IN RE: SPECIAL COMMITTEE ON
PRESIDENTIAL EVALUATION

TRUSTEE MEMBERS:

KIMBERLY MOORE, CHAIR
RUFUS MONTGOMERY
KELVIN LAWSON
TONNETTE GRAHAM
BETTYE GRABLE
TOREY L. ALSTON

DATE: TUESDAY, JULY 21, 2015

TIME: COMMENCED AT: 3:00 P.M.
CONCLUDED AT: 4:20 P.M.

LOCATION: BAND REHEARSAL HALL
FAMU CAMPUS
TALLAHASSEE, FLORIDA

REPORTED BY: NANCY S. METZKE, RPR, FPR
COURT REPORTER
ALSO PRESENT:

Robert Woody
Belinda Shannon
Karl White
Cleve Warren
Lucas Boyce

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SPECIAL COMMITTEE ON PRESIDENTIAL EVALUATION

TRUSTEE MOORE: Okay. Good afternoon, all. I'd like to officially call the Presidential Evaluation Committee to order. Attorney Barge-Miles, if you'd facilitate the calling of the roll, please.

ATTORNEY BARGE-MILES: Trustee Moore.

TRUSTEE MOORE: Here.

ATTORNEY BARGE-MILES: Trustee Alston.

TRUSTEE ALSTON: Here.

ATTORNEY BARGE-MILES: Trustee Grable.

TRUSTEE GRABLE: Here.

ATTORNEY BARGE-MILES: Trustee Graham.

(NO RESPONSE).

ATTORNEY BARGE-MILES: Trustee Lawson.

TRUSTEE LAWSON: Here.

ATTORNEY BARGE-MILES: Trustee McWilliams.

(NO RESPONSE).

ATTORNEY BARGE-MILES: Trustee Montgomery.

CHAIRMAN MONTGOMERY: Here.

ATTORNEY BARGE-MILES: Madam Chair, you have a quorum.

TRUSTEE MOORE: Thank you.
Trustees, you have the minutes before you for the June 9th minutes. I trust that you've had an opportunity to review them. I'd ask that you move forward with offering a motion.

TRUSTEE LAWSON: So moved.

CHAIRMAN MONTGOMERY: Second.

TRUSTEE MOORE: Okay. It's been properly motioned and seconded that the minutes stand approved and adopted. All those in favor, please acknowledge with the sign aye.

(AFFIRMATIVE INDICATIONS).

TRUSTEE MOORE: Opposers?

(NO RESPONSE).

TRUSTEE MOORE: Okay. The minutes are approved.

If you would, colleagues, I'd like to open up with some brief remarks before we move into the agenda. As the Chair of the Committee, my goal will be to provide context for where we are and a number of the steps that we've done to get us to this point. Definitely the goal is not to be redundant but it is to demonstrate that the approach that has been taken has been thoughtful and absolutely deliberate.

For example, the ten strategic areas that
you'll hear more information about as we move forward, these are the same areas that the Association of Governing Boards, which was briefly mentioned earlier as a best practice and a board that supports trustees throughout the United States were the same metrics that we used in ensuring accountability and promoting overall success.

Additionally, when reviewing the materials compiled for each of the universities that make up the State University System, it was also determined that the process that we follow relative to evaluation of our leader as well as determining what the goals will be moving forward mirror the work and effort that happens across the State of Florida. The only exception that I found throughout this process is New College of Florida which basically had their acceptance take place in 2014 with the SUS.

So with that, my colleagues, we have the enormous responsibility of balancing oversight while at the same time ensuring that the legacy of this great institution is enhanced and lives on.

And to President Mangum whom we selected unanimously a year ago, you have the responsibility of leading this great institution to a higher
ground. Together, and I would probably repeat that
once more, together we have a charge to protect and
care for our university.

In order to accomplish this, we have to ensure
that our efforts are not dissuaded by those with
different agendas. With that, the said format for
this meeting will include a laser focus on
addressing the required work of the Committee, and
it will be carried out in a way that is respective
and that seeks the engagement of everyone.

Colleagues, thank you for allowing the brief
remarks on that, and I will transition now to the
second item on our agenda, and that involves the
review of our -- the Committee roles and
responsibilities. Again, this will be brief.

The idea behind this one is just to make sure
that we capture in our minutes that the required
work has been performed as outlined. Again,
referring to your packet, you will see the roles
and responsibilities for this Committee.

There are two primary charges, the first one
being moving forward the annual goals for the
President, and the second being annual evaluation.
The other tasks include leading the discussion
regarding performance for the 2014/2015 academic
year; the other is responsible for creation and/or selection of an evaluation tool; C, conducting an initial review and providing that to the Board, along with a copy of the President's self appraisal; D, compiling evaluation information; E, presenting the President with the written assessment; F, presenting the written assessment and performance rating for Board approval; and, G, approving its draft of the final evaluation reports.

Here is where we are today when we look at Item G. In terms of Items H and I, H is charged with working with the President to bring forward goals of which we will do that as well. And then, lastly, with I: Ensuring compliance with the contractual obligations to the President. Again you'll hear more about that as well.

Any questions regarding the roles and responsibilities that we are charged with?

(NO RESPONSE).

TRUSTEE MOORE: Okay. There were two other documents that were included in the packet. In my mind, they're known as supplemental documents. It's your Presidential Evaluation Committee document; it's a matrix of sort.
Okay. Basically, it's abbreviated and it does provide an activity of -- a schedule of what we were tasked with doing. Additionally, it includes the key elements from President Mangum's employment agreement. All items in black were specific to the Committee and work that's been performed. The one item that is listed in red is charged to the Board. The Board will need to take responsibility for that one. However, all other items listed in black have occurred.

And, please, do engage in questions. If there aren't otherwise, I'm going to just push through these more supplemental documents or informational items.

Relative to your second document, it's the Presidential Evaluation Timeline. And what's important about this document, if you flip over to Page 2, is a status of where we are. Moving two items from the bottom, you will see that the Presidential Evaluation Committee will meet and approve its draft of the final evaluation report. We have made our way through the timeline that was approved by this Committee and Board, here is where we are today.

The remaining item will be the Presidential
Evaluation Committee will present to the Board a written assessment. That will complete the task of this Committee outside of getting us to the August Board meeting.

Questions regarding any of the activities that this Committee has been charged with?

(NO RESPONSE).

TRUSTEE MOORE: Okay. If not, the next item is, indeed, the action item that I just referenced. It's the 2014/2015 draft presidential evaluation, and for all intents and purposes, this document serves as a dashboard or an at-a-glance of the Board's assessment and rating of ten strategic areas, along with a comparative report which includes the Board majority rating, along with President Mangum's self-assessment.

Now before I open it up, if there are other questions that will stem from this Committee, I'd like to make sure that I give and defer the opportunity to President Mangum to offer brief remarks, and then we'll move to committee conversation.

President Mangum, please.

PRESIDENT MANGUM: Thank you very much, and I welcome the opportunity to respond to the Board of
Trustees' evaluation of my performance for the academic year 2014/15.

I do share the goal of establishing a more positive working relationship with the Board so that we can together help Florida Agricultural and Mechanical University build upon its strengths and move toward greater excellence; however, I would ask your indulgence because my remarks are not that brief. There are many rich comments provided in the evaluation assessment, and I would like to be able to add additional information to inform members of the Board.

TRUSTEE MOORE: Absolutely.

PRESIDENT MANGUM: When I arrived on campus last year, Florida A & M was struggling to emerge from years of turmoil, including problems with fiscal responsibility; the hazing death of Drum Major Robert Champion; the suspension of the famed Marching 100 band; and the threatened loss of the school's accreditation. A proposal had just been made to separate FAMU/FSU College of Engineering into two separate schools and what would have become unequal units. The value of faculty and staff salaries had dropped because of the lack of meaningful cost-of-living and merit
raises for more than a decade.

Since 2002, FAMU had two Presidents and three interim Presidents. During that same time, dozens of dean positions had shifted hands; student enrollment had dropped significantly, as had state and federal funding. Almost 80 percent of the freshman class of 2009 consisted of access opportunity scholars or what was being called "profile admits" when I came, as compared to three percent of such students at other state universities. As a result, it wasn't a surprise when FAMU missed out on millions of dollars from the State this year after scoring last on benchmarks used to -- that were tied to performance funding.

It is within this environment that I've hired to bring about -- and tried to bring about a change in this wonderful University which provides special service in helping educate and train a generation of leaders often overlooked by other colleges and universities. So I welcome the challenge of leading FAMU back to a position of respect and greatness but was also told that the changes needed were broad and would require reaching deep into the organization.
I believe there have been many misunderstandings. I think about the agreed-upon goals and objectives for my presidency and of my accomplishments for the past year; therefore, I'd like the opportunity to provide the Trustees with more detail on how I have successfully addressed all of the areas of concern, especially those where it states that I did not meet expectations, organizational management, internal relations, board and governance relations, and personal characteristics and values.

Beginning with organizational management, shortly after I arrived on campus in 2014, I was briefed with a report from the Board of Governors' Inspector General's Office. In that report, 35 issues were identified as needing attention by the Attorney General and the SAC -- the SACS COC.

Many had largely been addressed, and I am pleased that only one really remains outstanding; and that only outstanding issue is aligning the revenues and expenditures in the Athletics Department which I and my administration are working diligently to rectify.

I mention this because these issues span several years and provide a clear statement of the
longstanding environment and accumulation of
management concerns that spoke to the need for
substantial sustainable change, a change in
approach to service delivery and operations, as
much as a change in management.

One critical finding by the Inspector General
was a lack of permanent and stable executive
leadership. To quote him: Finding highly
qualified leaders in a competitive market is always
a challenge, and it can be especially so for
historically black colleges and universities which
don't have the resources to compete with better
funded state and private institutions.

Despite this challenge, we were able to
recruit the following nationally recognized leaders
in 12 months: A provost, a CFO, a vice president
for research, a vice president of communications
and external relations, an athletic director -- and
that was two times -- a vice president for
university relations, as well as a chief of staff.

In fulfilling my duties regarding
organizational management, I've implemented several
demos of transformational change. One example
is hiring a new administrative team with a charge
and commitment to focus on results, accountability,
and quality. These highly qualified individuals can be trusted to protect the brand, minimize conflict, and are doing the following:
Aggressively reorganizing their units, including evaluating the strengths of existing personnel; adjusting their duties to better meet needs; and hiring additional employees for specific skills are required; streamlining their respective units; internal processes based on an assessment of the Office of Efficiency and Effectiveness and Internal Activities; and implementing additional best practices identified by examining national change leaders in the academy.

Another example of transformational change is the creation of a program unit that focuses on efficiency and effectiveness which grew out of the feedback we received from the Faculty and Staff Environmental Survey in 2014 conducted by the Baccarat Leadership Group. The goal is to improve institutional processes and procedures that positively affect customer service, to reduce cost and processing time, and to manage and monitor changes to ensure continuous improvement.

A third example of transformational change involves improving the knowledge base of the
academic council, the deans, the associate vice presidents for institutional effectiveness, institute directors, and the directors of black archives. To that end, the Provost has sent academic leaders to professional development workshops and conferences to ensure that they are aware of and are empowered to implement best management practices within their disciplines.

A fourth example of transformational change involves recognizing and reorganizing the Student Success Center with the goal of improving graduation and retention rates. As a result of our efforts, the retention rate of students earning a 2.0 GPA or higher increased seven percent in 2014/15. This is significant because it shows improvement in one of our major BOG performance areas: Academic progress rate, as well as for the NCAA academic performance rate in the APR.

Although fundraising is addressed in a separate evaluation category, this duty is also listed under organizational management. Regarding fundraising, the single largest donation to FAMU, $5 million from John and Sandy Thompson, was obtained under my watch.

Cash donors increased by 126 percent, and
there was a 236 percent increase in gifts and
pledges from $2.6 million to $8.8 million during my
first year at FAMU. These increases in donations
mark a renewed trust in the future of FAMU.

Regarding my relationship with the Board of
Governors, I have met with many of the Governors
individually, and I meet periodically with State
University System Chancellor Marshall Criser. All
communications I have had -- I have received
indicate that I continue to meet their
expectations.

Regarding reducing the imbalance in the annual
athletic budget shortfall, we've talked about that,
and I fully expect that the new AD will pick up the
plan outlined that the Board of Trustees
commissioned from the collegiate consulting group a
couple of years ago. We are making progress and
realigning the expenditures to meet revenue
expectation, but this is heavily dependent on an
increase in gift revenue to the athletic program.
The historical deficits all are based upon not
having enough resources coming from external
sources and mostly Boosters and donations.

One major initiative to address funding for
athletics was a successful submission by the
athletics department of an NCAA grant which brings $675,000 over the next three years to address APR challenges among our student athletes.

And I also formed the President's Alumni Advisory Board on athletics whose mission is to provide strategic guidance and council on various matters pertaining to the general function and development of all FAMU athletic programs.

Overall, in the area of organizational management, I really believe that I've been highly effective in this area. And it is a little disappointing that building a team like the one that we have is not recognized by the majority of the Board but it is recognized by my colleagues across the country.

Regarding concerns related to administrative turnover, four of the eight vice presidents were interim, and that cascaded down through the next level of managers at the University. My hires have been very strong and effective during their brief tenure at FAMU. Although a couple of them found that they were not good fits for FAMU, I've been able to fill those vacancies with high-caliber people all within my first year, and I expect the new personnel will demonstrate high levels of
leadership and effectiveness as well.

Regarding internal relations, another area, I have made significant strides this past year to establish positive relationships with faculty, staff, and students. Despite the conflicting demands on my time, I've done my best to meet with as many constituent groups as possible. Sometimes, however, I have not been able to -- I have had to make difficult choices of attending one event over another which may have resulted in hard feelings or disappointment.

As I mentioned earlier, one of my first initiatives was administer an environmental survey of internal stakeholders to identify which issues most concerned them. And I still have an open-door policy, and I respond to my own email, maybe not within the first ten minutes or an hour, sometimes a day, but we are addressing procedural issues across a variety of administrative services and concerns including travel; registration; financial aid packaging; purchasing for the faculty, as well as staff and students.

Regarding my relationship with faculty, I have continuously sought faculty input in formal and informal settings. Since my arrival, I have
attended several Faculty Senate meetings, certainly not all; I hosted three forums; hosted numerous one-on-one conversations in my office, plus in many other settings; and responded to hundreds of emails from faculty.

Recognizing the competing demands on faculty members' time, I'm working with the Provost and the Vice President for Research to develop strategies to enhance the University's research capability and reducing instructional load; but it will require faculty engagement and consideration of alternative delivery methods and policy development.

I have signed MOUs with international institutions, thus providing research, education, and service opportunities for our faculty and students. I have initiated efforts to provide adequate startup packages for new faculty, and I've found funds to raise the overall salaries of faculty in the engineering college, DRS, as well as the history department. And I will continue to work with the Faculty Senate and with the FAMU chapter of the United Faculty of Florida, where appropriate, to seek raises for other faculty and staff.

Regarding my attendance at Faculty Senate
meetings, I have attended several, as I stated
before, and I will do my best to try and attend
more as my schedule permits.

Regarding the constitutionally required full
Faculty Senate meetings, I had two town hall
meetings during my first year: One related to the
strategic plan, and another related to the work
plan and performance funding. I do believe that
shared leadership with the faculty is critical to
our success, and we have been trying to identify
campus-thought leaders to contribute to the
national dialogue about the value of and the access
to and affordability of education for
first-generation and adult students. This is an
important area for us to be heard on.

FAMU was recently recognized at the U.S. News
Stem's Solution Conference for its efforts in
creating stem-living/learning communities and
hosting stem day to attract students of color, and
then keep them engaged in stem fields.

An example of my support for staff, our
incredibly frontline employees involves the
creation of a staff ombudsman to hear concerns and
address staff problems. This position was created
in response to feedback we received in the
environmental survey last year; and as a result, many of our legal suits have declined as it relates to faculty, staff relationships within the workplace.

I understand also that some Board members may feel that our efforts to improve customer service halted with the departure of the chief of staff; however, that's not the case. In February, we hosted customer service workshops led by a national expert for our staff; then in April another expert offered two four-hour customer service workshops for financial aid, student activities, the welcome center, and enrollment and recruitment staff. We also provided training for managers who were on the front line.

This summer I created the Leadership Administrative Advisory Council which is composed of executive assistants to FAMU's vice presidents. The group members support one another and share best management practices to promote excellence in University processes and procedures.

A major challenge FAMU has faced for decades is poor customer service. While providing workshops alone will not produce needed changes overnight, such training lays the groundwork for
continued improvement in this area. Behaviors and attitudes must change, and this can take time. As a last resort, changes in some personnel may be needed to ensure that our various stakeholders receive the quality of customer service that they deserve and that is offered by our competitors.

Students are the reason we exist, and as a result, I have made it a priority to listen to their concerns and provide all students with a quality educational experience and access to opportunities to enrich their time while at FAMU.

One outcome of the student input this past year as a result of this past year's environmental survey was to establish a student ombudsman to listen to and address student concerns.

And here are some of the specific examples of other things that we've done, I believe, to maintain positive interactions with students: One that's kind of popular right now is that we implemented the High Achiever and Strong Finish Awards. We supported 43 low well students (phonetics), high achieving students who graduated in four years.

The Strong Finish Awards helped to pay down nearly $400,000 in student college debt and
provided another thousand dollars to each student to spend and to help them transition into the workforce after they graduated.

The High Achiever Awards also provided and recognized nearly $300,000 in awards to high achieving middle income students so that they could stay in school as well and graduate on time.

I initiated a passport program which provided free passports to 110 students who were encouraged to take advantage of international internships and career opportunities. We continue to make the passport program available to students.

We raised money for new instruments for FAMU's wind ensemble; and supported members' travel to their historic performance at Carnegie Hall in New York City; provided funding for students to participate in the 125th anniversary of the 1890 Morrill Act Gala and Awards Dinner in Washington, D.C.; entered one of our student's names into the Congressional Record as a young scientist; attended and supported the baseball team's participation in the inaugural HBCU legacy weekend celebration in Boston, co-sponsored that with the Red Socks, the City of Boston, and the Boston Area Church League; and visited many home
and away games.

I went to dinner with students at the Southern Scholarship House, participated in award ceremonies at DRS for the girl's basketball championship, been out on the set on many days talking to and hanging out with the students.

I have actually attended their midnight gathering at the Eternal Flame, danced a little bit, and some of the other events. The ROTC commissioning ceremony I attended. I attended the annual Baby Rattlers Christmas program, provided gifts for the students, the little -- the babies and also their graduation ceremony, so -- invited the Royal Court when I see them out in places in the rain to come in and get food at The Classic. I go to lunch conversations over in Chick-Fil-A and sometimes in the other cafeteria, but I have an open door policy.

But, academically, we've also increased the online courses to make FAMU education more accessible to some of our students; but most importantly, we've implemented some cultural and educational programs for our students, including the Presidential Lecture Series, master class -- a master class; women's history month activities to
bring our young women in to talk with -- and
participate with other women to encourage them to
be all that they can be in terms of their social
status as well as choosing careers.

We've also worked with the Division of
Student Affairs to try to provide the opportunities
and personnel decisions that would be in the best
interest of the students but recognizing that
personal decisions are internal matters that must
follow certain protocol.

And while there are always areas for
improvement, I do believe that I'm also continuing
to work on internal relations with our faculty,
staff, and students. There were many comments in
the written reports that I have taken to heart, and
I've got a big to-do list that's a result of the
evaluation, and I intend to follow-up on those
items.

Clearly there is area for improvement with
regard to Board and governance relations. I think
this is the area of greatest concern for most Board
members, and it is clearly an area where we will
work harder to meet the Board expectations, and so
I do look forward to doing my part to enhance those
communications between us beyond what was written
in the list of statements that was made or 
requested by the Board of Trustees at the last 
meeting and that I responded to as a result of this 
meeting.

Going forward, I hope that we, however, can 
permit items to be added to the agendas for the 
full Board meetings to address pertinent policy 
issues that can help FAMU become a best-in-class 
university. Such national policy issues include 
improving our campus safety; increasing 
affordability of education; reducing student debt; 
public/private partnerships, mission, demographics.

Too often, unfortunately, time has not been 
found or is just not available for us to discuss 
many of these important policy issues; and it is 
important for me and my team to know what the Board 
feels around these issues and to incorporate them 
into our work plans and in our thoughts as we 
develop strategies to move FAMU forward to remain 
competitive and a leader in higher education.

Personal characteristics I think was another 
area, and I want to thank you for your statements 
that didn't question my honesty and integrity 
because I do desire to achieve greatness for 
Florida A & M University. And I will also -- I was
criticized for not showing enough respect for
certain Board members, and I pledge to do my part
to improve those relationships as well; and I look
forward to improved mutual respect.

In the coming weeks, as part of our scheduled
update calls, I look forward to learning more about
your areas of strength and interest so that I may
better engage you in specific policy development
issues for FAMU.

Another criticism relates to perceptions of my
willingness to compromise. While it is
inappropriate, I believe, for me to compromise on
my defined responsibilities to manage the
day-to-day operations of FAMU, I am open to ideas
and have demonstrated a willingness to compromise
on anything related to policy and governance of the
University. Such collaboration, I believe, can
spark positive change. But I do continue to
struggle with the line between day-to-day
operations and policy.

I appreciate that the Trustees may have
received some negative feedback about my personal
characteristics and values; however, I would like
you to know that I have received many, many letters
of appreciation and support for my accomplishments
this past year that affirm my values are spot-on
and that I have the ability to share FAMU's vision
effectively. These include letters from many
federal, state, and local representatives from the
State of Florida and other states in the
United States.

And with that, I'm going to stop because --
the strategic leadership is another area, but if
there are questions, we can get into some more
specifics. My major concern was that some of the
comments was -- stated that people didn't know, so
I just wanted to clarify a few of them.

TRUSTEE MOORE: I think that's absolutely
important. And, President Mangum, thank you for
having combed through all of the feedback, shared
and established comments surrounding them.

At this juncture I'd like to open the floor
for any comments from the Committee. And if there
aren't any, then the action before us is approval
of the draft presidential evaluation summary before
you.

(NO RESPONSE).

TRUSTEE MOORE: Okay. If there are no
comments, then I'll entertain the motion.

TRUSTEE SHANNON: I'm not on the Committee
but, I did want to make some comments --

TRUSTEE MOORE: Absolutely.

TRUSTEE SHANNON: -- if I may, Madam Chair.

TRUSTEE MOORE: Yes, absolutely.

Trustee Shannon, please move forward.

TRUSTEE SHANNON: I just wanted to just recognize and state for the record that when President Mangum was hired, one of the things I admired was the fact that as a professional in higher education she did not allow the struggles and condition of FAMU deter her from committing herself to leading this University to success.

And I think that despite some of the difficulties with the communication with the Board, which she has acknowledged, and we have certainly made clear we seek to improve, that you have done a fine job for your first year as President of FAMU.

PRESIDENT MANGUM: Thank you.

TRUSTEE SHANNON: I appreciate the stature that you have sought to return us to, both externally and the professionalism and the skill and expertise that you have been able to attract to follow you as a leader to this University.

I think that we have to look at this within the context of the first year and that, hopefully,
we've identified both those things that you've done well and set us up for success in the future, and we can continue to build on those things, but also that we can together work to ensure that all of the most significant threats to the viability of this University are, in fact, eliminated.

And so I commit personally to working with you on that, and I want to personally thank you for your leadership this year and look forward to many more. Thanks.

PRESIDENT MANGUM: Thank you.

TRUSTEE MOORE: Thank you, Trustee Shannon.

Are there other comments? Trustee Lawson, you're recognized.

TRUSTEE LAWSON: Thank you, Chair.

I had some comments or some -- and I'll try and couch these in a very balanced format because I do want them to come across that way.

At the last meeting, I brought forward one of the issues, and it had three parts to it, and it was: Communication, collaboration, and mutual respect. And, you know, as the President was speaking, which by the way, was a very detailed overview, you know, I took a look back at my own assessment, and there were some areas where I rated
the President as not meeting, there were some areas
where I rated the President as meeting, and there
were a couple -- or one, at least, I think I rated
as exceeding.

So I feel like, you know, individually I hope
that each Trustee tried to be very balanced. But
there are just a couple of things that I just want
to reiterate as we absorb this evaluation and as we
determine what our next steps are with the
evaluation.

Obviously we have to take a vote to accept it
and make it a part of our permanent record, but I
just want to bring out a couple of points just --
and hopefully these will resonate with the
individual Trustees.

We've had a very detailed discussion earlier
around the College of Engineering. I won't rehash
that, but the concern that I leave y'all with to
ponder is the process by which that decision was
made and the process by which you were informed. I
leave that for your contemplation.

The next issue is around external relations.
You know, I listened to the President's monologue
on her review of external relations, and I think we
can look at issues, whether they be with the local
Urban League, other constituents, that it's probably been, I'd say, a little bit of a mixed bag. You know, I won't say that that's been truly negative or all negative.

Relationship with the Board, in my opinion, has to improve. And I think we started to go down that road the last time we were together, and thanks to the work of the Governance Committee, we took a bit of a pause to allow the President to contemplate and respond to some of the concerns that we had; and I did see the response, and I think the response is appropriate. I think the challenge is: What are the results going to be from the action?

The next item that I had is just -- you know, the work plan that was presented to the Board of Governors, there were some challenges, if you go back and look at the footage from that meeting. I don't think the challenges are things that can't be cured, but we did present a plan that drew some fire from the Board of Governors.

I go to the athletic reduction plan. I've been told several times there is an athletic reduction -- budget deficit reduction plan of which I've yet to see, and I've served on the
Athletic Committee, special committee since its inception. If you look at community relations, somewhat tied, obviously, to external relations so that's probably a bit redundant.

Personal characteristics, I believe that the President is a strong-willed person that has locked in on what she believes the right priorities are, but I'm hoping as we move forward we can create more of a culture of collaboration in this environment because it's not my way, it's not your way, it's a collaborative way, or at least that's the way I'd like to see it go.

And the other one is around personnel, and this one I'm going to be delicate with because the goal here is not to name people, that's not the intent; but the intent is to look at the selection process and the caliber of the outcome. So, again, the ultimate goal is clearly not to name people as we walk through this process.

We have talked -- or at least I have talked about our relationship with the Board of Governors, not so much just our relationship but how are we influencing the thinking, the processes, the metrics that that organization holds us and the other SUSs to.
It appears as if, from looking through the information on the website, that there are some institutions that presumably could be a little more engaged than us in their ability to influence the Board of Governors. So I put this together to ask my fellow Board members to contemplate this as you move forward and decide what your next steps are.

I mean we have clearly the opportunity to accept this review. You know, it -- I assume the review is public knowledge; is that --

TRUSTEE MOORE: Absolutely it's public knowledge, yes.

TRUSTEE LAWSON: So, you know, I don't need to go through the criteria here, but you can see where the scores were. In some cases -- let's start with the positive, exceeds, a few meets, and a lot of not meets.

And I took the time, maybe because I was bored, and read the whole narrative from each of the individual Board members; and there were some, I think, major concerns raised. And I think the challenge now becomes how we move forward. Do we go back to the compact, for lack of a better term, that the President wrote to us around how we will better communicate, how we will better collaborate
and show mutual respect.

That may be the answer, but I throw these things out or I put these things out for each of you to contemplate in your own mind: How do we best move forward? So those are my comments.

TRUSTEE MOORE: Trustee Lawson, I appreciate your comments.

Are there other comments coming from the Committee? Trustee Grable, you're recognized.

TRUSTEE GRABLE: I concur with Vice Chair Lawson's comments to the President regarding her evaluation, and I also agree with him when he said that your presentation just now was extremely detailed. I heard some things that I really did not see in your document. I even read that in the Tallahassee Democrat on Sunday, some things that were not in the document and probably were not completed at the time that we were asked to complete the evaluation.

However, I'd like to think that as an academic, I look for proof and support, maybe not proof, but support, of any comments or statements offered in an evaluation.

And I say that as a faculty member who if I say to my supervisor in my self-assessment, as a
faculty member here at Florida A & M, that I have three published articles, there is only one question they are going to ask me when I say that: Show me.

And that was the bulk of my concern. I tried to approach this in a very methodical way and suggest that, in my opinion, statements without support mean nothing to me. I need data, I need support.

In fact, under the first evaluation factor, annual priorities and goals, we were given a document supporting that. It was a document that you shared with us. I counted 27 individual lines of initiatives, and based on your own description out on the side of each line, of those 27 initiatives, the word "completed" or "complete" only appeared four times. I actually discovered there were two that could have been listed as partially completed.

So, again, I believe in evidence, documentation, informational letters, memos, logs. If you say you met with stakeholders, I'm interested in knowing who those were. I think that's a frame that was missing. When you say that -- and I would certainly want to believe that,
but I do understand that we're all evaluated and we must provide documentation, data, comparative data, trends, ratios of the metrics, ratio analysis of the metrics.

So I believe that maybe it was just not a very thorough explanation and proof of documentation, and that's the world we live in and the world of academics. And I know I'm preaching to you as the choir because I know that you're a highly learned person, and that is what we look for. In any theoretical assumptions, we must be able to provide documentation.

I'd like to also just quickly address Vice Chair Lawson's comment about collaboration. On campus we use a phrase or a couple of words to describe that, and it is called "shared governance," shared governance. And as I read the Board of Trustees' operating procedures this week, shared governance is important; but the word "governance" is used often to describe what the Board does. And we recognize your responsibilities for the day-to-day as the President.

But I think just remembering shared governance, in my opinion, would have made it prudent for you to at least inform the Board of
some of the decisions regarding the engineering school; just to be prudent, I think would have suggested that any decisions that are critical or even thought to be critical decisions that impact the University in the delivery of educational services to students, I think is prudent.

Finally, I'd like to say that, again, I took a very academic approach, and I do feel that -- moving forward that these were thoughts and ideas that, as you said, you will use in making decisions about your activities as President and decisions and responsibilities.

So I say all of that to say that I, too, Trustee Shannon, support Doctor Mangum and hope, as Vice Chair Lawson said, that these things will be taken into consideration. And I truly believe, like me, the Board as a whole was honest and made sure that we tried to look at data to try to make a determination, and that's important. Thank you.

TRUSTEE MOORE: Thank you, Trustee Grable.
Are there other comments?
TRUSTEE ALSTON: Yes, Madam Chair.
TRUSTEE MOORE: Absolutely. Who is on the --
TRUSTEE ALSTON: Trustee Alston.
TRUSTEE MOORE: Okay. Trustee Alston,
absolutely.

TRUSTEE ALSTON: Yes. Thank you, Madam Chair.

I appreciate the comments of Trustee Shannon, Vice Chair Lawson, and also Trustee Grable, and I appreciate the feedback from President Mangum.

Similarly, I think I provided a balanced approach to my evaluation as I'm sure each of us did. I also read each Trustee's comments and reflected on the self-evaluation of our President Mangum. I even recall making public comments supporting change at the University when this President was selected by the Board not that long ago.

I think while this evaluation process is tough, it's real. I think Trustee Grable stated it's honest, objective, and it really provides immediate feedback. In my opinion, I think the theme that we've heard really today and I think at our previous meeting: Communication; relations, both internal, external; our governance model; our governance structure; how we communicate. I just think those are very critical, sensitive areas, and I think we must get it right.

I'll just also say this and also commend you, Chair Moore, I think this process was very
deliberative and very thoughtful.

TRUSTEE MOORE: Thank you.

TRUSTEE ALSTON: Just reflecting on that, I think previous evaluations, I think this has probably been the most comprehensive, at least since I've been on the Board, and I think you should be commended on the way you've conducted this process.

TRUSTEE MOORE: Thank you very much, Trustee Alston. I absolutely appreciate that.

Trustee Boyce, you're recognized.

TRUSTEE BOYCE: Thank you.

So my comments aren't specific, they're general. And my attempt here is to perhaps maybe give us a philosophical perspective, at least my philosophical perspective as it relates to what my colleague so eloquently stated as shared governance.

And I've written just a few comments, so I'll just read them.

TRUSTEE MOORE: Okay.

TRUSTEE BOYCE: As we move forward, it's important that we continually remind ourselves that each of us are interdependent and that we are imperfect. We are imperfect, and I'll say it
again, we are imperfect servant leaders. And as we moved toward shared governance, our focus; our motivation; indeed, the impetus of each action, motion, decision, direction, and vote should accomplish one aim: The general welfare and best environment possible for our students.

All of us -- trustees, staff, and the President -- are experienced leaders from a diverse array of background and skill sets. We are businessmen and women; we are academics; we are leaders; and as such, offer incredible expertise and incredible value to the governance of this University.

Let us be mindful of our fundamental duty and service to provide a platform for opportunity and success and the accomplishment for the generation that comes behind us. Also let us remember that as interdependent and as imperfect servant leaders that to whom much is given, much is required. And we have been incredibly blessed, every single one of us; and it is incumbent upon us to ensure that we are a catalyst for the academic environment that empowers our students to be as blessed as we are.

We have been refreshed by trailblazers that have gone before and have made it possible for
everyone in this room and on this campus to be here. And may those servant leaders who come behind us find us faithful to the tasks that lie before us.

As I would conclude my philosophical comments, I believe with all of my heart, Trustee Shannon, that higher ground comes from jointly seeking common ground. And I look forward to working with you and my fellow Trustees and the President to seek that higher ground so that our students might fulfill and accomplish their greatest potential.

TRUSTEE MOORE: Thank you, Trustee Boyce. Are there other comments? (NO RESPONSE).

TRUSTEE MOORE: If not, those of you that represent --

CHAIRMAN MONTGOMERY: Madam Chair.

TRUSTEE MOORE: Yes, uh-huh, Chair Montgomery.

CHAIRMAN MONTGOMERY: Thank you.

I concur with many of the comments from my colleagues, especially those of Trustee Grable and Vice Chair Lawson.

Board of Governors regulation require the Chairman of the Board of the Trustees to consult with the Chairman of the Board of Governors during
the evaluation process for the President of the SUS universities; and in fulfilling that requirement, I received some feedback from the Chairman of the Board of Governors that I need to share with this committee.

In summary, it's my understanding that the Board of Governors is disappointed in our perceived lack of aggressive engagement in the area of educational leadership, more specifically, the lack of a laser-like focus in the area of meeting and exceeding the standards for performance funding.

As you know, after a good start last year, FAMU ended dead last this year, so we can't skirt that issue. And our evaluation doesn't seem to reflect that the Board was displeased with our performance in that area. So that was a bit of feedback that I felt that I needed to share.

As always, when we have a problem or a challenge, I tend to believe that it requires a solution and a plan. And I do believe we need a detailed plan to turn around the performance in this area. And one of my recommendations in this area is put -- is to have Doctor Mangum on a performance improvement plan and to put that in place where it requires improvement, it drives
success, and it holds her accountable for outcomes.

As some watch and observe us in this process, we would fail the students and all FAMU stakeholders when we fail to hold our one employee accountable. And so while some may believe it's -- and it's been characterized in many ways, I think there are also those in the public who don't understand that we have an employee/employer relationship and our one employee has to work with her employer.

And I mean I've said this before, I said it in the previous meeting, I subscribe to the philosophy that the employee has to get along with the employer. There has to be a mutual healthy level of respect for our relationship to work, but I believe 90 percent of our problems go away the day that our one employee acknowledges that we are the employer. and while she is responsible for the day-to-day operations of the institution, at the end of the day, the Board of Trustees in its capacity as the governing body and the fiduciary responsibilities it holds will be held accountable, not the President of the institution. The Board of Trustees is what will actually -- is the body that will be held accountable at Florida A & M.
So we are responsible, technically, for the operations of the institution, and this is in writing, and we do that through the management of the President. So Doctor Mangum often sites that it's her job to run the operations of the institution, but as a Board, I think collectively we need to continue to assert a level of accountability that allows us to fulfill our responsibility in the area of making sure that the University is operated in a way that the Board itself will ultimately be held accountable.

So I'll close by saying that we -- I acknowledge that leadership has its challenges. There have been repeated challenges over the time, and the Board -- and I'll say this, the Board needs to know that since the last Board meeting, at least I'm of the opinion, that the relationship, at least between myself and Doctor Mangum, has not tremendously improved.

I do require the General Counsel to be present when we meet for the purposes of ensuring that Doctor Mangum does not feel intimidated or threatened and it allows for a third party to be present. But I would like to evolve back to a place where we can have a genteel discussion with
an understanding at the end of the day that I don't speak so much in the capacity of coming from a personal perspective but I speak on behalf of the Board when I talk. I do it with the media, I do it with Doctor Mangum, and I do it with FAMU stakeholders.

So I appreciate where we are in this process, also noting that the rules allow for the Chair to simply manage this process, and I thought it best collectively to appoint a committee. And so I applaud the work of the Committee in terms of what we've done.

But the failure -- to point out that on a scale of one to a hundred, when you fail four categories, that gives you a 60%. And it does need to be duly noted that that is how our one employee did rate in this case.

And so as we move forward, I would suggest that we move to requiring a performance improvement plan for Doctor Mangum that's prescriptive and it's over a defined period of time, say maybe 90 days; but we do need to know and understand what's going on in that office and how she's looking to meet the objectives of the Board.

Thank you.
TRUSTEE MOORE: Mr. Chair, I appreciate your comments as well and will offer one just reminder to the Committee and the role that we have been tasked with; and that is, specifically, that this item is to be either sent forward as a recommendation -- it is not yet an item where it would accompany a set action specific to, whether it be pro or con or positive or negative. What has happened is that each respective Trustee has provided their feedback, and what we would be doing is memorializing it and moving it forward.

With that, I go back to the Committee once again with the thought being that a motion would be entertained to move this forward to the full Board.

TRUSTEE SHANNON: So moved.

TRUSTEE MOORE: Is there a second?

TRUSTEE LAWSON: Question, just on the process.

TRUSTEE MOORE: Are you going to move forward with a second?

TRUSTEE LAWSON: Pardon me?

TRUSTEE MOORE: Are you going to move forward with a question?

TRUSTEE LAWSON: Well, I had a question.

TRUSTEE MOORE: Okay.
TRUSTEE LAWSON: Yeah, it's a question, I'm sorry. It's a question on process. So from here there's a motion to accept, if I understand correctly, right?

(AFFIRMATIVE INDICATIONS).

TRUSTEE LAWSON: Right, okay. So my question pertains to the comment from the Chairman. Where does that issue sit? Is that a motion that we can entertain after this motion, or is that not a motion that we can entertain until the full Board convenes in August, just from a process standpoint?

TRUSTEE MOORE: In terms of process and where it lies in terms of the role of this Committee, it was to move the document forward in terms of the evaluation. Should the full Board decide to take this on as an issue moving forward in August, it can; but relative to this Committee and the scope of work that's been defined for us, yes.

TRUSTEE LAWSON: Okay. So that is outside of the purview?

TRUSTEE MOORE: Absolutely. We were not tasked with coming back to the full Board with that.

TRUSTEE LAWSON: Okay. Understood.

TRUSTEE MOORE: Okay. We have a motion on the
floor. Is there a second that will accompany it?

TRUSTEE GRABLE: I too have a question.

TRUSTEE MOORE: Sure.

TRUSTEE GRABLE: When you say this "document," you're referring to --

TRUSTEE MOORE: The draft evaluation summary, the one document that compiles and takes into account, it's a dashboard, at-a-glance, all of the collective feedback provided by each Trustee, as well as President Mangum's performance, where we're capturing it, memorializing it, and moving it forward as a document. As it stands right now, it is in just draft form.

TRUSTEE GRABLE: Okay. Does that include her response today?

TRUSTEE MOORE: That would certainly be up to -- well, actually, it's captured in the minutes and transcripts. So that information would not be lost.

Now we had a review period which that outlined, in terms of the date, of when feedback would be provided; so we have collected all of that, everyone has access to that. Today's feedback would be captured in the way of minutes and/or transcript.
TRUSTEE GRABLE: Okay. So we're just approving this to move forward to the full Board.

TRUSTEE MOORE: Right, there was no change. Everybody has moved forward with providing their feedback, it's been captured, there was a set deadline, and now the document is where it is in the draft state.

So with the first motion on the floor, will there be a -- yes, ma'am.

TRUSTEE SHANNON: Yeah, I just thank you for the clarification, thank you for asking for it. I don't believe as a -- I'm not a member of the Committee, so I don't believe I have the right to --

TRUSTEE MOORE: Oh, absolutely. Okay. We do not have a motion on the floor to move the draft summary to the Board.

TRUSTEE ALSTON: So moved.

TRUSTEE MOORE: Okay.

TRUSTEE GRAHAM: Second.

TRUSTEE MOORE: Okay. It's been properly motioned and seconded that the draft summary for 2014/2015 presidential evaluation be moved forward.

All of those in favor of moving it forward, please acknowledge with the sign of aye.
(AFFIRMATIVE INDICATIONS).

TRUSTEE MOORE: Are there any opposers?
(NO RESPONSE).

TRUSTEE MOORE: Hearing none, the evaluation summary has been moved forward and will be presented on the August Board agenda.

President Mangum, I had actually listed you here as well. Are there any closing remarks on that? Otherwise, we will move forward.

PRESIDENT MANGUM: No.

TRUSTEE MOORE: Okay. Thank you, President Mangum.

The next item of business is the 2015/2016 goals and objectives. What you'll see is that you have the draft goals that have gone throughout this development process, you all have seen it a number of times. The updates that you've asked for have been addressed by President Mangum. They include identifying metrics. It includes providing baseline data for the last three years.

I will point out that it was determined after meeting with President Mangum and staff that much of the data sought was not readily available, so we'll talk about that as well.

Status of the goals, that was identified as
ongoing and complete, and you'll see that in the right-hand column. And then finally, procedures and funding report for utilization of campus space. This had been a requested item as well by one of our Trustees.

Again, before we move into this Committee conversation, I would like to, once again, to defer to President Mangum to discuss the goals presented and any other additions that she would like made or considered based on the feedback received both in the evaluation process or what she has maybe heard today.

President Mangum.

PRESIDENT MANGUM: Again, thank you for the opportunity to address the Board with regard to the annual goals and objectives.

Leadership includes inspiration, vision, and stewardship, and there is certainly a need for interdependence of governors and management. And I'm committed to the institutional progress, but I find myself somewhat at a loss based upon some of the standards that we just set at 60% meeting success, especially as it relates to the University's work plan and its performance with regard to student graduation, retention, and a few
other metrics.

The Board of Governors requires a 26 out of a 50 in order for an institution to consider to be successful. Our graduation rates have never been, in the last 10 years, 70%, in six years, not eight years, certainly not four. But we tout ourselves as being excellent, so that's confusing to me in terms of how I'm being judged based upon a 60% -- needing more than 60% to consider to be effective when we invite students to our institution with graduation rates in four years, six years under 40%.

That said, leading Florida Agricultural and Mechanical University is still exciting, and I appreciate the unique circumstances in which we work, both internal and external. After a year, I continue to be surprised by the depth and comprehensive nature of the changes that we must initiate to ensure long-term sustainability.

Many of the lessons can be learned from past accolades, academic as well as social, but we must address the competitive needs for a global -- the realities of a global situation; realities of the 21st century; and prepare our students for a global workforce.
Many of the goals and objectives that I have shared with you when initiated were broad stroke, and they were designed to address operational, behavioral, and adaptive changes needed for our students, while maintaining a nurturing environment. The 21st century living and learning communities and the broad strokes of these goals were taken from a strategic plan that was adopted by the Board of Trustees a few years ago, and we picked up on them to try to implement those goals and build upon those plans and build successes around the goals that were set.

Based upon the condition of the campus and the condition of our academic community, we identified areas that we believed strategically could move the University forward, and my team is addressing those areas.

So my stated vision is still for FAMU to be a best-in-class land grant doctoral university. Everything will not be done overnight, and many of the goals are ongoing and cannot be completed in 12 months, maybe 5, 10 years, a plan stretched to a ten-year period.

And so we're working to advance these goals each year. And as I advance the vision and the
goals that were set, we continue to be transparent about making the changes at the institution to ward off academic degradation and indifference towards the needed changes for our students to ensure that they receive the education that they signed up for when they came to Florida A & M University.

So my plans have been and are designed to lay the foundation to prevent a snowballing effect or a continuing decline in graduation based upon the students that we admitted and that we serve. They are not the students of the past. As we all know, that they came in with more needs perhaps than many other students in the past.

And I'd just like to say, I am mindful of political trickery, but I do believe it's unworthy of the people of the great state and also has no place in academe. The goals and objectives that I've outlined do not focus on the day-to-day operations and decision making but on directions and broad ideas that protect our staff, academic freedom, and delivery on the promise of a quality learning experience for our students, and knowledge transferred to enhance the quality of life for our community.

Ensuring the best for this great University is
a weighted responsibility and certainly a lonely venture that is experienced by every President before me, and I am accepting that responsibility as a lonely venture as well. Each one of the Presidents in the past has approached this responsibility differently, and so do I.

My plan focuses on creating the environment and opportunities for the serious student to be successful and the faculty to thrive. But I must tell you, this will mean that I am focused on quality and doing the right things right. To do this, I must have the support for change and for the people selected to guide us during this critical period.

Collaboration and cooperation are essential. We need to engage the surrounding community, be good neighbors, and also continue to work to find robust ways to obtain support for the University and its programs and activities, financially as well as morally.

And that's the comments that I'd like to make about the objectives that I submitted.

Thank you.

TRUSTEE LAWSON: Trustee Moore, I have a challenge to the process. As I sit here, it -- may
I?

TRUSTEE MOORE: Yes, regarding the goals and objectives?

TRUSTEE LAWSON: No, no, the process that we're just walking through.

TRUSTEE MOORE: Okay.

TRUSTEE LAWSON: As I sit here and reflect on the conversation we had at the last Board meeting, there was a motion made for -- and I don't like to use the word "disciplinary action," but correction action; and we were told to hold that motion because it preempted the evaluation. Now we're at the evaluation but we're not allowed to come forward with an additional motion.

So my question to you as the Chair is: Are we not at the right place if we choose to take additional action around galvanizing the action plans that have been outlined and action steps around assuring that those things take place on the timeline that we prescripted? Are we not in the proper place to do that?

So maybe it's a legal counsel question as well from the standpoint of, you know, we want to follow protocol; but, again, we were asked to stand down at the last meeting because we -- it was perceived
that the motion preempted the evaluation, which
we've just completed in a very orderly and
organized fashion.

So I would ask legal counsel's opinion on:
Are we out of bounds -- are we out of the scope of
this Committee charter if we take additional
corrective action.

TRUSTEE MOORE: Attorney McKnight, before you
answer, then, Trustee Lawson, I would say to you
first is that it wasn't that it was out of bounds,
the action. I think you heard a collective voice,
there was a vote that opted to move in a different
direction.

So it is not, I believe from the last Board
meeting, operating out of the will of those who
brought it up. It was more of the collective voice
stating that this is the direction that they opted
to go forward with.

TRUSTEE LAWSON: With that, Madam Chair, may I
be allowed to make a motion?

TRUSTEE MOORE: Sure. Well, we're actually
going to hear response.

TRUSTEE LAWSON: Oh, sorry.

TRUSTEE MOORE: Thank you.

ATTORNEY MCKNIGHT: Thank you very much.
If I recall correctly, first of all, the motion that you're referring to actually happened at a Board meeting, it was not at a Committee meeting. It wasn't a Presidential Evaluation Committee or the Special Committee on Governance, so I would say that such a vote would probably be inappropriate other than I guess that this committee could possibly -- it's definitely outside the charge of this Committee, but would be probably something more appropriate for maybe, if the Board, as a collective body, would like to take up at its meeting in August. But it's outside the charge and the scope of the Presidential Evaluation Committee.

TRUSTEE LAWSON: So considering -- because this is not a full Board meeting, it is a Committee meeting, because in the last situation we were asked to hold because it was preemptive of other things that were taking place. So if that is the legal -- specific legal decision, then I don't think we have a recourse. So, Madam Chair, I appreciate you allowing me to challenge.

TRUSTEE MOORE: You're very welcome, not a problem on that.

We are at the point that we are going to discuss if there are comments related to the
2015/2016 goals. Trustee Grable, you're recognized for comments.

    TRUSTEE GRABLE: Thank you, Chair Moore.

    Under the strategic initiative, it's Number 2 -- I'm sorry, Number 3, identify campus thought leaders, I'd like to add something to that so that we're real clear. I would suggest we consider adding something along the lines of identify campus thought leaders among the faculty, students, and the surrounding community.

    I heard the President refer to that, and it is critical, I think, that the surrounding community would include -- we have professor emeriti here in the Tallahassee area, we also have former faculty members who are living in the area or who may visit the area or who just may be interested in engaging us in some way online or in person.

    So I think it would be appropriate there that we're real clear. Because that was something that -- I was not a member of the Board last year in the development of the 2014/2015 goals and objectives, annual goals and objectives; and I wanted -- in going through that evaluation exercise, I found that there would be some things that I thought would make it a little clearer, in my opinion, when
we are trying to evaluate the President in the future, that we try to make sure we have statements and goals and objectives that are -- make it very easy to measure and ultimately to evaluate.

So that's one, Number 3. And the last one I have, just -- yeah, the last one, and then I have a question on one. Number 5, again, expand online courses in consultation with the faculty and students; and, again, trying to incorporate not just faculty perspectives, not just the administration's perspective, but also student.

So, again, pushing that issue that Vice Chair Lawson mentioned, collaboration. This is really key to us trying to set the stage for reaching those metrics because students -- I would agree with Trustee Graham in stating again -- and this is not to return to that earlier discussion, but to make the point that you felt that you could have chosen certain students for that work group, I felt the same way. So I think if we always make sure students and faculty, when it comes to the academic enterprise of the University, that we need to consider that.

And that is what I would offer for Number 2 and Number 3.
And for the 12th one, when we flip the page, I'm a little confused, it seems -- I'm not sure if it's just the wording may need some change.

On 12 it states: Continue efforts to restore pride and campus beautification.

That could be pride in campus beautification. I don't know. But I thought: Continue efforts to restore pride, that sounds like we're talking about kind of two -- apples and oranges: Pride and campus beautification.

So I would be open to some clarification on that from Doctor Mangum or the rest of the members.

TRUSTEE MOORE: Okay. Absolutely.

PRESIDENT MANGUM: Thank you for that question. It's both. The restoring pride refers to conversations that I've had with many students that have graduated from Florida A & M University that expressed an interest in not associating with the institution again. So bringing them back, reactivating alumni, restoring their pride when they think about -- and admitting that they graduated from Florida A & M is part of it.

Campus beautification has to do with the weeds, the no grass, overgrown beds, curb cuts, just general beautification and looking at --
people that have come to visit the campus last year when I first arrived talked about the condition that the campus was in.

TRUSTEE GRABLE: And so in my opinion, I agree with what you just said in defining what you were referring to; but I thought it seemed like it was two different things that almost don't seem to gel. And I don't know if we wanted to split them or maybe there needs to be a little further explanation in making sure the two are --

PRESIDENT MANGUM: That's fine, we can split it.

TRUSTEE GRABLE: Okay. Thank you, Madam President, yes.

TRUSTEE MOORE: Okay. Other comments from the Trustees regarding the draft goals before you?

CHAIRMAN MONTGOMERY: Madam Chair.

TRUSTEE MOORE: Mr. Chair, you're recognized.

CHAIRMAN MONTGOMERY: Two things, and I've conferred with colleagues at other institutions about their processes with regard to setting the President's goals, and we had an extended discussion during the contract phase about how the goals would be set; and the Board at the time voted to require mutual agreement.
The General Counsel gave his opinion at the time that in the event that the Board and Doctor Mangum disagreed, then there would be no goals, which put us in the posture of basically having to accept what she has proposed.

So we've just -- it needs to be stated that we're in the posture of she proposes the goals and we can try to make adjustments or that we accept them. And so this goes back to my recommendation in terms of a performance plan, that we could end up in the same position a year from now that we're in now in that we're lacking accountability measures between now and the period for which the evaluation will serve with regard to these goals and objectives.

So to the extent that it would be under consideration by the Board that there be -- if it's once a month, if it's once a quarter, there has to be some re -- we should not wait. Given the failure to meet or exceed the goals in several areas on the current evaluation, I believe we need a greater level of accountability moving forward. A monthly report will ensure that the Board is informed about progress toward completion of these stated goals and objectives.
And, you know, if the goal is to move the numbers in a positive direction, again, a 12-month lapse in time until another evaluation is completed is too long a period of time to effectuate change.

So I do believe as part of recommending the goals and objectives that we require a plan on top of it that can ensure that the goals and objectives are being met and, at a minimum, that it's being reported out to the Board on a timely basis.

TRUSTEE MOORE: Thank you, Mr. Chair. The only point I'd add to that is that each Trustee had the ability, and still does right now, if you'd like to add additional goals. That was one of the things that I submitted in the communication, whether there were revisions that were needed, suggestions, whatever the case may be. So I'd ask that we look to that as well right now.

Are there other comments related to the goals, again, visions, questions, and/or additions?

(NO RESPONSE).

CHAIRMAN MONTGOMERY: Okay. Well, I'd move that, as part of the acceptance, that we require a monthly report with regard to the status of achievement of the goals and objectives. I'd offer that in the form of a motion.
TRUSTEE MOORE: Okay. We have a motion as presented. Is there a second to attach with it?

TRUSTEE GRAHAM: Second.

TRUSTEE MOORE: Okay. It's properly motioned and seconded that the annual goals and objectives, 2015/2016, with the necessary revisions and the reporting frequency, be adopted.

All those in favor, please acknowledge with the sign of aye.

(AFFIRMATIVE INDICATIONS).

TRUSTEE MOORE: Are there any other opposers?

(NO RESPONSE).

TRUSTEE MOORE: If not, is there any other business for this Committee?

TRUSTEE GRAHAM: Madam Chair.

TRUSTEE MOORE: Yes, ma'am.

TRUSTEE GRAHAM: Just a few brief comments before we adjourn. I know everybody reflected their comments and concerns in the evaluation, and that's available online so it's not -- it goes without saying that we don't have to repeat our concerns or sentiments.

I just encourage everybody moving forward as we prepare for our August Board meeting that we get tunnel vision and that we focus on our key
stakeholders, that we remember that this is FAMU and nobody is perfect; that we meet Doctor Mangum halfway, and that, Doctor Mangum, you do the same.

At the end of the day, as we know, you're our only employee. But I also encourage you -- we knew you were built for this job when they brought you in. I also encourage you to equip yourself or evaluate your team to make sure that you have a team just as successful for FAMU.

Prime example, the incident this morning, I don't know where the loophole or what happened or where the mishap might have came from from communications; but at the end of the day, you know, one thing goes out: It's the Board of Trustees, FAMU, Doctor Mangum's name on it, not the individual or the employee.

So those are my only comments moving forward, is that you surround yourself with a team to make you successful. And in the end, when you're successful, FAMU is successful.

TRUSTEE MOORE: Trustee Graham, thank you for your thoughtful comments. Again, if there is no business for the Committee, the Committee stands adjourned.

(WHEREUPON, THE SPECIAL COMMITTEE ON
PRESIDENTIAL EVALUATION WAS ADJOURNED).

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CERTIFICATE

STATE OF FLORIDA
COUNTY OF LEON

I, NANCY S. METZKE, RPR, FPR, certify that I was authorized to and did stenographically report the foregoing proceedings and that the transcript is a true and complete record of my stenographic notes.

DATED this 25th day of July, 2015.

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NANCY S. METZKE, RPR, FPR
Court Reporter
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