

FLORIDA A & M UNIVERSITY
BOARD OF TRUSTEES

IN RE: UNIVERSITY HOUSING
WORKSHOP

TRUSTEE MEMBERS: KIMBERLY MOORE, CHAIR
KELVIN LAWSON
DAVE LAWRENCE
MATTHEW CARTER
HAROLD MILLS
CRAIG REED
NICOLE WASHINGTON
ROBERT WOODY

DATE: MONDAY, OCTOBER 23, 2017

TIME: COMMENCED AT: 12:00 P.M.
CONCLUDED AT: 4:45 P.M.

LOCATION: GRAND BALLROOM
FAMU CAMPUS
TALLAHASSEE, FLORIDA

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

C & N REPORTERS
POST OFFICE BOX 3093
TALLAHASSEE, FLORIDA 32315-3093
(850) 697-8314 / FAX (850) 697-8715
nancy@metzke.com
candnreporters.com

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 MS. TURNER: Trustee Perry.
2 (NO RESPONSE).
3 MS. TURNER: Trustee Reed.
4 TRUSTEE REED: Here.
5 MS. TURNER: Okay. Will those around the
6 table please state your name?
7 TRUSTEE WASHINGTON: Trustee Washington.
8 TRUSTEE LAWRENCE: Trustee Lawrence.
9 TRUSTEE MOORE: Okay. Thank you all for being
10 here. Again, this is the opportunity -- that I can
11 tell you that of all of the moments that I've
12 served and had the opportunity and issues that
13 we've had to tackle over the last four years, this
14 is probably the one that if I think about the work
15 that I would like to do as a trustee and making
16 sure that the needs are met and that issues are
17 addressed, it would certainly be this issue.
18 Most of you know, as background information, I
19 had the pleasure of walking our housing and
20 conducting a housing tour not only on August 15th
21 but also on September 29th is where I concluded a
22 full visit and tour of our housing. And I will
23 tell you that there are a number of issues and
24 items that you will hear brought up today that
25 would warrant our attention and our full attention.

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

PROCEEDINGS

TRUSTEE MOORE: Good afternoon. I'd like to
officially call the University Housing Workshop to
order, and I believe that our next step is the
official roll call.

MS. TURNER: I will first start with calling
the roll for the Budget, Finance and Facilities
Committee members, and then we will ask those that
are present to please state your name; and then on
the call, we will ask those on the call to please
state your names as well.

MS. TURNER: The Budget, Finance, and
Facilities Committee members, Trustee Carter.

TRUSTEE CARTER: Matthew Carter, present.

MS. TURNER: Trustee Lawson.

(NO RESPONSE).

MS. TURNER: Trustee Lawson.

(NO RESPONSE).

MS. TURNER: Trustee Mills.

TRUSTEE MILLS: Present.

MS. TURNER: Trustee Moore.

TRUSTEE MOORE: Here.

MS. TURNER: Trustee Perry.

(NO RESPONSE).

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 So thank you for those of you that have made
2 the whole opportunity of coming here today not a
3 challenge. This is very key to us moving forward.
4 Not only does housing touch on the issue of our
5 completion of this agenda, but also our retention
6 agenda when we think about our students.

7 So what we hope is that we pull together a
8 succinct group of speakers and topics that we'll be
9 hitting on today. We will walk through the purpose
10 of the workshop logistics with Doctor Ford, but
11 know that this is an open forum; so please don't to
12 hesitate to stop without your questions. And we
13 hope that the weather will bear with us and allow
14 us to do a tour of at least four of the housing
15 facilities that we've identified for you today.

So, Doctor Ford.

DOCTOR FORD: Yes. Good afternoon.

DOCTOR ROBINSON: Trustee Moore.

TRUSTEE MOORE: Yes. Doctor Robinson.

20 DOCTOR ROBINSON: Trustee Moore, I just wanted
21 to let you know I'm on the phone, and I will go on
22 mute unless there's a need for me to talk. And
23 I'll probably be able to stay on until my flight
24 starts boarding within the next hour or so.

TRUSTEE MOORE: Okay. Thank you, Doctor

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 Robinson, for being on the call. We appreciate it.

2 DOCTOR ROBINSON: Thank you.

3 TRUSTEE MILLS: And, Trustee Moore, I would
4 just add, my deepest apologies; I had full
5 intentions of being with you today and got (phone
6 broke up) this weekend, but I am also on the call
7 as well and look forward to today's information.

8 TRUSTEE MOORE: Thank you, Trustee Mills.

9 VICE PRESIDENT FORD: Good afternoon, Madam
10 Chair and members of the Board. The purpose of the
11 workshop is to provide the Board with information
12 regarding the current condition of our housing
13 facilities and discuss preliminary strategies
14 developed for corrective actions and next steps
15 moving forward.

16 We will also provide preliminary funding
17 requirements for addressing needed repairs and
18 renovations. Please keep in mind that one of the
19 action steps moving forward is the initiation of a
20 professional facility condition assessment of all
21 of our campus housing facilities. This
22 comprehensive evaluation will have an impact on the
23 amount of repairs and renovations that are included
24 in the presentation, as well as the funding amounts
25 needed to address these issues.

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 The housing strategy is being developed
2 methodically with considerations for the Strategic
3 Plan, the Enrollment Plan, the assessment of the
4 current facility landscape, short- and long-term
5 strategies, and the financial implications. All of
6 these factors will be discussed during the
7 presentation as follows: VP Edington will explain
8 the linkage between our Housing Plan and the
9 Strategic Plan; VP Hudson will provide a review of
10 the enrollment strategy; Doctor Wilder will explain
11 the current landscape, as well as the short-term
12 housing strategy. Ms. Crutcher from JLL will
13 discuss the Student Housing Market Demand Study; VP
14 Cotton will provide suggestions for addressing any
15 gaps in funding needed to address future renovation
16 and repairs; and Mrs. Holmes will discuss the
17 current financial condition of the housing
18 enterprise and the impact of expenses related to
19 repairs and renovations on the debt coverage ratio.

20 Madam Chair, we will proceed with the agenda
21 as outlined beginning with Doctor Edington.

22 TRUSTEE MOORE: Thank you.

23 Doctor Edington.

24 DOCTOR EDINGTON: All right. Good afternoon,
25 trustees. I just want to briefly highlight the

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 components of our Strategic Plan that overlap with
2 our Housing Plan and to provide some insight and
3 perspective around the discussions today.

4 So when we look at the recently developed
5 University Strategic Plan, we have several goals in
6 the Plan, but there are three areas that I think
7 are worth mentioning with respect to today's
8 discussion. We have goals around student success,
9 goals around growth in terms of the size of the
10 institution; and we have goals around the quality
11 of the student experience. And all of those are
12 tied to the housing facilities that we have and.

13 You can see there are three of the most
14 relevant goals that are related to the discussion.
15 And we talk about specific strategies around --
16 recruitment is tied to the quality of the on-campus
17 housing, allowing us to be competitive with the
18 other institutions that have more modern
19 facilities. We talk about developing plans to grow
20 the capacity for housing, and also in the plan we
21 touch on the need for graduate housing as well,
22 which is something that's usually not thought of
23 when we talk about housing.

24 In terms of student success, there are
25 specific goals around our living/learning

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 environment. So we currently have living/learning
2 communities where freshmen students reside in a
3 residence hall, and they go to class together; they
4 study together; they participate in cocurricular
5 activities together.

6 Those students thus far, they tend to perform
7 better academically than the nonparticipants in
8 those learning communities. And so there's a goal
9 to really expand that initiative to increase
10 student success, and of course you would need to
11 have sufficient housing in order to do that. And
12 in the plan, we've established some goals and
13 targets in terms of metrics, you know, in terms of
14 renovating existing facilities, establishing and
15 developing new facilities.

16 But it's all tied to our student success, like
17 retention and graduation rates. It's well known
18 across the nation that there is a direct tie to
19 student success and on-campus housing. And where
20 you see us as the institution, we do well with the
21 first year. And I think a lot of it has to do with
22 there's a housing capacity for freshmen students,
23 but we tend to see a decrease in student success
24 after that first year; and I think it tracks well
25 the students in their on-campus residency.

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 And just quickly, we also have the President's
2 annual goals, and those tie directly to the
3 Strategic Plan goals. And, again, just reiterate
4 that we have goals around student success, growth,
5 and the quality of the student experience,
6 increasing degrees, increasing those retention and
7 graduation rates. Housing, and the housing
8 strategy is going to play a key roll in that.

9 And here is just for your purview some of the
10 key metrics that relate to these goals and
11 strategies. So we want to increase our retention
12 and graduation rates; we want to increase our
13 overall size. And if you look at the FTIC
14 enrollment, you know, we want to grow by around 500
15 students, and you can see the need there for more
16 capacity. And that will allow us to, again,
17 increase our degrees awarded.

18 And too, it's worth noting, you know, there's
19 a goal to increase the degrees in our programs of
20 strategic emphasis. And that's there because, you
21 know, there are a certain type of students you want
22 to be able to recruit. And you have to be
23 competitive to get those very high achieving STEM
24 and health science students.

25 And so I just wanted to give you a big picture
C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 broad perspective of how this activity today fits
2 in our broader goals.

3 TRUSTEE MOORE: Okay. Trustees, I would
4 ask, and I shared it with the staff as we were
5 going through the materials that were being
6 prepared for this meeting, that certainly we wanted
7 to be futuristic and talk about what we envision
8 growing into the larger institution, but being
9 cognizant that our real mission today is looking at
10 our existing housing and what our current students
11 are living in day in and day out. So, yes, you'll
12 see some of this and hear some of it, but my goal
13 will be to keep them very focused on the existing
14 house that we have.

15 So let's transition to VP Hudson with the
16 enrollment strategy. We'll spend just a little
17 time on strategy and more on talking about the
18 impacts that our housing has had on our current
19 enrollment numbers and what that has led to just in
20 more recent months, which too has been redirected.

21 VICE PRESIDENT HUDSON: Okay. Good
22 afternoon, Madam Chair and members of the Board.

23 For students at Florida A & M University,
24 living on campus can offer more than just a
25 convenient location. It's also a place to achieve

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 personal and academic success. Living on campus
2 increases the students' engagement with the
3 University. Residents are more likely to have
4 friends, connected resources, and get involved in
5 the organizations, and also go to class.

6 The document you received contains a plethora
7 of information which will be discussed further
8 during the course of this workshop that will touch
9 on our current conditions. A significant question,
10 as Trustee Moore just reiterated: Why are we
11 focusing on housing, and specifically, the current
12 conditions of our housing? Well, the enrollment
13 strategy is significantly impacted by our on-campus
14 housing. Doctor Edington provided a brief overview
15 of the Strategic Plan, specifically Strategic
16 Priority Number 1: Excellent student experience.

17 My task today is to briefly discuss our
18 housing. Residence life impacts recruitment,
19 retention and persistent strategies that the
20 University will use to execute and to enhance the
21 success of current and future students.

22 Key goals are to increase the graduation rate,
23 retention rate, and strategically increase
24 enrollment. Our focused enrollment for housing
25 purposes is to demonstrate how residence life

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 impacts enrollment.

2 We are tasked with recruiting the best and
3 brightest high school and transfer students to
4 reach our goals listed. These students and parents
5 have an expectation of on-campus housing. And our
6 current students desire on-campus housing as well.

7 This is just basically -- this slide just
8 reiterates what Doctor Edington went over and the
9 targeted recruitment that we specified in our
10 earlier Strategic Plan, specifically the academic
11 profile of the first-time-in-college student;
12 National Merit Scholars; AA transfers. And in a
13 lot of situations, people think that students who
14 receive an AA degree don't want to live on campus,
15 but from our discussions with our students that
16 transfer with AA degrees, they would like to live
17 on campus and have that campus life experience;
18 and that's why many of them transfer to
19 Florida A & M University.

20 And he also talked about housing for graduate
21 students, and also we have to also look at the
22 number of homeless students that we have on campus
23 as well, where there's no place to go home to, so
24 there needs to be some type of, for lack of a
25 better word, permanency for the residents, for the

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 year for those students who don't go home for the
2 holidays that need to have kitchens and other
3 things like that.

4 TRUSTEE MOORE: Trustee Reed.

5 TRUSTEE REED: Yeah, along the context of our
6 international students, where do they live? Do
7 they live on campus, or do they live off campus.

8 DOCTOR HUDSON: Both. Some live on campus,
9 and some also live off campus. What we've seen
10 with a lot of our international students is that
11 they may get an apartment together and live off
12 campus so they stay within their cohort, or with
13 their group of individuals that come from the same
14 country.

15 TRUSTEE REED: In the con -- may have a
16 follow-up?

17 TRUSTEE MOORE: Absolutely.

18 TRUSTEE REED: In the context -- I think we
19 got the survey last week. In that context were you
20 able to ascertain from the core of international
21 students in terms of what their issues are in the
22 context of whether they live on campus or not?

23 VICE PRESIDENT HUDSON: Yes, sir we can pull
24 that data to determine that, through our
25 international department on how many of those

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 students live on campus and don't live on campus.

2 TRUSTEE REED: Thank you, Madam Chair.

3 TRUSTEE MOORE: Thank you.

4 Trustee Lawrence.

5 TRUSTEE LAWRENCE: How many international
6 students and how many homeless? Is the homeless a
7 significant population?

8 VICE PRESIDENT HUDSON: It's sig -- yeah,
9 right now it's 77, and that's significant when you
10 think about those students and the opportunities
11 that they have. And we have a specific program
12 that we work through the Board of Governors to
13 assist those students because they are eligible for
14 tuition waiver.

15 TRUSTEE LAWRENCE: How many international?

16 VICE PRESIDENT HUDSON: I would have to get
17 that. I don't know --

18 TRUSTEE LAWRENCE: What do you guess it to be?

19 VICE PRESIDENT HUDSON: I would say
20 probably our inter --

21 TRUSTEE LAWRENCE: A couple of hundred?

22 VICE PRESIDENT HUDSON: Yes, at least between
23 a hundred and 200 students, international --

24 TRUSTEE LAWRENCE: The other thing you said
25 that really made sense to me that I might not have

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 come up with myself, but the students who transfer
2 here after two years that might have an associates
3 degree have never had an on-campus experience most
4 of them. And so part of being in college is an
5 on-campus experience. It strikes me as really
6 smart.

7 VICE PRESIDENT HUDSON: Yes, sir. And with
8 our goals to increase that population, having
9 on-campus housing for those students will be a
10 benefit and be attractive to those students as
11 well.

12 TRUSTEE MOORE: Yeah, not to mention that in
13 our research and visiting, I think that was UCF, we
14 also saw with the whole international focus of
15 growing that, there were international
16 living/learning communities, so that you encourage
17 that even further; that there's a place for you,
18 uh-huh.

19 VICE PRESIDENT HUDSON: Okay. This slide
20 provides historical data on the specific goals
21 designated in the Strategic Plan as it relates to
22 retention and enrollment. As Doctor Edington
23 mentioned, the historical trend of persistence for
24 students from previous cohorts over three years, so
25 their freshman year, their sophomore year, and then

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 their junior year, as you can see, it decreases
2 between 16 and 20 percent between those three years
3 going towards graduation for the persistence of
4 those students. As we review best practices to
5 increase enrollment, retention and persistence were
6 key.

7 Now there's a correlation between on-campus
8 housing and increasing retention, persistence, and
9 graduation rates. If we're going to reach the
10 enrollment goal by 2022, we must address critical
11 space and maintenance needs in on-campus housing.

12 There are several points of awareness that we
13 must consider as we look at the next steps. And
14 this is the slide that's basically showing our goal
15 of our enrollment. We really focused in the
16 Strategic Plan on retention, not as much as just
17 bringing in new students, but retaining the
18 students that we have. And that's why this
19 discussion, as Trustee Moore said, is very
20 important for the students that we have on campus
21 to retain, and our graduate students.

22 TRUSTEE MOORE: Trustee Washington.

23 TRUSTEE WASHINGTON: So thank you, VP Hudson.
24 Both you and Doctor Edington have discussed the
25 correlation between housing, on-campus housing and

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 retention and graduation. Do we actually have
 2 statistics that tell us what -- at some point,
 3 there's a (inaudible) return, but what is our max?
 4 How do we maximize that without overtapping
 5 ourselves? That would just be really helpful
 6 because there is a correlation there obviously, but
 7 what is correlation; and is it from first year to
 8 second year; first year to third year? I think
 9 fleshing that out would help us make some more
 10 informed decisions about what our capacity is and
 11 where we should be investing.

12 TRUSTEE MOORE: Great question.

13 VICE PRESIDENT HUDSON: And we'll get that
 14 data because there is data that shows, and that's
 15 where I received that information from, from the
 16 Office of Institutional Research, to show that gap
 17 between that second and third year and that third
 18 and fourth year is where we --

19 TRUSTEE WASHINGTON: Yeah, is it because they
 20 move campus or -- you know, if we could compare the
 21 people who live on campus to those who move off at
 22 certain points and tell us where our max output is.

23 TRUSTEE REED: And maybe one other point too I
 24 think that I find very interesting is that the
 25 increase in enrollment isn't necessarily because

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 you bring in new students, it's because you retain
 2 new students. And I think that's the point you
 3 need to make sure we emphasize here in terms of the
 4 goals that we have from a perspective, right?
 5 That's where a lot of this goal is, that it's
 6 coming from retention.

7 TRUSTEE MOORE: That's a great point.

8 VICE PRESIDENT HUDSON: All right. I had to
 9 go back and find my spot.

10 (MULTIPLE CONVERSATIONS).

11 VICE PRESIDENT HUDSON: So what I wanted to
 12 provide as well is basically something that we were
 13 just discussing, the classification of students who
 14 reside on campus. Currently 68 percent of the
 15 residents who reside on campus are freshmen, so
 16 that makes a big difference when you look at those
 17 numbers that we were just talking about at that
 18 sophomore and junior year of those students and
 19 providing a possible correlation between moving off
 20 campus and retention and persistence and
 21 graduation.

22 TRUSTEE MOORE: Trustee Carter.

23 TRUSTEE CARTER: Excuse me, Bill, for the
 24 interruption.

25 After that freshman year, do the students

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 somehow never leave campus for residence
 2 accommodation, or they still on -- is there a drop
 3 off.

4 VICE PRESIDENT HUDSON: Yes, sir, there's a
 5 big drop off after the first year, because we have
 6 the Board regulation where all freshmen must reside
 7 on-campus. So we look to have freshmen live on
 8 campus because they have higher retention rates
 9 if they live on campus than live off camps; and
 10 even -- we can't accommodate all the freshmen as
 11 well, so we provide our sophomores with an
 12 opportunity because our sophomore scholarship
 13 students are required to live on campus as well.

14 And so the majority of those sophomore
 15 students that you'll see are those that are
 16 receiving the full scholarships because they reside
 17 on -- they're required to reside on campus.

18 (WHEREUPON, TRUSTEE LAWSON ENTERED THE MEETING
 19 ROOM).

20 VICE PRESIDENT HUDSON: But there's a
 21 significant drop in -- after the sophomore year;
 22 and as you can see, junior and senior year it's
 23 even a more significant drop of students living on
 24 campus because of space availability.

25 TRUSTEE CARTER: Because --

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 TRUSTEE MOORE: Trustee Carter.

2 TRUSTEE CARTER: So it's more of a matter of
 3 space availability versus choice?

4 VICE PRESIDENT HUDSON: Yes, sir.

5 TRUSTEE CARTER: So by logical extension, it
 6 would behoove us to enhance and improve the process
 7 of providing on-campus that --

8 VICE PRESIDENT HUDSON: And the current
 9 facilities, upgrading the current facilities so
 10 that that would be amenable to the students that
 11 are on campus.

12 TRUSTEE CARTER: When we do, Madam Chairman,
 13 get to the facilities about upgrades and all like
 14 that, there's a couple of questions I want to ask
 15 in the context of -- I think in the materials that
 16 you sent out, they're showing one dorm that hasn't
 17 been rehabbed or even transformed in about 70-plus
 18 years; I think there are two of those.

19 TRUSTEE MOORE: Correct.

20 TRUSTEE CARTER: When we get to that point,
 21 I'd like to kind of --

22 TRUSTEE MOORE: Absolutely. I'm sure that
 23 there's going to be lots of conversation, probably
 24 even more once we actually conduct the tour. So
 25 it's absolutely what I expected from the workshop.

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 Trustee Carter -- I mean Washington.
 2 TRUSTEE WASHINGTON: No worries.
 3 Can you help me break down this chart a
 4 little bit? What's that first column, FTC/FCC? Is
 5 that --
 6 VICE PRESIDENT HUDSON: First time in college.
 7 TRUSTEE WASHINGTON: So you're basically out
 8 of -- we had 16 hundred new students?
 9 VICE PRESIDENT HUDSON: Correct.
 10 TRUSTEE WASHINGTON: Four hundred of them
 11 stayed in a dorm?
 12 TRUSTEE LAWRENCE: No.
 13 TRUSTEE WASHINGTON: No? How many.
 14 VICE PRESIDENT HUDSON: It's actually freshmen
 15 students that --
 16 DOCTOR WILDER: That's the freshman students
 17 that are still freshmen classification --
 18 TRUSTEE WASHINGTON: Okay.
 19 DOCTOR WILDER: That are not first time in
 20 college. So they may be students who started in
 21 the spring semester --
 22 TRUSTEE WASHINGTON: Oh, okay.
 23 DOCTOR WILDER -- or they're students who did
 24 not achieve the number of credit hours to move to
 25 sophomore status after their first year.

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 TRUSTEE WASHINGTON: So basically what we're
 2 saying is if I add all of those up, those are the
 3 total number of the students we have in housing?
 4 DOCTOR WILDER: Correct.
 5 TRUSTEE WASHINGTON: Do we know what
 6 percentage or ratio that is of our entire student
 7 population?
 8 DOCTOR WILDER: Yes, we do. That is --
 9 VICE PRESIDENT HUDSON: It's coming up.
 10 TRUSTEE WASHINGTON: Okay.
 11 DOCTOR WILDER: It's coming up.
 12 TRUSTEE WASHINGTON: Of the first-time
 13 students, is that the majority of the students?
 14 DOCTOR WILDER: Yes.
 15 VICE PRESIDENT HUDSON: Yeah, because some
 16 will start in the spring or the summer, and so by
 17 credit hours, they're still freshmen, so they still
 18 have to reside on campus.
 19 TRUSTEE WASHINGTON: No, I mean that makes
 20 total sense. I was just trying to figure out what
 21 that 1,655 was out of all of the students?
 22 VICE PRESIDENT HUDSON: Out of the total.
 23 TRUSTEE WASHINGTON: Yeah, out of the total.
 24 VICE PRESIDENT HUDSON: Okay. And currently
 25 we have approximately 24 hundred beds on campus.

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 TRUSTEE WASHINGTON: Okay.
 2 VICE PRESIDENT HUDSON: As we continue our
 3 recruitment efforts.
 4 TRUSTEE CARTER: Are all 24 hundred of them
 5 occupied?
 6 VICE PRESIDENT HUDSON: Yes, sir.
 7 TRUSTEE CARTER: Okay.
 8 DOCTOR WILDER: That's the number we have,
 9 2,404.
 10 VICE PRESIDENT HUDSON: I know. That's why I
 11 said approximately 24 hundred because some might be
 12 coming --
 13 TRUSTEE LAWRENCE: So the math is simple.
 14 Only one quarter of the students. What do you want
 15 it to be?
 16 VICE PRESIDENT HUDSON: Well, we searched --
 17 TRUSTEE LAWRENCE: What do you realistically
 18 want it to be?
 19 VICE PRESIDENT HUDSON: Realistically, at
 20 other institutions, between 35 and 40 percent of
 21 their students reside on campus, those that have
 22 high retention rates and high graduation rates. So
 23 if you look around the State University System,
 24 you've seen over the past ten years an increase in
 25 housing on campus across the board. And so that's

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 why you've seen also institutions -- UCF is one --
 2 that created living/learning communities; and
 3 they've seen their retention and graduation rates
 4 skyrocket just over that matter of time of
 5 including those new facilities on campus, their
 6 housing --
 7 TRUSTEE LAWRENCE: So we have a heck of an
 8 opportunity here?
 9 VICE PRESIDENT HUDSON: Yes, sir.
 10 TRUSTEE MOORE: Absolutely.
 11 VICE PRESIDENT HUDSON: Okay. In 2015 we
 12 starting utilizing living and learning communities
 13 in the FAMU Village residence hall. Data has shown
 14 that students living in the living/learning
 15 communities have higher retention rates and higher
 16 graduation rates, just from 2015 when we started.
 17 And we have that data to show that the retention
 18 rate and the GPAs are higher.
 19 TRUSTEE CARTER: Really?
 20 VICE PRESIDENT HUDSON: Yes, sir.
 21 TRUSTEE CARTER: That would be interesting.
 22 VICE PRESIDENT HUDSON: And we do that, and I
 23 can -- I actually have it right here. The
 24 retention rate for students living in the LLC in
 25 2015 to '16 was 83.5 percent. Compared to those

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 not living in the -- wait a minute. That's
 2 sophomore.
 3 I'm sorry, GPA for freshmen was 2.95 in the
 4 LLC; 2.64 not in the LLC.
 5 And at the end of spring of sophomore year, it
 6 was a 3.03, and a 2.8. 83.5 retention rate, 74.5
 7 retention rate.
 8 TRUSTEE LAWRENCE: So this is a very primitive
 9 question, and I should know the answer. What is a
 10 living/learning community?
 11 VICE PRESIDENT HUDSON: A living/learning
 12 community is a group of students who are taking
 13 courses; they're living in the same facility. They
 14 have specialized programmatic academic activities
 15 that they are involved in together. And I'll use
 16 the engineering ones as an example.
 17 Those students actually got to go on an
 18 international trip together. And I actually met
 19 with some of those students last week, and they
 20 talked about how great the living/learning
 21 community is how it enhanced their productivity
 22 because they regulate each other.
 23 TRUSTEE LAWRENCE: So I can assume that in
 24 living/learning community the retention rate up to
 25 and including the graduation rate is significantly

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 better. What percentage of the 25 hundred slots
 2 you've got are living/learning slots?
 3 VICE PRESIDENT HUDSON: We have six programs.
 4 We can get those numbers.
 5 TRUSTEE LAWRENCE: Well, what would you guess
 6 it to be?
 7 DOCTOR WILDER: It's nine.
 8 VICE PRESIDENT HUDSON: Nine programs?
 9 DOCTOR WILDER: It's nine programs.
 10 VICE PRESIDENT HUDSON: Roughly maybe about --
 11 yeah, about 250 to 300 students.
 12 TRUSTEE LAWRENCE: So that's only ten percent?
 13 VICE PRESIDENT HUDSON: Yes.
 14 TRUSTEE LAWRENCE: So that's a big
 15 opportunity?
 16 VICE PRESIDENT HUDSON: Yes, sir.
 17 TRUSTEE LAWRENCE: Does it make sense that if
 18 I've got a cohort of people that I'm working with,
 19 studying with, liking, playing with or whatever
 20 else, I might like to come back to the same thing
 21 year after year?
 22 VICE PRESIDENT HUDSON: And we get a high
 23 demand for sophomore students wanting to come back
 24 in those, but we don't have the capacity.
 25 And most living/learning centers at other

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 institutions are entire buildings. So they have --
 2 we are just using just floors. They have entire
 3 buildings that are actually the living/learning
 4 communities. And it's not just academic programs.
 5 There are social living/learning communities as
 6 well, so --
 7 TRUSTEE MOORE: As well as the advising
 8 component, they've actually included that in the
 9 housing facility.
 10 I think the point too that as you were making
 11 your way through the tours today later that you
 12 will question where are common spaces that would
 13 even encourage and nurture that. You'll see in a
 14 number of the facilities there might be one, two,
 15 three, four computers in an area. It's certainly
 16 not adequate if you're looking to build this whole
 17 learning environment that encourages fast forward
 18 on completing their goal.
 19 Trustee Carter.
 20 TRUSTEE CARTER: Thank you, Madam Chair.
 21 I just wanted to ask you a question. Maybe I
 22 misheard. Are you saying that the students that
 23 are in the living/learning community in their
 24 freshmen year, when they come back the second year,
 25 that's not an opportunity available to them?

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 VICE PRESIDENT HUDSON: No, they create --
 2 through the academic departments, we try to keep
 3 that synergy, but there's not a sophomore
 4 living/learning community. It's only in their
 5 freshmen year that they're in those living/learning
 6 communities.
 7 TRUSTEE CARTER: Well, if I may ask, why --
 8 excuse me for a follow-up.
 9 TRUSTEE MOORE: No, I want -- this is --
 10 TRUSTEE CARTER: Why is that?
 11 VICE PRESIDENT HUDSON: We don't have the
 12 capacity.
 13 TRUSTEE CARTER: Other than the capacity,
 14 that's the only thing.
 15 VICE PRESIDENT HUDSON: That's the only thing.
 16 If we had the capacity, the students would love to
 17 be in those living/learning communities and we
 18 would offer it for a second year.
 19 TRUSTEE LAWRENCE: And we would have stunning
 20 good things coming out of that if we were able to
 21 do that?
 22 VICE PRESIDENT HUDSON: Yes, sir.
 23 TRUSTEE LAWRENCE: Well, that could be a big
 24 part of the future, wouldn't it?
 25 VICE PRESIDENT HUDSON: Yes, sir, and even

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 national data, and we've looked at, from Auburn to
2 Iowa State to UCF, to other universities as well,
3 they're moving to those living/learning communities
4 and that shared open space where they can work
5 together and study together.

6 TRUSTEE CARTER: Over the entire --

7 VICE PRESIDENT HUDSON: Over the entire four
8 years, they're looking at things like that,
9 specifically for certain populations. I know of
10 some that are like women in the math and sciences,
11 there are learning centers for those types of
12 programs; for those specialized programs in
13 engineering. But there are a lot of different
14 opportunities for living/learning centers that
15 universities are taking advantage of, and they're
16 even creating a different type of rooming situation
17 for students as well. If you look at the
18 facilities in which -- at a lot of our conferences
19 we're seeing them redesigning the living/learning
20 space for students.

21 TRUSTEE CARTER: David, they've done that at
22 FIU. I know they have done kind of like a common
23 area for the kitchen and gathering room. I call
24 them a living room at home, but you know what I'm
25 saying. And each one of them have their own

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 apartment aside from that.

2 That may be something, Madam Chair, as we get
3 into -- I may ask you, as we get into -- further
4 along with our process and our housing projects and
5 program, maybe in the context of renovation, I know
6 they may be few and far between, but we can still
7 have dreams and visions and hopes and aspirations.

8 But in that context, maybe -- if we are going
9 to renovate the facilities, maybe we need to
10 concentrate first on renovating the facility that
11 can accommodate our living/learning communities;
12 because if I'm not mistaken, most of those
13 communities -- like I know at FIU you're going to
14 be there the whole four years. But based upon what
15 Doctor Hudson is presenting us and the data is that
16 it seems to behoove us to move towards that
17 because, one, it's going to be a success rate; two,
18 you've got a more concentrated area and a more
19 specific group of study partners.

20 TRUSTEE MOORE: Uh-huh.

21 TRUSTEE CARTER: I know when I was in law
22 school, we all had our study groups. Linda
23 Barge-Miles can attest. And it was a tremendous
24 opportunity just because some people in my study
25 group were very good in con law, but they just

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 found criminal law antithetical to their being.

2 So we had first constitutional law, criminal
3 law, procedures, and things like that. So I think
4 that that gives the kids -- kids, they're all kids
5 to me -- give our students an opportunity to not
6 only have a greater environment for study, process,
7 and then critical thinking, but also have an
8 opportunity to pull from each other's particular
9 core group. Because some people are going to be
10 better in subjects than others, but by the same
11 token, by keeping them in that context, I think if
12 we can keep them together, it's just my own
13 opinion, based upon the data we've been presented,
14 that's going to enhance not only our -- the
15 graduation rate but other performance metrics very
16 dear and near to us.

17 TRUSTEE MOORE: Absolutely. The support
18 system for success should not end with just the
19 classroom. It should continue on with their
20 housing and retention, so -- okay, VP Hudson, you
21 want to wrap it up?

22 VICE PRESIDENT HUDSON: I'm closing out, so we
23 can move on.

24 TRUSTEE MOORE: Okay.

25 VICE PRESIDENT HUDSON: Because I think a lot

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 of the data that you're going to see in the next
2 presentation will explain where we are currently
3 and where we need to be in the future as well.

4 So I just want to reiterate that as we track
5 enrollment options and once we reach housing
6 capacity, off-campus options now have to become
7 available once we reach that capacity, as you can
8 see.

9 And so we are going to have to work with
10 our -- with off-campus facilities, but there are
11 some liability issues that we must take into
12 consideration as we look at off-campus facilities
13 as well. We've talked with General Counsel just to
14 make sure that we don't cause any harm to the
15 University by having those liability issues.

16 So Doctor Jennifer Wilder, Director of
17 Housing, will discuss the current landscape and the
18 short-term strategy of moving forward, if there are
19 no more questions for me, Madam Chair.

20 TRUSTEE MOORE: Absolutely. I will tell
21 you -- and Doctor Wilder has been totally
22 transparent along the way. She's been with us for
23 a short time, but been engaged in a whole lot of
24 activity in bringing us to par.

25 The one question that I asked Doctor Wilder as

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 we completed our first leg of our tour, and I said:
2 Doctor Wilder, comparing, you know, looking at what
3 you're showing me and the group is showing me right
4 now, how does that compare? Because I know you've
5 been at a number of other institutions and had
6 their housing inventory and tasks that you were led
7 to -- tasked with bringing forward, but how does
8 our situation compare? And, Doctor Wilder, what
9 did you share with me?

10 DOCTOR WILDER: What I shared with
11 Trustee Moore is that these are the worst
12 facilities that I have seen, and this is my 6th
13 institution and my fourth HBCU that I have worked
14 at.

15 So good afternoon. Thank you, Trustee
16 Moore -- Chair Moore.

17 TRUSTEE REED: That's a great introduction.

18 TRUSTEE MOORE: Yes. And, again, eyes open.
19 Again, this is a transparent workshop, eyes open.
20 You know, rosy pictures are great, but I want you
21 all to be as fired up about this as I am and the
22 work that we need to do.

23 DOCTOR ROBINSON: Trustee Moore.

24 TRUSTEE MOORE: Doctor Robinson.

25 DOCTOR ROBINSON: Yeah, just briefly on the

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 last conversation about living/learning
2 communities, I hope that you get a chance to
3 mention or see the Southern Education Foundation
4 houses on our campus; that that is sort of a form
5 of a living/learning community all though it's not
6 built around an academic program. It's students
7 sort of living and working together, you know, with
8 a common goal. They cook, you know, they have
9 different responsibilities to maintaining the
10 housing and so forth. So I hope you get a chance
11 to take a look at that, because that's another
12 model out there where students come together around
13 something other than academic programs.

14 TRUSTEE MOORE: Thank you, Doctor Robinson.
15 Doctor Wilder.

16 DOCTOR WILDER: Currently we have nine
17 buildings open, and as you can tell by the years
18 that they were built, our buildings are between the
19 ages of 3 and 90 years old with the average age
20 being 47.5. So our facilities are in desperate
21 need of some love.

22 We currently have capacity for 2,546 students
23 in all of our buildings, and I have broken down the
24 capacity for you by building.

25 TRUSTEE CARTER: Madam Chair.

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 TRUSTEE MOORE: Trustee Carter.

2 TRUSTEE CARTER: This kind of gets to what I
3 didn't want. I didn't want to have one of my
4 senior moments like Dave and forget it.
5 (LAUGHTER).

6 TRUSTEE CARTER: I'm not being tactful.

7 TRUSTEE MOORE: I know, I won't stand for it,
8 Trustee Lawrence.

9 (DISCUSSION OFF THE RECORD).

10 TRUSTEE CARTER: On the -- I guess it was the
11 Young and Sampson.

12 DOCTOR WILDER: Yes.

13 TRUSTEE CARTER: To a lesser extent, maybe
14 Gibbs, and it's just I couldn't wrap my brain
15 around that -- now these are currently occupied,
16 are they not?

17 DOCTOR WILDER: All of these buildings are
18 currently occupied.

19 TRUSTEE CARTER: Wow. And where you don't
20 have the last renovated needs that -- you don't
21 have a history -- renovation here means significant
22 renovation or --

23 DOCTOR WILDER: In my eight months here that
24 I've done this research, we cannot tell that there
25 was any significant renovations done to these

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 buildings.

2 TRUSTEE REED: Oh. Thank you, Madam Chair.

3 TRUSTEE MOORE: Okay. And keep the questions
4 coming.

5 Doctor Wilder.

6 DOCTOR WILDER: Within the nine buildings, we
7 have 74 units that are offline, and they are
8 offline for different reasons as you can see. Some
9 of them we -- the housing office took the space to
10 create file rooms and storage, but the majority of
11 them are for leaks, mildew issues, roof leaks, one
12 is in an isolated area where there is not a full
13 bathroom downstairs, so we closed that unit off
14 because we did not want our students to be
15 experiencing that. We have water intrusion in a
16 building, which is Sampson Hall, which was
17 renovated in 2011, but the building's envelope
18 needs to be sealed. So there are 74 units that
19 could be used if these issues were addressed.

20 TRUSTEE CARTER: Now --

21 TRUSTEE MOORE: Trustee Carter.

22 TRUSTEE CARTER: There's no correlation, or is
23 there, between the \$205,000 for the lost revenue
24 and the cost to renovate these buildings, are
25 there, or is there? And if so, what is it?

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 DOCTOR WILDER: You're asking if there's a
 2 correlation between the cost to renovate and the
 3 amount of revenue that's lost.
 4 TRUSTEE CARTER: Lost, yes.
 5 DOCTOR WILDER: Yes, there is, and I'm going
 6 to go into what the cost to renovate --
 7 TRUSTEE CARTER: Okay. I'll wait.
 8 DOCTOR WILDER: -- is later.
 9 TRUSTEE CARTER: I'll wait. Thank you.
 10 DOCTOR WILDER: You're welcome.
 11 We have four buildings that are currently
 12 offline: Cropper, Diamond, McGuinn and Wheatley.
 13 These buildings will remain offline permanently as
 14 the repairs are insurmountable and current deferred
 15 maintenance exceeds industry-determined thresholds
 16 compared to their replacement value. So those
 17 buildings have been offline either for three or
 18 four years.
 19 TRUSTEE WASHINGTON: So what --
 20 TRUSTEE CARTER: When you say permanent,
 21 I'll --
 22 TRUSTEE MOORE: Okay. Trustee Washington.
 23 TRUSTEE WASHINGTON: So permanently offline
 24 means that what exactly is going to happen to them
 25 and what are they doing now?

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 DOCTOR WILDER: Right now they are sitting
 2 empty. There is some storage in one of them for
 3 us. We are currently paying utilities on those
 4 buildings, but they are -- the plan we hope is that
 5 they will be demolished.
 6 CHAIRMAN LAWSON: I thought they were
 7 historical buildings and we couldn't demolish them.
 8 TRUSTEE MOORE: Trustee Lawson.
 9 CHAIRMAN LAWSON: I'm sorry, Trustee --
 10 Chairman Moore.
 11 TRUSTEE MOORE: Robert's rule, how about that?
 12 Absolutely.
 13 Trustee Lawson.
 14 CHAIRMAN LAWSON: Just a quick question about
 15 the buildings. Those are the ladies' complex on
 16 top of the Hill and they're all empty.
 17 DOCTOR WILDER: Yes.
 18 CHAIRMAN LAWSON: But we were always told that
 19 they were historical, that they couldn't be
 20 demolished; or if they were demolished, you could
 21 tear down the interior but you had to leave the
 22 fronts. And that may not be completely true, but
 23 that's --
 24 TRUSTEE MOORE: Yeah, we're going to
 25 recognize --

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 UNIDENTIFIED SPEAKER: Yeah, Trustee Lawson,
 2 those buildings are in the historic district.
 3 They're not historic buildings. The only historic
 4 building we have on campus is (inaudible).
 5 Diamond, McGuinn, Cropper, and Wheatley all are in
 6 the historic district. They can be torn down. The
 7 historic district wanted us to do a half study,
 8 which we did on both buildings, where they come in
 9 and document the building throughout, the floor
 10 plan, take pictures for historic records. In case
 11 somebody comes 20 years from now and want to see
 12 how the building was, we'll have a historic record
 13 on how it is; but it's not a historic building.
 14 And to try to gut them and bring them back
 15 up -- they were built way back in 1938; they don't
 16 meet today's code. So the floor-to-ceiling height
 17 might be at nine feet; but by the time you put
 18 infrastructure and HVAC and everything, you might
 19 have a ceiling at six feet, which would not be
 20 conducive to today's code.
 21 CHAIRMAN LAWSON: That's good news. I didn't
 22 realize they could be torn down. We were always
 23 told we couldn't -- we could only tear down the
 24 back, we'd to leave the front facade in place with
 25 the brick, so --

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 TRUSTEE MOORE: Trustee Lawrence.
 2 TRUSTEE LAWRENCE: I don't have the feel for
 3 the land. Are they contiguous to one another,
 4 these four?
 5 VICE PRESIDENT HUDSON: Yes.
 6 TRUSTEE LAWRENCE: And so if you tore them all
 7 down, you could do something that could accommodate
 8 many more students?
 9 CHAIRMAN LAWSON: Yes.
 10 DOCTOR WILDER: The possibility, yes.
 11 TRUSTEE LAWRENCE: And so that's another major
 12 league opportunity.
 13 DOCTOR WILDER: Yes.
 14 TRUSTEE MOORE: Doctor Wilder.
 15 DOCTOR WILDER: So I provided for you our
 16 occupancy analysis for the enrollment for the
 17 University from 2012 -- the 2012/'13-year to
 18 2017/'18. Our preliminary enrollment for this year
 19 when this document was produced was 9,906. I
 20 believe it's slightly higher now.
 21 And of that number, we had 2,766 students who
 22 applied for housing. We had capacity for 2,546,
 23 and we actually have 2,405 that currently live in
 24 housing. So our occupancy rate is 94.46 percent
 25 this year.

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 And as Trustee Lawrence was doing the math
2 earlier, it's 24.26 percent of the students who
3 currently live with us. And we had a waiting list
4 101 students. On opening day we were completely
5 full, but we have been able to manage to
6 accommodate some of the students that were on the
7 waiting list. We've lost some students; we knew we
8 would have some attrition. So we don't have a
9 waiting list at this time. Any student that walks
10 in now we are able to accommodate.

11 TRUSTEE WASHINGTON: I have one question.

12 TRUSTEE MOORE: Trustee Washington.

13 TRUSTEE WASHINGTON: So looking at enrollment,
14 applications received and capacity, you see a --
15 you know, the decline in enrollment not so much --
16 you know, there's obviously a couple of years where
17 we had an uptick in housing applications received.
18 You know, at 12,000 we had 26 hundred applications.

19 My concern is there a trend toward -- my
20 concern is that we sit here and say let's build a
21 whole bunch of new ones, our enrollment goes up,
22 and then our applications don't meet that. So my
23 concern is that there's a potential that if we
24 choose to build out there could be some future date
25 where the demand is not there. Are we seeing

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 nationally a trend towards more people wanting to
2 stay on campus? Like what does the actual
3 landscape look like as we're thinking about moving
4 forward on this?

5 DOCTOR WILDER: As --

6 TRUSTEE REED: Maybe one question before you
7 get -- help me out a little bit as well. You had
8 new housing come online. What year did that new
9 housing come online?

10 DOCTOR WILDER: That came on in 2014.

11 TRUSTEE REED: In 2014, and then we had the
12 others come offline.

13 DOCTOR WILDER: Came offline.

14 TRUSTEE REED: It was the same year, so
15 basically we just had a flop in --

16 DOCTOR WILDER: We replaced housing is what we
17 did.

18 VICE PRESIDENT HUDSON: And that's why you see
19 that bump there in 2014 as well because that new
20 housing came online.

21 TRUSTEE WASHINGTON: Oh, I got you.

22 VICE PRESIDENT HUDSON: The demand is there if
23 you have the new housing to accommodate those
24 students. And nationally, if you look at those
25 institutions that built new housing, when they

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 brought them online, you see an increase in their
2 enrollment as well as their housing application.

3 TRUSTEE REED: What I find interesting about
4 this slide is that if you go back to the premise
5 that all freshman live on campus, the difference
6 between 2012 and 2017 in terms of students is
7 negligible. So really it is around retention,
8 right?

9 DOCTOR WILDER: Yes.

10 TRUSTEE REED: So if your retention goes up,
11 essentially you have a better outcome. We're
12 getting students to come to the University, it's
13 can we can get them to stay? And what's causing
14 them not to stay may be the fact that they don't
15 have a place to stay.

16 DOCTOR WILDER: In my conversations with
17 students and parents, we just had family and parent
18 weekend not too long ago, several of the parents
19 were asking, okay, where is my child going to be
20 able to live next year? And the issue of
21 living/learning communities came up at that time.

22 They're wanting to know: Well, what happens
23 to them after their first year? So Doctor Spencer
24 and I had a meeting last week, just the two of us,
25 to talk about that. And my staff and Doctor

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 Spencer's staff are meeting tomorrow to look at
2 some options. Because my staff has even come up
3 with suggestions in terms of how we can increase
4 our living/learning options with the facilities
5 that we have now.

6 For example in the Palmettos, in the
7 apartments, we have students who self-select by
8 major to live together so that they can be that
9 cohort, encourage each other, what not. And so
10 they're asking for a formalized way to actually
11 operationalize that, because then it would allow
12 some of our upper class students to have that
13 continuing support that they don't have now.

14 So we're looking at options; we're looking at
15 utilizing the resources that we have currently at
16 this time to be able to accommodate that. But
17 certainly if we had other facilities, that we could
18 expand that program even further.

19 This is a preliminary propose --

20 TRUSTEE MOORE: Trustee Lawrence.

21 I'm sorry, Doctor Wilder.

22 DOCTOR WILDER: I'm sorry. Yes.

23 TRUSTEE MOORE: Trustee Lawrence.

24 TRUSTEE LAWRENCE: So this is I think mostly
25 common sense. While we're thinking of doing new

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 buildings, you don't want to build a bunch of new
2 buildings and then folks say, if I'm not in there,
3 I don't want to be in some lousy condition
4 building --

5 DOCTOR WILDER: Correct.

6 TRUSTEE LAWRENCE: -- so this has got to be
7 worked together.

8 TRUSTEE MOORE: Exactly. Exactly.

9 DOCTOR WILDER: Which is a great segue into
10 this slide, which is our preliminary proposed
11 repair schedule. And this is based on an internal
12 review that my department has done since I've been
13 here as to what needs to happen and would help to
14 make our facilities better.

15 So if you've been by Gibbs Hall, you'll see
16 the fencing and the scaffolding. A roof is going
17 on there, and I believe the roof was about 25 years
18 past its life expectancy. So that's one thing that
19 has happened now.

20 We've insulated the mechanical pumps in
21 Paddyfoote Hall, and then we've replaced some roofs
22 on Palmetto North this summer in anticipation of
23 opening that facility back up to accommodate the
24 influx of students. We had to do some roof repairs
25 on Palmetto South. And then we replaced the entry

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 doors at Village with sliding glass doors, and that
2 just got completed on Friday.

3 So these are some things that we have done,
4 and then you can see for the spring and the summer
5 of 2018, I have an ambitious list of things that I
6 would like to see done; but of course this all
7 revolves around money. But my thought is that if
8 we can bring our facilities up to the standard that
9 will meet our students, then they will be more
10 attracted to staying in our facilities while we are
11 building new ones and what not. And some of the
12 issues that we're dealing with, like Gibbs is
13 getting a new roof now.

14 Okay. We fix the roof, and then we need to
15 fix the HVAC system, because some of the issues
16 that we're seeing have been caused by roof leaks.
17 But then there are other things that are caused by
18 inadequate HVAC system, the building's envelope not
19 being sealed. So it's a tiered thing, so it's not
20 just doing one thing that's going to resolve all
21 the issues in one building; we also need to paint.

22 And in our apartments, we need to update the
23 furniture, we need to update the kitchen cabinets,
24 and the bathroom vanities. So Palmetto Phase 3 is
25 not on your tour because of the timeframe. We were

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 trying to limit your time, but if we have time, I
2 would like to show you what we can do to the inside
3 of the building by painting versus what Palmetto
4 South looks like right now.

5 One of the questions that we were asked is:
6 How much investment has the Department put into our
7 facilities? So for years '13/'14 and '14/'15, I'm
8 able to give you exactly the amount of money that
9 was invested in all of the buildings in terms of
10 repairs. For '15/'16 and '16/'17, that is an
11 estimate. We're still trying to tease out all the
12 information so that I can give you by building
13 exactly what has been done, but you can see that a
14 total of more than \$4 million has been invested in
15 our facilities, but it is still not enough.

16 As you can see on this slide, you can actually
17 see from 2009 to 2014 per building what the amount
18 of money that was invested in each one, and then
19 the amount of money that we would like to invest in
20 the future through 2021.

21 You will see that I front-loaded things in
22 '17/'18 and '18/'19 because, once again, I feel
23 like we need to improve our facilities so that we
24 can continue to attract students to stay there. If
25 we address the major issues, we won't have as many

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 complaints from parents and/or students about our
2 facilities.

3 Any questions?

4 CHAIRMAN LAWSON: Madam Chair.

5 TRUSTEE MOORE: Trustee Lawson.

6 CHAIRMAN LAWSON: Yeah. One thing that stuck
7 out in this chart was a fairly heavy investment in
8 the newest dorm, The Village, in '18/'19 and then
9 projected again in 2021, so like about \$1.6 million
10 in total, and that's our newest facility.

11 Why would it -- just out of curiosity, why
12 would it take --

13 DOCTOR WILDER: That is the cost to paint that
14 building. And when the building was built, it was
15 not properly primed and painted from the beginning.
16 So if you've been in the building, if you brush up
17 against the wall, there is a scrub mark.

18 TRUSTEE MOORE: Absolutely.

19 DOCTOR WILDER: And so we were trying to
20 figure out why, and what we figured out is that it
21 was not primed. So we need to prime it and paint
22 it appropriately with the right kind of paint. For
23 the square footage on the building, the \$826,000 is
24 what it will cost.

25 CHAIRMAN LAWSON: So another related question,

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 the building was built with cost overruns.
 2 DOCTOR WILDER: Yes.
 3 CHAIRMAN LAWSON: So would we have the ability
 4 to go back to the contractor on that work?
 5 DOCTOR WILDER: Based on my experience with
 6 other schools, the warranty should have run out by
 7 now; but I don't know that to be true here.
 8 CHAIRMAN LAWSON: Okay.
 9 DOCTOR WILDER: Usually the warranty is
 10 usually only for a year.
 11 CHAIRMAN LAWSON: I mean could we just at
 12 least look into it?
 13 DOCTOR WILDER: Sure.
 14 CHAIRMAN LAWSON: Because that's a pretty
 15 hefty number for a new building, to have to go in
 16 and do that type of repair work when the building
 17 was delivered to us with a cost override.
 18 DOCTOR WILDER: Yes, I will be happy to look
 19 into that.
 20 So with the figures that you see for the
 21 fiscal year 2021 are basically --
 22 TRUSTEE MOORE: Trustee Reed, I'm sorry.
 23 DOCTOR WILDER: I'm sorry?
 24 TRUSTEE MOORE: Doctor Wilder, Trustee Reed.
 25 TRUSTEE REED: No, I just had one other

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 question, just pertaining to the type of repairs.
 2 This is more to bring the building up to living
 3 standards, or these repairs are also, for example,
 4 new furniture to help them -- to kind of make them
 5 a -- change the feel, look and feel inside the
 6 building as well?
 7 DOCTOR WILDER: Most of these are to bring the
 8 building up to standard. I didn't include
 9 furniture costs in these estimates.
 10 TRUSTEE REED: So this is basically just to
 11 make sure that it's --
 12 DOCTOR WILDER: Yes, because we need to do
 13 mechanical -- mechanical, electrical, and plumbing
 14 systems need to be upgraded, renovations that need
 15 to be done, the HVAC system. It's things just to
 16 bring the building up to standard.
 17 Some of the paint -- the paint is in here, so
 18 aesthetics are there, but not furniture.
 19 TRUSTEE REED: Sure.
 20 CHAIRMAN LAWSON: So along that line though,
 21 could you give us, not today, but a feel for --
 22 this is like kind of the bare bones, so to
 23 speaking, meaning just, you know, paint, et cetera;
 24 but if we really want to make them nicer, I mean
 25 what would that take money-wise? You know, I mean

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 not to be answered today, because I think your
 2 projections here are based on, you know, to your
 3 point, doing the basic things of paint, and
 4 removing mold, or things like that. But if we
 5 really wanted to go in and -- you know, you want
 6 new carpet, you want new furniture in some of the
 7 older units, to just make them have a better look
 8 and feel, like what would that cost?
 9 DOCTOR WILDER: I will be happy to do that,
 10 and as it says at the bottom of this, we're also
 11 going to do an external assessment. This is based
 12 on an internal assessment.
 13 CHAIRMAN LAWSON: Sure.
 14 DOCTOR WILDER: So we want to have a total
 15 facilities assessment of our buildings to make sure
 16 that our projections are on track.
 17 CHAIRMAN LAWSON: Okay. Thank you.
 18 TRUSTEE MOORE: Okay. So thank you, Doctor
 19 Wilder --
 20 DOCTOR WILDER: You're welcome.
 21 TRUSTEE MOORE: -- for the information here so
 22 that we can take that into our tour.
 23 Next we're going to have a student housing
 24 demand study, and just kind walking through that.
 25 That's Emily Crutcher of JLL that will walk briefly

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 through that and see if there are any questions;
 2 otherwise, we will keep it very focused on --
 3 TRUSTEE REED: Chairman.
 4 TRUSTEE MOORE: Trustee Reed.
 5 TRUSTEE REED: Let me ask one other question.
 6 Just going back to the current housing, and so we
 7 reviewed some of the data, we talked about some of
 8 the out-catcher designs, like we have the common
 9 bathrooms and things of that nature. Is that
 10 common today, or is that --
 11 DOCTOR WILDER: No. You would either see
 12 suite bathrooms, and suites could be a combination
 13 of -- it could be two rooms that share a bathroom;
 14 it could be four to six rooms and maybe there are
 15 two or three bathrooms within that suite.
 16 I had shared an article with Doctor Hudson
 17 earlier this semester from ACUHO-I, which is the
 18 Association of College and University Housing
 19 International about super suites. And it talks
 20 about some of the things that Trustee Carter was
 21 talking about earlier, creating, you know, a living
 22 room, a kitchen, and a lounge space for them.
 23 So you're having more of -- students really
 24 want more private rooms or just one person, and
 25 they only want to share a bathroom with one person,

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 maybe four at the most; they don't want to use
2 community bathrooms any more.

3 TRUSTEE REED: I'm a proud Gibbs Hall student,
4 and I didn't want to do it then, so -- I didn't
5 want to do it almost 30 years ago; I know they
6 don't want to do it now.

7 TRUSTEE MOORE: Trustee Reed, I asked them - I
8 never lived in a dorm through my college
9 experience, so I asked them, I said, Well, what is
10 this?

11 And they said, that's a community bathroom.
12 And I said. Oh, my God, yeah.

13 TRUSTEE WASHINGTON: I had community bathrooms
14 too, all four years.

15 TRUSTEE MOORE: So --

16 TRUSTEE MILLS: Madam Chairman.

17 TRUSTEE MOORE: Yes. Is that Trustee Mills?

18 TRUSTEE MILLS: Yes, it is.

19 Just a quick question. I just want to make
20 sure I understand the baseline here. About six
21 months VP Ford and Sameer put an analysis together
22 with respect to facilities sort of ranked them,
23 scored them on usable space, and did a bunch of
24 quality assessments on those facilities.

25 Are these numbers aligned with that report or

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 just completely independent of that?

2 TRUSTEE MOORE: Trustee Reed, I'm going to ask
3 you to interpret that since we seem to --

4 TRUSTEE REED: So there was an analysis that
5 was done that talked about usable space, and this
6 was done a little earlier, and it was -- the
7 question is: Does this analysis correspond with
8 that analysis that was done to all of the
9 properties on the campus here? And the dialogue
10 was really around what space is usable versus not?

11 TRUSTEE MOORE:

12 ASSOCIATE VICE PRESIDENT KAPILESHWARI: Yes.
13 That's a great question, Trustee Mills.

14 That analysis was done based on the
15 information we had on the E & G side of the house,
16 the facility condition audits which we have
17 completed.

18 But for the housing, we had done based on --
19 like Doctor Wilder just suggested, you know, based
20 on the in-house study, in-house look at the thing.
21 We have not done a complete facility condition
22 audit, which we are recommending that we need to do
23 for those buildings. But based on our in-house
24 look at it and the work requests that we are
25 getting from those buildings, that's where we tried

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 to say that this is what we think the condition of
2 the space is in those buildings.

3 TRUSTEE MILLS: Right. And the reason why --
4 I just want to make sure we somehow tie these
5 together, right? If we have a list of space that
6 talks about the quality of the space, and we also
7 talked about kind of maintenance and updates that
8 those spaces need.

9 And then we have a second list which is not --
10 again, it's still not quite clear to me if that was
11 completely different facilities in terms of housing
12 and that one list -- items on List B were not on
13 List A or whatever they might be, if they were on
14 both lists, if those numbers align with each other.
15 At any rate at some point we're going to get to a
16 total cost of maintenance here from List A and
17 List B that we'll have to kind of keep in
18 perspective.

19 ASSOCIATE VICE PRESIDENT KAPILESHWARI:
20 Absolutely. And again, when we do the facility
21 condition audit for the housing facilities, for
22 example, we might be able to -- we will be able to
23 get, based on each and every system, for example,
24 for building envelope, like roofs, and sealing of
25 the buildings, window penetrations and all of those

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 kind of things, you know, how much it's going to
2 cost; for a mechanical system what it's going to
3 be.

4 And based on that, we could be able to make
5 non-investment kind of decisions. For example, if
6 the building replacement value and the building
7 deferred maintenance is such that building
8 replacement value when we compare, it's like, oh,
9 25, 30 or 40 percent. You know, so it might be
10 better for us to decide whether it's right for us
11 to continue investing in that building or whether
12 it would better serve us to demolish that
13 particular facility and build a new one.

14 So those kind of investment decisions will be
15 based on the facility condition audit. But again,
16 we will have all the system analysis done for
17 mechanical, electrical, plumbing, or analysis done
18 for ADA and life safety systems and so on and so
19 forth.

20 VICE PRESIDENT FORD: So everything that has
21 been done to this point has been done internally.
22 So we'll have someone from the outside to do a
23 professional assessment for us.

24 TRUSTEE REED: Do we have a time line on it?

25 VICE PRESIDENT FORD: Spring 2018 is what

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 we're looking at.

2 TRUSTEE MOORE: You'll see at the close of
3 this document, that's what we make sure --

4 VICE PRESIDENT FORD: Yeah, 2018 is the
5 target.

6 TRUSTEE MOORE: -- deadline.

7 TRUSTEE REED: To have it completed?

8 VICE PRESIDENT FORD: To have it completed.

9 Okay. Miss Emily, would you like to move us
10 forward with your housing demand study for us?

11 MS. CRUTCHER: Well, first of all, JLL, we
12 thank you so much for having us here today.

13 Over the last two years we've been working
14 closely with the facilities team, with Sameer and
15 Craig --

16 TRUSTEE LAWRENCE: Bring the mike closer to
17 you.

18 MS. CRUTCHER: Does that help?

19 We've been working very closely with the
20 facilities team, with Sameer, with Craig, and with
21 the procurement with procurement team, which is
22 Stephanie Falls (phonetics). And so today we
23 wanted to share with you two things that we have
24 been working: One is the student housing demand
25 study, and the other is the public-private

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 partnership.

2 So in terms of the student housing demand
3 study, back in the spring of 2016, FAMU identified
4 what they need to begin looking at demand for
5 student housing so they requested that JLL assist
6 them with the procurement of a nationally
7 recognized company to undertake the demand study.
8 So we got proposals from three companies, and FAMU
9 elected a company called Novogradac.

10 So Novogradac's task was evaluate the
11 quantitative and qualitative demand for on-campus
12 student housing based on historic enrollment,
13 enrollment projections, and then an analysis that
14 they did of the on-campus student housing,
15 off-campus student housing costs, and then
16 critically they looked at surveys of students, so
17 into what VP Wilder said the students were involved
18 in this process to assess demand. To that end
19 Novogradac did online and in-person interviews, and
20 they reached over 328 students with this analysis.

21 Additionally, understanding that it's not just
22 a bed to sleep in, it's this creation of a
23 living/learning community which often includes
24 dining facilities, recreational facilities, open
25 space common areas. They also did a demand study

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 for these ancillary facilities of the student
2 housing. So I wanted to share with you some of the
3 findings and recommendations.

4 So on a quantitative basis, they were looking
5 at whether or not 1,400 beds could be absorbed by
6 the students. And what they suggested was that it
7 actually be phased out over a -- I believe it was a
8 six-year period.

9 So in the fall of 2018 they actually projected
10 that up to 600 new beds could be absorbed by the
11 student body; by fall of 2021, an additional 400
12 beds; and then fall of 2023, an additional 400
13 beds. So they looked at the -- again the historic
14 enrollment, what the enrollment projections were,
15 and they made this recommendation that phasing was
16 an integral success of the absorption.

17 TRUSTEE REED: What's the baseline?

18 MS. CRUTCHER? The baseline in terms of the
19 student enrollment?

20 TRUSTEE REED: Yeah, do they start from the
21 same baseline we're saying here in terms of the
22 buildings that are online or --

23 MS. CRUTCHER: Yeah, they start with the same
24 amount of data, with the same enrollment
25 projections. Now obviously 2016 was different, and

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 then the 2017 numbers have come in slightly
2 different.

3 TRUSTEE REED: Okay.

4 MS. CRUTCHER: But the overall goal of 12,000
5 was the end point of that.

6 TRUSTEE REED: Okay.

7 MS. CRUTCHER: And then --

8 TRUSTEE MOORE: Emily, if I could just
9 interject -- and Trustee Reed, Craig has some
10 information that will probably be helpful in
11 framing this?

12 DIRECTOR TALTON: Yeah, I just want to clarify
13 one thing. The student housing demand study was
14 done in 2016. So the dates that was in that
15 student housing demand study doesn't correlate with
16 our current Strategic Plan. So she's reading from
17 that student housing demand study from the 2016
18 enrollment numbers, not from our current
19 projection.

20 So even though she's saying in 2018 at that
21 time that's what we were projecting, back in 2016
22 that is not up to date with the current enrollment
23 numbers. So I just want to make sure that
24 everybody understands that moving forward.

25 TRUSTEE WASHINGTON: So to follow that point,

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 if we are talking about absorbing beds, which is --
2 and I'm -- is that bringing them sort of offline?

3 TRUSTEE MOORE: Exactly.

4 TRUSTEE WASHINGTON: Okay.

5 MS. CRUTCHER: So that's part of the -- I
6 think so Craig and I -- you know, in terms of
7 discussions internally with JLL, moving forward
8 with a replacement plan for dormitories will be the
9 way to ensure a solution.

10 TRUSTEE WASHINGTON: Okay. So we're talking
11 about potentially pulling beds offline. Obviously
12 we want to have a plan to replace those beds, but
13 then we have an enrollment growth strategy that has
14 come up since then. How do we bring all of these
15 things in alignment? We've got a lot of -- it's
16 one of those cases where we've had something going
17 on here, something going on here, and now we have
18 to figure out how they come together and what that
19 means for what we can do right now.

20 UNIDENTIFIED SPEAKER: And if you don't, I'm
21 going to answer that question.

22 After having a conversation with the Board of
23 Governors, the best way for us to get housing now
24 is to move forward with replacement plan until we
25 reach our goal of increasing enrollment. I think

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 our Strategic Plan has 2020/'21 being at 12,000
2 students.

3 So the best way to get adequate housing on
4 campus now doing a replacement plan is brining on
5 new housing and taking off old housing that is
6 costing a lot of money to maintain and bring up to
7 speed taking them offline. So if we bring several
8 hundred beds on line, we'll take like Paddyfoote,
9 Crews Hall (phonetics) offline. So that way the
10 students will have an adequate living/learning
11 community that they can appreciate and the parents
12 will be proud to have their students come to school
13 with nice facilities.

14 And then if we reach that goal of 12,000
15 before that time, then we can bring on those
16 additional beds because we have that demand to do
17 so.

18 TRUSTEE WASHINGTON: But in the prior
19 conversation we were just talking about the work
20 that we needed to do to bring those into livable
21 conditions and potentially spending millions of
22 dollars to bring them into livable condition and
23 then taking them offline to replace them with new?
24 How does that work together? And I might be
25 mistaken, but I feel like we've had a number of

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 conversations.

2 TRUSTEE MOORE: We have had a number of
3 conversations, so I'll help seal this one,
4 particularly tied to what Craig has just said.

5 This workshop is meant to be open minded about
6 what exists right now, not what we hope to exist
7 with funds coming from this manna falling from
8 wherever; it's not that at all. It's what can we
9 do to address the living conditions of our students
10 right now?

11 We all may end up with some different views on
12 whether we think P3 is the solution or we think
13 whatever, about future housing, whether new. The
14 only thing that I'll offer as an individual
15 statement is that new housing becomes old as well.
16 So if we don't come up with a game plan that looks
17 at what you all have just seen on this whole
18 schedule and you all have asked about when were
19 renovations done, when was work done, there has to
20 be a plan -- there has to be a plan and a
21 foundation for how we move forward.

22 I think it's going to be up to this Board, and
23 taking into account Doctor Robinson's feedback
24 relative to looking at, you know, whether it's a
25 new project, the P3 that we pursue; but what is

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 here right now is our existing housing and that
2 situation.

3 So I don't want us to get lost in that thought
4 on new, but let's focus on where our students are
5 going each day.

6 TRUSTEE WASHINGTON: I agree with you, and
7 that's why I was just kind of struggling with we
8 obviously need to do this work now. But thinking
9 forward, you know, how do we ensure that we're not
10 investing a lot of money in something that we're
11 potentially -- like how do we maximize our
12 investment now so that we're not talking about
13 potentially taking it offline in three years after
14 we've spent millions of dollars?

15 TRUSTEE MOORE: Absolutely.

16 So, Emily, I'm going to let you push through
17 at this time I promise.

18 MS. CRUTCHER: So sharing with y'all that was
19 the quantitative assessment. In terms of
20 qualitative, again they were having conversations
21 with students, not all 328, but about 15 percent of
22 those. And to VP Wilder's point, in order to
23 facilitate housing that is of the 21st century and
24 that is demanded by the students, the students
25 preferred to have apartment-style living, so having

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 a shared common area, potentially having a kitchen,
2 sharing bathrooms with one maximum, three other
3 students. And students preferred to have their own
4 bedroom.

5 Now again, these are all things that
6 Novogradac surveyed and discussed with the
7 students. A lot of it also has to do with the
8 price point. So it's how do you balance the price
9 point of developing and renovating for an apartment
10 building versus affordability? And one thing that
11 we discussed in all of our conversations is the
12 absolute critical need to go into the student
13 housing, affordability is the main driver. And so
14 that's what Novogradac found from qualitative
15 perspective.

16 Did you want me to give a brief update on the
17 public/private partnership?

18 TRUSTEE MOORE: I think that we will push
19 forward with -- yeah, I think that's it.

20 MS. CRUTCHER: Okay.

21 TRUSTEE MOORE: The next item was tied to
22 external funding options, and that's tied to
23 actually VP Cotton.

24 I wanted to figure out from him, and I also
25 wanted you all to hear from him, you know, what are

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 options that -- when we look at housing, what
2 dollars are available? What have we seen other
3 institutions take on?

4 Oh, I'm sorry.

5 CHAIRMAN LAWSON: Yeah, if I may go back for a
6 second, and this may be a combination of yourself
7 and Doctor Hudson.

8 So right now we have 24 plus hundred students
9 housed in various buildings. What could we go to?
10 Like if we had expanded space, are we concerned --
11 we're not concerned -- are we concerned about the
12 demand? Meaning, if we had more livable space, do
13 we think we could fill it?

14 VICE PRESIDENT HUDSON: The answer is, yes, we
15 could fill it.

16 CHAIRMAN LAWSON: Okay.

17 VICE PRESIDENT HUDSON: One of the things that
18 we don't have the opportunity is -- and I've talked
19 with our football and basketball coaches. Just
20 think about athletics for example, they live off
21 campus presently.

22 TRUSTEE CARTER: Do they?

23 VICE PRESIDENT HUDSON: Yes, the upper
24 classman athletes do live off campus. Our
25 scholarship students, they don't have an

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 opportunity at the junior and senior level to live
2 on campus. So there is opportunity to build those
3 facilities if we were to have other space available
4 and create those living/learning centers so they
5 can stay on campus all four years.

6 And that's the goal, is potentially to have
7 those living/learning centers where students can
8 live on campus all four years and increase that
9 retention and graduation rate, specifically when
10 we're going to four-year graduation rate.

11 TRUSTEE REED: But I do go back to I think
12 there is -- today you've got a mandatory
13 requirement that says you must be on campus; and so
14 as a result, it's a requirement, right? Given the
15 choice, you may want to stay on campus if the
16 accommodation meets your expectation; and so if
17 today's accommodations don't meet your expectation
18 and it's not a requirement, then you have to
19 balance that scenario. And I think getting back to
20 the qualitative side of the assessment, I think
21 becomes also very important in terms of what the
22 future strategy is, right? You have to take a look
23 at both of those in context, because the
24 competition is external housing, right? It's every
25 apartment that's right next door to the campus that

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 becomes the competition that you're actually are
2 dealing with.

3 So, you know, I think that gets back to this
4 affordability question as well. And so that
5 attractiveness has to be there also.

6 CHAIRMAN LAWSON: And if I may, Chair Person.

7 TRUSTEE MOORE: Trustee Lawson.

8 CHAIRMAN LAWSON: Another -- and Trustee
9 Washington, had kind of made me think about it. I
10 know we're not going to talk P3, but I think at
11 some point we have to have an idea of what that
12 horizon looks like because I do think -- I think
13 you're right. I think it will at least impact some
14 of the short-term things we do. I mean we might
15 just do carpet and paint versus tearing walls down
16 if we know we're going to take it offline in two
17 years, right? So we may do kind of the minimum to
18 bring it up to standard versus doing more.

19 So I feel like at some point we've got to have
20 this picture that says the Strategic Plan calls for
21 us to get to 12,000 students. We have an
22 aspiration of having 45 hundred of those on campus.
23 We will get there by building another 800 beds,
24 renovating these other places on this time
25 schedule.

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 So I know we're not going to talk about the P3
 2 today, but I think at some point we have to kind of
 3 have it all laid out so you can make the best
 4 decision around: Do I go into Gibbs and tear walls
 5 down, or do I just go into Gibbs and paint? And
 6 then do I go to the empty parking lot down the
 7 street and put a foundation to put up a new
 8 building? Like I think at some point we've got to
 9 have that whole picture, even it's a combination of
 10 housing, students affairs, and the work we've done
 11 on the Strategic Plan because at least for me that
 12 will help me understand how much I want to spend
 13 today.

14 TRUSTEE MOORE: Which is what they're planning
 15 on doing because one of the tasks that we talked
 16 about over the last week or weekend is
 17 prioritization of what we're talking about with any
 18 of these repairs; that, you know, what -- and if
 19 it's just getting it up to just living standard,
 20 then what does that look like so that we can start
 21 making decisions on these things.

22 CHAIRMAN LAWSON: I agree with your focus for
 23 the workshop today, but maybe as we look at our
 24 November committee meetings and beyond -- maybe
 25 January, they need some time to do the work, but

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 what does the Strategic Plan say? It says 12,000
 2 that we've all aligned to. Within that 12,000, how
 3 many kids do we want on-campus to make it a vibrant
 4 living environment? What's the plan to get there
 5 over time to house -- I made up the number 4,500,
 6 right? And what do we do in the short-term to make
 7 the place really livable for the kids today as move
 8 toward the longer-term plan?

9 But I agree with you. I know your focus is,
 10 hey, there are things that we need to do right now,
 11 so I do concur with that. But at a later date, I
 12 would like to look at it a little broader.

13 TRUSTEE MOORE: Absolutely.

14 Okay. Again, just to transition our thoughts
 15 back to external funding options, and that's VP
 16 Cotton who is ready to deliver on a positive
 17 message.

18 VICE PRESIDENT COTTON: Okay. Thank you
 19 Madam Chair. And hopefully I can get to that
 20 section here.

21 Okay. I don't know if you can see that as
 22 clearly as I would have -- okay. One of the things
 23 we were asked to do was to take a look at what some
 24 possibilities might be, and I think Chairman Lawson
 25 actually -- his comments basically is a lead-in to

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 what we were being asked to consider.

2 The consideration was if we took a look at
 3 existing need versus comprehensive long-term
 4 questions, would it be more feasible to try to see
 5 if there were existing dollars available or
 6 existing donor-base available to go after immediate
 7 needs. And Doctor Wilder spelled it out very well
 8 when she talked about the condition of the existing
 9 facilities.

10 So what we are presenting for you are kind of
 11 two degrees of consideration: One we wanted to
 12 have an idea of what the existing funding base
 13 looked like and what the existing donor base looked
 14 like. And then I've also pulled -- talked to
 15 Trustee Moore on Friday and told her I'd take a
 16 look at what some of our peer institutions and also
 17 some -- to what other institutions have done to
 18 fund housing.

19 And let me begin by saying we took a look at
 20 our base, and what we have found is less than three
 21 percent of all fundraising dollars have
 22 historically gone to support housing or
 23 residence-hall-related support. Now there is a
 24 caveat to that though that must be added because we
 25 also have to put towards the end of that, that

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 there really has not been a specific funding
 2 strategy or fundraising campaign for housing. So
 3 there might be larger base out there if, in fact,
 4 we had moved towards that.

5 The other thing is even when you look
 6 nationwide, there are very few specific fundraising
 7 campaigns just for housing. They're usually tied
 8 to a larger campaign or pieces of a larger campaign
 9 strategy. They also -- the other thing we wanted
 10 to point out is if, in fact, we were going to try
 11 to look at raising a fixed amount of dollars for
 12 housing, we are recommending that it be tied to a
 13 broader strategy and not just a pull-out or
 14 standalone in and of itself because there really
 15 aren't a lot of dollars specifically tied for that.

16 Also, the other thing is the cost, and Doctor
 17 Wilder and VP Hudson alluded to this. Whether
 18 you're talking about renovating housing or you're
 19 talking about doing it new, that's a significant
 20 cost factor. So we would have to know going in
 21 what the dollar was, whether we're trying to raise
 22 ten percent of the total. If we're talking about
 23 \$100 million campaign, is this going to cost 20
 24 million? Is it going to cost 30 million? We need
 25 to know some numbers before we were able to plug

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 that.

2 And then finally, as we said earlier, we think
3 that moving forward that we should be talking about
4 a comprehensive strategy to enhance facilities and
5 housing here at FAMU and not putting significant
6 amounts of money into whether we're talking about
7 rehabbing on a short-term basis. We think that's a
8 more realistic way to go about doing that.

9 I don't know if I'm controlling the next line
10 or not. Okay, but --

11 TRUSTEE MOORE: VP Cotton, I'm sorry.

12 VICE PRESIDENT COTTON: I'm sorry.

13 TRUSTEE MOORE: Trustee Carter.

14 TRUSTEE CARTER: Thank you, Madam Chair.

15 Can you back up to the last slide? Well, let
16 me just --

17 VICE PRESIDENT COTTON: Yes, sir.

18 TRUSTEE CARTER: Okay. When you did your
19 assessment, were you able to ascertain from those
20 universities that historically does segregate an
21 amount for housing, what is that percentage
22 nationally or within the system, our BOG system?

23 THE WITNESS: Well, just to give you a few
24 examples, we took a look at institutions that were
25 wrestling with similar questions. When we looked

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 at the University of Virginia for instance, I had a
2 \$50 million campaign. They targeted \$2 million of
3 that for housing upgrades.

4 But going back to Doctor Wilder's point, even
5 that upgrade, their facilities were in pretty good
6 shape. What they were doing was making them even
7 more state of art. They were putting technology
8 in; they were making them totally wireless
9 throughout the system.

10 Ohio State had a \$60 million campaign. They
11 earmarked 13.9 million for housing. But again, the
12 same thing, they were enhancing facilities that
13 were already in pretty good shape.

14 And also going back to the point that we were
15 making earlier about suggesting that fundraising
16 for housing or facility upgrade should be tied to a
17 larger initiative, even if you look next door at
18 what FSU was doing, FSU in their billion-dollar
19 campaign did not carve out a specific amount for
20 housing. They did focus on enhancing athletics,
21 but a lot of that was also tied to outside revenue
22 that came from external sources.

23 The closest we came was Campbell University in
24 North Carolina. They had a \$75 million campaign.
25 Of that \$10 million was earmarked for facilities

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 enhancement, including -- and I don't know who
2 talked about historic. I think it was the chairman
3 who was talking about historical preservation. Of
4 the 10 million, 5 million was earmarked to make
5 sure that they stayed in line with historical
6 preservation.

7 I guess my point is, yes, we could do -- we
8 could do targeted fundraising for facilities
9 upgrade and facilities -- not facilities
10 enhancement to try to make sure that our students
11 are living in safe and tolerable environments. But
12 we don't believe that there's a large pool of
13 resources out there to be specifically aimed at
14 that. We think that there's a larger bang for the
15 buck that's part of a broader campaign.

16 TRUSTEE REED: So maybe --

17 TRUSTEE MOORE: Trustee Reed, you're
18 recognized.

19 TRUSTEE REED: So just going back to the
20 aspect of funding for housing, so typically how is
21 that managed today? Is it typically a part of the
22 tuition that's going to be a recurring portion of
23 the fees? What's the traditional process for
24 management?

25 VICE PRESIDENT FORD: The revenue comes from

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 rental fees to the student. So there's no E&G
2 support or anything like that. You can't use E&G
3 to support auxiliary, and housing is an auxiliary.
4 So the revenue comes from rental fees.

5 TRUSTEE REED: From the rental fees.

6 VICE PRESIDENT FORD: Students, yes.

7 TRUSTEE REED: So essentially, the student
8 fees?

9 VICE PRESIDENT FORD: Student rental, uh-huh.

10 TRUSTEE REED: So in our case here, when we've
11 got a lot of these issues, whether we have a
12 renovation or what the issue is, we miss those
13 opportunities early on. And typically when you're
14 raising money, are you raising money for
15 maintenance per se, or is it primarily for new
16 buildings; or to your other point, adding
17 technology or something else? This would be kind
18 of a different focus.

19 VICE PRESIDENT COTTON: It would. And what
20 we're saying is if we're talking about identifying
21 a specific fundraising strategy that enhances
22 housing, you can't do it in two phases or two
23 process. And, you know, one is -- in talking with
24 Trustee Moore, what we did was we did take a look
25 at what has been done nationwide. And there have

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 been campaigns and appeals, typically with national
2 alumni associations and universities to respond to
3 specific needs.

4 And these are kind of examples of what we
5 believe might work; but again, these are specific
6 short-term strategies that are designed to augment
7 whatever funding you already have. This is by no
8 means designed to build new buildings, you know,
9 retrofit them with all of the bells and whistles
10 that young people are looking for nowadays.

11 So as I said earlier, we have not had a
12 specific fundraising campaign for housing. And if
13 we decided that we wanted to move forward with
14 something like that, we believe that they would
15 have to be specifically targeted with corporate
16 support, with local stakeholder support; but they
17 would also have to be tied with some initiative
18 that's built around a groundswell of specific need.

19 That is not what we're recommending, but we
20 are showing what are possibilities that other
21 universities have done, and we have tailored it, if
22 you will, to fit the FAMU model. And, you know,
23 again -- I'm sorry.

24 TRUSTEE MOORE: Trustee Lawrence you're
25 recognized.

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 TRUSTEE LAWRENCE: The only thing I would say,
2 and I think it's in concert with some of what
3 you're saying. I think that my own fundraising
4 soul says the living/learning communities are a
5 very sexy thing and can be sold in an exciting kind
6 of way. It's not how I went to the University of
7 Florida, but it is what I had when I was at the
8 Harvard Business School, groups gathered together
9 for a common purpose to become very good friends,
10 et cetera. I think there is an opportunity for us
11 there.

12 VICE PRESIDENT COTTON: Yeah, and I agree,
13 Trustee Lawrence. As a matter of fact, when we
14 looked at the University of Virginia, they did the
15 living/learning community as an expanded part of
16 their housing campaign, all right? And Trustee --
17 not trustee, I'm sorry -- VP Hudson had mentioned
18 the living/learning communities as a growing
19 opportunity.

20 So we agree, we think that that's something we
21 can build around. The point we wanted to make was
22 that, as Trustee Lawrence is saying, it has to be a
23 specific initiative that's targeted to enhance
24 housing. That's a stronger hand we believe than --
25 as Ms. Wilder pointed out earlier, that's a

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 stronger hand than coming to the table talking
2 about trying to fix units that she describe as some
3 of the most neediest she had seen in a very long
4 time. I think I paraphrased what she said.

5 But we're offering consideration, Madam Chair,
6 of these as possibilities; but again, we believe
7 that these are the type things that could be done
8 now; that FAMU has a very strong alumni base that
9 loves this institution. And we believe that if in
10 fact if we were challenged with coming up with
11 strategies that we believe could come up with money
12 over the next 6 to 12 months, these are the type of
13 things that we think are doable. But we want to
14 make sure that we're putting on the table that
15 these are not designed to build new facilities;
16 they're designed to provide accessible resources
17 that could help us address some of the pressing
18 needs that Doctor Wilder pointed out earlier.

19 And any questions you have, we're available to
20 answer those.

21 TRUSTEE MOORE: Questions for VP Cotton?

22 TRUSTEE CARTER: Those are -- Madam Chair.

23 TRUSTEE MOORE: Yes, Trustee Carter, you're
24 recognized.

25 TRUSTEE CARTER: So what you're saying is that

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 those are primarily renovation dollars, that this
2 would be a --

3 VICE PRESIDENT COTTON: Yes, these are
4 designed to address current need, and this is not
5 designed to build those long-term comprehensive
6 facilities that quite frankly students have grown
7 accustomed to. But these sorts of strategies would
8 be designed to deal with some of the issues that
9 Doctor Wilder has to deal with on a regular basis,
10 discretionary dollars to basically fix those things
11 that -- you know, she talks about painting. When
12 we did the walkthrough on the first day, you know,
13 those things when it comes to basic cosmetics, when
14 it talks about making sure we've got basic
15 technology in classrooms.

16 This type of strategy is designed to come up
17 with innovative dollars that we could put together,
18 you know, a select pool of donors and go
19 specifically to them and make sure that they
20 understand that this is to help us get immediate
21 needs addressed.

22 TRUSTEE CARTER: You mentioned -- Madam
23 Chairman.

24 TRUSTEE MOORE: You're recognized, Trustee
25 Carter.

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 TRUSTEE CARTER: I'm trying to see for a year
2 you're talking about classroom -- this is primarily
3 in residences, right?

4 VICE PRESIDENT COTTON: Yes, but again,
5 we're -- going back to Trustee Lawrence's point,
6 the whole concept of turning living space into
7 something other than living space is now what -- is
8 the norm. So when we talk to donors about helping
9 support housing, we're not talking -- and Doctor
10 Robinson can deal with this, address this part
11 better than I. But we're not talking about going
12 to people just asking them to give us money to fix
13 leaking air conditioning. We're talking about
14 enhancing the educational learning space, which is
15 what dorms have become. They aren't just places
16 where the student lives now, they are true
17 living/learning communities where everything takes
18 place. So that would be our catch or our hook, if
19 you will, that we will be pushing. We're not just
20 pushing rehab dollars -- excuse me, support for
21 rehab dollars.

22 TRUSTEE REED: Madam Chair.

23 TRUSTEE MOORE: Trustee Reed, you're
24 recognized.

25 TRUSTEE REED: Yeah, I think, you know, as you

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 put it, these are probably some great opportunities
2 to be able to go after some funds; but when I take
3 a look at it holistically, you know, we're already
4 talking about a very large capital campaign. And
5 we've talked about having a program around
6 athletics, and so we've had a couple of these kind
7 of one-off opportunities that we've looked at.

8 And if we brought this back to what we're
9 driving for, this gets back to student success.
10 And if you put it back in the student success
11 bucket, it's a part of the Strategic Plan; that a
12 portion of those dollars from a capital campaign
13 are allocated and a portion is unallocated and the
14 University could use them as they see fit.

15 So I don't know if you have to articulate it
16 this way because I think you have to use the
17 dollars in a way that really allows you to achieve
18 the Strategic Plan. So I wouldn't separate it from
19 the Strategic Plan, but I would, you know, try and
20 understand how we can make sure we're driving more
21 value in terms of getting those dollars in the
22 capital campaign.

23 But I go back to the fact that if you have a
24 student in the dorm and there's mold, we have a
25 responsibility as a university to fix it. That has

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 to be different from whether you have monies coming
2 from a capital campaign to get it done. I mean I
3 think that's our responsibility to make sure we
4 don't have that situation.

5 So I would separate the two. We need to fix
6 what needs to be fixed, and then we need to go out
7 and find the dollars to supplement that as an
8 institution. I think we owe it to the students,
9 and we owe it to the parents that are sending their
10 students here to make they're in a safe living
11 condition. And so I would make sure we should lift
12 the magic that way.

13 VICE PRESIDENT COTTON: Point made.

14 TRUSTEE MOORE: Very well said.

15 VICE PRESIDENT COTTON: And that was the
16 charge that Trustee Moore gave to us, and we accept
17 that.

18 TRUSTEE MOORE: Okay. If there are no other
19 questions there, we're going to transition quickly
20 into the financial implications and consideration,
21 and Tiffany -- Ms. Holmes is going to walk us
22 through that.

23 MS. HOLMES: Good afternoon.

24 TRUSTEE MOORE: Good afternoon.

25 MS. HOLMES: So just to reiterate what --

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 VP Ford already points it out. Housing revenues
2 are generated from student rental fees, and that is
3 what funds the housing department. General revenue
4 or people funds cannot be used to support
5 auxiliaries, including housing.

6 As required as part of our financial statement
7 submissions to the Board of Governors, we are
8 required to consolidate housing and parking. Any
9 segment of our institution that is funded by
10 revenue bonds, we are required to put together a
11 separate set of financials for those segments. So
12 of course, we just have parking and housing, and
13 parking is just on there because I just copy and
14 pasted from our annual financial report.

15 So just very quickly, this is the condensed
16 statement of net position, which is similar to a
17 balance sheet. So if you notice, housing has
18 current assets of over 13 million dollars. And
19 then of course 60 million dollars of liabilities,
20 which includes not only the short-term liabilities
21 but the long-term debt for the facilities. The
22 outstanding debt right now is not only for FAMU
23 Village, but there's also outstanding debt for
24 Sampson and Young, from that renovation.

25 TRUSTEE LAWRENCE: What --

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 TRUSTEE MOORE: Sampson and Young.
 2 MS. HOLMES: From -- I think it was 2011
 3 that's listed on that sheet, so that was -- right,
 4 and then there was an additional I believe 13
 5 million where we retired old debt, I believe from
 6 Palmetto South maybe. But we retired old debt,
 7 which was cheaper at the time than the more
 8 expensive debt.

9 So here is the statement of revenues,
 10 expenses, and changes in net position, which is
 11 basically an income statement. So for 2017 fiscal
 12 year, housing had about \$14 million in revenue;
 13 operating expense is about 6.6 million, not
 14 including depreciation. And the interest expense
 15 was the other notable figure there, which is owed
 16 of course on the debt service. This is just the
 17 cash flow statement, and a notable thing to point
 18 out here is they had ending cash of \$3.7 million at
 19 June 30th.

20 So in terms of what's required of our bond
 21 covenant, so this is the five-year trend of our
 22 debt service coverage which we talk about a lot
 23 when we have to take into consideration what's
 24 required from our current bond covenant. So given
 25 our level of operating revenue, which for '16/'17

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 was 14.5 million, we had expenses, once again, not
 2 including depreciation, operating only of 6.6
 3 million. So after subtracting that, we end up with
 4 net revenues of 7.9. And then when you compare
 5 that to what is required as far as your on debt
 6 service, which includes not only our payment for
 7 principal but also our interest expense, which
 8 leads us to the 1.34 at the bottom of the screen.
 9 That is well above the 1.2 that's required.

10 So currently our bond covenants require a 1.2
 11 debt service coverage. If you notice back when we
 12 bought the Village, there was a point when you see
 13 our debt service fell to .65. And so our
 14 bondholders are happy, Bond Finance is happy that
 15 we have shown we have a 1.34 service coverage right
 16 now; however, we do have maintenance -- an amount
 17 of required maintenance that we have to balance
 18 with this.

19 So as we think about all of the repairs and
 20 maintenance and renovation projects that need to be
 21 done currently, we have to make sure that we don't
 22 blow our debt service coverage. And that means
 23 that any of the operating expenses that are part of
 24 normal operating activities: Painting, you know,
 25 regular type of maintenance. We have to make sure

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 we can fit that into our operating coverage -- I
 2 mean our operating expenses, sorry -- because we
 3 have to be able to fund that with our operating
 4 revenues from our housing system.

5 Now any major renovation project: HVAC,
 6 plumbing, electrical, you know, we have to knock
 7 down walls and build a building envelope, anything
 8 that's going to be in excess of a hundred thousand
 9 dollars, we can capitalize that and that will not
 10 hurt our debt service coverage. And so when we
 11 look at that \$3 million that we had at the end of
 12 2017, we can start to look at that and think, you
 13 know, what major renovation projects that aren't
 14 too major, but it's somewhere to start when we look
 15 at having to, you know, fit HVAC, and replace
 16 roofs. And, you know, those types of renovations,
 17 I think we can provide funding for.

18 TRUSTEE MOORE: Thank you, Tiffany. Tiffany,
 19 always tries to make sure that she contains us, and
 20 I appreciate that.

21 So Trustee Reed and then Trustee Washington.

22 TRUSTEE REED: Thank you. One question: As
 23 it relates to the operating expenses, what should
 24 we expect? Do we have any benchmark that tells us
 25 what should that percentage of operating expense be

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 to total revenue? How do we feel about what we're
 2 currently spending?

3 MS. HOLMES: Well, as long as we keep it at a
 4 level that allows us to keep that 1.2 coverage. So
 5 we have to always look at in comparison to what our
 6 operating revenues are. So if you look at '15/'16,
 7 we had a current expense of 7.6 million. With our
 8 current, I would say capacity, what we have online,
 9 that's probably a ballpark to where we can -- now
 10 operating expenses include salaries, includes all,
 11 you know, kinds of utilities, any --

12 TRUSTEE REED: Sure. That's what I was
 13 getting at. Because typically getting to your
 14 other point around the other way to find dollars is
 15 really in taking down your expenses, your cost of
 16 operations. And so if we haven't updated HVAC
 17 systems, or we have leaky walls, or we've got -- we
 18 could be spending unnecessarily on things because
 19 we haven't necessarily been able to have the latest
 20 and greatest in terms of having our maintenance
 21 done. So that's why I was asking the question
 22 around what the typical expense ratio you would see
 23 in this area.

24 MS. HOLMES: I'm not sure. Do you have any
 25 idea, Doctor Wilder?

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 (DOCTOR WILDER SHAKES HEAD NEGATIVELY).
 2 MS. HOLMES: I'm not sure.
 3 TRUSTEE MOORE: Okay. Is that something
 4 staff -- VP Ford, if you'll take that on.
 5 Let me have Trustee Washington and then
 6 Trustee Lawson.
 7 TRUSTEE WASHINGTON: So I'm not a finance
 8 person, so I'm looking at this like a lay person.
 9 So just to clarify: Our current -- the annual debt
 10 service was 1.34, and the maximum was 1.33. Do we
 11 want to be above or below the maximum?
 12 VICE PRESIDENT FORD: 1.2 is the minimum.
 13 MS. HOLMES: So that maximum annual debt
 14 service, that just uses that 5.936 figure instead
 15 of the 5.921.
 16 TRUSTEE WASHINGTON: Okay.
 17 MS. HOLMES: We're not at the maximum as far
 18 as our debt service. We're at the regular annual
 19 debt service. So 1.34 is great; however, we had
 20 room to maybe expend some more dollars on painting
 21 or, you know, those types of repair. We do have to
 22 be careful though, we do.
 23 TRUSTEE WASHINGTON: So what is the
 24 threshold -- sorry, a follow-up question -- what
 25 is the threshold that we would need to actually go

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 into debt service versus just something that we
 2 could do sort of on our own? Is there like a
 3 dollar amount for renovation that we would need
 4 to --
 5 MS. HOLMES: Right now it's a hundred -- well,
 6 our renovation threshold is a hundred thousand
 7 dollars.
 8 TRUSTEE WASHINGTON: Okay.
 9 MS. HOLMES: For asset management purposes, we
 10 capitalize any renovation in excess of a hundred
 11 thousand dollars.
 12 TRUSTEE WASHINGTON: Okay. Thank you.
 13 TRUSTEE MOORE: And Trustee Lawson.
 14 CHAIRMAN LAWSON: Yeah, I was just -- I think
 15 I know the answer to this, but I just want to make
 16 sure I do.
 17 So as we look at housing whether renovation or
 18 new, the only way we can come up with dollars is
 19 from Vice President Cotton, so external
 20 fundraising. The rental revenue is the second, and
 21 then the third would be state support, right?
 22 VICE PRESIDENT FORD: No, you can't use state
 23 support for housing. No E&G funds can be used to
 24 support housing, for an auxiliary.
 25 CHAIRMAN LAWSON: But you could use PECO, you

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 couldn't --
 2 VICE PRESIDENT FORD: No.
 3 CHAIRMAN LAWSON: So there is no opportunity
 4 for state support. I just want to make sure I
 5 understand.
 6 VICE PRESIDENT FORD: No.
 7 CHAIRMAN LAWSON: Okay. That was really my
 8 question. I was just looking really at -- no
 9 matter what number we agree to, I was just trying
 10 to figure out how would you come to that.
 11 TRUSTEE MOORE: Exactly. And again, it points
 12 to the need of have this whole maintenance
 13 schedule. Because where we are faced with it, it's
 14 all in front of us right now. It's huge. It's
 15 huge, but how do we make sure that for going
 16 forward there is a schedule?
 17 So are there any questions remaining of the
 18 folks that are here at the table? Otherwise, we're
 19 going to transition and start our tour.
 20 CHAIRMAN LAWSON: Just one last one for me.
 21 DOCTOR ROBINSON: Trustee Moore, this is Larry
 22 Robinson, and I'm going to have to get off shortly.
 23 I think, Ms. Holmes, you might want to just sort of
 24 talk a little bit about the role of the state when
 25 it comes bonding authority to allow for, you know,

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 projects --
 2 TRUSTEE MOORE: Doctor Robinson, did you
 3 complete your thought?
 4 (NO RESPONSE).
 5 TRUSTEE MOORE: Okay. I think we lost him.
 6 CHAIRMAN LAWSON: I'll my question --
 7 DOCTOR ROBINSON: I'm still here. I'm still
 8 here. Hello.
 9 TRUSTEE MOORE: We hear you, but it's
 10 intermittent.
 11 DOCTOR ROBINSON: Okay. Is that any better?
 12 TRUSTEE MOORE: Okay. It is. Okay. So what
 13 were you saying.
 14 DOCTOR ROBINSON: Well, I was just saying
 15 (bad phone connection) talk a little bit about
 16 funding authority of the state and how that relates
 17 to new construction, housing, and particularly at
 18 this stage.
 19 TRUSTEE MOORE: Okay. What we -- I believe
 20 consist -- this is what we word was "particular,"
 21 the word.
 22 CHAIRMAN LAWSON: I'll go ahead and do my
 23 question. I think it might be similar. I heard a
 24 portion of what Doctor Robinson was saying.
 25 TRUSTEE MOORE: Okay.

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 CHAIRMAN LAWSON: When will we -- how soon
2 will our debt coverage ratio be reviewed from the
3 standpoint of changing our bond rating. If our --

4 TRUSTEE MOORE: All that --

5 CHAIRMAN LAWSON: -- bond rating was reduced,
6 which made it unattractive or makes it unattractive
7 to borrow more money, but how often is that number
8 reviewed and looked at annually? So if our bond
9 rating --

10 MS. HOLMES: Yeah, our Moody's -- I'm sorry,
11 excuse me, Trustee Lawson. Our Moody's
12 surveillance call is going to be scheduled for next
13 month and --

14 VICE PRESIDENT FORD: November.

15 MS. HOLMES: -- so they will be reviewing
16 these latest financials and the entire snapshot of
17 the whole University. And we will have an update
18 on that probably shortly after.

19 CHAIRMAN LAWSON: So not that we would borrow,
20 but that would make borrowing more money more
21 attractive than it is today?

22 VICE PRESIDENT FORD: Yes, if they --

23 TRUSTEE MILLS: It lowers our price, but one
24 question, Chairman Moore, if I can. And, Tiffany,
25 I'm not sure if you've done this, but I think you

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 said the debt coverage ratio is -- the requirement
2 is 1.2 and we're at 1.34? Are those the numbers?

3 MS. HOLMES: Yes.

4 VICE PRESIDENT FORD: Correct.

5 TRUSTEE MILLS: Have you translated that
6 14 basis points to a dollar number? That might
7 help the Board.

8 MS. HOLMES: Okay. I can do that.

9 VICE PRESIDENT FORD: We can, yeah.

10 TRUSTEE MILLS: I mean and not that we ever
11 want to kind of get maxed out on this stuff, you
12 know, because again, you know, interest rates move
13 up and down, and they're going to be going up. But
14 in any event, we should have a conceptual item in
15 people's minds about what dollar number that
16 represents, those 14 basis points.

17 TRUSTEE MOORE: That's a great point, Trustee
18 Mills. She's actually -- it looks like she's doing
19 it now.

20 MS. HOLMES: Oh, I'm not doing that.

21 TRUSTEE MOORE: She's like, no, I'm not that
22 fast. Okay. She's writing herself a note. Okay.
23 So we'll make sure that we get that information.

24 Trustee Lawrence.

25 TRUSTEE LAWRENCE: I only wanted to underscore

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 a point that Chairman Lawson said earlier. I
2 realize what we're focusing on today, but we ought
3 to make no decisions unless we see the totality of
4 renovation, new things, vision, altogether.

5 TRUSTEE MOORE: Absolutely. I totally agree.

6 Are there any other comments before we leave
7 the table here at our workshop?

8 (NO RESPONSE).

9 TRUSTEE MOORE: Okay. Well, then if not,
10 thank you very much.

11 And Trustee Lawson.

12 CHAIRMAN LAWSON: Are we going to -- I mean
13 we're probably going to see some stuff that, you
14 know, is not going to be so pretty during the tour?
15 Are we going to come back and kind of, you know,
16 come to grips with what we're going to do like, you
17 know, in the short term, realizing I think we're
18 all saying we do want to see a longer-term view of
19 this. But there may be some short-term things that
20 we can do just to, you know, make the place more
21 appealing.

22 TRUSTEE MOORE: Absolutely. So 5 o'clock is
23 what I said to y'all for those of you that were
24 flying as that cutoff time. So we're going to hit
25 our tour stops, and then with the time remaining do

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 a quick, you know, kind of around the table of
2 debriefing, what is it that stood out for you,
3 we'll compile the information, and then go from
4 there.

5 Yes, sir, Trustee Lawrence.

6 TRUSTEE LAWRENCE: Are we going to see not
7 only stuff that needs fixing but this is the best
8 we got?

9 TRUSTEE MOORE: Are we going over to what is
10 considered the Village? I don't think the
11 Village --

12 DOCTOR WILDER: I am prepared to show the
13 Board whatever they would like to see.

14 TRUSTEE LAWRENCE: I'd like to know --

15 TRUSTEE CARTER: Start at the top.

16 TRUSTEE MOORE: I told you. I told you.

17 TRUSTEE LAWRENCE: It's superior, I promise
18 you. I'd like to know what's really good that we
19 have vis-a-vis we've sure got to fix this.

20 TRUSTEE MOORE: Okay. Well, you'll see what
21 we have in our marketing collateral, which I see
22 the Village; and then we will then compare it to
23 the other dwellings, how about that?

24 Okay. Thank you all.

25 (WHEREUPON, THE MEETING WAS IN RECESS AT

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 1:50 P.M. RETURNED AT 4:15 P.M. AFTER WHICH TRUSTEE
2 WOODY WAS PRESENT AND TRUSTEE CARTER DID NOT
3 RETURN).

4 TRUSTEE MOORE: Okay. As everybody has their
5 dessert, we're going to go ahead and reconnect
6 with, one, around the table, your thoughts. We'll
7 be compiling the information, looking at next
8 steps. I heard a lot of those next steps earlier
9 this morning when we started the conversation, but
10 now that you've had the opportunity to couple in a
11 tour, I'm very interested in the feedback.

12 So, Trustee Reed, your thoughts.

13 TRUSTEE REED: Just like I remembered them.

14 TRUSTEE MOORE: Okay.

15 TRUSTEE REED: (Inaudible) The newer
16 facilities and where we created the living/learning
17 community, you can actually feel --

18 TRUSTEE MOORE: Yeah, there you go.

19 TRUSTEE REED: Yeah. You can actually feel --
20 you know, there's a different feel of community and
21 culture in those buildings, right? And I think
22 that's what we were talking about early on in the
23 process. So how do create an environment where
24 you're going to truly have student success?
25

And what you felt in that building was

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 You know, as a person who suffers from asthma, you
2 know, sometimes you don't know what you have until
3 you get into a situation like that.

4 And so I think we've got to make sure that we
5 respond to the things in my opinion that I would
6 consider, you know, table stakes. You know, no one
7 pays for that, and so we wouldn't give that. And
8 so we need to make sure at a minimum that we have
9 all of our facilities at what I would characterize
10 as minimal acceptable levels.

11 And so I think we really need to do a due
12 diligence and review to make sure we have our
13 properties at that level. And then I think we have
14 to make an assessment of what we want it to be
15 moving forward. Living/learning communities where
16 they're appropriate I think makes sense. And in
17 some cases, we have some other facilities that I
18 think are really nice facilities as well that we
19 should probably take a look at how we do more of,
20 you know, and so I think we've got a nice
21 opportunity to really have good a good mix in terms
22 of how we move forward. But I do appreciate the
23 opportunity to go home one more time.

24 TRUSTEE MOORE: Thank you, Trustee Reed.
25 Trustee Lawson.

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 essentially what we talked about we wanted to
2 create in terms of our organizations going forward.
3 I think also too you can actually see, you know, a
4 university that's actually gone through some
5 growing pains, right, trying to manage finances
6 over the last several years with the responsibility
7 of being able to, you know, do all the things you
8 want to do. And in many cases we haven't had the
9 opportunity to focus the resources in the areas
10 where they probably need to be in some particular
11 places. You can clearly see that in some of the
12 housing that we have out there.

13 And I think we saw a lot of good things that
14 once we start to kind of articulate it or take a
15 look at it, it could really derive some significant
16 benefits. So we started at the phase III, right,
17 and the look and feel down there, it feels a little
18 remote. There are some opportunities I think to
19 really make sure we check on security in that area
20 in terms of how we manage that space.

21 We've got an opportunity I think to really do
22 something different with landscaping to make sure
23 we get rid of the standing water. And I also think
24 we have to make sure that we don't have conditions
25 where our students are exposed to mold or mildew.

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 CHAIRMAN LAWSON: Yeah, a lot of what Trustee
2 Reed said I won't repeat because I think he speaks
3 kind of a common theme.

4 It was -- in a way it was eye opening and in a
5 way it wasn't. You know, having lived in those
6 dorms years ago, they were -- they had challenges
7 then, and some of those challenges have been
8 addressed and some of them haven't.

9 And I think the hard part of all of this is
10 that -- you know, like I said earlier, we have to
11 see like the big picture, you know, how does P3
12 impact what we do today, it impacts, you know, just
13 some pressing needs just to clean some things up so
14 that we can try to make the right decisions as we
15 go forward.

16 But with that all being said -- taking that
17 approach makes sense. But with all of that being
18 said, we saw a lot of low hanging fruit of some
19 things that just need to be addressed like right
20 away, you know. Without being specific, there were
21 just some conditions that you wouldn't want to
22 leave your junior in. And I just feel like we need
23 to make a short list of those and just squeeze the
24 belt and get those done like now. And you guys saw
25 some of them.

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 And then longer term, I think what you see
2 over in the Village is where we want to go, I mean
3 that type of first class, first rate environment
4 with the community rooms and computer labs. And
5 those things allow us to I think compete more
6 aggressively for the type of student that we want
7 to bring in.

8 So overall, I compliment Vice Chair Moore. I
9 think this was a good use of our time. I think all
10 of us were a little reluctant to sign up for a half
11 a day of walking the dorms, but I think it was time
12 well spent, and I think it was a good learning
13 exercise, and I know, you know, Doctor Ford and
14 Doctor Hudson and you all have now the challenge of
15 putting a short list together and coming up with,
16 you know, well, geez, where do we find the money
17 from? And it didn't get in that condition
18 overnight, so clearly we don't expect you guys to
19 get it out of that condition overnight, but I think
20 we do need to put a plan in place and start moving
21 forward and addressing some of the issues that we
22 saw today, but then ladder up to longer term --
23 well, not longer term, but hopefully midterm, you
24 know, either a new facility or a dramatically
25 renovated facility with one of the ones we have.

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 But, again, time well spent.

2 TRUSTEE MOORE: Thank you, Chair Lawson.

3 And, Trustee Woody, do you want to offer
4 anything or --

5 TRUSTEE WOODY: No.

6 TRUSTEE MOORE: Okay. Trustee Lawrence.

7 TRUSTEE LAWRENCE: So I guess I'd say several
8 things. First of all, I for the first time this
9 morning grasped the living and learning concept and
10 I think that it's an extraordinary opportunity for
11 this University and it needs to be dramatically
12 expanded.

13 I came away with a sense that the vast
14 preponderance of slots are freshmen slots. And if
15 we're concerned, as we should be, about graduation
16 and retention rates, it seems to me an easy leap to
17 get from learning and living centers that one can
18 go every year, and that's going to contribute
19 significantly to the overall Strategic Plan.

20 I think everyone on the Board needs to see
21 this. This has been an immensely valuable day to
22 me. Chair, Mr. Lawson, talked about a plan in
23 place, and part of the plan housing short and
24 long-term; and part of the plan is how does it fit
25 into the overall scheme of things, and what do we

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 really need to raise in a phased kind of way.

2 There is an extraordinary opportunity here. I
3 was deeply educated today and frankly pained by --
4 and I'm not an alarmist. I'm like Craig, I am a
5 glass half or three quarters full; but some of
6 these places are fairly unacceptable to me and
7 fairly unacceptable I think to parents and
8 families. We can do a lot better than that, and of
9 course the Village shows what's possible. That's
10 it.

11 TRUSTEE MOORE: Thank you, Trustee Lawrence.
12 And, Trustee Washington.

13 TRUSTEE WASHINGTON: Sure. Thank you for
14 arranging this.

15 I agree with and echo the sentiments of the
16 other Board members that this is invaluable having
17 the experience to see what is and what could be
18 around campus. I will just add, I really
19 appreciated the diversity of housing options. You
20 know, we've seen -- we saw community, you know,
21 more communal versus the separate. And I think
22 that that's important because we think of now -- we
23 think of past, present, and future.

24 I think a housing survey is important to learn
25 what students want, but that's only giving you what

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 they want now. And I think that part of our due
2 diligence as Board members is to think about the
3 culture we want to create, right? So even though
4 those students may want to -- in their minds want
5 to be in a single and have their own bathroom, what
6 does that lend to a social culture?

7 You know, part of what our responsibility is
8 is to provide opportunities to interact with
9 different types of students. So while students
10 might be inclined to want their own space, I think
11 that we have to -- I mean it's our due diligence
12 and part of our duty to create spaces where they
13 come together and not isolate themselves. So I
14 really did appreciate some of that.

15 And even with the students that we saw who
16 were in, you know, quads or whatever, they were
17 happy. And they were actually really close with
18 their roommates, and I would hate for us to just
19 looking at a survey or looking at one piece of data
20 take that away from part of the community and the
21 FAMU that we are so intentional about building here
22 on this campus.

23 I agree with some of the comments about -- I
24 mean obviously there are some things that we need
25 to do short term. While we're thinking about, you

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 know, the internal short-term fixes, I think that
2 the landscaping is something that we have to keep
3 in context as well, some of the sidewalks, some of
4 the things that you can -- you know, that just make
5 it -- it's a walking campus, students are walking.
6 We don't want them walking in unsafe spaces.

7 And that was pretty much it. And I would
8 think about, you know, as we're thinking sort of
9 future, what are housing options? I know we, you
10 know, sort of wrapped our heads around this P3
11 thing, but I don't know what other options there
12 are as far as renovating buildings out that might
13 be out there that maybe we're not exploring; so I
14 would ask that we look into that.

15 TRUSTEE MOORE: Okay. Thank you, Trustee
16 Washington.

17 And I certainly don't want to leave out Doctor
18 Wilder as well. Thank you so much for that
19 comprehensive tour and giving us insight there.
20 And then I'd like to hear from VP Hudson and Doctor
21 Ford because there are some things that just in
22 this exercise you'll hear that they have decided in
23 terms of a change going forward.

24 So, Doctor Wilder.

25 DOCTOR WILDER: First of all, I'd like to

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 thank you all for the opportunity to be able to
2 show you what our residence halls look like. I
3 think a picture paints a thousand words. It's
4 easier for you to see what I've been talking about
5 than for me to write it for you.

6 So I was happy to have the opportunity. I'm
7 glad that you all got to see it. And I will be
8 happy to answer any other questions that you have
9 about the facilities now or in the future.

10 TRUSTEE MOORE: Thank you, Doctor Wilder.

11 VICE PRESIDENT HUDSON: I too echo the same
12 sentiments of Doctor Wilder, a picture speaks a
13 thousand words.

14 We have some great students. And as you
15 talked to them being, our students were happy.
16 They enjoy the space that we have, but just imagine
17 what we could do. And so as we're looking at where
18 our students are now, the community -- the family
19 that we've established on campus extends beyond
20 just the walls.

21 And so looking at a couple of to-do items that
22 I have on my list is finding out more about the
23 international students, so we can get that
24 information to you. And we're also going to -- we
25 did a prioritizing of the repairs and costs, but I

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 wanted to be more specific and provide you with
2 those priorities in numerical order but also have a
3 cost associated with them and include some of the
4 things that you mentioned today. Because we know
5 that we're constantly trying to improve our
6 facilities but also our programming.

7 You met some of our RAs, so we also do
8 leadership development of our students. And our
9 RAs that live on campus get a salary and live on
10 campus as well. So it's more than just a
11 living/learning community, it's also professional
12 development. It's a community of students engaging
13 each other and assisting each other through this
14 maturation process, and so we want to keep that
15 type of responsibility and community together.

16 So I think this was great. We really
17 appreciate Trustee Moore putting this together.
18 We've been talking about it for sometime, and she's
19 been a great cheerleader for us.

20 TRUSTEE MOORE: They're like leave me alone.
21 Please leave me alone, not again.

22 VICE PRESIDENT HUDSON: I promise not to email
23 you late night or early in the morning like I've
24 been doing.

25 Doctor Ford.

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 VICE PRESIDENT FORD: Okay. Thank you. Just
2 in 20 seconds or less, I just want to mention a
3 couple of things that we've identified as next
4 steps. One is quarterly meetings. We want to
5 eliminate the silos, right, and enhance the
6 communication between the divisions and within the
7 divisions. We also want to monitor the debt
8 coverage ratio more often. You know, Tiffany
9 mentioned that we were going to look at annually.
10 We're going to look at it by semester so that we
11 know exactly where we are, and we're also going to
12 work with Doctor Wilder on monitoring expenditures
13 and revenues on an ongoing basis.

14 We're going to initiate the professional
15 housing facility assessment that I mentioned
16 earlier. Because like I said earlier, everything
17 that we presented in the Power Point, it was based
18 on our internal evaluation. We want someone to
19 come in from the outside, a professional so that we
20 have a better sense of those repairs and
21 renovations that are needed and the funding that's
22 associated with that; and then we'll communicate
23 that with VP Cotton so he can really refine his
24 fundraising strategy.

25 And he's going to launch that fundraising

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 strategy in 2018. And Bill mentioned something
2 too, he's going to actually hire one that's going
3 to be a marketing person within housing. They're
4 going to work with communications so that they can
5 streamline the marketing process and make sure we
6 have a better presence on our social media and
7 website.

8 And then the last thing is that in summer of
9 2018, the maintenance, the housing maintenance
10 function is going to be transferred from Student
11 Affairs to the Division of Finance and
12 Administration, so it will be a part of our
13 division -- my division, Plant Operation and
14 Maintenance. So we will work collaboratively to
15 make sure that this happens.

16 CHAIRMAN LAWSON: I was just going to make one
17 comment.

18 TRUSTEE MOORE: Trustee Lawson and then
19 Trustee Lawrence.

20 CHAIRMAN LAWSON: And I know this is real
21 tactical, but I think it's important. Can we look
22 for a location for the housing office other than
23 where it is.

24 VICE PRESIDENT FORD: Yeah, I think the plan
25 right now is for the housing office to be in the

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 CASS Building once it --

2 CHAIRMAN LAWSON: Well, I mean that's a couple
3 of years --

4 VICE PRESIDENT FORD: Are you talking about
5 like right now?

6 CHAIRMAN LAWSON: Yeah, and that may be like
7 a -- it may not be -- there may not be another
8 suitable space, but I'm just thinking about the
9 notion of the parent coming to visit us. You know,
10 a lot of it is unfortunately image. That's the
11 first -- you know, that's their first orientation
12 to us.

13 So if we could look for a suitable space. I
14 have no idea where there would be space, but if we
15 could, you know, working through the facilities
16 team look for some space that, you know, would be
17 kind of appropriate for what we're trying to
18 present.

19 VICE PRESIDENT FORD: We can work on that.
20 We'll work on that and report back.

21 CHAIRMAN LAWSON: Okay.

22 TRUSTEE MOORE: And I guess -- oh, Trustee
23 Lawrence.

24 TRUSTEE LAWRENCE: I only say this really
25 because it piggybacks on what Trustee Washington

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 was saying and Doctor Hudson was saying. It is
2 striking -- most of the young people we saw didn't
3 know we were coming, some clearly did.

4 VICE PRESIDENT FORD: Right.

5 TRUSTEE LAWRENCE: I've taught over the last
6 20 years and lectured at three different
7 universities, so I've met a lot of students and
8 taught a lot of classes. You'd be hard pressed to
9 get more warmth and friendliness than you do on
10 this campus. It is striking. You talk about
11 family, a cynic would question that, but I wouldn't
12 question that. I think you see an awful lot of
13 folks who are just really good people who like to
14 be with other people. That's a gift.

15 TRUSTEE MOORE: Well, any other -- Yes,
16 Trustee Reed.

17 TRUSTEE REED: This is more of a comment than
18 a question, the modification of the 14 basis
19 points.

20 VICE PRESIDENT FORD: Yes. Yes, we'll get
21 that.

22 CHAIRMAN LAWSON: Just a question: We spent
23 \$14 million or thereabouts in renovating the two
24 dorms down the hill, and there was -- we were
25 talking about renovation today. We were kind of

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 boxing ourselves in as far as where the dollars
2 came from, but just from perspective, where did
3 that 14 come from that we --

4 VICE PRESIDENT HUDSON: I think it was --
5 VICE PRESIDENT FORD: I'm not sure.

6 VICE PRESIDENT HUDSON: Sampson and Young, was
7 that bonding?

8 CHAIRMAN LAWSON: No, we borrowed through
9 this -- okay, okay.

10 VICE PRESIDENT HUDSON: Yes. Historic
11 preservation I think for the outside --

12 CHAIRMAN LAWSON: We were able to get some
13 federal funds for that too? Okay. I just want to
14 look at all -- you know, we were talking -- we ran
15 down the list of where we could and couldn't get
16 dollars but, you know, just always looking at all
17 of the options for financing because that was a
18 decent amount of money. You know, we spent 14
19 million on those two buildings, I mean you -- they
20 look it, I mean they look better on the inside. So
21 if we could -- you know, if we could take 14 down
22 to Palmetto Street we could probably make some real
23 changes, you know?

24 TRUSTEE MOORE: Yeah, totally.

25 So, again, thank you very much for your

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 indulgence today, you all participating and
 2 sweating and doing all that whole walking tour, but
 3 it was so important to me. And I'm sure that you
 4 all, as you go through your whole trusteeship
 5 piece, you'll find something that just touches your
 6 heartstrings that you just want to tackle. And
 7 this is certainly one for me because you want to
 8 leave it better than you found it.

9 And so in this situation I recognize that we
 10 need to put a system in place because we don't want
 11 ten years from now Board members that are around
 12 this table are saying: What kind of history did
 13 they have in place for renovations? What did they
 14 do? How did they do it? Why did they do it? We
 15 don't want that.

16 So thank you for your time and for everybody's
 17 leadership, for the staff, all of your support
 18 today. I appreciate going back a thousand
 19 revisions -- a thousand revisions; but over the
 20 weekends, Sunday, me wrapped up in a blanket, but
 21 we're getting it done. I appreciate your support
 22 on that as well. And we have some work ahead of
 23 us, but I think today is just a great start so that
 24 we at least have a foundation. Thank you and
 25 travel safely.

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

1 CHAIRMAN LAWSON: Thank you, Trustee Moore.
 2 (WHEREUPON, THE MEETING WAS ADJOURNED).
 3
 4

5 * * * * *
 6
 7
 8
 9
 10
 11
 12
 13
 14
 15
 16
 17
 18
 19
 20
 21
 22
 23
 24
 25

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

CERTIFICATE

1
 2
 3 STATE OF FLORIDA)
 4 COUNTY OF LEON)

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

9 DATED this 19th day of April, 2018.
 10

11 _____
 12 NANCY S. METZKE, RPR, FPR
 13 Court Reporter
 14
 15
 16
 17
 18
 19
 20
 21
 22
 23
 24
 25

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314

\$	111:6 200 [1] - 14:23 2009 [1] - 47:17 2011 [2] - 36:17, 85:2 2012 [2] - 40:17, 43:6 2012/'13-year [1] - 40:17 2014 [4] - 42:10, 42:11, 42:19, 47:17 2015 [3] - 24:11, 24:16, 24:25 2016 [5] - 58:3, 59:25, 60:14, 60:17, 60:21 2017 [5] - 1:12, 43:6, 60:1, 85:11, 87:12 2017/'18 [1] - 40:18 2018 [8] - 46:5, 56:25, 57:4, 59:9, 60:20, 109:1, 109:9, 115:7 2020/'21 [1] - 62:1 2021 [4] - 47:20, 48:9, 49:21, 59:11 2022 [1] - 16:10 2023 [1] - 59:12 21st [1] - 64:23 23 [1] - 1:12 24 [4] - 22:25, 23:4, 23:11, 66:8 24.26 [1] - 41:2 25 [3] - 26:1, 45:17, 56:9 250 [1] - 26:11 26 [1] - 41:18 29th [1] - 3:21	6
\$10 [1] - 74:25 \$100 [1] - 72:23 \$14 [2] - 85:12, 111:23 \$205,000 [1] - 36:23 \$50 [1] - 74:2 \$60 [1] - 74:10 \$75 [1] - 74:24 \$826,000 [1] - 48:23		6 [1] - 79:12 6.6 [2] - 85:13, 86:2 60 [1] - 84:19 600 [1] - 59:10 65 [1] - 86:13 68 [1] - 18:14 697-8314 [1] - 1:22 697-8715 [1] - 1:22 6th [1] - 33:12
'		7
'13/'14 [1] - 47:7 '14/'15 [1] - 47:7 '15/'16 [2] - 47:10, 88:6 '16 [1] - 24:25 '16/'17 [2] - 47:10, 85:25 '17/'18 [1] - 47:22 '18/'19 [2] - 47:22, 48:8		7.6 [1] - 88:7 7.9 [1] - 86:4 70-plus [1] - 20:17 74 [2] - 36:7, 36:18 74.5 [1] - 25:6 77 [1] - 14:9
1		8
1 [1] - 11:16 1,400 [1] - 59:5 1,655 [1] - 22:21 1.2 [5] - 86:9, 86:10, 88:4, 89:12, 94:2 1.33 [1] - 89:10 1.34 [5] - 86:8, 86:15, 89:10, 89:19, 94:2 1.6 [1] - 48:9 10 [1] - 75:4 101 [1] - 41:4 12 [1] - 79:12 12,000 [7] - 41:18, 60:4, 62:1, 62:14, 68:21, 70:1, 70:2 12:00 [1] - 1:13 13 [2] - 84:18, 85:4 13.9 [1] - 74:11 14 [6] - 94:6, 94:16, 111:18, 112:3, 112:18, 112:21 14.5 [1] - 86:1 15 [1] - 64:21 15th [1] - 3:20 16 [2] - 16:2, 21:8 1938 [1] - 39:15 19th [1] - 115:7 1:50 [1] - 97:1		800 [1] - 68:23 83.5 [2] - 24:25, 25:6 850 [2] - 1:22
	3	9
	3 [3] - 34:19, 46:24, 87:11 3.03 [1] - 25:6 3.7 [1] - 85:18 30 [3] - 53:5, 56:9, 72:24 300 [1] - 26:11 3093 [1] - 1:21 30th [1] - 85:19 32315-3093 [1] - 1:21 328 [2] - 58:20, 64:21 35 [1] - 23:20	9,906 [1] - 40:19 90 [1] - 34:19 94.46 [1] - 40:24
	4	A
	4 [1] - 47:14 4,500 [1] - 70:5 40 [2] - 23:20, 56:9 400 [2] - 59:11, 59:12 45 [1] - 68:22 47.5 [1] - 34:20 4:15 [1] - 97:1 4:45 [1] - 1:14	AA [3] - 12:12, 12:14, 12:16 ability [1] - 49:3 able [20] - 4:23, 9:22, 13:20, 28:20, 41:5, 41:10, 43:20, 44:16, 47:8, 55:22, 56:4, 72:25, 73:19, 82:2, 87:3, 88:19, 98:7, 106:1, 112:12 absolute [1] - 65:12 Absolutely [1] - 38:12 absolutely [12] - 13:17, 20:22, 20:25, 24:10, 31:17, 32:20, 48:18, 55:20, 64:15, 70:13, 95:5, 95:22 absorbed [2] - 59:5, 59:10 absorbing [1] - 61:1 absorption [1] - 59:16 academic [7] - 11:1, 12:10, 25:14, 27:4, 28:2, 34:6, 34:13 academically [1] - 8:7 accept [1] - 83:16 acceptable [1] - 99:10 accessible [1] - 79:16 accommodate [8] - 19:10, 30:11, 40:7, 41:6, 41:10, 42:23, 44:16, 45:23 accommodation [2] - 19:2, 67:16 accommodations [1] - 67:17 account [1] - 63:23
2		
2 [1] - 74:2 2,404 [1] - 23:9 2,405 [1] - 40:23 2,546 [2] - 34:22, 40:22 2,766 [1] - 40:21 2.64 [1] - 25:4 2.8 [1] - 25:6 2.95 [1] - 25:3 20 [5] - 16:2, 39:11, 72:23, 108:2,		
	5	
	5 [2] - 75:4, 95:22 5.921 [1] - 89:15 5.936 [1] - 89:14 500 [1] - 9:14	

accustomed [1] - 80:7
achieve [3] - 10:25, 21:24, 82:17
achieving [1] - 9:23
action [1] - 5:19
actions [1] - 5:14
activities [3] - 8:5, 25:14, 86:24
activity [2] - 10:1, 32:24
actual [1] - 42:2
ACUHO [1] - 52:17
ACUHO-I [1] - 52:17
ADA [1] - 56:18
add [3] - 5:4, 22:2, 103:18
added [1] - 71:24
adding [1] - 76:16
additional [4] - 59:11, 59:12, 62:16, 85:4
additionally [1] - 58:21
address [8] - 5:25, 6:15, 16:10, 47:25, 63:9, 79:17, 80:4, 81:10
addressed [5] - 3:17, 36:19, 80:21, 100:8, 100:19
addressing [3] - 5:17, 6:14, 101:21
adequate [3] - 27:16, 62:3, 62:10
ADJOURNED [1] - 114:2
Administration [1] - 109:12
advantage [1] - 29:15
advising [1] - 27:7
aesthetics [1] - 50:18
affairs [1] - 69:10
Affairs [1] - 109:11
affordability [3] - 65:10, 65:13, 68:4
AFTER [1] - 97:1
afternoon [8] - 2:3, 4:17, 5:9, 6:24, 10:22, 33:15, 83:23, 83:24
age [1] - 34:19
agenda [3] - 4:5, 4:6, 6:20
ages [1] - 34:19
aggressively [1] - 101:6
ago [3] - 43:18, 53:5, 100:6
agree [9] - 64:6, 69:22, 70:9, 78:12, 78:20, 91:9, 95:5, 103:15, 104:23
ahead [3] - 92:22, 97:5, 113:22
aimed [1] - 75:13
air [1] - 81:13
alarmist [1] - 103:4
align [1] - 55:14
aligned [2] - 53:25, 70:2
alignment [1] - 61:15
allocated [1] - 82:13
allow [5] - 4:13, 9:16, 44:11, 91:25, 101:5
allowing [1] - 7:17
allows [2] - 82:17, 88:4
alluded [1] - 72:17
almost [1] - 53:5
alone [2] - 107:20, 107:21
altogether [1] - 95:4
alumni [2] - 77:2, 79:8
ambitious [1] - 46:5

amenable [1] - 20:10
amount [12] - 5:23, 37:3, 47:8, 47:17, 47:19, 59:24, 72:11, 73:21, 74:19, 86:16, 90:3, 112:18
amounts [2] - 5:24, 73:6
analysis [10] - 40:16, 53:21, 54:4, 54:7, 54:8, 54:14, 56:16, 56:17, 58:13, 58:20
ancillary [1] - 59:1
AND [1] - 97:2
annual [5] - 9:2, 84:14, 89:9, 89:13, 89:18
annually [2] - 93:8, 108:9
answer [6] - 25:9, 61:21, 66:14, 79:20, 90:15, 106:8
answered [1] - 51:1
anticipation [1] - 45:22
antithetical [1] - 31:1
apartment [5] - 13:11, 30:1, 64:25, 65:9, 67:25
apartment-style [1] - 64:25
apartments [2] - 44:7, 46:22
apologies [1] - 5:4
appealing [1] - 95:21
appeals [1] - 77:1
application [1] - 43:2
applications [4] - 41:14, 41:17, 41:18, 41:22
applied [1] - 40:22
appreciate [8] - 5:1, 62:11, 87:20, 99:22, 104:14, 107:17, 113:18, 113:21
appreciated [1] - 103:19
approach [1] - 100:17
appropriate [2] - 99:16, 110:17
appropriately [1] - 48:22
April [1] - 115:7
area [7] - 27:15, 29:23, 30:18, 36:12, 65:1, 88:23, 98:19
areas [3] - 7:6, 58:25, 98:9
arranging [1] - 103:14
art [1] - 74:7
article [1] - 52:16
articulate [2] - 82:15, 98:14
ascertain [2] - 13:20, 73:19
aside [1] - 30:1
aspect [1] - 75:20
aspiration [1] - 68:22
aspirations [1] - 30:7
assess [1] - 58:18
assessment [11] - 5:20, 6:3, 51:11, 51:12, 51:15, 56:23, 64:19, 67:20, 73:19, 99:14, 108:15
assessments [1] - 53:24
asset [1] - 90:9
assets [1] - 84:18
assist [2] - 14:13, 58:5
assisting [1] - 107:13
ASSOCIATE [2] - 54:12, 55:19
associated [2] - 107:3, 108:22

associates [1] - 15:2
Association [1] - 52:18
associations [1] - 77:2
assume [1] - 25:23
asthma [1] - 99:1
AT [4] - 1:13, 1:14, 96:25, 97:1
athletes [1] - 66:24
athletics [3] - 66:20, 74:20, 82:6
attention [2] - 3:25
attest [1] - 30:23
attract [1] - 47:24
attracted [1] - 46:10
attractive [2] - 15:10, 93:21
attractiveness [1] - 68:5
attrition [1] - 41:8
Auburn [1] - 29:1
audit [3] - 54:22, 55:21, 56:15
audits [1] - 54:16
augment [1] - 77:6
August [1] - 3:20
authority [2] - 91:25, 92:16
authorized [1] - 115:5
auxiliaries [1] - 84:5
auxiliary [3] - 76:3, 90:24
availability [2] - 19:24, 20:3
available [7] - 27:25, 32:7, 66:2, 67:3, 71:5, 71:6, 79:19
average [1] - 34:19
awarded [1] - 9:17
awareness [1] - 16:12
awful [1] - 111:12

B

background [1] - 3:18
bad [1] - 92:15
balance [4] - 65:8, 67:19, 84:17, 86:17
ballpark [1] - 88:9
BALLROOM [1] - 1:15
bang [1] - 75:14
bare [1] - 50:22
Barge [1] - 30:23
Barge-Miles [1] - 30:23
base [6] - 71:6, 71:12, 71:13, 71:20, 72:3, 79:8
based [15] - 30:14, 31:13, 45:11, 49:5, 51:2, 51:11, 54:14, 54:18, 54:19, 54:23, 55:23, 56:4, 56:15, 58:12, 108:17
baseline [4] - 53:20, 59:17, 59:18, 59:21
basic [3] - 51:3, 80:13, 80:14
basis [7] - 59:4, 73:7, 80:9, 94:6, 94:16, 108:13, 111:18
basketball [1] - 66:19
bathroom [6] - 36:13, 46:24, 52:13, 52:25, 53:11, 104:5
bathrooms [6] - 52:9, 52:12, 52:15, 53:2, 53:13, 65:2
bear [1] - 4:13

become [3] - 32:6, 78:9, 81:15
becomes [3] - 63:15, 67:21, 68:1
bed [1] - 58:22
bedroom [1] - 65:4
beds [11] - 22:25, 59:5, 59:10, 59:12, 59:13, 61:1, 61:11, 61:12, 62:8, 62:16, 68:23
begin [2] - 58:4, 71:19
beginning [2] - 6:21, 48:15
behoove [2] - 20:6, 30:16
bells [1] - 77:9
below [1] - 89:11
belt [1] - 100:24
benchmark [1] - 87:24
benefit [1] - 15:10
benefits [1] - 98:16
best [6] - 12:2, 16:4, 61:23, 62:3, 69:3, 96:7
better [16] - 8:7, 12:25, 26:1, 31:10, 43:11, 45:14, 51:7, 56:10, 56:12, 81:11, 92:11, 103:8, 108:20, 109:6, 112:20, 113:8
between [15] - 6:8, 14:22, 16:2, 16:7, 16:25, 17:17, 18:19, 23:20, 30:6, 34:18, 36:23, 37:2, 43:6, 108:6
beyond [2] - 69:24, 106:19
big [6] - 9:25, 18:16, 19:5, 26:14, 28:23, 100:11
Bill [2] - 18:23, 109:1
billion [1] - 74:18
billion-dollar [1] - 74:18
bit [4] - 21:4, 42:7, 91:24, 92:15
blanket [1] - 113:20
blow [1] - 86:22
BOARD [1] - 1:1
Board [14] - 5:10, 5:11, 10:22, 14:12, 19:6, 61:22, 63:22, 84:7, 94:7, 96:13, 102:20, 103:16, 104:2, 113:11
board [1] - 23:25
boarding [1] - 4:24
body [1] - 59:11
BOG [1] - 73:22
bond [6] - 85:20, 85:24, 86:10, 93:3, 93:5, 93:8
Bond [1] - 86:14
bondholders [1] - 86:14
bonding [2] - 91:25, 112:7
bonds [1] - 84:10
bones [1] - 50:22
borrow [2] - 93:7, 93:19
borrowed [1] - 112:8
borrowing [1] - 93:20
bottom [2] - 51:10, 86:8
bought [1] - 86:12
BOX [1] - 1:21
boxing [1] - 112:1
brain [1] - 35:14
break [1] - 21:3
brick [1] - 39:25

brief [2] - 11:14, 65:16
briefly [4] - 6:25, 11:17, 33:25, 51:25
brightest [1] - 12:3
Bring [1] - 57:16
bring [14] - 18:1, 39:14, 46:8, 50:2, 50:7, 50:16, 61:14, 62:6, 62:7, 62:15, 62:20, 62:22, 68:18, 101:7
bringing [4] - 16:17, 32:24, 33:7, 61:2
brining [1] - 62:4
broad [1] - 10:1
broader [4] - 10:2, 70:12, 72:13, 75:15
broke [1] - 5:6
broken [1] - 34:23
brought [3] - 3:24, 43:1, 82:8
brush [1] - 48:16
buck [1] - 75:15
bucket [1] - 82:11
Budget [2] - 2:8, 2:13
build [11] - 27:16, 41:20, 41:24, 45:1, 56:13, 67:2, 77:8, 78:21, 79:15, 80:5, 87:7
building [34] - 34:24, 36:16, 39:4, 39:9, 39:12, 39:13, 45:4, 46:11, 46:21, 47:3, 47:12, 47:17, 48:14, 48:16, 48:23, 49:1, 49:15, 49:16, 50:2, 50:6, 50:8, 50:16, 55:24, 56:6, 56:7, 56:11, 65:10, 68:23, 69:8, 87:7, 97:25, 104:21
Building [1] - 110:1
building's [2] - 36:17, 46:18
buildings [33] - 27:1, 27:3, 34:17, 34:18, 34:23, 35:17, 36:1, 36:6, 36:24, 37:11, 37:13, 37:17, 38:4, 38:7, 38:15, 39:2, 39:3, 39:8, 45:1, 45:2, 47:9, 51:15, 54:23, 54:25, 55:2, 55:25, 59:22, 66:9, 76:16, 77:8, 97:21, 105:12, 112:19
built [7] - 34:6, 34:18, 39:15, 42:25, 48:14, 49:1, 77:18
bump [1] - 42:19
bunch [3] - 41:21, 45:1, 53:23
Business [1] - 78:8
BY [1] - 1:18

C

cabinets [1] - 46:23
campaign [15] - 72:2, 72:8, 72:23, 74:2, 74:10, 74:19, 74:24, 75:15, 77:12, 78:16, 82:4, 82:12, 82:22, 83:2
campaigns [2] - 72:7, 77:1
Campbell [1] - 74:23
camps [1] - 19:9
campus [76] - 5:21, 7:16, 8:19, 8:25, 10:24, 11:1, 11:13, 12:5, 12:6, 12:14, 12:17, 12:22, 13:7, 13:8, 13:9, 13:12, 13:22, 14:1, 15:3, 15:5, 15:9, 16:7, 16:11, 16:20, 16:25, 17:20, 17:21, 18:14, 18:15, 18:20, 19:1, 19:7, 19:8, 19:9, 19:13, 19:17, 19:24, 20:7, 20:11, 22:18, 22:25, 23:21, 23:25, 24:5, 32:6,

32:10, 32:12, 34:4, 39:4, 42:2, 43:5, 54:9, 58:11, 58:14, 58:15, 62:4, 66:21, 66:24, 67:2, 67:5, 67:8, 67:13, 67:15, 67:25, 68:22, 70:3, 103:18, 104:22, 105:5, 106:19, 107:9, 107:10, 111:10
CAMPUS [1] - 1:16
candnreporters.com [1] - 1:23
cannot [2] - 35:24, 84:4
capacity [15] - 7:20, 8:22, 9:16, 17:10, 26:24, 28:12, 28:13, 28:16, 32:6, 32:7, 34:22, 34:24, 40:22, 41:14, 88:8
capital [4] - 82:4, 82:12, 82:22, 83:2
capitalize [2] - 87:9, 90:10
careful [1] - 89:22
Carolina [1] - 74:24
carpet [2] - 51:6, 68:15
CARTER [40] - 1:8, 2:15, 18:23, 19:25, 20:2, 20:5, 20:12, 20:20, 23:4, 23:7, 24:19, 24:21, 27:20, 28:7, 28:10, 28:13, 29:6, 29:21, 30:21, 34:25, 35:2, 35:6, 35:10, 35:13, 35:19, 36:20, 36:22, 37:4, 37:7, 37:9, 37:20, 66:22, 73:14, 73:18, 79:22, 79:25, 80:22, 81:1, 96:15, 97:2
Carter [12] - 2:14, 2:15, 18:22, 20:1, 21:1, 27:19, 35:1, 36:21, 52:20, 73:13, 79:23, 80:25
carve [1] - 74:19
case [2] - 39:10, 76:10
cases [3] - 61:16, 98:8, 99:17
cash [2] - 85:17, 85:18
CASS [1] - 110:1
catch [1] - 81:18
catcher [1] - 52:8
caused [2] - 46:16, 46:17
causing [1] - 43:13
caveat [1] - 71:24
ceiling [2] - 39:16, 39:19
centers [6] - 26:25, 29:11, 29:14, 67:4, 67:7, 102:17
century [1] - 64:23
certain [3] - 9:21, 17:22, 29:9
certainly [6] - 3:17, 10:6, 27:15, 44:17, 105:17, 113:7
CERTIFICATE [1] - 115:1
certify [1] - 115:5
cetera [2] - 50:23, 78:10
chair [1] - 102:22
CHAIR [1] - 1:6
Chair [19] - 5:10, 6:20, 10:22, 14:2, 27:20, 30:2, 32:19, 33:16, 34:25, 36:2, 48:4, 68:6, 70:19, 73:14, 79:5, 79:22, 81:22, 101:8, 102:2
CHAIRMAN [42] - 38:6, 38:9, 38:14, 38:18, 39:21, 40:9, 48:4, 48:6, 48:25, 49:3, 49:8, 49:11, 49:14, 50:20, 51:13, 51:17, 66:5, 66:16, 68:6, 68:8, 69:22, 90:14, 90:25, 91:3, 91:7, 91:20, 92:6, 92:22, 93:1, 93:5, 93:19, 95:12, 100:1, 109:16, 109:20, 110:2, 110:6, 110:21, 111:22, 112:8, 112:12, 114:1

Chairman [7] - 20:12, 38:10, 53:16, 70:24, 80:23, 93:24, 95:1
chairman [2] - 52:3, 75:2
challenge [2] - 4:3, 101:14
challenged [1] - 79:10
challenges [2] - 100:6, 100:7
chance [2] - 34:2, 34:10
change [2] - 50:5, 105:23
changes [2] - 85:10, 112:23
changing [1] - 93:3
characterize [1] - 99:9
charge [1] - 83:16
chart [2] - 21:3, 48:7
cheaper [1] - 85:7
check [1] - 98:19
cheerleader [1] - 107:19
child [1] - 43:19
choice [2] - 20:3, 67:15
choose [1] - 41:24
clarify [2] - 60:12, 89:9
class [4] - 8:3, 11:5, 44:12, 101:3
classes [1] - 111:8
classification [2] - 18:13, 21:17
classman [1] - 66:24
classroom [2] - 31:19, 81:2
classrooms [1] - 80:15
clean [1] - 100:13
clear [1] - 55:10
clearly [4] - 70:22, 98:11, 101:18, 111:3
close [2] - 57:2, 104:17
closed [1] - 36:13
closely [2] - 57:14, 57:19
closer [1] - 57:16
closest [1] - 74:23
closing [1] - 31:22
coaches [1] - 66:19
cocurricular [1] - 8:4
code [2] - 39:16, 39:20
cognizant [1] - 10:9
cohort [3] - 13:12, 26:18, 44:9
cohorts [1] - 15:24
collaboratively [1] - 109:14
collateral [1] - 96:21
College [1] - 52:18
college [5] - 12:11, 15:4, 21:6, 21:20, 53:8
column [1] - 21:4
combination [3] - 52:12, 66:6, 69:9
coming [14] - 4:2, 18:6, 22:9, 22:11, 23:12, 28:20, 36:4, 63:7, 79:1, 79:10, 83:1, 101:15, 110:9, 111:3
COMMENCED [1] - 1:13
comment [2] - 109:17, 111:17
comments [3] - 70:25, 95:6, 104:23
Committee [2] - 2:9, 2:14
committee [1] - 69:24
common [10] - 27:12, 29:22, 34:8, 44:25, 52:8, 52:10, 58:25, 65:1, 78:9,

100:3
communal [1] - 103:21
communicate [1] - 108:22
communication [1] - 108:6
communications [1] - 109:4
communities [19] - 8:2, 8:8, 15:16, 24:2, 24:12, 24:15, 27:4, 27:5, 28:6, 28:17, 29:3, 30:11, 30:13, 34:2, 43:21, 78:4, 78:18, 81:17, 99:15
community [22] - 25:10, 25:12, 25:21, 25:24, 27:23, 28:4, 34:5, 53:2, 53:11, 53:13, 58:23, 62:11, 78:15, 97:17, 97:20, 101:4, 103:20, 104:20, 106:18, 107:11, 107:12, 107:15
companies [1] - 58:8
company [2] - 58:7, 58:9
compare [6] - 17:20, 33:4, 33:8, 56:8, 86:4, 96:22
compared [2] - 24:25, 37:16
comparing [1] - 33:2
comparison [1] - 88:5
compete [1] - 101:5
competition [2] - 67:24, 68:1
competitive [2] - 7:17, 9:23
compile [1] - 96:3
compiling [1] - 97:7
complaints [1] - 48:1
complete [3] - 54:21, 92:3, 115:6
completed [5] - 33:1, 46:2, 54:17, 57:7, 57:8
completely [4] - 38:22, 41:4, 54:1, 55:11
completing [1] - 27:18
completion [1] - 4:5
complex [1] - 38:15
compliment [1] - 101:8
component [1] - 27:8
components [1] - 7:1
comprehensive [5] - 5:22, 71:3, 73:4, 80:5, 105:19
computer [1] - 101:4
computers [1] - 27:15
con [2] - 13:15, 30:25
concentrate [1] - 30:10
concentrated [1] - 30:18
concept [2] - 81:6, 102:9
conceptual [1] - 94:14
concern [3] - 41:19, 41:20, 41:23
concerned [4] - 66:10, 66:11, 102:15
concert [1] - 78:2
concluded [1] - 3:21
CONCLUDED [1] - 1:14
concur [1] - 70:11
condensed [1] - 84:15
condition [14] - 5:12, 5:20, 6:17, 45:3, 54:16, 54:21, 55:1, 55:21, 56:15, 62:22, 71:8, 83:11, 101:17, 101:19
conditioning [1] - 81:13
conditions [6] - 11:9, 11:12, 62:21,

63:9, 98:24, 100:21
conductive [1] - 39:20
conduct [1] - 20:24
conducting [1] - 3:20
conferences [1] - 29:18
connected [1] - 11:4
connection [1] - 92:15
consider [3] - 16:13, 71:1, 99:6
consideration [6] - 32:12, 71:2, 71:11, 79:5, 83:20, 85:23
considerations [1] - 6:2
considered [1] - 96:10
consist [1] - 92:20
consolidate [1] - 84:8
constantly [1] - 107:5
constitutional [1] - 31:2
construction [1] - 92:17
contains [2] - 11:6, 87:19
context [10] - 13:5, 13:18, 13:19, 13:22, 20:15, 30:5, 30:8, 31:11, 67:23, 105:3
contiguous [1] - 40:3
continue [4] - 23:2, 31:19, 47:24, 56:11
continuing [1] - 44:13
contractor [1] - 49:4
contribute [1] - 102:18
controlling [1] - 73:9
convenient [1] - 10:25
conversation [5] - 20:23, 34:1, 61:22, 62:19, 97:9
conversations [5] - 43:16, 63:1, 63:3, 64:20, 65:11
CONVERSATIONS [1] - 18:10
cook [1] - 34:8
copy [1] - 84:13
core [2] - 13:20, 31:9
corporate [1] - 77:15
Correct [1] - 94:4
correct [4] - 20:19, 21:9, 22:4, 45:5
corrective [1] - 5:14
correlate [1] - 60:15
correlation [7] - 16:7, 16:25, 17:6, 17:7, 18:19, 36:22, 37:2
correspond [1] - 54:7
cosmetics [1] - 80:13
cost [16] - 36:24, 37:2, 37:6, 48:13, 48:24, 49:1, 49:17, 51:8, 55:16, 56:2, 72:16, 72:20, 72:23, 72:24, 88:15, 107:3
costing [1] - 62:6
costs [3] - 50:9, 58:15, 106:25
Cotton [7] - 6:14, 65:23, 70:16, 73:11, 79:21, 90:19, 108:23
COTTON [9] - 70:18, 73:12, 73:17, 76:19, 78:12, 80:3, 81:4, 83:13, 83:15
Counsel [1] - 32:13
country [1] - 13:14
COUNTY [1] - 115:3

couple [8] - 14:21, 20:14, 41:16, 82:6, 97:10, 106:21, 108:3, 110:2
course [7] - 8:10, 11:8, 46:6, 84:12, 84:19, 85:16, 103:9
courses [1] - 25:13
COURT [1] - 1:18
Court [1] - 115:11
covenant [2] - 85:21, 85:24
covenants [1] - 86:10
coverage [11] - 6:19, 85:22, 86:11, 86:15, 86:22, 87:1, 87:10, 88:4, 93:2, 94:1, 108:8
Craig [6] - 57:15, 57:20, 60:9, 61:6, 63:4, 103:4
CRAIG [1] - 1:9
create [7] - 28:1, 36:10, 67:4, 97:23, 98:2, 104:3, 104:12
created [2] - 24:2, 97:16
creating [2] - 29:16, 52:21
creation [1] - 58:22
credit [2] - 21:24, 22:17
Crews [1] - 62:9
criminal [2] - 31:1, 31:2
critical [3] - 16:10, 31:7, 65:12
critically [1] - 58:16
Cropper [2] - 37:12, 39:5
CRUTCHER [9] - 57:11, 57:18, 59:18, 59:23, 60:4, 60:7, 61:5, 64:18, 65:20
Crutcher [2] - 6:12, 51:25
culture [3] - 97:21, 104:3, 104:6
curiosity [1] - 48:11
current [24] - 5:12, 6:4, 6:11, 6:17, 10:10, 10:18, 11:9, 11:11, 11:21, 12:6, 20:8, 20:9, 32:17, 37:14, 52:6, 60:16, 60:18, 60:22, 80:4, 84:18, 85:24, 88:7, 88:8, 89:9
cutoff [1] - 95:24
cynic [1] - 111:11

D

data [13] - 13:24, 15:20, 17:14, 24:13, 24:17, 29:1, 30:15, 31:13, 32:1, 52:7, 59:24, 104:19
DATE [1] - 1:12
date [3] - 41:24, 60:22, 70:11
DATED [1] - 115:7
dates [1] - 60:14
Dave [1] - 35:4
DAVE [1] - 1:7
David [1] - 29:21
deadline [1] - 57:6
deal [3] - 80:8, 80:9, 81:10
dealing [2] - 46:12, 68:2
dear [1] - 31:16
debriefing [1] - 96:2
debt [22] - 6:19, 84:21, 84:22, 84:23, 85:5, 85:6, 85:8, 85:16, 85:22, 86:5, 86:11, 86:13, 86:22, 87:10, 89:9, 89:13, 89:18, 89:19, 90:1, 93:2, 94:1, 108:7

decent [1] - 112:18
decide [1] - 56:10
decided [2] - 77:13, 105:22
decision [1] - 69:4
decisions [6] - 17:10, 56:5, 56:14, 69:21, 95:3, 100:14
decline [1] - 41:15
decrease [1] - 8:23
decreases [1] - 16:1
deepest [1] - 5:4
deeply [1] - 103:3
deferred [2] - 37:14, 56:7
degree [2] - 12:14, 15:3
degrees [5] - 9:6, 9:17, 9:19, 12:16, 71:11
deliver [1] - 70:16
delivered [1] - 49:17
demand [17] - 26:23, 41:25, 42:22, 51:24, 57:10, 57:24, 58:2, 58:4, 58:7, 58:11, 58:18, 58:25, 60:13, 60:15, 60:17, 62:16, 66:12
Demand [1] - 6:13
demanded [1] - 64:24
demolish [2] - 38:7, 56:12
demolished [3] - 38:5, 38:20
demonstrate [1] - 11:25
department [3] - 13:25, 45:12, 84:3
Department [1] - 47:6
departments [1] - 28:2
depreciation [2] - 85:14, 86:2
derive [1] - 98:15
describe [1] - 79:2
designated [1] - 15:21
designed [8] - 77:6, 77:8, 79:15, 79:16, 80:4, 80:5, 80:8, 80:16
designs [1] - 52:8
desire [1] - 12:6
desperate [1] - 34:20
dessert [1] - 97:5
determine [1] - 13:24
determined [1] - 37:15
developed [3] - 5:14, 6:1, 7:4
developing [3] - 7:19, 8:15, 65:9
development [2] - 107:8, 107:12
dialogue [1] - 54:9
Diamond [2] - 37:12, 39:5
DID [1] - 97:2
difference [2] - 18:16, 43:5
different [14] - 29:13, 29:16, 34:9, 36:8, 55:11, 59:25, 60:2, 63:11, 76:18, 83:1, 97:20, 98:22, 104:9, 111:6
diligence [3] - 99:12, 104:2, 104:11
dining [1] - 58:24
direct [1] - 8:18
directly [1] - 9:2
Director [1] - 32:16
DIRECTOR [1] - 60:12
discretionary [1] - 80:10
discuss [5] - 5:13, 6:13, 6:16, 11:17,

32:17
discussed [5] - 6:6, 11:7, 16:24, 65:6, 65:11
discussing [1] - 18:13
DISCUSSION [1] - 35:9
discussion [3] - 7:8, 7:14, 16:19
discussions [3] - 7:3, 12:15, 61:7
district [3] - 39:2, 39:6, 39:7
diversity [1] - 103:19
Division [1] - 109:11
division [2] - 109:13
divisions [2] - 108:6, 108:7
doable [1] - 79:13
Doctor [50] - 4:10, 4:16, 4:19, 4:25, 6:10, 6:21, 6:23, 11:14, 12:8, 15:22, 16:24, 30:15, 32:16, 32:21, 32:25, 33:2, 33:8, 33:24, 34:14, 34:15, 36:5, 40:14, 43:23, 43:25, 44:21, 49:24, 51:18, 52:16, 54:19, 63:23, 66:7, 71:7, 72:16, 74:4, 79:18, 80:9, 81:9, 88:25, 92:2, 92:24, 101:13, 101:14, 105:17, 105:20, 105:24, 106:10, 106:12, 107:25, 108:12, 111:1
DOCTOR [63] - 4:17, 4:18, 4:20, 5:2, 6:24, 13:8, 21:16, 21:19, 21:23, 22:4, 22:8, 22:11, 22:14, 23:8, 26:7, 26:9, 33:10, 33:23, 33:25, 34:16, 35:12, 35:17, 35:23, 36:6, 37:1, 37:5, 37:8, 37:10, 38:1, 38:17, 40:10, 40:13, 40:15, 42:5, 42:10, 42:13, 42:16, 43:9, 43:16, 44:22, 45:5, 45:9, 48:13, 48:19, 49:2, 49:5, 49:9, 49:13, 49:18, 49:23, 50:7, 50:12, 51:9, 51:14, 51:20, 52:11, 89:1, 91:21, 92:7, 92:11, 92:14, 96:12, 105:25
document [4] - 11:6, 39:9, 40:19, 57:3
dollar [5] - 72:21, 74:18, 90:3, 94:6, 94:15
dollars [26] - 62:22, 64:14, 66:2, 71:5, 71:21, 72:11, 72:15, 80:1, 80:10, 80:17, 81:20, 81:21, 82:12, 82:17, 82:21, 83:7, 84:18, 84:19, 87:9, 88:14, 89:20, 90:7, 90:11, 90:18, 112:1, 112:16
done [33] - 29:21, 29:22, 35:24, 35:25, 45:12, 46:3, 46:6, 47:13, 50:15, 54:5, 54:6, 54:8, 54:14, 54:18, 54:21, 56:16, 56:17, 56:21, 60:14, 63:19, 69:10, 71:17, 76:25, 77:21, 79:7, 83:2, 86:21, 88:21, 93:25, 100:24, 113:21
donor [2] - 71:6, 71:13
donor-base [1] - 71:6
donors [2] - 80:18, 81:8
door [2] - 67:25, 74:17
doors [2] - 46:1
dorm [5] - 20:16, 21:11, 48:8, 53:8, 82:24
dormitories [1] - 61:8
dorms [4] - 81:15, 100:6, 101:11, 111:24
down [17] - 21:3, 34:23, 38:21, 39:6,

39:22, 39:23, 40:7, 68:15, 69:5, 69:6, 87:7, 88:15, 94:13, 98:17, 111:24, 112:15, 112:21

downstairs [1] - 36:13
dramatically [2] - 101:24, 102:11
dreams [1] - 30:7
driver [1] - 65:13
driving [2] - 82:9, 82:20
drop [4] - 19:2, 19:5, 19:21, 19:23
due [3] - 99:11, 104:1, 104:11
during [3] - 6:6, 11:8, 95:14
duty [1] - 104:12
dwellings [1] - 96:23

E

E&G [3] - 76:1, 76:2, 90:23
early [3] - 76:13, 97:22, 107:23
earmarked [3] - 74:11, 74:25, 75:4
easier [1] - 106:4
easy [1] - 102:16
echo [2] - 103:15, 106:11
EDINGTON [1] - 6:24
Edington [7] - 6:7, 6:21, 6:23, 11:14, 12:8, 15:22, 16:24
educated [1] - 103:3
Education [1] - 34:3
educational [1] - 81:14
efforts [1] - 23:3
eight [1] - 35:23
either [3] - 37:17, 52:11, 101:24
elected [1] - 58:9
electrical [3] - 50:13, 56:17, 87:6
eligible [1] - 14:13
eliminate [1] - 108:5
email [1] - 107:22
Emily [4] - 51:25, 57:9, 60:8, 64:16
emphasis [1] - 9:20
emphasize [1] - 18:3
empty [3] - 38:2, 38:16, 69:6
encourage [3] - 15:16, 27:13, 44:9
encourages [1] - 27:17
end [8] - 25:5, 31:18, 58:18, 60:5, 63:11, 71:25, 86:3, 87:11
ending [1] - 85:18
engaged [1] - 32:23
engagement [1] - 11:2
engaging [1] - 107:12
engineering [2] - 25:16, 29:13
enhance [6] - 11:20, 20:6, 31:14, 73:4, 78:23, 108:5
enhanced [1] - 25:21
enhancement [2] - 75:1, 75:10
enhances [1] - 76:21
enhancing [3] - 74:12, 74:20, 81:14
enjoy [1] - 106:16
enrollment [30] - 6:10, 9:14, 10:16, 10:19, 11:12, 11:24, 12:1, 15:22, 16:5, 16:10, 16:15, 17:25, 32:5, 40:16, 40:18,

41:13, 41:15, 41:21, 43:2, 58:12, 58:13, 59:14, 59:19, 59:24, 60:18, 60:22, 61:13, 61:25

Enrollment [1] - 6:3
ensure [2] - 61:9, 64:9
ENTERED [1] - 19:18
enterprise [1] - 6:18
entire [6] - 22:6, 27:1, 27:2, 29:6, 29:7, 93:16
entry [1] - 45:25
envelope [4] - 36:17, 46:18, 55:24, 87:7
environment [6] - 8:1, 27:17, 31:6, 70:4, 97:23, 101:3
environments [1] - 75:11
envision [1] - 10:7
essentially [3] - 43:11, 76:7, 98:1
established [2] - 8:12, 106:19
establishing [1] - 8:14
estimate [1] - 47:11
estimates [1] - 50:9
et [2] - 50:23, 78:10
evaluate [1] - 58:10
evaluation [2] - 5:22, 108:18
event [1] - 94:14
exactly [7] - 37:24, 45:8, 47:8, 47:13, 91:11, 108:11
Exactly [1] - 61:3
example [7] - 25:16, 44:6, 50:3, 55:22, 55:23, 56:5, 66:20
examples [2] - 73:24, 77:4
exceeds [1] - 37:15
excellent [1] - 11:16
excess [2] - 87:8, 90:10
exciting [1] - 78:5
excuse [4] - 18:23, 28:8, 81:20, 93:11
execute [1] - 11:20
exercise [2] - 101:13, 105:22
exist [1] - 63:6
existing [10] - 8:14, 10:10, 10:13, 64:1, 71:3, 71:5, 71:6, 71:8, 71:12, 71:13
exists [1] - 63:6
expand [2] - 8:9, 44:18
expanded [3] - 66:10, 78:15, 102:12
expect [2] - 87:24, 101:18
expectancy [1] - 45:18
expectation [3] - 12:5, 67:16, 67:17
expected [1] - 20:25
expend [1] - 89:20
expenditures [1] - 108:12
expense [6] - 85:13, 85:14, 86:7, 87:25, 88:7, 88:22
expenses [8] - 6:18, 85:10, 86:1, 86:23, 87:2, 87:23, 88:10, 88:15
expensive [1] - 85:8
experience [9] - 7:11, 9:5, 11:16, 12:17, 15:3, 15:5, 49:5, 53:9, 103:17
experiencing [1] - 36:15
explain [3] - 6:7, 6:10, 32:2

exploring [1] - 105:13
exposed [1] - 98:25
extends [1] - 106:19
extension [1] - 20:5
extent [1] - 35:13
external [6] - 51:11, 65:22, 67:24, 70:15, 74:22, 90:19
extraordinary [2] - 102:10, 103:2
eye [1] - 100:4
eyes [2] - 33:18, 33:19

F

facade [1] - 39:24
faced [1] - 91:13
facilitate [1] - 64:23
facilities [57] - 4:15, 5:13, 5:21, 7:12, 7:19, 8:14, 8:15, 20:9, 20:13, 24:5, 27:14, 29:18, 30:9, 32:10, 32:12, 33:12, 34:20, 44:4, 44:17, 45:14, 46:8, 46:10, 47:7, 47:15, 47:23, 48:2, 51:15, 53:22, 53:24, 55:11, 55:21, 57:14, 57:20, 58:24, 59:1, 62:13, 67:3, 71:9, 73:4, 74:5, 74:12, 74:25, 75:8, 75:9, 79:15, 80:6, 84:21, 97:16, 99:9, 99:17, 99:18, 106:9, 107:6, 110:15
Facilities [2] - 2:8, 2:14
facility [16] - 5:20, 6:4, 25:13, 27:9, 30:10, 45:23, 48:10, 54:16, 54:21, 55:20, 56:13, 56:15, 74:16, 101:24, 101:25, 108:15
fact [6] - 43:14, 72:3, 72:10, 78:13, 79:10, 82:23
factor [1] - 72:20
factors [1] - 6:6
fairly [3] - 48:7, 103:6, 103:7
fall [3] - 59:9, 59:11, 59:12
falling [1] - 63:7
Falls [1] - 57:22
families [1] - 103:8
family [3] - 43:17, 106:18, 111:11
FAMU [9] - 1:16, 24:13, 58:3, 58:8, 73:5, 77:22, 79:8, 84:22, 104:21
far [6] - 8:6, 30:6, 86:5, 89:17, 105:12, 112:1
fast [2] - 27:17, 94:22
FAX [1] - 1:22
feasible [1] - 71:4
federal [1] - 112:13
feedback [2] - 63:23, 97:11
fees [6] - 75:23, 76:1, 76:4, 76:5, 76:8, 84:2
feet [2] - 39:17, 39:19
fell [1] - 86:13
felt [1] - 97:25
fencing [1] - 45:16
few [3] - 30:6, 72:6, 73:23
figure [7] - 22:20, 48:20, 61:18, 65:24, 85:15, 89:14, 91:10
figured [1] - 48:20

<p>figures [1] - 49:20 file [1] - 36:10 fill [2] - 66:13, 66:15 finally [1] - 73:2 Finance [4] - 2:8, 2:13, 86:14, 109:11 finance [1] - 89:7 finances [1] - 98:5 financial [5] - 6:5, 6:17, 83:20, 84:6, 84:14 financials [2] - 84:11, 93:16 financing [1] - 112:17 findings [1] - 59:3 fired [1] - 33:21 first [25] - 2:7, 8:21, 8:24, 12:11, 17:7, 17:8, 19:5, 21:4, 21:6, 21:19, 21:25, 22:12, 30:10, 31:2, 33:1, 43:23, 57:11, 80:12, 101:3, 102:8, 105:25, 110:11 first-time [1] - 22:12 first-time-in-college [1] - 12:11 fiscal [2] - 49:21, 85:11 fit [5] - 77:22, 82:14, 87:1, 87:15, 102:24 fits [1] - 10:1 FIU [2] - 29:22, 30:13 five [1] - 85:21 five-year [1] - 85:21 fix [8] - 46:14, 46:15, 79:2, 80:10, 81:12, 82:25, 83:5, 96:19 fixed [2] - 72:11, 83:6 fixes [1] - 105:1 fixing [1] - 96:7 fleshing [1] - 17:9 flight [1] - 4:23 floor [2] - 39:9, 39:16 floor-to-ceiling [1] - 39:16 floors [1] - 27:2 flop [1] - 42:15 FLORIDA [4] - 1:1, 1:16, 1:21, 115:3 Florida [3] - 10:23, 12:19, 78:7 flow [1] - 85:17 flying [1] - 95:24 focus [7] - 15:14, 64:4, 69:22, 70:9, 74:20, 76:18, 98:9 focused [4] - 10:13, 11:24, 16:15, 52:2 focusing [2] - 11:11, 95:2 folks [3] - 45:2, 91:18, 111:13 follow [4] - 13:16, 28:8, 60:25, 89:24 follow-up [3] - 13:16, 28:8, 89:24 follows [1] - 6:7 footage [1] - 48:23 football [1] - 66:19 Ford [8] - 4:10, 4:16, 53:21, 84:1, 89:4, 101:13, 105:21, 107:25 FORD [24] - 4:17, 5:9, 56:20, 56:25, 57:4, 57:8, 75:25, 76:6, 76:9, 89:12, 90:22, 91:2, 91:6, 93:14, 93:22, 94:4, 94:9, 108:1, 109:24, 110:4, 110:19, 111:4, 111:20, 112:5 foregoing [1] - 115:6</p>	<p>forget [1] - 35:4 form [1] - 34:4 formalized [1] - 44:10 forth [2] - 34:10, 56:19 forum [1] - 4:11 forward [24] - 4:3, 5:7, 5:15, 5:19, 27:17, 32:18, 33:7, 42:4, 57:10, 60:24, 61:7, 61:24, 63:21, 64:9, 65:19, 73:3, 77:13, 91:16, 98:2, 99:15, 99:22, 100:15, 101:21, 105:23 Foundation [1] - 34:3 foundation [3] - 63:21, 69:7, 113:24 four [14] - 3:13, 4:14, 27:15, 29:7, 30:14, 37:11, 37:18, 40:4, 52:14, 53:1, 53:14, 67:5, 67:8, 67:10 Four [1] - 21:10 four-year [1] - 67:10 fourth [2] - 17:18, 33:13 FPR [3] - 1:18, 115:5, 115:11 framing [1] - 60:11 frankly [2] - 80:6, 103:3 freshman [4] - 15:25, 18:25, 21:16, 43:5 freshmen [13] - 8:2, 8:22, 18:15, 19:6, 19:7, 19:10, 21:14, 21:17, 22:17, 25:3, 27:24, 28:5, 102:14 Friday [2] - 46:2, 71:15 friendliness [1] - 111:9 friends [2] - 11:4, 78:9 front [3] - 39:24, 47:21, 91:14 front-loaded [1] - 47:21 fronts [1] - 38:22 fruit [1] - 100:18 FSU [2] - 74:18 FTC/FCC [1] - 21:4 FTIC [1] - 9:13 full [7] - 3:22, 3:25, 5:4, 19:16, 36:12, 41:5, 103:5 function [1] - 109:10 fund [2] - 71:18, 87:3 funded [1] - 84:9 funding [12] - 5:16, 5:24, 6:15, 65:22, 70:15, 71:12, 72:1, 75:20, 77:7, 87:17, 92:16, 108:21 fundraising [11] - 71:21, 72:2, 72:6, 74:15, 75:8, 76:21, 77:12, 78:3, 90:20, 108:24, 108:25 funds [6] - 63:7, 82:2, 84:3, 84:4, 90:23, 112:13 furniture [5] - 46:23, 50:4, 50:9, 50:18, 51:6 future [11] - 6:15, 11:21, 28:24, 32:3, 41:24, 47:20, 63:13, 67:22, 103:23, 105:9, 106:9 futuristic [1] - 10:7</p>	<p>gaps [1] - 6:15 gathered [1] - 78:8 gathering [1] - 29:23 geez [1] - 101:16 General [1] - 32:13 general [1] - 84:3 generated [1] - 84:2 Gibbs [6] - 35:14, 45:15, 46:12, 53:3, 69:4, 69:5 gift [1] - 111:14 given [2] - 67:14, 85:24 glad [1] - 106:7 glass [2] - 46:1, 103:5 goal [12] - 8:8, 9:19, 10:12, 16:10, 16:14, 18:5, 27:18, 34:8, 60:4, 61:25, 62:14, 67:6 goals [17] - 7:5, 7:8, 7:9, 7:10, 7:14, 7:25, 8:12, 9:2, 9:3, 9:4, 9:10, 10:2, 11:22, 12:4, 15:8, 15:20, 18:4 God [1] - 53:12 Governors [3] - 14:12, 61:23, 84:7 GPA [1] - 25:3 GPA's [1] - 24:18 graduate [3] - 7:21, 12:20, 16:21 graduation [16] - 8:17, 9:7, 9:12, 11:22, 16:3, 16:9, 17:1, 18:21, 23:22, 24:3, 24:16, 25:25, 31:15, 67:9, 67:10, 102:15 GRAND [1] - 1:15 grasped [1] - 102:9 great [14] - 17:12, 18:7, 25:20, 33:17, 33:20, 45:9, 54:13, 82:1, 89:19, 94:17, 106:14, 107:16, 107:19, 113:23 greater [1] - 31:6 greatest [1] - 88:20 grips [1] - 95:16 groundswell [1] - 77:18 group [7] - 4:8, 13:13, 25:12, 30:19, 30:25, 31:9, 33:3 groups [2] - 30:22, 78:8 grow [2] - 7:19, 9:14 growing [4] - 10:8, 15:15, 78:18, 98:5 grown [1] - 80:6 growth [3] - 7:9, 9:4, 61:13 guess [6] - 14:18, 26:5, 35:10, 75:7, 102:7, 110:22 gut [1] - 39:14 guys [2] - 100:24, 101:18</p>
	G	H
<p>game [1] - 63:16 gap [1] - 17:16</p>		<p>half [3] - 39:7, 101:10, 103:5 hall [3] - 8:3, 24:13, 71:23 Hall [5] - 36:16, 45:15, 45:21, 53:3, 62:9 halls [1] - 106:2 hand [2] - 78:24, 79:1 hanging [1] - 100:18 happy [8] - 49:18, 51:9, 86:14, 104:17, 106:6, 106:8, 106:15</p>

hard [2] - 100:9, 111:8
harm [1] - 32:14
HAROLD [1] - 1:8
Harvard [1] - 78:8
hate [1] - 104:18
HBCU [1] - 33:13
HEAD [1] - 89:1
heads [1] - 105:10
health [1] - 9:24
hear [6] - 3:24, 10:12, 65:25, 92:9, 105:20, 105:22
heard [2] - 92:23, 97:8
heartstrings [1] - 113:6
heavy [1] - 48:7
heck [1] - 24:7
hefty [1] - 49:15
height [1] - 39:16
Hello [1] - 92:8
help [11] - 17:9, 21:3, 42:7, 45:13, 50:4, 57:18, 63:3, 69:12, 79:17, 80:20, 94:7
helpful [2] - 17:5, 60:10
helping [1] - 81:8
herself [1] - 94:22
hesitate [1] - 4:12
high [5] - 9:23, 12:3, 23:22, 26:22
higher [5] - 19:8, 24:15, 24:18, 40:20
highlight [1] - 6:25
hill [1] - 111:24
Hill [1] - 38:16
hire [1] - 109:2
historic [12] - 39:2, 39:3, 39:6, 39:7, 39:10, 39:12, 39:13, 58:12, 59:13, 75:2, 112:10
historical [6] - 15:20, 15:23, 38:7, 38:19, 75:3, 75:5
historically [2] - 71:22, 73:20
history [2] - 35:21, 113:12
hit [1] - 95:24
hitting [1] - 4:9
holidays [1] - 13:2
holistically, you [1] - 82:3
Holmes [3] - 6:16, 83:21, 91:23
HOLMES [15] - 83:23, 83:25, 85:2, 88:3, 88:24, 89:2, 89:13, 89:17, 90:5, 90:9, 93:10, 93:15, 94:3, 94:8, 94:20
home [4] - 12:23, 13:1, 29:24, 99:23
homeless [3] - 12:22, 14:6
hook [1] - 81:18
hope [6] - 4:7, 4:13, 34:2, 34:10, 38:4, 63:6
hopefully [2] - 70:19, 101:23
hopes [1] - 30:7
horizon [1] - 68:12
hour [1] - 4:24
hours [2] - 21:24, 22:17
house [6] - 10:14, 54:15, 54:20, 54:23, 70:5
housed [1] - 66:9

houses [1] - 34:4
HOUSING [1] - 1:3
Housing [7] - 2:4, 6:8, 6:13, 7:2, 32:17, 52:18, 84:1
housing [123] - 3:19, 3:20, 3:22, 4:4, 4:14, 5:12, 5:21, 6:1, 6:12, 6:17, 7:12, 7:17, 7:20, 7:21, 7:23, 8:11, 8:19, 8:22, 9:7, 10:10, 10:18, 11:11, 11:12, 11:14, 11:18, 11:24, 12:5, 12:6, 12:20, 15:9, 16:8, 16:11, 16:25, 22:3, 23:25, 24:6, 27:9, 30:4, 31:20, 32:5, 33:6, 34:10, 36:9, 40:22, 40:24, 41:17, 42:8, 42:9, 42:16, 42:20, 42:23, 42:25, 43:2, 51:23, 52:6, 54:18, 55:11, 55:21, 57:10, 57:24, 58:2, 58:5, 58:12, 58:14, 58:15, 59:2, 60:13, 60:15, 60:17, 61:23, 62:3, 62:5, 63:13, 63:15, 64:1, 64:23, 65:13, 66:1, 67:24, 69:10, 71:18, 71:22, 72:2, 72:7, 72:12, 72:18, 73:5, 73:21, 74:3, 74:11, 74:16, 74:20, 75:20, 76:3, 76:22, 77:12, 78:16, 78:24, 81:9, 84:3, 84:5, 84:8, 84:12, 84:17, 85:12, 87:4, 90:17, 90:23, 90:24, 92:17, 98:12, 102:23, 103:19, 103:24, 105:9, 108:15, 109:3, 109:9, 109:22, 109:25
Hudson [12] - 6:9, 10:15, 16:23, 30:15, 31:20, 52:16, 66:7, 72:17, 78:17, 101:14, 105:20, 111:1
HUDSON [58] - 10:21, 13:8, 13:23, 14:8, 14:16, 14:19, 14:22, 15:7, 15:19, 17:13, 18:8, 18:11, 19:4, 19:20, 20:4, 20:8, 21:6, 21:9, 21:14, 22:9, 22:15, 22:22, 22:24, 23:2, 23:6, 23:10, 23:16, 23:19, 24:9, 24:11, 24:20, 24:22, 25:11, 26:3, 26:8, 26:10, 26:13, 26:16, 26:22, 28:1, 28:11, 28:15, 28:22, 28:25, 29:7, 31:22, 31:25, 40:5, 42:18, 42:22, 66:14, 66:17, 66:23, 106:11, 107:22, 112:4, 112:6, 112:10
huge [2] - 91:14, 91:15
hundred [16] - 14:21, 14:23, 21:8, 21:10, 22:25, 23:4, 23:11, 26:1, 41:18, 62:8, 66:8, 68:22, 87:8, 90:5, 90:6, 90:10
hurt [1] - 87:10
HVAC [7] - 39:18, 46:15, 46:18, 50:15, 87:5, 87:15, 88:16

I

idea [4] - 68:11, 71:12, 88:25, 110:14
identified [3] - 4:15, 58:3, 108:3
identifying [1] - 76:20
Ill [1] - 98:16
image [1] - 110:10
imagine [1] - 106:16
immediate [2] - 71:6, 80:20
immensely [1] - 102:21
impact [4] - 5:22, 6:18, 68:13, 100:12
impacted [1] - 11:13

impacts [4] - 10:18, 11:18, 12:1, 100:12
implications [2] - 6:5, 83:20
important [6] - 16:20, 67:21, 103:22, 103:24, 109:21, 113:3
improve [3] - 20:6, 47:23, 107:5
IN [2] - 1:3, 96:25
in-house [3] - 54:20, 54:23
in-person [1] - 58:19
inadequate [1] - 46:18
Inaudible [1] - 97:15
inaudible [1] - 17:3
inaudible [1] - 39:4
inclined [1] - 104:10
include [3] - 50:8, 88:10, 107:3
included [2] - 5:23, 27:8
includes [4] - 58:23, 84:20, 86:6, 88:10
including [6] - 24:5, 25:25, 75:1, 84:5, 85:14, 86:2
income [1] - 85:11
increase [14] - 8:9, 9:11, 9:12, 9:17, 9:19, 11:22, 11:23, 15:8, 16:5, 17:25, 23:24, 43:1, 44:3, 67:8
increases [1] - 11:2
increasing [4] - 9:6, 16:8, 61:25
independent [1] - 54:1
individual [1] - 63:14
individuals [1] - 13:13
indulgence [1] - 113:1
industry [1] - 37:15
industry-determined [1] - 37:15
influx [1] - 45:24
information [13] - 3:18, 5:7, 5:11, 11:7, 17:15, 47:12, 51:21, 54:15, 60:10, 94:23, 96:3, 97:7, 106:24
informed [1] - 17:10
infrastructure [1] - 39:18
initiate [1] - 108:14
initiation [1] - 5:19
initiative [4] - 8:9, 74:17, 77:17, 78:23
innovative [1] - 80:17
inside [3] - 47:2, 50:5, 112:20
insight [2] - 7:2, 105:19
instance [1] - 74:1
instead [1] - 89:14
institution [7] - 7:10, 8:20, 10:8, 33:13, 79:9, 83:8, 84:9
Institutional [1] - 17:16
institutions [10] - 7:18, 23:20, 24:1, 27:1, 33:5, 42:25, 66:3, 71:16, 71:17, 73:24
insulated [1] - 45:20
insurmountable [1] - 37:14
integral [1] - 59:16
intentional [1] - 104:21
intentions [1] - 5:5
inter [1] - 14:20
interact [1] - 104:8

<p>interest [3] - 85:14, 86:7, 94:12 interested [1] - 97:11 interesting [3] - 17:24, 24:21, 43:3 interior [1] - 38:21 interject [1] - 60:9 intermittent [1] - 92:10 internal [4] - 45:11, 51:12, 105:1, 108:18 internally [2] - 56:21, 61:7 International [1] - 52:19 international [11] - 13:6, 13:10, 13:20, 13:25, 14:5, 14:15, 14:23, 15:14, 15:15, 25:18, 106:23 interpret [1] - 54:3 interruption [1] - 18:24 interviews [1] - 58:19 introduction [1] - 33:17 intrusion [1] - 36:15 invaluable [1] - 103:16 inventory [1] - 33:6 invest [1] - 47:19 invested [3] - 47:9, 47:14, 47:18 investing [3] - 17:11, 56:11, 64:10 investment [5] - 47:6, 48:7, 56:5, 56:14, 64:12 involved [3] - 11:4, 25:15, 58:17 lowa [1] - 29:2 isolate [1] - 104:13 isolated [1] - 36:12 issue [4] - 3:17, 4:4, 43:20, 76:12 issues [16] - 3:12, 3:16, 3:23, 5:25, 13:21, 32:11, 32:15, 36:11, 36:19, 46:12, 46:15, 46:21, 47:25, 76:11, 80:8, 101:21 item [2] - 65:21, 94:14 items [3] - 3:24, 55:12, 106:21 itself [1] - 72:14</p>	<p>56:5, 56:14, 64:7, 68:9, 68:17, 69:2, 71:10, 76:17, 77:4, 78:5, 82:6, 94:11, 95:15, 96:1, 98:14, 100:3, 103:1, 110:17, 111:25, 113:12 kinds [1] - 88:11 kitchen [4] - 29:23, 46:23, 52:22, 65:1 kitchens [1] - 13:2 knock [1] - 87:6 known [1] - 8:17</p>	<p>leadership [2] - 107:8, 113:17 leads [1] - 86:8 league [1] - 40:12 leaking [1] - 81:13 leaks [3] - 36:11, 46:16 leaky [1] - 88:17 leap [1] - 102:16 learn [1] - 103:24 learning [8] - 8:8, 24:12, 27:17, 29:11, 81:14, 101:12, 102:9, 102:17 least [6] - 4:14, 14:22, 49:12, 68:13, 69:11, 113:24 leave [9] - 19:1, 38:21, 39:24, 95:6, 100:22, 105:17, 107:20, 107:21, 113:8 lectured [1] - 111:6 led [2] - 10:19, 33:6 leg [1] - 33:1 lend [1] - 104:6 LEON [1] - 115:3 less [2] - 71:20, 108:2 lesser [1] - 35:13 level [4] - 67:1, 85:25, 88:4, 99:13 levels [1] - 99:10 liabilities [2] - 84:19, 84:20 liability [2] - 32:11, 32:15 life [5] - 11:18, 11:25, 12:17, 45:18, 56:18 lift [1] - 83:11 likely [1] - 11:3 limit [1] - 47:1 Linda [1] - 30:22 line [5] - 50:20, 56:24, 62:8, 73:9, 75:5 linkage [1] - 6:8 List [4] - 55:12, 55:13, 55:16, 55:17 list [11] - 41:3, 41:7, 41:9, 46:5, 55:5, 55:9, 55:12, 100:23, 101:15, 106:22, 112:15 listed [2] - 12:4, 85:3 lists [1] - 55:14 livable [4] - 62:20, 62:22, 66:12, 70:7 live [27] - 12:14, 12:16, 13:6, 13:7, 13:8, 13:9, 13:11, 13:22, 14:1, 17:21, 19:7, 19:9, 19:13, 40:23, 41:3, 43:5, 43:20, 44:8, 66:20, 66:24, 67:1, 67:8, 107:9 lived [2] - 53:8, 100:5 lives [1] - 81:16 living [23] - 10:11, 10:24, 11:1, 19:23, 24:12, 24:14, 24:24, 25:1, 25:13, 29:24, 34:7, 50:2, 52:21, 63:9, 64:25, 69:19, 70:4, 75:11, 81:6, 81:7, 83:10, 102:9, 102:17 living/learning [36] - 7:25, 8:1, 15:16, 24:2, 24:14, 25:10, 25:11, 25:20, 25:24, 26:2, 26:25, 27:3, 27:5, 27:23, 28:4, 28:5, 28:17, 29:3, 29:14, 29:19, 30:11, 34:1, 34:5, 43:21, 44:4, 58:23, 62:10, 67:4, 67:7, 78:4, 78:15, 78:18, 81:17, 97:16, 99:15, 107:11 LLC [3] - 24:24, 25:4</p>
J	L	
<p>January [1] - 69:25 Jennifer [1] - 32:16 JLL [5] - 6:12, 51:25, 57:11, 58:5, 61:7 June [1] - 85:19 junior [5] - 16:1, 18:18, 19:22, 67:1, 100:22</p>	<p>labs [1] - 101:4 lack [1] - 12:24 ladder [1] - 101:22 ladies' [1] - 38:15 laid [1] - 69:3 land [1] - 40:3 landscape [4] - 6:4, 6:11, 32:17, 42:3 landscaping [2] - 98:22, 105:2 large [2] - 75:12, 82:4 larger [6] - 10:8, 72:3, 72:8, 74:17, 75:14 Larry [1] - 91:21 last [13] - 3:13, 13:19, 25:19, 34:1, 35:20, 43:24, 57:13, 69:16, 73:15, 91:20, 98:6, 109:8, 111:5 late [1] - 107:23 latest [2] - 88:19, 93:16 LAUGHTER [1] - 35:5 launch [1] - 108:25 law [5] - 30:21, 30:25, 31:1, 31:2, 31:3 Lawrence [16] - 3:8, 14:4, 35:8, 40:1, 41:1, 44:20, 44:23, 77:24, 78:13, 78:22, 94:24, 96:5, 102:6, 103:11, 109:19, 110:23 LAWRENCE [34] - 1:7, 3:8, 14:5, 14:15, 14:18, 14:21, 14:24, 21:12, 23:13, 23:17, 24:7, 25:8, 25:23, 26:5, 26:12, 26:14, 26:17, 28:19, 28:23, 40:2, 40:6, 40:11, 44:24, 45:6, 57:16, 78:1, 84:25, 94:25, 96:6, 96:14, 96:17, 102:7, 110:24, 111:5 Lawrence's [1] - 81:5 lawson [1] - 102:22 LAWSON [44] - 1:7, 19:18, 38:6, 38:9, 38:14, 38:18, 39:21, 40:9, 48:4, 48:6, 48:25, 49:3, 49:8, 49:11, 49:14, 50:20, 51:13, 51:17, 66:5, 66:16, 68:6, 68:8, 69:22, 90:14, 90:25, 91:3, 91:7, 91:20, 92:6, 92:22, 93:1, 93:5, 93:19, 95:12, 100:1, 109:16, 109:20, 110:2, 110:6, 110:21, 111:22, 112:8, 112:12, 114:1 Lawson [16] - 2:16, 2:18, 38:8, 38:13, 39:1, 48:5, 68:7, 70:24, 89:6, 90:13, 93:11, 95:1, 95:11, 99:25, 102:2, 109:18 lay [1] - 89:8 lead [1] - 70:25 lead-in [1] - 70:25</p>	
K		
<p>KAPILESHWARI [2] - 54:12, 55:19 keep [11] - 5:18, 10:13, 28:2, 31:12, 36:3, 52:2, 55:17, 88:3, 88:4, 105:2, 107:14 keeping [1] - 31:11 KELVIN [1] - 1:7 key [5] - 4:3, 9:8, 9:10, 11:22, 16:6 kids [5] - 31:4, 70:3, 70:7 KIMBERLY [1] - 1:6 kind [30] - 20:21, 29:22, 35:2, 48:22, 50:4, 50:22, 51:24, 55:7, 55:17, 56:1,</p>		

loaded [1] - 47:21
local [1] - 77:16
location [2] - 10:25, 109:22
LOCATION [1] - 1:15
logical [1] - 20:5
logistics [1] - 4:10
long-term [5] - 6:4, 71:3, 80:5, 84:21, 102:24
longer-term [2] - 70:8, 95:18
look [54] - 5:7, 7:4, 9:13, 12:21, 16:13, 18:16, 19:7, 23:23, 29:17, 32:12, 34:11, 42:3, 42:24, 44:1, 49:12, 49:18, 50:5, 51:7, 54:20, 54:24, 66:1, 67:22, 69:20, 69:23, 70:12, 70:23, 71:2, 71:16, 71:19, 72:5, 72:11, 73:24, 74:17, 76:24, 82:3, 87:11, 87:12, 87:14, 88:5, 88:6, 90:17, 98:15, 98:17, 99:19, 105:14, 106:2, 108:9, 108:10, 109:21, 110:13, 110:16, 112:14, 112:20
looked [9] - 29:1, 58:16, 59:13, 71:13, 73:25, 78:14, 82:7, 93:8
looking [20] - 10:9, 27:16, 29:8, 33:2, 41:13, 44:14, 57:1, 58:4, 59:4, 63:24, 77:10, 89:8, 91:8, 97:7, 104:19, 106:17, 106:21, 112:16
looks [4] - 47:4, 63:16, 68:12, 94:18
lost [6] - 36:23, 37:3, 37:4, 41:7, 64:3, 92:5
lounge [1] - 52:22
lousy [1] - 45:3
love [2] - 28:16, 34:21
loves [1] - 79:9
low [1] - 100:18
lowers [1] - 93:23

M

madam [1] - 6:20
Madam [17] - 5:9, 10:22, 14:2, 20:12, 27:20, 30:2, 32:19, 34:25, 36:2, 48:4, 53:16, 70:19, 73:14, 79:5, 79:22, 80:22, 81:22
magic [1] - 83:12
main [1] - 65:13
maintain [1] - 62:6
maintaining [1] - 34:9
Maintenance [1] - 109:14
maintenance [14] - 16:11, 37:15, 55:7, 55:16, 56:7, 76:15, 86:16, 86:17, 86:20, 86:25, 88:20, 91:12, 109:9
major [6] - 40:11, 44:8, 47:25, 87:5, 87:13, 87:14
majority [3] - 19:14, 22:13, 36:10
manage [3] - 41:5, 98:5, 98:20
managed [1] - 75:21
management [2] - 75:24, 90:9
mandatory [1] - 67:12
manna [1] - 63:7
mark [1] - 48:17
Market [1] - 6:13

marketing [3] - 96:21, 109:3, 109:5
materials [2] - 10:5, 20:15
math [3] - 23:13, 29:10, 41:1
matter [4] - 20:2, 24:4, 78:13, 91:9
Matthew [1] - 2:15
MATTHEW [1] - 1:8
maturation [1] - 107:14
max [2] - 17:3, 17:22
maxed [1] - 94:11
maximize [2] - 17:4, 64:11
maximum [5] - 65:2, 89:10, 89:11, 89:13, 89:17
McGuinn [2] - 37:12, 39:5
mean [16] - 21:1, 22:19, 49:11, 50:24, 50:25, 68:14, 83:2, 87:2, 94:10, 95:12, 101:2, 104:11, 104:24, 110:2, 112:19, 112:20
meaning [1] - 50:23
Meaning [1] - 66:12
means [5] - 35:21, 37:24, 61:19, 77:8, 86:22
meant [1] - 63:5
mechanical [5] - 45:20, 50:13, 56:2, 56:17
media [1] - 109:6
meet [4] - 39:16, 41:22, 46:9, 67:17
MEETING [3] - 19:18, 96:25, 114:2
meeting [3] - 10:6, 43:24, 44:1
meetings [2] - 69:24, 108:4
meets [1] - 67:16
MEMBERS [1] - 1:6
members [7] - 2:9, 2:14, 5:10, 10:22, 103:16, 104:2, 113:11
mention [3] - 15:12, 34:3, 108:2
mentioned [7] - 15:23, 78:17, 80:22, 107:4, 108:9, 108:15, 109:1
mentioning [1] - 7:7
Merit [1] - 12:12
message [1] - 70:17
met [4] - 3:16, 25:18, 107:7, 111:7
methodically [1] - 6:2
metrics [3] - 8:13, 9:10, 31:15
METZKE [3] - 1:18, 115:5, 115:11
midterm [1] - 101:23
might [20] - 14:25, 15:2, 23:11, 26:20, 27:14, 39:17, 39:18, 55:13, 55:22, 56:9, 62:24, 68:14, 70:24, 72:3, 77:5, 91:23, 92:23, 94:6, 104:10, 105:12
mike [1] - 57:16
mildew [2] - 36:11, 98:25
Miles [1] - 30:23
million [25] - 47:14, 48:9, 72:23, 72:24, 74:2, 74:10, 74:11, 74:24, 74:25, 75:4, 84:18, 84:19, 85:5, 85:12, 85:13, 85:18, 86:1, 86:3, 87:11, 88:7, 111:23, 112:19
millions [2] - 62:21, 64:14
Mills [5] - 2:20, 5:8, 53:17, 54:13, 94:18
MILLS [9] - 1:8, 2:21, 5:3, 53:16,

53:18, 55:3, 93:23, 94:5, 94:10
mind [1] - 5:18
minded [1] - 63:5
minds [2] - 94:15, 104:4
minimal [1] - 99:10
minimum [3] - 68:17, 89:12, 99:8
minute [1] - 25:1
misheard [1] - 27:22
miss [1] - 76:12
Miss [1] - 57:9
mission [1] - 10:9
mistaken [2] - 30:12, 62:25
mix [1] - 99:21
model [2] - 34:12, 77:22
modern [1] - 7:18
modification [1] - 111:18
mold [3] - 51:4, 82:24, 98:25
moments [2] - 3:11, 35:4
mONDAY [1] - 1:12
money [16] - 46:7, 47:8, 47:18, 47:19, 50:25, 62:6, 64:10, 73:6, 76:14, 79:11, 81:12, 93:7, 93:20, 101:16, 112:18
money-wise [1] - 50:25
monies [1] - 83:1
monitor [1] - 108:7
monitoring [1] - 108:12
month [1] - 93:13
months [4] - 10:20, 35:23, 53:21, 79:12
Moody's [2] - 93:10, 93:11
Moore [19] - 2:22, 4:18, 4:20, 5:3, 11:10, 16:19, 33:11, 33:16, 33:23, 38:10, 71:15, 76:24, 83:16, 91:21, 93:24, 101:8, 107:17, 114:1
MOORE [112] - 1:6, 2:3, 2:23, 3:9, 4:19, 4:25, 5:8, 6:22, 10:3, 13:4, 13:17, 14:3, 15:12, 16:22, 17:12, 18:7, 18:22, 20:1, 20:19, 20:22, 24:10, 27:7, 28:9, 30:20, 31:17, 31:24, 32:20, 33:18, 33:24, 34:14, 35:1, 35:7, 36:3, 36:21, 37:22, 38:8, 38:11, 38:24, 40:1, 40:14, 41:12, 44:20, 44:23, 45:8, 48:5, 48:18, 49:22, 49:24, 51:18, 51:21, 52:4, 53:7, 53:15, 53:17, 54:2, 54:11, 57:2, 57:6, 60:8, 61:3, 63:2, 64:15, 65:18, 65:21, 68:7, 69:14, 70:13, 73:11, 73:13, 75:17, 77:24, 79:21, 79:23, 80:24, 81:23, 83:14, 83:18, 83:24, 85:1, 87:18, 89:3, 90:13, 91:11, 92:2, 92:5, 92:9, 92:12, 92:19, 92:25, 93:4, 94:17, 94:21, 95:5, 95:9, 95:22, 96:9, 96:16, 96:20, 97:4, 97:14, 97:18, 99:24, 102:2, 102:6, 103:11, 105:15, 106:10, 107:20, 109:18, 110:22, 111:15, 112:24
morning [3] - 97:9, 102:9, 107:23
most [9] - 3:18, 7:13, 15:3, 26:25, 30:12, 50:7, 53:1, 79:3, 111:2
mostly [1] - 44:24
move [12] - 17:20, 17:21, 21:24, 30:16, 31:23, 57:9, 61:24, 63:21, 70:7, 77:13,

94:12, 99:22
moved [1] - 72:4
moving [12] - 4:3, 5:15, 5:19, 18:19, 29:3, 32:18, 42:3, 60:24, 61:7, 73:3, 99:15, 101:20
MS [34] - 2:7, 2:13, 2:16, 2:18, 2:20, 2:22, 2:24, 3:1, 3:3, 3:5, 57:11, 57:18, 59:18, 59:23, 60:4, 60:7, 61:5, 64:18, 65:20, 83:23, 83:25, 85:2, 88:3, 88:24, 89:2, 89:13, 89:17, 90:5, 90:9, 93:10, 93:15, 94:3, 94:8, 94:20
MULTIPLE [1] - 18:10
must [6] - 16:10, 16:13, 19:6, 32:11, 67:13, 71:24
mute [1] - 4:22

N

name [2] - 2:10, 3:6
names [1] - 2:12
NANCY [3] - 1:18, 115:5, 115:11
nancy@metzke.com [1] - 1:22
nation [1] - 8:18
National [1] - 12:12
national [2] - 29:1, 77:1
nationally [4] - 42:1, 42:24, 58:6, 73:22
nationwide [2] - 72:6, 76:25
nature [1] - 52:9
near [1] - 31:16
necessarily [2] - 17:25, 88:19
need [45] - 4:22, 7:21, 8:10, 9:15, 13:2, 18:3, 30:9, 32:3, 33:22, 34:21, 46:14, 46:21, 46:22, 46:23, 47:23, 48:21, 50:12, 50:14, 54:22, 55:8, 58:4, 64:8, 65:12, 69:25, 70:10, 71:3, 72:24, 77:18, 80:4, 83:5, 83:6, 86:20, 89:25, 90:3, 91:12, 98:10, 99:8, 99:11, 100:19, 100:22, 101:20, 103:1, 104:24, 113:10
needed [5] - 5:17, 5:25, 6:15, 62:20, 108:21
neediest [1] - 79:3
needs [15] - 3:16, 12:24, 16:11, 35:20, 36:18, 45:13, 71:7, 77:3, 79:18, 80:21, 83:6, 96:7, 100:13, 102:11, 102:20
NEGATIVELY [1] - 89:1
negligible [1] - 43:7
net [3] - 84:16, 85:10, 86:4
never [3] - 15:3, 19:1, 53:8
new [37] - 8:15, 16:17, 18:1, 18:2, 21:8, 24:5, 41:21, 42:8, 42:19, 42:23, 42:25, 44:25, 45:1, 46:11, 46:13, 49:15, 50:4, 51:6, 56:13, 59:10, 62:5, 62:23, 63:13, 63:15, 63:25, 64:4, 69:7, 72:19, 76:15, 77:8, 79:15, 90:18, 92:17, 95:4, 101:24
newer [1] - 97:15
newest [2] - 48:8, 48:10
news [1] - 39:21
next [16] - 2:5, 4:24, 5:14, 16:13, 32:1,

43:20, 51:23, 65:21, 67:25, 73:9, 74:17, 79:12, 93:12, 97:7, 97:8, 108:3
nice [3] - 62:13, 99:18, 99:20
nicer [1] - 50:24
NICOLE [1] - 1:9
night [1] - 107:23
nine [6] - 26:7, 26:8, 26:9, 34:16, 36:6, 39:17
NO [6] - 2:17, 2:19, 2:25, 3:2, 92:4, 95:8
non [1] - 56:5
non-investment [1] - 56:5
nonparticipants [1] - 8:7
norm [1] - 81:8
normal [1] - 86:24
North [2] - 45:22, 74:24
NOT [1] - 97:2
notable [2] - 85:15, 85:17
note [1] - 94:22
notes [1] - 115:6
notice [2] - 84:17, 86:11
noting [1] - 9:18
notion [1] - 110:9
November [2] - 69:24, 93:14
Novogradac [4] - 58:9, 58:19, 65:6, 65:14
Novogradac's [1] - 58:10
nowadays [1] - 77:10
Number [1] - 11:16
number [16] - 3:23, 12:22, 21:24, 22:3, 23:8, 27:14, 33:5, 40:21, 49:15, 62:25, 63:2, 70:5, 91:9, 93:7, 94:6, 94:15
numbers [10] - 10:19, 18:17, 26:4, 53:25, 55:14, 60:1, 60:18, 60:23, 72:25, 94:2
numerical [1] - 107:2
nurture [1] - 27:13

O

o'clock [1] - 95:22
obviously [6] - 17:6, 41:16, 59:25, 61:11, 64:8, 104:24
occupancy [2] - 40:16, 40:24
occupied [3] - 23:5, 35:15, 35:18
OCTOBER [1] - 1:12
OF [3] - 1:1, 115:3, 115:3
OFF [1] - 35:9
off-campus [4] - 32:6, 32:10, 32:12, 58:15
offer [4] - 10:24, 28:18, 63:14, 102:3
offering [1] - 79:5
Office [1] - 17:16
office [3] - 36:9, 109:22, 109:25
OFFICE [1] - 1:21
official [1] - 2:6
officially [1] - 2:4
offline [15] - 36:7, 36:8, 37:12, 37:13, 37:17, 37:23, 42:12, 42:13, 61:2, 61:11,

62:7, 62:9, 62:23, 64:13, 68:16
often [3] - 58:23, 93:7, 108:8
Ohio [1] - 74:10
old [5] - 34:19, 62:5, 63:15, 85:5, 85:6
older [1] - 51:7
on-campus [17] - 7:16, 8:19, 8:25, 11:13, 12:5, 12:6, 15:3, 15:5, 15:9, 16:7, 16:11, 16:25, 19:7, 20:7, 58:11, 58:14, 70:3
once [7] - 20:24, 32:5, 32:7, 47:22, 86:1, 98:14, 110:1
one [54] - 3:14, 5:18, 17:23, 20:16, 23:14, 24:1, 27:14, 29:25, 30:17, 32:25, 35:3, 36:11, 38:2, 40:3, 41:11, 42:6, 45:18, 46:20, 46:21, 47:5, 47:18, 48:6, 49:25, 52:5, 52:24, 52:25, 55:12, 56:13, 57:24, 60:13, 61:16, 63:3, 65:2, 65:10, 66:17, 69:15, 70:22, 71:11, 76:23, 82:7, 87:22, 91:20, 93:23, 97:6, 99:6, 99:23, 101:25, 102:17, 104:19, 108:4, 109:2, 109:16, 113:7
one-off [1] - 82:7
ones [4] - 25:16, 41:21, 46:11, 101:25
ongoing [1] - 108:13
online [7] - 42:8, 42:9, 42:20, 43:1, 58:19, 59:22, 88:8
open [7] - 4:11, 29:4, 33:18, 33:19, 34:17, 58:24, 63:5
opening [3] - 41:4, 45:23, 100:4
operating [12] - 85:13, 85:25, 86:2, 86:23, 86:24, 87:1, 87:2, 87:3, 87:23, 87:25, 88:6, 88:10
Operation [1] - 109:13
operationalize [1] - 44:11
operations [1] - 88:16
opinion [2] - 31:13, 99:5
opportunities [7] - 14:10, 29:14, 76:13, 82:1, 82:7, 98:18, 104:8
opportunity [26] - 3:10, 3:12, 4:2, 19:12, 24:8, 26:15, 27:25, 30:24, 31:5, 31:8, 40:12, 66:18, 67:1, 67:2, 78:10, 78:19, 91:3, 97:10, 98:9, 98:21, 99:21, 99:23, 102:10, 103:2, 106:1, 106:6
options [12] - 32:5, 32:6, 44:2, 44:4, 44:14, 65:22, 66:1, 70:15, 103:19, 105:9, 105:11, 112:17
order [4] - 2:5, 8:11, 64:22, 107:2
organizations [2] - 11:5, 98:2
orientation [1] - 110:11
otherwise [2] - 52:2, 91:18
ought [1] - 95:2
ourselves [2] - 17:5, 112:1
out-catcher [1] - 52:8
outcome [1] - 43:11
outlined [1] - 6:21
output [1] - 17:22
outside [4] - 56:22, 74:21, 108:19, 112:11
outstanding [2] - 84:22, 84:23
overall [5] - 9:13, 60:4, 101:8, 102:19,

102:25
overlap [1] - 7:1
overnight [2] - 101:18, 101:19
override [1] - 49:17
overruns [1] - 49:1
overtapping [1] - 17:4
overview [1] - 11:14
owe [2] - 83:8, 83:9
owed [1] - 85:15
own [7] - 29:25, 31:12, 65:3, 78:3,
 90:2, 104:5, 104:10

P

P.M [4] - 1:13, 1:14, 97:1
P3 [6] - 63:12, 63:25, 68:10, 69:1,
 100:11, 105:10
Paddyfoote [2] - 45:21, 62:8
pained [1] - 103:3
pains [1] - 98:5
paint [10] - 46:21, 48:13, 48:21, 48:22,
 50:17, 50:23, 51:3, 68:15, 69:5
painted [1] - 48:15
painting [4] - 47:3, 80:11, 86:24, 89:20
paints [1] - 106:3
Palmetto [6] - 45:22, 45:25, 46:24,
 47:3, 85:6, 112:22
Palmettos [1] - 44:6
par [1] - 32:24
paraphrased [1] - 79:4
parent [2] - 43:17, 110:9
parents [7] - 12:4, 43:17, 43:18, 48:1,
 62:11, 83:9, 103:7
parking [4] - 69:6, 84:8, 84:12, 84:13
part [18] - 15:4, 28:24, 61:5, 75:15,
 75:21, 78:15, 81:10, 82:11, 84:6, 86:23,
 100:9, 102:23, 102:24, 104:1, 104:7,
 104:12, 104:20, 109:12
participate [1] - 8:4
participating [1] - 113:1
particular [4] - 31:8, 56:13, 92:20,
 98:10
particularly [2] - 63:4, 92:17
partners [1] - 30:19
partnership [2] - 58:1, 65:17
past [3] - 23:24, 45:18, 103:23
pasted [1] - 84:14
paying [1] - 38:3
payment [1] - 86:6
pays [1] - 99:7
PECO [1] - 90:25
peer [1] - 71:16
penetrations [1] - 55:25
people [12] - 12:13, 17:21, 26:18,
 30:24, 31:9, 42:1, 77:10, 81:12, 84:4,
 111:2, 111:13, 111:14
people's [1] - 94:15
per [2] - 47:17, 76:15
percent [11] - 16:2, 18:14, 23:20,

24:25, 26:12, 40:24, 41:2, 56:9, 64:21,
 71:21, 72:22
percentage [4] - 22:6, 26:1, 73:21,
 87:25
perform [1] - 8:6
performance [1] - 31:15
period [1] - 59:8
permanency [1] - 12:25
permanent [1] - 37:20
permanently [2] - 37:13, 37:23
Perry [2] - 2:24, 3:1
persistence [5] - 15:23, 16:3, 16:5,
 16:8, 18:20
persistent [1] - 11:19
person [7] - 52:24, 52:25, 58:19, 89:8,
 99:1, 109:3
Person [1] - 68:6
personal [1] - 11:1
perspective [6] - 7:3, 10:1, 18:4,
 55:18, 65:15, 112:2
pertaining [1] - 50:1
Phase [1] - 46:24
phase [1] - 98:16
phased [2] - 59:7, 103:1
phases [1] - 76:22
phasing [1] - 59:15
phone [3] - 4:21, 5:5, 92:15
phonetics [1] - 62:9
phonetics [1] - 57:22
picture [6] - 9:25, 68:20, 69:9, 100:11,
 106:3, 106:12
pictures [2] - 33:20, 39:10
piece [2] - 104:19, 113:5
pieces [1] - 72:8
piggybacks [1] - 110:25
place [12] - 10:25, 12:23, 15:17, 39:24,
 43:15, 70:7, 81:18, 95:20, 101:20,
 102:23, 113:10, 113:13
places [4] - 68:24, 81:15, 98:11, 103:6
plan [18] - 7:20, 8:12, 38:4, 39:10,
 61:8, 61:12, 61:24, 62:4, 63:16, 63:20,
 70:4, 70:8, 101:20, 102:22, 102:23,
 102:24, 109:24
Plan [22] - 6:3, 6:8, 6:9, 7:1, 7:2, 7:5,
 7:6, 9:3, 11:15, 12:10, 15:21, 16:16,
 60:16, 62:1, 68:20, 69:11, 70:1, 82:11,
 82:18, 82:19, 102:19
planning [1] - 69:14
plans [1] - 7:19
Plant [1] - 109:13
play [1] - 9:8
playing [1] - 26:19
pleasure [1] - 3:19
plethora [1] - 11:6
plug [1] - 72:25
plumbing [3] - 50:13, 56:17, 87:6
plus [1] - 66:8
Point [1] - 108:17
point [31] - 17:2, 17:23, 18:2, 18:7,

20:20, 27:10, 51:3, 55:15, 56:21, 60:5,
 60:25, 64:22, 65:8, 65:9, 68:11, 68:19,
 69:2, 69:8, 72:10, 74:4, 74:14, 75:7,
 76:16, 78:21, 81:5, 83:13, 85:17, 86:12,
 88:14, 94:17, 95:1
pointed [2] - 78:25, 79:18
points [7] - 16:12, 17:22, 84:1, 91:11,
 94:6, 94:16, 111:19
pool [2] - 75:12, 80:18
population [3] - 14:7, 15:8, 22:7
populations [1] - 29:9
portion [4] - 75:22, 82:12, 82:13, 92:24
position [2] - 84:16, 85:10
positive [1] - 70:16
possibilities [3] - 70:24, 77:20, 79:6
possibility [1] - 40:10
possible [2] - 18:19, 103:9
POST [1] - 1:21
potential [1] - 41:23
potentially [6] - 61:11, 62:21, 64:11,
 64:13, 65:1, 67:6
Power [1] - 108:17
practices [1] - 16:4
preferred [2] - 64:25, 65:3
preliminary [5] - 5:13, 5:16, 40:18,
 44:19, 45:10
premise [1] - 43:4
prepared [2] - 10:6, 96:12
preponderance [1] - 102:14
presence [1] - 109:6
present [5] - 2:10, 2:15, 2:21, 103:23,
 110:18
PRESENT [1] - 97:2
presentation [3] - 5:24, 6:7, 32:2
presented [2] - 31:13, 108:17
presenting [2] - 30:15, 71:10
presently [1] - 66:21
preservation [3] - 75:3, 75:6, 112:11
President [1] - 90:19
PRESIDENT [91] - 5:9, 10:21, 13:23,
 14:8, 14:16, 14:19, 14:22, 15:7, 15:19,
 17:13, 18:8, 18:11, 19:4, 19:20, 20:4,
 20:8, 21:6, 21:9, 21:14, 22:9, 22:15,
 22:22, 22:24, 23:2, 23:6, 23:10, 23:16,
 23:19, 24:9, 24:11, 24:20, 24:22, 25:11,
 26:3, 26:8, 26:10, 26:13, 26:16, 26:22,
 28:1, 28:11, 28:15, 28:22, 28:25, 29:7,
 31:22, 31:25, 40:5, 42:18, 42:22, 54:12,
 55:19, 56:20, 56:25, 57:4, 57:8, 66:14,
 66:17, 66:23, 70:18, 73:12, 73:17,
 75:25, 76:6, 76:9, 76:19, 78:12, 80:3,
 81:4, 83:13, 83:15, 89:12, 90:22, 91:2,
 91:6, 93:14, 93:22, 94:4, 94:9, 106:11,
 107:22, 108:1, 109:24, 110:4, 110:19,
 111:4, 111:20, 112:4, 112:5, 112:6,
 112:10
President's [1] - 9:1
pressed [1] - 111:8
pressing [2] - 79:17, 100:13
pretty [5] - 49:14, 74:5, 74:13, 95:14,

<p>105:7 previous [1] - 15:24 price [3] - 65:8, 93:23 primarily [3] - 76:15, 80:1, 81:2 prime [1] - 48:21 primed [2] - 48:15, 48:21 primitive [1] - 25:8 principal [1] - 86:7 priorities [1] - 107:2 prioritization [1] - 69:17 prioritizing [1] - 106:25 Priority [1] - 11:16 private [2] - 52:24, 57:25 procedures [1] - 31:3 proceed [1] - 6:20 proceedings [1] - 115:6 process [9] - 20:6, 30:4, 31:6, 58:18, 75:23, 76:23, 97:23, 107:14, 109:5 procurement [3] - 57:21, 58:6 produced [1] - 40:19 productivity [1] - 25:21 professional [5] - 5:20, 56:23, 107:11, 108:14, 108:19 profile [1] - 12:11 program [5] - 14:11, 30:5, 34:6, 44:18, 82:5 programmatic [1] - 25:14 programming [1] - 107:6 programs [8] - 9:19, 26:3, 26:8, 26:9, 27:4, 29:12, 34:13 project [2] - 63:25, 87:5 projected [2] - 48:9, 59:9 projecting [1] - 60:21 projection [1] - 60:19 projections [5] - 51:2, 51:16, 58:13, 59:14, 59:25 projects [4] - 30:4, 86:20, 87:13, 92:1 promise [3] - 64:17, 96:17, 107:22 properly [1] - 48:15 properties [2] - 54:9, 99:13 proposals [1] - 58:8 propose [1] - 44:19 proposed [1] - 45:10 proud [2] - 53:3, 62:12 provide [11] - 5:11, 5:16, 6:9, 6:14, 7:2, 18:12, 19:11, 79:16, 87:17, 104:8, 107:1 provided [2] - 11:14, 40:15 provides [1] - 15:20 providing [2] - 18:19, 20:7 public [1] - 57:25 public-private [1] - 57:25 public/private [1] - 65:17 pull [4] - 4:7, 13:23, 31:8, 72:13 pull-out [1] - 72:13 pulled [1] - 71:14 pulling [1] - 61:11 pumps [1] - 45:20 purpose [3] - 4:9, 5:10, 78:9</p>	<p>purposes [2] - 11:25, 90:9 pursue [1] - 63:25 purview [1] - 9:9 push [2] - 64:16, 65:18 pushing [2] - 81:19, 81:20 put [12] - 39:17, 47:6, 53:21, 69:7, 71:25, 80:17, 82:1, 82:10, 84:10, 101:20, 113:10 putting [5] - 73:5, 74:7, 79:14, 101:15, 107:17</p>	<p>99:11, 99:18, 99:21, 103:1, 103:18, 104:14, 104:17, 107:16, 108:23, 110:24, 111:13 reason [1] - 55:3 reasons [1] - 36:8 receive [1] - 12:14 received [4] - 11:6, 17:15, 41:14, 41:17 receiving [1] - 19:16 recent [1] - 10:20 recently [1] - 7:4 RECESS [1] - 96:25 recognize [2] - 38:25, 113:9 recognized [6] - 58:7, 75:18, 77:25, 79:24, 80:24, 81:24 recommendation [1] - 59:15 recommendations [1] - 59:3 recommending [3] - 54:22, 72:12, 77:19 reconnect [1] - 97:5 record [2] - 39:12, 115:6 RECORD [1] - 35:9 records [1] - 39:10 recreational [1] - 58:24 recruit [1] - 9:22 recruiting [1] - 12:2 recruitment [4] - 7:16, 11:18, 12:9, 23:3 recurring [1] - 75:22 redesigning [1] - 29:19 redirected [1] - 10:20 reduced [1] - 93:5 REED [41] - 1:9, 3:4, 13:5, 13:15, 13:18, 14:2, 17:23, 33:17, 36:2, 42:6, 42:11, 42:14, 43:3, 43:10, 49:25, 50:10, 50:19, 52:3, 52:5, 53:3, 54:4, 56:24, 57:7, 59:17, 59:20, 60:3, 60:6, 67:11, 75:16, 75:19, 76:5, 76:7, 76:10, 81:22, 81:25, 87:22, 88:12, 97:13, 97:15, 97:19, 111:17 Reed [15] - 3:3, 13:4, 49:22, 49:24, 52:4, 53:7, 54:2, 60:9, 75:17, 81:23, 87:21, 97:12, 99:24, 100:2, 111:16 refine [1] - 108:23 regarding [1] - 5:12 regular [3] - 80:9, 86:25, 89:18 regulate [1] - 25:22 regulation [1] - 19:6 rehab [2] - 81:20, 81:21 rehabbed [1] - 20:17 rehabbing [1] - 73:7 reiterate [3] - 9:3, 32:4, 83:25 reiterated [1] - 11:10 reiterates [1] - 12:8 relate [1] - 9:10 related [4] - 6:18, 7:14, 48:25, 71:23 relates [3] - 15:21, 87:23, 92:16 relative [1] - 63:24 relevant [1] - 7:14</p>
Q		
<p>quads [1] - 104:16 qualitative [4] - 58:11, 64:20, 65:14, 67:20 quality [5] - 7:10, 7:16, 9:5, 53:24, 55:6 quantitative [3] - 58:11, 59:4, 64:19 quarter [1] - 23:14 quarterly [1] - 108:4 quarters [1] - 103:5 questions [14] - 4:12, 20:14, 32:19, 36:3, 47:5, 48:3, 52:1, 71:4, 73:25, 79:19, 79:21, 83:19, 91:17, 106:8 quick [3] - 38:14, 53:19, 96:1 quickly [3] - 9:1, 83:19, 84:15 quite [2] - 55:10, 80:6</p>		
R		
	<p>raise [2] - 72:21, 103:1 raising [3] - 72:11, 76:14 ran [1] - 112:14 ranked [1] - 53:22 RAs [2] - 107:7, 107:9 rate [15] - 11:22, 11:23, 24:18, 24:24, 25:6, 25:7, 25:24, 25:25, 30:17, 31:15, 40:24, 55:15, 67:9, 67:10, 101:3 rates [12] - 8:17, 9:7, 9:12, 16:9, 19:8, 23:22, 24:3, 24:15, 24:16, 94:12, 102:16 rating [3] - 93:3, 93:5, 93:9 ratio [6] - 6:19, 22:6, 88:22, 93:2, 94:1, 108:8 RE [1] - 1:3 reach [6] - 12:4, 16:9, 32:5, 32:7, 61:25, 62:14 reached [1] - 58:20 reading [1] - 60:16 ready [1] - 70:16 real [3] - 10:9, 109:20, 112:22 realistic [1] - 73:8 realistically [2] - 23:17, 23:19 realize [2] - 39:22, 95:2 realizing [1] - 95:17 really [33] - 8:9, 14:25, 15:5, 16:15, 17:5, 24:19, 43:7, 50:24, 51:5, 52:23, 54:10, 70:7, 72:1, 72:14, 82:17, 88:15, 91:7, 91:8, 96:18, 98:15, 98:19, 98:21,</p>	

reluctant [1] - 101:10
remain [1] - 37:13
remaining [2] - 91:17, 95:25
remembered [1] - 97:13
remote [1] - 98:18
removing [1] - 51:4
renovate [4] - 30:9, 36:24, 37:2, 37:6
renovated [3] - 35:20, 36:17, 101:25
renovating [7] - 8:14, 30:10, 65:9, 68:24, 72:18, 105:12, 111:23
renovation [16] - 6:15, 30:5, 35:21, 35:22, 76:12, 80:1, 84:24, 86:20, 87:5, 87:13, 90:3, 90:6, 90:10, 90:17, 95:4, 111:25
renovations [9] - 5:18, 5:23, 6:19, 35:25, 50:14, 63:19, 87:16, 108:21, 113:13
rental [6] - 76:1, 76:4, 76:5, 76:9, 84:2, 90:20
repair [3] - 45:11, 49:16, 89:21
repairs [13] - 5:17, 5:23, 6:16, 6:19, 37:14, 45:24, 47:10, 50:1, 50:3, 69:18, 86:19, 106:25, 108:20
repeat [1] - 100:2
replace [3] - 61:12, 62:23, 87:15
replaced [3] - 42:16, 45:21, 45:25
replacement [6] - 37:16, 56:6, 56:8, 61:8, 61:24, 62:4
report [4] - 53:25, 84:14, 110:20, 115:5
REPORTED [1] - 1:18
Reporter [1] - 115:11
REPORTER [1] - 1:18
REPORTERS [1] - 1:20
represents [1] - 94:16
requested [1] - 58:5
requests [1] - 54:24
require [1] - 86:10
required [10] - 19:13, 19:17, 84:6, 84:8, 84:10, 85:20, 85:24, 86:5, 86:9, 86:17
requirement [4] - 67:13, 67:14, 67:18, 94:1
requirements [1] - 5:17
research [2] - 15:13, 35:24
Research [1] - 17:16
reside [8] - 8:2, 18:14, 18:15, 19:6, 19:16, 19:17, 22:18, 23:21
residence [7] - 8:3, 11:18, 11:25, 19:1, 24:13, 71:23, 106:2
residence-hall-related [1] - 71:23
residences [1] - 81:3
residency [1] - 8:25
residents [3] - 11:3, 12:25, 18:15
resolve [1] - 46:20
resources [5] - 11:4, 44:15, 75:13, 79:16, 98:9
respect [2] - 7:7, 53:22
respond [2] - 77:2, 99:5
RESPONSE [6] - 2:17, 2:19, 2:25, 3:2,

92:4, 95:8
responsibilities [1] - 34:9
responsibility [5] - 82:25, 83:3, 98:6, 104:7, 107:15
result [1] - 67:14
retain [2] - 16:21, 18:1
retaining [1] - 16:17
retention [27] - 4:5, 8:17, 9:6, 9:11, 11:19, 11:23, 15:22, 16:5, 16:8, 16:16, 17:1, 18:6, 18:20, 19:8, 23:22, 24:3, 24:15, 24:17, 24:24, 25:6, 25:7, 25:24, 31:20, 43:7, 43:10, 67:9, 102:16
retired [2] - 85:5, 85:6
retrofit [1] - 77:9
return [1] - 17:3
RETURN [1] - 97:3
RETURNED [1] - 97:1
revenue [11] - 36:23, 37:3, 74:21, 75:25, 76:4, 84:3, 84:10, 85:12, 85:25, 88:1, 90:20
revenues [6] - 84:1, 85:9, 86:4, 87:4, 88:6, 108:13
review [4] - 6:9, 16:4, 45:12, 99:12
reviewed [3] - 52:7, 93:2, 93:8
reviewing [1] - 93:15
revisions [2] - 113:19
revolves [1] - 46:7
rid [1] - 98:23
ROBERT [1] - 1:10
Robert's [1] - 38:11
ROBINSON [9] - 4:18, 4:20, 5:2, 33:23, 33:25, 91:21, 92:7, 92:11, 92:14
Robinson [8] - 4:19, 5:1, 33:24, 34:14, 81:10, 91:22, 92:2, 92:24
Robinson's [1] - 63:23
role [1] - 91:24
roll [3] - 2:6, 2:8, 9:8
roof [7] - 36:11, 45:16, 45:17, 45:24, 46:13, 46:14, 46:16
roofs [3] - 45:21, 55:24, 87:16
room [4] - 29:23, 29:24, 52:22, 89:20
ROOM [1] - 19:19
rooming [1] - 29:16
roommates [1] - 104:18
rooms [5] - 36:10, 52:13, 52:14, 52:24, 101:4
rosy [1] - 33:20
roughly [1] - 26:10
RPR [3] - 1:18, 115:5, 115:11
rule [1] - 38:11
run [1] - 49:6

S

safe [2] - 75:11, 83:10
safely [1] - 113:25
safety [1] - 56:18
salaries [1] - 88:10
salary [1] - 107:9

Sameer [3] - 53:21, 57:14, 57:20
Sampson [5] - 35:11, 36:16, 84:24, 85:1, 112:6
saw [8] - 15:14, 98:13, 100:18, 100:24, 101:22, 103:20, 104:15, 111:2
scaffolding [1] - 45:16
scenario [1] - 67:19
schedule [5] - 45:11, 63:18, 68:25, 91:13, 91:16
scheduled [1] - 93:12
scheme [1] - 102:25
Scholars [1] - 12:12
scholarship [2] - 19:12, 66:25
scholarships [1] - 19:16
School [1] - 78:8
school [3] - 12:3, 30:22, 62:12
schools [1] - 49:6
science [1] - 9:24
sciences [1] - 29:10
scored [1] - 53:23
screen [1] - 86:8
scrub [1] - 48:17
se [1] - 76:15
seal [1] - 63:3
sealed [2] - 36:18, 46:19
sealing [1] - 55:24
searched [1] - 23:16
second [7] - 17:8, 17:17, 27:24, 28:18, 55:9, 66:6, 90:20
seconds [1] - 108:2
section [1] - 70:20
security [1] - 98:19
see [50] - 7:13, 8:20, 8:23, 9:15, 10:12, 16:1, 19:15, 19:22, 27:13, 32:1, 32:8, 34:3, 36:8, 39:11, 41:14, 42:18, 43:1, 45:15, 46:4, 46:6, 47:13, 47:16, 47:17, 47:21, 49:20, 52:1, 52:11, 57:2, 70:21, 71:4, 81:1, 82:14, 86:12, 88:22, 95:3, 95:13, 95:18, 96:6, 96:13, 96:20, 96:21, 98:3, 98:11, 100:11, 101:1, 102:20, 103:17, 106:4, 106:7, 111:12
seeing [3] - 29:19, 41:25, 46:16
seem [1] - 54:3
segment [1] - 84:9
segments [1] - 84:11
segregate [1] - 73:20
segue [1] - 45:9
select [2] - 44:7, 80:18
self [1] - 44:7
self-select [1] - 44:7
semester [3] - 21:21, 52:17, 108:10
sending [1] - 83:9
senior [3] - 19:22, 35:4, 67:1
sense [8] - 14:25, 22:20, 26:17, 44:25, 99:16, 100:17, 102:13, 108:20
sent [1] - 20:16
sentiments [2] - 103:15, 106:12
separate [4] - 82:18, 83:5, 84:11, 103:21

September [1] - 3:21
serve [1] - 56:12
served [1] - 3:12
service [13] - 85:16, 85:22, 86:6, 86:11, 86:13, 86:15, 86:22, 87:10, 89:10, 89:14, 89:18, 89:19, 90:1
set [1] - 84:11
several [6] - 7:5, 16:12, 43:18, 62:7, 98:6, 102:7
sexy [1] - 78:5
SHAKES [1] - 89:1
shape [2] - 74:6, 74:13
share [5] - 33:9, 52:13, 52:25, 57:23, 59:2
shared [5] - 10:4, 29:4, 33:10, 52:16, 65:1
sharing [2] - 64:18, 65:2
sheet [2] - 84:17, 85:3
short [16] - 6:4, 6:11, 32:18, 32:23, 68:14, 70:6, 73:7, 77:6, 84:20, 95:17, 95:19, 100:23, 101:15, 102:23, 104:25, 105:1
short-term [9] - 6:11, 32:18, 68:14, 70:6, 73:7, 77:6, 84:20, 95:19, 105:1
shortly [2] - 91:22, 93:18
show [5] - 17:16, 24:17, 47:2, 96:12, 106:2
showing [5] - 16:14, 20:16, 33:3, 77:20
shown [2] - 24:13, 86:15
shows [2] - 17:14, 103:9
side [2] - 54:15, 67:20
sidewalks [1] - 105:3
sig [1] - 14:8
sign [1] - 101:10
significant [10] - 11:9, 14:7, 14:9, 19:21, 19:23, 35:21, 35:25, 72:19, 73:5, 98:15
significantly [3] - 11:13, 25:25, 102:19
silos [1] - 108:5
similar [3] - 73:25, 84:16, 92:23
simple [1] - 23:13
single [1] - 104:5
sit [1] - 41:20
sitting [1] - 38:1
situation [6] - 29:16, 33:8, 64:2, 83:4, 99:3, 113:9
situations [1] - 12:13
six [5] - 26:3, 39:19, 52:14, 53:20, 59:8
six-year [1] - 59:8
size [2] - 7:9, 9:13
skyrocket [1] - 24:4
sleep [1] - 58:22
slide [7] - 12:7, 15:19, 16:14, 43:4, 45:10, 47:16, 73:15
sliding [1] - 46:1
slightly [2] - 40:20, 60:1
slots [4] - 26:1, 26:2, 102:14
smart [1] - 15:6

snapshot [1] - 93:16
social [3] - 27:5, 104:6, 109:6
sold [1] - 78:5
solution [2] - 61:9, 63:12
someone [2] - 56:22, 108:18
sometime [1] - 107:18
sometimes [1] - 99:2
somewhere [1] - 87:14
soon [1] - 93:1
sophomore [10] - 15:25, 18:18, 19:12, 19:14, 19:21, 21:25, 25:2, 25:5, 26:23, 28:3
sophomores [1] - 19:11
sorry [14] - 25:3, 38:9, 44:21, 44:22, 49:22, 49:23, 66:4, 73:11, 73:12, 77:23, 78:17, 87:2, 89:24, 93:10
sort [8] - 34:4, 34:7, 53:22, 61:2, 90:2, 91:23, 105:8, 105:10
sorts [1] - 80:7
soul [1] - 78:4
sources [1] - 74:22
South [3] - 45:25, 47:4, 85:6
Southern [1] - 34:3
space [27] - 16:11, 19:24, 20:3, 29:4, 29:20, 36:9, 52:22, 53:23, 54:5, 54:10, 55:2, 55:5, 55:6, 58:25, 66:10, 66:12, 67:3, 81:6, 81:7, 81:14, 98:20, 104:10, 106:16, 110:8, 110:13, 110:14, 110:16
spaces [4] - 27:12, 55:8, 104:12, 105:6
SPEAKER [2] - 39:1, 61:20
speakers [1] - 4:8
speaking [1] - 50:23
speaks [2] - 100:2, 106:12
specialized [2] - 25:14, 29:12
specific [16] - 7:15, 7:25, 14:11, 15:20, 30:19, 72:1, 72:6, 74:19, 76:21, 77:3, 77:5, 77:12, 77:18, 78:23, 100:20, 107:1
specifically [9] - 11:11, 11:15, 12:10, 29:9, 67:9, 72:15, 75:13, 77:15, 80:19
specified [1] - 12:9
speed [1] - 62:7
spelled [1] - 71:7
Spencer [1] - 43:23
Spencer's [1] - 44:1
spend [2] - 10:16, 69:12
spending [3] - 62:21, 88:2, 88:18
spent [5] - 64:14, 101:12, 102:1, 111:22, 112:18
spot [1] - 18:9
Spring [1] - 56:25
spring [5] - 21:21, 22:16, 25:5, 46:4, 58:3
square [1] - 48:23
squeeze [1] - 100:23
staff [6] - 10:4, 43:25, 44:1, 44:2, 89:4, 113:17
stage [1] - 92:18
stakeholder [1] - 77:16

stakes [1] - 99:6
stand [1] - 35:7
standalone [1] - 72:14
standard [5] - 46:8, 50:8, 50:16, 68:18, 69:19
standards [1] - 50:3
standing [1] - 98:23
standpoint [1] - 93:3
start [12] - 2:7, 22:16, 59:20, 59:23, 69:20, 87:12, 87:14, 91:19, 96:15, 98:14, 101:20, 113:23
started [4] - 21:20, 24:16, 97:9, 98:16
starting [1] - 24:12
starts [1] - 4:24
STATE [1] - 115:3
state [9] - 2:10, 2:12, 3:6, 74:7, 90:21, 90:22, 91:4, 91:24, 92:16
State [3] - 23:23, 29:2, 74:10
statement [6] - 63:15, 84:6, 84:16, 85:9, 85:11, 85:17
statistics [1] - 17:2
status [1] - 21:25
stay [9] - 4:23, 13:12, 42:2, 43:13, 43:14, 43:15, 47:24, 67:5, 67:15
stayed [2] - 21:11, 75:5
staying [1] - 46:10
STEM [1] - 9:23
stenographic [1] - 115:6
stenographically [1] - 115:5
step [1] - 2:5
Stephanie [1] - 57:22
steps [6] - 5:14, 5:19, 16:13, 97:8, 108:4
still [10] - 19:2, 21:17, 22:17, 30:6, 47:11, 47:15, 55:10, 92:7
stood [1] - 96:2
stop [1] - 4:12
stops [1] - 95:25
storage [2] - 36:10, 38:2
strategic [1] - 9:20
Strategic [19] - 6:2, 6:9, 7:1, 7:5, 9:3, 11:15, 12:10, 15:21, 16:16, 60:16, 62:1, 68:20, 69:11, 70:1, 82:11, 82:18, 82:19, 102:19
strategically [1] - 11:23
strategies [8] - 5:13, 6:5, 7:15, 9:11, 11:19, 77:6, 79:11, 80:7
strategy [18] - 6:1, 6:10, 6:12, 9:8, 10:16, 10:17, 11:13, 32:18, 61:13, 67:22, 72:2, 72:9, 72:13, 73:4, 76:21, 80:16, 108:24, 109:1
streamline [1] - 109:5
street [1] - 69:7
Street [1] - 112:22
strikes [1] - 15:5
striking [2] - 111:2, 111:10
strong [1] - 79:8
stronger [2] - 78:24, 79:1
struggling [1] - 64:7

stuck [1] - 48:6
Student [3] - 6:13, 76:9, 109:10
student [37] - 7:8, 7:11, 7:24, 8:10, 8:16, 8:19, 8:23, 9:4, 9:5, 11:16, 12:11, 22:6, 41:9, 51:23, 53:3, 57:24, 58:2, 58:5, 58:12, 58:14, 58:15, 59:1, 59:11, 59:19, 60:13, 60:15, 60:17, 65:12, 76:1, 76:7, 81:16, 82:9, 82:10, 82:24, 84:2, 97:24, 101:6
students [127] - 4:6, 8:2, 8:6, 8:22, 8:25, 9:15, 9:21, 9:24, 10:10, 10:23, 11:21, 12:3, 12:4, 12:6, 12:13, 12:15, 12:21, 12:22, 13:1, 13:6, 13:10, 13:21, 14:1, 14:6, 14:10, 14:13, 14:23, 15:1, 15:9, 15:10, 15:24, 16:4, 16:17, 16:18, 16:20, 16:21, 18:1, 18:2, 18:13, 18:18, 18:25, 19:13, 19:15, 19:23, 20:10, 21:8, 21:15, 21:16, 21:20, 21:23, 22:3, 22:13, 22:21, 23:14, 23:21, 24:14, 24:24, 25:12, 25:17, 25:19, 26:11, 26:23, 27:22, 28:16, 29:17, 29:20, 31:5, 34:6, 34:12, 34:22, 36:14, 40:8, 40:21, 41:2, 41:4, 41:6, 41:7, 42:24, 43:6, 43:12, 43:17, 44:7, 44:12, 45:24, 46:9, 47:24, 48:1, 52:23, 58:16, 58:17, 58:20, 59:6, 62:2, 62:10, 62:12, 63:9, 64:4, 64:21, 64:24, 65:3, 65:7, 66:8, 66:25, 67:7, 68:21, 69:10, 75:10, 80:6, 83:8, 83:10, 98:25, 103:25, 104:4, 104:9, 104:15, 105:5, 106:14, 106:15, 106:18, 106:23, 107:8, 107:12, 111:7
Students [1] - 76:6
students' [1] - 11:2
Study [1] - 6:13
study [17] - 8:4, 29:5, 30:19, 30:22, 30:24, 31:6, 39:7, 51:24, 54:20, 57:10, 57:25, 58:3, 58:7, 58:25, 60:13, 60:15, 60:17
studying [1] - 26:19
stuff [3] - 94:11, 95:13, 96:7
stunning [1] - 28:19
style [1] - 64:25
subjects [1] - 31:10
submissions [1] - 84:7
subtracting [1] - 86:3
success [15] - 7:8, 7:24, 8:10, 8:16, 8:19, 8:23, 9:4, 11:1, 11:21, 30:17, 31:18, 59:16, 82:9, 82:10, 97:24
succinct [1] - 4:8
suffers [1] - 99:1
sufficient [1] - 8:11
suggested [2] - 54:19, 59:6
suggesting [1] - 74:15
suggestions [2] - 6:14, 44:3
suitable [2] - 110:8, 110:13
suite [2] - 52:12, 52:15
suites [2] - 52:12, 52:19
summer [4] - 22:16, 45:22, 46:4, 109:8
Sunday [1] - 113:20
super [1] - 52:19

superior [1] - 96:17
supplement [1] - 83:7
support [17] - 31:17, 44:13, 71:22, 71:23, 76:2, 76:3, 77:16, 81:9, 81:20, 84:4, 90:21, 90:23, 90:24, 91:4, 113:17, 113:21
surveillance [1] - 93:12
survey [3] - 13:19, 103:24, 104:19
surveyed [1] - 65:6
surveys [1] - 58:16
sweating [1] - 113:2
synergy [1] - 28:3
system [12] - 31:18, 46:15, 46:18, 50:15, 55:23, 56:2, 56:16, 73:22, 74:9, 87:4, 113:10
System [1] - 23:23
systems [3] - 50:14, 56:18, 88:17

T

table [9] - 3:6, 79:1, 79:14, 91:18, 95:7, 96:1, 97:6, 99:6, 113:12
tackle [2] - 3:13, 113:6
tactful [1] - 35:6
tactical [1] - 109:21
tailored [1] - 77:21
talks [4] - 52:19, 55:6, 80:11, 80:14
TALLAHASSEE [2] - 1:16, 1:21
TALTON [1] - 60:12
target [1] - 57:5
targeted [5] - 12:9, 74:2, 75:8, 77:15, 78:23
targets [1] - 8:13
task [2] - 11:17, 58:10
tasked [2] - 12:2, 33:7
tasks [2] - 33:6, 69:15
taught [2] - 111:5, 111:8
team [4] - 57:14, 57:20, 57:21, 110:16
tear [3] - 38:21, 39:23, 69:4
tearing [1] - 68:15
tease [1] - 47:11
technology [3] - 74:7, 76:17, 80:15
ten [4] - 23:24, 26:12, 72:22, 113:11
tend [2] - 8:6, 8:23
term [21] - 6:4, 6:11, 32:18, 68:14, 70:6, 70:8, 71:3, 73:7, 77:6, 80:5, 84:20, 84:21, 95:17, 95:18, 95:19, 101:1, 101:22, 101:23, 102:24, 104:25, 105:1
terms [23] - 7:9, 7:24, 8:13, 13:21, 18:3, 43:6, 44:3, 47:9, 55:11, 58:2, 59:18, 59:21, 61:6, 64:19, 67:21, 82:21, 85:20, 88:20, 98:2, 98:20, 99:21, 105:23
THE [5] - 19:18, 35:9, 73:23, 96:25, 114:2
theme [1] - 100:3
themselves [1] - 104:13
thereabouts [1] - 111:23
they've [3] - 24:3, 27:8, 29:21

thinking [7] - 31:7, 42:3, 44:25, 64:8, 104:25, 105:8, 110:8
third [4] - 17:8, 17:17, 90:21
thoughts [3] - 70:14, 97:6, 97:12
thousand [7] - 87:8, 90:6, 90:11, 106:3, 106:13, 113:18, 113:19
three [13] - 7:6, 7:13, 15:24, 16:2, 27:15, 37:17, 52:15, 58:8, 64:13, 65:2, 71:20, 103:5, 111:6
threshold [3] - 89:24, 89:25, 90:6
thresholds [1] - 37:15
throughout [2] - 39:9, 74:9
tie [3] - 8:18, 9:2, 55:4
tied [12] - 7:12, 7:16, 8:16, 63:4, 65:21, 65:22, 72:7, 72:12, 72:15, 74:16, 74:21, 77:17
tiered [1] - 46:19
Tiffany [5] - 83:21, 87:18, 93:24, 108:8
TIME [1] - 1:13
timeframe [1] - 46:25
to-do [1] - 106:21
today [31] - 3:24, 4:2, 4:9, 4:15, 5:5, 7:3, 10:1, 10:9, 11:17, 27:11, 50:21, 51:1, 52:10, 57:12, 57:22, 67:12, 69:2, 69:13, 69:23, 70:7, 75:21, 93:21, 95:2, 100:12, 101:22, 103:3, 107:4, 111:25, 113:1, 113:18, 113:23
today's [5] - 5:7, 7:7, 39:16, 39:20, 67:17
together [25] - 4:7, 8:3, 8:4, 8:5, 13:11, 25:15, 25:18, 29:5, 31:12, 34:7, 34:12, 44:8, 45:7, 53:21, 55:5, 61:18, 62:24, 78:8, 80:17, 84:10, 101:15, 104:13, 107:15, 107:17
token [1] - 31:11
tolerable [1] - 75:11
tomorrow [1] - 44:1
took [4] - 36:9, 71:2, 71:19, 73:24
top [2] - 38:16, 96:15
topics [1] - 4:8
tore [1] - 40:6
torn [2] - 39:6, 39:22
total [10] - 22:3, 22:20, 22:22, 22:23, 47:14, 48:10, 51:14, 55:16, 72:22, 88:1
totality [1] - 95:3
totally [4] - 32:21, 74:8, 95:5, 112:24
touch [3] - 4:4, 7:21, 11:8
touches [1] - 113:5
tour [13] - 3:20, 3:22, 4:14, 20:24, 33:1, 46:25, 51:22, 91:19, 95:14, 95:25, 97:11, 105:19, 113:2
tours [1] - 27:11
toward [2] - 41:19, 70:8
towards [5] - 16:3, 30:16, 42:1, 71:25, 72:4
track [2] - 32:4, 51:16
tracks [1] - 8:24
traditional [1] - 75:23
transcript [1] - 115:6
transfer [4] - 12:3, 12:16, 12:18, 15:1

transferred [1] - 109:10
transfers [1] - 12:12
transformed [1] - 20:17
transition [4] - 10:15, 70:14, 83:19, 91:19
translated [1] - 94:5
transparent [2] - 32:22, 33:19
travel [1] - 113:25
tremendous [1] - 30:23
trend [4] - 15:23, 41:19, 42:1, 85:21
tried [1] - 54:25
tries [1] - 87:19
trip [1] - 25:18
true [4] - 38:22, 49:7, 81:16, 115:6
truly [1] - 97:24
Trustee [90] - 2:14, 2:16, 2:18, 2:20, 2:22, 2:24, 3:1, 3:3, 3:7, 3:8, 4:18, 4:20, 5:3, 5:8, 11:10, 13:4, 16:19, 16:22, 18:22, 20:1, 21:1, 27:19, 33:11, 33:15, 33:23, 35:1, 35:8, 36:21, 37:22, 38:8, 38:9, 38:13, 39:1, 40:1, 41:1, 41:12, 44:20, 44:23, 48:5, 49:22, 49:24, 52:4, 52:20, 53:7, 53:17, 54:2, 54:13, 60:9, 68:7, 68:8, 71:15, 73:13, 75:17, 76:24, 77:24, 78:13, 78:16, 78:22, 79:23, 80:24, 81:5, 81:23, 83:16, 87:21, 89:5, 89:6, 90:13, 91:21, 93:11, 94:17, 94:24, 95:11, 96:5, 97:12, 99:24, 99:25, 100:1, 102:3, 102:6, 103:11, 103:12, 105:15, 107:17, 109:18, 109:19, 110:22, 110:25, 111:16, 114:1
TRUSTEE [268] - 1:6, 2:3, 2:15, 2:21, 2:23, 3:4, 3:7, 3:8, 3:9, 4:19, 4:25, 5:3, 5:8, 6:22, 10:3, 13:4, 13:5, 13:15, 13:17, 13:18, 14:2, 14:3, 14:5, 14:15, 14:18, 14:21, 14:24, 15:12, 16:22, 16:23, 17:12, 17:19, 17:23, 18:7, 18:22, 18:23, 19:18, 19:25, 20:1, 20:2, 20:5, 20:12, 20:19, 20:20, 20:22, 21:2, 21:7, 21:10, 21:12, 21:13, 21:18, 21:22, 22:1, 22:5, 22:10, 22:12, 22:19, 22:23, 23:1, 23:4, 23:7, 23:13, 23:17, 24:7, 24:10, 24:19, 24:21, 25:8, 25:23, 26:5, 26:12, 26:14, 26:17, 27:7, 27:20, 28:7, 28:9, 28:10, 28:13, 28:19, 28:23, 29:6, 29:21, 30:20, 30:21, 31:17, 31:24, 32:20, 33:17, 33:18, 33:24, 34:14, 34:25, 35:1, 35:2, 35:6, 35:7, 35:10, 35:13, 35:19, 36:2, 36:3, 36:20, 36:21, 36:22, 37:4, 37:7, 37:9, 37:19, 37:20, 37:22, 37:23, 38:8, 38:11, 38:24, 40:1, 40:2, 40:6, 40:11, 40:14, 41:11, 41:12, 41:13, 42:6, 42:11, 42:14, 42:21, 43:3, 43:10, 44:20, 44:23, 44:24, 45:6, 45:8, 48:5, 48:18, 49:22, 49:24, 49:25, 50:10, 50:19, 51:18, 51:21, 52:3, 52:4, 52:5, 53:3, 53:7, 53:13, 53:15, 53:16, 53:17, 53:18, 54:2, 54:4, 54:11, 55:3, 56:24, 57:2, 57:6, 57:7, 57:16, 59:17, 59:20, 60:3, 60:6, 60:8, 60:25, 61:3, 61:4, 61:10,

62:18, 63:2, 64:6, 64:15, 65:18, 65:21, 66:22, 67:11, 68:7, 69:14, 70:13, 73:11, 73:13, 73:14, 73:18, 75:16, 75:17, 75:19, 76:5, 76:7, 76:10, 77:24, 78:1, 79:21, 79:22, 79:23, 79:25, 80:22, 80:24, 81:1, 81:22, 81:23, 81:25, 83:14, 83:18, 83:24, 84:25, 85:1, 87:18, 87:22, 88:12, 89:3, 89:7, 89:16, 89:23, 90:8, 90:12, 90:13, 91:11, 92:2, 92:5, 92:9, 92:12, 92:19, 92:25, 93:4, 93:23, 94:5, 94:10, 94:17, 94:21, 94:25, 95:5, 95:9, 95:22, 96:6, 96:9, 96:14, 96:15, 96:16, 96:17, 96:20, 97:1, 97:2, 97:4, 97:13, 97:14, 97:15, 97:18, 97:19, 99:24, 102:2, 102:5, 102:6, 102:7, 103:11, 103:13, 105:15, 106:10, 107:20, 109:18, 110:22, 110:24, 111:5, 111:15, 111:17, 112:24
trustee [3] - 3:15, 14:4, 78:17
trustees [2] - 6:25, 10:3
TRUSTEES [1] - 1:1
trusteeship [1] - 113:4
try [7] - 28:2, 39:14, 71:4, 72:10, 75:10, 82:19, 100:14
trying [11] - 22:20, 47:1, 47:11, 48:19, 72:21, 79:2, 81:1, 91:9, 98:5, 107:5, 110:17
tuition [2] - 14:14, 75:22
TURNER [10] - 2:7, 2:13, 2:16, 2:18, 2:20, 2:22, 2:24, 3:1, 3:3, 3:5
turning [1] - 81:6
two [16] - 15:2, 20:18, 27:14, 30:17, 43:24, 52:13, 52:15, 57:13, 57:23, 68:16, 71:11, 76:22, 83:5, 111:23, 112:19
type [12] - 9:21, 12:24, 29:16, 49:16, 50:1, 79:7, 79:12, 80:16, 86:25, 101:3, 101:6, 107:15
types [4] - 29:11, 87:16, 89:21, 104:9
typical [1] - 88:22
typically [5] - 75:20, 75:21, 76:13, 77:1, 88:13

U

UCF [3] - 15:13, 24:1, 29:2
unacceptable [2] - 103:6, 103:7
unallocated [1] - 82:13
unattractive [2] - 93:6
underscore [1] - 94:25
undertake [1] - 58:7
unfortunately [1] - 110:10
UNIDENTIFIED [2] - 39:1, 61:20
unit [1] - 36:13
units [4] - 36:7, 36:18, 51:7, 79:2
universities [6] - 29:2, 29:15, 73:20, 77:2, 77:21, 111:7
university [2] - 82:25, 98:4
University [18] - 2:4, 7:5, 10:23, 11:3, 11:20, 12:19, 23:23, 32:15, 40:17,

43:12, 52:18, 74:1, 74:23, 78:6, 78:14, 82:14, 93:17, 102:11
UNIVERSITY [2] - 1:1, 1:3
unless [2] - 4:22, 95:3
unnecessarily [1] - 88:18
unsafe [1] - 105:6
up [47] - 3:24, 5:6, 13:16, 15:1, 22:2, 22:9, 22:11, 25:24, 28:8, 31:21, 33:21, 39:15, 41:21, 43:10, 43:21, 44:2, 45:23, 46:8, 48:16, 50:2, 50:8, 50:16, 59:10, 60:22, 61:14, 62:6, 63:11, 63:16, 63:22, 68:18, 69:7, 69:19, 70:5, 73:15, 79:10, 79:11, 80:16, 86:3, 89:24, 90:18, 94:13, 100:13, 101:10, 101:15, 101:22, 113:20
update [4] - 46:22, 46:23, 65:16, 93:17
updated [1] - 88:16
updates [1] - 55:7
upgrade [3] - 74:5, 74:16, 75:9
upgraded [1] - 50:14
upgrades [2] - 20:13, 74:3
upgrading [1] - 20:9
upper [2] - 44:12, 66:23
uptick [1] - 41:17
usable [3] - 53:23, 54:5, 54:10
uses [1] - 89:14
utilities [2] - 38:3, 88:11
utilizing [2] - 24:12, 44:15

V

valuable [1] - 102:21
value [4] - 37:16, 56:6, 56:8, 82:21
vanities [1] - 46:24
various [1] - 66:9
vast [1] - 102:13
versus [9] - 20:3, 47:3, 54:10, 65:10, 68:15, 68:18, 71:3, 90:1, 103:21
vibrant [1] - 70:3
Vice [2] - 90:19, 101:8
VICE [90] - 5:9, 10:21, 13:23, 14:8, 14:16, 14:19, 14:22, 15:7, 15:19, 17:13, 18:8, 18:11, 19:4, 19:20, 20:4, 20:8, 21:6, 21:9, 21:14, 22:9, 22:15, 22:22, 22:24, 23:2, 23:6, 23:10, 23:16, 23:19, 24:9, 24:11, 24:20, 24:22, 25:11, 26:3, 26:8, 26:10, 26:13, 26:16, 26:22, 28:1, 28:11, 28:15, 28:22, 28:25, 29:7, 31:22, 31:25, 40:5, 42:18, 42:22, 54:12, 55:19, 56:20, 56:25, 57:4, 57:8, 66:14, 66:17, 66:23, 70:18, 73:12, 73:17, 75:25, 76:6, 76:9, 76:19, 78:12, 80:3, 81:4, 83:13, 83:15, 89:12, 90:22, 91:6, 93:14, 93:22, 94:4, 94:9, 106:11, 107:22, 108:1, 109:24, 110:4, 110:19, 111:4, 111:20, 112:4, 112:5, 112:6, 112:10
VICE [1] - 91:2
view [1] - 95:18
views [1] - 63:11
Village [10] - 24:13, 46:1, 48:8, 84:23, 86:12, 96:10, 96:11, 96:22, 101:2,

103:9
Virginia [2] - 74:1, 78:14
vis [2] - 96:19
vis-a-vis [1] - 96:19
vision [1] - 95:4
visions [1] - 30:7
visit [2] - 3:22, 110:9
visiting [1] - 15:13
VP [19] - 6:7, 6:9, 6:13, 10:15, 16:23, 31:20, 53:21, 58:17, 64:22, 65:23, 70:15, 72:17, 73:11, 78:17, 79:21, 84:1, 89:4, 105:20, 108:23

W

wait [3] - 25:1, 37:7, 37:9
waiting [3] - 41:3, 41:7, 41:9
waiver [1] - 14:14
walk [3] - 4:9, 51:25, 83:21
walking [7] - 3:19, 51:24, 101:11, 105:5, 105:6, 113:2
walks [1] - 41:9
walkthrough [1] - 80:12
wall [1] - 48:17
walls [5] - 68:15, 69:4, 87:7, 88:17, 106:20
warmth [1] - 111:9
warrant [1] - 3:25
warranty [2] - 49:6, 49:9
WAS [3] - 96:25, 97:2, 114:2
Washington [11] - 3:7, 16:22, 21:1, 37:22, 41:12, 68:9, 87:21, 89:5, 103:12, 105:16, 110:25
WASHINGTON [34] - 1:9, 3:7, 16:23, 17:19, 21:2, 21:7, 21:10, 21:13, 21:18, 21:22, 22:1, 22:5, 22:10, 22:12, 22:19, 22:23, 23:1, 37:19, 37:23, 41:11, 41:13, 42:21, 53:13, 60:25, 61:4, 61:10, 62:18, 64:6, 89:7, 89:16, 89:23, 90:8, 90:12, 103:13
water [2] - 36:15, 98:23
weather [1] - 4:13
website [1] - 109:7
week [4] - 13:19, 25:19, 43:24, 69:16
weekend [3] - 5:6, 43:18, 69:16
weekends [1] - 113:20
welcome [2] - 37:10, 51:20
Wheatley [2] - 37:12, 39:5
WHEREUPON [3] - 19:18, 96:25, 114:2
WHICH [1] - 97:1
whistles [1] - 77:9
whole [13] - 4:2, 15:14, 27:16, 30:14, 32:23, 41:21, 63:17, 69:9, 81:6, 91:12, 93:17, 113:2, 113:4
Wilder [25] - 6:10, 32:16, 32:21, 32:25, 33:2, 33:8, 34:15, 36:5, 40:14, 44:21, 49:24, 51:19, 54:19, 58:17, 71:7, 72:17, 78:25, 79:18, 80:9, 88:25, 105:18, 105:24, 106:10, 106:12, 108:12

WILDER [51] - 21:16, 21:19, 21:23, 22:4, 22:8, 22:11, 22:14, 23:8, 26:7, 26:9, 33:10, 34:16, 35:12, 35:17, 35:23, 36:6, 37:1, 37:5, 37:8, 37:10, 38:1, 38:17, 40:10, 40:13, 40:15, 42:5, 42:10, 42:13, 42:16, 43:9, 43:16, 44:22, 45:5, 45:9, 48:13, 48:19, 49:2, 49:5, 49:9, 49:13, 49:18, 49:23, 50:7, 50:12, 51:9, 51:14, 51:20, 52:11, 89:1, 96:12, 105:25
Wilder's [2] - 64:22, 74:4
window [1] - 55:25
wireless [1] - 74:8
wise [1] - 50:25
WITNESS [1] - 73:23
women [1] - 29:10
WOODY [3] - 1:10, 97:2, 102:5
Woody [1] - 102:3
word [3] - 12:25, 92:20, 92:21
words [2] - 106:3, 106:13
workshop [8] - 4:10, 5:11, 11:8, 20:25, 33:19, 63:5, 69:23, 95:7
Workshop [1] - 2:4
WORKSHOP [1] - 1:4
worries [1] - 21:2
worst [1] - 33:11
worth [2] - 7:7, 9:18
wow [1] - 35:19
wrap [2] - 31:21, 35:14
wrapped [2] - 105:10, 113:20
wrestling [1] - 73:25
write [1] - 106:5
writing [1] - 94:22

Y

y'all [2] - 64:18, 95:23
year [39] - 8:21, 8:24, 13:1, 15:25, 16:1, 17:7, 17:8, 17:17, 17:18, 18:18, 18:25, 19:5, 19:21, 19:22, 21:25, 25:5, 26:21, 27:24, 28:5, 28:18, 40:18, 40:25, 42:8, 42:14, 43:20, 43:23, 49:10, 49:21, 59:8, 67:10, 81:1, 85:12, 85:21, 102:18
years [27] - 3:13, 15:2, 15:24, 16:2, 20:18, 23:24, 29:8, 30:14, 34:17, 34:19, 37:18, 39:11, 41:16, 45:17, 47:7, 53:5, 53:14, 57:13, 64:13, 67:5, 67:8, 68:17, 98:6, 100:6, 110:3, 111:6, 113:11
Young [4] - 35:11, 84:24, 85:1, 112:6
young [2] - 77:10, 111:2
yourself [1] - 66:6