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**FLORIDA A & M UNIVERSITY
BOARD OF TRUSTEES**

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

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ALSO PRESENT:

Robert Woody
Belinda Shannon
Karl White
Cleve Warren
Lucas Boyce

* * * *

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2 **SPECIAL COMMITTEE ON PRESIDENTIAL EVALUATION**

3

4 TRUSTEE MOORE: Okay. Good afternoon, all.
5 I'd like to officially call the Presidential
6 Evaluation Committee to order.

7 Attorney Barge-Miles, if you'd facilitate the
8 calling of the roll, please.

9 ATTORNEY BARGE-MILES: Trustee Moore.

10 TRUSTEE MOORE: Here.

11 ATTORNEY BARGE-MILES: Trustee Alston.

12 TRUSTEE ALSTON: Here.

13 ATTORNEY BARGE-MILES: Trustee Grable.

14 TRUSTEE GRABLE: Here.

15 ATTORNEY BARGE-MILES: Trustee Graham.

16 (NO RESPONSE) .

17 ATTORNEY BARGE-MILES: Trustee Lawson.

18 TRUSTEE LAWSON: Here.

19 ATTORNEY BARGE-MILES: Trustee McWilliams.

20 (NO RESPONSE) .

21 ATTORNEY BARGE-MILES: Trustee Montgomery.

22 CHAIRMAN MONTGOMERY: Here.

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

25 TRUSTEE MOORE: Thank you.

1 Trustees, you have the minutes before you for
2 the June 9th minutes. I trust that you've had an
3 opportunity to review them. I'd ask that you move
4 forward with offering a motion.

5 TRUSTEE LAWSON: So moved.

6 CHAIRMAN MONTGOMERY: Second.

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

11 (AFFIRMATIVE INDICATIONS).

12 TRUSTEE MOORE: Opposers?

13 (NO RESPONSE).

14 TRUSTEE MOORE: Okay. The minutes are
15 approved.

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

25 For example, the ten strategic areas that

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

8 Additionally, when reviewing the materials
9 compiled for each of the universities that make up
10 the State University System, it was also determined
11 that the process that we follow relative to
12 evaluation of our leader as well as determining
13 what the goals will be moving forward mirror the
14 work and effort that happens across the State of
15 Florida. The only exception that I found
16 throughout this process is New College of Florida
17 which basically had their acceptance take place in
18 2014 with the SUS.

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

23 And to President Mangum whom we selected
24 unanimously a year ago, you have the responsibility
25 of leading this great institution to a higher

1 ground. Together, and I would probably repeat that
2 once more, together we have a charge to protect and
3 care for our university.

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

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

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

21 There are two primary charges, the first one
22 being moving forward the annual goals for the
23 President, and the second being annual evaluation.
24 The other tasks include leading the discussion
25 regarding performance for the 2014/2015 academic

1 year; the other is responsible for creation and/or
2 selection of an evaluation tool; C, conducting an
3 initial review and providing that to the Board,
4 along with a copy of the President's self
5 appraisal; D, compiling evaluation information; E,
6 presenting the President with the written
7 assessment; F, presenting the written assessment
8 and performance rating for Board approval; and, G,
9 approving its draft of the final evaluation
10 reports.

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

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

20 (NO RESPONSE).

21 TRUSTEE MOORE: Okay. There were two other
22 documents that were included in the packet. In my
23 mind, they're known as supplemental documents.
24 It's your Presidential Evaluation Committee
25 document; it's a matrix of sort.

1 Okay. Basically, it's abbreviated and it does
2 provide an activity of -- a schedule of what we
3 were tasked with doing. Additionally, it includes
4 the key elements from President Mangum's employment
5 agreement. All items in black were specific to the
6 Committee and work that's been performed. The one
7 item that is listed in red is charged to the Board.
8 The Board will need to take responsibility for that
9 one. However, all other items listed in black have
10 occurred.

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

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

25 The remaining item will be the Presidential

1 Evaluation Committee will present to the Board a
2 written assessment. That will complete the task of
3 this Committee outside of getting us to the
4 August Board meeting.

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

7 (NO RESPONSE).

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

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

23 President Mangum, please.

24 PRESIDENT MANGUM: Thank you very much, and I
25 welcome the opportunity to respond to the Board of

1 Trustees' evaluation of my performance for the
2 academic year 2014/15.

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

13 TRUSTEE MOORE: Absolutely.

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

1 raises for more than a decade.

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

16 It is within this environment that I've hired
17 to bring about -- and tried to bring about a change
18 in this wonderful University which provides special
19 service in helping educate and train a generation
20 of leaders often overlooked by other colleges and
21 universities. So I welcome the challenge of
22 leading FAMU back to a position of respect and
23 greatness but was also told that the changes needed
24 were broad and would require reaching deep into the
25 organization.

1 I believe there have been many
2 misunderstandings. I think about the agreed-upon
3 goals and objectives for my presidency and of my
4 accomplishments for the past year; therefore, I'd
5 like the opportunity to provide the Trustees with
6 more detail on how I have successfully addressed
7 all of the areas of concern, especially those where
8 it states that I did not meet expectations,
9 organizational management, internal relations,
10 board and governance relations, and personal
11 characteristics and values.

12 Beginning with organizational management,
13 shortly after I arrived on campus in 2014, I was
14 briefed with a report from the Board of Governors'
15 Inspector General's Office. In that report,
16 35 issues were identified as needing attention by
17 the Attorney General and the SAC -- the SACS COC.

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

24 I mention this because these issues span
25 several years and provide a clear statement of the

1 longstanding environment and accumulation of
2 management concerns that spoke to the need for
3 substantial sustainable change, a change in
4 approach to service delivery and operations, as
5 much as a change in management.

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

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

21 In fulfilling my duties regarding
22 organizational management, I've implemented several
23 examples of transformational change. One example
24 is hiring a new administrative team with a charge
25 and commitment to focus on results, accountability,

1 and quality. These highly qualified individuals
2 can be trusted to protect the brand, minimize
3 conflict, and are doing the following:
4 Aggressively reorganizing their units, including
5 evaluating the strengths of existing personnel;
6 adjusting their duties to better meet needs; and
7 hiring additional employees for specific skills are
8 required; streamlining their respective units;
9 internal processes based on an assessment of the
10 Office of Efficiency and Effectiveness and Internal
11 Activities; and implementing additional best
12 practices identified by examining national change
13 leaders in the academy.

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

24 A third example of transformational change
25 involves improving the knowledge base of the

1 academic council, the deans, the associate
2 vice presidents for institutional effectiveness,
3 institute directors, and the directors of black
4 archives. To that end, the Provost has sent
5 academic leaders to professional development
6 workshops and conferences to ensure that they are
7 aware of and are empowered to implement best
8 management practices within their disciplines.

9 A fourth example of transformational change
10 involves recognizing and reorganizing the Student
11 Success Center with the goal of improving
12 graduation and retention rates. As a result of our
13 efforts, the retention rate of students earning a
14 2.0 GPA or higher increased seven percent in
15 2014/15. This is significant because it shows
16 improvement in one of our major BOG performance
17 areas: Academic progress rate, as well as for the
18 NCAA academic performance rate in the APR.

19 Although fundraising is addressed in a
20 separate evaluation category, this duty is also
21 listed under organizational management. Regarding
22 fundraising, the single largest donation to FAMU,
23 \$5 million from John and Sandy Thompson, was
24 obtained under my watch.

25 Cash donors increased by 126 percent, and

1 there was a 236 percent increase in gifts and
2 pledges from \$2.6 million to \$8.8 million during my
3 first year at FAMU. These increases in donations
4 mark a renewed trust in the future of FAMU.

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

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

24 One major initiative to address funding for
25 athletics was a successful submission by the

1 athletics department of an NCAA grant which brings
2 \$675,000 over the next three years to address APR
3 challenges among our student athletes.

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

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

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

1 leadership and effectiveness as well.

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

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

23 Regarding my relationship with faculty, I have
24 continuously sought faculty input in formal and
25 informal settings. Since my arrival, I have

1 attended several Faculty Senate meetings, certainly
2 not all; I hosted three forums; hosted numerous
3 one-on-one conversations in my office, plus in many
4 other settings; and responded to hundreds of emails
5 from faculty.

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

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

25 Regarding my attendance at Faculty Senate

1 meetings, I have attended several, as I stated
2 before, and I will do my best to try and attend
3 more as my schedule permits.

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

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

21 An example of my support for staff, our
22 incredibly frontline employees involves the
23 creation of a staff ombudsman to hear concerns and
24 address staff problems. This position was created
25 in response to feedback we received in the

1 environmental survey last year; and as a result,
2 many of our legal suits have declined as it relates
3 to faculty, staff relationships within the
4 workplace.

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

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

22 A major challenge FAMU has faced for decades
23 is poor customer service. While providing
24 workshops alone will not produce needed changes
25 overnight, such training lays the groundwork for

1 continued improvement in this area. Behaviors and
2 attitudes must change, and this can take time. As
3 a last resort, changes in some personnel may be
4 needed to ensure that our various stakeholders
5 receive the quality of customer service that they
6 deserve and that is offered by our competitors.

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

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

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

24 The Strong Finish Awards helped to pay down
25 nearly \$400,000 in student college debt and

1 provided another thousand dollars to each student
2 to spend and to help them transition into the
3 workforce after they graduated.

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

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

13 We raised money for new instruments for FAMU's
14 wind ensemble; and supported members' travel to
15 their historic performance at Carnegie Hall in New
16 York City; provided funding for students to
17 participate in the 125th anniversary of the
18 1890 Morrill Act Gala and Awards Dinner in
19 Washington, D.C.; entered one of our student's
20 names into the Congressional Record as a young
21 scientist; attended and supported the baseball
22 team's participation in the inaugural HBCU legacy
23 weekend celebration in Boston, co-sponsored that
24 with the Red Socks, the City of Boston, and the
25 Boston Area Church League; and visited many home

1 and away games.

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

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

19 But, academically, we've also increased the
20 online courses to make FAMU education more
21 accessible to some of our students; but most
22 importantly, we've implemented some cultural and
23 educational programs for our students, including
24 the Presidential Lecture Series, master class -- a
25 master class; women's history month activities to

1 bring our young women in to talk with -- and
2 participate with other women to encourage them to
3 be all that they can be in terms of their social
4 status as well as choosing careers.

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

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

19 Clearly there is area for improvement with
20 regard to Board and governance relations. I think
21 this is the area of greatest concern for most Board
22 members, and it is clearly an area where we will
23 work harder to meet the Board expectations, and so
24 I do look forward to doing my part to enhance those
25 communications between us beyond what was written

1 in the list of statements that was made or
2 requested by the Board of Trustees at the last
3 meeting and that I responded to as a result of this
4 meeting.

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

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

21 Personal characteristics I think was another
22 area, and I want to thank you for your statements
23 that didn't question my honesty and integrity
24 because I do desire to achieve greatness for
25 Florida A & M University. And I will also -- I was

1 criticized for not showing enough respect for
2 certain Board members, and I pledge to do my part
3 to improve those relationships as well; and I look
4 forward to improved mutual respect.

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

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

21 I appreciate that the Trustees may have
22 received some negative feedback about my personal
23 characteristics and values; however, I would like
24 you to know that I have received many, many letters
25 of appreciation and support for my accomplishments

1 this past year that affirm my values are spot-on
2 and that I have the ability to share FAMU's vision
3 effectively. These include letters from many
4 federal, state, and local representatives from the
5 State of Florida and other states in the
6 United States.

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

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

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

22 (NO RESPONSE) .

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

25 TRUSTEE SHANNON: I'm not on the Committee

1 but, I did want to make some comments --

2 TRUSTEE MOORE: Absolutely.

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

4 TRUSTEE MOORE: Yes, absolutely.

5 Trustee Shannon, please move forward.

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

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

18 PRESIDENT MANGUM: Thank you.

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

24 I think that we have to look at this within
25 the context of the first year and that, hopefully,

1 we've identified both those things that you've done
2 well and set us up for success in the future, and
3 we can continue to build on those things, but also
4 that we can together work to ensure that all of the
5 most significant threats to the viability of this
6 University are, in fact, eliminated.

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

11 PRESIDENT MANGUM: Thank you.

12 TRUSTEE MOORE: Thank you, Trustee Shannon.

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

15 TRUSTEE LAWSON: Thank you, Chair.

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

19 At the last meeting, I brought forward one of
20 the issues, and it had three parts to it, and it
21 was: Communication, collaboration, and mutual
22 respect. And, you know, as the President was
23 speaking, which by the way, was a very detailed
24 overview, you know, I took a look back at my own
25 assessment, and there were some areas where I rated

1 the President as not meeting, there were some areas
2 where I rated the President as meeting, and there
3 were a couple -- or one, at least, I think I rated
4 as exceeding.

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

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

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

22 The next issue is around external relations.
23 You know, I listened to the President's monologue
24 on her review of external relations, and I think we
25 can look at issues, whether they be with the local

1 Urban League, other constituents, that it's
2 probably been, I'd say, a little bit of a mixed
3 bag. You know, I won't say that that's been truly
4 negative or all negative.

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

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

22 I go to the athletic reduction plan. I've
23 been told several times there is an athletic
24 reduction -- budget deficit reduction plan of which
25 I've yet to see, and I've served on the

1 Athletic Committee, special committee since its
2 inception. If you look at community relations,
3 somewhat tied, obviously, to external relations so
4 that's probably a bit redundant.

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

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

20 We have talked -- or at least I have talked
21 about our relationship with the Board of Governors,
22 not so much just our relationship but how are we
23 influencing the thinking, the processes, the
24 metrics that that organization holds us and the
25 other SUSs to.

1 It appears as if, from looking through the
2 information on the website, that there are some
3 institutions that presumably could be a little more
4 engaged than us in their ability to influence the
5 Board of Governors. So I put this together to ask
6 my fellow Board members to contemplate this as you
7 move forward and decide what your next steps are.

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

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

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

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

1 and show mutual respect.

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

6 TRUSTEE MOORE: Trustee Lawson, I appreciate
7 your comments.

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

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

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

24 And I say that as a faculty member who if I
25 say to my supervisor in my self-assessment, as a

1 faculty member here at Florida A & M, that I have
2 three published articles, there is only one
3 question they are going to ask me when I say that:
4 Show me.

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

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

20 So, again, I believe in evidence,
21 documentation, informational letters, memos, logs.
22 If you say you met with stakeholders, I'm
23 interested in knowing who those were. I think
24 that's a frame that was missing. When you say
25 that -- and I would certainly want to believe that,

1 but I do understand that we're all evaluated and we
2 must provide documentation, data, comparative data,
3 trends, ratios of the metrics, ratio analysis of
4 the metrics.

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

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

23 But I think just remembering shared
24 governance, in my opinion, would have made it
25 prudent for you to at least inform the Board of

1 some of the decisions regarding the engineering
2 school; just to be prudent, I think would have
3 suggested that any decisions that are critical or
4 even thought to be critical decisions that impact
5 the University in the delivery of educational
6 services to students, I think is prudent.

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

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

20 TRUSTEE MOORE: Thank you, Trustee Grable.

21 Are there other comments?

22 TRUSTEE ALSTON: Yes, Madam Chair.

23 TRUSTEE MOORE: Absolutely. Who is on the --

24 TRUSTEE ALSTON: Trustee Alston.

25 TRUSTEE MOORE: Okay. Trustee Alston,

1 absolutely.

2 TRUSTEE ALSTON: Yes. Thank you, Madam Chair.

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

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

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

24 I'll just also say this and also commend you,
25 Chair Moore, I think this process was very

1 deliberative and very thoughtful.

2 TRUSTEE MOORE: Thank you.

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

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

11 Trustee Boyce, you're recognized.

12 TRUSTEE BOYCE: Thank you.

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

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

21 TRUSTEE MOORE: Okay.

22 TRUSTEE BOYCE: As we move forward, it's
23 important that we continually remind ourselves that
24 each of us are interdependent and that we are
25 imperfect. We are imperfect, and I'll say it

1 again, we are imperfect servant leaders. And as we
2 moved toward shared governance, our focus; our
3 motivation; indeed, the impetus of each action,
4 motion, decision, direction, and vote should
5 accomplish one aim: The general welfare and best
6 environment possible for our students.

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

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

24 We have been refreshed by trailblazers that
25 have gone before and have made it possible for

1 everyone in this room and on this campus to be
2 here. And may those servant leaders who come
3 behind us find us faithful to the tasks that lie
4 before us.

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

12 TRUSTEE MOORE: Thank you, Trustee Boyce.

13 Are there other comments?

14 (NO RESPONSE).

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

17 CHAIRMAN MONTGOMERY: Madam Chair.

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

19 CHAIRMAN MONTGOMERY: Thank you.

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

23 Board of Governors regulation require the
24 Chairman of the Board of the Trustees to consult
25 with the Chairman of the Board of Governors during

1 the evaluation process for the President of the SUS
2 universities; and in fulfilling that requirement, I
3 received some feedback from the Chairman of the
4 Board of Governors that I need to share with this
5 committee.

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

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

18 As always, when we have a problem or a
19 challenge, I tend to believe that it requires a
20 solution and a plan. And I do believe we need a
21 detailed plan to turn around the performance in
22 this area. And one of my recommendations in this
23 area is put -- is to have Doctor Mangum on a
24 performance improvement plan and to put that in
25 place where it requires improvement, it drives

1 success, and it holds her accountable for outcomes.

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

11 And I mean I've said this before, I said it in
12 the previous meeting, I subscribe to the philosophy
13 that the employee has to get along with the
14 employer. There has to be a mutual healthy level
15 of respect for our relationship to work, but I
16 believe 90 percent of our problems go away the day
17 that our one employee acknowledges that we are the
18 employer. and while she is responsible for the
19 day-to-day operations of the institution, at the
20 end of the day, the Board of Trustees in its
21 capacity as the governing body and the fiduciary
22 responsibilities it holds will be held accountable,
23 not the President of the institution. The Board of
24 Trustees is what will actually -- is the body that
25 will be held accountable at Florida A & M.

1 So we are responsible, technically, for the
2 operations of the institution, and this is in
3 writing, and we do that through the management of
4 the President. So Doctor Mangum often sites that
5 it's her job to run the operations of the
6 institution, but as a Board, I think collectively
7 we need to continue to assert a level of
8 accountability that allows us to fulfill our
9 responsibility in the area of making sure that the
10 University is operated in a way that the Board
11 itself will ultimately be held accountable.

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

20 I do require the General Counsel to be present
21 when we meet for the purposes of ensuring that
22 Doctor Mangum does not feel intimidated or
23 threatened and it allows for a third party to be
24 present. But I would like to evolve back to a
25 place where we can have a genteel discussion with

1 an understanding at the end of the day that I don't
2 speak so much in the capacity of coming from a
3 personal perspective but I speak on behalf of the
4 Board when I talk. I do it with the media, I do it
5 with Doctor Mangum, and I do it with FAMU
6 stakeholders.

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

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

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

25 Thank you.

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

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

15 TRUSTEE SHANNON: So moved.

16 TRUSTEE MOORE: Is there a second?

17 TRUSTEE LAWSON: Question, just on the
18 process.

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

21 TRUSTEE LAWSON: Pardon me?

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

24 TRUSTEE LAWSON: Well, I had a question.

25 TRUSTEE MOORE: Okay.

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

5 (AFFIRMATIVE INDICATIONS).

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

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

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

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

24 TRUSTEE LAWSON: Okay. Understood.

25 TRUSTEE MOORE: Okay. We have a motion on the

1 floor. Is there a second that will accompany it?

2 TRUSTEE GRABLE: I too have a question.

3 TRUSTEE MOORE: Sure.

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

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

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

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

20 Now we had a review period which that
21 outlined, in terms of the date, of when feedback
22 would be provided; so we have collected all of
23 that, everyone has access to that. Today's
24 feedback would be captured in the way of minutes
25 and/or transcript.

1 TRUSTEE GRABLE: Okay. So we're just
2 approving this to move forward to the full Board.

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

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

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

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

18 TRUSTEE ALSTON: So moved.

19 TRUSTEE MOORE: Okay.

20 TRUSTEE GRAHAM: Second.

21 TRUSTEE MOORE: Okay. It's been properly
22 motioned and seconded that the draft summary for
23 2014/2015 presidential evaluation be moved forward.

24 All of those in favor of moving it forward,
25 please acknowledge with the sign of aye.

1 (AFFIRMATIVE INDICATIONS).

2 TRUSTEE MOORE: Are there any opposers?

3 (NO RESPONSE).

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

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

10 PRESIDENT MANGUM: No.

11 TRUSTEE MOORE: Okay. Thank you,
12 President Mangum.

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

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

25 Status of the goals, that was identified as

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

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

13 President Mangum.

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

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

1 other metrics.

2 The Board of Governors requires a 26 out of a
3 50 in order for an institution to consider to be
4 successful. Our graduation rates have never been,
5 in the last 10 years, 70%, in six years, not
6 eight years, certainly not four. But we tout
7 ourselves as being excellent, so that's confusing
8 to me in terms of how I'm being judged based upon a
9 60% -- needing more than 60% to consider to be
10 effective when we invite students to our
11 institution with graduation rates in four years,
12 six years under 40%.

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

20 Many of the lessons can be learned from past
21 accolades, academic as well as social, but we must
22 address the competitive needs for a global -- the
23 realities of a global situation; realities of the
24 21st century; and prepare our students for a global
25 workforce.

1 Many of the goals and objectives that I have
2 shared with you when initiated were broad stroke,
3 and they were designed to address operational,
4 behavioral, and adaptive changes needed for our
5 students, while maintaining a nurturing
6 environment. The 21st century living and learning
7 communities and the broad strokes of these goals
8 were taken from a strategic plan that was adopted
9 by the Board of Trustees a few years ago, and we
10 picked up on them to try to implement those goals
11 and build upon those plans and build successes
12 around the goals that were set.

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

18 So my stated vision is still for FAMU to be a
19 best-in-class land grant doctoral university.
20 Everything will not be done overnight, and many of
21 the goals are ongoing and cannot be completed in
22 12 months, maybe 5, 10 years, a plan stretched to a
23 ten-year period.

24 And so we're working to advance these goals
25 each year. And as I advance the vision and the

1 goals that were set, we continue to be transparent
2 about making the changes at the institution to ward
3 off academic degradation and indifference towards
4 the needed changes for our students to ensure that
5 they receive the education that they signed up for
6 when they came to Florida A & M University.

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

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

25 Ensuring the best for this great University is

1 a weighted responsibility and certainly a lonely
2 venture that is experienced by every President
3 before me, and I am accepting that responsibility
4 as a lonely venture as well. Each one of the
5 Presidents in the past has approached this
6 responsibility differently, and so do I.

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

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

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

23 Thank you.

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

1 I?

2 TRUSTEE MOORE: Yes, regarding the goals and
3 objectives?

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

6 TRUSTEE MOORE: Okay.

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

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

22 So maybe it's a legal counsel question as well
23 from the standpoint of, you know, we want to follow
24 protocol; but, again, we were asked to stand down
25 at the last meeting because we -- it was perceived

1 that the motion preempted the evaluation, which
2 we've just completed in a very orderly and
3 organized fashion.

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

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

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

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

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

23 TRUSTEE LAWSON: Oh, sorry.

24 TRUSTEE MOORE: Thank you.

25 ATTORNEY MCKNIGHT: Thank you very much.

1 If I recall correctly, first of all, the
2 motion that you're referring to actually happened
3 at a Board meeting, it was not at a Committee
4 meeting. It wasn't a Presidential Evaluation
5 Committee or the Special Committee on Governance,
6 so I would say that such a vote would probably be
7 inappropriate other than I guess that this
8 committee could possibly -- it's definitely outside
9 the charge of this Committee, but would be probably
10 something more appropriate for maybe, if the Board,
11 as a collective body, would like to take up at its
12 meeting in August. But it's outside the charge and
13 the scope of the Presidential Evaluation Committee.

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

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

24 We are at the point that we are going to
25 discuss if there are comments related to the

1 2015/2016 goals. Trustee Grable, you're recognized
2 for comments.

3 TRUSTEE GRABLE: Thank you, Chair Moore.

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

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

18 So I think it would be appropriate there that
19 we're real clear. Because that was something that
20 -- I was not a member of the Board last year in the
21 development of the 2014/2015 goals and objectives,
22 annual goals and objectives; and I wanted -- in
23 going through that evaluation exercise, I found
24 that there would be some things that I thought
25 would make it a little clearer, in my opinion, when

1 we are trying to evaluate the President in the
2 future, that we try to make sure we have statements
3 and goals and objectives that are -- make it very
4 easy to measure and ultimately to evaluate.

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

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

24 And that is what I would offer for Number 2
25 and Number 3.

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

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

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

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

13 TRUSTEE MOORE: Okay. Absolutely.

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

23 Campus beautification has to do with the
24 weeds, the no grass, overgrown beds, curb cuts,
25 just general beautification and looking at --

1 people that have come to visit the campus last year
2 when I first arrived talked about the condition
3 that the campus was in.

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

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

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

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

17 CHAIRMAN MONTGOMERY: Madam Chair.

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

19 CHAIRMAN MONTGOMERY: Two things, and I've
20 conferred with colleagues at other institutions
21 about their processes with regard to setting the
22 President's goals, and we had an extended
23 discussion during the contract phase about how the
24 goals would be set; and the Board at the time voted
25 to require mutual agreement.

1 The General Counsel gave his opinion at the
2 time that in the event that the Board and
3 Doctor Mangum disagreed, then there would be no
4 goals, which put us in the posture of basically
5 having to accept what she has proposed.

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

16 So to the extent that it would be under
17 consideration by the Board that there be -- if it's
18 once a month, if it's once a quarter, there has to
19 be some re -- we should not wait. Given the
20 failure to meet or exceed the goals in several
21 areas on the current evaluation, I believe we need
22 a greater level of accountability moving forward.
23 A monthly report will ensure that the Board is
24 informed about progress toward completion of these
25 stated goals and objectives.

1 And, you know, if the goal is to move the
2 numbers in a positive direction, again, a 12-month
3 lapse in time until another evaluation is completed
4 is too long a period of time to effectuate change.

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

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

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

20 (NO RESPONSE).

21 CHAIRMAN MONTGOMERY: Okay. Well, I'd move
22 that, as part of the acceptance, that we require a
23 monthly report with regard to the status of
24 achievement of the goals and objectives. I'd offer
25 that in the form of a motion.

1 TRUSTEE MOORE: Okay. We have a motion as
2 presented. Is there a second to attach with it?

3 TRUSTEE GRAHAM: Second.

4 TRUSTEE MOORE: Okay. It's properly motioned
5 and seconded that the annual goals and objectives,
6 2015/2016, with the necessary revisions and the
7 reporting frequency, be adopted.

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

10 (AFFIRMATIVE INDICATIONS).

11 TRUSTEE MOORE: Are there any other opposers?

12 (NO RESPONSE).

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

15 TRUSTEE GRAHAM: Madam Chair.

16 TRUSTEE MOORE: Yes, ma'am.

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

23 I just encourage everybody moving forward as
24 we prepare for our August Board meeting that we get
25 tunnel vision and that we focus on our key

1 stakeholders, that we remember that this is FAMU
2 and nobody is perfect; that we meet Doctor Mangum
3 halfway, and that, Doctor Mangum, you do the same.

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

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

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

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

25 (WHEREUPON, THE SPECIAL COMMITTEE ON

PRESIDENTIAL EVALUATION WAS ADJOURNED) .

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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.

NANCY S. METZKE, RPR, FPR
Court Reporter

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