FLORIDA A & M UNIVERSITY
BOARD OF TRUSTEES

IN RE: BOARD MEETING

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TRUSTEE MEMBERS: CLEVE WARREN, CHAIR
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TONNETTE GRAHAM
KARL WHITE
BETTYE GRABLE
TOREY L. ALSTON
ROBERT WOODY
KIMBERLY MOORE
NICOLE WASHINGTON
BELINDA SHANNON (BY PHONE)

DATE: THURSDAY, DECEMBER 11, 2015

TIME: COMMENCED AT: 9:00 A.M.
CONCLUDED AT: 12:30 P.M.

LOCATION: BAND REHEARSAL HALL
FAMU CAMPUS
TALLAHASSEE, FLORIDA

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

CHAIRMAN WARREN: Good morning. I call this meeting to order and welcome you to this, my first Board of Trustees meeting as chair of the Florida A & M University Board of Trustees.

Attorney Barge-Miles, would you call the roll?

ATTORNEY BARGE-MILES: Trustee Alston.

TRUSTEE ALSTON: Here.

ATTORNEY BARGE-MILES: Trustee Grable.

TRUSTEE GRABLE: Here.

ATTORNEY BARGE-MILES: Trustee Graham.

TRUSTEE GRAHAM: Here.

ATTORNEY BARGE-MILES: Trustee Lawson.

TRUSTEE LAWSON: Here.

ATTORNEY BARGE-MILES: Trustee Moore.

TRUSTEE MOORE: Here.

ATTORNEY BARGE-MILES: Trustee Shannon.

(NO RESPONSE).

ATTORNEY BARGE-MILES: She's not here.

Trustee Shannon?

TRUSTEE SHANNON: Here.

ATTORNEY BARGE-MILES: Trustee Warren.

CHAIRMAN WARREN: Here.

ATTORNEY BARGE-MILES: Trustee Washington.
TRUSTEE WASHINGTON: Here.

ATTORNEY BARGE-MILES: Trustee White.

TRUSTEE WHITE: Here.

ATTORNEY BARGE-MILES: Trustee Woody.

TRUSTEE WOODY: Here.

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

CHAIRMAN WARREN: Thank you, Attorney Barge-Miles.

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


CHAIRMAN WARREN: Thank you.

Good morning. I just wanted to remind you, before you start speaking, that we have a three-minute time limit. I'm sure you're aware that.

DOCTOR TUCKER: I'm aware of that, yes.

CHAIRMAN WARREN: All right.

DOCTOR TUCKER: Okay. Thank you.

Good morning, Chairman Warren and President Mangum and members of the Board. I just want to be very brief and just say that I'm glad to see that we're off to a good start this morning; I didn't
see anything in the paper. Things were kind of quiet. And I look forward to the future of this Board and the future, of course, of the Mangum administration.

And I'm sure that -- hopefully you'll get some new members. You're down to ten now, and you need another three, so it's going to be rather interesting. And I want to wish all of you a happy holiday and a good new year. Thank you.

CHAIRMAN WARREN: Thank you.

ATTORNEY BARGE-MILES: Doctor Elizabeth Davenport.

DOCTOR DAVENPORT: Good morning. Like Doctor Tucker, I would like to say that you're off to a fine collegial start, and to also remind you of something -- a couple of things.

First of all, I don't know if you realize this, but this meeting is in conflict with several pinning ceremonies across campus. That's usually the next to the last time faculty members can actually say good-bye to their students within their department.

I perfectly understand why you have this meeting at this time and this place, but please be -- recognize the calendar and activities of
faculty when you schedule these meetings.

The second issue is our graduate assistants. Our current graduate assistants earn less than what I earned at Michigan State University 23 years ago. They had a contract for health insurance. You have allowed that to lapse. They weren't informed that their health insurance had lapsed; they went to doctors and were told that their health insurance lapsed.

They're away from home; it's part of their collective bargaining agreement. I urge you to solve this problem quickly. The last time I brought it up in a collective bargaining session that it's important, you know, to clear up this problem, I was met with blank stares. Just realize that health insurance is very important, and I urge you to settle this insurance problem quickly.

Have a great day. Happy holidays.

CHAIRMAN WARREN: Thank you. That's it?

(AFFIRMATIVE INDICATIONS).

CHAIRMAN WARREN: Okay. Before we close the door on public comments, is there anyone else who would like to speak?

(NO RESPONSE).

CHAIRMAN WARREN: There being none, we'll
move on.

I can't tell you how much I have been either anticipating or loathing the opportunity to have to make comment, if you will, as chair of this Board. Loathe might be too strong a word, just a little apprehensive about it because it's a bit of a first day.

Many have said to me that my assuming this role at the election of my peers on the Board of Trustees is a new day. Well, I would say to you that it is the same day, if you will, the same day in this regard: We have always been focused on the good and the benefit of this University, of Florida A & M University; and that has not changed one bit.

The only change that I would acknowledge is the fact that we now have a new chair but with the same responsibility for taking the organization from its current level of greatness to a higher level of greatness. I'm a great fan of John Collins and his book, From Good to Great. But I would say that there is nothing good about Florida A & M University but everything great about it, and the onus that we have is to take it to even greater heights.
So the challenge of the Board and the President of the University is to continue that march, to take this University forward and to do that with earnest work ethic; of focus on the details; and more importantly, to focus on what we do for students here as we prepare them for life after Florida A & M.

I said on the day of my election to this position that we have much to do, and we always have. The important thing for us to stay focused on are the implementation strategies around what it is we have to do, how we get it done, but how we get it done together.

As a board, you know, if you know me at all, you know that I come from a very spiritual base. I am as imperfect as the next guy, so I think without divine intervention in my life that you'd be in for a whole lot of foolishness from me; but I try to tie myself down to where I stand spiritually first and to Virginia, my grandmother's guidance to me as she helped to raise her third grandchild.

So to stay focused fundamentally on doing my best to do right by everybody, the people I work with, the people I associate with, and more particularly, in my role here as chair of the
Florida A & M University Board of Directors. But this is not about Cleve by any stretch of the imagination. This is about the collective work of the board of directors for this University and our partnership with the President of the University. It's our intention to work as a team in the collective work -- the collective effort of this group, this collegial body preferably will be the fine product that is produced in our students, their preparation for the workforce, their intellectual capacity.

I was at a UNCF event in Jacksonville a week or so ago receiving an award as a champion of education in our community, but I was reminded more of the slogan of UNCF about a mind being a terrible thing to waste. I would concur with that, but it's my belief that as a university, as a -- or even in the K-12 system and in the college system where I work, it's not enough for us to give -- to stuff facts and figures in the minds of students; the challenge that we really have is to teach them how to think.

So I'm hopeful that even tonight when 800 or so graduates walk across the stage and accept their degrees from Florida A & M University that we see
800 people step into the world prepared to be the
critical thinkers that we need in this world and,
more particularly, in our own country.

That's the job that we have, is preparing
people to think and to think critically. If they
can do that, they can be the leaders that we
deserve, that the world deserves, to make tough
decisions about how to manage our environment, to
make tough decisions about how to raise children,
to make tough decisions about how we allocate
resources, to make tough decisions about how we
peacefully coexist with one another in the tough
world that we live in. That's my prayer, is that
the 800 graduates that walk across the stage
tonight will contribute to our society, the world
society in that way.

So if we have a mission, it is to teach young
people how to think and how to think critically.
My hope is that as we serve this organization as
directors, as members of the Board of Trustees, in
partnership with the President of this University,
that we won't lose sight of what the prize is; and
the prize is not in us. In fact, I hope that we
quickly learn how to diminish our own faces and
voices and raise the level of community
understanding and perspective and the great things that are going on here at Florida A & M University. And that shows itself in the product that we produce, who are the students, 800 of whom tonight will walk across the stage; and to their misfortune, they'll have my name on their diplomas.

So I'm praying for them and for us, that we move on to greater heights, and I solicit your support as we do that. I generally try to be -- if there's going to be somebody drunk in the room, I try not for it to be me, to be sober in my thinking and my actions, and I hope I haven't failed you in that regard, and to ensure that what I say to you is also how I live my life.

My wife is in the back of the room to hear me make my commitment to you, and you can best -- you can rest assured that on the drive home back to Jacksonville and when we get home that she will continue to be my general counsel, if you get my drift. I love her to death, and I appreciate her being here with me; and she is as much a part of what we do here as I have become.

So in closing, you'll see that I have on my A & M tie today. Thank you, Doctor Hudson. I had a phone call -- not a phone call but a text message
from a friend who is an A & M grad who said, you stick around long enough, we're going to make a Rattler out of you yet. My response to my friend was: They already have.

When I came here almost three and a half years ago, this coming June will be four years, I started my process of learning what it meant to be a Rattler. It took me from my youthful days sitting on the curb on Ashley Street watching and anticipating the march, if you will, of the Persian rifles as they proceeded the band coming down the street and then later The Marching 100. And when the two of them had passed, I was done with the parade.

So I have been enamored with what goes on at Florida A & M for a longtime. I am excited. I was excited two and a half years ago when I arrived and I'm just as excited today about my opportunity to serve on the Board of Trustees with the great people that surround me in this role. I admire all of them for their particular skills and what they bring to the table for us to get this job done.

I would ask you, as we go forward, to yourself: Think about your own soberness, if you will, as you approach your engagement at this
University. We don't need to have a boxing match every time there's an issue to talk about, we can talk about it as rational people and come to some resolve around those issues. Not everything is worth us loading up, if you get my drift, about.

Rational people have a way of talking in a rational way to come to rational conclusions, and that's what I hope that we will do. From whatever corner you come from in the University, your issue is one worthy of us talking about. And sometimes you can have those conversations and come to conclusions before -- in fact, to prevent them from having to come this far, all the way to the Board of Directors.

There's a person somewhere in the University where your issue can be raised, where your issue can be addressed, where your issue can be resolved without it being something that we have to have for record at a Board of Trustees meeting. Let us move on if you will from the small to the large, and the large being the strategic issues facing us as a University. And together we will make those things happen together. As we work together, Florida A & M University will go from being great to greater. Thank you.
(APPLAUSE).

CHAIRMAN WARREN: Doctor Mangum, the President's report.

PRESIDENT MANGUM: Thank you very much, and thank you for those great words of wisdom and advice to us.

Good morning, everyone. I am thankful for the opportunity to update you on the outstanding things that are happening at Florida Agricultural and Mechanical University again. Before I begin my remarks though, as 2015 comes to a close, I want to take the time to thank the members of the Board, the staff, the faculty, the students, the alumni as well as the community supporters for the gracious contributions that you have made to the University over this last year. Whether it was in your time, treasure or talents, all of you have given to the FAMU community and your gifts are appreciated.

As we reach the midway point of the 2015/16 fiscal year, I'm proud to offer some reflections today on the University's recent achievements and breakthroughs. This month alone is a great representation of the important strides we've made toward becoming a best-in-class land-grant doctoral research university with a global presence.
Tonight approximately 800 students will enter into a chapter of their lives as they receive their diplomas during the fall commencement ceremony where FCC Commissioner Mignon Clyburn will serve as the speaker. Just last week, FAMU was recognized among the top 20 best on-line Master's in Public Health Degree programs in the nation, a nice honor.

We also became, again, the MEAC women's cross country champions, and thanks to Coach Darlene Moore for her contributions and her team. Can we give them a round of applause?

(APPLAUSE).

PRESIDENT MANGUM: Thank you.

Last week the FAMU community partnered with Bethel AME Community Development Corporation, the Tallahassee Housing Authority, Mayor Andrew Gillum and his wife R.J. and various community groups to collect approximately 400 gifts and other items of need for families in the Springfield and Orange Avenue public housing facilities.

The event was organized by the Office of Communications and perfectly complemented last month's annual turkey drive, senior leadership homeless shelter donation, and the student body's inaugural 128 project, which together resulted in
nearly 900 meals being provided to families in need in the Big Bend area.

This month also marked the inaugural first-of-its-kind Discovery on Parade, a partnership between FAMU, FSU and TCC. The event held on December 1st showcased the research, innovation and creative works of FAMU's faculty and the University's projects making their way into the commercial market. The Division of Research played an integral role in organizing the event which highlighted a wide range of research projects occurring on our -- on and in your labs. Such projects included advanced care for chronic skin conditions, new technologies for the imaging systems used to diagnose or examine diseases, new methods for determining an increased likelihood of prostate cancer, and new drug candidates for inhibiting the growth of breast cancer.

As we speak, FAMU students, professors and delegates from the Sustainability Institute are preparing to return from Paris, France, after participating in the United Nations' conference on climate change where international leaders united to develop a new global agreement on climate change. This is just one of the many examples of
the success of our passport program and revitalize international education efforts. This past fall we funded over 400 passports. In fact, we had an overrun on the passport program for students wanting to and interested in getting passports internationally.

A newly released study by a New York based financial technology company, Smart Asset, has ranked FAMU among the best value colleges and the top schools where graduates earn the highest starting salaries. The Princeton Review named FAMU among its 2016 best colleges Region By Region list, ranking FAMU as one of the best southeastern colleges and universities in the nation.

U.S. News & World Report named FAMU among the best national universities, and Forbes Magazine listed the University as one America's top colleges for 2015 and one of its best-in-the-south colleges as well.

College Choice named FAMU among 2015 -- the list of the best HBCUs, and a recently released report by the National Science Foundation listed FAMU as the number one HBCU in the nation for total research and development expenditures.

The American City Business Journals listed
FAMU among the nation's top public universities and colleges, and the Washington Monthly College Guide named FAMU among its list of the top 100 national universities highlighting the University for its contributions to the public good through social mobility, research, and service.

Nice also in its ranking aimed at high school students that make the right choice chose FAMU among its top 2016 best colleges.

And, finally, Nerd Wallet, a national personal finance and information service recently released its Florida's best-colleges-for-your-buck list ranking FAMU as one of the state's top schools for affordability and student success after graduation.

The University has also been recognized by the Building Green Initiative as the number two greenest public historically black college or university in the nation.

This academic year we have placed a laser-like focus on finding unique ways to meet the needs of the individuals and the groups that we serve, including focusing on developing the whole student and career preparation, such as co-hosting an app challenge with Domi Station where students David
Bennett, Latarence Butts, Jeremy Caison, and Ashley Erving designed a mobile application called Merge, which fuses all of the users' social mobility accounts into one cohesive fee based on preferences. Are they here today? Taking exams? Okay.

Also, the students recently received a grant from the Thurgood -- the University received Thurgood Marshall College Fund and the University of Phoenix to train the FAMU DRS faculty to use on-line resources to improve student learning success.

We also continue to enhance our student safety programs. The FAMU Police Department launched an app called Live Safe, which promotes safety by allowing members of the campus community to escort virtually one another home by using video technology to watch out for one another as they travel to their destination. Tonya Tatum of Student Health Services received a $10,000 grant from the Avon Foundation to spread awareness and prevention information on dating violence, sexual violence, and domestic violence.

The University also recently signed President Obama's climate action pledge and partnered with
FSU (sic) to launch a new technology commercialization accelerator program for our faculty inventors.

Reflecting on our recent successes in our strategic initiatives, I wanted to utilize the remaining time to review with you several areas in which we've already exceeded our mid-year goals. And I know you've seen this graph, I call it a wheel, but it identifies for you our major goals and, within each of those goals, the objectives that we're working towards this year. There are 42 objectives on the wheel that's divided by the goals. We're making great progress in these efforts to create our 21st Century Living Learning Community and that's the orange that you saw there.

At the start of the fall 2015 semester, we successfully launched our Living Learning Communities in the FAMU Village Housing Facility, focusing on business, STEM, allied health, journalism, graphic design and our honors program. And I'm happy to report that we have hit the 75% completion mark of that annual goal, which included completing the living learning communities for 2016/17, expanding the program to other areas of emphasis and engaging firms for our public/private
partnership.

The selection process for the partnership is now underway for the redevelopment of our campus core, including a new student services center. We've also reached the 75% completion mark on this year's goal of developing new collegiate admissions programs and partnerships in regards to our need to develop and implement strategies to increase the number of degrees awarded in the BOG areas of strategic emphasis. This includes science technology, engineering, and math for undergraduate and graduate degrees. A great example is our ongoing collaboration and conversations with TCC about establishing a special STEM pipeline.

Initiatives are also underway to enhance student success and persistence and develop new innovative and targeted recruitment strategies. A new dean of the graduate college has also been named. Additionally, we're well on our way to implementing University-wide programs to focus on developing the whole student and meeting the needs of the modern student.

In November we launched our Dining With Dignitaries Program designed to provide FAMU students with an opportunity to gain experience in
attending a formal dinner along industry professionals before they enter the workplace. This is designed so that they don't flunk lunch and don't flunk dinner during their interview process. Various representatives from the campus community, corporate sector, and nonprofit agencies participated in the event, including Trustee Moore.

Thank you, Trustee Moore.

TRUSTEE MOORE: You're welcome.

PRESIDENT MANGUM: 14 dignitaries and 42 students participated in this inaugural event.

We also reached the 40 and 50th percent marks for our goals to recruit faculty for program enrichment and high priority in strategic areas, and that's because our business cycle basically is two, and we completed the first cycle with the hiring in the fall. This is designed to enhance engagement and shared governance with the faculty in order to enhance the University's performance under the Board of Governors' performance funding model.

The provost and the Academic Affairs team have been working with faculty members, the Faculty Senate and UFF representatives in the development of policies and protocols related to student
success. We've also been successful in our efforts to recruit new faculty in the areas of pharmacy, agriculture, and architecture. These achievements also fall in line with our efforts towards the implementation of the revised work plan.

We've reached the 50% mark in our annual goal of supporting and maintaining our athletic programs and expanding opportunities that contribute to a positive academic and competitive collegiate experience for student success within the NCAA guidelines. This includes consistent meetings of our game-day operations committee, the involvement of our Provost and Academic Affairs team and helping to execute the NCAA grant, facilitating student athletes' success by expanding student lab tutor hours in the Gaither Study Center, facilitating early course enrollments and moving the student athlete preregistration date up by one day to provide the access to more class options and to avoid practice conflict.

One of our objectives, enable excellence in University processes or goals and procedures, what we're seeing here is a great progress in our efforts to enable the excellence by looking at key procedures and the success of which are focused on
educational leadership, organizational management
and internal relations. We've already hit the 100%
completion mark for our annual goal to enhance risk
management by completing the risk assessments and
allowing us to allocate resources to higher risk
areas. This included a recent review of all
driver's licenses of those who operate University
vehicles.

I'm also happy to report that we have reached
the 80% mark in our annual goal to provide
professional development opportunities for
employees to facilitate the use of best practices
and creativity in program delivery and design. One
of the key projects under this goal is our
Academic-Affairs-led initiative: The FAMU
Leadership Academy, which is open to
administrators, faculty, and staff and utilizes
in-depth training, interactive dialogs and
visioning exercises to foster personal and
professional growth for participants.

In regards to our efforts to improve the
accuracy of job descriptions and assignments of
responsibility for faculty and staff and to
continue internal reorganization for efficiency
and effectiveness, I'm happy to report that we
received the 70th percentile mark toward completing that annual goal, so there's a little more work to do.

Proposed updated position descriptions and related job classification descriptions are being rolled out to various divisions for review and comment. 100% of our 221 A&P and USP job specifications have already been updated, and there's a high level of satisfaction from the reviewing departments. In addition, a web application has been developed to organize and house the FAMU classification descriptions with an editing function for any modifications by divisions.

In the goal of developing, enhancing, and retaining resources to achieve our mission, as many of you know, this semester we celebrated the historic transfer of the Brooksville property from the USDA. This effort was a component of our annual initiative to develop, enhance, and retain resources to assist us in achieving the mission. This project, of course, is 100% complete, including the transfer of the land and the acquisition in August of 2015.

Additionally, we are making strides in our
efforts to increase transfer articulation agreements with high schools and community colleges. This includes the initiation of an MOU with Gibbs High School in Tampa and SBI in a recent review completed by the Office of the General Counsel to amend and complete the MOU with Sante Fe Community College. In the SFC to FAMU program, we've received the 65% completion mark on this particular goal.

We are also making great progress in our goal to develop a comprehensive strategy to identify processes to promote technology transfer to move patents and innovations to the mainstream for the purpose of increasing revenues and finding solutions to social, medical, and technological problems. We've also reached the 60th percentile completion mark in our achievements and we've hired a permanent technology transfer director and we are emphasizing intellectual property disclosures to capture, catalog, and protect our intellectual property. We're also working the business incubator company, Domi Station, to accelerate the commercialization and licensing of our intellectual property.

In addition, the General Counsel's office has
drafted and finalized two patent license agreements and is working with the research division on the prospective creation of a research Direct Support Organization. Risk Management has worked to ensure the appropriate insurance coverage is made available to researchers on sponsored grants. And I'd like to take the time to recognize and congratulate the Division of Research and our faculty on receiving nearly $30 million in research grants in the first quarter of this year. You might know --

(APPLAUSE).

PRESIDENT MANGUM: -- that the entire of last year we received $42 million. So we're ahead of the curve on this one as well.

The University has also focused 2015/16 fiscal year on realigning the Direct Support Organizations to more strategically support University operations. And this includes the recent restructuring of the athletics organizational chart to ensure a more 21st century intercollegiate athletics program, meeting and consulting with DSO leadership and staff to assess logical next steps and to determine capacity and needs for operational changes and completing organizational audits of all
DSOs.

Our director of athletics has met with the Booster Club board of directors to share his vision for the department and to define how the Booster Club can assist athletics in a more collaborative structured fundraising-effort with the FAMU Foundation. We've reached the 50% completion mark in this particular effort.

To enable excellence in University relations and development -- one more goal -- we continue to reach new heights in our efforts to enable excellence in University relations and development. And I'm excited to report that we have reached the 100% mark in our annual goal to support fundraising and recruitment efforts through increased use of analytics, software and behavior-based techniques. This includes the implementation and revamping of program in University advancement and the implementation and use of Ad Role, behavior-based marketing software, which has resulted in more than one million impressions to date.

The University continues its rebranding process. We've recently completed our first round of the stakeholder survey process and focus group meetings. We are now meeting with our rebranding
communication counsel, and our next step includes meeting with our various boards and national alumni chapters, as well as meeting with local, regional and national external groups. We are also in the process of developing multimedia and multiple logos and tag lines that we will seek input on during the upcoming engagements with internal and external stakeholder groups. We've reached the 85th percentile mark in this particular activity.

I want you to enjoy some of our rebranding. This is a video that we used at the Classic, so enjoy this. It should be fun just to show you the kind of work that we're capable of doing.

PRESIDENT MANGUM: Thank you. That is just one of the videos that we use, that we used at that particular event. We have videos that we send around the country and now, indeed, around the world about Florida A & M University, a university -- the national station in India came for an campus interview to broadcast the story of FAMU all over the world -- or all over the country of India. So we're expecting that we should see quite a few more students interested in Florida A & M University to carry our story about our academic programs. And that's how our reach in the
new era, is what we're calling it, when we go to places like China, India and Brazil. And so this is a way to recruit, and this is a way to also brand us and to tell our story. So we're thankful for our communications team for their work and their efforts in continuing to tell the FAMU story.

Part of what we're also doing in using these videos and giving them to members of the FAMU alumni across the country and, indeed, across the world is that they can show these videos to people that are interested in FAMU and to their particular groups without us having to travel. They can tell the story, and there's nothing that's more important to a potential student than to see a successful alumna -- alumnus tell the story and also do the pitch themselves without us having to be there to put on a show. So that's important to us, and we get alumni all the time calling and asking for ways that they can help; and so we're sending out videos like this and others to talk about our academic programs and what we do.

Enhancing our environment to promote internationalization and diversity and inclusiveness is also part of what we're doing. The new era video that we have is translated into
Spanish, and we're translating it into other languages as we need to. We've included a software, in fact, on our website that translates the University information to French and to Portuguese; and it was also translated to -- the new era video was translated Mandarin and is being used in China as well to help recruit students.

We've reached the 70% completion mark in our goal to expand this relationship and the relationships with Brazil through expansion of the Nascimento program, and our General Counsel's office has recently approved an MOU in the student exchange addendum between the university in Brazil and FAMU.

Lastly, as I close, I want to express my gratitude to the senior leadership team, the staff, and the members of the Board of Trustees again who have been working tirelessly on sharing information and receiving input from one another as we work to move the University forward together. We have had several recent meetings and interactions with Board members that have yielded fruitful results and provided great insight on government relations, the University's strategic planning process, community activities, our P3 initiatives, student
development, and several other key areas of emphasis and the assistance is greatly appreciated.

And I would also be remiss if I didn't acknowledge the exceptional work being done by the Strategic Planning Committee, and I see many of the members here in the audience today, and I'm sure they'll share much more with you. But they have been very busy meeting with the various stakeholder groups, from students and faculty to alumni, retirees, and community members. And we are making real progress on this process and expect to be able to bring the plan, Doctor Robinson, to the Board in the spring. He and I have fun talking about that timeline.

I'd also like to thank, again, everyone for your attendance and also for showing your great support towards the strategic goals that we have. FAMU is certainly headed, I believe, in the right direction; and as we work in unison, we will move FAMU forward.

Mr. Chair, that concludes my remarks.

CHAIRMAN WARREN: Thank you, Doctor Mangum. Are there any members of the Board who have some questions of Doctor Mangum regarding her report?
TRUSTEE ALSTON: Mr. Chair.

TRUSTEE MOORE: Mr. Chair.

CHAIRMAN WARREN: Yes, I recognize Trustee Moore.

TRUSTEE MOORE: Okay. Just a brief comment. Thank you, President Mangum, for the information shared and the wonderful updates, and I call it progress and movement that's underway.

I just want to remind the fellow Board members that in our August meeting one of the things that we pointed out is that collectively the group would come together and that we would have a composite of all of the reports that President Mangum and the team have compiled and that we would all be able to chime in about what we've seen and share that information with President Mangum.

So, Mr. Chair, I think it talked about a six-month mark, so I'm assuming that would be the next meeting that you would be looking at, I guess, carving out time so that feedback could be shared with the President if it's not already being shared. I know that I will be meeting with our Chief of Staff next week to talk about questions that I may have; so just, again, going on record with just a reminder.
CHAIRMAN WARREN: Thank you, Trustee Moore. I'm sure you'll have something to say about this in just a minute.

Trustee Alston.

TRUSTEE ALSTON: Yes, thank you, Mr. Chair; and thank you, Doctor Mangum, for the update. I think it was a really good update. I will tell you just listening, having the milestones, as we've talked about, clearly displayed, the milestones with the expectations that we've talked about that show progress to date. I can tell you that the way this was plainly done I think is a good thing. I can tell you that previously I don't think it was displayed this way.

So whoever did this, I don't know, on the leadership team, I'm sure under your efforts, this is plain language, easy to read, easy to understand, because I think that was part of the gap that we've talked about before. So kudos to you and your team because this was very well done, easy to read, easy to understand as we continue to work through the milestones and expectations that we set together.

Thank you.

PRESIDENT MANGUM: Thank you.
CHAIRMAN WARREN: Thank you, Trustee Alston.

Any other members have anything? Trustee Grable.

TRUSTEE GRABLE: I, too, would like to commend Doctor Mangum, particularly on the marketing and branding and the communications office. Talent in that office is very good. I want to at least recognize that with the new addition of Ms. Durham. And I think, again, our students will respond very positively to that; and I think you're meeting the needs and making sure that the alumni association members have access to this kind of technological promotion of the University. Your communication staff is to be commended for that.

PRESIDENT MANGUM: Thank you.

CHAIRMAN WARREN: Thank you, Trustee Grable.

Any others?

(NO RESPONSE).

CHAIRMAN WARREN: There being none, we'll move on to the consent agenda today. I'll point out to you as we move into that, please note that the Student Affairs action yesterday to require mandatory insurance will be added to the consent agenda today as item SA2.

Any of you have any items in the consent
agenda that you would like to have removed and
taken up later as an action item?

TRUSTEE ALSTON: Mr. Chair.

CHAIRMAN WARREN: Trustee Alston.

TRUSTEE ALSTON: Yes, if I could, following
your spirit that you introduced to start this
meeting, Item AA2, I'd like to have a conversation
maybe with the President and Provost offline maybe
during the meeting. And I think that the question
that I've consistently, I think, raised since I've
been on, I just want to have that question with the
team. And then I think we can get to where we are
at the end of the meeting.

CHAIRMAN WARREN: Okay. Trustee Lawson.

TRUSTEE LAWSON: Yeah, just -- it's not
printed here, but I know we've had some discussion
about having an update from the Strategic Planning
Committee, and maybe I'm just looking at a dated
agenda, so I apologize.

PRESIDENT MANGUM: It's on there.

TRUSTEE LAWSON: It is on there?

CHAIRMAN WARREN: Right.

PRESIDENT MANGUM: It's on the back.

TRUSTEE LAWSON: Okay, great. I think I'm
looking at a dated agenda.
But I also want to compliment the President on the overview, and I wanted to stress something that Trustee Moore said as well, that we do have a six-month review coming. And I just want to ask that the President continues in the vein of publishing, whether it be the weekly -- or the updates, this type of update. I thought the video was outstanding. I thought we had a, you know, a strong level of support when we were all together in Orlando. So I would just encourage the administration to continue to engage the Board in this level of communication as we continue to move forward.

So, Trustee Warren, that really was my only question. I think, again, I had a dated agenda.

CHAIRMAN WARREN: Okay. Thank you.

TRUSTEE MOORE: Chair Warren.

PRESIDENT MANGUM: Trustee Moore.

TRUSTEE MOORE: Items DSO1, 2 and 3, it's just the wording. It's been shared with me by the staff that we needed to reflect approval versus the word -- the term "acceptance." So, again, that falls under Direct Support Organizations, since I'll be doing that on behalf of Trustee Shannon this morning, but changing the word from
"acceptance" to "approval."

CHAIRMAN WARREN: Okay. Thank you, Trustee Moore.

With the exclusion of Item AA2 and the correction, if you will, on DSO1 and DSO2, changing the words "acceptance" to "approval" as recommended by Trustee Moore, are there any other items in the consent agenda that need to be addressed? And if not, I'll take a motion for approval of the consent agenda.

TRUSTEE WHITE: So moved.

TRUSTEE ALSTON: Second.

CHAIRMAN WARREN: It was motioned by somebody.

TRUSTEE ALSTON: White.

CHAIRMAN WARREN: Trustee White?

TRUSTEE MOORE: Trustee White, yeah.

CHAIRMAN WARREN: And seconded by?

TRUSTEE ALSTON: Alston.

CHAIRMAN WARREN: Trustee Alston.

All in favor of the consent agenda signify by saying aye.

(AFFIRMATIVE INDICATIONS).

CHAIRMAN WARREN: Those opposed.

(NO RESPONSE).
CHAIRMAN WARREN: Thank you very much, ladies and gentlemen.

We'll move on then to action items. Why don't we deal with Item -- well, I take that back. We'll just deal with the items as they appear, and we'll discuss Item AA2 first.

Trustee Alston.

TRUSTEE ALSTON: Can we do AA2 maybe at the close? I'd like to have a conversation with the President and Provost.

CHAIRMAN WARREN: That would be fine.

TRUSTEE ALSTON: Okay.

CHAIRMAN WARREN: Okay. So the first of those items is --

TRUSTEE ALSTON: The governance?

CHAIRMAN WARREN: Yeah, the Governance Committee, and just a second. We have several items that need the Board approval. I will recognize Trustee Alston to present the items for the Governance Committee.

TRUSTEE ALSTON: Okay. Thank you, Mr. Chair. Good morning, everyone.

The first recommended action item, the Governance Committee approved the role of the Committee -- I think you all have the document in
front of you -- that outlines a few specific roles for the committee. A through F on the document in front of you, approving annually a charter for standing Board committees, reviewing periodically Board operating procedures, initiating Board training when appropriate, evaluating the Board's performance, periodically reviewing Board of Trustees' governance, overseeing University Collective Bargaining agreements, and recommending Board regulations pertaining to employees of the University and overseeing public and governmental relations.

Mr. Chair, I move approval of the aforementioned role of the Governance Committee and that the operating procedures are amended to reflect such change.

CHAIRMAN WARREN: Is there a second?

TRUSTEE WHITE: Second.

CHAIRMAN WARREN: It's been moved and properly seconded. Any questions and/or comments from the members?

(NO RESPONSE).

CHAIRMAN WARREN: There being done, all in favor of the motion signify by saying aye.

(AFFIRMATIVE INDICATIONS).
CHAIRMAN WARREN: Those opposed.
(NO RESPONSE).

CHAIRMAN WARREN: The motion stands approved.
TRUSTEE ALSTON: Thank you, Mr. Chair.

The next action item was a recommendation from the Governance Committee to establish the Committee as a standing committee.

We did provide some backup information to the Governance Committee members, and I believe each of you are looking at the similar structure to other governance committees within the SUS and also some information provided by AGB as well. So based on that, Mr. Chair, I move approval of the Governance Committee as a standing committee and that the operating procedures are amended to reflect such change.

CHAIRMAN WARREN: Is there a second?
TRUSTEE MOORE: Second.

CHAIRMAN WARREN: Are there any further questions and/or comments?
TRUSTEE LAWSON: One question on the Governance Committee.

CHAIRMAN WARREN: Trustee Lawson.

TRUSTEE LAWSON: Yes, thank you.

In the past, it had been a committee of the
whole, but I saw in the new alignment it's a committee of a smaller body. Is that the direction, Mr. Chair, that we want to continue to take with the Governance Committee?

TRUSTEE ALSTON: Well, I won't speak for the chair, so I'll kind of point it back to Chair Warren, but this recommendation is really just moving the Committee from a special committee, only because it's now --

TRUSTEE LAWSON: To a standing.

TRUSTEE ALSTON: To standing because it's something that we'll be dealing with ongoing.

TRUSTEE LAWSON: Sure. Oh, I agree with the standing committee; but like I said, in the past it had been a committee of the whole --

TRUSTEE ALSTON: Right.

TRUSTEE LAWSON: -- which, you know, has pluses and minuses; but I just didn't know if we were going to continue in that direction or stay with a smaller Governance Committee, Mr. Chair.

CHAIRMAN WARREN: Right. It's my preference, if I may exercise some preference here, is to make a smaller size out of that committee rather than it being a committee of the whole.

TRUSTEE LAWSON: Okay.
CHAIRMAN WARREN: And it's also my -- it's not to have you suffer from director fatigue, if you will, with the many committees that you serve on. My expectation is that you will exhaust yourselves on the various assignments that we do have, and with the few numbers that we have, we'll find ourselves, as it is, serving on several committees so I just want to -- I trust in the contemplative work of the Governance Committee, in the smaller size that we have, and trust that they'll bring back to us, as a collective body, their best recommendations for us and then debate, if necessary.

TRUSTEE LAWSON: That's fine. Thank you.

CHAIRMAN WARREN: Okay. Trustee Alston.

TRUSTEE ALSTON: Yes. Did I make the motion? Is there a motion on the floor?

TRUSTEE WHITE: There's a motion and a second.

CHAIRMAN WARREN: Motion and a second?

TRUSTEE LAWSON: Call the question.

CHAIRMAN WARREN: All right. Any further comments?

(NO RESPONSE).

CHAIRMAN WARREN: All in favor of the motion signify by saying aye.
(AFFIRMATIVE INDICATIONS).

CHAIRMAN WARREN: All those opposed?

(NO RESPONSE).

CHAIRMAN WARREN: Thank you. Trustee Alston.

TRUSTEE ALSTON: Thank you, Mr. Chair.

The next recommendation was an item presented by Trustee Washington that was approved by the committee. It was the recommendation to require a motion to extend time or make a formal announcement that the time will be extended at the meeting when the meeting was set to adjourn. I think the intent or spirit of this item -- and I'll let Trustee Washington maybe just, you know, give insight.

I think based off of -- we know that a meeting starts at a certain time. I think we normally project that a meeting ends at a certain time. If the meeting tends to run longer than the projected end time, then there is a motion that needs to be made and approved by the body.

Trustee Washington, please --

TRUSTEE WASHINGTON: You said it perfectly.

TRUSTEE ALSTON: Okay. So that's the recommendation. Mr. Chair, the Committee recommends approval of the stated motion and that the operating procedures be amended to reflect such
change.

CHAIRMAN WARREN: Is there a second?

TRUSTEE MOORE: Second.

CHAIRMAN WARREN: Are there any further questions and/or comments regarding the motion?

(NO RESPONSE).

CHAIRMAN WARREN: There being none, all in favor signify by saying aye.

(AFFIRMATIVE INDICATIONS).

CHAIRMAN WARREN: Those opposed.

(NO RESPONSE).

CHAIRMAN WARREN: All right. Trustee Alston.

TRUSTEE ALSTON: Thank you, Mr. Chair.

The last action item, the Board -- the Committee rather recommends approval of an amendment to Section 3.4 of the Operating Procedures, which adds that the Vice Chair will act in the vacancy of the Chair.

3.4, Vice Chair, the duty of the Vice Chair shall act to serve as Chair. We're striking out "during," we're adding "due to the"; underline "vacancy, absence or disability of the Chair."

I think this -- as we looked at other universities, this question came up. This is just some clarifying language for the Board.
So based on that, I move approval; that the Operating Procedures be amended to reflect such change.

TRUSTEE WHITE: Second.

CHAIRMAN WARREN: It's been moved and properly seconded. Are there any questions and/or comments regarding the motion?

(NEGATIVE INDICATIONS).

CHAIRMAN WARREN: There being none, all in favor signify by saying aye.

(AFFIRMATIVE INDICATIONS).

CHAIRMAN WARREN: Those opposed.

(NO RESPONSE).

CHAIRMAN WARREN: All right. Thank you. Trustee Alston, well, there's nothing else listed. Do you have anything further from your committee?

TRUSTEE ALSTON: No. No, Mr. Chair.

CHAIRMAN WARREN: Okay. Thank you.

All right. In accordance with Article 9 of President Mangum's employment agreement, the Board must confirm her appointments to outside boards. You have in your materials information regarding her appointments to three boards. Can I have a motion to approve that participation by Doctor
Mangum in those boards?

TRUSTEE WHITE: So moved.

TRUSTEE LAWSON: Second.

CHAIRMAN WARREN: It's been motioned and properly seconded. Any further questions and/or comments regarding the motion?

(NO RESPONSE).

CHAIRMAN WARREN: Hearing none, all in favor signify by saying aye.

(AFFIRMATIVE INDICATIONS).

CHAIRMAN WARREN: Those opposed like sign.

(NO RESPONSE).

CHAIRMAN WARREN: All right. Thank you very much.

Now we'll roll back to Item AA2 from the consent agenda that was taken off, and I'll ask --

TRUSTEE WOODY: I think he's having the conversation.

CHAIRMAN WARREN: He's still having that conversation? All right, let's take a pause for a moment, how about that. We'll take a five-minute break.

(BRIEF RECESS).

CHAIRMAN WARREN: Just before the break, we were about to deal with the one item on the consent
agenda that we took off to take action on. That item was Item AA2. I'm going to ask Trustee Alston to speak to it before we take some action on it.

TRUSTEE ALSTON: Thank you, Mr. Chair. No, I am all set, I'm good. Just for the record, I consistently asked, as the President and Provost knows, I think even before them, each year I generally ask about the four-day workweek during the summer. We had the conversation, so I will support it; but just for consistency, I always ask that same question, just thinking about staff and morale. So that's something I generally ask, but I will support the item. Thank you.

I'm sorry. So moved. That is a motion.

CHAIRMAN WARREN: Thank you. Is there a second?

TRUSTEE GRABLE: Second.

CHAIRMAN WARREN: You've heard the motion and the second. Are there any other questions and/or comments regarding the motion?

(NO RESPONSE).

CHAIRMAN WARREN: There being none, all in favor of the motion signify by saying aye.

(AFFIRMATIVE INDICATIONS).

CHAIRMAN WARREN: Those opposed?
(NO RESPONSE).

CHAIRMAN WARREN: Thank you.

We'll move promptly now into the Committee reports. And if you don't mind, my fellow trustees, we're going to move the Facilities Planning Committee up first; and then we'll move into the Academic Affairs Committee from there, Trustee Grable, if that's okay with you.

TRUSTEE GRABLE: Thank you, Mr. Chairman. I'm fine with that.

CHAIRMAN WARREN: Okay. Trustee White.

TRUSTEE WHITE: Mr. Chairman, the report of the Facilities Planning Committee includes two action items and three informational items. The Facilities Planning Committee heard a presentation by Sameer Kapileshwari, Associate Vice President of Facilities Planning, Construction and Safety concerning a resolution consenting to an electric utility easement in favor of Talquin Electric Cooperative encroaching on the Gadsden County Campus of Florida A & M University, commonly referred to as the Quincy Farm. The easement will allow Talquin Electric to provide enhanced electric power to the Quincy Farm.

The Committee recommended that the Board
approve the Quincy Farm utility easement, and that was dealt with on that consent agenda.

Next the Facilities Planning Committee heard a presentation by Mr. Kapileshwar regarding the approval of the Campus Development Agreement. Florida A & M University and the City of Tallahassee are parties to a campus development agreement which for the term of the agreement determines the impacts of the proposed campus developments on public facilities, services, and public transportation.

The termination date of the Campus Development Agreement is December 31st of 2015, unless the parties extend it by mutual consent. Florida A & M University has requested that the City agree to extend the Campus Development Agreement by two years to December 31st of 2017 to allow the University time to submit a revised Master Plan and Agreement to the City for consideration. In the extension agreement Florida A & M University is also notifying the City that it will be working on a water sewage analysis on campus that is the process of developing the public/private partnership for housing, mixed use, athletics, parking, and the change of the site for
the Center for Access and Student Success facility from near Bragg Memorial Stadium as shown in the 2010 Campus Master Plan to the site of the Diamond and McGuinn Halls.

The Committee recommended that the Board approve the authorization for the President to enter into an agreement with the City of Tallahassee to extend the term for the current Campus Development Agreement to December 31st, 2017 subject to the review and approval of the Office of General Counsel; and this was also approved in the consent agenda.

The Facilities Planning Committee heard information updates on the maintenance contract for the Orlando campus and construction updates presented by Mr. Kapileshwari and Mr. Avinash Rahurkar, Executive Director, Facilities, Planning and Construction.

There was a discussion about interim plans for the Athletics Field House construction project while the athletic component of the public/private partnership is provided -- is further developed and implemented. It is requested that feedback and updates be provided to the Board of Trustees relating to the progression of the project.
Finally, as an information item, the Committee approved a nomination to elect Trustee Robert Woody as vice chair of the Facilities Planning Committee.

Mr. Chairman, this concludes the report of the Facilities Planning Committee.

CHAIRMAN WARREN: Thank you, Trustee White. Do any members have any questions of Trustee White regarding the report?

(NO RESPONSE).

CHAIRMAN WARREN: Thank you.

We will move on then to the Academic Affairs Committee.

TRUSTEE GRABLE: Thank you, Mr. Chairman. The Academic Affairs Committee has three action items for a approval.

Doctor Gita Pitter presented a request for the termination of several programs in the College of Education that has a very low number of graduates during the past five years. The programs are the BS in early childhood education and pre-K primary education; the MS and MED elementary education program; the BS English teacher education program; the BS mathematics teacher education program; the BS science teacher education program; the BS technology education, slash, trade and industrial
education program; and the MS and MEd technology education and trade and industrial education program.

Mr. Chairman, the Committee recommends approval of the program termination request.

Next, Doctor Donald Palm presented the 2016/2017, 2017/2018 and, and 2018/2019 academic calendars to the Board for approval in accordance with the Board of Governors' Regulation 8.001 and Florida Board of Education Rule 6A-10.019. Each university Board of Trustees is required to adopt an annual calendar prior to the beginning of each fiscal year.

Mr. Chairman, the Committee recommends approval of the academic calendars for the years 2016/2017, 2017/2018, and 2018/2019.

CHAIRMAN WARREN: Thank you, Trustee Grable.

Are there any questions and/or comments of Trustee Grable from the members? I remind you that the item is on the consent agenda.

TRUSTEE GRABLE: The final action was a presentation by Doctor Palm regarding the academic progress. The purpose of the regulation authorizes the University to implement appropriate procedures to ensure the continued academic progress of
students and their graduation success. After an in-depth discussion of the regulation, the Committee deferred the approval of the regulation to the full Board for final action.

For informational purposes, Provost Marcella David presented the Division of Academic Affairs' update to include: The Black Television News Channel update; the Interdisciplinary Studies Program update; the FAMU DRS Thurgood Marshall College Fund Project update; and the FAMU DRS update; Study Abroad Guidelines update; and other updates on the activities within the Division of Academic Affairs.

Mr. Chairman, it is my understanding that we are going to go back to the academic progress regulation for further discussion by the Board.

CHAIRMAN WARREN: Okay. Thank you, Trustee Grable.

TRUSTEE GRABLE: And we're acknowledging Provost David?

(DOCUMENTS DISTRIBUTED TO THE BOARD).

TRUSTEE GRABLE: Okay.

PROVOST DAVID: Good morning.

TRUSTEE GRABLE: Good morning.

PROVOST DAVID: As some of you who are in the
room heard when we were discussing this in front of the Committee, this had been pursued as a policy, and under our policy, practice, or practice for developing policies in Academic Affairs, it had been reviewed by the University's policy -- Academic Policy Committee, also presented to and discussed with the Faculty Senate and put for a vote for the Faculty Senate.

The language that was presented yesterday had -- there were some concerns about the language that was presented yesterday, and I wanted to let you see them and I want to get your feedback. If it's possible to take action today, then I would love to; but if not, I'd like to get the feedback so that we'd be able to move forward as expeditiously as possible in the beginning of the next semester.

The essential view of this is that we are -- in trying to ensure best outcomes for our students, including students who might churn in a pre-major situation, holding on to the hope of eventually raising their GPA or passing required courses with appropriate grades in order to get into some of our particularly more challenging programs, they'll sit. They'll sit in those pre-major statuses for
extra credits, it's 60 extra credits, and often not persist. And sometimes when we are challenging them to come up with a better plan going forward, there is resistance.

And what we are hoping is to get a kind of broad policy statement from the Board. We have now, I think, the buy-in from faculty through our conversations in the various committees and the Faculty Senate; that we are committed to ensuring student success in ways that include changing their major if they're not making sufficient progress and also graduating them if they have sufficient credits.

But none of this is meant to be prescriptive or hardhearted. We have options for students who find themselves in that predicament that are going to lead to a better outcome ultimately than if we just let them sit in that pre-major status kind of churning.

So that is the goal, to have, basically, a University commitment to those two principles. My understanding is that the language of the policy as presented yesterday which included the words "may include," that the policies may include various steps, was concerning to some members of the Board.
As it turns out, the change to the regulation format I think narrows the scope very sufficiently. So if I can direct your attention to Paragraph (b): The University shall promulgate policies and procedures to facilitate students' academic progress towards their degree completion. In extenuating circumstances where students wish to continue in a major in which adequate degree progress is not being achieved or to continue earning excess credits in a non-degree earning posture, this regulation will enable Academic Affairs to assist students with a favorable student outcome.

So as structured as a regulation, the activities of Academic Affairs are more closely tied to those two specific goals, which are to change majors or confer a degree as appropriate. And so I'm hoping that that will address the concerns, but I really would love to hear what the concerns are so that if you are not persuaded to vote for this at this forum at this time we can expeditiously deal with your concerns and come back to you with something that is able to garner the support of the Board.

CHAIRMAN WARREN: Thank you, Provost David.
Any comments from the members?

TRUSTEE WASHINGTON: Mr. Chair.

CHAIRMAN WARREN: Trustee Washington.

TRUSTEE WASHINGTON: Thank you, Mr. Chair.

And thank you, Provost David. Obviously we had some conversations about the language. I was one of the trustees that was concerned.

I do appreciate the language and in, one, the policy statement, and Paragraph (b) makes me feel a lot more comfortable. I would note that in Sub 2, it still has "policies and procedures may include," and so it is still pretty broad and not specific enough to make me comfortable still with this statement.

I am quite fine with ones of A-B; two is still a point of contention for me, mostly because where we as a Board would be authorizing all of these departments to make changes that may include these things, but may not -- I mean may is one of those words when it comes to legislation or policy that is not limiting. And so my concern is not even necessarily for this administration, but when you put something into regulation it lasts into perpetuity.

And so when we are giving this broad authority
to the next or whoever may come after us, it would be on the Board and they would -- you know, whatever policy or procedure they decided to put in place, they would reference this regulation that was approved by us. And so that is something that still is of great concern to me.

PROVOST DAVID: May I respond to that concern?

So Subparagraph 2 of this regulation is the operational aspect of it. So the first paragraph is setting what the polices are, and then the second paragraph is just saying that in order to accomplish these policies, the policies that are set forth in a more narrow fashion in Paragraph 1, that there are different offices that might have to change what they have on the books; and that includes all of the offices that are listed here. It also, I think, could include some of our colleges, which might have things on their books which might have to change.

So I believe that even though this says "may include," that it is still narrowly focused based on what's in the first paragraph. This is how do we operationalize what we've set forth in the first paragraph. And operation -- excuse me, putting it into effect might require us to direct different
offices to take different steps. And so I think that breadth is not inconsistent with the narrow focus that is in the first paragraph.

TRUSTEE WASHINGTON: Mr. Chair.

CHAIRMAN WARREN: Go ahead, Trustee Washington.

TRUSTEE WASHINGTON: I fully understand and appreciate the intent. I would just say that it is still -- I would like to see some of the more just cleaner language and some of the things that would actually be included. For me, "may" is just a little too broad at this point for me to feel comfortable with.

PROVOST DAVID: Thank you.

If we were to strike Paragraph 2(a), would that satisfy your concerns?

TRUSTEE MOORE: Mr. Chair.

CHAIRMAN WARREN: Trustee Moore and then Trustee White.

TRUSTEE MOORE: It looks -- well, just from my perception, we are looking to craft a document while we have this whole conversation, and it just may be more beneficial for the body, because as I understood it yesterday, that if we are looking at a regulation that it requires noticing of 30 days,
which means it would not be implemented in spring, so there is this window of time that we would have to have these conversations so that to the degree possible, it would make sense that we can gain some level of comfort after having a conversation with you. I mean because we'll probably go back and forth all day with word choices and what's most appropriate. Just my take.

CHAIRMAN WARREN: Thank you, Trustee Moore.

Trustee White.

TRUSTEE WHITE: I'm fine with that. I quite frankly -- you outline what the things are that you currently contemplated, and they're rather specific but they're, quite frankly, rather broad; but which, quite frankly, is the way it happens anyway. We don't -- you know, the deans -- and each school outlines and decides who is eligible for receiving a degree anyway and we just approve that process. So, you know, I'm fine with it either way. This happens and this information comes to the Board and we agree to it anyway, so I don't know that the word -- I'd probably just get rid of "may" and it is what it is.

CHAIRMAN WARREN: Trustee Grable.

TRUSTEE GRABLE: Okay. Mr. Chairman, and I
want to agree with what the Provost has shared about this policy that is going to become a regulation, but that the policy already exists, so we're just making you aware of some of the options that exist for us to make it more likely that students will be successful at the University.

So the Faculty Senate has already agreed to this and we all understand that the Provost has to put this in a regulation so that we can continue to make sure that our students reach their goals. So our committee is recommending approval of this.

TRUSTEE MOORE: Mr. Chair.

CHAIRMAN WARREN: Thank you, Trustee Grable.

Trustee Moore.

TRUSTEE MOORE: Just a point of clarification possibly with legal counsel then -- or general counsel, so I understand that it's gone through the Faculty Senate and we're saying that it's a policy, but we are the policy-making body. So what is necessarily our gyration here? Because we would not impede the administration's ability to create procedures and implement those, that's what they do -- the administration does anyway.

ATTORNEY THOMAS: I'm not certain I understand your question. I mean you're the policy-making
body, so you make the overarching policies and then, you know, via -- I mean the overarching regulations, and then we as staff implement policies that are related to the regulation.

The regulations are usually written in broad scope, and then policies tend to implement it, because there tends to be a lot of procedures associated with the overarching: This is your marching orders, and this is how you implement your marching orders.

So from the regulation standpoint, this is going out to -- the reason we did it this way is because constituents are involved and this gives them an opportunity, if they had concern with the document, to submit their comments. With a policy, it would be implemented immediately by the Board and the constituents that would be impacted, which would be our students and our faculty, would not have the same opportunity to provide their input.

TRUSTEE MOORE: If I could do a followup, Trustee Grable is stating that the policy is already in place, so that is the piece that I'm questioning then: What were we intending to vote on yesterday, even in a policy format if it already exists?
ATTORNEY THOMAS: I guess it would be a notice, additional notice and codification to the students.

PROVOST DAVID: And I think she meant to say that the kinds of things that you see here under 2(a)(i) -- sorry, 2 -- yes, 2(a) --

TRUSTEE SHANNON: I'm sorry, I can't hear the speaker.

PROVOST DAVID: I'm sorry, my apologies.

The kinds of things that you see under 2(a), restructuring of the graduation process, revising degree completion schedules and checklists, limiting the maximum number of "D", "W", and/or "F" grade and courses, setting new guidelines for student academic support services, those are -- and awarding degrees, I mean I think clearly (i) through (iv) are all of the things that we do on a regular basis. And what we're seeking is, essentially, a policy statement of the Board on Number (iv), which is awarding degrees when degree requirements have been met.

And the change of major, we can address them by using all of these steps, but it is very cumbersome to try and address them because that means you're looking at each individual program and
each major in trying to come up with these as opposed to holistically saying -- setting standards which could be applied more broadly.

CHAIRMAN WARREN: Any further comments from the members?

TRUSTEE GRABLE: Mr. Chairman, yes, did you --

CHAIRMAN WARREN: So is there -- I'm taking this as a recommendation from staff that would require a motion from the Board on this recommendation. Is that -- so is there a motion around this recommendation from -- this regulation as opposed to policy? The policies are to be a subset of this regulation.

Trustee Grable.

TRUSTEE GRABLE: Yes, as committee chair, our committee does move that the Board approve this policy --

CHAIRMAN WARREN: Is there a second?

TRUSTEE GRABLE: -- or regulation?

TRUSTEE WHITE: Regulation.

TRUSTEE GRABLE: Yes, regulation.

CHAIRMAN WARREN: Is there a second?

TRUSTEE WHITE: Second.

CHAIRMAN WARREN: It's been moved and probably seconded. Now are there further questions
and/or comments from the members before we vote on this motion?

TRUSTEE ALSTON: Mr. Chair.

CHAIRMAN WARREN: Trustee Alston.

TRUSTEE ALSTON: I've heard the comments from the Provost. I would ask maybe if Doctor Mangum would interject herself at this point, maybe just to give some comments. I mean I know that the Provost has, you know, kind of given that perspective, and I know I've heard the comments from two trustees, so I think the President's voice will be a determining factor I think for, you know, how we move. So, Madam President.

PRESIDENT MANGUM: Thank you for the opportunity and the question.

This particular policy and regulation is extremely important to our students' success and academic progression rates. One of the major components of performance funding has to do with our students progressing, making satisfactory academic progress through the system, and this would enable our faculty, staff and department chairs, as well as deans, to structure a program that the students understand and give them the guidance that they need to be able to progress. So
I think it's a significant part of our strategy to improve our graduation rates and our progression rates, so I would recommend you approve it.

CHAIRMAN WARREN: Thank you, Doctor Mangum. Any further comments from the members?

TRUSTEE MOORE: Just one question, Mr. Chair.

CHAIRMAN WARREN: Trustee Moore.

TRUSTEE MOORE: After the noticing period, when would it be implemented? Again, just looking at the timeline.

ATTORNEY THOMAS: If there are no comments or, you know, questions, revisions, then 30 days after it's noticed.

TRUSTEE MOORE: So in the spring term?

ATTORNEY THOMAS: Yes.

CHAIRMAN WARREN: Okay. So anybody call the question here?

TRUSTEE LAWSON: So just one quick question for me.

CHAIRMAN WARREN: Trustee Lawson.

TRUSTEE LAWSON: Because as I said yesterday, I do understand the intent and I do understand the importance of this as it relates to performance-based funding; but just, again, if you could review the notification process, just help me
understand how current students that may be impacted by this are going to find out - and more importantly, having a student on campus myself, how will parents BE finding out, because that would be the last call I would want to get after this is already in place that it's, you know, it's a non-disputable issue.

PROVOST DAVID: Right. Some of this will not necessarily be operational in the spring semester. We're not going to be able to change students' majors because we've got a lot of students already registered for courses, and doing that is not going to be something that's possible.

The thing that will be possible for us is that we will have students who, on the credits that they have, are eligible for graduation; and we will be able to say to them, you -- we're going to graduate you. Now if they say, I want to continue, I want to continue studying in a particular area, they can come as a non-degree seeking student, they can try to pursue a double major; but there are just steps that we -- those are the steps that we will be able to take in the spring semester.

We will do all the appropriate notice. Our catalog is replete with various regulations and
policies about how students navigate through the academic progress, and what we are contemplating will be put into our catalog and noticed to the students; and we will also have the communications plan. We have a communications plan now on student success, and we will build this into our communications plan.

TRUSTEE GRABLE: Mr. Chairman, I call for the question.

CHAIRMAN WARREN: Thank you, Trustee Grable. The question has been called. Is there any -- so we'll take the vote.

All in favor of the motion signify by saying aye.

(AFFIRMATIVE INDICATIONS).

CHAIRMAN WARREN: And those opposed.

TRUSTEE MOORE: Aye.

TRUSTEE WASHINGTON: Aye.

CHAIRMAN WARREN: So we probably need to do a --

TRUSTEE LAWSON: Roll call.

CHAIRMAN WARREN: Roll-call vote, yeah.

ATTORNEY BARGE-MILES: Trustee Alston.

TRUSTEE ALSTON: Yes.

ATTORNEY BARGE-MILES: Trustee Grable.
TRUSTEE GRABLE: Yes.
ATTORNEY BARGE-MILES: Trustee Graham.
TRUSTEE GRAHAM: Yes.
ATTORNEY BARGE-MILES: Trustee Lawson.
TRUSTEE LAWSON: Yes.
ATTORNEY BARGE-MILES: Trustee Moore.
TRUSTEE MOORE: No.
ATTORNEY BARGE-MILES: Trustee Shannon.
TRUSTEE SHANNON: Yes.
ATTORNEY BARGE-MILES: Trustee Warren.
CHAIRMAN WARREN: Yes.
ATTORNEY BARGE-MILES: Trustee Washington.
TRUSTEE WASHINGTON: No.
ATTORNEY BARGE-MILES: Trustee White.
TRUSTEE WHITE: Yes.
ATTORNEY BARGE-MILES: Trustee Woody.
(NO RESPONSE).
ATTORNEY BARGE-MILES: The motion passes six to two.
CHAIRMAN WARREN: I can't hear you.
ATTORNEY BARGE-MILES: The motion passes six to two.
CHAIRMAN WARREN: The motion passes, six to two.
PROVOST DAVID: Thank you. And if I may, we
are very happy to make reports to the Academic Affairs Committee or to the Board as we roll this out and on the status of it and its implementation.

CHAIRMAN WARREN: Well, I appreciate that, Provost David.

I would say to the members that it's my experience in the system that this is the practice, quite frankly; and maybe more particularly, as a parent with my son working his way through college, we face issues like this that had to be discussed with him, with advisors and so on and so on, as he changed his major three times. So I know the experience, and I can appreciate the task you have in trying to move students along to graduation, but it is the practice, I would say.

Further, with respect to regulations and policies, what is also the practice in the business is for the district boards of directors in the college system and boards of trustees in the university system is to set regulations and that then provides the general guidance through staff to develop policies and procedures around those regulations. They add clarity, functional clarity for those who would be responsible for implementing the regulation as the Board has disseminated it to
them or instructed them to.

So it would be helpful just for our comfort, given the fact that we had two members who had some objection to the regulation, when the policy is, in fact, codified, to bring it back to the Committee, at least for them to see and comment on. And if there is need for some modification of the policy, which then, in fact, is the practice, I would hope that you'd take action on those recommendations.

Thank you. So let's move on to the Audit and Compliance Committee.

TRUSTEE WASHINGTON: Thank you, Mr. Chairman.

The Audit Committee report includes just five informational items. First of all, Trustee Woody was elected vice chair, so congratulations to Trustee Woody.

The second item was a selection of a firm for the audit of bonus payments and renovations to the President's house. The bids went out to eight different firms, three responses, and we expect to select a firm by December 21st; and the audit should be completed by the end of January.

The third item was the Board of Governors' proposed regulations. The Board of Governors has proposed four regulations for review and feedback,
and so we had some comment and conversation around those regulations. They are extensive and would impose some significant changes to the audit and compliance function of the state universities. The requirements for the SUS compliance and ethics programs would require restructuring of the University's compliance function, changes to the Audit Committee, and Division of Audit and Compliance charters, and additional of personnel. The Committee requested to recommend to the Board of Governors that the compliance officer report to the President or another campus official.

The next item was the status of investigations from July 2015 through September. The Division received 17 allegations, complaints. Of these, two reports were issues; one was closed with no investigation; seven are in process; and six were referred to another department or agency; one is pending investigation.

The next issue VP Givens gave an update on topics of the Board of Governors' topics of interest. And finally, VP Givens gave an update on the status of the NCAA investigation. The University has accepted the penalties and corrective measures, and the case was closed.
Mr. Chairman, that concludes my report.
(NO RESPONSE).

CHAIRMAN WARREN: Thank you, Trustee Washington.

Any members have any questions or comments regarding Trustee Washington's report?
(NO RESPONSE).

CHAIRMAN WARREN: There being none, we'll move on then to the Budget and Finance Committee.

Trustee Lawson.

TRUSTEE LAWSON: Thank you, Mr. Chair. This is a short report.

Mr. Chair, the Budget and Finance Committee had the following items on the agenda: The Committee heard a request for approval of the Facilities Management & Maintenance contract. The Committee recommended that the Board approve the Facilities' Management & Maintenance Contract.

The Committee also heard a request for approval of an amendment to the full year 2015/16 Operating Budget for additional budget authority to use carry-forward funds of $785,365 within the Student Activity and Service fund. The Committee recommended that the Board approve the amendment to the full year 2015/16 Operating Budget for
additional budget authority.

There is one item that's missing if you were in the Committee meeting yesterday; and that is, that's the funds to address renovations to the cafeteria. My understanding from speaking with Mr. Cassidy is that we're going to delay a discussion on that item because there are other thoughts around how and when those funds should be used.

Is that appropriate, Doctor Mangum?

(PRESIDENT MANGUM NODDED HEAD AFFIRMATIVELY).

TRUSTEE LAWSON: All right. So we will delay conversation there.

As an informational item, the Committee approved and nominated -- or approved the election of the Trustee Torey Alston to serve as vice chair of Budget and Finance.

Mr. Chair, this concludes my report.

CHAIRMAN WARREN: Thank you, Trustee Lawson. I hope Trustee Alston's election as vice chair is not a surprise to him this morning.

TRUSTEE LAWSON: He readily accepts the challenge, I'm sure.

CHAIRMAN WARREN: Any other questions and/or comments from the members regarding the Budget and
Finance Committee report?

(NO RESPONSE).

CHAIRMAN WARREN: Thank you, Trustee Lawson.

TRUSTEE LAWSON: Thank you.

CHAIRMAN WARREN: We'll move on to the Direct Support Organization, DSO Committee.

TRUSTEE MOORE: Mr. Chairman, the DSO Committee had one action item and several informational items.

Vice President George Cotton, Sr. presented the fiscal year 2015/16 DSO budgets for the FAMU Foundation, National Alumni Association and Rattler Boosters to the DSO Committee for approval. The budgets have already been approved by each governing board.

The Committee motioned to approve the DSO's budget as presented and unanimously voted to recommend them to the Board for approval. This action item has since been addressed by way of the Board's consent agenda.

Vice President Cotton provided updates on divisional activities, a snapshot was presented on fundraising. Those bullets included:

Year-to-date, slightly over three million;

currently, less than 188,000 this time last year.
Roughly 585,000 are in the pipeline for pledged gifts. This puts the University on target with fundraising numbers this time last year with expectations to surpass last year.

5.5 million has been the goal for the past four-year averages. Approximately three million has been raised per year with the exception of last year coming in at 5.8 million, almost doubling prior year averages.

VP Cotton discussed his 90-day work plan, which included a target being set for reorganization and restructuring. This has been completed. A fundraising team has been put in place, starting with the hiring of a new associate VP for development, Michelle English. They also talked about moving forward with filling vacancies previously discussed. The expectation is to have some positions posted by January and new positions in place as early as March.

Alumni Affairs update: Assistant Vice President John Michael Lee and Executive Director Carmen Cummings of the Alumni Affairs Office have expanded alumni relations. Legacy events have been held in Tampa, Florida; Birmingham, Alabama; and Washington, D.C. More than 65,000 was raised from
over 200 alums.

Mr. Tommy Mitchell's term also ends as President of the National Alumni Association. VP Cotton thanked Mr. Mitchell for his leadership. The National Alumni Association officer elections will commence November 10th and close December 18th.

VP Cotton also presented several Foundational updates. The FAMU Foundation Board meeting recently was held. A highlight was a welcome and fundraiser reception for the College of law and School of Business & Industry hosted by Foundation Board Member John Crossman. At this event 157,000 was raised.

Retired Colonel Bodes Hartley, after more than 30 years, retired from his service on the FAMU Foundation Board and transitioned to emeriti board status.

Additionally, the investment report was provided by the Foundation Fund Manager. The Foundation Board will be looking at steps to take to strengthen the portfolio. The Foundation endowment stands at approximately 120 million. This is down roughly 7 million over the past two years. Strategies are being reviewed as to how
resources are managed and what decisions need to be made to turn around the Foundation's resources.

A discussion did take place between VP Cotton and members of the DSO Committee and a visiting FAMU trustee followed VP Cotton's presentation regarding the Foundation's investments.

Lastly, VP Cotton presented an update on Rattler Boosters. The Rattler Boosters is a DSO that supports the activities of the athletic program. Thus far, the Boosters supported the 2015 Florida Blue Classic by hosting a pregame event. Over 150 parking spots were purchased for Booster premium givers. The Boosters purchased two tables for the Florida Blue Classic Coaches Luncheon.

And lastly, at the Boosters' October Board of Directors Meeting, Athletic Director Milton Overton met with the Boosters about the future of athletics and his vision for strengthening that program.

Mr. Chairman, that concludes the report of the DSO Committee.

CHAIRMAN WARREN: Thank you, Trustee Moore. Are there any questions or comments of Trustee Moore regarding that committee's report?

(NO RESPONSE).

CHAIRMAN WARREN: Thank you, again.
So we will move on then from the Direct Support Committee to Student Affairs.

Trustee Graham.

TRUSTEE GRAHAM: Thank you, Mr. Chair. The Student Affairs Committee meeting was convened by Trustee Bettye Grable. The first action item was a motion by Trustee Grable for approval of the minutes from the July 21st meeting. The action was moved for approval by Trustee Alston and seconded by Trustee Grable. The minutes were accepted as presented.

The second action item was a motion to nominate vice chair for the Student Affairs Committee. Trustee Alston nominated Trustee Grable. The action was moved for approval by Trustee Alston and seconded by Trustee Grable. The motion passed.

The third action item was a motion to approve amendments to Regulation 2.030. The action was moved for approval by Trustee Alston and seconded by Trustee Grable. The motion passed.

The final action item was a motion to approve mandatory medical insurance policy for students of it. The action was moved for approval by Trustee Alston and seconded by Trustee Grable. The motion
passed.

Mr. Chairman, the Student Affairs Committee recommends approval of the amendments to Regulation 2.030, approval of the installation of Trustee Bettye Grable for Vice Chair and approval for mandatory health insurance for students for notice and adoption after expiration of the 30-day notice period, provided there are no public comments in accordance with the Florida Board of Governors' Regulation Development Procedure. The final approval action will occur through the consent agenda.

Several Student Affairs informational items and updates were presented. Vice President Hudson provided updates for the Division of Student Affairs which included enrollment management.

In the interest of time, Trustee Grable asked members of the Board to review their materials for informational items within Student Affairs.

Mr. Chair, this concludes my report.

CHAIRMAN WARREN: Thank you, Trustee Graham.

Do any members have any questions or comments of Trustee Graham regarding the report?

(NO RESPONSE).

CHAIRMAN WARREN: There being none we'll move
on to the next committee report, which will be the
Special Committee on Governance.

TRUSTEE ALSTON: Thank you, Mr. Chairman.

Board Members, the Special Committee on
Governance met via conference call on Monday,
December 7th. The Committee had four action items
which we subsequently approved this morning, so I
won't reread those verbatim.

The Committee instructed staff to draft
language regarding the following: The Presidential
evaluation processes. Staff will work with Trustee
Moore to draft the language reflective of these
changes and bring them back to the Board for its
approval at the next regular meeting as the Board
must be provided seven days prior to the meeting.

Trustee Moore also introduced several items to
be included in the Trustees' Orientation Manual,
which also was printed, in front of you.

Staff will also review how universities
structure their Board of Trustees committees. They
will look specifically at the number of committees
and the charge of each committee.

Finally, staff was directed to work with the
Governance Committee to draft charters for all of
the Board's standing committees.
Mr. Chair, this concludes my report.

CHAIRMAN WARREN: Thank you, Trustee Alston. Any questions or comments of Trustee Alston regarding the report?

(NO RESPONSE).

CHAIRMAN WARREN: Okay. We're moving on rather smoothly here.

The next committee report will be the Special Committee on the President's Evaluation. Trustee Moore.

TRUSTEE MOORE: Thank you, Mr. Chair.

The Special Committee on Presidential Evaluation convened on November 17, 2015. Prior to addressing the one action item, the Committee Chair brought to the Committee's attention a motion that was carried by the Board during the August 6th, 2015 Board meeting.

The Board action directed the Special Committee on Presidential Evaluation to take the lead in re-looking at the objectives that make up the presidential evaluation tool. The Committee reviewed the draft 2015/2016 presidential evaluation tool which, if approved by the full Board, will be used for President Mangum as a self-assessment tool during the 2015/2016 year.
The Committee Chair outlined the phone meeting between President Mangum pertaining to the draft tool. The Committee Chair also pointed out the additions to the tool, which included a category regarding the University's work plan, along with other areas discussed by the Board in prior meetings or information received by the Board.

Additionally, the Committee Chair outlined the definitions for the three rating categories to ensure clarity moving forward. The Committee recommended approval of the Presidential evaluation tool. This item is on the consent agenda and has since been approved earlier today.

Lastly, the summary tool, which is not an action item was shared with the Committee and will be used to convey the overall results of the individual evaluation by the Board members contingent upon the Board's approval of the presidential evaluation tool.

Mr. Chair, this concludes my report.

CHAIRMAN WARREN: Thank you, Trustee Moore. Any questions or comments to Trustee Moore regarding her report?

(NO RESPONSE).

CHAIRMAN WARREN: All right. Well, that
concludes it, by my count here, the report from the committees. I appreciate the work of the committees in between the time of the Board meetings and their meetings yesterday.

Let's move on then to area updates, and the first of those will be from the Athletic Director, Director Overton.

TRUSTEE ALSTON: Mr. Chair.

CHAIRMAN WARREN: While Director Overton is coming, Trustee Alston.

TRUSTEE ALSTON: Yes, and it's actually before the AD begins to speak, I think that we kind of give everyone a few minutes, but I know that I have heard of changes in the Athletics Department and I know that, you know, change is good, but I think that -- you know, I think from a Board standpoint we should probably allow, you know, some time for him to also discuss the full broad picture and scope in the Athletics Department. So if we could maybe just provide a few additional minutes, I think that would be helpful, at least for me, you know, as a Board member. I would ask that.

CHAIRMAN WARREN: Okay.

DIRECTOR OVERTON: All right. Absolutely.

Well, thank you very much for the time. I
appreciate it.

This is a very good opportunity for me to give you some updates, and so I guess I will start just on the organizational chart and just kind of the need to make changes. Obviously you've hired me to come in and make a difference for the student athletes, obviously for the coaches and for this institution. And so in doing, so I've got to make sure that we put the right people in the right seats on the bus also (inaudible) good to great.

And we've got some really good people, and but we've got some major challenges coming up. And so most of the changes that we've made so far have been based on critical areas, you know, where we've got NCAA compliance issues. So one is in academics and the other is in compliance, and so there was a need to, you know, make some changes at least in that particular position, initially, because we've got the NCAA coming to campus in the next few months.

And there have been some systemic issues over time in the Athletic Department that has created a situation where we've got some heavy lifting to do, and I've got to have some folks that I've got great confidence in, that have the level of expertise
needed to move through, you know, this really challenging time; so that was the first one.

The other organizational changes are really focused on a new revenue model for the Athletics Department, and it's an updated 21st century intercollegiate athletic model that focuses on ten portions of business. In the past, the older model is to focus on three; we've got to focus on all ten and actually create two more in order to reduce our debt and generate the revenue that we need to to have a champion type of budget to support and also to sustain the Athletic Department.

And so what you'll see is an individual that will help -- that will come in and obviously help with compliance and academics but also as a Number 2 for me. Right now the Athletic Director should be around 70% external and 30% internal, because we're understaffed, have been under budget, so on and so forth, I've had to spend a lot of time, about 70% internal; and so I've got to get out. Obviously we've got an objective of raising half a million dollars, and so that's the need for Number 2.

You'll see some changes just within how we do ticketing, okay? Because we've got to be more
aggressive relative to ticketing. We're going to create an outbound sales team to be much more aggressive, and we will create a sales cycle a lot faster than we have in the past. And this is what a new model looks like, and this is really standard in intercollegiate athletics, is that you have sellers on the ground who need to sell tickets to eat. And I mean that, we need people that are very aggressive. If we're going to sell 5,000 season tickets, then we've got to have the strategy to support that. So the structural changes you'll see is based on that need to obviously improve revenue.

You'll also see changes relative to a focus on licensing, so that's another piece of the business, is that we've got right now, and I'll give you a little bit -- as we go through this, you'll see the new revenue model, and that will address some of this. But the focus is to make sure that we create a structure that can support the new business model and obviously support the challenges that are coming up that we have to address that have been systemic for a long time.

Does that help?

TRUSTEE ALSTON: Well, no.

DIRECTOR OVERTON: Okay.
TRUSTEE ALSTON: I will listen to the presentation and actually --

DIRECTOR OVERTON: Okay.

TRUSTEE ALSTON: Yeah, I'll hold for the end.

DIRECTOR OVERTON: Okay. Thank you.

All right. So I'll go through this as quickly as I can. So the mission statement, obviously, is building champions in the classroom, on the field, and in life, and so we start there. I thought it was very -- it was necessary to come in -- obviously athletics is very complex. It's got so many different layers, but you've got to set a vision and set a standard for what you're going to operate. And so that is our standard and that's our vision, and it's consistent with the President Mangum's vision relative to, you know, being the best in class.

So let me go real quick, just give you some updates on academics, so combined team GPAs, we've got three, 3.0, 14 teams combined to make up a 3.0. We've got 96 student athletes with 3.0 or better, which is good. Graduation rate is at 47%, and we would obviously like that to be higher. Eleven student athletes will graduate today.

Community service, this is something that I
really appreciate about our students. We've got student athletes who actually care about the community, and we've got -- I mean these are folks who -- these are our star football players, these are our star basketball players, and that's not always standard in college sports who typically have other seasons, but every single one of our student athletes, they engage in community and they actually care about the kids that are represented inside our community.

They engage in Meals on Wheels. Every Wednesday they go out. We've got Lunch Buddies where they'll go to elementary schools to eat with them, to create relationships and to really be a role model because I don't subscribe to the notion that student athletes are not role models. I expect them to be role models because I think that represents the institution quite well.

And then Trunk Or Treat, it was really fun. You kind of see some pictures of that, where kids came in and provided a safe environment for that. Trustee Graham was there, and she obviously was involved as well, so I really appreciate that.

Then team performance, obviously we have a lot of work to do. We've got some pretty standard
programs that do a good job; and if you think about it, there are coaches who have been here for a number of years, so sustainability is important in terms of performance within the Athletic Department. So obviously, as President Mangum defined it, Coach Moore has done a great job and won the fourth straight cross country championship, which is very difficult to do in the conference, particularly with low resources.

And then we've got, obviously, volleyball with 7 to 3, finished second in the Southern Division of the MEAC conference. They had quite a few injuries this year, so that was a little off from where they've been in the past. And then we have Akille Blount (phonetics) and Punter Colby Blanton (phonetics) who made all MEAC selections.

All right. So I've been here for a little over four months, but I wanted to give you kind of an update on what we've done so far. So we've achieved, relative to our budget, 40% of our projections. That's going to go up. We've got resources coming in, and that's $3.5 million of an 8.6 budget. So with, obviously, six months left to go.

Increased football season ticket sales by
15.5% with the 1 and 10 Campaign. That's why I came here, is that when you see fans showing up no matter what, that talks about how much they love this institution. Broke season ticket sales record. The last time was in 2011. We had 3,200 tickets. We obviously sold 3,600 tickets this year, 3,677.

FAMU box office for Florida Classic sales were increased by 14%, 377,000 versus 431 this year. Florida Classic overall sales increased by 13%, this is good. We increased fan attendance this year by 8%. Average per-game ticket sales increased by 12%. Single football-game ticket sales revenue increased by 9%; increased football concession says by 30%.

Added seven new concession menu items per fan request. So most of what we did this year, within a very short period of time, was based on the fan survey that we submitted. So we asked the fans, and then we listened to what the fans had to say. And with a short period of what time, what I wanted to show is that we were going to listen. We were going to try to affect change in a limited amount of time.

So you can depend on us continuing to do that;
that if -- we're going to listen to our constituency, we're going to listen to the fans, and we're going to try to make sure that we're moving forward there.

Increased premium club seats, so everybody liked the club seats this year, so we increased sales by 33% this year. A few new initiatives, staff worked really hard to make that happen; and in a short period of time we added several new sponsors. Now this is very important because when we talk about the Athletic Director change relative to a new revenue model, what's really important is that you have new innovative strategies that you implement that the sponsors like from a marketing perspective. So we added Hyundai, Adobe, and Adobe is a technology company, a multi-billion-dollar company because we created an app utilizing their technology. And it was the first app of its kind like that in -- certainly in the MEAC, and I believe also in all HBCUs. We did that within about two months.

Plans are underway to replace Bragg Stadium -- Bragg scoreboard, not the stadium. Well, I'd love to do the stadium as well, let me back up. But I know we can't do all of that, you know, really
quick; but we obviously have to make some adjustments. And what you see right there in terms of pictures underneath, you see a replay tag. It's kind of hard to see that, but on the scoreboard, which we're obviously going to change out, it is says Capital City Hyundai, that's actually a replay.

Now that's something that we weren't doing in the past, and so that's digital inventory during the game day that after you score or after a touchdown, you actually have a replay tag. It's standard in college sports, but this is something we weren't doing. We're considered to be new inventory, okay, because we sell it.

The Strike Magazine, obviously it was digital this year on all of the different platforms. And, also, we did a souvenir cup, and I think everybody enjoyed the souvenir cup that we did that had the Rattler charge on it. Now the other picture you see right there are fans coming in for concessions, and so fans said they wanted more several options. We gave them seven more options, and as a result, obviously our revenue went up.

I'll back up too. They also asked for credit cards to be installed because, obviously, when
they're on Perry Street, they spend all their cash; and so we implemented credit cards.

Now you can't really see that as well as you need to, but what you see right there is a four-year budget projection, okay? Now what I'm projecting based on a new revenue model that focuses on 12 businesses within athletics is that we go up -- we increase our budget by 82% over four years. And I know that sounds like a lot, but given the opportunity to have access to everything that we need, that will happen. And we have plans in place for every single piece of business there.

So as I described already, is ticket sales, if you create an outbound sales team that's very aggressive that focuses on corporate packages that you put together, then, you know, that particular line item will grow significantly. And so on the left side -- and I'll share this later -- but on the left side it actually shows how each one of those different revenue models will -- I'm sorry, all those different revenue streams will increase.

So for instance, for football I'm projecting that in 2015 we have 2 million three -- I'm sorry, $2.3 million in revenue; and then 2016, for instance, 2.8; 3.9 in 2017; and 5.2 in 2018. Now
that happens because you create some additional opportunities relative to classics, relative to ownership.

My philosophy on game scheduling is about, you know, us being the lead and not the tail and that we generate resources that we control. And that's -- if we do that along with the other 12 revenue lines, then that budget should grow from 8.7. Eleven -- 10 and a half million dollars is the average in the conference with 8.8. And so we've got to grow in order to be competitive.

All right. So here are some challenges, but what I'm doing here is I want to give you some pillars, and I'll move aggressively here, is that on the left-hand side you see that we've got some fractures in the foundation. And I've had to spend time really digging to see what the found -- you know, the core; we've got some core issues that we've got to deal with.

So we've got, you know, four teams on academic probation, which we've talked about, NCAA probation. We've got issues in terms of revenue, but I've given you a plan to get out of that. Obviously, from a facilities standpoint, we've got some. But on the right side you see an eight-point
plan, okay? So mission statement we've done; fan surveys, we're listening to our fans and we're going to make a commitment to continue to do that. We've got a four-year business strategy that addresses the concerns of all of our constituents. And then, obviously, we've got to change the infrastructure from a stagnant perspective; facilities and recruiting, do a better job there; academic compliance. And then if you do all of those different things, then you'll win, okay?

All right. I won't go through all of this, but this basically shows that obviously, you know, we have obviously want our student athletes to graduate. At the bottom, and I'm almost finished here, those are the pillars, okay? So a lot of times when people look at athletics, they look at the top, okay? Everybody wants to see -- they want to see us win, but in terms of how to get there, you only win by having a great support system in place, okay?

You've got to have those six pillars that have to be intact, they cannot be fractured, okay? And so those are the pillars that matter, so you've got academics; compliance; your training room has to be good so your student athletes are healthy; strength
and conditioning has to be good, you've got --
student athletes have to be strong, okay?

And that picture right there, and I'll be
quick, that is Parker Brooks we brought in from
Alabama. He's talking to prospects last week,
football prospects last week about the new strength
and conditioning program. You've got to get
stronger faster, be healthy in order to win.
You've got to have a standard of support in order
to reach the highest that you're looking for
relative to the results that you want. And so
those five pillars have to be intact, okay?

Facilities, obviously, I won't go through all
of this but; obviously we've got -- there has been
some reduction in budget over time. You know,
we've got, you know, some outsourcing to that we've
done. And the new revenue model will address the
fractures in all of those foundational issues,
okay?

We'll begin to implement the plan, and that
will repair the fractures. And so as -- now I'm
almost done, so this is more visual here. As you
implement your plan relative to athletics, what
happens is you repair those fractures. And when
you repair the fractures, okay, now your field is
straight and now you can move to where you want to be, which is: We need to have an investment, obviously, in facilities at some point because our -- the folks that we compete with are doing that; and we've got to make sure that when our prospects come on campus, whether football, basketball, baseball, that they obviously see that we've got a commitment to, you know, to doing that. And that can be by way of the -- you know, a new all-sports complex that has an academic center in it, a new training room, a new strength and conditioning, those kind of things. But once your pillars are correct and we're going to focus on, you know, the foundation items, the critical items first, and then we'll move to, you know, long-term stability.

Questions?

TRUSTEE ALSTON: Mr. Chair.

CHAIRMAN WARREN: Thank you, Director Overton, that was a great presentation. We look forward to the implementation of your plan and those strategies associated with it.

DIRECTOR OVERTON: Thank you.

CHAIRMAN WARREN: Thank you.

Any questions or comments from the members?
Trustee Alston.

TRUSTEE ALSTON: Thank you, Mr. Chair, and I was actually going to say leave this picture up because I think this is where I want to be, and I think this is probably where we all want to be. The comment that I'll direct to you Mr. Chair and I think I made the comment to the AD earlier, is this information is good. I think that we all -- I know that I've been sitting here for a while and, you know, we continue to grapple with conversation around athletics and, you know, the fiscal impacts and, you know, historical issues.

I think that a positive is around communication, so I would just encourage that there be some mechanism, you know, similar to a couple of different areas, athletics in particular, to ensure that we all have the same level of understanding of where we're headed, you know, things that are coming forward.

I'll also commend you, Mr. Chair, because I think I don't see an item that I think surfaced before, because similar to your comments early on, I too hate being in the posture of having to debate, you know, things that are really not policy or the big-picture items which we're here for. So
I think it was your leadership that I think probably directed the team to go back and continue some conversation in a few areas; so thank you for that.

And thank you, Mr. Director, for the information. But through the President I would just encourage, similar to all of the areas, and I think similar to my comments to you earlier, Madam President, around the metrics, just to ensure that we're all fully engaged, that we all truly understand where things are headed, because if you don't have the information, if you don't have the understanding, then that's what you go on. And I think that was also my sentiments that I mentioned to you about another matter as well.

So thank you, Mr. Director, for the update.

CHAIRMAN WARREN: Thank you, Trustee Alston.

TRUSTEE LAWSON: Yeah, I had a couple of things.

CHAIRMAN WARREN: Trustee Lawson.

TRUSTEE LAWSON: Thank you.

One thing that I think we really do need to focus on from a business standpoint, and we talked about it with Mr. Cassidy yesterday, is given that we had the two findings, we do have to present a
formal debt reduction plan to the BOG just so that we are meeting the requirement and we're ahead of the curve and the finding is really all geared, not necessarily around how the money is managed but the fact that we're running a deficit; so we all just need to be really clear with that.

But I think the thing about the deficit that we also need to be really clear about is almost every athletic program runs a deficit, right. And so the fact that we're running one is an issue but it's an issue that we share with almost every other school in the country. But I think we do need to be mindful of the fact that we do need the deficit reduction plan to present them in an organized fashion that says what we're going to do.

So that's from a business standpoint. The other thing from a business standpoint that I just want to make sure that we all really acknowledge, we had a tough year this year; however, if you saw the revenue projections from the AD, a number of the key metrics are up in a very difficult year. So compliments to him and his staff and the coaches and their staff for doing what they do, because they produced better numbers from the Florida Classic, better numbers in season ticket sales,
better numbers in a lot of areas in a very difficult year.

I know that there are other things that need to be worked on behind the scenes and we're going to leave that to Mr. Overton, the President and others to hash those issues out. But at the end of the day, you know, we've produced some positive results in a difficult environment. I think that needs to go as being mentioned from this Board.

And I think that as we begin to communicate with the Board of Governors, I think it's important for us to think about our language; and that is, every program runs with a deficit. What percent is our deficit of the total budget and what percent are we going to plan to reduce it over time? Because I think we would be kidding ourselves to say we are going to wipe it out.

I think there are only two schools in the country that have completely wiped out their athletic budget deficit. So I just want to be -- not that we want to use that as a crutch, but I just want to be mindful of what the facts are as we go in front of the BOG and that we present the story from the proper perspective because there are
a number of things we are doing right even in a
tough situation; and I just want to make sure we're
very mindful and very purposeful when we have that
conversation with the BOG around our athletic
reduction program.

CHAIRMAN WARREN: Any other members?

Trustee Graham.

TRUSTEE GRAHAM: Thank you.

Great presentation, Mr. A.D.

Two things, I just ask for next football
season that you all -- you and your staff consider
doing something to enhance student fan experience,
kind of similar to the End Zone Club, I know that's
a big hit, but something to kind of focus on the
students and maybe partner with the Division of the
Student Affairs, more specifically, Student
Activities, and the clubs and organizations so that
everybody can come together and we can get all of
our students there.

Also, moving forward, not just with football,
if you could let me and SGA know what we can do to
better serve all of our athletes and the student
body for that matter to support all of our student
athletes, not just football and basketball.

Thank you.
CHAIRMAN WARREN: Thank you.

Are there others?

(NO RESPONSE).

CHAIRMAN WARREN: We've had an ad hoc committee on athletics, Mr. Overton, and we're going to maintain that ad hoc committee, and Trustee Lawson will chair that committee and work with you. I think the combination of the two of you and your attention to detail and your business-like approach to getting stuff done, we can expect great results from that planning and then execution of the plan.

You've outlined a number of things that we have to deal with, and probably one of the most important of those is our response to the Board of Governors with respect to the issue of our finances in the athletic program. And to overcome those issues, it will require a plan like the one you've outlined to us this morning. So we just look forward to continued progress there as you work with Trustee Lawson on those issues.

Thank you.

We'll move on then to some good news regarding our research activities from VP Moore.

VICE PRESIDENT MOORE: All right. Good
morning, Mr. Chairman, Mr. Vice Chairman, Madam President. Thank you for the opportunity to speak to you. I'll be very brief.

We've had a pretty good year this year with our Division of Research. As the President outlined in her opening remarks on the state of the University, we're having a fairly good year because our faculty and our deans are leading the charge in making sure our awards are up. Our proposal volume is up almost 180% year over year, and thank you, appreciate that.

Just, I want to point out here, our numbers are up. Where you see on the far right-hand of the slide there is the update where we stand 50% of the elapsed year to date. We're 59% awards against last year's numbers, and we're 73% -- actually 74% of last year's total submission numbers for proposals already with half the year elapsed.

What that indicates, Mr. Chairman, is that our faculty are working very hard, generating very high volume, high-cost proposals; and given our annual win rate, we should be up probably about 20% year over year from when I took over a year ago.

We've done a number of things here. This is kind of an ash-and-trash component, but it's very,
very important for our environmental safety, health compliance piece. We've acquired a chem tracker program which will allow our faculty to upload all of their chemical inventory from all of the laboratories across the University into a common database. In the event we have a problem, a product recall or emergency, we know what's in each lab. Right now we've been flying kind of blind in that area. That unit will be operational beginning the first of the calendar year.

I'd like to take this opportunity to introduce you to a recent hire, Mr. Reis Alsberry, who is our new director of tech transfer in import/export compliance. And Reis was the mastermind behind our recent app challenge involving Domi Station.

Reis.

VICE PRESIDENT ALSBERRY: Good morning everyone.

TRUSTEE LAWSON: Good morning.

VICE PRESIDENT ALSBERRY: Back during the first weekend in November, the FAMU Division of Research along with our partner Domi Station worked together to bring about the first FAMU app challenge. And from that, we had four teams--well, let me back up.
We had over 50 students to sign up to participate. We had 40 of those students to participate on teams to the point of completion of coming up with an idea for an app, producing a business plan and marketing plan and beginning the code on those projects.

We recognize four teams as having the most potential: Two third place teams, a second place team, and the grand prize first place team that Doctor Mangum mentioned earlier, the merge team. And we look forward to doing everything we can to bring all of those apps to market. I know the CIS department and Domi Station are looking very forward to working with the students, especially on that merge application which we feel has the greatest potential.

And aside from that, we had two students who were recognized by Mind Spring, which is one of the sponsors of Domi Station. Their talent and their dedication during the app challenge was so apparent that they were offered permanent positions with that company, and we are very proud of that.

And I'd just like to say that I'm very happy to be here, and I look forward to working with everyone in the FAMU community to bring about these
types of successes in the future. Thank you very much.

VICE PRESIDENT MOORE: Thank you.

Mr. Chairman and members of the Board, what I'll tell you as what Reis has indicated, we have a high degree of talent within our student and faculty base, we're very fortunate. What we're trying to do now is provide the lens by which that talent is focused in the marketplace to do economic creativity, new jobs, and job opportunities for our students.

I'd also like to highlight, and I have to give segue to Trustee Moore, she stole the show that night. I'm really kind of jealous with her, but that's okay. We had a great Discovery on Parade. This is the first time that three schools locally, with 75 thousand students between the ages of 18 to 25 at these three schools participated in a research and innovation showcase. And as you will recall previously, we had independent events that went on. This is the first time it showcased it all together within the City of Tallahassee. And as I indicated, Trustee Moore, unfortunately, stole the show, and we will not invite her back next year. Thank you.
I'd also like to point out that the Division of Research takes its responsibility here at Florida A & M very, very seriously and that where we can help to edify our students in understanding the history of the American Civil Rights Movement and the history of our country and their important role and propagation of that historic movement. Recently we brought in a good friend of mine, Doctor William Hudson, past president of the American Osteopathic Medical Association, leader of the American Civil Rights Movement of the Albany, Georgia movement and lifelong friends Ralph David Abernathy and Martin Luther King, came here to speak to our students.

And to make sure everybody is clear on this, we had him address the DRS students as well as our students in Perry-Paige. And, again, it was a very heartwarming event. We had the mayor come in. We had a proclamation from the city, just to recognize great people involved. We also had C. K. Steele's family from Tallahassee involved in that, and it was a very moving moment.

CHAIRMAN WARREN: Mr. Moore.

VICE PRESIDENT MOORE: Yes, sir.

CHAIRMAN WARREN: Could I ask you to hold for
a minute. Someone in the room is on their cell phone, and the background from your cell phone is being broadcast, so if you would mute your phone, that would be very helpful.


CHAIRMAN WARREN: Trustee Shannon and Trustee Woody, if you are on the phone, I think the background noise is coming from your phones; so if you would mute your phones, that would be very helpful.

TRUSTEE SHANNON: Okay.

TRUSTEE WOODY: Sure. Mr. Chairman, I can barely hear the conversation.

CHAIRMAN WARREN: Yeah, we're getting some background noise from one of your phones. That would be helpful if you would mute them.

VICE PRESIDENT MOORE: And I'd like to stand corrected, my dear colleague, Mr. Hudson -- Doctor Hudson, corrected me. I was trying to say Doctor Anderson, trying to zip through my slides too quickly. A great man, and we were very fortunate to have him here.
What I want to make sure that we're all clear on, again, I remain committed at the Division of Research to make sure that our faculty are taken care of. We're trying to come up with a supplemental income plan. We're working that through the Academic Affairs process, sir, to make sure that our faculty are rewarded to the extent possible legally that we can do to help amend their salaries to reflect their hard work and dedication. That's something we're going to do.

And the last part is we're still in the process of restructuring our office to make sure we meet our customer and client needs within the University and outside the University. Again, one of the hallmarks of what we're going to be known for is our ability to help our PIs do their job, do their job unintrusively, make sure that they are set up to win and not be aggravated by the process of compliance, which is important for all of us.

And subject to any questions you might have, Mr. Chairman, Vice Chair, Madam President, other members of the Board, that concludes my presentation. And before we get into the question phase, I'd like to say happy holidays. I'd also like to say it's an honor to be here. It's been a
year, Madam President. I know it seems like it's been a lot longer when you deal with me, but I'm thankful to be here. We're having a good time.

And I want to say this: We've got great faculty, great students, and we've got people in this community that are pulling for us. And what I'm trying to do is get out of their way and let them do what they do best which is excel.

Sir, over to you.

CHAIRMAN WARREN: Thank you, VP Moore.

Any questions or comments.

TRUSTEE MOORE: Just a comment, Mr. Chair.

CHAIRMAN WARREN: Trustee Moore.

VICE PRESIDENT MOORE: Do I have to recognize you, ma'am, since you stole the show, honestly? Is that -- are you going to rub it in now?

TRUSTEE MOORE: What I was going to say is actually a compliment for you.

VICE PRESIDENT MOORE: Okay. Yes, ma'am.

TRUSTEE MOORE: It is great to hear throughout this community how engaged you are and the impression that you are leaving with all of the facets of our community, including the President and others. So thank you for the good work that you're doing.
VICE PRESIDENT MOORE: Thank you, ma'am.

TRUSTEE MOORE: And certainly it's cascading down to the leadership that you hire and certainly our students with being offered opportunities. All of this seems so far away and now it's present, so thank you for your leadership.

VICE PRESIDENT MOORE: Thank you, ma'am. I appreciate the kind comments, but it takes a team to make an idiot look good, so please understand that.

TRUSTEE LAWSON: I just had one comment.

VICE PRESIDENT MOORE: Yes, sir.

CHAIRMAN WARREN: Trustee Lawson.

TRUSTEE LAWSON: I also echo what Trustee Moore said. Tim has a way of calling you at about 5:15 on a Friday and just saying: I want to give you some good news. And he's typically talking about money that's being brought into the University. So, Tim, thank you for your contribution.

VICE PRESIDENT MOORE: Yes, sir, yes, sir. My pleasure, you know that.

Again, Mr. Chairman, it's an honor to be here, and this is a storied University with a unique history, with a unique trajectory in the future,
with great kids. And I want you to understand that
the Division of Research is here to make these kids
and this faculty absolutely shine. And if we get
their names out there, then we've succeeded. If
you're talking about me, then I've done something
wrong. So thank you for the opportunity to serve,
and I continue to look forward to a great 2016. I
wish you all a safe and happy holidays.

CHAIRMAN WARREN: VP Moore, before you step
down, someone stated the color of money is?

VICE PRESIDENT MOORE: Green.

CHAIRMAN WARREN: And the other side of it is?

VICE PRESIDENT MOORE: Green. My monopoly
money just says, you know, whatever it is.

CHAIRMAN WARREN: Thank you for your hard
work.

VICE PRESIDENT MOORE: Yes sir. Like I said,
we're excited, so we're having a good year, but the
faculty are the ones doing it; and the kids are the
ones that are going to benefit from it. So thank
you, sir. Thank you, Madam President.

CHAIRMAN WARREN: Thank you.

We're going to take a five-minute, exactly
five-minute break. When we reconvene we will hear
from the Strategic Planning Task Force, and that
will take us up to the end of our meeting, so five minutes, please.

(BRIEF RECESS).

CHAIRMAN WARREN: We will -- I apologize, running my mouth, so much to talk about here. My friend, Doctor Robinson, at the podium impatiently waiting on us to get started. So I will turn this over to our Board liaison to the Strategic Planning Task Force, Trustee Lawson.

TRUSTEE LAWSON: Great. Thank you, Mr. Chair. And welcome to the last and final piece of our meeting today, and we want to give the Board an update on where the team is regarding the work on the Strategic Plan that Doctor Robinson and a larger team are leading, but what I'd like to do is give you just a quick lead-in to kind of where we are from a bigger picture standpoint.

We were asked or tasked with really also engaging a number of stakeholders, including the Board of Governors, in our process. Alan Levine from the Board of Governors has been assigned to work with us in this venture. We have had a couple of conversations with Governor Levine as well as we are inviting him to the University in January to see and be a part of the work, because our approach
and process is we want everyone along the journey so that when we get to the final product it's already well known and that there are no surprises with that.

And what I've asked is the Task Force to come today to give the Board a brief update on where we are, but equally as important, and this is a big part of our process as well, any additional input that any Board member has, we'd welcome that as well. We've done the stakeholder survey with the Board, but at the same time, part of our mission is to gain ongoing support from all of our stakeholders, this being a big one. And the one thing that Governor Levine really challenged me on is making sure that your Board is actively engaged throughout the process.

So with that, I welcome Doctor Robinson to lead off the discussions. Good morning.

DOCTOR ROBINSON: Thank you, Vice Chair Lawson. And congratulations, Chairman Warren, on your selection as chair of the Board.

CHAIRMAN WARREN: Thank you.

DOCTOR ROBINSON: And you look pretty good in your green and orange tie.

To other members of the Board and Doctor
Mangum, it's my pleasure to give you a brief overview of where we are with regards to the Strategic Planning Task Force since our last encounter the day after homecoming down on Tennessee Street.

You will see not just from me in here, from colleagues, that a lot of work has been going on. And just for a moment I would like to, you know, question the President about the fun that we were having in those discussions about the time -- it was fun for her, right? But not necessarily for everyone else.

But anyway, what I've done here is emphasized on this timeline more or less what -- where we are now and what are some of the major activities that are on the horizon, and you will hear a little bit more about this from my subcommittee chairs. So we've had a lot of focus group sessions, and we hope to finalize those between -- in fact, we have a couple scheduled for next week, and we're looking at some possibilities for the early January time frame once we return from the holiday period.

I want to thank Trustee Graham for organizing a student session earlier this month, but we want to go back to the students again, Trustee Graham,
and we're thinking about doing that through some of the forums that are held within the various colleges and schools but then catching some of the faculty in their faculty meetings throughout the colleges and schools as well.

Meanwhile, we're in the process, and you'll hear a preliminary update on this today, reviewing and analyzing the data that we began to receive from the stakeholder meetings and the focus group sessions as well as our on-line survey; and then we're looking at a mechanism to validate that so that's it's not just our opinion. We have a great team at the University in terms of the Office of Assessment, but we want to make sure that we get another set of eyes on those data as well.

And then sometime in the mid to late part of January, early February, we hope to have a retreat of the Task Force so we can now start condensing or crystalizing all of that we're hearing into some more formal strategies, goals and objectives to databases for the Strategic Plan itself. And as we promised the President, we're trying to change the, you know, the date of spring; but we have agreed to complete this process in the spring of this year. So we're trying to figure out is that the first day
of spring or the last day of spring.

PRESIDENT MANGUM: A March date.

DOCTOR ROBINSON: So I need some clarity there, but we're going to get there, Madam President. Our team is working hard to do so.

Just to let you know that this is really a collection of outstanding individuals. I think all of you know that as well.

You're going to hear first from our co-chair, Doctor Cynthia Hughes-Harris, but also the subcommittee chairs. But I want to also note just for the record the other members of the committee who have contributed to this process.

You'll hear today from Doctor Donald Palm, but also we have on the Task Force Doctor David Jackson, Doctor Charles Weatherford. You'll hear from Doctor Maurice Holder. We also have City Manager, Anita Favors Thompson, former City Manager. She has been very, very active in our activities. We have our student representative, Trustee Graham; Ariel Henderson who has been actively engaged. We have the dean of the School of Business and Industry, Doctor Friday Stroud. Doctor Wanda Ford, who couldn't join us today, chairs one of our subcommittees; and president of
the National Alumni Association, Doctor Tommy -- Mr. Tommy Mitchell will give her presentation.

You'll hear from the chair of our engagement subcommittee, stakeholder engagement subcommittee Doctor Maurice Edington. They've done a tremendous amount of work over the last three months.

And then I want to commend our staff who have also provided very useful input and guidance in organizing our numerous meetings and activities, Mr. Funmi Ojetayo and Ms. Beverly Barrington.

And so with that, Mr. Chairman, I'm going to ask Doctor Edington to just give you a sense for some of the things we're hearing and what we have coming up with regards to stakeholder engagement. Thank you, and we'll entertain questions at the end of these presentations.

CHAIRMAN WARREN: Thank you, Doctor Robinson.

DOCTOR ROBINSON: As usual, keep me on track, Doctor Hughes-Harris is going to give a brief presentation prior to Doctor Edington.

DOCTOR HUGHES-HARRIS: Thank you, Doctor Robinson. That is quite a job, keeping him on track.

Mr. Chairman, members of the Board, Madam President, thank you for the opportunity to serve
on this committee. And I just wanted to give a little more detail of the processes we have chosen to use to reach the goal of performing boldly as we move forward.

There are many approaches to strategic planning, we know that. Some groups go into a room, work together, use their experiences, their thoughts, their beliefs, and they come out with a strategic plan and they present it. Other groups hire experts to go in a room, put together their thoughts and ideas and emerge with a strategic plan.

Sometimes those plans are developed and presented but not necessarily used or implemented to guide the direction of the institution. Our approach is slightly different. Our goal is for everyone, everyone within the University community, all of our constituent groups, all of our stakeholders, to have the opportunity to truly contribute to our Strategic Plan. Everyone having the opportunity to know what it's about, everyone having the opportunity to have their thoughts included.

Our stakeholders, our constituent groups, truly will be able to say that they have had the
opportunity to contribute. They may or may not have taken advantage of the opportunity, but our goal is to make sure that there are many approaches, many avenues available to them to contribute. We are using, for the most part, two different approaches: One more quantifiable in nature. The surveys have been mentioned. Everyone has been asked to complete the surveys. Surveys are online. We've a good return. We know we can have a better return on responses to the surveys. But the responses that we will end up with truly will represent quantifiable data. Our office of assessment has already begun the process of looking at some of those processes. But that data will really allow us to ascertain, based on the responses to the questions we have presented, how people think, feel, react, want to give feedback in certain arenas.

We have another arena called -- which is the qualitative data. These are the meetings that everyone is referring to: Focus groups, task groups, select meetings with retirees, alums, Board of Trustees, leadership teams, using those opportunities to find out what people are saying from their words, not the words we're giving them
in the surveys, but how are our constituents feeling, thinking, their responses, their words, their expressions that tell us where we are today.

This includes what is working currently, why is the current plan -- what is it about the current plan that we may want to keep? What is no longer relevant. But we're getting it from the wide community.

In actuality, these two arenas of input, quantitative data, qualitative data will eventually merge. And it's important that we know that that merger is really going to lead to clusters of information as we begin to analyze that data. We're going to get like information, common pieces of information that hang together.

Those clusters are going to eventually lead us to themes, and those themes are critical because it's those themes that are going to provide the framework for the Strategic Plan. It's those themes that really will represent all of the data, all of the words, all of the responses that this entire community has given.

So we're not at the point of talking about themes. You will hear us saying themes, but in actuality, they're observations because it's
premature, we haven't analyzed the data yet to call them officially themes. But we know we're hearing things, we're hearing things repeatedly, and we suspect but we're not going to jump in and say it yet, but we suspect that there are some things that will emerge as themes. But for now, they're premature concepts that we will use; and as we move towards data analysis in the next couple of months, in the next month or so -- change that timeline some, in the next month or so, we have a few more face-to-face meetings. We are encouraging everyone, everyone, Board members, leadership members, students, faculty, everybody who is hearing about strategic planning to, please, go online complete the survey.

That data is truly important. We are using the thousands of words that we have received, and we are going to end up with the opportunity to say that we have -- through the input of the University community, we have the framework, we have the goals, we indeed have the Strategic Plan beginning in the year of 2016.

So that is just an overview of the processes that we are using, and Doctor Edington will go into more detail regarding the -- regarding the
stakeholder groups that we have been involved with to date and we'll proceed from there. So we'll wait for questions unless there are emerging right now.

TRUSTEE LAWSON: We'll do them at the end.

PROVOST HUGHES-HARRIS: At the end, all right. Thank you.

DOCTOR EDINGTON: Good morning, members of the Board, Madam President. I'm going to give you an overview, a little more detailed overview of the stakeholder engagement process.

Our subcommittee has worked extremely hard to make sure that all of the FAMU stakeholders are engaged in this process. As I'll describe in a little bit, we've taken special care to make sure that we scheduled sessions on days and times that are convenient to our stakeholders. We've had evening meetings, we've had a weekend meeting with this Board, teleconference sessions during the day and in the evening; and we also made a trip down to the law school in Orlando.

We began by identifying key stakeholder groups that we wanted to target, those include: The Board, student, faculty, staff, alumni, the community, retirees, employers and campus
administrators. And as you've heard, we've used three main mechanisms to generate or solicit the feedback: Surveys, town hall meetings, and focus groups.

Looking at the surveys, we've conducted surveys with this Board. We've also conducted surveys of employers. We took advantage of the fact that we had an on-campus career fair that took place right when our committees were getting going. So we did some surveys, and we had 88 companies respond, and I'll just share a few tidbits with you: 97 percent of those respondents are satisfied or very satisfied with the quality of FAMU graduates. Business and STEM are areas that they report are in high demand for employment. When you look at the skills that are most critical for college graduates entering the workforce, they identified oral communications, critical thinking, and teamwork as the top three. When you look at areas in which FAMU graduates need improvement, they identified oral communication, written communication, and critical thinking as the top three areas.

We also have an online survey and that's for all stakeholders. We've had 142 responses to date.
Of those 142, 99 have been from alumni; and we've also had faculty, staff and students respond. 91% of those respondents are satisfied with the quality of FAMU graduates. Again, looking at critical skills for students entering the workforce, critical thinking, professionalism, and oral communication. And I want to highlight that professionalism is a constant theme that has come up in many of the focus groups sessions. And so as Doctor Hughes-Harris said, we can kind of see where that's pointing to us as a task force because that's come up over and over again.

We looked at areas that were reported in terms of what's needed for improvement for our graduates, written communication, critical thinking, and oral communication. Of those 142 respondents, we asked the question about threats to FAMU's future. 60% said that it is the external perception of the University that is the most significant threat to FAMU's future.

So I really appreciated the discussion this morning about the branding and the tone of the meeting because it really made me think about this response. I really think we're on the right path here.
When you look at what they reported as FAMU's top strength, it's our academic programs. When you look at the most important factor influencing their decision to give is great pride and appreciation for the University. So that's a little snapshot of some of the preliminary data from the online survey.

Looking at the town halls and focus groups, we've had three general town hall meetings: One was on campus. We did it all day long. We had 220 participants. We also had a conference call in the evening back in November. We worked with the Alumni Association to have this conference call for the general public and alumni. And then we also went down to the law school in November and had another town hall for the general public trying to engage with attendees at the events during The Classic.

With respect to focus groups, we've had focus groups obviously with this Board, we've had one with the President's senior leadership team, the Faculty Senate Steering Committee, one with general faculty, one with retirees. We had a conference call to engage the College of Law. We had a student focus group; we had a staff focus group;
and next week we're going to have a focus group
with the deans and the provost, other leadership
team members; and we're also going to have one with
campus administrators next week. And then we're
going to follow that up with engaging high school
guidance counselors, so attorney -- excuse me, Ms. Anita Favors Thompson is working with Leon
County to coordinate something so we can get some
feedback from that group; and also, we will engage
DRS directly.

The next step is we're going to come back
after the break and probably enlist another round
of engagement to get some of our responses, so
we're going to talk with our assessment office
about some strategies that we can employ when we
get back, so we can get a little more aggressive to
get further feedback, but we've been very pleased
with the process.

And as you heard earlier, we really have made
sure that anyone who wanted an opportunity to
participate, they had -- even letting participants
in our meetings engage in -- some of them actually
made their own committees, a good thing. I won't
say any names. But we appreciated that feedback,
so that's an overview of where we are with respect
to our stakeholder meetings.

DOCTOR PALM: Good morning, Mr. Chair, Board of Trustee members, Madam President.

I am Donald Palm. I am the chair of the Strategic Initiatives 1 in 5 Subcommittee. And our charge was really to go and take a look at those strategic initiatives to really see where we're at at that particular time and see if they are really applicable to where we want to be in the future with regards to the strategic planning.

What we found, and these are some preliminary thoughts, is that those strategic initiatives are very good initiatives but they don't really take us to where we want to be; and so we've identified four destinations and where we want to be with regard to those initiatives. And really extending those initiatives to those destinations.

And the first destination is going to be distinctive and exceptional student experience. And so we wanted to take a look at the life cycle of our students from recruitment to graduation, progression, retention, as well as becoming alumni of this University, how do we get there? And make sure that they have a distinctive and exceptional student experience.
The other destination is a distinguished and renowned faculty, the life cycle of the faculty, how do we recruit faculty, how do we maintain them, how do we provide them professional development, research as well as to become retirees, and how do we go through that particular process and make sure that they are renowned as far as providing professional development for that.

Also, destination would be high-impact research. We want to be the destination where CNN is calling on FAMU to resolve some of these real issues, and so some of the high-impact research, how do we get there with regards to providing high-impact research to our country.

Another one is community engagement and business engagement. This is one of the areas in which we have to really ramp up. Some of the faculty -- since the 2010/2020 Strategic Plan was developed, was that the Board of Governors had really developed another strategic initiative; and we need to realign our strategic initiative with the Board of Governors. And one of their initiatives is community engagement and business engagement, so we really need to bring that into the fold.
The other thing is that before -- the 2010 and 2020 Strategic Plan, as it was being developed, there was a different performance -- excuse me, a different funding model which really focused on head count. So as we know, that performance -- the funding model has now changed to performance funding where now we have to really demonstrate that we are performing as far as graduation rates, retention progression, all of that, in order to really get our funding for the University. So these things need to be taken into consideration with regards to the strategic initiatives.

Now the other thing is that with participating in a lot of the stakeholders and focus groups, there are several themes that are coming out that I think are going to have an impact on these particular destinations, and one is communication. We're finding that a lot of the stakeholders are indicating that there's a lot of area for improvement with communication.

The other is customer service, and customer service can really come back in a lot of different ways. But when you think about customer service, when you talk about the life cycle of the student, from the recruitment of the student, how they're
handled once they get on campus, classrooms, services for the students, that customer service really makes an impact, even for the retention and progression, having the student come back because of their experience. And so that's why we're talking about this distinctive and exceptional student experience, and we mix in there customer service as well as coming back to giving for the University. If they've had a good experience, then they're going to give back to the University.

So those are a few themes that we have come across with regards to focus groups and our stakeholder groups. And as we continue on, those are things that we're going to mix into the actual plan itself. So thank you.

CHAIRMAN WARREN: Doctor Holder, there's one formal action we need to take before you speak. We have agreed as a body that when we set a time frame for our meetings, if we move beyond that time limit, we'll make a public announcement about that. So we're at that point where we had intended to have concluded our meeting by noon, and we will run a bit over, in fact, another 15 minutes, if that long, for the Strategic Planning Task Force to finish its presentation. And so if you would allow
us -- I don't know if we need a motion, but we'll take one anyway, a motion to extend the meeting for another 15 minutes.

TRUSTEE ALSTON: Mr. Chair, I was going to ask maybe Trustee Washington maybe to do the inaugural -- oh, I'm sorry.

CHAIRMAN WARREN: So it's been moved?

TRUSTEE WASHINGTON: So moved.

TRUSTEE WOODY: Second.

CHAIRMAN WARREN: And seconded by Trustee Woody.

All in favor of moving the meeting another 15 minutes signify by saying aye.

(AFFIRMATIVE INDICATIONS).

CHAIRMAN WARREN: Those opposed.

(NO RESPONSE).

CHAIRMAN WARREN: Thank you.

Doctor Holder.

TRUSTEE HOLDER: Mr. Chairman, members of the Board, Madam President. I don't know what 15 minutes means in terms of my delivery, my presentation. On this task force, they have labeled me as the one who talks the most, so I hope I can finish in that time.

CHAIRMAN WARREN: I have confidence in you,
Doctor Holder.

TRUSTEE HOLDER: Thank you.

The subcommittee which I chair is Subcommittee Number 2. This subcommittee was charged to review, analyze and recommend additions and changes to Strategic Initiatives Number 3 of the current Strategic Plan, 2020 Vision with Courage.

Strategic Initiative 1 -- Strategic Initiative 2, speaks about enabling excellence in the University processes and procedures while Strategic Initiative 3 talks about developing and enhance the routine in the appropriate physical, human, technological, research and fiscal resources to achieve the University's mission.

Each of these two initiatives is tied to what we call in their situational context a kind of background to guide and support them. So the operational plan of our subcommittee was to carry out this charge by a thorough investigation of the situational context and then look at the initiative itself, the goals and strategies. And the way we went about that is having weekly meetings, stakeholder meetings, regular reports back to the main committee and discussions with heads of key institutional components of the University, and
then to advance -- to promote in the subcommittee, as you can hear from what Doctor Palm just presented, that there is a lot of overlap.

And so we thought that in our committee we will promote that there will be a solidarity in the planning by us implementing two and three and one and equal with five.

The actions that are brought forth by our review process so far has shown that one clear evidence; and that is, that since 2009, there are campus local, state and national and global factors that affect where the University is. Out of those activities, we have several suggested items that will promote these bold and necessary steps to revise and invigorate institutional strategic initiatives.

I didn't bother to bring all of them with me, but there are some 19 of them so far that we've tabulated with several subheadings. So it's a long list that has already been done; however, I thought that I would summarize those to let you get a feel for where we are in the process of establishing where we go with Strategic Initiative 2 and 3.

I have formulated that there are certain key FAMU-related initiatives that will help strengthen
the University. The first of them is improving all aspects of customer service, meaning those things that are necessary for training to accommodate students as well as faculty and staff in this process.

We have to do something that implies understanding of their role in the entire operation of the University would be better at here. Employee performance must be a part of this Strategic Initiative. Management systems must be developed, and then we have to pay attention to customer expectations.

Secondly, reorganization and a realigning of the organization itself might come out of some of the suggestions we are hearing in our discussions. Accountability and compliance and maintaining rigid ties to the proven Strategic Initiative -- the Strategic Plan, especially as it relates to five areas: Research and facilities and infrastructure necessary to meet those goals; student accommodation, appropriate to the directional plan as it's put forward in the Strategic Plan of the University and according to the Master Plan of the University. We've had members of the Master Plan committee come and talk to us to see how we can do
that kind of development.

The finer quality of faculty, how they're hired, how they're -- how they're hired, how they're retained, and what is the expectation under a new mandate for a research intuition such as we propose; and then finally, supporting staff, continue that process.

One of the principal things that we have been looking at in our last meeting is how we can put the key area in its correct perspective such that it does not impose on the delivery service in a different than needed -- and that goes across all areas. If you are going to stress caring, then caring might be something that you want to develop such that it doesn't impose an actual promise.

At this point we are --

DOCTOR ROBINSON: Doctor Holder, thank you very much.

DOCTOR HOLDER: We are convinced we are on the right track and you will hear more from us.

TRUSTEE LAWSON: Thank you, Doctor Holder.

MR. MITCHELL: Mr. Chair, Board members and Madam President, I'll try not to be as fast as Doctor Holder, so I'll just read mine.

Strategic Initiative 4 relates to University
relations and development. Our members also include Doctor Robinson and Chair Wanda -- Doctor Wanda Ford.

Doctor Robinson has mentioned several environmental factors that has impacted the University since the development of FAMU 2010/2020 Strategic Plan. Some of those factors include performance-based funding, the financial impact of the changes in the parent, plus loan criteria in the college score card. I would venture to say that all of these factors have a direct link to a particular initiative.

Because an increase in term funding allows for additional resources needed to meet and exceed the University's overall performance which will result in a positive impact on all of the aforementioned factors. During the various stakeholders and focus group meetings that have taken place to date, one of the most consistent concerns related to fundraising is transparency in the giving process.

Various stakeholders express the need to know the following as it relates to giving transparency: What are we asking for? What are the needs? How will the monies be used? How much have we received? How do we celebrate and acknowledge
donors? What is the impact of gift or donations? Why aren't we telling the FAMU history and story to build relationships and encourage giving?

Other preliminary feedback includes the impact of customer service in the fundraising process. In addition, several stakeholders noted that their reason for giving was closely tied to pride and appreciation and the mission of the University. As a result of the preliminary stakeholders' feedback, we're proposing the following: Incorporate a strategy or initiative related to customer service which would include training and accountability measures; add another aspect to the existing initiative to include friend raising in addition to fundraising.

Friend raising in this building (sic) entails building relationships to encourage individuals to contribute to FAMU. Relationship building and/or, in some cases, relationship repairing, is a very important component of the fundraising process. To effectively implement friend raising, the strengthening of our communication strategy to more broadly and consistently convey the true excellence of FAMU is suggested.

We need to make sure that the positive stories
are communicated more broadly and consistently. We need ambassadors and/or champions to tell the FAMU story to encourage others to want to give to the University. These individuals could also assist in the monitoring and follow-up process. Establish sub-strategies for each potential donor group, such as the alumni, corporate, private, and business partnerships. This will allow the opportunity to provide strategic -- specific strategic efforts for each category.

We also suggest that there is involvement of faculty and staff in the fundraising process, in addition to those individuals in the Division of Advancement, perhaps including the training and involvement of deans and directors. This will assist in creating an institutional cultural giving. This process should also result in a partnership between academic units and development as it relates to fundraising.

Another recommendation is to add a strategy for an initiative in an annual giving fund. An annual giving fund will determine the priorities annually and also promote a culture of giving before initiating a capital campaign. We've also discussed the elevating community engagement to a
strategic initiative to ensure alignment with the BOG plan. This will also allow a mechanism for infusing FAMU into the community to ensure that we have the right people at the right table, at the right time when decisions are made.

Also, there's a strategy needed to focus on governmental relations in addition to community engagement. Again, the securing of external funding can have a significant impact in moving the University forward. There is also a goal within this initiative related to athletics; however, the current strategies only include a Rattler booster and corporate sponsorship. So another recommendation is to not only increase our friend raising and fundraising but also increase the fan raising. We want to make sure that we are maximizing every opportunity to increase the revenues generated for the athletic programs.

These are just some our observations, suggestions and preliminary recommendations.

TRUSTEE LAWSON: Thank you, Mr. Mitchell.

DOCTOR ROBINSON: Thank you, Vice Chairman Lawson, members of the Board, that was our five-minute overview of the Strategic Planning Task Force activities and we will entertain any
questions that you have of the remaining time.

TRUSTEE LAWSON: And I know we are drawing near on the 15-minute interval, but we did want to get any feedback, and it doesn't have to be today. It could be via a survey; it could be via placing a phone call to Doctor Robinson; it could be via sitting in one of our meetings; it could be via sitting in on one of the town hall workshops, et cetera. But, again, a part of the process, and I hope you all will appreciate, is full engagement with all of our constituents with the Board being one of the major constituency groups.

And I know there has been discussions with President's leadership team, the due date has been revised, which I believe we're all online to achieve. But this is the process that we're employing and I know that there have been a number of questions around how closely are we aligned to the Board of Governors' Strategic Plan. We're doing what we think is the right thing by engaging Governor Levine to try to stay in step with that group, as well as deal with our own unique environmental factors as well.

So with that, if there aren't any comments, I will -- Doctor Robinson, thank you, thank the
entire Task Force for the presentation this afternoon. I will ask the Chair if there are any additional remarks.

CHAIRMAN WARREN: Just one. Doctor Robinson, I also want to applaud you and the Task Force for the work that you're doing and thank you for it, quite frankly.

DOCTOR ROBINSON: You're welcome.

CHAIRMAN WARREN: I did have one question though, Doctor Robinson.

DOCTOR ROBINSON: Okay.

CHAIRMAN WARREN: As you talked about the surveys and the gathering of this data that will lead you to recommendations or contribute to your recommendations, I've always viewed FAMU as being a national or international institution; and so I wondered if the information that you're soliciting goes beyond the borders of Tallahassee, or even the State of Florida for that matter, and into those corporate sanctums where our students live, they work there, and we have organizations nationally that support us financially through various things. Have we surveyed them as well?

DOCTOR ROBINSON: Yes, we've done a lot about that. And, actually, that first group, when we had
the opportunity to get to those companies that were here, including during the career fair, not only did we send the survey to them, but we also did it with our industry cluster. We had hoped in that joint session, that joint meeting that was planned in order to get not only those persons who were part of the Board of Trustees and National Alumni Association leadership, we were looking forward to members of our Foundation board of directors who are out there in the world.

So the other thing that has happened is that Mr. Miller and his staff have put our survey, the link to the survey -- really the home page of the Task Force on FAMU's home page. So we're right there front and center, so anyone who ventures upon FAMU's web page can get it that way.

But we're not just relying upon that, the National Alumni meeting that we had was actually broadcast, you know, throughout the nation. That's why we had it at the time of day, so that the persons on the west coast would have an opportunity to participate at the end of the work day, just like people on the east coast. So we through our cluster, through the National Alumni and our website, we're making it known that we're in the
process of generating, garnering input into this process.

Now there are some special people some of us want to target that's outside of the normal realm; and that is, we have a lot of stakeholders in Washington, for example, in funding agencies. You have to be careful, there are certain people that you may want to get that to, who you want to hear from because they have done a lot to assist the University in its, you know, research efforts over the years. So we've actually reached out to some key people and some fellow agencies to get their feedback as well.

CHAIRMAN WARREN: Thank you, Doctor Robinson.

TRUSTEE LAWSON: That concludes --

CHAIRMAN WARREN: The presentation?

TRUSTEE LAWSON: -- the presentation, yes.

DOCTOR ROBINSON: Thank you. Thank you very much.

CHAIRMAN WARREN: Well, we are just a few minutes over our 15-minute extension. But after today's meeting, we will have a -- for some it's called holiday and others it's called Christmas, but we'll have a luncheon; and it will be located at the School of Architectural's atrium. And all
are invited; I trust you will come and spend a few moments with us socializing and enjoying today's lunch. I'm looking forward to it because I'm hungry.

But I want to say as we conclude the day, that it has been one exciting day for me. The experience is good and I hope it has been good for you as well, the value that you add to what we do here, and hopefully what we do adds to the value of what you do as you implement these policies and regulations that we've talked about today in running this great University.

So, Doctor Robinson, I want to -- I mean -- Doctor Robinson -- Doctor Mangum, I want to thank you and your leadership team for all of the work you guys are doing here, and we just look forward to the coming year. Well, the coming year will be interesting for us as trustees.

It's no news to you as it is certainly not to us, that for many of us our terms have expirations to them, and we'll be curious to see how all of that turns out in January. Our ranks are also thinning, so we're looking forward to some appointments, new appointments to the Board by the Board of Governors and by the Governor's office so
that we can spread the work out amongst us, because in total, when we're at full staff, there are 13 of us. And with the work that we have to do, particularly as it's been described and our vision through the strategic planning process there is a lot to do. And if we're going to be engaged with you, the more hands we have to disperse ourselves and be involved, I think we'll end up in a place we want.

The strategic planning process can be made complicated, but I think -- this is Cleve talking again -- if we keep in mind the Stephen Covey approach to begin with the end in mind and, everything that we do prior to that leads us to that end. If we have a great vision about what we want to be when we get to be big boys and big girls, then we'll start thinking about action steps that we need to implement to do that and just that.

And from what I can tell, what we're leaning towards is being, as I said earlier, greater institution. We're already great, and the world knows that. That's why they get out of the way when we come, but we want to make more room.

For those of us in the world of science, Doctor Robinson in physics, there's a thing that
says that matter is anything that has weight and occupies space. And we matter. So when we show up, we own the space.

I look forward to the work that we're doing through the strategic planning process as we take Florida A & M to a greater space. Thank you very much. We'll see you at lunch.

(WHEREUPON, THE MEETING WAS ADJOURNED).

* * * * *
CERTIFICATE

STATE OF FLORIDA   )
COUNTY OF LEON    )

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

DATED this 6th day of January, 2015.

_________________________
NANCY S. METZKE, RPR, FPR
Court Reporter