STATE OF FLORIDA

FLORIDA A&M UNIVERSITY

IN RE: BOARD OF TRUSTEES MEETING

DATE: SUNDAY, OCTOBER 18, 2015

TIME: COMMENCING AT: 8:30 a.m.
CONCLUDING AT: 5:37 p.m.

LOCATION: FLORIDA A&M UNIVERSITY
FOUNDATION BUILDING
625 TENNESSEE STREET
TALLAHASSEE, FLORIDA

REPORTED BY: YVONNE LAFLAMME, FPR
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CHAIRMAN MONTGOMERY: Good morning. Welcome to this meeting of the Florida A&M Board of Trustees. I call this meeting to order.

Attorney Barge-Miles, will you please call the roll?

ATTORNEY BARGE-MILES: Trustee Alston?

TRUSTEE ALSTON: Here.

ATTORNEY BARGE-MILES: Trustee Graham?

TRUSTEE GRAHAM: Here.

ATTORNEY BARGE-MILES: Trustee Grable?

TRUSTEE GRABLE: Here.

ATTORNEY BARGE-MILES: Trustee Lawson?

TRUSTEE LAWSON: Here.

ATTORNEY BARGE-MILES: Trustee McWilliams?

TRUSTEE McWILLIAMS: Here.

ATTORNEY BARGE-MILES: Trustee Montgomery?

CHAIRMAN MONTGOMERY: Here.

ATTORNEY BARGE-MILES: Trustee Moore?

TRUSTEE MOORE: Here.

ATTORNEY BARGE-MILES: Trustee Shannon?

Trustee Warren?

Trustee Washington?

TRUSTEE WASHINGTON: Here.

ATTORNEY BARGE-MILES: Trustee Woody?

TRUSTEE WOODY: Here.
ATTORNEY BARGE-MILES: Mr. Chair, you have a quorum.

TRUSTEE WHITE: Trustee White is on the line.

ATTORNEY BARGE-MILES: Trustee White? Okay. You do have a quorum.

CHAIRMAN MONTGOMERY: Thank you.

Members of the Board, the minutes from the August 6th, August 17th, September 4th, September 18th, and September 13th meetings are posted on the website. I trust you've had an opportunity to review them.

At this time, are there any corrections? Is there a motion for approval?

TRUSTEE LAWSON: So moved.

TRUSTEE McWILLIAMS: Second.

CHAIRMAN MONTGOMERY: Motion has been made and properly seconded. All those in favor, indicate by saying "aye."

(All answer affirmatively.)

CHAIRMAN MONTGOMERY: Opposed, nay?

Motion carries.

CHAIRMAN MONTGOMERY: Attorney Barge-Miles, did anyone sign up for public comment?

ATTORNEY BARGE-MILES: No.

CHAIRMAN MONTGOMERY: All right. No one from the public. We will close that section of the agenda: No
public comments.

Moving to the Strategic Planning Task Force, I'm sharing in the second part of our meeting later today, but I have been asked by many of us how did we get here? Dr. Mangum made a request to spend some leadership time with the Board, and I believe it was made back in June, and so we got here in a way that allowed her to take a block of time and to use it for the purposes she deemed necessary, and that evolved into the strategic planning portion of the meeting.

And so that's where we are and we can go ahead and proceed. President Mangum, and where is Dr. Robinson? There he is. He's right in front of me. Thank you, sir. It's kind of blurry up there, all of these Rattlers on Sunday morning. I was laughing but let me go ahead and go off script and say Happy Homecoming. And where is Eddie Overton? Yeah.

And with that said, President Mangum and Dr. Robinson, you're recognized.

PRESIDENT MANGUM: Good morning, everyone, and let me just say thank you all for coming and sharing Homecoming with us and partaking of the variety of events that we held. Many of them were on campus and so we're thankful for the University Advancement Team and leadership team for providing some alternative
experiences.

We are also blessed with the presence of Angela Robinson who gave an inspirational speech to the congregation.

And I'm also thankful to the students who came up and charged up the football team appropriately for that victory yesterday. It was a really exciting time on campus. Many venues changed and we were experimenting with changing the route for the parade, so we're thankful to the City, to the Mayor, and the City Manager for their participation, and the Tallahassee Police Department in helping us with that route.

We found, I think, just from going through that parade, that we had many, many more people in the community that participated in it and that were out, and in fact, the parade lasted and lasted. It was three hours long. We kind of thought people just added themselves to the parade, but in the end, it was an exciting opportunity for the students, as well as for the community, and so we are grateful and thankful for that. It was a good day for everyone involved.

And also, this morning for the strings concert last night, I would say with Vershawn Mitchell (phonetic) was just amazing. So for some of you that
missed church this morning, we had it last night in Lee Hall with the gospel choir, and the work the students are doing there, so it was a really great day all day long.

The strategic planning process is something we began thinking about because of the challenges that we've had with regard to setting a right course for Florida A&M University; a clear path that requires, we believe, a strategic look at the vision of the university. The challenges and opportunities of FAMU's changing environment suggest the need for enhanced institutional capacity, to act as a unit and that is to charter strategic direction and mobilize the colleges and schools, as well as our internal operations and our external stakeholders around those directions.

Financial pressures from the cumulative declines in state and federal support for FAMU's land grant creates a need to rethink how the University fulfills and revitalizes FAMU's commitment to serving the underserved and underrepresented, and whether historic structures and practices will be adequate in the future. It is in the context of these challenges and opportunities that a Strategic Task Force was convened and it is animated by this ultimate question: How do
we position Florida A&M University to be an institution that students of tomorrow will pay for and donors will support and invest in.

Our vision as articulated in the 2020 plan is to accelerate the University's advancement in strategically targeted areas that take advantage of emerging opportunities, and in which we set ourselves high expectations while maintaining and contributing to the high quality of our core mission and vision.

We will encourage creativity and innovation. Our students will dominate in the classroom and in the workplace. Our students will come in the door and be out of the door in four; that's our goal. Our University will remain affordable and accessible as we collaborate with partners in our local community and the larger goal, higher education global community.

Our students will hone and fine-tune their skills in math and science, creative thinking, analytical reasoning, oral and written communications, while also being nurtured to excel in their artistic pursuits.

Our University will increase minority business participation and contract (inaudible) while also increasing research and leveraging it as an economic driver in the state of Florida and in the nation at large. Our University will expand the educational
experience of our students at a global level by expanding the study abroad in international exchange programs.

Our University will be a school of choice as we expand our precollege programs, increase the pipeline of capable and college-ready students, and will also expand access and opportunity for traditionally under-represented and underserved and under-prepared students.

Our University will be a thought leader, an innovation setter in the fields of sustainability as we develop unique solutions to pressing issues of climate change and issues of water, food, and energy shortages, energy insecurity across the globe. Our University will accomplish all of these things while remaining focused on our core mission, maximizing our existing resources and rewarding excellence in service.

However, to get to that place of excellence, to become a best-in-class university, to address our leagues in a changing landscape, we need a carefully crafted road map.

The University's 2010-2020 vision provides the framework to advance excellence across the University; at the same time, we recognize that taking into
account recent and expected change in a higher
education landscape, in our broad environment; we
might need to chart new paths and new ways to reach
our goals and to realize our visions.

This new planning process therefore builds on the
20/20 vision that emphasizes focused excellence
identifying new strategies for moving toward our
chosen future. Institutional and university-wide
strategies and tactics will help FAMU meet the
challenges effectively over a few years, and take
advantage of opportunities for academic enhancements.

Thus, the strategic planning process goal is to
be a systemic process that builds commitment to
essential priorities. Its goal is to be transparent.
A transparent process that will establish the guide
posts towards excellence and provide opportunities to
assess the steps along the way.

Its goal is to provide a guide and a direction
for in line academic plans to the overall university
plan, and in doing so, insure that the University
remains vital, sustainable, and accountable.

The anticipated transformational process
categorized by the strategic planning process will
prepare the University plan ascending to a
best-in-class land grant doctoral university with a
global reach, an impact that it has in its core of its programs as well as our student success: All of the academic programs and administrative units; all stakeholders, internal and external; all of our alumni friends and partners, indeed the FAMU family, and the world over will be a part of this process.

The responsibilities and opportunity to realize this vision rests with all of us. And that's the reason why we're gathered here today and to have conversation about the strategic goals.

At this time I would like to move forward and introduce the members of the Strategic Planning Task Force that we have assembled.

The task force is being led by Dr. Larry Robinson, Co-Chaired by Cynthia Hughes-Harris. There's Maurice Eddington here as Dean of the College of Science and Technology; Maurice Holder is a professor in the College of Pharmacy. I didn't mention Cynthia Hughes-Harris was former Provost of Academic Affairs and also Dean of the School of Allied Health Sciences; Dr. Charles Weatherford serves also as he's a Vice-President for Research; Dr. David Jackson serves as the Associate Provost for Graduate Education, former chair of the history department and historian; Mario Henderson as the student trustee from
the law school; and Tommy Mitchell, President of the National Alumni Association. Those are the members of the strategic planning task force.

There's also Dr. Palm, Associate Provost Undergraduate Education; Wanda Ford is Executive Director of Title Three programs and also serving as staff representative, professional staff. Dr. Shante Bradley-Strout (phonetic), Dean of the School of Business and Industry; and Anita Favors, Manager of the City of Tallahassee.

So we have our community, we have our alumni and we have our faculty across the entire institution.

PRESIDENT MANGUM: Did I miss anybody? That's the task force and that's where we are.

So Dr. Robinson?

DR. ROBINSON: Thank you, Mr. Chairman, Madam President, members of the Board. It's my pleasure to give us all an opportunity to discuss the very important element I think it is of FAMU.

CHAIRMAN MONTGOMERY: Dr. Robinson, if you would, please.

Trustee White, Trustee White, are you there?

TRUSTEE WHITE: I'm here, I'm sorry.

CHAIRMAN MONTGOMERY: Are you able to hear okay?

TRUSTEE WHITE: I can hear Dr. Robinson just
DR. ROBINSON: Thank you, Mr. Chairman. I am humbled to have been selected by Dr. Mangum to lead this path. And I sometimes ask why was I selected. As many of you know, I was also fortunate enough to lead in 2004-2005 strategic planning process, working very closely with the board and administration at that time, and Dr. Mangum suggested that maybe I get it right this time.

It's going to be difficult for me to go wrong with an outstanding team of committee members, and task force members. As Dr. Mangum just identified, these are some individuals who not only have a depth of passion and concern for the University beyond measure, they are also very smart individuals that I've enjoyed working with, for the most part in one capacity or the other, over my 18 years at the University. So, much of what you hear and see is not mine and it's really the work of these outstanding individuals.

Let me tell you what's most important as we engage in this process today. We come to you this morning for your guidance. Already having the direct input and engagement by Board of Trustees Vice Chair Kelvin Lawson, this made our work very easy. But as
we worked through this process, it's important that we understand where you are, the ultimate driver in this process.

And so, we come to this place this morning to spend a reasonable amount of time with you to hear your thoughts and ideas. Furthermore, it's also important we know how this process works and that we make certain that we align with the Board of Governors and their strategic planning.

One of the most important things that we need to do is insure that -- because it's very interesting, at the time the 2009 plan was developed, the Board's current plan -- the Board of Governor's current plan wasn't in effect. There was a plan, but the plan that they have now was implemented in 2012, you see? So we have an opportunity now to have a sight directly with the Board of Governor's plan.

We also, as the President, have to deal with the issues of the day. There are some things that have changed since 2009 and higher education across this nation and in including the state of Florida: A higher degree of accountability, college ranks and score cards, stricter accountability standards, performance-based funding, not just here in Florida but all around the nation, changes in scholarship
opportunities and federal financial aid, questions about the relevancies of HBCUs all over the place, emerging technological trained challenges, research that were not there, you know, just five or six years ago.

And at the same time, all of these challenges create great opportunities for the future. So you must be careful that as we talk about the environmental conditions that have changed since 2009 and what we anticipate in the future. We have to be bold in anticipating and devising mechanisms by which Florida A&M University can continue to be successful as the President said.

So in the context of the committee, what we decided to do first is to develop a strategic guiding themes for our work. In fact, although it hasn't been approved by the President or anyone else, we sort of came up with a slogan of our own that will guide us through this process and basically goes as follows: Performing Boldly Beyond Measure, okay?

Performing Boldly Beyond Measure. Because we understand that performance is linked directly to quantifiable metrics, but at the same time we've got to be bigger than those in many cases to be successful. We have to be bigger than meeting the
minimum requirements.

So that's what our committee, our task force is charged with, and having the time this morning to spend with this board is very, very key in this process. We have had the pleasure of hearing from Trustee Lawson on a weekly basis, and he insisted that we are true to our understanding of the role of the board in this process.

So we've generated also these five strategic guiding themes and they are the following: Quality and that's a surrogate for excellence; continuous improvement because no matter what we do we can get better; community engagement, and we when we say community, we say people next door to us, people in Miami, people in Washington D.C., businesses, but making sure we stay tied to our community, because we have such a diverse stakeholder community; sustainability, as the President said, the way we do things to fully appreciate the issues around -- (inaudible) to be essential to our future; and then something that's always been obvious to most of us in our strategic plan, and that's diversity and internationalization.

So just to repeat: Quality, continuous improvement, community engagement, sustainability,
diversity, and internationalization. Those are sort
of the framing that we want to have in all of our
discussions about what we think these strategic
initiatives for the next plan are to embody.

And so I approach this, based upon our charge
from the President; has been a lot of very smart
people who worked on the 2009 plan. It was approved
by this board and several of you, or some of you were
around at that juncture. So we know it's a higher
quality, so the charge for us was building on that
plan; not being bounded by that plan, let's look at
where FAMU needs to be with regard to strategies over
the next five or ten years.

So that's where we started the conversation;
however, we're not going to end there. So what we've
done is organized ourselves around the five strategic
initiatives in the 2009 plan and just so -- and by the
way, all of the members of the board, and hopefully,
the media as well, you have a notebook with all of
these items in there, the previous strategic plan, the
President's charge, committee, committee bios, the
work plan, Board of Governor's plan; all of these
things we thought you would need in the discussions
this morning, as well as take home reading material.

So strategic initiative, just to reiterate, in
the 2009 plan was to create, Number 1 is to make Florida A&M a 21st century living and learning collegiate community. Strategic initiative number two was to enable excellence and University processes and procedures. Initiative Number 3 to develop and enhance and retain technological research and achieve the University's mission.

Strategic Initiative Number 4 is enable excellence in university relations and development. And 5 was enhance and sustain an academic and social environment promoting internationalization, diversity and inclusiveness.

The process that we embarked on is to organize ourselves around these committees, and so we developed four subcommittees and there are three associated with these strategic initiatives. And we had to do some lumping, because although the President was kind enough to put a very impressive group of individuals together, we also knew that we couldn't engage everyone on the campus, so having five separate committees wouldn't be all that effective.

So we did some lumping; we lumped because of the relationship. We lumped Strategic Initiative Number 1 and 5; you have a subcommittee. We combined Strategic Initiative 2 and 3 and a subcommittee working on that.
And 4 is standalone subcommittee that has been looking at issues around that initiative.

And sort of our initial thoughts, right, our initial thoughts on what are the issues in 2015, that around those particular issues that may need to be beyond tweaked and in many cases significantly changed. And so what we plan, what we hope to do this morning, is to just give you a taste in the three-minute overviews that those subcommittee chairs will provide, of what we've been thinking. And then in the break-out sessions, where, of course, we have our ideas, Mr. Chairman, about what board members might want to go where -- and I just want to emphasize these are just suggested assignments of board members with regard to these strategic subcommittees. We clearly know that you have the flexibility to go where you would like.

So our study this morning is to have breakout sessions around each of these subcommittee initiatives, because we also hear from a stakeholder engagement committee that we formed, is to make sure that we do everything we did to garner input from our respective stakeholders throughout the University environment and the community. And you're going to hear from that chair, Dr. Eddington, in the overview.
But in those break-out sessions, you can go where you want, right? You can hear what we thought, but you're not bound by that in any way -- of course, you're the Board of Trustees -- and then after those discussions we will reconvene and summarize those discussions.

Our job is, as the task force, to make sure that we capture all of those important points that this board brings to our attention during those sessions.

So I look forward to an extremely productive morning. I know Trustee Lawson challenged me on how much time we really needed to do this. And I can't overlook that, but when you start getting into these initiatives, when you really start getting into them, and you think about how much it has changed since 2009 and now, you're going to be screaming for more time. I can guarantee you that. Because in these subcommittees that we've had, of course we have people like Tommy.

MR. MITCHELL: Don't pick on me.

DR. ROBINSON: Whose passion and knowledge is so great that it just takes us a lot of time, you know, to get through those deliberations. And I don't think we have gotten through any of them, and we've had several meetings, by the way, and subsequent meetings,
and we're going to keep pushing on that, but we now have an opportunity to hear from you.

So our process is we have weekly meetings, we have the meetings of the task force, the subcommittee meetings. We have already ready, by the way, solicited input from a very important stakeholder community. We saw an opportunity, a couple of weeks or so ago, when so many of our business and industry clustered members were here for the job fair, that we had enough time really to modify an existing server that we had, to get their input because we're thinking about what are those metrics, those performance measures that are important now, and being able to get our students into the world of work is very, very important for us.

And so, we had a captive audience and we had over a hundred people at that event. And so we tweaked the survey, the engagement committee, and I'm going to tell you, it's really fascinating what you're hearing. We're hearing from that sector, that very, very important sector. We see an opportunity this afternoon. We'll be paying attention to discussions that you have with the former presidents and interim presidents. We see an opportunity there to garner additional input.
So we're going to develop surveys to stakeholders. We have plans for town hall meetings and what we have from those issues that really pop up, that require additional attention, we would develop focus groups meeting for certain constituents. It's very likely Trustee Grable will have one with faculty and very likely we will have one with students, but it may not be limited to those communities, okay? Because we want to hear from those, right? We want to hear from those groups throughout this process.

So we've reached out already to the fact that we sit there and told them we're coming. I had an opportunity to go and speak a couple of weeks ago to our retirees and told them we're coming. We get members of the public coming to our meetings. All of our meetings are announced, and we have some very active participants in our Task Force meetings, as well as our subcommittee meetings, and we hope that continues over time.

And with that, Mr. Chairman I think I've exceeded my two minutes, and I'm going to relinquish the rest of my time, you know to Trustee Lawson.

CHAIRMAN MONTGOMERY: Thank you, Dr. Robinson and thank you Dr. Mangum. I jumped around on the agenda and saved Trustee Lawson's for the conclusion of your
opening comments for a reason. As a board, we're responsible for insuring this process adheres to state laws, also to the priorities that have been set by the Board of Governors that we all know are moving targets. They move, they change, they grow, they evolve, and it's important to as we lay a plan out that is flexible enough to take into account that it will actually change over time, as it grows based on input from other stakeholders.

Dr. Robinson, we had this conversation, and it's a fair assertion that the Board is the stakeholder because the Board -- this Board will be held, regardless of its membership now and in the future, will be held responsible for the outcome of the process. And with that said, I appointed our Vice-Chairman as the liaison to the committee so that he would not only represent the views of the Board, but be there to insure that along the process you and the team, Dr. Mangum, and the task force are able to say there is Board input. And with that I'll give the floor to Vice Chair Lawson.

TRUSTEE LAWSON: Thank you, Mr. Chair. And I think that President Mangum did a great job of overviewing the importance of what we're trying to do, and I know that from working with Dr. Robinson, he has
done an outstanding job of organizing the work. But I
think for the Board today, this is really our
opportunity to put our fingerprints on the work that's
being done. I think we have really strong chairs,
chairing each of the specific initiatives, but as
opposed to just showing us what they've done and what
their work plan is, they're really here today to
garner our input on each of these specific priorities.

And as Chair Montgomery stated and those of you
that have followed the Board of Governors recently, it
is a moving target in specifically what they're
looking for, but they're very clear and very forceful
in what they need from each individual university
within the SUS. So as opposed to Dr. Robinson and his
team developing a plan and giving it back to us, they
approached it, as to a team is taking is really
engaging us all along the way, as well as the other
external stakeholders.

So even though it's bright and early on a Sunday,
really put some energy into reviewing the work that's
been done so far and giving them your specific input
around where we're trying to go with the strategic
plan. Dr. Robinson and I joked on the phone last week
about the time commitment, about willing to take till
noon to get through this, and it may very well, so I
would ask for your patience as we walk through this.

I know from sitting on the meetings with Dr. Robinson and team, we started at 2 and they end at 4:05, and they don't end at 4:00, so we always exceed the allocated time.

But again, this is our opportunity, so when we walk away from this project or initiative it won't be Dr. Robinson's plan, it won't be Dr. Mangum's plan, it will be our plan, so I would ask that you look at it from that perspective.

CHAIRMAN MONTGOMERY: With that, thank you Vice Chair.

We're going to move into our subcommittee briefs. Dr. Eddington?

DR. EDDINGTON: Good morning, everyone. I'll be very brief. Dr. Robinson did a good synopsis and overview of the process our subcommittee is using to garner and solicit feedback from our stakeholder groups. As he said, we took advantage of an opportunity that we had in career fair participants, and that date is very interesting and revealing, so it was actually -- I refer to my colleagues. I was frustrated at the time. They're coming next week and developing a survey with the team. But we did it and the data is very, very insightful, so I was very
appreciative in telling us to do that.

We also administered the survey to BOT and we're going to look at that feedback. We wanted to be careful to give you an opportunity to provide open-ended questions, feedback, so that you can share your thoughts, and then there's some guided questions on that survey, too. So we will be studying very closely your feedback.

We have a very broad list of stakeholder groups. Dr. Robinson covered that and we're going to use surveys to engage those groups. We're going to use the website, and we're going to have an aggressive marketing campaign to make sure all of the stakeholders and all of the people that care about FAMU have an opportunity through different mechanisms to give their feedback and get involved in the progress; that includes town hall meetings that we will have on campus, and we will also have focus group meetings with those stakeholder groups that we identified. The Alumni Association is going to be very engaged in that. Our retirees are going to be involved very well and we're going to involve the President in (inaudible) market and the weight of her office to just encourage the campus.

And Trustee Graham, we're going to solicit the
students in working with you to make sure all of the stakeholders have a very important and valid and sincere involvement in the process, and so that's where we are now. We're going to get the broad survey out this coming week to everybody and it's going to kick the process off to the next phase.

CHAIRMAN MONTGOMERY: Thank you.

Dr. Palm.

DR. PALM: Mr. Chair, Board of Trustee members, Madam President, good morning. It's a bright Sunday morning. I want to thank Madam President to allow me to serve on this committee. It's very, very important for the committee and for Florida A&M University. I want to also recognize the subcommittee members as Cynthia Hughes-Harris, Dr. Shante Bradley-Strout, Mr. Mario Henderson, Dr. David Jackson, and Dr. Maurice Eddington.

Over the last few weeks, we've been working very diligently to look at the strategic initiatives as they offered the 2020 vision strategic plan, and what we found is that we're trying to align those initiatives up with the Board of Governors as well as looking at those five framing concepts that Dr. Robinson talked about, the plan that we have is a really good plan; however, things can change as we
mentioned before. I think that Dr. Eddington mentioned at one of our subcommittee meetings mentioned that it laid down the foundation for us but now we need a destination.

And looking at that as a destination, we also came up with several -- actually, three different types of strategic initiatives from that strategic initiatives one and five, and really encompass in lines with possibly the performance measure but also the Board of Governor's plan.

And we call that our destination. Dr. Shante Bradley-Strout, destination is to deliver exceptional and distinctive student experience, all right? That's one destination. The second one is a distinguished renowned faculty, all right? These are big concepts and we hope we can get your input as well as your guidance on how we put that in motion. The other one is destinations of high impact research, all right?

And so we're looking at aligning those various high-arching concepts, with your guidance, to the Board of Governors strategic plan, as well as those five framing concepts of equality, sustainability community engagement, diversity and internationalization, as well as continuous improvement. So when we break into the groups, you
will see that the conversation, hopefully with your
guidance, will go in that direction.

What we're looking for is destination from laying
down the track that we have for you're operational
plan right now. So again, hopefully we can get some
really, really good input from you, because as we move
forward in the stakeholder groups, there's going to be
input that you give us today that's going to help
guide those conversations.

CHAIRMAN MONTGOMERY: Thank you, Dr. Palm.

Dr. Holder, and have you some extra time, sir.

Take all the time you need.

DR. HOLDER: Thank you very much for this
opportunity to carry forward with Dr. Robinson put the
trust in me to lead this subcommittee. And I was
first excited but now I'm even more excited because of
the committee members I have: Anita Favors; Charles
sitting in the back there quiet. He's a constant
input to this process; Dr. Robinson, himself provide
for me a great opportunity.

Now, let me begin by saying to you that we accept
that since 2009 there has been tremendous changes
across the nation, and in higher education,
particularly, we are concerned that those processes
allow us to be excellent. Although it was good in
2009 is more important to get it done now. Taking a simple just a recommendation of the President has just mentioned: In and out of the door in four. In order to do that, enabling the processes that allow you to do that will mean that the strategic plan -- and especially student initiatives that we're concerned with, one internal processes, management, compliance and those things that guide the internal operation is looked at from the outside, and from that we can determine whether or not we're successful.

So I am, this morning, going to ask your help, your input, because we recognize that there are four things that must come out of the whole process of strategic planning. One is that we must show that there's some compliance and accountability; that there must be some evidence that they are transitional methods in place. And what I mean by transitional methods is I mean, if you have a plan then you have to show how you're going to transition from the old to the new and then you have to be able to show at that time the out comes in whatever that final destination is, that we have accomplished what we set out to do.

In order to do that, we said in our committee that we have to be bold but we have to be realistic at the same time. Florida A&M stands at a point now in
its history that we can make that leap, that bold
leap, to show that we are excellent, and these two
standards provide us an opportunity to do that, and
that's why I'm excited about it.

Thank you very much.

CHAIRMAN MONTGOMERY: Thank you, sir. And
Dr. Ford.

DR. FORD: Good morning, Board of Trustees and
Dr. Mangum. My name is Wanda Ford, and I'm the chair
on Strategic Initiative 4 which deals with university
relations and development.

Our members include Dr. Robinson and Mr. Tommy
Mitchell so we have very lengthy and lively
discussions about our particular initiatives, because
we all understand the importance and the critical
nature of external funding at this time, especially
considering all of the environmental factors that are
impacting the funding on the state side.

We also understand that an increase in external
funding can help us make sure we have the resources
needed to insure that we're meeting and exceeding our
performance-based funding initiatives.

So some of our observations included considering
another aspect to this initiative. If you look at it
there's a focus on fundraising but not so much on
friend raising. So we really want to have a strategic initiative to make sure we're building relationships and nurturing those relationships, and in some cases even repairing relationships to make sure that individuals are motivated to give to the university.

One of our strategies would include really strengthening our communication strategy, making sure that we are communicating the great things that are happening at FAMU, again, to motivate individuals to give to the university.

Another observation that we had is it seems like fundraising is sometimes confined to the area of advancement and so we would really like to involve other areas and other individuals at the university such as Deans and directors. So we were thinking perhaps adding a strategy to involve those individuals and get them trained, to actually create a fundraising at the university.

Another strategy to be to initiate an annual giving fund. Mr. Mitchell pointed out that would be important in actually defining the funding initiatives annually, but it also creates a culture of giving, right, before you actually initiate a capital campaign.

And then the last recommendation is adding a
strategy that focuses on governor relations. When we took a look at this initiative, that was an aspect that was missing but we all know that it's important in moving the university forward.

So these are just some of our recommendations and suggestions and we look forward to receiving some guidance from you guys.

Thank you.

CHAIRMAN MONTGOMERY: Thank you.

It appears we are ahead of schedule. Our next scheduled action was strategic at 9:45 a.m. I'm going to move that time up, Dr. Robinson and Dr. Mangum, to 9:30 and allow the balance of the time between now and then for members of the committee to get a chance to speak with the trustees on an individual basis, take your break. But again, these strategist break, I want to let you walk us through where you're going next. But we're going to move that time up next to 9:30.

DR. ROBINSON: Okay. So you sort of get an idea of how we thought about this, but if I have to summarize what I know about where there group of individuals are in the task force, these initiatives won't look the same, okay? They just won't look the same.

We are at this process right now and, you know,
there's really a number of sort of cookbook approaches to strategic plans, and there are a number of approaches to it and I guess the approaches are from experts, they are in this so-called -- so we're doing this sort of environmental scan that some talk about, but more importantly, we are garnering the input of entities like this Board of Trustees.

We will ground our decisions in what we've heard but supported by data, okay? It's not just going to be good enough to have an opinion that we ought to be doing X or Y. We want to have that grounded and in something tangible in such a way that when we bring it back, you have confidence in it, the Board of Governors has confidence in it, and we try to move this process along.

We've actually, you know, we have a fairly aggressive schedule. Thank God the President gave us a little bit more time. We will conclude this process in terms of what we did to the President for future considerations of this board in the February time frame, and we hope to conclude the process in the spring. So, you have a time table. And by the way, everything we do is draft and we are not done until President and you collectively say we are done, but this is what we thought about. And it's also
important to note that this was important for Trustee Lawson, we will come back again and come back again, you know, at your pleasure, okay?

So keep this in mind as you gather in this broke off session this morning. Now, technically I'm let me go to the break out now. There's a sheet that looks like this; it's called suggested break out groups. Mr. Chairman?

CHAIRMAN MONTGOMERY: Yes.

DR. ROBINSON: And I'll walk you through it. As I said, we're not married to this. We did the best we could, Trustee Alston, by looking at the subcommittees that you're already on. But I think before we leave this room, we need to finalize this one way or the other and I just want everybody to know no feelings will be hurt at all, Trustee Grable, if you said, "No, I want to be on that one," okay? Now, you're going to have a hard time being on more than one but you could possibly do that and make a contribution, because we're one facility here one room.

ATTORNEY BARGE-MILES: Everyone, the Board, has a copy in your notebook. Look in the pocket of your notebook.

DR. ROBINSON: Okay. Does everybody have it?

TRUSTEE LAWSON: yes.
DR. ROBINSON: Let's just walk through this, and Mr. Chairman and see if everybody is comfortable with this. And so Strategic Initiative 1 and 5 -- and you heard what those are, student learning and academic diversity -- we assigned or suggested Trustee Grable, Trustee Graham, Trustee Moore, and Trustee Alston to that subcommittee.

Mr. Chairman, are y'all comfortable with that? If so, you will be meeting in room 170, okay? This room, okay? Because that's the largest subgroup and most important thing we can do, but also, as you can see Dr. Palm that's the largest committee as well, right.

The next Initiative 2 and 3, we have Trustee Lawson, Trustee Montgomery, Trustee White on the phone, Trustee Washington -- welcome aboard -- and Trustee McWilliams. If you're comfortable with that assignment -- it's the first time I ever got to tell the Board what to do -- if you're comfortable with that assignment, you will be convening in room 115 and.

The final one, Trustee Woody, Shannon, and Warren; upstairs, room 200, okay?

Now, these sessions are one hour long, and Mr. Chairman, I think it's quite appropriate from what
I've seen that we have this extra time of starting 15 minutes early, I totally agree with that. And it would also, members, give you an opportunity to move around if, you know, if you would like. And, you know, we have instructed our chairs and participants how to stimulate conversation in those sessions, but knowing many of you as I do, I just don't think that's going to be a problem, okay?

CHAIRMAN MONTGOMERY: Thank you, Dr. Robinson.

We're about 10 minutes ahead of schedule. We're going to move that 9:45 up to 9:30. We'll take the next 10 minutes and have a break, but again, I encourage you all to interact with members of the Strategic Planning Task Force.

DR. ROBINSON: One more, I failed to mention this. Hope it's painfully obvious where Dr. Mangum, the Vice-Presidents, would go in these break-outs. We really -- this is a public meeting, right? But you also key stakeholders and we want to end these sessions as well. So I think it's obvious, you know, where you would go. If you have any questions about it, we will talk about it at the break, but I don't think you're all going to be in the same one.

But it's pretty obvious where I -- I think it's obvious where you might find yourself, okay?
(Recess at 9:19 a.m.)

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(Board reconvenes at 10:50 a.m.)

CHAIRMAN MONTGOMERY: Trustee White, are you there?

TRUSTEE WHITE: I'm here.

CHAIRMAN MONTGOMERY: We've had some fruitful sessions in the strategic planning break-outs.

Our next agenda item is the report out from the break-out groups, and I will turn that over to Dr. Robinson.

DR. ROBINSON: Thank you, Mr. Chairman. And I've already had an apology from Trustee Lawson regarding the time. I think most of you though, as I suggested, once you unraveled those, is a whole lot, right? And particularly when you start looking into it, where you need to be going. So we used our time quite effectively. We could have very easily used another hour very, very, easily, and what we decided is that this is about the Board's perspective, so we're going to ask the Board members from each one of those subcommittees to summarize the Board information, more emphasizing and summarizing.

At this time, Mr. Chairman, it would be open for discussion as you see fit, so I guess it would be
appropriate for us to begin with subcommittee Strategic Initiative 1 and 5.

    DR. PALM: I can say we had a very, very, productive conversation. We have had some really good guidance from our Trustees. I think about 10, 15 minutes into our session, we decided, let's just close this book up and go from there.

    But, Trustee Moore has graciously accepted to give you an overview and summary of our particular session.

    TRUSTEE MOORE: Okay, again our focus was on the lifestyle cycle of the student experience. So some of those points that were drawn out of how we do that and making sure that our programs and our academics, our knowledge for the impact they're making are relative to our students, the community, and the research.

    Additionally, we thought about making sure that students have the opportunity to be exposed to compete, and not only to compete, but also serve as thought-leaders once they leave our institution.

    The value of making sure that they have soft skills, networking ability, communication skills, entrepreneurship -- we didn't list that in either one -- but we want them to leave to not only be prepared to be good employees but to certainly be good
employers as well.

    We looked at blended learning, not only focusing
on the bricks and mortar location, but how can we
expand the offers of online learning.

    We looked at how we tell the story, and that's
just as important to student success; the stories of
our current student, the stories of our alumni, and
not just the stories but the success they are finding.

    Additionally, we looked at ways how we could
improve collaboration; not only collaboration across
the campus, but collaboration outside communities so
they are prepared to compete in a global community and
not just at FAMU.

    We talked about having access to excellent
technology and faculty. And then we moved down to the
mindset, how can we create that from day one; that
they are givers investing in our system and paying it
forward to that next round.

    And then we looked to making sure that they
understood that they have a valued voice and seat at
the table and the respect is there with day one with
our students.

    And lastly, we concluded with trust; that
students needed to know we could be trusted as a
system to deliver on what was promised.
Would you like for me to go into 5 as well?

DR. PALM: Yeah, the faculty.

TRUSTEE MOORE: Okay. The faculty component, we looked at how can we make sure not only recruited great faculty but also maintained it. We looked at a culture that recognizes and supports faculty as a key contributor to the University's success: How we appreciated them, how we sought their involvement when making decisions related to our strategies for recruitment and allocation of resources.

We looked at currently the faculty and how they could serve as ambassadors while recruiting other great faculty to our institution.

And then lastly, looking at enhanced communication between faculty and administration, as well as with the Board.

And that concludes our report.

DR. ROBINSON: Mr. Chairman, I would allow other input from board members on that subcommittee, or brief questions, so that we can make sure we get this in and out.

TRUSTEE GRABLE: I would like to add that one of the issues we discussed, of course, was probably the biggest elephant in the room when it comes to faculty, is course load and work load. Florida A&M is in the
past -- or maybe it's actually continuing to the
future -- we all understand that the faculty course
load and work load is tied to the funding, and we have
to figure out how we can unravel that to the benefit
of faculty, which would be able to focus more on exact
charges, and that is, to teach students and not having
to be their own personal assistants, having to be
their own student or graduate assistants.

And the one thing I'll add, to just so it goes
into the record, is we need to also look at how we're
using our graduate students. These are not people
that should be copying for us, delivering mail. We
need to make sure those students, from a student
perspective and of course from a larger research
perspective, and as potential or potential researchers
in the future, that we use those people correctly.
These are not people who get to run errands for you.
These are people who should be focused on the subject
matter and discipline that they came in expecting to
be trained for.

And with that said, again, just making sure we
all understand that without faculty, there is no
university. Period. Faculty teach and make a
university do what the average student, average person
thinks a university does, and that we need to keep in
the forefront. The faculty are the soldiers on the front line and we must be treated accordingly.

DR. ROBINSON: Any other questions or comment on that those two initiatives? Mr. Chairman, if you would like, we'll move on to Initiatives 2 and 3.

CHAIRMAN MONTGOMERY: Please proceed.

DR. HOLDER: Let me begin and say we needed an extra hour. Very enlightening discussion. We couldn't get all of the points done. We weren't even able to get to Number 3, so that's why I say we needed an additional hour.

Trustee Lawson has graciously accepted the responsibility.

TRUSTEE LAWSON: Thank you, Dr. Holder. I do apologize to Dr. Robinson, because I talked to him on Friday and asked him to turn his agenda by an hour, but he probably should've added an hour to it.

So our committee, we had a really interesting time, and that I think that helped with just a broader thinking around what it is like to come into an organization and start to try and implement change. So when we got on the whole notion on process, and we really tried to define -- tried to determine which processes we were focused on because we felt the initiative was really, really broad.
Where we landed was really thinking about the experience that an individual has when they touch the University; whether they touch it as a student, as a parent, as a vendor trying to do business here, and will that experience leave them with the feeling of being managed, being dealt with, professionally, correctly, timely, et cetera.

So that was really probably -- that dominated our discussion probably from the middle to really the end. And the other thing I think was really interesting that our team landed on was if we set this notion of having excellence as it relates to service, then how do you hold people accountable for that level of excellence? Is there a performance management system that's cascaded down so that people who are the front line understand what's expected of them, and how that we in turn collect data to share back with them; what the people that are experiencing their services actually feel about that level of service.

So I think as our conversation circled around, those were the two big points that we landed on. It was really, can we deliver services in an excellent fashion, no matter what level you're touching within the organization; and then, how do we explain, train, and then hold the individuals, as well as leadership,
accountable for that delivery of service of excellence.

So I think to Dr. Holder's point, our discussion really zeroed in so much on that, that we didn't really touch quite frankly on the last initiative. But I felt like everyone in the room had input. I felt like, you know, we got the perspective from the team on the ground working, and we were able to then pull in more feedback. Like I said, we had the pleasure of having Dr. Mangum in our group so we were able to hear it from a different lense.

So I thought it was very productive and a very good use of our time this morning.

DR. ROBINSON: President Mangum and other members of that subcommittee with the board? Additional comments?

(President shakes her head.)

DR. ROBINSON: Okay. We'll go on then to Strategic Initiative Number 4. I think they're still in the meeting.

DR. FORD: As you can tell, we had a very lively talk about Initiative 4, so much so they had to come and really truly get us.

Trustee Shannon is going to provide our summary.

TRUSTEE SHANNON: All right. So first, I'll say,
we make no apologies for the time we spent talking
about the money, and as the highly-esteemed FAMU
Professor Dr. Holder said, we really did need more
time.

With the time we had, though, we talked about a
number of things. First, I'll give them to you
generally and then specifically but we talked about
our image. We talked about the gaps in how we go
about identifying and actually getting money into the
University.

We talked about relationships. We talked about
our operations. We talked about our infrastructure.
And most importantly, we talked about opportunities;
all of which we fully expect to be rolled into the
further building of the strategy.

And so let me talk about strategy. We recognize
the fact that we must have a multi-tiered strategy
when it comes to getting funding and donors and
funding for the University. When it comes to
development, we have to implement strategy that looks
at the different groups of viable stakeholders that
are available for us to partner with, so that's what
we would expect just from the baseline of what we're
going to do.

We talked about the gaps our current gaps in
either the audiences that we connect with, in terms of
giving to FAMU, and we talked about gaps in our
processes, and how we engage and how we keep engaged,
so that we can have sustained giving.

We talked about moving beyond alumni giving and
somewhat corporate giving: How do we move beyond
that? How do we create a strategy that targets the
right institutions, the right organizations, the right
people, and build from that a plan of operation that
we can then move onto the next set, the next tier of
givers and organizations, right?

We want when we talk about corporate
partnerships; how we develop the relationships with
corporate partnerships so that we can seek funding not
only from research; we can seek funding from a
corporate philanthropy, and that we can also have a
relationship with them, so we can supply and have a
continuous conduit of talent which then brings it full
circle, because the talent will be our alumni and will
also tie into it that way.

So how we develop a plan to do that. We talked a
lot about infrastructure and specifically looking at
our customer service, our staff build up, in terms of
the number of individuals that we actually have out
there doing development for us, having the ability
through our infrastructure to actually monitor who we have relationships with, who is giving, who should be giving, who we would like to give, and how do you engage then those targets for giving.

And then, also, in terms of how do we tie in our academic areas to partner with development so that we can insure that we are matching ourselves with the logical and relevant areas that we should be. And to be more specific about that, if you know that within our research, we're doing research that matches up with certain types of pharmaceutical development, for instance; or do we have the relationships, the external relationships, with the right companies that are heavily engaged in the areas of research that we have asset for. So we have an asset here, and so how do we match ourselves up with the appropriate sectors.

And I would invite the committee to add anything to that, but that was basically what we talked about. Anybody else?

TRUSTEE WOODY: And some of the things that -- Madam Trustee has done an excellent job in giving you the presentation on what we discussed -- but the big things that I think we kind of all agreed upon is in general, the importance of communication. And also building the relationships, not only within the
institution but also outside of the institution. You build relationships and you also get the opportunity to raise more money for the institution for a specific purpose.

And in those partnerships that she just alluded to it is very important. In the partnerships where you have ongoing relationships with relationships and partnerships, where we can go back and that have a long-lasting relationship, financial relationship.

CHAIRMAN MONTGOMERY: Dr. Robinson?

DR. ROBINSON: Yes, sir.

CHAIRMAN MONTGOMERY: Two things. I had a chance to visit with each of the groups and the break-outs. Before I proceed, we have been blessed with the presence of a true Rattler, a real Rattler, Mayor Oliver Gilbert here, Mayor of Miami Gardens. Thank you for joining us this morning. He requested an opportunity to speak to the Board, so we'll get to that later on this afternoon. But I do want to acknowledge your presence, so thank you for joining us.

Board members, in one of the break-out sessions, I think I heard Trustee Shannon say or use the term "pull through." And I'm immediately thinking, okay, we have these great ideas and thoughts and where we're
going with this visioning, but it doesn't work unless
we have mechanisms in place. So I'm using her term,
"pull through." What's on the other side? When this
stuff is put together; it was called, I think it was
2020 vision with courage.

So you put this thing in place in 2009 and think
about where we are now. It's not to be critical of
where folks were, but those sitting around this table
who had the opportunity to join the process now,
whether you're here or not, years from now, you're
responsible. And so, I think it would be responsible
for us to insure that these things happen to the best
of our ability from the accountability perspective.

Trustee Alston is going to have to leave us, and
he'll call back in for governance, just a brief
discussion on governance. We're going to talk about
how our board operating procedures require us to
review our board operating procedures on an annual
basis, but there was no mechanism to require us to do
that on an annual basis. So right now it says the
procedures say we have to do it, but there's no
pull-through; there's no mechanism that says, "By the
1st of November, on an annual basis, this shall
occur."

So back to what I heard. And again, in one of
the break-out sessions of accountability, as we walk through the strategic plans, it does us no good if there's nothing to pull us through to the other side. So encouraging all of the break-out areas,
Dr. Robinson, and the teams, to just from an accountability perspective and that we consider -- it's not my decision; it's a board decision -- but that we consider putting a mechanism in place that insures not only compliance but that will require pull-through.

We're here on a Sunday, so it's a bit more relaxed than a regular meeting. I'm going to put my board members on the spot and just do a quick round around the table, and if you can give just a one- or two-word description of your experience in your break-out sessions and your thoughts about this morning.

I'll start out, and then I'll go to Trustee Moore, and we'll just walk around the table very briefly. I heard passion in your meeting.

Trustee Moore?

TRUSTEE MOORE: Thoughtful engaging.

CHAIRMAN MONTGOMERY: Trustee Woody?

TRUSTEE WOODY: Working together.

TRUSTEE GRABLE: Contribution from everyone in
that room.

TRUSTEE LAWSON: I would echo and I would say collaboration.

PRESIDENT MANGUM: Understanding, vision and support.

TRUSTEE McWILLIAMS: Customer service and customer satisfaction.

TRUSTEE GRAHAM: Productivity.

TRUSTEE ALSTON: Thoughtful leadership.

TRUSTEE WASHINGTON: Strategy.

TRUSTEE WARREN: Excellence.

CHAIRMAN MONTGOMERY: Was it generally?

TRUSTEE WARREN: I was in the room.

CHAIRMAN MONTGOMERY: That was an inside joke for those who remember the last time we were in this room. So thank you, Trustee Warren.

Dr. Robinson?

DR. ROBINSON: Thank you, Mr. Chairman, and President Mangum, and Trustees, for your contributions thus far in this process which has been -- which I'll say, earlier, one of the things that we struggled with is development of survey. Here was the struggle: Whether or not to have you fill it out before this engagement or after, right? And I'll be honest with you. I was praying to ask you to do it before,
because I know this Board, and I promised you, Trustee
Lawson, I would get it out in a certain time and we
didn't, and so I say uh-oh to that.

So we did want you to have the amount of time and
thought when you did fill it out, right? You were
really in the right frame of mind, right, and I think
after these discussions, you're probably in a better
frame of mind to complete the survey.

And in anything that got dumped out in these
discussions, which as you all see now warrant adequate
enough to give you as much time as you really want to
have because of that passion that some of you talked
about. Now you have the flexibility of taking all of
the time you want until next Friday of completing the
survey, right? You know, because we really want to
get your -- we got your collective input here. We
want your individual input and we're not going to use
it in any way other than to produce the best strategic
plan that we can for the University. But I think
after having this level of engagement, those questions
have a better context for you; not that you really
needed it, but I do think it helps.

So if you could complete the survey by next
Friday -- I've really enjoyed this, telling y'all what
to do -- we would all appreciate it. But I do want to
invite, if I might, Mr. Chairman, because I do know there was some initiatives you didn't get to and I would -- I really hate to see good time wasted, and I know we have a few minutes before we were on the schedule.

CHAIRMAN MONTGOMERY: Actually, we have something to do with the time.

DR. ROBINSON: Oh, you did?

CHAIRMAN MONTGOMERY: Yes.

DR. ROBINSON: Oh, you did?

CHAIRMAN MONTGOMERY: Thank you, Dr. Robinson and Dr. Mangum, for that. One thing I have learned very quickly is not only does everyone have an opinion, but there's valuable input from each of us and how we perceive it and proceed. So we have that responsibility, and I thank you all for taking that.

Seriously jumping ahead in the agenda is a very brief item -- and again, this is a check box for us. I'm going to jump forward to a brief discussion on governance and where we are.

Trustee Alston, as chair and in his capacity as Chair of the Governance Committee is going to have some brief comments. I would open it up by saying that -- restating what I said before that in the official capacity requires an annual review, and we're
not in compliance if we don't follow our procedures, obviously. So that's where we're going to go ahead and have that brief discussion.

But with that said, we have committee meetings later on this morning, and later on there will be an opportunity to share thoughts, ideas, suggestions, proposed changes, and then we can follow up with our meeting in November and that will put us in compliance to simply say we had an opportunity to review, and we can consider changes at that time.

That in no way slows down the potential possession. You and members of the board always have the opportunity to look at the opportunity to do better and how we can grow. I've asked our board liaison, Attorney Barge-Miles, to stay in the capacity of continuously looking at best practices, so you may have noticed some changes since I've become Chair to our agenda; it's not that one is right or one is wrong, or the way we're doing it that there was something wrong with it, but we're kind of evolving into -- I would say a compilation of best practices particularly from our sister institutions.

So I've asked Attorney Barge-Miles to look at our operating procedures compared to some of the other sister institutions, and we will ask that you give us
some due thought and consideration.

But with that said, Trustee Alston?

TRUSTEE ALSTON: Thank you, Trustees. I think you just read all of my notes, so this part of the meeting is adjourned.

Good morning still, everyone. I will be brief in my comments. You heard the Chairman talk about the annual review of the operating procedures. For our meeting scheduled on the 28th, you will get some notification very soon following today regarding occurring operating procedures.

We have had a lot of conversation from some of you recommending change to the procedures, so if you could, I won't give a timeline or deadline like our past president did, but if you could, as soon as possible, if you have suggested changes to the operating procedures, I'll get up with Attorney Barge-Miles and get an e-mail out to you. If you could send those changes in because we want to do a comprehensive review of the document, as well as review of any suggested changes that you have.

There have been a couple of changes that some of you have already presented so we won't go into that today, but the meeting on the 28th we will go and address each of the recommendations as well as the
full document. As Chair Montgomery mentioned, for the November meeting, we will come back and do the full review of the operating procedures.

One thing that you'll also see on the meeting from the 28th is us looking at best practices. Attorney Barge-Miles has also looked at governance committees for the SUS, the roles and responsibility of the committee, so we will formally go ahead and approve those roles and responsibilities. I think you informally heard from Chair and we understand what the roles and responsibilities are.

We've lined up all of the other institutions looking at their roles, their time lines, the types of things they approve, whether it's charters or various committees, et cetera. So you'll see that information that will be coming to you shortly after today's meeting.

So that was the essence of the report.

Mr. Chair, I hope that we have a very thoughtful, passionate conversation on the 28th as we go through many items that relate to governance.

CHAIRMAN MONTGOMERY: Thank you, Chair Alston.

Members of the board, talking about the processes and again restating that it doesn't close the door but we just need to check the box in November. So if
there are things that require additional time and
deliberation and consideration that will go out past
November, but we need to go ahead and check that box.

With no other questions or comments about
operating procedures -- thank you, sir.

Dr. Robinson, I'll give you the balance of the
time.

DR. ROBINSON: Thank you, I'll use this.

CHAIRMAN MONTGOMERY: You have as much time
between now and noon.

DR. ROBINSON: Okay, I appreciate it. But I just
want to make sure why we want to give feedback. As we
launch our engagement, you know, strategy focus
groups, we want to enter in that with a good idea of
where you are, right? And certainly, we got a good
start today, but we believe we have a much more
quantitative, you know, assessment from those surveys.
So we really want that in our back pockets so you
know, so we know what questions to ask, where to try
and shift the conversation, if necessary, and so
forth, so that's why I'm not doing it just for the
sake of setting a deadline, so that you will know.

With that said, having a limited amount of time
here, I do want to allow the subcommittee chairs, for
those who did not get a chance to get into the second
or continued initiative that you had or the second
part of the one that you had. Because we didn't
really in our session we didn't talk about the
communication piece as much as we would have liked to.
We sort of started with that, but we never got back to
the conversation about the communication part. But it
was sort of embedded in the conversation, but we never
sort of teased that out.

So I'm going to go back. If you finish both 1
and 5; if there was one key point and overall
discussion that would you like to have heard more
about that you couldn't get to.

DR. PALM: So again, we had Strategic 1 and 5,
and we decided to look at three different -- actually,
close the book on 1 and 5 and opening up 3.

DR. ROBINSON: Three issues, right.

DR. PALM: Three parts of the strategic
destinations is what we called them. That is, again,
a very distinct and enriched experience for our
students and that, again, spans the pipeline for the
life cycle of the students, from the pipeline of
middle school, recruiting the students, to their
experience of when they get here on campus -- housing,
security, all of that is covered -- as well as
community engagement, internationalization and all of
that was covered under that. So Number 5 was the internationalization part of our former strategic initiative.

We also went over the faculty and how the faculty plays into all of that, and how do we have a very, very distinguished and renowned faculty. And we looked at various barriers and things like that, so we were able to address that.

What we did not address and we were opening up for conversation was high-impact research, and how that plays a part, again, over those three -- two strategic initiatives. So high-impact research.

Some of the things that came up in our group before we had a chance to present to it the Board of Trustees was cluster hiring; identifying areas in which we are grading with regards to research, how do we build upon that; removing the barriers that are going to assist us to get to that point of high-impact research.

Trustee Grable started on research funds, start-up funds. All of that is going to come under that part of high impact research. So that's the one topic we did not get a chance to discuss with the Board of Trustees.

DR. ROBINSON: And you know, I'll tell you, we
talked in our committee, too, but from a slightly
different perspective. I'll tell you what we talked
about, and basically we said that for FAMU's
relationship in the private sector, to really get to
the level of giving that we would like to see, it's
going to have the evolve into partnership-type
arrangements that's undergirded by the research that
we can provide to them to increase their bottom line.

So the strategy in the academic side has to align
with the strategy in the fundraising side or
friend-raising side, because if you want to get beyond
internships, scholarships, et cetera, you're going to
have to some way make a tangible contribution to
corporate bottom line. So that piece is very, very
important.

So when we talk about the new academic programs
we want and revise the ones we want, we have to look
what's happening in the world of research, what's
happening in the corporate and private sector, now the
cluster hiring makes sense because we know what
direction we want to go and all of this has to work
together.

So I think we see now what's so important for us
to avoid the linear approach to strategic planning and
really look more holistically across the academy to
avoid picture-holding ourselves; hiring a lot of these kinds of faculty when the world of research is going over here and the private sector is going over here.

DR. PALM: And it ties into our faculty piece, in that strategic hiring now is going to get you to the point of high-impact research, and that's the barrier we talked about: Removing the course load and things like that. We heard you very loud, Trustee Grable. And that's going to get us through that high impact research, and then add to the student's experience, a research experience; that all ties in to.

I'm going to give him a chance, but the only other thing in our discussions that I hadn't heard here -- maybe you talked about it in the break-out -- and that is, you know, we saw immediately in the survey we did to recruiters and companies, were on campus and certain statistic provided (inaudible) number.

Soft skills matter, too. And the programs we use to provide those did extremely well. You know, SBI students, they distinguish between those and other students. They talk about the number-one skill that they thought they needed was oral communication skills. So although SBI has done a great job of that, we have an opportunity to make our students more
marketable and embed some of those best practices across the academic sector, for example, and look for other ones as well.

But an initiative to going in, and doing chemistry and history and social science and business is also important for them to get in the door, to have those soft skills, that perhaps they don't necessarily get if the form of classroom. You have to add a component on, because I'm so busy teaching chemistry that I'm not going to want to take the time to do that, so that's the one point you haven't heard.

DR. PALM: You're absolutely right. We talked about that whole life cycle from recruitment to career placement, as well as alumni giving. And so, a lot of those different components fit into those strategic initiatives from the life cycle, and it ties back into the faculty as well as the high impact research.

So all of those things kind of really, really fall on each other to really make it a true, true strategic initiative to make the University a better place.

CHAIRMAN MONTGOMERY: Dr. Palm, I'm going to going to offer up the members of the board -- dabbling into the operational side of it -- but we have a wealth of experience on the Board. And my line of
sight here is Trustee Moore and thinking about her
experience, and her work with several -- that's not
the only area. But what I've noticed is, for example,
you know what I do: I dabble in government relations.
I mean, we have a wealth of knowledge. Dr. William's
capacity; Trustee Washington, educational -- just
going around the room -- Trustee Shannon in the
break-out session was talking about farming. And I'm
not sure if everyone is familiar with what she does,
but she's a big deal. She's the real deal. Titles
and all of that.

In her break-out, you had a Rattler who was there
talking about an entire industry and the impact and
changes in that industry and how -- and I hope I'm not
divulging too much but I'm just comparing it to the
entire group -- that she was talking about an entire
industry.

And so, it's one hand to go conceptually with
what happens on campus, but when you have a wealth of
knowledge in terms of interest and resource there that
can talk to you about an entire industry -- not saying
that we haven't -- but the failure to engage that
person on the front end to have discussions about
where that industry has evolved, not just from the
internships but from the mid-level, because we want
Rattlers running the companies. So having that input on the front end, regardless of the actual type of experience that members of the board have. I'm offering up the Board to serve as a resource in that process, and I'm encouraging you to seek out members on the front end.

DR. PALM: Thank you very much.

CHAIRMAN MONTGOMERY: So they can be of assistance.

DR. PALM: Chair Montgomery, excellent and right on point. When we talk about the careers, and of course in the industry, what we found with this plan that we were going to revise was that there were silos across campus. We have a career development center but that's it. And so we were looking at, how do we embed, again career development into the curriculum to day one when they step on campus and which way they're going to go. In addition, their majors and whatever major they're going to have. They have these options now of what careers that can come out of that particular major.

So as we develop this plan that I'm very excited about, we engage the Board to give us a frame work on how we make that happen. Industry clustering, we have so many opportunities for our students and they're not
aware of it, so I think this process is really going
to bring it out. And I really appreciate you offering
up the Board.

CHAIRMAN MONTGOMERY: Dr. Mangum and
Dr. Robinson, I will share that I had an opportunity
to visit different break-outs. In the first one, I
heard the same comment about silos. And so two
different conversations going on here, here, here and
I encourage y'all to take a look at breaking down
those silos, if that is the path forward in terms of
what's best in terms of how you move the process
along.

But I would ask you at some point to talk about
how you would address the concerns with regard to
what's being brought up. I don't know what happened
in the third break-out session; I didn't hear it
during that conversation, but I think it's relevant
and I ask that you address it.

DR. ROBINSON: You're talking about our group?

CHAIRMAN MONTGOMERY: I'm just talking about the
Task Force. And additionally, hearing what we call
silos.

Dr. Mangum?

PRESIDENT MANGUM: One of the approaches in I
think the first strategic initiative that talks about
creative living-learning environment for the students
as well as our staff, I think addresses the idea and
the implementation that we have a university where all
parts of it functions to create a learning
opportunity, educational opportunity, as well as
research opportunities for our students and for our
faculties, and students who engage in a variety of
platforms.

So the interrelated nature of what Dr. Palm was
talking about cuts across curriculum. We use
creations of centers and institutes, which is where we
seek the research funding to get faculty from a
variety of areas; to work together and cut across
their disciplines to create solutions and create
learning opportunities for our students as well as
research opportunities. So I think we just have to
move on those activities. And we have several starts
in that area. We just have to bolster them and make
sure the faculty understand the students.

Part of what we were talking about in the
Strategic Initiative 2 about administrative processes
is allowing systems and putting systems in place for
our faculty to be able to maximize the interrelated
nature of their work and also support them in reaching
across different disciplines to be able to be
successful in their research, and it allows our
students the same opportunities. So I think we have
the component parts; we just have to get the systems
in place to support them, and let the faculty know we
are there to support them in doing that as well and
giving that release time, et cetera, to get that
research. That will allow that freedom for them to be
able to do that work.

TRUSTEE LAWSON: I had just another comment.

Coming out of Dr. Palm's team and coming out of our
team, one common theme appears to be this whole notion
of world class service. Whether you're a student
parent, administrator, what have you, the delivery of
that services to our customer, and "our customer"
could be everyone from a student, to a parent, to a
faculty member, to an individual that is trying to do
business with us. Are they encountering a world class
fashion delivering a world class service or product
back to them?

And, you know, in my line of work we use this
term "net promote score:" As a result of doing
business with me, would you recommend me to a friend
or associate; is your net promote score high enough.
And this is really stringent so if you're not in the
top percentile, it says I basically have not met the
requirements. So being in the middle of it is not
good enough; it has to be on the far end in order for
it to pay out or pan out to say, "Yes, I would
recommend that person, that individual." So that
seems to be cutting across a couple of the different
initiatives.

I think one thing we'll have to do is decide
where that service model best fits, because we
wouldn't want to put it across too many of them. But
you know, we talked about, you know, some areas of the
university, and we focus a lot on some of the
negative, but there are some specific areas are
delivering on that promise today but how you get that
across the breadth of the organization and how we
manage it down to, you know, the individual people on
the front line.

And let me just use this as an example of a
person at the ticket office selling tickets to a
potential fan, and what experiences does that person
get with the University. Because in turn, it becomes
their opinion; right wrong or indifferent, it becomes
their opinion of who we are. And that opinion could
muffle the 15 other really good things that are
probably going forward that we're doing.

So it's how do you improve or how do you enhance
every individual interaction.

DR. ROBINSON: At this time, I will now allow
Dr. Holder to cover issues that were not explicitly
discussed in 2 and 3.

DR. HOLDER: But if I may add to the research
piece that we talked about, is that we have to have
internal management such that the silos can interact
through.

One suggestion that came up in our meeting is
that we perhaps need to use the model that Florida has
where is a subcommittee dealing with just that
research enterprise internally and it consists of very
key individuals in that process. We probably need to
take a look at that. Trustee Lawson did a really good
job, but periodic analysis on the strategic plan on
warrants, so to where the effectiveness was, and
perhaps we get through it all with this encounter.

We have been finding that lower level managers
need to be more recognized and they must be cognizant
to what other individuals are doing. So
accountability for us was a key issue; how we plan to
deliver that aspect and we have to recognize there's a
latency factor, and we have to go back and allow
employees to analyze and evaluate each other so that
the strategic planning get completed.
We have to set the tone for appreciation on all services; that means evaluate workers, evaluate inter-area performances, and go paperless when all of this is done, because there's a lot of bottlenecking in that when we go paperless we may be able to do it more efficiently.

Organizational development was the final input by the President; that the organizational development will take all of those into consideration especially the management component.

CHAIRMAN MONTGOMERY: Question: I keep hearing the potential best practice of subcommittees. Is that policy or is that just simply internal management?

DR. HOLDER: We were, from the suggestion we had, it involved both because as internal processes get better, there must be policies that are put in place that guides them. And which one comes first is up to what the Task Force comes up with in the final presentation of this.

CHAIRMAN MONTGOMERY: I would ask you as a Task Force to consider that potentially as a form of recommendation. I get how it's done, on one end it's a reporting mechanism that insures accountability.

DR. HOLDER: Well, what I can intend to do is take these suggestions back to the subcommittee,
refrain them, and go to the Task Force, and then we'll make a decision as to which way to go. Policies must be in place, however and even just the level and simple guideline, but policies will come into play.

Madam President.

PRESIDENT MANGUM: Thank you. One of the things we also talked about before we get to a policy is we need to understand what your standards are. We define our standard of the excellence and level of service we would like to provide and get by in to it, have people trained on it, and make sure that's the measure by which we hold ourselves accountable.

If we do and people are trained on it, that's what's going to make the change. And we need a policy to require it, that's fine, but we need to understand what the standards of excellence are and the standards of service that you want to have.

So we talked about that in terms of the processes and making sure that we understand. I do like the turn that "net promote score," because at the end of the day, it's how people feel about the service and whether we have been effective in delivering it and whether we delivered it at the lowest cost that's going to make the changes, I believe, and get the entire system running in the rigger.
DR. HOLDER: Just one last thing. I didn't want to leave out anybody, but Task Force Anita Favors thinks accountability doesn't necessarily have to come in this direction, but it can be a bottom up process, and that involves even the individuals of the lowest level of the room to be accountable each other.

And then, finally, from Trustee McWilliams, he thinks that the language of the strategic plan needs to be such that you don't have to go running to the dictionary to understand what it is.

CHAIRMAN MONTGOMERY: Dr. Holder won't be writing it.

Ms. Thompson, may I ask if you could give us the 60-second version of what you were talking about accountability in a different direction flow through?

MS. FAVORS-THOMPSON: Basically, what I was saying is that organizational development philosophy takes into consideration that nobody can be successful, no organization can be successful engaging everyone into the process and having them be a part of whatever is decided. You can change your plans, you can change your philosophy, but if you don't have the engagement of everyone who is involved, then you will not be successful. You will still have the undercurrent that doesn't come into the whole process.
So part of what we're talking about is starting at the bottom, getting input from the people who are at the front door, and basically say to them, "What's the problem? You can tell us what the problem is. You know what the problem is. Maybe you don't always act in the way that the expectation at the top has indicated that you should act, but you know what the problem is so tell us what it is."

Let's start there and get the buy-in of everyone, and then off to an expectation that is established by the Board. That's the basic philosophy.

CHAIRMAN MONTGOMERY: I saw more head-nodding with her than any other time, Dr. Robinson.

DR. ROBINSON: You know, I think in the world of future planning. Some of what she's talking about is much deeper than this point, but one important point about strategic planning is called line of sight, and that is where everybody is. No matter where they are -- top, middle or bottom -- they can see what they're doing and how it relates to where you're going, okay?

And one of the things that -- that's why this engagement becomes so important. You're not just doing it for the sake of doing it, right? We're doing this for people to understand we do in fact value
their input. In the end, we may not institute
everything they tell us and so forth, but we do
anticipate that we're going to have a lot of
constructive input from faculty, staff, students, and
other people of our community.

CHAIRMAN MONTGOMERY: And Dr. Grable?

TRUSTEE GRABLE: Thank you, Chairman.

And I think we also have to recognize that we
really already have stakeholder group meetings,
organizations such as the Faculty Senate, where that
automatically helps us to collect the silo walls.
Those organizations must have participation and input
at every level; that is a place we have student
representation, we have faculty there, and we need
support from the administration and from other
administrators, including deans.

That is a place where you can come to engage the
faculty, students, and other stakeholders. It is a
public meeting, so we need to try and use some of the
organizations that we already have that automatically
tear down those silo walls. It's not something that
if you have time; it has to be a deliberate effort in
terms of everyone coming together.

So we already have a function within the
University that will help us to tear down those silo
walls. And this is really critical: Either we make
an effort to engage those groups that do allow for
these silo walls to break down, or we will continue,
even if policies are in place and we do have academic
constitution. We must engage those rules.

One of the biggest concerns I have is that we do
not -- and faculty member in general -- when we make
rules and policies, we must follow them. We already
have rules and policies in place that really would
make the University better, but we're negating our own
rules and policies.

DR. ROBINSON: I have nothing to add on that. I
agree. Let me say this, though, because I think this
is -- this will give you sort of an example that I can
understand -- and if I can understand it I know that
anybody can -- where we have the breakdown of silos,
because it get to the accountability.

If you look in the old plan or the existing plan,
there was an accountability metrics and it basically
said who was responsible, okay? So when it came to
research, we set a goal for raising this much money
for research. Guess who was accountable for that?
Him, right? But he can't write the first grant,
right? He has no authority over faculty, right? You
know, they don't even invite him to the Faculty Senate
meetings.

But you know, the Provost knows, right, that there are very few things when you look at what we do. A single silo, a single silo is the ultimate or only accountability source there, because in order for the faculty member to move successfully in writing a grant they have to buy something. All of that invokes recurring, right? They have to get a report out on time, an electronic medium; that invokes EIT.

I mean, we're all connected here, right, but I think it goes with that we have to have a structure, right. That doesn't point the finger at the VP for Research -- and this is an example -- when we don't generate the 50 million. We have to know where throughout the organization things could have been improved to make the process more effective, but we have some faculty members -- and I'm certainly going to get Dr. Weatherford speak about this -- that are disengaging, because they don't work.

And we have so much potential out there now to be way beyond 50 million, but something doesn't work; whether it's on the procurement side, whether a report didn't get out, somebody parked in your parking space...

But the point is, we have to look more
holistically in how we operate. And in terms of accountability for that, we have to look at a different approach to performance matters, because VP for Research is not the only person responsible for, you know, achieving a goal in research. And that's not just the faculty. It's all of these things together.

CHAIRMAN MONTGOMERY: That's been identified obviously as a key metrics.

We have about five minutes left. I'm going to recognize Trustee McWilliams. I will say again, you see the concern and understand. You make a good point with VP Moore in terms of the construction. And so in your words, take as much time as you would like, but on the 28th, I would like to hear back from you about how we're going to break down the silos. Not the full plan or whatever but some terms in where you're headed.

But I recognize Trustee McWilliams, and then we'll proceed.

Trustee McWilliams?

TRUSTEE McWILLIAMS: Thank you. I think there were may be three things that I want to say briefly. We talked about, one, there's some criticisms about people resistance of change and some people don't want
excellence. And I said, "I don't think that's true. I think people want excellence." I think there's always some resistance to change, but I think it's incumbent upon the people who advocating the change and saying the change is necessary, is to tell people why change is necessary.

The presentation is important. We can't blame the recipients for not being receptive. We have to make our presentation such that receptivity is there. So that's important, and I think in all of this we need to recognize that we talked about all of these changes we need to make; that we've had people to get to do these things, but we can't force upon them. We need to let them see it's necessary, and it will make a better product for us.

Secondly, we talked about and mentioned difficulty of internal evaluations, and I think we talked about a customer service. We talked about University as a business, and basically, we talked about customer service. If you have a difficulty evaluating somebody internally, we saw there's an evaluation inflation, but if you've got surveys from the outside saying this is what the people say -- it's not just me and you supervisor, but this is what all of the customers are saying about your performance --
then you have another leg to stand on. And so that was the second point.

And the third and final one was -- Dr. Robinson has already touched upon -- people have to know why, what the general mission of the University is, what -- how what they do and no matter where they are in the University family, how it impacts the University. And I'll say this: We talked about and we'll talk about that, but in terms of the facilities -- and I've been putting a lot of emphasis on dormitories and all of that. But on the other hand, I called the Census Bureau and say, "Look. We've got Homecoming this weekend and we don't need ground grass trimmings around." That's what people coming to the facilities look at. If you mow the grass, you ought to pick those up.

So they called me back and said, "We're going to take care of that," because we had open house on FAMU Way and all of that.

All of that impacts the University. The people, if they do their job, if they understand that how they do their job has as much of an impact on how people perceive us as much as anything else, I think makes a difference.

CHAIRMAN MONTGOMERY: Vice Chair Lawson?
TRUSTEE LAWSON: Yes. What I would like to try and do is wrap this up, but what I would like to do in my wrap-up is I want the Board to appreciate the level of preparation and thought that Dr. Robinson's Task Force has put into this. Because in addition to organizing the internal leadership team, they have made an over-effort to actively engage the Board and for you guys that have been on the Board for awhile, there have been times we have been handed projects; this time, they're engaging us in the process and it's very different.

So I would like to recognize the work and the dedication of the entire leadership team led by Dr. Robinson -- and where is Cynthia -- that have put all of this together, because it's an arduous process. But I think as a Board, I hope you-all see their willingness and their ability to actively and proactively engage us to get our input.

So Dr. Robinson, I would like to thank you on behalf of the Board.

DR. ROBINSON: Thank you. I'm just going what the President told me to do.

CHAIRMAN MONTGOMERY: Dr. Holder, 60 seconds and we're done.

DR. HOLDER: Makes me feel like I'm back on the
Board again. But I wanted to be sure that as we had think about the accountability, accountability can be viewed on the outside and can be viewed by several people as something different in meaning for them. But if we are not accountable to ourselves, we're not going to go anywhere.

So, if -- and I'm going to pick up on what Ms. Grable talked about, because I spent nine years as Faculty Senate President. If you know that you are supposed to go to a meeting once per month that deals with matters that are across the whole university, and the Provost and the President and whomever is not going to hold accountable those individuals who is supposed to do that, then we're failing the system and the strategic plan is not going to help us do that.

CHAIRMAN MONTGOMERY: Thank you.

Now, members, we're going to bring this to a close. Members of the Board, questions, concerns comments, thoughts about this morning's session?

TRUSTEE SHANNON: Mr. Chair, thank you. One of the things, one of the critical things we talked about, Dr. Robinson said, we talked a lot about fundraising, but we did start out talking about communication. And one of the things we talked about
was the idea that establishing networks of champions
to carry the FAMU story into the different sectors and
into the different stakeholder groups, and not just
rely on University staff to take that story out there.
So we do have alumni strategically placed in the
private sector, insure they have to tool to carry the
FAMU story and help that process.
And so I just wanted to put that on the table;
that's going to be built in as part of the strategic
plan.

CHAIRMAN MONTGOMERY: I'm sure you're aware we
have an appointment to the Executive Board of the
National Alumni Association there that are generally
very well-versed on the (inaudible) so I would ask
that we work with our representative, at least from a
Board perspective, so we stay in the loop to make sure
those champions are out there.

Trustee Warren?

TRUSTEE WARREN: Thank you, Mr. Chair.

What I have gathered from this morning's
discussions and particularly the break-out sessions is
a couple of key words we have used, and I've heard
them repeated over and over again as I've heard from
the other groups, and it's about excellence. And I'm
reminded as a Green Bay Packer fan and today is
Sunday, we'll whip somebody today.

The party says that perfection is non-attainable, but if we chase perfection we will catch excellence. As an organization, as a University, that should be our pursuit is to chase perfection, and the result will be excellence in all areas of the University.

The document itself, the Strategic Planning Document, aka Area of Change document, it is about change but how we envision the future of the University and then that be our ultimate pursuit is what we desire to be when we get to be big boys and/or big girls, that change is what we are pursuing. It has no place for inertia. It has no place for non-cooperation or lack of collaborative spirit. In order to get to where we want to be at the University, I think we have to work together.

And lastly, the term that we used is accountability. Management 101 says that you can't manage what you don't measure. The purpose for measuring it so that you can quantify your successes and also identify where you need the change, what you you're doing, at the time you're doing it. In order to reach the objective that we have reached consensus around, this is what we want to be.

So if we don't measure it, we don't hold each
other accountable. So the accountability applies to all of us: To board, to faculty, to student, to staff, everybody has a role to play, and we should measure our performances in those roles if we intend to be -- the University -- what we hope to be, which means we're not there.

We have a plan because we want to be something we're not. The plan, the strategic plan, is the document, the road map to getting there. It will require all of us to change some habits that we have today in order to do that.

CHAIRMAN MONTGOMERY: Vice Chair Lawson?

In your capacity as liaison to the planning committee, if you can close this out and we're going to head this into lunch.

Upon conclusion of remarks, Attorney Barge-Miles, if you'll provide instructions and we'll fall into lunch.

TRUSTEE WARREN: Can we bless the food before we have it?

CHAIRMAN MONTGOMERY: Sure.

TRUSTEE LAWSON: I think in the spirit of time, I think I really have already made my closing remarks. And I would just say, this as your opportunity to engage with the Strategic Planning Committee, but this
will not be your only opportunity, and you can also
feel free to engage outside of this forum as well.

So when this is all said and done -- I think I
said this at the beginning -- this will be not
Dr. Robinson's plan, not Dr. Mangum's plan, but this
will be our plan, collectively.

CHAIRMAN MONTGOMERY: Mayor Gilbert, will you
bless our gathering?

MAYOR GILBERT: Please rise. Heavenly Father,
Lord and Savior, thank you for this day. Thank you
for the scattering of people that care about this
school we all love so much.

Guide them as they make decisions that will honor
what has been done and shape what will be done.

Bless the food, the hands that prepared it, the
mouths that will partake it. Help it to taste good
and help it to be nourishing to our bodies.

In Jesus's name we do pray. Amen.

(Off of the record at 12:04 p.m.)

(Thereupon, Volume I was concluded and continues
to Volume II without omission.)
CAPTURE OF REPORTER

STATE OF FLORIDA)
COUNTY OF LEON)

I, Yvonne LaFlamme, Florida Professional Reporter and Notary Public, certify that I was authorized to and did stenographically report the foregoing proceeding; and that the transcript is a true and complete record of my stenographic notes.

I further certify that I am not a relative, employee, attorney, or counsel of any of the parties, nor am I a relative or employee of any of the parties' attorney or counsel connected with the action, nor am I financially interested in the outcome of this case.

Dated this 22nd day of NOVEMBER 2015.

Yvonne LaFlamme, FPR Court Reporter
Notary Public
State of Florida at Large