on Tenure and Promotion.

1995–1996, Visiting Professor, Environmental Sciences Institute, Florida A&M University.

Community Service

2002– 2010, Coach Florida A&M University High School Ocean Bowl Team.

2001–2010, Leon County Water Resources Committee.

2000–2004, Scientific Judge / Moderator Department of Energy National Science Bowl.

2000–2003, Sealey Elementary School Business Partner.

2000–2001, Science Fair Judge Fairview Middle School.

1998, Member, Tallahassee-Leon County Planning Department's Gaines Street Vitalization Committee.

1998, Advisor, Rickards High School Environmental Service Project.

1997–1998, Member, Florida Department of Environmental Protection's Off-site Consequence Analysis Technical Advisory Group for RCRA Treatment, Storage, and Disposal Facilities.

1995–1997, Member, Department of Energy's Oak Ridge Reservation Environmental Management Site Specific Advisory Board.

1994–1997, Board of Directors Member, Oak Ridge Community Housing Development Corporation, Chairman, 1996.

1989–1996, President, Oak Ridge Branch of the National Association for the Advancement of Colored People.

1994–1995, Member, Discipline Task Force Oak Ridge Public School System.

1993, Science Fair Judge, ACTSO NAACP National Meeting, Indianapolis, IN.

1993, Science Fair Judge, Green Elementary School Knoxville, TN.

1992– 993 Member, Oak Ridge Public School System Science Curriculum Evaluation Committee.

1992, Charter Member, Lockheed-Martin/Department of Energy's K-25 Plant Adopt-A-School Committee.

1992, Science Fair Judge, ACTSO NAACP National Meeting, Nashville, TN.

1991–1992, Member, City of Oak Ridge Ad Hoc Committee to Assess Affordable Housing in Oak Ridge.

Recent Publications

Marshall, A., Robinson, L., and Owens, M., (2011). *Coastal construction trends in response to coastal erosion: an opportunity for adaptation;* Journal of Coastal Conservation, 15(Issue 1): 61-72.

Robinson, L. (2011). *Science, Service and Stewardship: Protecting our resources, strengthening our economy*, U.S. Coast Guard Journal of Safety and Security at Sea, Proceedings 68 (2): 59-62.

Henry, N.D., Robinson, L., Johnson, E., Cherrier, J., and Abazinge, M. (2011). *Biodegradation of phenanthrene by Acinetobacter calcoaceticus supplemented with rhamnolipid biosurfactants,* Bioremediation Journal. 15(2): 1-12.

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Other Publications

"Design and Applications of a 252Cf Cold Neutron Source", E. Johnson, L. Robinson, and L. Zhao, Trans. Am. Nucl. Soc., (2000), 321.

"Filament Metal Contamination and Raman Spectra of Hot Filament Chemical Vapor Deposited Diamond Films", P. Mehta Menon, A. Edwards, C.S. Feigerle, R. W. Shaw, D. W. Coffey, L. Heatherly, R.E. Clausing, L. Robinson, D.C. Glasgow, Diamond and Related Materials 8 (1999), 101-109.

"Study of the Neutron Flux in a Model for a Cf-252 Cold Neutron Source", L. Robinson, E. Johnson, L. Zhao, J. Radioanal. Nucl. Chem., Articles, 238, (1998), 25-28.

"A Novel Approach to Aluminum Determination in Biological Tissues Using a Pair of Pneumatic Tube Irradiation Facilities", D.J. Van Dalsem, L. Robinson, W.D. Ehmann, J. Radioanal. Nucl. Chem., Articles, 192, (1995), 131-138.

"Methods for Preparing Comparative Standards and Field Samples for Neutron Activation Analysis of Soil", D.C. Glasgow, F.F. Dyer, L Robinson, ibid.

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"Determination of Phosphorous Using (n,α) Nuclear Reactions, D.J. Van Dalsem, L. Robinson, W.D. Ehmann, Trans. Am. Nucl. Soc., Vol. 71 (1994), 50-51.

"Research and Learning Opportunities in a Reactor Based Nuclear Analytical Laboratory", L. Robinson, D.H. Brown, J. Chem. Ed., 71, (1994), 824-826.

"The DOS 1 Neutron Dosimetry Experiment at the HB-4-A Key 7 Surveillance Site on the HFIR Pressure Vessel", K. Farrell, F. B. Kam, C. A. Baldwin, J. V. Pace, III, W. R. Corwin, L. Robinson, F. F. Dyer, F. M. Haggag, F. W. Stallman, B. M. Oliver, and L. R. Greenwood, ORNL/TM-12511 (1994).

"Determination of Hg and Other Trace Elements in Soil Using Neutron Activation Analysis", L. Robinson, F.F. Dyer, D. W. Combs, J. W. Wade, J. E. Carlton, A. L. Ondracek, J. R. Stokely, J. Radioanal. Nucl. Chem., Articles, 179, No. 2, (1994), 305-313.

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"Proposed Neutron Activation Analysis Facilities in the Advanced Neutron Source", L. Robinson, F.F. Dyer, J.F. Emery, Nucl. Instr. Meth. Phys. Res., A299 (1990), 413-415.

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"The Use of Automation with the New Pneumatic Irradiation Facility of the ORNL HFIR," ANS Transactions, Vol. 56, TANSAP 56 1-628 (1988), F. F. Dyer, L. Robinson, J. F. Emery.

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“An Automated Fuel Element Scanning System”, J. Radioanal. Nucl. Chem., 125, No.2,(1988) 317-331, L. Robinson, R.W. Hobbs, F.F. Dyer, L.P. Pugh, F.L. Snelgrove, N.A. Teasley.

"Nuclear Charge Distribution for A=121 from Thermal-Neutron Induced Fission of 235-U," L. Robinson, A. C. Wahl, T. M. Semkow, A. E. Norris, Phys. Rev. C 31, 1334 (1985).

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Oral Presentations (Partial)

"Fractional Independent Yield Determination Using the SISAK Apparatus", L. Robinson, A. C. Wahl, T. M. Semkov, American Chemical Society National Meeting, Chicago, IL, September 8-13, 1985.

"An Automated Fuel Element Scanning System", L. Robinson, R. W. Hobbs, F. F. Dyer, L. P. Pugh, J. L. Snelgrove, and N. A. Teasley,
194th American Chemical Society National Meeting, New Orleans, LA, August 30 - September 4, 1987.

"The Use of Automation with the New Pneumatic Irradiation Facility of the ORNL HFIR," F. F. Dyer, L. Robinson, J. F. Emery, INVITED, American Nuclear Society Annual Meeting, San Diego, California.
June 12-16, 1988.

"An Automated Fuel Element Scanning System", L. Robinson, R. W. Hobbs, F. F. Dyer, L. P. Pugh, J. L. Snelgrove, and N. A. Teasley, American Nuclear Society Topical Meeting: Industrial Radiation and Radioisotope Measurement Applications, Pinehurst, North Carolina, September 6-9, 1988.

"Neutron Activation Analysis" and "Careers in Science and Engineering", L. Robinson, a series of lectures and panel discussions presented April 13-14, 1989, at Lincoln University (PA) Black Executive Exchange Program (BEEP) sponsored by MMES.

"Design and Use of a Proposed Californium Cold Neutron Source", L. Robinson, F. F. Dyer, and B. H. Montgomery, International Conference on Nuclear Analytical Methods in the Life Sciences, National Institute of Standards and Technology, Gaithersburg, MD, April 17-21, 1989.

"An Expert System for Gamma-Ray Spectroscopy", L. Robinson, Thirty-First ORNL/DOE Conference on Analytical Chemistry in Energy Technology, Gatlinburg, Tennessee, October 10-12, 1989.

"Neutron Activation Analysis Facilities in the Advanced Neutron Source", L. Robinson, F. F. Dyer, and J. F. Emery, INVITED, Winter Meeting of the American Nuclear Society, San Francisco, California, November 26-December 1, 1989.

"Proposed Neutron Activation Analysis Facilities in the Advanced Neutron Source", L. Robinson, F. F. Dyer, J. F. Emery, Seventh Symposium on X- and Gamma-Ray Sources and Applications, Ann Arbor, MI, May 21-24, 1990.

"Experimental Capabilities of the Proposed Neutron Activation Facilities in the Advanced Neutron Source", L. Robinson, F. F. Dyer, J. F. Emery, INVITED, Annual Meeting of the American Nuclear Society, Nashville, TN, June 10-14, 1990.

"Status of NAA Facilities in the Advanced Neutron Source", L. Robinson, F. F. Dyer, INVITED, Eighth International Conference on Modern Trends in Activation Analysis, Vienna, Austria, September 16-20, 1991.

"Status of NAA Facilities in the Advanced Neutron Source", L. Robinson, F. F. Dyer, INVITED, Thirty-Second ORNL/DOE Conference on Analytical Chemistry in Energy Technology, Gatlinburg, TN, October 1-3, 1991.

"Determination of Hg and Other Trace Elements in Soil Using Neutron Activation Analysis", L. Robinson, INVITED, Department of Chemistry, University of Kentucky, Lexington, January 24, 1992.

"A Search for Arsenic in Hair and Nail Remains of Former President Zachary Taylor by Neutron Activation Analysis (A Historical Perspective) ", L. Robinson, F. F. Dyer, G. R. Nichols, INVITED, 19th Annual WATTec Conference, Knoxville, Tennessee, February 18-21, 1992.

"Neutron Activation Analysis" and "Careers in Science and Engineering", L. Robinson, a series of lectures and panel discussions presented March 25-27, 1992, Paine College, Augusta, GA. Black Executive Exchange Program (BEEP).

"Accountability Measurements at ORNL", L. Robinson, INVITED, Energy Systems' Five-Site Nondestructive Assay Measurements Meeting, K-25 Site, April 28-29, 1992.

"Determination of Hg and Other Trace Elements in Soil Using Neutron Activation Analysis", L. Robinson, et. al., INVITED, Second International Symposium on Nuclear Analytical Chemistry, Toronto, Ontario, Canada, June 3-5, 1992.

"Determination of Hg and Other Trace Elements in Soil Using Neutron Activation Analysis", L. Robinson, et. al., Eight Annual Waste Testing and Quality Assurance Symposium, Arlington, VA, July 13-17, 1992.

"A Search for Arsenic in Hair and Nail Remains of Former President Zachary Taylor by Neutron Activation Analysis (A Historical Perspective) ", L. Robinson, F. F. Dyer, G. R. Nichols, INVITED, University of Tennessee at Chattanooga, ORAU Traveling Lecture Program, January 25, 1993.

"Neutron Activation Analysis" and "Careers in Science and Engineering", L. Robinson, a series of lectures and panel discussions presented March 24-25, 1993, Morris College, Sumter, SC.

"Neutron Activation Analysis of Background Soils at the ORNL Site", L. Robinson, F. F. Dyer, K. Phillips, G. C. Glasgow, INVITED, Annual Meeting of the American Nuclear Society, San Diego, CA, June 20-24, 1993.

"Neutron Activation Analysis: An Overview", L. Robinson, DOE Nuclear Waste Round Robin 7, Colorado Springs, CO, August 30-31, 1993, INVITED

"Maximizing the Cold Neutron Flux from a Cf-252 Source", L. Robinson, E. Johnson, L. D. Robles, Thirty-Fourth ORNL/DOE Conference on Analytical Chemistry in Energy Technology, Gatlinburg, TN, October 5-7, 1993.

“Neutron Activation Analysis Facilities in the Advanced Neutron Source”, L. Robinson, INVITED, Department of Nuclear Engineering Sciences, University of Florida, Gainesville, FL, March 17, 1994.

"Neutron Activation Analysis of High Purity Aluminum and Applications to On-Line Sorting of Aluminum Alloys", L. Robinson, ASME Aluminum Industry Workshop, Colorado Springs, CO, August 2-4, 1994.

"Nuclear Methods of Analysis in the Advanced Neutron Source", L. Robinson, F. F. Dyer, INVITED, Twenty-First Annual Conference of the Federation of Analytical Chemistry and Spectroscopy Societies, St. Louis, MO, October 2-7, 1994.

“Career and Collaborative Research Opportunities at Oak Ridge National Laboratory”, L. Robinson, Langston University, Langston, OK, October 27-28, 1994.

"Standardization Problems in NAA Facilities Proposed for the ANS", L. Robinson, INVITED, Winter Meeting of the American Nuclear Society, Washington, D. C., November 13 - 17, 1994.

“Application of Nuclear Methods to Forensic Science”, L. Robinson, Department of Chemistry, William Jewel College, Liberty, MO, March 29, 1995.

"Neutron Activation Analysis" and "Careers in Science and Engineering", L. Robinson, a series of lectures and panel discussions presented March 27-28, 1995, LeMoyne-Owen College, Memphis, TN. Black Executive Exchange Program (BEEP).

“Application of Delayed Neutron Analysis to Nuclear Nonproliferation Programs”, L. Robinson, D. C. Glasgow, Ninth International Meeting on Modern Trends in Activation Analysis, Seoul, Korea, September 24-30, 1995.

"Neutron Activation Analysis of Ancient Bone", L. Robinson, J. P. Young, E. A. Jerde, D. C. Glasgow, American Chemical Society National Meeting, New Orleans, LA., March 24-28, 1996.

Panelist, "New Directions: Building Relationships and Expanding Opportunities with Minority Serving Institutions", United States Department of Commerce, Washington, D.C., September 23, 1999.

Panelist, Cooperative Ecosystems Studies Unit Network Meeting. United States Department of the Interior, Washington, D.C., June 22-23, 1999.

Panelist, "Working Together", Seventh Annual Department of Energy HBCU/MI Symposium. Miami, FL, March 16-17, 1999.

"Design and Testing of a Submersible Radon Detection System", L. Robinson, W.C. Burnett , J. Weaver, and G. Kim, Methods and Applications of Radioanalytical Chemistry - V (Marc V), Kailua-Kona, Hawaii April 9-14, 2000.

"Biomonitoring and Biofiltration Studies Using Mosses and Lichens", A. Apeti, L. Robinson, D.C. Glasgow, Third International Symposium on Nuclear Analytical Chemistry, Halifax, Canada, June 11-14, 2001, (Invited).

"The Merging of Human and Ecosystems Dynamics in Coastal Zone Management", L. Robinson, M.A. Harwell, J.H. Gentile, C. Forthman, Third Meeting of the Coastal Environmental Science and Technology Panel of the U.S. – Japan Cooperative Program in Natural Resources, Yokasuka, Japan, July 17-19, 2002, (Invited).

Technical Meeting Organization

October 30–November 1, 2006, Conference Co-Chair, National Oceanic and Atmospheric Administration Educational Partnership Program with Minority Serving Institutions, **4th *Education and Science Forum***, Florida A&M University, Tallahassee, Florida

May 8–10, 2003, Session Organizer Environmental Chemistry, Florida Section of the American Chemical Society. Orlando, FL.

March 30–April 1, 2003, Conference Co-Chair, National Oceanic and Atmospheric Administration's "Fourth Expanding Opportunities Conference on Oceanic and Atmospheric Sciences," Tallahassee, FL.

2001–2003, Member, Technical Program Committee Sixth International Conference on Methods and Applications of Radioanalytical Chemistry, Kailua-Kona, Hawaii April 6-11, 2003.

May 10–11, 2001, Session Organizer Environmental Chemistry, Florida Section of the American Chemical Society. Orlando, FL.

April 1–3, 2001, Session Moderator National Oceanic and Atmospheric Administration's Expanding Opportunities Conference, Jackson, MS.

November 12–16, 2000, Session Chairperson, "Medical and Industrial Applications of Cf-252, American Nuclear Society International Winter Meeting, Washington, D.C.

November 12–16, 2000, Session Chairperson, "Neutron Detection, Spectrometry, and Dosimetry" American Nuclear Society International Winter Meeting, Washington, D.C.

March 16–17, 2000, Conference Co-Chairperson, Department of Energy's Biotechnological Oceans Margin Program, Tallahassee, FL.

November 14–18, 1999, Session Chairperson, "Role of Neutron Activation Analysis in the Certification of Reference Materials", American Nuclear Society Annual Meeting, Long Beach, CA.

April 19–23, 1999, Session Chair, "Facilities for NAA", Tenth International Conference on Modern Trends in Activation Analysis. NIH, Bethesda, MD.

November 9–13, 1997, Session Chair, "Environmental Assessment", 43rd Annual Conference on Bioassay, Analytical, and Environmental Radiochemistry. Charleston, S.C.

June 19–23, 1994, Session Organizer and Chair: "Automation in Nuclear Analytical Methods", Annual Meeting of the American Nuclear Society, New Orleans, LA.

June 10–14, 1990, Co-organizer and co-chairman, "Use of Artificial Intelligence and Expert Systems in Research Reactors and Nuclear Methods of Analysis", American Nuclear Society Annual Meeting, Nashville, TN.

November 26–December 1, 1989, Co-organizer, "Analytical Chemists and the Other ANS: The Advanced Neutron Source" American Nuclear Society Annual Meeting, San Francisco, CA.

Honors and Awards

2014, Tallahassee Urban League Legend Awardee.

2014, C.K. Steele Foundation Community Service Award.

2014, Florida A&M University Distinguished Professor.

2014, Finalist, Greater Tallahassee Chamber of Commerce Leader of the Year

2013, Cherry Hall Alexander African American History Calendar Honoree

2011, Florida A&M University, Environmental Sciences Institute, Distinguished Scientist Award.

2010, University of Memphis College of Arts & Sciences Outstanding Alumni Award.

2009, Florida A&M University, Environmental Sciences Institute Outstanding Faculty Award.

2007, Florida A&M University, Leadership Award.

2004, American Lung Association Tallahassee, FL, Community Service Award.

2003, Florida A&M University, The Ralph J. Bunche Award for International Achievement.

2002, Florida A&M University Special Recognition Award, "Exceptional Contribution to the Area of Grantsmanship."

1996, Distinguished Citizenship Award, Citizens for a Better Anderson County.

1994, Outstanding Community Service Award, Martin Marietta Energy Systems.

1994, Lockeed-Martin Energy Systems, Five Consecutive Years of Perfect Attendance Award.

1993, Nominated by Martin Marietta Energy Systems for National Point of Light Award.

1992, Citizen of the Year Award, Omega Psi Phi Fraternity, Inc. Zeta Gamma Gamma Chapter.

1992, Outstanding Scientific Achievement Award, East Tennessee Chapter, National Organization of Black Chemists and Chemical Engineers.

1991, Distinguished Service Award, NAACP, Oak Ridge, Tennessee Branch.

1991, Certificate of Appreciation, Oak Ridge National Laboratory Office of University and Education Programs.

1985, Outstanding Young Men of America.

1979, Outstanding Scholarship and Leadership Award, American Institute of Chemists Tennessee Division.

1979, Chi Beta Phi Honorary Scientific Fraternity.

1979, Phi Kappa Phi National Honor Society.

Proposed Employment Contract

FLORIDA AGRICULTURAL AND MECHANICAL UNIVERSITY BOARD OF TRUSTEES
TALLAHASSEE, FLORIDA 32307
EMPLOYMENT AGREEMENT FOR DR. LARRY ROBINSON

This Employment Agreement (hereinafter referred to as "Agreement"), which shall be effective as of December 31, 2017, is entered into by and between the Florida Agricultural and Mechanical University Board of Trustees (hereinafter referred to as "Board"), a public body corporate of the State of Florida, Tallahassee, Florida 32307, and Dr. Larry Robinson (hereinafter referred to as "Dr. Robinson").

RECITALS

WHEREAS, the Board has the authority to select a president of Florida Agricultural and Mechanical University (hereinafter referred to as "FAMU" or "University") pursuant to Florida Board of Governors Regulation 1.001(5)(c); and

WHEREAS, the Board selected Dr. Robinson on November 30, 2017, to serve as the President of the University subject to final confirmation by the Board of Governors of the State University System of Florida ("Board of Governors"); and

WHEREAS, the Board wishes to employ Dr. Robinson as President, and Dr. Robinson wishes to serve as President and be its employee, subject to the terms and conditions of this Agreement; and

WHEREAS, the Board and Dr. Robinson desire to set forth their respective rights and obligations in this Agreement; and

WHEREAS, this Agreement has been duly approved and its execution has been duly authorized by the Board; and

NOW, THEREFORE, in consideration of mutual promises, covenants, and conditions contained herein, and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the Board and Dr. Robinson (hereinafter referred to as "Parties") agree as follows:

1.0 Appointment:

The Board appoints and employs Dr. Robinson as President and Chief Executive Officer of the University as well as Corporate Secretary for the Board (hereinafter referred to as "President") subject to this Agreement. Dr. Robinson hereby accepts such appointment and employment on the terms and conditions set forth in this Agreement, and further understands that

his employment as President is conditioned upon final confirmation by the Board of Governors of the State University System of Florida.

The performance of any financial obligations by the Board under this Agreement shall be subject to and contingent upon the availability of funds appropriated by the Florida legislature for current and future periods. This agreement is subject to the approval of the Board.

2.0 Term:

The Board hereby employs Dr. Robinson as President for a term commencing December 31, 2017, and ending on December 31, 2020, subject to confirmation by the Board of Governors, unless otherwise terminated as provided herein. The Board, in its sole discretion, may offer to extend this Agreement for an additional one-year terms upon the terms and conditions herein or upon such additional or different terms as may be agreed upon by Dr. Robinson and the Board, including salary and benefits. Any renewal of this Agreement is subject to confirmation by the Board of Governors. Dr. Robinson and the Board Chair shall meet no later than January 15, 2020 to discuss their interest in an extension. If an extension is agreed upon, it shall be formalized no later than October 31, 2020. Any extensions of this agreement requires a majority vote of the Board and the written consent of Dr. Robinson. There shall be no penalty to the University in the event the term of this agreement is not extended.

3.0 Powers and Duties:

As President, Dr. Robinson shall perform all duties required subject to the U.S. and Florida Constitutions and Laws as permissible, and the regulations, policies and procedures of the Board of Governors and FAMU Board of Trustees, as now existing or hereafter promulgated. Those duties include, but are not limited to oversight of the general operations of the University including educational leadership; faculty and community relations; long-range strategic planning; budget formulation; supervision of the University's buildings, grounds and equipment; administration of the affairs of the University consistent with Board policy; student recruitment and services; fund raising, development, public relations and alumni affairs; recruitment of personnel; appointment, promotion and dismissal of all faculty and staff; crisis management; anti-hazing; and such other duties as mutually agreed upon with the Board.

During his presidency, Dr. Robinson shall place particular emphasis on and devote ample time to the strategic leadership of the University's fund-raising strategy. This shall include, but shall not be limited to annually establishing operational goals as agreed upon by the Board. The fund raising trend shall be used to set fund raising goals for each year.

4.0 Compensation:

As compensation for the services to be performed under this Agreement, Dr. Robinson shall be paid an annual base salary of $385,000. The annual base salary shall be funded in compliance with section 1012.975, Florida Statutes, and any amount of the aforementioned annual base salary in excess of the amount authorized by the Florida Legislature shall be paid by the Florida A&M University Foundation, Inc. ("FAMU Foundation") or other available sources. This annual base salary shall be payable according to the pay plan for Executive Service employees at the University, with appropriate deductions for taxes and benefits. The President's salary shall be reviewed annually and may be increased, but not decreased, at the discretion of the Board. Such

annual salary review will be accomplished in conjunction with the Board's evaluation of performance as provided in paragraph 5.0 of this Agreement.

5.0 Goal Setting, Evaluation, and Bonuses:

5.1 Goal Setting: On or before January 15, 2018, and on or before each July 1 thereafter, Dr. Robinson shall provide to the Board Chair a list of proposed goals and objectives for the twelve (12) month period beginning on July 1. The Board or a Committee thereof and Dr. Robinson shall agree upon finalized goals and objectives for initial evaluation period and the twelve (12) month periods thereafter.

5.2 Evaluation: On or before June 1, 2018, and no later than each June 1 thereafter, Dr. Robinson shall initiate the evaluation process on such approved goals and objectives for the applicable rating period by submitting to the Board a self-appraisal of said period's performance. The appraisal shall address performance related to each of the goals and objectives agreed upon for said period's performance.

Commencing July 1 and concluding not later than October 31 of each year, the Board shall evaluate Dr. Robinson's performance based on his achievement of the mutually agreed upon specified goals and objectives and such other criteria as the Board deems appropriate.

5.3 Performance Bonus: Based upon Dr. Robinson's achievement, of specific annual goals and objectives which, are mutually agreed upon in writing by Dr. Robinson and the Board and annual evaluation results, Dr. Robinson may be eligible to receive an annual performance bonus of up to twenty percent (20%) of the annual base salary then in effect, as provided for in subparagraph 4.0, contingent upon the availability of funds from the FAMU Foundation. The award of a performance bonus is discretionary and shall be awarded based on the Board's assessment, in its sole and absolute discretion, of the President's performance as President during the fiscal year under review. The Board may award any amount of performance bonus from zero to the maximum of twenty percent (20%).
At its first meeting after September 30 of each year, the Board shall take a vote on payment of a bonus which shall be proportional to the goals and objectives met and shall state the amount thereof, if any. Upon Board approval of a performance bonus, payment of said bonus shall be made within sixty (60) days.

6.0 Other Compensation and Benefits:

The Board authorizes the FAMU Foundation to provide Dr. Robinson with the following additional compensation and benefits:

6.1 Annuity: An annuity in the amount of fifteen percent (15 %) of Dr. Robinson's annual base salary, which will be funded by the FAMU Foundation.

6.2 **Housing**: The Board authorizes the FAMU Foundation to provide Dr. Robinson a contribution in the amount of $3,500 monthly as a supplemental housing payment, or housing allowance, so long as Dr. Robinson lives in a private residence.

6.3 **Automobile Allowance**: An automobile allowance of $1,200 per month.-

6.4 **Club Memberships**: To further enable Dr. Robinson to carry out his duties pursuant to this Agreement, the Board authorizes the FAMU Foundation to pay the annual fees and dues for membership in the Governor's Club and a Tallahassee area country club.

6.5 **FAMU Business and Travel Expenses**: The Board shall reimburse Dr. Robinson for all reasonable FAMU related business and travel expenses including annual dues and membership fees for professional associations, meetings and entertainment. The Board may fulfill this obligation through the use of University funds or available funds within the FAMU Foundation as appropriate. When the President's spouse accompanies him on University-related business while he is serving as President, the FAMU Foundation shall cover the spouse's reasonable travel expenses, up to a maximum of $5,000 annually. Funding is only authorized in conjunction with President's travel outside of the University service area.

6.6 For the benefit and convenience of the University, the President's private residence may be used for University-related business and entertainment. The costs associated with such specific events, including but not limited to catering and cleaning, shall be paid by the University or FAMU Foundation on behalf of the University as appropriate. The University shall reimburse Dr. Robinson for any damage to his furnishings arising from the hosting of FAMU events, to the extent not covered by Dr. Robinson's homeowners insurance.

6.7 **Technology Support**: The Board shall provide reasonable telephonic, computer, internet access, facsimile and related equipment at the Dr. Robinson's private residence for the performance of his official duties, as appropriate. In addition, the University shall provide Dr. Robinson a mobile telephone for use in his official duties consistent with state law and the Board's regulations, policies and procedures as now existing or hereafter promulgated.

6.8 **Other Non-Compensation**: The Board authorizes the FAMU Foundation to provide Dr. Robinson with other forms of non-salary compensation in its discretion subject to prior approval of the Board at the time of the annual budget approval for the FAMU Foundation. The President 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.

6.9 Per applicable policies, the President will be expected to submit receipts and any other information which may be needed to ensure proper accounting prior to reimbursement being made. The University reserves the right to request the

President repay and/or reimburse the University to the extent it is discovered by an audit or otherwise that the President was incorrectly or excessively reimbursed and/or received reimbursement for a non-allowed or non-approved expense.

7.0 Standard Benefits:

Dr. Robinson shall be eligible to participate in all present and future benefits plans maintained by FAMU for Executive Service employees. Such benefits shall include, without limitation, health care, short-term and long-term disability, life insurance programs, retirement plans, deferred compensation plans, tax-deferred savings plans, flexible spending accounts, and annual and sick leave.

8.0 Participation on Corporate Boards and Other Outside Activities:

Dr. Robinson agrees to faithfully and diligently discharge all obligations under Agreement and to devote full-time attention and energies to his duties as set forth in this Agreement. The expenditure of reasonable amounts of time for personal or outside business, as well as charitable and professional development activities, shall be permitted in accordance with this paragraph, provided such activities do not interfere with the duties or services to be render under this Agreement, the Florida Code of Ethics, and applicable regulations, policies and procedures of the Board or the Florida Board of Governors as now existing or hereafter promulgated. Dr. Robinson shall not engage in any activity that conflicts with or is adverse to the best interests of FAMU.

8.1 Requirement of Prior Approval: With prior approval of the Board Chair and subject to the confirmation of the Board, Dr. Robinson may serve on the board of directors of for-profit or non-profit corporations. Any and all income earned by Dr. Robinson in connection with his service on such board of directors shall be paid to and retained by him, and such income or other compensation shall have no effect on the amount of salary, compensation and benefits he is otherwise entitled to receive hereunder.

9.0 Tenure:

As a tenured Full Professor in the School of the Environment, Dr. Robinson's status as member of the University's faculty is separate and distinct from the position of President and is governed by the Collective Bargaining Agreement for the faculty and the Board's regulations, policies and procedures regarding tenure as appropriate. However, such Collective Bargaining Agreement, regulations, policies and procedures have no bearing on the appointment as President.

10.0 Termination:

10.1 Termination for "Cause": The Board and Dr. Robinson agree that the Board may terminate this Agreement at any time for cause upon a majority vote of the Board as set forth in the Board Operating Procedures. For the purposes of this Agreement, "cause" shall be defined as conduct determined by a majority of the Board to be:

(a) gross negligence, nonfeasance or willful malfeasance in the performance of his duties that materially harms the University;

(b) acts or omissions by Dr. Robinson that are undertaken or omitted knowingly and are felonious or fraudulent and involve material dishonesty or moral turpitude;

(c) formal indictment or charge of the President in a court of law with any felony, or any other crime involving misuse or misappropriation of University funds;

(d) breach of any fiduciary duty with respect to the University; and

(e) material or repeated failure to perform duties or violation of this Agreement, to meet established performance goals, or to comply with the written regulations, policies and procedures of the Florida Board of Governors or FAMU Board of Trustees or the terms of this Agreement that harms the University.

In the event of termination for cause by the Board, Dr. Robinson's employment shall cease and he shall not be entitled to any further compensation or benefits except for benefits required to be continued by law.

10.2 <u>Termination without Cause</u>:

(a) Upon a majority vote by the Board casting a vote in favor of termination without cause, at any time, the Board may terminate Dr. Robinson's employment as President effective sixty (60) days after the date of such vote for termination without cause. Within thirty (30) days after said vote for termination without cause, Dr. Robinson shall notify the Board in writing whether he intends to continue with the University with the rank of Tenured Professor in the School of the Environment. However, at the Board's discretion, regardless of the reason for termination and the amount of compensation due, Board may immediately relieve the President of his duties with pay for the required notice period. If the President accepts full-time employment during the 60 day notice period, the Board's financial obligations under this Agreement shall cease.

(b) If Dr. Robinson decides to continue with the University as a Tenured Professor, then
upon the effective date of his termination as President, he shall be entitled to sabbatical benefits for the period of twelve (12) months equal to: (i) his annual base salary in effect at the time such a termination is effective; and (ii) health insurance benefits to the same extent as provided prior to said termination.

(c) If Dr. Robinson declines to continue with the University as a Tenured Professor, he shall be entitled to accrued annual, sick, compensatory or administrative leave, and other sums which he is lawfully due.

10.3 **Public Statement Regarding Termination**: Upon the conclusion of Dr. Robinson's service as President for any reason other than for cause or death, the University and Dr. Robinson shall work in good faith towards a public statement regarding the conclusion of his presidency. In the event of death or termination for Cause, the University will direct and control the issuance and content of any announcement, release or other statement to any third party, including employees and other members of the University community, as well as the press.

11.0 **Resignation**:

Dr. Robinson may terminate this Agreement at any time upon a minimum of ninety (90) days prior notice to the Board. Dr. Robinson's employment as President shall cease on the effective date of his resignation, and he shall not be entitled to any further presidential compensation or benefits as President, except as set forth in the University's various benefit plans with respect to vesting and rights after termination of employment. The Board may waive any portion or the entire notice period at its discretion and terminate earlier. Dr. Robinson may, at his election, assume active duties as a tenured member of the University's faculty.

In the event of discovery of conduct determined by the Board to be consistent with paragraph 10.1 that occurred prior to resignation, termination or natural expiration of this Agreement, Dr. Robinson shall not be entitled to any further compensation or benefits.

12.0 **Sabbatical and Post-Presidential Faculty Position**:

12.1 **Sabbatical**: Dr. Robinson shall be entitled to the sabbatical benefits set forth in paragraph 10.2(b) if he elects to continue with the University as a Tenured Professor under the following circumstances:

(a) the natural expiration of the term of this Agreement;

(b) a termination without cause as set forth in paragraph10.2; or

(c) As for a resignation set forth in paragraph 11; however, in the event that said resignation occurs before the beginning of the third year of this Agreement, the sabbatical shall be reduced by six (6) months.

12.2 **Post-Presidency Faculty Position**: At the conclusion of his sabbatical, Dr. Robinson may return to his tenured faculty position as a "Distinguished Professor" in the School of Environment. During the first year of his post-presidency faculty position, he shall receive a base salary equal to eighty percent (80%) of his final annual base salary as President. After the first year of his post-presidency faculty position, Dr. Robinson shall receive a base salary equal to that of the highest paid professor of the University or his final annual base salary of $203,000 as a Distinguished Professor in the School of the Environment, whichever is higher.

For the purposes of this paragraph, the definitions of "Tenured Professor" or "faculty position" shall not include senior executive, administrative or academic administrative positions of the University such as provost, vice president, associate or assistant vice president, dean, director, department chair or any other position at the University defined as "at will."

13.0 Dispute Resolution:

The Board and Dr. Robinson agree that if any dispute arises concerning this Agreement they will first attempt in good faith to resolve the dispute to their mutual satisfaction.

13.1 Mediation: If the Board and Dr. Robinson are unable to resolve their disputes informally, they both agree that any controversy or claim that either party may have against the other arising out of or relating to the construction, application or enforcement of this Agreement, as well as any controversy or claim based upon the alleged breach of any legal right relating to or arising from Dr. Robinson's employment and/or termination of his employment shall be submitted to non-binding mediation. Within fifteen (15) days after delivery of a written notice of request for mediation from one party to the other, the dispute shall be submitted to a single mediator chosen by the Parties in Tallahassee, Florida. The cost and fees with mediation shall be borne by the University. The Parties agree to pay their own attorney's fees and costs.

13.2 Arbitration: If mediation, as described in paragraph 13.1, is unsuccessful, the Board and Dr. Robinson agree that they will submit the dispute to confidential, binding arbitration before one arbitrator in Tallahassee, Florida, in accordance with the Employment Arbitration Rules and Mediation Procedures of the American Arbitration Association (hereinafter "AAA") then in effect. The AAA shall provide a list of three arbitrators who are National Academy of Arbitration members. Within ten (10) days of receipt thereof, each party shall strike one, Dr. Robinson shall strike first and notify the University of such choice within ten (10) days of marking of the list and the University shall strike last. Pursuant to the Rules, discovery may include depositions, interrogatories and document production. In any controversy between the University and Dr. Robinson involving the construction, application or enforcement of this Agreement, the arbitrator must base his/her decision upon the written contract and shall not have power to modify, add to or ignore terms of the Agreement. The written decision of the arbitrator shall be final and conclusive upon both Parties and may be entered in any court having jurisdiction thereof. Arbitrator compensation and administrative fees shall be paid by the University. The Parties agree to pay their own attorney's fees and costs.

To the extent permitted by law, both Parties will use their best efforts to keep any disputes and any efforts to resolve disputes confidential, involving only their respective legal counsel and other persons determined in good faith to have a need to know. To the extent permitted by law, they will also use their best efforts to ensure that such persons do not further disclose any such information. The Board

and Dr. Robinson agree that no arbitrator may be an employee at the University or have any material personal or business relationship with the Board, University, or the FAMU Foundation.

14.0 Personal Contract:

The obligations and duties of Dr. Robinson as President shall be personal and not assignable or delegable in any manner whatsoever, except as set forth in Board regulations. This Agreement shall be binding upon the heirs, administrators, personal representatives, successors and assigns of both Parties.

15.0 Notice:

Unless and until changed by either party giving written notice to the other, the addresses below shall be the addresses to which all notices required or allowed by this Agreement shall be sent:

If to the University: Chair, FAMU Board of Trustees
Florida A&M University
Suite 400, Lee Hall
1601 South MLK Jr. Blvd.
Tallahassee, Florida 32307

With a copy to: Division of Legal Affairs
Florida A&M University
Suite 304 FHAC
1700 Lee Hall Drive
Tallahassee, Florida 32307

If to the President: Dr. Larry Robinson
Office of the President
Florida A&M University
Suite 400, Lee Hall
1601 South MLK Jr. Blvd.
Tallahassee, Florida 32307

16.0 Severability:

The invalidity or unenforceability of any provision of this Agreement shall not affect the validity or enforceability or any other provision of this Agreement and this Agreement shall be construed and enforced in all respects as if the invalid or unenforceable provision is not contained herein.

17.0 Waiver:

Any party's failure to enforce strict performance of any covenant, term, condition, promise, agreement or undertaking set forth in this Agreement shall not be construed as a waiver or relinquishment of any other covenant, term, condition, promise, agreement or undertaking set forth herein, or waiver or relinquishment of the same covenant, term, condition, promise, agreement or undertaking at any time in the future.

18.0 Counterparts:

This Agreement may be executed in counterparts, and by the Parties on separate counterparts each of which, when so executed, shall constitute but one of the same instrument.

19.0 No Trust Fund:

Nothing contained herein and no action taken pursuant to the provisions of this Agreement shall create or be construed to create a trust of any kind.

20.0 Confirmation Required:

This Agreement shall become effective only upon confirmation of Dr. Robinson's confirmation as President by the Florida Board of Governors.

21.0 Governing Law:

This Agreement shall be construed and interpreted, and the rights of the parties determined in accordance with the U.S. and Florida Constitutions and Laws as permissible, and the regulations, policies and procedures of the Board of Governors and FAMU Board of Trustees, as now existing or hereafter promulgated. The Parties hereby agree to submit to the jurisdiction of Florida courts and federal courts located in Florida. Further, the Parties agree that proper venue for any suit concerning this Agreement shall be Leon County, Florida, or the Federal Northern District of Florida.

22.0 Entire Agreement and Modification:

This Agreement sets forth the entire agreement between the Parties and shall govern the respective duties and obligations of the Parties, superseding any other written or oral representations, statements, negotiations or agreements to the contrary. This Agreement may be modified or amended only by mutual written consent of the Parties.

23.0 Public Disclosure:

The Parties acknowledge that this Agreement is subject to the Florida Public Records Law, Chapter 119, Florida Statutes, or other provisions, and may, therefore be subject to disclosure by and in the manner provided by law.

24.0 Headings and Miscellaneous:

The headings contained in this Agreement are provided for convenience only and shall not be considered in construing, interpreting or enforcing this Agreement. The terms "Board," "FAMU Board of Trustees," "University" and "FAMU" as used herein, where applicable or appropriate, shall be deemed to include or refer to any duly authorized board, committee, officer or employee of said entity.

IN WITNESS WHEREOF, Dr. Larry Robinson and the authorized representative of the FAMU Board of Trustees have executed this Agreement on the day and year as provided below.

Executed By:	_____	_____
	Kelvin Lawson Chair FAMU Board of Trustees	Date
Witness:	_____	_____
		Date
Appointment Accepted:	_____	_____
	Dr. Larry Robinson President	Date
Witness:	_____	_____
		Date