STATE OF FLORIDA

FLORIDA A&M UNIVERSITY

VOLUME I

IN RE: BOARD OF TRUSTEES MEETING

DATE: MARCH 10, 2016

TIME: COMMENCING AT: 9:00 a.m.
      CONCLUDING AT: 4:07 p.m.

LOCATION: FLORIDA A&M UNIVERSITY
          GRAND BALLROOM
          TALLAHASSEE, FLORIDA

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BELINDA SHANNON (TELEPHONICALLY)
CHAIRMAN WARREN: Good morning, again. I think every time I put on this green and orange tie, I just go crazy.

In case you woke up a little disoriented, particularly if you're a new board member and arrived here on the campus. The word for "disoriented" might be demented, but you have landed on a campus of Florida A&M University, the HBCU much to be proud of here. I'm certainly proud to be a part of this board and to be serving at this time as chair of the board.

I want to welcome all of you to our March meeting. We have a fairly long agenda today, and we're going to try and be efficient in the conduct of the Board's business today, and the Board's business is the University's business, so we'll proceed. There's much detail; there's much to talk about. There will be a break sometime in the middle of the morning for lunch, and we'll reconvene, and try to be done in the early afternoon somewhere so folks can make their way back to home or catch flights and that sort of thing.

But again, this is Florida A&M University Board of Directors March meeting: Home of the Rattlers, if you will. So with that, we'll start the meeting out this morning with a confirmation of a quorum.
DR. STARLING: Trustee Carter?
TRUSTEE CARTER: Here.
DR. STARLING: Trustee Dortch? Trustee Dortch?
Trustee Grable?
TRUSTEE GRABLE: Here.
DR. STARLING: Trustee Graham?
Trustee Lawrence?
Trustee Lawson?
TRUSTEE LAWSON: Here.
DR. STARLING: Trustee McCoy?
TRUSTEE McCOY: Here.
DR. STARLING: Trustee Moore?
Trustee Reed?
TRUSTEE REED: Here.
DR. STARLING: Trustee Shannon?
TRUSTEE SHANNON: Here.
DR. STARLING: Trustee Warren?
CHAIRMAN WARREN: Here.
DR. STARLING: Trustee Washington?
TRUSTEE WASHINGTON: Here.
DR. STARLING: Trustee Woody?
TRUSTEE WOODY: Here.
DR. STARLING: Mr. Chairman, we have a quorum.
CHAIRMAN WARREN: Thank you. I see Trustee Dortch walking in the door.
DR. STARLING: Trustee Dortch, we're calling the roll. Thank you.

CHAIRMAN WARREN: Thank you very much. The President's report, President Mangum.

PRESIDENT MANGUM: Good morning, everyone.

CHAIRMAN WARREN: Good morning, President.

PRESIDENT MANGUM: It's always good and exciting to wake up to and listen to the Marching 100. It's an exciting and very energizing performance whenever you see it, so I always want to thank our music department and our college, our seesaw, if you will, for providing us such a great activity and source of pride.

This morning, though, I would like to take the opportunity to provide you with several key University updates and also respond to the request made last meeting for a six-month report on activity at the University. We will have this material available to you later today in form, in written form, if you would like to take a copy of it with you, because it is lengthy because we've been doing a lot over the past six months and since when we started this fiscal year.

I do have a bit of exciting news to share, regarding our forward movement in our achievements towards our goals and objectives, so I'm going to just
delve right in, over the interest of time.

Over the last year or so, you've heard me say we are pushing "FAMU Forward," and frequently on campus you will hear this phrase and see it: FAMU Forward is an expression of our commitment to rise to every occasion, no matter what the challenge that we face. It's also an expression of our holistic dedication to the success of our students, faculty, staff, and meeting the expectations that are set before us by Board of Trustees, as well as by the Board of Governors.

So today, I'm proud to say that FAMU is not only moving forward, but FAMU is rising. Our faculty, staff, students and alumni are consistently emerging as global leaders in a number of areas, and our work is being recognized by national research and ranking organizations. Surely, we are headed towards a bright, shining and sustainable future here on The Hill.

Some points of pride that I would like to call to your attention. In February, it was officially announced that FAMU was elevated to an R2 research university, or an institution with high research activity, which is the second highest Carnegie classification ranking for institutions of higher
education.

This special classification has elevated FAMU to the same research level as institutions such as Auburn University and Old Dominion University, with half of the faculty. This achievement is complimented by our listing by the Blue Ridge Institute of Medical Research as the Number 12 pharmacy program in the nation for generating the most research funding.

Under the leadership of Dean Michael Thompson, the American Association of Colleges of Pharmacy; also this pharmacy program as the largest recipient of National Institute of Health research grants for all programs in the state of Florida, as well as the University of Georgia, Auburn and Stanford.

US News and World Report has listed FAMU as among the Top 25 schools in the nation for enrolling the highest percentage of students accepted, making us Number 1 in the State of Florida and topping the national average by nearly 20 percent.

In partnership with the US News, Internet giant Yahoo News, FAMU is recognized as a Top 10 HBCU for being among the top nation's producers of doctors, scientists, and engineers, and offering opportunities to our diverse student body.

The Florida A&M Developmental Research School,
under the leadership of Patricia Hodge, recently
celebrated achieving a graduation rate of 97 percent,
making it one of the top districts in the state in
this particular matrix. The University recently
kicked off the launch of its project GRAD Initiative.
GRAD stands for graduating, retaining and developing
tomorrow's as leaders. The goal of this campaign
initiates -- or this initiative is to raise $5 million
annually, to support student enrollment, retention and
graduation.

The initiative is a great complement to the
current efforts of the National Alumni Association led
by our President Lieutenant Gregory Clark, who is
seated at the table with you this morning, to raise a
half-million dollars by the National Alumni
Association convention in May. The fundraiser will
also support student retention scholarships, and I
invite you to look at the monitor. Or communications
department has done a wonderful job with supporting
our activity.

During our FAMU Day at the Capitol last month, I
was proud to witness $10,000 of scholarships that were
raised by the Alumni Association that reached our
students that were finishing up their degrees. And
thanks to our new Veteran Affairs program, under the
leadership of Major Raymond Spalding, the University will be spotlighted in the February issue of GI Jobs Magazine as a school of superlatives, a military-friendly school, and to our dedication to offering Veterans a high-affordable education.

The University was also recently highlighted in Diverse Magazine, issues in higher education for its efforts under the leadership of Dean Maurice Eddington in the College of Science and Technology; to implement unique retention efforts, through restructuring and enhancing courses and teaching methodologies in the core areas of mathematics, computer science, chemistry, physics and biology.

Under AD Milton Overton's leadership, we are continuing to build champions in the classroom, on the field, and in life. This month, the FAMU cheerleading team, under the leadership of Brandy Tatum, also took home top honors, bringing home the goal and placing first in individual, Allstar, co-ed and all-around categories in NBAC competition. And thanks to the leadership of Coach Darlene Moore, the Lady Rattlers finished as runners-up in the 2016 MEAC indoor track and field championship in February.

We also learned last month that the NCAA lifted its APR-related sanctions on the mens basketball team
making them eligible to compete in 2016/17 post zone. The NCAA also recently announced that our football program will have full spring practice again for the 2017 season. These changes are a result of the NCAA taking note of our commitment to academic success and compliance.

I would also like to take this time to extend congratulations to our Baby Rattlers at FAMU DRS; led by Coach Erica Cromartie, once again, these dynamic young ladies took home the basketball state championship. You can give them a round of applause.

Thank you.

Our faculty and staff continue to set the bar in research, service and teaching. FAMU Pharmacy Professor Seth Ablordeppey was recently notified by the National Institute of General Medicine Sciences that he was awarded a total of $1.4 million, to conduct research that would lead to the discovery of novel third-generation antipsychotics. Is he here? Okay.

Last month, the College of Education Professor, Informed Interim Dean, Patricia Green-Powell, received the Sadie M. Yancey Professional Service Award; The highest honor given to members of the National Association of Student Affairs Professionals.
Dr. Green-Powell also has been named as the Interim Vice-President of FAMU at Brooksville.

The Institute of Public Health Director Cynthia Harris was recently honored with a Mike and Joyce Shin African-American Leaders and Innovators Award. This award recognizes leaders who emerged from the University of Kansas and have had a profound impact on society.

The School of the Environment Dean Victor Ibeanusi was recently featured as an expert on Voice of America, the official external broadcast institution of the United States federal government. On the broadcast, he discussed his patented research that involves the use of micro-biosystems of wastewater clean-up, and discussed the global energy, water, food nexus, new science enterprise launched here on campus last year.

FAMU Professor and Sustainability Institute Faculty Director Mbuya Odemari has been invited to serve as the keynote speaker at the International Conference of Food, Water and Energy Nexus in the arena of climate change. This prestigious event will be held in India in October, 2016. Dr. Mbuya recently represented FAMU before the United Nations and US officials at the Climate Change Convention Conference.
held in Paris earlier this year or late last year.

And last, but not least, and certainly not at all -- FAMU small business development consultant Chelsea Lewis was recently highlighted on CBS affiliate WCTV for spearheading a community effort that has sent thousands of bottles of water to the City of Flint, Michigan.

These accomplishments are just a few samples of the remarkable things that are happening at Florida A&M University every day. Truly FAMU is on the rise and we're working in unison to live out the mission that we've set for ourselves, to the fullest extent possible, through advancing knowledge, resolving complex issues that impact our society, and empowering citizens and communities.

Now, I would like to move in to the midyear report on our goals and objectives.

As we marched forward in fulfilling our vision to become a "Best-in-Class Land Grant Doctoral Research University," with a global presence, and I'm hoping that you will all remember that phrase because that's what we say when we introduce Florida A&M University, and that is the Best-in-Class Land Grant Doctoral Research University with a global presence.

We are also making strides in the annual goals
and objectives that we set forth for our administrative team, and I am pleased to announce over the last six months, we've had several initiatives that have reached the 100 percent completion mark and make other initiatives nearing that completion mark.

In our role to develop and roll out a strategic annual and major gift fundraising campaign, we've reached the 100 percent completion mark. We have seen thus far a 25 percent performance increase in fundraising over the last year and implemented a new end-of-year fundraising campaign and a holiday appeal.

We have also begun scheduling face-to-face visits with high impact donors and kicked off regional fundraising events and outreach programs. Under the leadership of Vice-President George Cotton, we've reorganized fundraising matrix levels for all advancement staff and are conducting an expanded review of all estate gifts and planned giving.

We are also finalizing the Top 500 prospects lists as part of a silent phase towards our official campaign launch. Our average gifts have increased to $1500, and that's up from $767 last year.

In our objective to document the existing financial conditions and provide a structure for reporting all funds and expenditures to stakeholders,
we have reached the 100 percent completion marks and recent efforts include presenting a University's Foundation, structure, and processes to senior staff in preparing and submitting a fund chart, outlining expenditures, accounts, and Foundation fund balances.

Our strategic efforts to expand the use of campus spaces by outside groups to expose the community to our students and to raise funds to supplement operating costs and facility maintenance, we've also reached the 100 percent mark. This achievement is highlighted by a record 115 external facility rentals thus far this year. The documented three-year average was eight major efforts and for the last year of event rentals.

In our endeavor to provide professional development opportunities for employees to facilitate the use and best practices and creativity in program delivery and design, we've also reached the 100 percent mark of our annual goal. This success is due in part to the implementation to several new programs, including a new supervisory boot camp which had its first meeting in January.

This cohort training is designed to help new and existing front line managers manage staff more effectively. With approximately 15 training courses,
both online and on-site, pre-test and post-tests will be used to gauge knowledge transfer and improve course content.

Additionally, earlier this year, FAMU was announced as a founding pilot partner in the American Council on Education and Association of College and University Educators New Course on Effective Teaching Practices.

In our efforts to improve the accuracy of job descriptions and assignments of responsibility for faculty and staff and continue internal organization for efficiency and effectiveness, we have also reached the 100 percent mark of our annual goal. Several departments have reorganized and enhanced their units and at least 221 A & P and other job specifications have been updated with three new classifications being implemented as a result of the internal review.

This year, we have also focused on automating manual processes, where possible, and aligning them with performance goals. We've reached 100 percent of our goal in this area. There are currently two systems on campus, arms and Gideon Taylor, being approved and implemented and nine that others have already been implemented.

Our initiative to enhance Risk Management by
completing annual risk assessments, therefore helping us to allocate resources to higher risk areas, has also reached the 100 percent completion mark.

The development of the Risk Management plan was completed successfully.

Our goal to increase efforts and establish STEAM housing and collaborative study spaces that complement our academic programs and priorities and group work has also reached the 100 percent mark. At the start of our efforts we targeted 60 students; however, we exceeded our goal, reaching 201 students in total in the areas that allied health sciences, business, journalism, science, technology, engineering and math, as well as honors.

This academic year, we have placed a strong focus on identifying campus thought leaders to contribute to the national and regional dialogue about the value of the access and affordability for first generation and adult students. Through numerous speaking engagements, editorials, public submissions, presentations and participation in national and international conferences, and other similar events, we have reached 100 percent of our annual goal.

Engaging in shared governance with the faculty to enhance the University's performance, under the Board
of Governor's performance funding model, is another
one of our annual goals where we have reached 100
percent completion.

The Provost's office has worked with faculty
groups throughout the year to engage in meetings and
dialogue with Faculty Senate members, Executive
Committee members. As the office continues to make
its rounds, it has met with faculty in nursing,
agriculture, food sciences, and technology, the Deans'
Council and many other faculty groups.

I and other administrative team members have also
participated in multiple individual group meetings
with faculty, including the Faculty Senate meetings.
As a result of our town hall meeting on performance
funding and other related meetings, Deans and
department heads have branched out to hold their own
sections and trainings on how we can improve our
performance matrix.

As many of you know, we have also reached the 100
percent completion mark in the USDA land transfer
acquisition for Brooksville, which includes
development of a long-term strategy to generate income
and increase our reach, and you'll hear more about
that in a few minutes as I talk about my report.

We've also reached the 100 percent completion
mark in our efforts to support fundraising through increased use of analytics and behavior-based techniques. For instance, we have implemented the use of Ad-Roll (phonetic) a behavior-based marketing for recruiting, resulting in more than one million impressions.

We also are using a website and social media analytics to better target students and alumni. In our objective to provide materials in print online in Spanish, thus increasing our reach to worldwide Spanish-speaking audience, we have also reached 100 percent of our goal.

We've completed the translation of key online information from English to Spanish, French, and Portuguese, and translated our marketing video from English to Mandarin and Spanish. New translations software powered by Google has been implemented on the famu.edu website and marketing materials continue to be updated.

Now, in the following strategic areas -- and you think we might have done everything, but we haven't -- we have in several areas reached the six percent or more goal, and I'll highlight those for you.

We've reached the 95 percent completion mark in our efforts to develop a comprehensive strategy, to
identify processes, to promote tech transfer, with the goal of moving patents and innovations to the main stream, for the purpose of increasing revenues and finding solutions to social, medical and technological problems.

As mentioned at previous meeting, the Division of Research has hired a permanent technology transfer director. Further, we're emphasizing intellectual property disclosures to capture, catalog and protect our innovations. We're working with Domi Station (phonetic) to accelerate the commercialization and licensing of our intellectual property.

In our efforts to continue to increase transfer and articulation agreements with high schools and community colleges, we have reached the 90 percent mark, including six MOUs or initiated agreements with Santa Fe College, Tallahassee Community College, Pasco, Hernando County State College, Gibbs High School in Tampa, Lake Erie College of Osteopathic Medicine and Florida Gateway College.

We've reached the 75 percent mark in the development and implementation of strategies to increase a number of degrees awarded in the BOG areas of strategic emphasis, including science, technology, engineering and math for undergraduate and graduate
degrees. Achievements of this area include developing
new collegiate admissions programs and partnerships,
holding ongoing dialogue with TCC with a special STEM
pipeline, rolling initiatives to enhance student
success and persistence, selecting a new Dean of the
Graduate College, and developing and implementing new
recruitment strategies.

In our efforts to continue the process of
rebranding towards the "Best-in-Class" university by
establishing matrix that send more efficient
operational results, we have reached the 85 percent
mark of our goal.

The Office of Communications has implemented
several programs to track the reach of our brand and
our efforts to communicate our vision, achievement,
successes and offerings and the like. Our news and
marketing website alone has reached over 215,000,
which is more than a 200 percent increase from the
previous year. We're succeeding and telling our story
beyond our local presence using today's information
technology. In February alone, we documented at least
four million impressions on social media.

In our efforts to eliminate the excessive use of
outside consultants in trades where we already have
the campus expertise, we have reached the 75 percent
completion mark. On average, an average of 87 providers were engaged over the past three years, and at this six-month mark, we've only engaged 35 providers as consultants.

Individual units are insuring that full-time and part-time staff are being appropriately utilized, based upon their expertise and talents, in areas where outsourcing is just unnecessary, so we're doing well in that area.

We've also reached the 75 percent completion mark in our goal to establish the comprehensive research strategy linked to areas of critical importance to the University. The Division of Research has related the following research related thrusts: 1. Sustainable agriculture; 2. Computer computational sciences; 3. Biomedical sciences; 4. Small business development; and 5. Developing a beta-sustainability institute-affiliated faculty program policy that will pile incentives for interdisciplinary research and sponsored programs.

We also continue to offer STEM-related student act challenges and mentoring events, as well as technology commercialization acceleration programs for our faculty. In our efforts to increase the number of research, education and extension activities between
the University and small local farmers, 
African-American farmers, and other agricultural 
entrepreneurs, we have reached 75 percent of that 
goal.

We are currently engaging Florida Black Farmers 
Association to partner with us in pursuit of our 
relationship of USDA, NIFA, and with the Beginning 
Farmer and Ranchers Program. We continue to provide 
group learning activities for state population 
throughout our extension efforts, and we also engage 
populations in the Brooksville area.

We are making great improvements in our goal to 
expand and enhance our relationship with Brazil 
through the expansion of the nonsegmental program. We 
have reached the 70 percent mark, in our efforts 
through working with the General Counsel's Office, to 
execute that MOU for the student exchange.

The University is also engaged to provide of 
services that support students and faculty that are 
traveling abroad. Our initiative to create and 
implement effective means connecting FAMU to potential 
collaborators funding opportunities, has reached the 
65 percent completion mark.

Our efforts include recent individual and joint 
visits to Washington D.C. and other SUS schools to
discuss federal funding opportunities, initiating new collaborative partnerships with organizations and other institutions of higher learning and inviting potential public and private partners and donors to the campus.

Also, the Division of Research, under the leadership of Dr. Timothy Moore, continues its efforts to improve the identification of new research funding opportunities. This process includes an improved faculty list-serve, client calls and monitoring of federal procurement websites.

Our goal to develop, and again, implement a multi-year enhanced research capability in funding across all platforms has reached the 65 percent completion mark.

In efforts to enhance campus pride and beauty, we have also reached 60 percent of our goal, hosting several University-wide pride social media events, town hall events, appreciation programs and community events and various new alumni projects to re-ignite the Rattler spirit across the FAMU community.

In addition, we are upgraded our campus maintenance service levels and began updating the iconic campus features such as Lee Hall and the fountains facing in the quad. And our Facilities
Department continues to make improvements towards the Department of Environmental Protection requirements and crucial facility upgrades and repairs to our classrooms, the office spaces, the living spaces, and the general operational areas throughout the campus.

We've also requested funding from the Legislature to support these efforts and we are working with the US Department of Education to assist us in upgrading our facilities.

Our annual goal to align the Direct Support Organization more strategically, to support University operations, is making progress. We have reached the 60 percent completion mark, and our efforts thus far include establishing a Board of Directors' process that assures membership engagement in support of the university.

In expansion of our fundraising roles, setting reporting and meeting structures with the Foundation Board Chair and setting joint fundraising plans for athletics and the Foundation is part of our long-term strategy. The vision for the Athletics Department and how we define and how we can assist Athletics is more of a collaborative structure for our fundraising through the FAMU Foundation.

Now I would just like to give you a brief update
on the strategic planning process and conclude my
remarks. As we move forward in completing our annual
goals and objectives, I want to switch the gears, as I
stated, and as promised we have completed the initial
strategic planning process, thanks to the hard work of
our Strategic Planning Task Force that was led by
Dr. Larry Robinson and Co-Chaired by Dr. Cynthia
Hughes-Harris.

What you see on this screen is just a statement
of the charge to the Strategic Planning Task Force.
Before I update you on the results, I would like to
thank each team member for their effort and commitment
to the process and express my gratitude to all of the
focus groups and stakeholder groups that to go the
time out of their schedules to be involved in the
process.

In addition to Drs. Robinson and Hughes-Harris,
Task Force participants included Trustee Kelvin
Lawson; College of Science and Technology Dean Maurice
Eddington; former City Manager, Anita Favors-Thompson;
Title 3 Director Wanda Ford; SBI Dean Shawnta Friday-
Stroud; Mr. Mario Henderson, a student; Professor
Maurice Holder; Associate Vice-President and Vice
Provost David Jackson; former NAA President Tommy
Mitchell, AVP Donald Palm; and AVP Charles Weatherford
and Ms. Beverly Barrington.

My charge to the Task Force was to update and expand upon the existing 2010-2020 strategic plan so that it responds to the changes that are occurring in higher education, including the implementation of State Universities Performance Funding Model. I also ask the Task Force to explore ways to re-energize the campus, create ideation around program enrichment and funding strategies, and rethink how FAMU will achieve its core mission.

Now that I have received their recommendations, the next phases of the process are as follows: The senior leadership team will review the recommendations and conduct an operational assessment. The report for the Task Force will be used to formulate the draft strategic plan. The strategies and recommendations brought forth from the Task Force will be aligned with our 10-year enrollment rate, capital improvement plan, and operating budget, in addition to the updated master plan.

The draft of the plan will serve as a source for dialogue and feedback from the Board, during our strategic planning retreat and meeting, being held June 9th through 11th. The final draft will be submitted to the Board to begin the review and final
approval process.

The Task Force has prepared their recommendations in the form of destinations.

Destination 1. Exceptional student experience with several objectives, including delivering on a world-class, cutting-edge undergraduate, graduate and professional programs;

2. Implementing effective support programs and activities to recruit, advance and graduate a diverse population, creating innovative co-curricular activities, and prioritizing student success across all graduate and professional programs.

Destination 2 was high impact of commercialization and public service. There were three objectives under this particular destination that you can see on the screen, including institutionalizing cutting-edge research, our research productivity, and outstanding public service.

In Destination 3. Excellent and renowned faculty. A wonderful objective calls for recruiting and retaining a diverse faculty with a commitment to community engagement, teaching and research consistent with a research-intensive university; maintaining and developing high quality and sustainable facilities that support the academic enterprise of the
university.

Destination 4. Transformative alumni, community and business engagements with four objectives, starting with strengthening the alumni relations of the institution, building and leading strong networks of supporters and partners, accelerating fundraising activities focused on top institutional priorities and establishing a "best in class" athletic program.

And Destination 5. First-class business processes and exceptional customer experiences. The objectives include developing and maintaining a university-wide culture of excellent customer service, using state-of-the-art technology and business processes to improve transparency, compliance and efficiency.

With these destinations and objectives in minds, the proposed themes of our strategic plan offered by the Strategic Planning Task Force are: Student success, community engagement, quality, exceptional performance, sustainability, diversity, globalization and accountability.

Now, as I stated earlier, my charge to the Task Force was to include the performance funding model in our strategic approaches, which is an area of great and necessary focus across the university community,
and we're making great strides in improving our matrix.

And the Provost will provide specific update to the Academic Planning Committee, the Academic Affairs Committee in their report. We have some exciting news. Implementation of initiatives -- so I'm going to move on to other initiatives and then close out, if you will.

Implementation of initiatives, such as the Brooksville Research Program, will further assist us in supporting those goals. And on that note, I would like to take a few moments to update you on our progress in Brooksville. It's a beautiful land, as you can see. In our efforts to maximize the success of this historic acquisition, in February, I announced the formation of an Advisory Planning Committee, comprised of established researchers, community leaders, state and local officials, higher education trailblazers and distinguished alumni.

The committee will assist the University with the preparation of a long-term strategic plan to provide a road map for development of the 28-acre research property. Committee members include:

Monica Rainge. She is State Coordinator for Federal Southern Cooperatives Land Acquisition Fund;
Dr. Ray Mobley, former associate professor and coordinator of animal science and research programs at FAMU; Dr. Ulysses Glee, FAMU alumnus and managing member of the Fenton Group; Dr. Timothy Berd, FAMU alumnus and president of Pasco Hernando State College; Mr. Leonard Sossamon, Hernando County Administrator; T. Jennene Norman-Vacha, City Manager of Brooksville; V. Eugene Brooks, former coordinator at the University of Florida Institute of Food and Agricultural Science; Dr. Robert Taylor, Dean of FAMU College of Agriculture and Food Sciences; And Dr. Fred Gainess, former FAMU president and farmer.

In addition to the formation of the committee, we have engaged the Florida Black Farmers and Agriculturalists Association for a one-year term for the purpose of hay farming and maintenance of the property.

We’ve also begun the planning and implementation of organizational chart for the Brooksville campus. This campus will house a small farmer training program, a subtropical resource project and land grant programs. As these positions and programs are executed, we will continue to update the board on our activity.

One of our main goals as expressed with the US
Department of Agriculture has been to share our research opportunities with fellow 1890 schools that do not have the massive land as Florida A&M Universities. So we are looking for a lot with the cooperative relationships with the potential of expanding our research opportunities and research funding for this particular area.

As you can see from our strategic planning process, performance funding and Brooksville efforts, we're reaching inward and outward to insure the success sustainability of our institution. As we have discussed at these very meetings, connecting the campus to the community, and vice-versa, through strategic partnerships is vital to our success. Indeed, we're making great strides in this area.

This semester alone, we have hosted and participated in numerous events, bringing people from various backgrounds and interests to out campus and engaging our alumni. Arranging from hosting a service to hosting the Florida Conference of Black State Legislators, the third annual symposium in partnership with the College of Education.

We've also participated in several city-wide initiatives including the Jet Blue and Amtrack campaigns. In January, we opened the world-renowned
Kinsey collection, an exhibit that has placed African-American treasures, celebrates black history, and is the creation of our very own alumni, Bernard and Shirley Kinsey.

We also hosted our first ever date of service in January. Alumni, students, faculty, staff, administrators and supporters around the globe recently commemorated the life and legacy of Dr. Martin Luther King, Jr., through providing various forms of community service in their local communities. FAMU alumna and actress and producer, T'Keyah Crystal Tamar, served as the honorary chair.

From serving as the less fortunate in Birmingham, Alabama, to a children's book drive in Philadelphia, Pennsylvania, Rattlers everywhere displayed the heart of FAMU's mission.

In February, we hosted another esteemed alumnus, Microsoft Chair John W. Thompson, who participated in a special fire-side chat with students in our high achievers and scholarship program, and hosted an intimate conversation with not only our students, faculty, and staff, but also with community members and business leaders across the Big Bend area and beyond.

Earlier this semester, we launched our revamped
artist in bloom festival which brought national thought leaders to campus such as Nikki Feeney and Pearl Pledge. The festival runs through April.

And on February 28, the University hosts its first ever Harambe Festival at Cascades Park. The event was hosted in collaboration with the City of Tallahassee and drew hundreds of residents from all walks of life, including new partners, business sponsors and vendors.

Beyond the borders of North Florida, our students, faculty and staff are engaging with national leaders and organizations around the world through various emersion, educational and professional development programs. We have faculty and students working with residents in Haiti to train them in agriculture and entrepreneurialship. Students participating in the planning and execution of the Olympics in Brazil. Faculty students and alumni are visiting South Africa and Dubai and participating in the service learning project at Oprah's Leadership Academy for Girls, and the membership of senior leadership, team, and staff who recently participated in the historic commemoration of the Selma marches.

If you would indulge me for a moment, I promise I'm ending. I would like to share with you a recent
video that captures the essence of the experiences and
opportunities we've been trying to provide to all of
our students and faculty through our Passport Program,
international programs and other initiatives.

The video is not -- technology people, really?

Okay, we're working on that. Something always
happens, but, as you can see, at some point we'll send
you the video.

We are making a global impact and we really are
raising the next generation of international leaders
that will help solve problems throughout our world and
society.

I just want to end by thanking all of you for
your commitment, for your time, and for your support
as members of the FAMU community, as we strive to move
and make this a greater university.

And so, moreover, I would just like to end by
saying "FAMU Forward, Backward Never," and it rings
true more today than it ever has. So we just thank
you for the time to talk to you this morning, and I
know it was extended, but we're doing a lot of things
and I don't want you ever to leave here thinking we're
not working, because this University community,
faculty and staff and the students are committed to
sustaining this institution.
We have a lot more events planned and I'm hoping that we will get great contact information from all of you that you will be able to take the time and come and attend some of the events.

Things are happening on this campus every day. We've got an honors congregation coming up on the first of April. We have an annual STEM day on April 9th. We have Principal Investigators Awards, where we show off our faculties and they receive awards from us; April 15. We have spring commencement on April 30th, and the Artisan Bloom Festival with contemporary dance is going on.

And this is our second year of celebrating women's history on this campus. We have several events remaining. And women's history is not just for women. It is for everybody that knows a woman and that is a woman. So, we have our Sacred Self on March 15, and extraordinary leaders where we're bringing women presidents from other universities to campus to talk with us about moving our agendas and education forward.

And I just want to extend a special thank you to Trustee Washington for helping us kick off our first Women's History month event earlier this month, so thank you very much for that. It was an exciting
With that, I will say thank you to all of you, and that concludes my report.

CHAIRMAN WARREN: Dr. Mangum, before you leave the podium, I just wanted to give the opportunity for the members to ask questions about anything they might have heard that they want to inquire about.

TRUSTEE CARTER: Mr. Chair?

CHAIRMAN WARREN: Trustee Carter?

TRUSTEE CARTER: I just have one. On the Strategic Planning Task Force, when you listed those focus areas as one, I think what needs to be added that was not there, and that's transparency. I think that accountability is one thing, but without transparency it may not necessarily meet the full measure. So I think that's a key component, should be transparency. Other than that, I thought the focus of the Strategic Planning Task Force was fine, but I do believe we need that.

PRESIDENT MANGUM: Thank you.

TRUSTEE WOODY: Mr. Chairman, I don't have a question. I'm very impressed with the presentation and what's going on at the University. I had an opportunity; the President entertained me on February 25th to go down to the law school down in
Orlando, and we spent the day with staff, and I was very impressed with the law school.

When you talk about diversity, when you talk about students that graduated from law school and take the exam for the first time with a 72 percent graduating, or passing the Bar on the first time, that's impressive. And to go back to diversity, I think a lot of the institutions within Florida or around the country could learn a lot about the law school and how they're doing it.

So I made a request to the President, and I told her I would share with the staff, is to make a recommendation we have a board meeting down there, for my fellow board members to get a chance to see it and get a chance to see exactly what I'm talking about.

CHAIRMAN WARREN: Thank you, Mr. Woody.

I would also like to mention, also, Dr. Mangum and I attended the National Prayer breakfast in Washington D.C. I forget exactly what day of the week that was, but it was the same week as the FAMU legislative day here at the Capitol. It was quite an event, hosted by Senator Nelson; attended by just numbers of Congresspersons and US Senators, and people from around the world, quite frankly. I was surprised at the diversity -- and Trustee Woody was on the
subject of diversity people in costumes -- "costumes"
is probably not a great word to apply for this, but in
the garb from which the countries they come, talking
about their spiritual experiences and so on.

The thing that was quiet impressive to me, in
addition to that, was Dr. Mangum's working of the
crowd, if you will, and alone in a DC area who would
have lined up for conversations with her. I sat in on
many of those, as we talked about their alumni
relations in their areas, their love for the
University, their willingness to help in a variety of
ways, not just in their treasure but in their time and
talents as well. And that was a working event. Even
though we were there for just to participate in the
prayer breakfast activities, it turned out to be a lot
of work. I will think twice the next time I go with
her on a trip. There was a lot to do, and I want to
thank you for inviting me to come along. That was
very beneficial.

Trustee Lawson?

TRUSTEE LAWSON: Yeah, I just had a comment.
Dr. Mangum walked us through a strategic plan, and I
don't know if time will not permit her to go into
detail and we'll do that at the retreat. I again
wanted to recognize the committee who worked on the
plan, and I think when you-all see some of the work and you see the exhaustive process they went to collect data from stakeholders, whether it be a person working on campus, a graduate, even going out the external industry that employs a lot of our students and talking to them, getting feedback from the President and her leadership team, and we even spent, I can't remember -- I think it was two or three hours with Allen Levine from the Board of Governors, getting his perspective on where we are relative to where the Board of Governors is.

So not that it's perfect -- it's a long way from perfect -- but I think there's been a robust body of work put together, so again, I wanted to recognize that committee. Some of them are in the room. I see Dr. Eddington and others are here today, but I think they've done some outstanding work, and I very much look forward to the rest of the Board seeing some of the work that I had an opportunity to sit through.

CHAIRMAN WARREN: Actually, I think they are due a round of applause for that. It was Yeoman's work, for sure, and I thank you, Trustee Lawson, for commenting on it. The Task Force put a lot of time and effort into it.

Just a little bit of background in the strategic
planning process, it always starts with something called an environmental scale; that's the gathering of information. Like my 5th grade teacher, Ms. Miller-Smith, "Before you start talking about something, you ought to fill the wagon first," and that's an old way of saying gather the facts before we start to think. There's nothing to think about without the facts.

So the Task Force has done a great job on compiling the facts, if you will; gathering our information from stakeholders, from faculty, from students, from community members, from board members. If you remember the survey we all had to fill out, all of that provided input. It's not just fodder, but it's genuine input to the creation of the strategic plan.

So again, I want to thank the task force for all of the work put into it, and to you as well, Trustee Lawson. We have much to do, and the plan is ultimately finalized and it will be, quote, unquote, our plan.

We have a retreat planned for the members of the Board to entertain the recommendations of staff. You have gone through that environmental matrix that is necessary, where we resource money to do these kinds
of things and where we find the talent to get it done,
and then we can agree on as a Board where we settle it
and then becomes The Marching orders for us and the
University. I'm looking forward to that process.

PRESIDENT MANGUM: Thank you. I will also add we
did feed them. We celebrated with a nice lunch, and
so they got the best of FAMU --

TRUSTEE LAWSON: I'm still open to you guys
making good on the lunch and stuff.

PRESIDENT MANGUM: Thank you.

TRUSTEE GRABLE: Mr. Chairman, I would also like
to complement the President on her presentation. I
was particularly happy to see that the goals and
objectives included the issue of shared governance,
which I know we all believe in, and that would be a
particular area where I think we can continue to move
forward and enhance, and thank you for that, President
Mangum.

PRESIDENT MANGUM: Thank you.

CHAIRMAN WARREN: So, strange coincidence, or
maybe it's actually what I would call great timing.
We have someone here today from SACS, the director of
training at the Southern Association of Colleges and
Schools, the Commission on Colleges, Dr. Alexei
Matveev is going to talk to us for a moment about for
the completion rates for institutions such as ours.

Mr. Matveev, I would like to say welcome.

DR. MATVEEV: Thank you, Mr. Chairman.

Good morning, everyone. My name is Alexei Matveev. I am the Director of Training and Research of the Southern Association of Colleges and Schools Commissions on Colleges, or SACSCOC.

I joined the Commission about four years ago, 2012. Prior to that, I served as an Associate Director of the Institutional Assessment and Director of Quality Enhancement Plan at Norfolk State University, a public urban HBCU in Virginia, for more than 12 years.

Before that, I taught statistics and research methods.

So thank you for enlightening me to present the National Student Clearinghouse, based on student completion for SACSCOC four-year institutions.

Today we will be focusing on the 4-year institutions on that exclude community and technical colleges. First, SACSCOC is student achievement and student success is not new for SACSCOC. In fact, some people believe that SACS stand for "Students Are at the Center of Success." However, what is new is increasing pressures on individual institutions and
accreditors for uniform measurement, benchmarking, 
transparency of student achievement.

However, benchmarking measurements reporting 
depends on valid matrix. Unfortunately, as we all 
know, the traditional IPEDs graduation rate, the most 
common matrix for student achievement is grossly 
inadequate because it focuses only on the first time 
full-time students, who complete the education at the 
institution where they began, and we all know this is 
the decreasing proportion of college students these 
days.

So, we need to explore new matrix for measuring 
and capturing student achievement, and one of the 
matrix is National Student Clearinghouse completion 
rate matrix. So we are talking about the completion 
rate, which is different from the graduation rate. So 
the purpose of today's presentation is to provide the 
general landscape for the SACSCOC accredited four-year 
institutions in terms of completion rates.

I hope that you will find this information useful 
and beneficial for your determinations as you continue 
your work on insuring student success. In fact, a few 
days ago, Association for Governing Boards issued a 
statement on work responsibility for the oversight of 
college completion, and their principle Number 1
states that it's important for the Board to review matrix about student enrollment, retention and completion.

So, I thank you very much for being proactive and for utilizing me to share this on completion rates, so in the next few minutes I will touch up on three things. First, I will briefly outline the concept of completion rate and how it is different from the IPEDS Graduation rate, and then we will get some comparisons, primarily at the comparisons that we deem institutional SACSCOC management, and I include my overall observations by offering some benchmarks for student completion.

So but Data Council National Student Clearinghouse this is not a government organization that tracks students enrolled in US colleges and universities and verifies the enrollment and educational achievements.

At this point, more than 3600 public and private institutions participate in NCSC data collection efforts, and this participation empowers 98 percent of all US students. In the databases, they have more than 230 million records on students' production and completion.

The sample that will be based on our discussion
today comes from the full 2000 cohort. That's the most recent information available, so these are the students who began their college period in full of 2007. It goes from the national perspective; from SACSCOC perspective, it equals 321 four-year institutions, so 78 percent of all SACSCOC institutions, and it's based on almost 400,000 students.

A fundamental feature of the clearinghouse data is that it is based on tracking individual student records. And this is a very big difference from the federal graduation rates, because federal law prohibits collection of the individual graduate data. I already mentioned it's based on the students beginning fall, 2007, and the snapshot is taken in May, 2013, or six years after they began their college career.

The first big difference between completion rate and graduation rate is that completion rate that we'll talk about today, includes part-time students and this is a significant proportion of student populations on main campuses.

Completion is defined as having a post-secondary credential degree or certificate. It is important the Clearinghouse tracks students' completion not on the
institution where they began, but it has an ability to
track students if they complete at another institution
where it's a four-year institution or a two-year
institution.

In addition, it captures not only students who is
completed after six years but also those who are still
enrolled; they still hope they can complete one day.

So we're getting close to the actual data, how it
is presented. The clearinghouse data is broken into
two big parts, public and private. You're a public
institution, but still private data would still
provide some important benchmarks for comparative
purposes. We will be focusing again on the six-year
completion rate, which is a technical term known as
150 percent of standard time completion.

So let's take a look at the data. And so what we
find out is after six years, about a quarter of
students both private and public institutions are no
longer enrolled. I labeled them lost. We had about
15 percent of students who are still enrolled after
six years in college, and these are the "hope"
students that we hope complete their degree.

And finally, these are the completion rates. For
public institutions, it's a 59 percent, and private
institutions of 64 percent of completion rate.
The next step is to look closer at this completion rate. Remember the 63 percent for private and 59 percent for public institutions.

First, we look at the students who complete at the institution where they began. For public institutions, it's about 45.6 percent. This number is the closest approximation to the traditional graduation rate, but it also includes part-time students the IPEDS graduation rate fails to include.

An additional nine percent of students for public institutions completed at another four-year school, so completion rates is credited to the original school where the students are originally enrolled.

About four percent in both public and private schools followed the downward transfer, so they moved from the four-year institution and completed at the credential at the four-year school.

So let's look at the selected comparisons and first let's look at the compared SACSCOC institutions with the national average. As you can see, the (unintelligible) are virtually the same. Public institutions slight out from the national average, and privates at a slightly lower levels than the national average. What's more important, I believe, is to not how SACSCOC compares with the national average, but
look at how different institutional segments within SACSCOC on this completion rate metric.

There are a number of variables that you can slice and dice data, and you can see we have about 10 different multi-level variables. You can spend a whole week doing different analysis, so I will limit my discussion to the so-called second level of comparisons and we look at the simple statistics and means and averages.

So let's look at how different institutions within SACSCOC region performed based on different institutional categories. The first one is the Carnegie Classification. The Carnegie Classification Foundation classifies institutions in various categories. But the three major categories are the baccalaureate institutions, masters institutions, and research doctoral institutions. The clear dynamic here is the higher the Carnegie classification is, the higher the completion rate is.

As you can see, this trend is true for both private and public institutions. Another (unintelligible) -- campus setting and it looks where the campus is primarily, or only computer campus, or whether it has substantial proportion of students living on campus. As you can see, the institutions
with the most students living on campus have slightly higher completion rates, which is especially true for the private institutions, rather than for public, where there is a difference but not as dramatic as the privates.

Now, the enrollment size. This is one of the items that I personally was surprised. So we will check institutions between a 1,000 and 5,000 students, institutions between 5,000 and 9,000; medium size, relative large institutions, and very large institutions. The dynamics that is interesting here, especially for the privates is the more students you have, the higher the completion rate appears to be.

For the publics, it's true primarily when institutions reaches that 20,000 student point and becomes large. This is somewhat counter-intuitive and contradicts some of the research that says smaller campuses with a family-like atmosphere are more conducive for student retention and for student success. I still think it's true, but probably some other factors that are behind the enrollment size that are in play.

So let's look at some other of these factors. One of the variables that clearinghouse has is the endowment size for student FDE, and this is a rough
approximation for institutional resources, especially since many academic scholarships, many programs that focus on the developmental students are from endowment size.

I think so it's clear here that the more resources that an institution has, in terms of endowment, means the higher the completion rate is. Look at the public institutions or the institutions with very small endowments for students, so 50 percent or completion rate, or very rich institutions, it's 88 percent. So it's 38 percentage point difference, so clearly resources matter, and we also probably can extrapolate it's not only endowment size but other funding that the institution has, so money matters for student success and completion rates.

Now let's take a look at some student population categories and student population affects completion rates. First, we look at the percentage of minorities and the categories here have proportional minority students enrolled at the institution. For institutions that's enrolled with less than 25 percent of minority students and institutions that have enrolled between 35 and 50 percent, and 75 to 100.

So, you can see it again the trend is clear: The more minority students enrolled in a given institution
or the larger proportion of minorities enrolled in a
given institution, the more completion rates will be.

A few minutes ago, we looked at institutional
wealth in terms of endowment size matters greatly for
student completion. Now let's look at the individual
student's financial resources, financial background.
Proportional students receiving Pell Grant recipients
in a standard approximation that indicates the
proportion of students that come from lower
socioeconomic statuses. And again, it's the
proportional students that receive federal grants.

Look at this dynamic. The institutions have
enrolled very small percentage of Pell Grant
recipients have completion rates more than 3/4. The
institutions that have a high proportion of Pell Grant
recipients; those institutions that serve students
from lower socioeconomic statuses have completion
rates of about 40 percent. So again, 36 percentage
points difference. Again, the money matters both for
institutional level, at the individual student level,
and in both cases, the difference is dramatic, more
than 30 percentage points.

Another measure is selectivity; whether an
institution has a very high admission standards, or
whether it's an open-access institution that focuses
on providing access to students for higher education.

Another significant factor. Again, it is not surprising factor but I personally was surprised to see the results of these facts. The completion rate almost doubles when we compare non-selective institutions with more selective institutions.

Now we will look at student population. As we look at the individual student categories, the first one is gender. My wife said, "I am not surprised to see it." So, women perform at a slightly higher levels; about 10 percentage points than men for private and public institutions.

Age. Here we're looking at the age of students, when they began their college career, and the numbers indicate that the younger students tend to have slightly higher completion rates. Again, this is somewhat counter-intuitive, because the older students are more focused, more motivated on their status, but on the other hand they also have other responsibilities, family responsibilities, work responsibilities.

The part-time students is our next category and clearinghouse data brings students whether they were enrolled exclusively full-time throughout their career, whether they had the mixed enrollment -- that
is, one semester they were full-time, another semester they were part-time -- and they also looked at the students who were enrolled exclusively part-time within the six year period and look at the difference. Again, it is not surprising that the probability for part-time students to complete within the standard time is smaller, but I was personally surprised to see such a big difference. It's almost 50 percentage points difference for students enrolled exclusively full-time and exclusively part-time.

So in summary, I put the word "predictor" in quotation marks, because these aren't quite true predictors. To identify true predictors, you need to conduct operation analysis, and I encourage the institutional research office to engage in this type of size. But in looking at these basic descriptors of the averages, we can kind of come up with this summary.

What increases probability or higher completion rates? Large enrollment size, large endowment size, high Carnegie classification, and high admission standards. What kind of pulls the completion rate down is the percentage of Pell Grant recipients, percentage of minorities, and percentage of part-time enrollments.
This is a very important philosophical observation. What would be the easiest way to improve completion is to minimize the number of Pell Grant recipients, minimize the number of proportional minorities, mandate that all students follow the full-time schedule, and increase your admission standards. This is what's called mission creek; a change of the mission.

I think it's important for us to stay true for our original missions and to be aware of these factors and find out efficient ways to help students from those categories to achieve the education goal.

Another observation I would like to make is that we look at just individual variables. Again, I encourage you in institutional researchers to look at the interplay at how this multiple variables are combined and what impact they make.

Also, we need to make sure that we are aware of high variation within institutional segments. We looked at the difference between the segments, but even the similar type of institutions we can find significant differences in completion. And also, within the institutions. Probably going to interdisciplinary studies program, have a completion rate that's different from the computer science
program that is different from the nursing program. So it's, again, important to drill down and look at the completion and graduation rates at the program level.

And I would like to conclude my remarks by talking briefly about benchmarks. We are increasingly required to set the benchmarks and it is necessary for good playing and for accountability, but we always need to ask questions, benchmarks for whom, because again the interplay of multiple variables.

Let me give you an example. Let's look at the two institutional segments. One segment is a private but very selective, large endowment, low minority students, low Pell Grant students. On the other hand, also a private institution but very different: Not selective small endowment, high minority, high Pell proportion. The difference is dramatic. It's more than 50 percentage points.

What is the benchmark? Again, we need to define the benchmark for whom. We need to define what our peer group is and then to work on the benchmarks.

Let me give you a further example. We have the same segments, but look at the different types of students. We will include only full-time students in the first group and only part-time students in the
second group.

If you are a full-time student in this resource reach institution with selective admission standards, you are almost guaranteed to complete a credential within six years; however, if you are a part-time student in an institution that's less selective and have less resources, the probability of completing within six years is close to zero. Again, my point is as you work on insuring accountability and transparency for the institutions, you will probably need to come up with some formal standard and benchmarks, but you need to ask the question, benchmarks for whom; what is our peer group; does this peer group really reflect our mission.

So you need to exercise very careful analysis and extreme caution when we set the benchmarks. And I believe the benchmarks set by individual institutions are more meaningful than these benchmarks that are set by institutional segments. The difficulty is -- see if you come up with your own benchmarks. You will need to provide a very strong and rigorous justification of the properness of these benchmarks.

Thank you. I know that we covered a lot of information, but I believe that most of the information we covered is not new. We kind of felt
this but it was good to see that the numbers confirmed our session.

CHAIRMAN WARREN: Thank you, Dr. Matveev.

If you'll stand for a moment to entertain a few questions from the members. In advance of that, I would like to say that the information was quite sobering, to say the least. It's interesting what we can do with this information. If we just impose our own performance and our own benchmarks for us. You ask the question "for whom," and equate those to what our performance requirements in this performance funding environment lies. So if any members have questions or comments?

TRUSTEE DORCH: I would like to start. I want to make sure I'm clear, especially when it comes to -- as we talk about mission and where we want to end up. And six years is great; four years is marvelous, but what we've found is that institutions of higher learning, that fulfills the mission of educating a populous, I want to make sure we're not talking about us, being not elitists, but institutions that does not take into consideration that our public school systems across this nation have not done the best jobs of moving students from where they are to where they should be at graduation; and whether or not Florida
A&M Universities of the world and others are going to say, "Well, that's sad and unfortunate, but we're going to now minimize minorities, minimize our students who come with Pell Grants;" or are we going to fulfill America's dream, as it should be, to say, "We will take you from where you are to where you should have been, and then move you on to be productive citizens," which is a significant number of our US citizens who are in this nation.

And so, I want to make sure I'm clear that while we want that graduation rate in six years, is this something that says we should not at least shoulder the responsibility, not to be reckless or just take any student, but understand if we don't do it, then we're talking about citizens who are going to be out there who is going to create a bigger burden on all of us who pay taxes, on our communities, and that the mission sometimes has to also drift a little more than standard.

And clearly, Harvard, Yale, Yashiva, all of those institutions do a great job, but they couldn't do what HBCUs and many community schools do. They cannot educate a diverse population, because they get a certain segment of students who come ready, who are on cruise control. And I've been in -- when I was in
graduate school at Georgia State University, all I did was go in the classroom, do book reports and move out. They weren't just teaching me. I was just doing what the Fort Valley State University had prepared me to go do.

So my question here, and I understand the numbers that you're doing, and you're giving us facts, but is SACs also indicating that it should be our mission as an institution to neglect and to push that group aside? Or should we not, if nobody else is going to, when you look at what the majority of this nation is going to be for citizens of color. Over the next 20 years, the majority is going to be people of color; who is going to take that responsibility if our public education systems don't improve?

DR. MATVEEV: Thank you for the comment. I would like to make a few comments.

First, SACs Commission Colleges, the primary foundational concept is institutional mission. Institutional mission drives everything. The second thing -- you're absolutely right -- that these numbers might lead to very dangerous interpretations and applications, and that's why I mentioned that we really need to stay true to our missions.

I'm from Russia. I received my education in the
Soviet Union. When I came to the United States, I realized that the reason why US higher education is still the strongest in the world is because of the diversity of institutions that it provides access to many different types of student populations.

I think this is the strength, and this is something that institutions and the nation needs to capitalize on. So, in no way do I indicate or suggest that the mission should creep to artificially improve these benchmarks, vice versa, I advocate that we need to stay true to our missions but take these numbers seriously and find creative and efficient ways to keep performance.

CHAIRMAN WARREN: Okay.

Trustee Carter?

TRUSTEE CARTER: Thank you, Mr. Chair.

On your slide, where you talked about resources matter And you looked at the endowments, were you able to come at I guess would be an average of the amounts of those endowments which increases the graduation rates and those sorts of things? I couldn't tell from what the numbers were, but in terms as to the size of the endowments, I know that in the United States, you have got about 80 schools and at least a billion dollar endowment, but a lot -- most of them don't have
a billion dollars, so where is the...

DR. MATVEEV: Unfortunately, I cannot give you
the exact number because that would require a more
statistical analysis look at the in fact size of
increase of every thousand dollars of endowment and so
on. Unfortunately, with the Clearinghouse, it
provided anonymously for us. We don't know which
institutions are included, so that prevents us from
running this type of analysis. So that's what we have
discovered the birds eye view level of the resources.
But the dynamics are so clear that money matters, but
I cannot give you specific amounts that move to the
next level.

CHAIRMAN WARREN: We'll take one more question.

TRUSTEE LAWSON: Thanks for the presentation.
You know, the data that you showed, I think all of us
probably could have come to that conclusion pretty
quickly when you look at resources versus -- like Pell
Grant versus non-Pell Grant.

I guess my question more for SACs is, is there
any interviewing work being done on the right side of
your graph to say, the students in that cohort, what
are some of the things that should be done to perform
their performance relative to the students on the left
side of the cohort; meaning, the students who didn't
have the strong economic base, who were high Pell recipients, et cetera? Is there any work being done today, here's how we should impact that population so that they become a little more reflective on the population on the left side?

DR. MATVEEV: The SACS Office of Research is relatively new. We've been around for about four years and basically two persons office.

So to answer your question, not formally. But there's being a lot of research done by other scholars, by other agencies. Institutes for higher education policy, for example, focuses on providing support and access to low-income minority students. They did a fantastic job.

And there is a lot of scholarship. I think attended a meeting for Association of Institutional Research yesterday, in Washington D.C., and they talked about how we can help students, and the overall conclusion is we have knowledge of what works; the problem is implementation. So we need to take what's there and start implementing it.

But the flip side is implementation costs money, and the institutions that need more interventions and more new activities have less money, so that's a catch 22.
Another note about SACSCOC, right now we are in the process of reviewing our principles of accreditation of standards and requirements, and there is a discussion about standard or two that would be looking at the completion, so something might be coming down the road in the next two or three years.

TRUSTEE LAWSON: Thank you.

CHAIRMAN WARREN: Thank you, Dr. Matveev.

Dr. Mangum, Dr. Matveev's presentation was very informing, and as I stated earlier, the timing of his being here today -- we didn't plan it this way, but it's fortunate that we are in the strategic planning mode. This is information that will inform as we piece together our own strategic plan.

It will be interesting Dr. Hudson, Dr. David, others on the staff, if you could come together and just impose our own scenario on this investigative work. Only for this purpose, as you frame your thoughts to us. Because ultimately, you will come back to us with this proposal and strategic planning -- Dr. Matveev says the problem is implementation. No strategic plan is worth it if it doesn't overcome those things that you have discovered in the environmental scan process. You discovered obstacles and barriers. You discovered those things
that we do well that if we accentuate, then they facilitate our success.

So, with this kind of information that informs us, as we go forward, my hope is that we come up with those implementation strategies that help us overcome what we view we have determined by way of survey, by gathering all of this information and how we overcome them. It is those things. If you take the Steven Covey approach to success is to identify the goal that you want to achieve, and on the other end of is everything in the way of you getting there.

In the middle are the implementation strategies to overcome the barriers to success, and on the other side of that is where we're going, and we stay laser focused on achieving that wild and crazy idea that we have as a University, and we want to be by whatever the timeframe you set in a strategic plan.

So I want to thank Dr. Matveev again for coming and sharing with us. We've been given more information to use in the assessment process as we work our way through to the point of constructing a strategic plan, as opposed to a report. Now, the plan. The plan has just been formed in my mind with more information that we can use as we develop a plan around what is norm for us and where we go with the
students we attract here at Florida A&M University.

So thank you again, Dr. Matveev.

We are several hours in to the board meeting and
we have yet to get to the meat of the business aspect
of the meeting as well. So as we get to that, I would
like for y'all to think about when you do approach the
podium later for your committee work, in particular,
that we try to economize the time. We don't want to
take anything out of the meeting, but let's ensure
that we do get to that aspect of the meeting where you
have a role to play that you are respecters of that
time.

As I just said, and I understand we have some
celebrities in the room, the girl's basketball team is
back there. Where are they? You make us all proud to
be Rattlers. Thank you very much for your performance
as well.

We're going to move into public comment. Do we
have any signed up?

DR. STARLING: Yes, Chair. There's three
individuals signed up. The first individual is
Michael Williams.

CHAIRMAN WARREN: Good morning.

Good morning, Mr. Williams. Let me remind all
who have signed up for public comment, the public
comment time frame that you have is three minutes, and
I see they have put it here in front of us all so we
can track the time that you have. I would also like,
as you think about what it is that you would like to
talk about, the purpose of the public comment
opportunities is to talk about those things that you
think we're going to be dealing with in our agenda.
So as to not make the public comment opportunity a
free-for-all or soapbox kind of opportunity; it is to
focus on those things that we might be dealing with
today in the agenda. So with that, you're on.

MR. WILLIAMS: Thank you, Chairman Warren, and
I'm going to be very respectful of your time. Each of
you should have a hand-out that I've given regarding
my presentation here today.

Again, I'm Michael E. Williams, and I'm a 1966
graduate of this once great university. I was not
only a student of Florida A&M University, but after
graduation I became an employee.

Who I am and what I am today is because of the
many opportunities made available to me and my
experiences at this university. I was chairman of the
first FAMU National Convention in 1999 under the
leadership of my good friend, Bernard Kinsey. We had
over 900 Rattlers and supporters to attend the
convention and netted the alumni association over $300,000. That convention was held in Orlando.

The questions I am going to be asking today are solely my own. I am not representing any other person or persons, nor am I representing any organization. I am here today because I am concerned about the current downward spiral of FAMU's status. The continuous action at the administrative level is destroying the positive and strong foundation of the University, and thereby creating a negative image across Florida, this nation, and the world.

Even though I am here on my own, I am sure there are some graduate supporters and friends of the university who deserve answers as to why this destruction is being allowed. Today, I am respectfully asking the following questions be addressed by the body, in order to receive truthful facts and answers. My concerns and questions are:

Number 1. What has caused a terrible and unacceptable visible relations between the President, some of the level administrative team and faculty, other employees and support organizations.

Number 2. What did the mandate outside financial audit review reveal about the renovations of the President's house and construction of a garage. It
was due on February 16th.

Number 3. Why has Academic Athletic Department been faced with the problem of working with an unusual number of different athletic directors within a period of less than two years, and what is being done to reduce astronomical deficit.

Number 4. What are some of the sources of funding for the total cost of the extensive travels, international and in the United States by the President since the signing of the employment agreement in February of 2014.

Number 6. Why was FAMU day at the Capitol without participation of the President and the Chair of the Board of Trustees. It's amazing that the funding source of the University was ignored by the top leadership of the University.

7. Why did the administration direct the Faculty Senate to violate the "Law in the Sunshine," a state mandate.

And finally,

8. What is happening with the hiring, firing and salaries over the past two years? From the visible side it, appears appointments versus postings, assigned salaries versus following established structures and short notices for current personnel
being reassigned or released from jobs at the University.

There is more to it, but you have that, and I am hoping that I will get a response from you. Thank you.

CHAIRMAN WARREN: Thank you, Mr. Williams.

DR. STARLING: Next individual is Mickey Clayton.

MR. CLAYTON: Good morning.

CHAIRMAN WARREN: Good morning.

MR. CLAYTON: Before you stands a loyal 4th generation Rattler: Grandmother, mother, Hall of Fame dad and two daughters; although to some degree, these days all our FAMU degree does is put a target on your back.

Usually, we're quiet, because if you speak up you usually get fired or they come after you to damage your character, and I fully expect something to happen as a result of me speaking up today. I can't begin to share with you what I and The Boosters have been through. It almost takes a pound of flesh.

The Boosters are the only organization in the history of this school, which seven years ago took out a half-million dollar loan to assist the University in purchasing the basketball scoreboard, which the school desperately wanted in a football jumbotron. We even
bit our tongue on the unimproved usage of the
equipment which led to its early demise. We didn't
say a word.

Our Board can never understand where there's such
a fight for the money to come to The Boosters, unless
perhaps there's money that's supposed to be coming to
us that we don't know anything about. A recent
Democrat article talked about the new bill that was
passed that would allow caterers and vendors working
with not-for-profit groups, like The Boosters and the
Urban League, to offer beer and liquor at events. The
move would be worth as much as $50,000 to Rattler
Football Boosters, according to our house analysis
from last year.

The Boosters two years ago began offering a game
day experience in the north end zone club; season
ticketholders paying for extra buffet, watching the
game on a flat screen television in a
climate-controlled tent. The thing is, it wasn't a
Booster event then, nor is it now.

In the five-year plan, Athletic requests
multimedia rights in parking inventory. They've had
the Rattler Sports Network for two years. We paid the
scoreboards off early and they started selling ads on
the jumbotron last year. Two to three revenue streams
already removed under this administration. The only thing that's left is parking, and the athletics want that.

The Boosters have not agreed to that as we're nearing a midpoint of our membership drive. The battle started two years ago when an AD said, "Mickey, I'm going to get rid of you. I'm going to tear down the Booster Club. I'm going to get rid of the Board, and recreate it in my own image." I told him that would be hard to do. He said, "I'll get the President to support me and the Board will, too."

They want to know how they'll raise additional money: Win is one way. What we have to do is be able to get students and their energy back in the game, provide an opportunity for the students by scanning their cards where they can get meal cards, where they can get hot dogs, hamburgers, chips and a drink; place some moratorium or limits on out-of-state scholarships for four years; put the scholarship budget in alignment, calculating out-of-state fees and how you save money; limit competition to regional schedule; schedule home games that include the -- we have one on the road one year and one home one year. Our largest football game revenue are non-MEAC games. We might need to consider getting out of the MEAC.
Thank you for listening to me. I appreciate it.
The Boosters want to be an ally. We do not want to be considered an adversary. We want to continue to help and be a viable DSO organization to help raise money for the University that all of us love. Thank you.

CHAIRMAN WARREN: Thank you, Mr. Clayton.

DR. STARLING: Maurice Holder is the last individual on the list.

DR. HOLDER: Members of the Board, you are basically a new board at the threshold of facilitating acts that can maximize FAMU for its improvement. You must go forward with that task, quickly, but with sensible with bold and informed focus on quality for FAMU.

As such, I want to stress four points for you to remember. FAMU has been slipping as -- (unintelligible) more so in recent years than in others. Here, those things must be taken into consideration by. You've heard some great things this morning, and you'll probably here some greater things as you listen to Academic Affairs.

The second point is that the Governor, the Legislature, the Board of Governors have collectively set the course for higher education in Florida; therefore, leadership or FAMU in that venture must be
inescapably clean, inclusive and cooperative at all levels. You hold the reigns for that through the only employee that you supervise.

Thirdly, academic institutions reach prominence spread vision, accepted goals and activities are free of bicker and banter, and all communities within the academy are cooperatively engaged towards the end point. Insist on that. And fourthly, blatant mistakes, lies, manipulation and ambiguities have no place in the quest for quality for FAMU. In fact, they hinder performance. You should not tolerate them at all.

And finally, I challenge you to take full charge of your Constitutional responsibilities as the Board members, such that everyone in this academic environment has time to study, time to dream, time to think, time to write, and perform meaningful works without impediments; acts that boredom and bullying have no place at FAMU.

I thank you for your time.

CHAIRMAN WARREN: Thank you, Dr. Holder.

At this point in the agenda, we'll move on to the consent agenda. If there are items on the consent agenda that some members would like to remove for some, particularly to take action on the item or to
air it before the Board.

TRUSTEE LAWSON: Yes, Chairman Warren, I would
like to remove item BF2, as we did not have a quorum
for our committee meeting and move it to and make it
an action item within the larger financial report,
which would be making it item 8B. Right now there's
an 8A, and there will be A and B.

CHAIRMAN WARREN: Is that, A, as in "alpha," and,
B, as in "bravo"?

TRUSTEE LAWSON: Yes. BF2, the approval of
University's axillary's operating budgets with revenue
bonds for the prior year. It is an item that needs to
be voted on and the rationale is just due to the way
we moved out committee meetings. It was just an item
that was not available at the time to be presented, so
Mr. Cassidy will be prepared to present it for
everybody's understanding and vote. But it is an
action item because our committee was not able to vote
on it because we didn't have a quorum.

CHAIRMAN WARREN: Okay. Are there others?

TRUSTEE WOODY: Do you need a second,
Mr. Chairman?

CHAIRMAN WARREN: We'll take that as a motion
from you to remove it?

TRUSTEE LAWSON: Yes. I move that we add it as
8B; currently there's only an 8A.

TRUSTEE WOODY: Second.

CHAIRMAN WARREN: Second by Trustee Woody. Are there any questions about the move? All affirm by saying "aye."

(All answer in affirmation.)

CHAIRMAN WARREN: Are there others that would like to have items to be removed from the consent agenda? If not, I will take a motion to approve the balance of the consent agenda.

TRUSTEE CARTER: So moved.

TRUSTEE WOODY: Second.

CHAIRMAN WARREN: All in favor, signify by saying "aye."

(All answer in affirmation.)

CHAIRMAN WARREN: So let's go then to the committee reports. The first committee is the Special Committee on Athletics.

TRUSTEE LAWSON: Mr. Chair, are you ready?

CHAIRMAN WARREN: Trustee Lawson?

TRUSTEE LAWSON: Okay. Good morning.

Mr. Chair, the agenda for the Special Committee on Athletics included one action item and one informational item.

A quorum was not present on the conference call
at the posted time for the meeting, and therefore the meeting was cancelled. The action item has been moved to the Board agenda for today's meeting, and to add a little more comment to that, Mr. Cassidy will review the five-year plan for athletics during his update for us to have any additional conversation on.

Mr. Chair, that concludes my report for the Special Committee on Athletics.

CHAIRMAN WARREN: Thank you, Trustee Lawson. Any questions of Trustee Lawson from the members? If not, we'll move on to the Budget and Finance Committee.

Trustee Lawson?

TRUSTEE LAWSON: Thank you, Mr. Chair. The Budget and Finance Committee includes one action item. A quorum was not present on the conference line at the posted time for the meeting and therefore the meeting was cancelled. The action item which was planned for the consent at today's Board meeting will become an action item. And again, that is the bond-related issue, and Mr. Cassidy will review that for us, and again, the rationale for it not being reviewed previously was due to the timing change of our meeting. It's a fairly straightforward issue, but Mr. Cassidy will give you all of the ins and outs and
entertain any questions that any board member might have. It's an important issue because it affects our bond rating, but it is fairly straightforward so it will be added to the agenda.

Mr. Chair, that concludes the report of the Budget and Finance Committee.

CHAIRMAN WARREN: Thank you, Trustee Lawson. The Special Committee on Governance.

Trustee McCoy?

TRUSTEE McCoy: Yes. Good morning. Our board convened, and we had one action item, which was to approve the minutes. Those minutes were moved and seconded. The minutes were approved as presented.

We did have one question, which was, how were we as a committee going to move forward. Are we going to be a catch-all for all of the items that may come from various committees or are we a very specific role. And my informal comment was, I don't think any committee should be a catch-all for everything. So most likely, we will try to review our role and mission defined well enough to where we have a very, very clear way forward, and we will continue to do that review and bring our recommendations center to this forum.

I will take any questions, if there are any, at
CHAIRMAN WARREN: Any questions of Trustee McCoy?

I think one starting point, Trustee McCoy, the operating procedures, if you will, for the Board are always in constant review, so you may want to take that up and give it some study with new eyes, if you will. As we went through the transition process, from one chair to the next, what we discovered is we had a hole in it, with respect to the role of the vice-chair and the absence of a chair who has stepped down. The operating procedures did not anticipate the VP or the vice-chair stepping into that role. So there was some ambiguity in it.

One activity of your committee might be to start to give attention to those procedures, and then the procedures don't point us in the direction. I don't know if it's the right document for it to be, to point us in a strategic direction in terms of what -- you may give us some thought as to how it was codified in the operating procedures for the Board.

So with that mandate as a starting point, I entertain the input of your committee as you come back with recommendations as to how it may be modified to improve the efficiency of the Board.

TRUSTEE McCoy: I welcome the guidance as I move
into this new role, and certainly we will take that as our kind of counter-vision as to where we need to move forward. So thank you, again, and I welcome the input of any board members, as well, as we formulate our specific roles and responsibilities.

So thank you so kindly.

CHAIRMAN WARREN: Does anyone have thoughts on this?

TRUSTEE LAWSON: Yeah. The only other thought I would have would be to agree with Trustee Warren. We need to look at our bylaws and operating procedures and make sure they're reflective of our current environment. We had the one issue when former Chairman Montgomery resigned that really left us in somewhat of a lurch for a couple of weeks. So we did address that via special meeting, so I would ask that we look at the bylaws.

And another thing that I ask is we also make sure that the committee has an eye on, is the shared governance. We have unfortunately had some challenges around shared governance, and I would ask that this committee take that as an action item as well, to ongoing keep the board apprised of best practices, or what our roles should or shouldn't be in the area of shared governance.
TRUSTEE McCoy: Again, thank you. Unfortunately, I don't have the benefit of history, so I'm grateful for those comments. At the same time, I assure you that I will delve into this, and I will probably call on many of you for some additional guidance as I try to figure my way forward. This is a new territory for me, very comfortable for many of you, but until I fully understand what I'm doing, I want to make sure I understand what I'm doing. I don't want to come forward with recommendations that are not well thought out or that I have studied adequately, so thank you again for that input.

CHAIRMAN WARREN: Trustee Dortch and then Trustee Washington.

TRUSTEE DORTCH: As a new trustee, I really hope the Governance Committee will review roles. I've served on numerous boards at universities, as well as private sector, and upon being elected to this board, I have had so many calls -- conference calls and meetings which I think we need to have a clear, I think, balance and understanding between policy of us as policy-makers and operations. I think that operations administration must be held accountable, and there must be a system where we get reports and stay informed. But a lot of the calls I've been on,
quite a number of them were more meetings that I thought should have been handled in administration versus me as a new trustee. From me being on, I guess I've been on at least seven or eight calls, including Monday morning -- Tuesday morning, I had this call.

So, I think at some point we have got to separate that. You're going to burn out trustees with all of these meetings, one. And I think we need to be clear on whether there's policy-making in our fiduciary responsibility and what is basically more of a responsibility of administration, but have a system so that we stay briefed.

For me, more importantly, is that the Chair of the Board become the central focal point on some of those, that by just sending updates makes sense, as opposed to spending all the time which takes away administrators and faculty members on things they could be doing for our great university and helping to put that time in.

So I hope that from governance and we as a board, Trustee Board, can find a way to separate that, because again my question is, what is policy and what is operations.

TRUSTEE McCoy: Again, if I'm out of line by back and forth with the questions, please correct me since
I'm just not familiar with all of the procedures. I'm making an assumption, since I don't have the history. I'm not encumbered by it, but I also don't have the benefit of it. You have had a Governance Committee in the past; are these new issues? Or are these issues that are just being raised?

CHAIRMAN WARREN: We'll take Trustee Washington's question or comment, and then I'll come back to your inquiry, and I think we'll be able to wrap it up there.

Trustee Washington?

TRUSTEE WASHINGTON: Thank you, Chair. I was just going to add that at a prior meeting, we had suggested or discussed actually having special committee charters that outline and give guidance for the roles of each committee. I think that might be a role that maybe the Governance Committee could take up as well.

CHAIRMAN WARREN: That's a good segway in to my point. If you go into the operating procedures -- I think it's Section 4.2.7 -- there are some bullet points there that attempt to define "charter" for the Governance Committee.

In your work in the committee, I think what you'll discover, as Trustee Washington pointed out,
there is a necessity for a prescription, a charter for the committees, and that's what I think Trustee Dortch is talking about. And what I mentioned earlier, that if we can structure the operating procedures in such a way that it points us towards policy-making, strategic initiatives as opposed to engaging us operationally. Now, that might be just the fault of staff and our acquiescence to it, if you will, and our willingness to being so engaged at the operational level as opposed to staying focused.

But let's have the discussion about this issue and the document itself at the committee level. Let it float forward for our discussion and comment, and I think for the General in charge of it, that we may end up where we need to be in terms of a document. That is a working document that guides all of us in the performance of our work here as trustees.

Trustee Lawson, did you have something?

TRUSTEE LAWSON: Yeah, I just had one comment for Trustee McCoy. I think being a new trustee to this body, it might be helpful to go through the retreat, Chairman Warren, to gain some additional knowledge base around some of the history and some of the challenges that we've historically had, and a lot of those will be discussed at the retreat, I'm sure. And
then, coming out of the retreat, you'll probably be
able to form a clearer vision of where you want to go.

Now, I think it is a little unfair to double
requirements on you today versus having you spend some
more time with the body and research some issues we've
had historically. But I think broadly speaking, just
reviewing the operating procedures is one thing that I
would like to see the committee undertake; and the
second around governance maybe a little bit more of a
mid-term, post-June meeting, and as we get further
into the year, to come back and review that particular
issue.

TRUSTEE McCOY: Thank you.

CHAIRMAN WARREN: I bet you're sorry you opened
that can of worms.

Trustee Grable.

TRUSTEE GRABLE: Thank you, Chairman Warren.

Were we still making suggestions? I wanted to go back
to Trustee Dortch's comments. I think that is
extremely apropos when I look back over the time that
I've been here on the Board, and I am particularly
interested in some of the operating procedures that we
have. If I'm not mistaken, 3.5.2 is one that's at the
top of my list; that I think really does go to who has
purview over operations and then the Board's
responsibility in terms of policy. So I would like to
definitely hear some comments about that.

CHAIRMAN WARREN: Are there others?

So if I can put a period on that subject. I
spent some time last night talking to Dr. Mangum and
Mr. Miller, VP Miller, about the relationship of staff
to the board. Now, this is separate and apart from
operating procedures issue of the Governance
Committee, but since Trustee Dortch brought it up, if
you don't mind me dealing with it at this very moment,
and that is, to put a staff if you will to do its job
and not to invite us into it. What you bring to us
under those issues are policy-related matters that
require our decision-making, but don't ask us to make
operational decisions on your behalf.

So where the item, if you will, has a policy
component to it, then naturally we should be engaged.
What we would hope however, as you deal with the
operational matters is that you keep us informed. But
the frequency of meetings and telephone calls is
largely around a solicitation for response on
operational things. So maybe there's a thin line and
maybe not. Maybe it's a tall, Chinese wall between
the operational and tactical and strategic, because
you've got to use your better judgment there to
prepare, so we don't experience what Trustee Dortch referred to as "trustee burn-out," just from the frequency.

We are all -- as you are -- busy people, so allow us to be busy at the work that we do when we're not here, and we encourage you to be busy at the work that you do when you're here every day. So let's balance this out so that we don't burn out, if you will, from the frequency of -- this is not to encourage you not to talk to us and for us to come to you, but it is to encourage you to think through what it is you want us to get involved in. And what we're saying to you in these sort of anecdotal or emotional comments about it is the level of engagement for the members for the moment is a bit too operational.

So with that, can that be a period on this and we drive on? A period with the expectation that you'll take some action to regulate this situation.

Okay? Thank you.

The next committee is the Special Committee on Presidential Evaluation. Trustee Moore is not here. Is there somebody standing in her stead?

TRUSTEE CARTER: Chair, standing in for her.

Trustee Carter, if I may?

The Special Committee on Presidential Evaluation,
the action items were put on the consent agenda, which
was approval of the amendment to the Presidential
Evaluation timeline, and the amendment to the approval
of the 2015-16 Presidential Summary evaluation.

The other items were primarily informational.
Whole view of committee and its responsibility,
overview of the presidential evaluation forum,
overview of the monthly report, and so basically,
those were the kind of things that happened in
committee, and I just wanted to report that on behalf
of Chair Moore, and that concludes the reports.

CHAIRMAN WARREN: Thank you, Trustee Carter.

Any comments or questions of Trustee Carter?

We'll move on then to the Academic Affairs Committee.

TRUSTEE CARTER: Thank you, Mr. Chairman.

The action items for the Academic Affairs
Committee were all put on the consent agenda. One was
the accountability report, second was the tenure upon
appointment, and the third was the recommendation for
sabbatical and professional development leave. So
those are the kind of things that were taken care of.
They were put into our consent agenda and have already
been approved. And with that, Mr. Chairman, that
conclude my report, unless there's any questions.
CHAIRMAN WARREN: Any questions of Trustee Carter? Thank you, Trustee Carter.

TRUSTEE CARTER: You're welcome.

CHAIRMAN WARREN: We'll move on to the Audit and Compliance Report.

Trustee Washington.

TRUSTEE WASHINGTON: Thank you, Chair.

So the Audit Committee had a meeting on February 10th. The two action items: One was the investigation report for the Pharmacy Phase II allegations. That was approved on the consent agenda.

There were also a number of informational items recording the roles and responsibilities of the audit committee, as well as an update on reports, including P cards, hiring process, procedures for background checks. I will make a note that regarding the audit for renovation and hiring incentive payments, subsequent to the action taken at the October Board meeting, the division and I have been working, or worked, to develop a scope of work and secure outside counsel. Grant Thornton is in the process of wrapping up their investigation.

We had intended for them to be present and present the findings at today's meetings, but we have received some new documents as of this week and so
Grant Thornton has gone back and will continue to do some due diligence to review those documents and we will go back and record and incorporate the relevant information in to the report and get that to you guys shortly.

We also had a meeting on March 3rd. In that meeting, the one action item was already approved on the consent agenda and that was the acceptance of the performance-based funding data integrity audit, required by the Board of Governors as an annual audit.

Mr. Chairman, that concludes my report.

CHAIRMAN WARREN: Thank you. Any questions of Trustee Washington?

TRUSTEE DORTCH: The only question then and that issue will be on the agenda for the Board meeting in June for finalization?

TRUSTEE WASHINGTON: For the...

TRUSTEE DORTCH: Final report.

TRUSTEE WASHINGTON: Yes.

CHAIRMAN WARREN: Are we talking about the auditors?

TRUSTEE WASHINGTON: The Grant Thornton report?

CHAIRMAN WARREN: Yes.

TRUSTEE WASHINGTON: Yes.

CHAIRMAN WARREN: Okay, thank you.
Any other questions? Thank you, Trustee Washington. I will go on to the Direct Support Organizations Committee. Trustee Grable.

TRUSTEE GRABLE: Thank you, Mr. Chairman. The DSO Committee has several informational items.

Vice-president George Cotton, Senior, provided updates on divisional activities. A snapshot was presented on fundraising. Year-to-date, 4.7 million dollars, up by more than 12 percent over last year. Slightly 600,000 over the same period last year.

The average gift increased significantly from $797 this time, last year, to $1500 this year, as indicated earlier also by President Mangum.

The 2015 calendar year closed with a $1 million gift from the Hershey Foundation to endow the Cybil Mobley Chair in the School of Business.

We are currently in review status of readiness capacity of the silent phase of the FAMU Capitol campaign. The campaign is designed to be a $100 million comprehensive initiative. Once implemented, the campaign be the largest campaign ever for a public HBCU.

Now, we will move on to Alumni Affairs updates. Lieutenant Colonel Gregory Clark has been elected President of the FAMU National Alumni Association.
Congratulations, again, Lieutenant Colonel Clark.

FAMU's national day of service was held January 15th through the 18th. FAMU day at the Capitol, held February 4th, was a tremendous success. FAMU is proud to host the international-acclaimed Kinsey Collection in the Foster Tanner Fine Arts Gallery through March 25th.

FAMU will also host a conversation with alumnus and Microsoft Board Chairman John W. Thompson on February 15th, and that event was attended by several board members and it was an outstanding event. FAMU alumni will host The Hoops -- and this is past. We've already done this but I'm reading the report as given to me.

FAMU hosted the Hoops Group Reunion to support women's and men's basketball teams and cheerleaders during the basketball Homecoming weekend, February 18 through 21.

VP Cotton presented an update on the FAMU Foundation. The FAMU Foundation continues to monitor its endowment progress and continues to work to grow the endowment value. A discussion between VP Cotton, Associate Vice-President Angela Poole, BOT Chairman Cleve Warren, and members of the DSO Committee followed VP Cotton's Foundation investments.
presentation. Mr. Cotton presented an update on Rattler Boosters. The Rattler Boosters began their annual membership drive with the traditional "Early Bird Special" to encourage members to join the National Alumni Association and support FAMU.

The Boosters, FAMU Foundation, and the Athletics Director are engaged in conversation.

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

CHAIRMAN WARREN: Thank you, Trustee Grable. Any questions of Trustee Grable?

TRUSTEE CARTER: Are there any action items?

TRUSTEE GRABLE: No action items.

TRUSTEE CARTER: Thank you, Mr. Chairman.

CHAIRMAN WARREN: Before we move on to Facilities Committee, Mr. Clark, from one Army guy to another, I would just say "hoorah." Welcome aboard.

TRUSTEE CARTER: Thank you, sir. I appreciate it.

CHAIRMAN WARREN: And with that interchange of Army play, we will move on to the Facilities Planning Committee.

Trustee Moore; is someone standing in?

TRUSTEE LAWSON: I'm standing in for Trustee Moore.
Mr. Chair, the report of the Facilities Planning Committee included one action item.

The approval of the December 10th, 2015, meeting minutes and three informational items. The Facilities Planning Committee heard a presentation from Associate Vice-President Facilities Planning construction safety concerning the following informational items.

The DOE Capital Financing primary application, recognized in the prominent roles of Historically Black Colleges and Universities and American history. The US Department of Education Capital Financing Program addressed a widespread need of HBCUs for capital improvements and the general lack of access to traditional funding sources. The primary application for consideration in the Capital Financing Program was submitted by CFO Cassidy on January 20, 2016. It included a request to borrow 46.2 million for refinancing of existing debt. In addition to bond refinancing, the application also included a request to borrow funds totaling $20.3 million to create a 21st Century campus living-learning communities and address the following: Refurbish existent student laboratory space, create labs to support advanced scientific research and interdisciplinary research, multidisciplinary health sciences, simulation outreach
center and health mall.

Approval of the FAMU Facilities and Planning Committee, FAMU Board of Trustees, and the Board of Governors will be sought before the University incurs any debt for refinancing or funding capital outlay projects.

And update on the public-private partnerships, P3, that a lot of people have been interested in.

And update on requests for qualifications, RFQ, qualifications phase was shared with the committee. Qualifications were received from 13 firms expressing their interest in one or all of the phases of the project.

12 of these 13 firms were short listed and notified on January 21, 2016. The look ahead scheduled for all P3 project timelines in this area of approval milestones were discussed. P3 update will continue being a standing item for the Facilities Planning Committee, and will be brought again to the full Board for approval, prior to closing and signing of the contracts.

Number 3. Continuing Services Agreement. The Facilities Planning Committee was also updated on the selection of three companies for each category -- architects, civil engineering, and construction
management -- to provide services for the University.

Mr. Chair, this concludes the report of the Facilities Planning Committee. I will entertain any questions if there are any.

CHAIRMAN WARREN: Thank you. Trustee Lawson. Are there any questions of Trustee Lawson?

Trustee Graham?

TRUSTEE GRAHAM: Thank you, Mr. Chair.

Trustee Lawson, I don't know if you can answer this or not for me, but -- or to the Associate Vice-President for Facilities Planning -- my question is, why did we almost lose $2.3 million in CITF funds earlier last month?

TRUSTEE LAWSON: Is he here? Sir, would you mind approaching the podium? Thank you.

Excuse me, sir. Just for all of our benefit, can you explain exactly what those funds are?

MR. KAPILESHWARI: This is the student funding, CITF funding which we did receive. And earlier this month, we heard that there is a possibility of some of those funds, as Trustee Graham mentioned, to be at the risk of diversion.

So we basically work with Vice-President from our Student Affairs and Ms. Graham to come up with a plan of how are we going to use it, if that were ever to
have to happen. But right now, the funds are safe. We have heard from the Board of Governors that there won't be any diversion, so we are still not taking it any slower. We have assigned a project manager to work with the Student Government, to address some of the pressing needs in what we have so we can continue issuing the contracts and the appeals for those projects.

TRUSTEE GRAHAM: Okay. I am aware of the situation. I was wondering what happened on the admin side, or what put us in this position, because as we all know, I also serve on the Board of Governors, and during my briefing back in November, the BOG staff notified me that our stuff hadn't been processed and that we were going to run the risk of approaching February and it may be running into a reversion from the Legislature downtown.

So I then brought those concerns to administration, Dr. Hudson's staff, and I met with some Facilities Planning staff, and we turned in a proposal, which was submitted during my first term, but only to get an e-mail saying that we were in jeopardy of losing these funds.

And I understand things were done to rectify the matter at the last minute, but seeing where FAMU is
and the relationship that our institution has with our
governing body right now, with the Board of Governors,
we shouldn't have to use "buddy passes" like this,
because I know it took extra work from VP Moore's
office, Dr. Hudson, as well as our lobbying and
governmental relations staff, to get this
accomplished, and it just kind of looks silly on our
part, and I wouldn't want the fees that my students
pay to go to waste. That's $2.3 million that could be
easily lost, just like that, if it could have been a
proactive situation and handled in advance. That's all
I'm saying. So I just wanted to know, what, you know,
what were the issues; where was the ball dropped to
eliminate this from happening in the future.

MR. KAPILESHWARI: He is our executive director
and he is basically our business (unintelligible) so
he wants to add some comments.

UNIDENTIFIED SPEAKER: In addition to what
Mr. Kapileshwari mentioned, that we are working on it,
and we are working with the Student Government
regularly and keeping them updated on the projects.
The notice to divert these funds have never been
diverted before. They have been there from 2012 and
always they had some funds that were given each year,
and there was never reverting done prior to this.
But this, there was some thought in the Legislature that was happening that they could be diverted by the state, and. We would have about $95 million statewide across all of the universities, so we got a heads up from the BOG saying there is a possibility of reverging. Now, that did not go through the Legislature as a diversion, but since we heard about it, we wanted to make sure that we do not leave anything that was already in the works or the paperwork being processed; that we communicate to the BOG and the State.

So when we got -- when we received all of the documents, we actually sent it to BOG saying that, we already have a plan, this is what we're working on, the multiple projects we're working on. With the student government we had approximate 1.4 million dollars worth of projects already identified, and the paperwork was moving forward. But it was just a sudden thing, it was just an e-mail was nothing like official documents saying -- but are requested by the state for diversion. It was something some one told us and everybody just panicked, right at the BOT level as well. So that was a discussion. We tried to do our best to make sure we don't lose the funds, but to let them know what we had been working over the years
and what plan we had with the funds.

CHAIRMAN WARREN: Thank you.

TRUSTEE GRAHAM: This is my last comment about, as I said a few minutes ago, they gave that notification back in November, or the last weekend in October before the November BOG meeting, and I came back and our administration was notified.

But, okay, duly noted.

CHAIRMAN WARREN: Trustee Carter?

TRUSTEE CARTER: Mr. Chairman, let me just ask you guys this. Lesson learned. How do we make sure this doesn't happen again? Because, really, we, you know, there's enough happening externally. We don't need to do anything internally to shoot ourselves in the foot. So what are our lessons learned going forward so this doesn't happen again?

MR. KAPILESHWARI: Absolutely, and that's a great question, and that's exactly what I was working with our team as well; that we heard this morning from the SACS and lack of funding and things like that, and what we have, the little bit, we do not want to lose that. Absolutely not. And especially in the facilities world. We have a significant amount of deferred maintenance across the campus that we don't want to lose any from.
But the lesson learned is that we have to continue the dialogue with the respective team, and again, in this case, it was student government but that will be the proof or even other source of funding, like the funding for our DRS school, so we have a plan, a prioritized list of projects, which has already been with (unintelligible) those particular division heads and facilities teams, so that when the funds become available, we have the commitment and the plan for encumbering those funds and moving forward with those projects.

TRUSTEE CARTER: Mr. Chairman, three years ago I was on the Board of Governors, and we dealt with a similar issue where the Legislature swept the funds, and so I'm always sensitive about that because the Legislature gives and the Legislature takes away. So if you have got resources that are specifically designated to this University for a purpose, we need to move with all deliberate speed, because if you don't, the next budget cycle, it gets swept and then we're even further behind. So that concerns me. We should not let that happen again.

CHAIRMEN WARREN: Trustee Dortch wants to comment.

TRUSTEE DORTCH: Chairman Warren, I concur. I
first want to, on the record, commend Trustee Graham for being persistent and staying on top of it in her leadership and helping our institution do what needs to be done. But I would request that through the appropriate departments from the President to you, that a written plan of action on how this will be avoided and what corrective actions have been taken so we don't get to this point again, and if you can share that to the Board. I think that ought to be a matter of us getting in writing and not promises verbally on what's been done and what's the plan going forward in the future.

CHAIRMAN WARREN: A reasonable request, Trustee Dortch. You have articulated what actions you plan to take, but codifying that would be a benefit to us, so we will look forward to receiving that from you.

Trustee Lawson?

TRUSTEE LAWSON: As the acting chair to-date in place of Trustee Moore, Trustee Dortch really said what I was going to say, because it's obvious to me Trustee Graham is not comfortable with the timeline that transpired, based on her comments. So I think having it documented through the President for our review -- and probably not so much for our review but knowing that it's there and she's approved it. We
don't want to get into the micro-management of it but I do think we need to have a sense of comfort that we won't have ongoing issues like this.

MR. KAPILESHWARI: And that's fine, yes.

TRUSTEE LAWSON: Thank you.

Mr. Chair, unless there are any other questions, that concludes the Facilities Committee report. I'll look around to see. If there aren't any questions that concludes the report.

CHAIRMAN WARREN: Thank you very much, Trustee Lawson. We'll take the Student Affairs Committee next, and after that committee we'll after that break for lunch, that reminds you of the time frame. We have a lot to do after lunch, so we will break for lunch. And depending on Student Affairs Committee, we will not do lunch for more than an hour.

TRUSTEE WASHINGTON: So I've been told by multiple people that I'm the only thing that stands between us and lunch, so I will make haste with my report.

The Student Affairs Committee only had one action item and that was approval of the minutes.

There were a number of informational items presented by VP Hudson. There has been a 50 percent increase in our summer applications and our fall
applications have remained steady compared to last
year. Our preliminary average GPA and test scores for
fall of 2016 cohort are 3.65, with a 1553 SAT and 23
ACT, which are both improvements over last year.

Students offered scholarships are submitting
their acceptance letter and official notices of
acceptance have been provided to students meeting the
final tier of admission criteria. Application reviews
for students in the summer access and community
program have already begun, and this process will be
completed and the students notified by March 30th.

Financial aid update we have awarded 10,394
students with financial award this year, and we have
awarded approximately, almost 22 million in Pell
Grants and 53-and-a-half million in student loans.

At the meeting, Trustee Carter asked what was the
percentage of students either on Pell and/or loans.
VP Hudson provided that information as well as
information regarding reasons for why students are
maybe not returning. The Student Affairs Office had
done a survey last summer where they called a number
of students who had registered -- who were registered
in the spring but had not yet registered in the fall
to find out if they were intending to reregister and
what those reasons were, and that information was
As far as student life and student government updates, the spring 2016 election schedule concluded and the new executive branch of student government will take office at the end of spring term. There was also anti-hazing and (unintelligible) update. VP Hudson asked Mr. Brian Smith to provide a report.

3,331 students have enrolled in the SUS-mandated Online Hazing Prevention course, which is the largest percentage of students in the SUS.

And that concludes my report.

CHAIRMAN WARREN: Thank you, Trustee Washington.

Any questions of Trustee Washington? Trustee Graham?

TRUSTEE GRAHAM: Thank you, Mr. Chair.

Madam Chair, can you provide an update on the status of our Career Center?

TRUSTEE WASHINGTON: Maybe VP Hudson can do so.

CHAIRMAN WARREN: VP Hudson.

TRUSTEE GRAHAM: The status of our Career Center. I'm asking because the Board of Governor's communication office provides press releases for everything on a weekly basis going on at the different institutions within the system.

On February 18th, we got an article from one of
our sister institutions, FIU, as they plan to expand
their Career Services Office and focus on student
recruitment, retention and graduation rate. And the
article -- I only have one copy, but I don't mind
sharing it with the rest of the Board members. The
article basically is saying how they're investing and
putting money into their Career Center to provide a
better outcomes for their students, and in turn, this
raises their performance funding score within the
State University System.

So I just wanted to know where we stood with ours
and what could be done to ensure that my constituents
get the same opportunities that the other schools in
the system do.

DR. HUDSON: Good morning, Mr. Chair, and Board
members, and great question, Trustee Graham.

We are making some adjustments to the Career
Center. I actually had a budget meeting yesterday in
which we are requesting and proposing some additional
funding for the Career Center. We have had some
turn-over. We are improving. We have surveyed many
of the companies throughout the Unites States, who
does business with FAMU, but we also recruit our
students for employment to get their input.

So we're in the process of discovery and getting
information on how we can improve our Career Centers.
But as you stated, there is funding that's need to
improve their process and prepare our students for the
work force.

TRUSTEE GRAHAM: Well, I just ask -- my time is
winding down. I think I have 49 days left and y'all
ain't got to deal with me anymore, but I just ask that
as a Board, moving forward, I know there have been
departmental cuts. But I just ask this is something
that we invest in for the future of our students. And
I think the number was 4.8 million, roughly, that FIU
put in to theirs. I know we can't do that
financially, but I ask when these decisions are being
made in the future, that you-all take the risk and
opportunity to invest in something that can directly
impact the success of our students in life after FAMU.

I know a lot of the schools have been revamping
their Career Centers and enhancing them, and this is
something we could definitely use at this time. So I
ask that you all, you know, make the commitment and
investment to make sure that we put funds into this
get a direct output.

And job well done. I know AVP Alexander hosted a
health care career fair a couple of weeks ago here in
the Grand Ballroom, and that was successful, so I just
ask we keep making these opportunities and strides and
to put funding into things that directly impact the
student body and their success.

Thank you, VP Hudson.

DR. HUDSON: And I'll take half of that 4.8
million. Thank you.

TRUSTEE GRABLE: Mr. Chairman, question for vice-
President Hudson. I'm just curious. I know you said
there's been some turn-over, and you are taking a look
at, I guess, what direction the University wants to go
in.

I just want to make sure we do have an
appropriate variety of constituency involved in
providing input.

DR. HUDSON: Well, as you know, we always consult
with faculty before we make any decisions. We have
faculty input, and thank you for allowing me to attend
the Executive Committee for the Senate, and the Senate
meeting which I didn't get to present in.

TRUSTEE GRABLE: I look forward to seeing you
there. Thank you.

TRUSTEE WASHINGTON: Thank you, VP Hudson.

TRUSTEE CARTER: Mr. Chairman?

CHAIRMAN WARREN: Trustee Carter?

TRUSTEE CARTER: VP Hudson, I think I'm -- and
I'm not speaking for Trustee Graham, but I think the question was, well, we got a program but how robust is it and what do we need to do to improve on it.

DR. HUDSON: It is not robust enough, to be honest with you. Having a career background, there are a lot of items we need to improve upon to make sure our students have the opportunities.

We talked about a lot of the things our students are doing and a lot of the success that we have, but we're willing to increase. We have to be able to compete with other institutions and their career centers and what they're doing.

And the Career Center isn't just for seniors getting jobs. You have to start with the students coming in and making sure they have a correct major first and then guiding them through the process of being able to do interviews. And I use SBI for an example. They have a first-year class that prepares students for the rest of their time at the University and we communicate directly with the Deans -- the Deans of each college and school to talk about what are their needs.

Just like the health fair, we want to host those types of fairs on campus for the business community in Tallahassee, as well as state-wide, as well as
nationally, and I think we can do that with the
correct support. So we do need to be more robust and
include technology but also include other activities
to help students prepare for the work force globally.

TRUSTEE CARTER: Mr. Chairman, I was asking that
question, because I think by doing so, one, it's going
to enhance -- like Dr. Mangum says about "first in
class," it's going to enhance our brand, but more
fundamentally -- I say "kids," because as the kids in
Sunday School tell me, I was around Moses, so I'm a
little bit older -- when the student comes here --
this is my own personal opinion -- we have a moral
obligation to insure first of all that they graduate.
Secondly, we have a moral obligation to insure that
they can get a job so they can pay off their student
loan and they can become responsible citizens in this
is society.

So we really do need -- this should be an adjunct
kind of activity. This should be part of the
forefront of us improving our performance matrix. And
full disclosure, I do have a child in the SBI. I did
want to say that. Thank you.

DR. HUDSON: I wanted to add one thing, too. We
also have a component of fundraising in there. We
work directly with the Foundation, so that's another
aspect; having companies come into our campus, recruiting students, but also having companies invest in the University and providing funds to help our students through the Foundation. So that's the other aspect we're also adding to make it more robust as well, and I've had some conversations with board members about it as well.

CHAIRMAN WARREN: Trustee Lawson?

TRUSTEE LAWSON: I have a request that's probably a little off from what we've been discussing, and I would ask for the President and Board Chair to consider, because I think it falls under this committee, and that is, our team has done I think a really, really good job of addressing the whole issue around hazing. I think it's Brian, and the leadership he's provided. So what I don't want to lose is elevating those discussions to the board level. You know, he's periodically given us an update on things that have happened -- not the gory details of what the complaints were, but the number of complaints and how they're going dealt with.

So, because we don't have -- we have not had a great history in that area, and that's why we brought him in but he's done some good work since then and we've not had any major issues since then. But I
don't want to lose that. I don't want to lose the level of importance we have placed on that issue. And so Dr. Mangum and Chair Warren, I would ask that we give him a minute or two to give us a quick update. I think he's done great work, but I don't want to, just like everything, have that work float down in priorities as other things come up. We do have a lot of priorities but I do still think that should be on of our major priorities.

CHAIRMAN WARREN: Thank you, Trustee Lawson. Brian, you're in the room, right?

MR. SMITH: Yes.

CHAIRMAN WARREN: At the bottom of the agenda is some chair time. I'll share it to you, okay? So you be prepare to bring us up to speed on where you are and what you're doing.

Thank you VP Hudson.

VP Hudson, before you leave the podium -- now I'm in the way of lunch, right?

DR. HUDSON: I think you guys are throwing this because you know my boot is off my foot now.

CHAIRMAN WARREN: Yeah.

Well, having heard the sentiments of members on the subject of student placement in particular, I think it's important you answered the question of
Trustee Carter about the robustness of your implementation strategies to date with the placement.

So I think it's incumbent upon you and your staff, as you think about how to make it robust, that if we reflect in the strategic plan, the plan has a subset to it and implementation strategies -- and maybe the two of you will be sharing those duties and responsibilities, but I guess the point I'm making is, don't allow us, if you will, to design for you but to express our desire for it to be one that is in fact robust.

So when you bring the plan back and you get to that segment that you articulate is an appropriate implementation strategies, we will comment on that. You can leave the room, if you will, and come back with a codified plan that's as robust as it needs to be for us to achieve the objectives that we want to achieve for our students.

DR. HUDSON: Will do. And we're also looking at other institutions as well.

CHAIRMAN WARREN: Provost David?

PROVOST DAVID: I'm sorry.

So, I thank you all for passing the accountability report without me standing up and talking about performance funding matrix, but I did
want to say that our employment statistic is one of the areas where we are performing and are in the excellence band. We always want to do better, we're always trying to invest, but I didn't want the conversation to suggest that we are not doing well for our students.

We accepted the Governor's challenge to try and improve even further. We are always looking for resources. We are exploring the possible opportunity for grants to help us make sure that our career programming, and this is a joint partnership with my office, members of my staff and members of VP Hudson's staff. We're exploring a grant opportunity where we would be able to really hone in on how we can relate the curriculum, student experience and everything to career pathways. It's called the Career Pathways Initiative from the United Negro College Fund in partnership with the Lilly Company.

So we're always looking for way to improve and invest, but I didn't want the suggestions to be that we're not doing well by our students. We want to do better for our students, but right now that actually is one of our performance metrics that we're really doing well at, which is a testament for our faculty and the students and the talent they have.
CHAIRMAN WARREN: Thank you for adding that. I think the chicken is about to get dry.

TRUSTEE GRAHAM: Can I just say one more comment? Thank you, Provost David, and Dr. Hudson for your feedback. And that's great, but I just also ask that it's quite evident it's not as robust as it should be. I just ask that -- there is a lack of resources -- when Dr. Hudson and the Provost and their team gets this plan, that whoever needs to approve it or write the check, that the funding is supported, because before we can get resources from elsewhere and grants and all of this other stuff, sometimes we have to invest in ourselves. And this being good on the performance based matrix is well, but there's always room for improvement, and I would love to see our students get the opportunity and rise to the top, like some of our sister institutions.

Thank you.

CHAIRMAN WARREN: Thank you, Trustee Graham. Any others? We will take a little break for lunch, and we will reconvene at 1300, 1:00, so we'll see you after lunch.

(Lunch recess taken.)

(Thereupon, Volume I was continued to Volume II without omission.)
CERTIFICATE OF REPORTER

STATE OF FLORIDA)
COUNTY OF LEON)

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

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

Dated this 27th day of MARCH 2016.

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