

1
2 **FLORIDA A & M UNIVERSITY**
3 **BOARD OF TRUSTEES**
4

5 IN RE: BUDGET AND FINANCE
6 COMMITTEE MEETING.
7 _____ /
8

9 COMMITTEE MEMBERS: KELVIN LAWSON, CHAIR
10 RUFUS MONTGOMERY
11 KARL WHITE
12 BETTYE GRABLE
13 KIMBERLY MOORE
14 CLEVE WARREN
15 ROBERT WOODY
16

17 DATE: TUESDAY, JULY 21, 2015
18

19 TIME: COMMENCED AT: 2:00 P.M.
20 CONCLUDED AT: 3:00 P.M.
21

22 LOCATION: BAND REHEARSAL HALL
23 FAMU CAMPUS
24 TALLAHASSEE, FLORIDA
25

26 REPORTED BY: NANCY S. METZKE, RPR, FPR
27 COURT REPORTER
28

29 **C & N REPORTERS**
30 **POST OFFICE BOX 3093**
31 **TALLAHASSEE, FLORIDA 32315-3093**
32 **(850) 697-8314 / FAX (850) 697-8715**
33 **nancy@metzke.com**
34 **candnreporters.com**
35

ALSO PRESENT:

Torey Alston
Tonnette Graham
Lucas Boyce
Belinda Shannon

* * * *

1

2 **BUDGET AND FINANCE COMMITTEE**

3

4 TRUSTEE LAWSON: Good afternoon. We'd like to
5 call to order the Budget and Finance Committee.

6 Miss Darlene, would you please call the roll?

7 MS. GARCIA: Chairman Lawson.

8 TRUSTEE LAWSON: Present.

9 MS. GARCIA: Trustee Montgomery.

10 CHAIRMAN MONTGOMERY: Here.

11 MS. GARCIA: Trustee Grable.

12 TRUSTEE GRABLE: Here.

13 MS. GARCIA: Trustee Moore.

14 TRUSTEE MOORE: Here.

15 MS. GARCIA: Trustee Warren.

16 (NO RESPONSE).

17 MS. GARCIA: Trustee White.

18 TRUSTEE WHITE: Here.

19 MS. GARCIA: Trustee Woody.

20 TRUSTEE WOODY: Here.

21 MS. GARCIA: A quorum is present,

22 Mr. Chairman.

23 TRUSTEE WARREN: Did you say Warren?

24 MS. GARCIA: Yes.

25 TRUSTEE WARREN: I'm here.

1 MS. GARCIA: Thank you.

2 TRUSTEE LAWSON: Thank you. Good afternoon,
3 again.

4 Trustees, we have two action items and four
5 information items on the agenda today. Our first
6 action item today is the approval of the May 14th,
7 2015, and June 9th, 2015, minutes.

8 TRUSTEE WOODY: So moved.

9 TRUSTEE MOORE: Second.

10 TRUSTEE LAWSON: The motion has been properly
11 moved and seconded. Are there any questions.

12 (NO RESPONSE).

13 TRUSTEE LAWSON: All in favor.

14 (AFFIRMATIVE INDICATIONS).

15 TRUSTEE LAWSON: The motion carries.

16 Trustees, the May 2014, 2000 -- May 14th,
17 excuse me, 2015; and June 9th, 2015, minutes were
18 provided on the BOT website. Are there any
19 comments or corrections to the summary minutes?
20 Actually, this is a correction in the text, so I'll
21 move to the next item here.

22 Trustees, the next action item on the agenda
23 is the approval of a full year 2015/16 operating
24 budget.

25 Vice President Cassidy, you are recognized to

1 proceed with this item.

2 VICE PRESIDENT CASSIDY: Thank you. Thank
3 you, Mr. Chair.

4 Good afternoon, Madam President, Board Chair,
5 and members of the Board. It's a pleasure to be in
6 front of you.

7 Let me start -- first of all, I want to make
8 sure that we correct a -- I'd like to call it a
9 slight glitch, but it's not a slight glitch, that
10 happened last night. The version of the operating
11 budget summary schedule that is long and wide like
12 this (indicates) that was posted last evening had a
13 small error, namely, a \$60 million error. I take
14 credit for that.

15 We passed out new versions to all of you which
16 I hope you have in hard copy. Is that true, hard
17 copy?

18 MS. GARCIA: Yes.

19 VICE PRESIDENT CASSIDY: Okay. So I want us
20 to look at that version as opposed to the one that
21 you would have found I do online, sometimes you
22 have 2 words, sometimes hyphenated) on line last
23 night. The \$60 million is a really simple one-line
24 spot. I'll show it to you so that you won't get
25 concerned about that error.

1 But what I'd like to do is start at the back
2 end of the three documents that we have related to
3 the budget, which is the one that's called 2015/16
4 E&G Allocations. It's a one-page portrait.

5 Do you all have that one? That one, I
6 believe, would have been online. I don't think we
7 handed that out hard copy unless you printed it
8 yourself.

9 Everyone all set with that one?

10 The reason I want to start with that is
11 because that tracks where we were in terms of state
12 appropriations last year and where we are this
13 year, and then we'll roll those big numbers into
14 our presentation on the budget for the year that
15 has already started.

16 So what I'd like to do is look at that, and
17 I'd like to focus on the 2014/15 recurring budget
18 line item which is about five lines down. It's in
19 black in the left-hand column under
20 general revenue. It says \$91 million, and in the
21 right-hand column, the total appropriations say
22 \$180 million. Are we all on the same place?

23 So that's where we finished last year. And
24 the things that took place above it were to remove
25 nonrecurring items from the budget, and I think in

1 one case there was a \$1,300 and a \$700 correction,
2 but those are, obviously, minor.

3 So what we ended up with for a recurring
4 budget for the year that ended June 30th adds
5 across on that line to \$180 million. What I want
6 us to do is to focus on changes between that
7 number, which is \$180 million last year, to the
8 bottom line of this schedule this year, which is
9 \$161 million, and I want to help you track through
10 where the \$19 million change has taken place.

11 CHAIRMAN MONTGOMERY: Mr. Chair, tell
12 everybody we're working on (inaudible).

13 VICE PRESIDENT CASSIDY: The first thing that
14 I want to, there are some small numbers --

15 TRUSTEE LAWSON: Excuse me, Mr. Cassidy. I'm
16 sorry.

17 VICE PRESIDENT CASSIDY: Yes, sir.

18 TRUSTEE LAWSON: I'm sorry. Can we just make
19 sure that everyone has a copy of the spreadsheet
20 that you're working from.

21 CHAIRMAN MONTGOMERY: This one, let everybody
22 know it's this one.

23 TRUSTEE WHITE: It's online.

24 TRUSTEE LAWSON: It is updated? The one
25 online is updated.

1 TRUSTEE WHITE: Mr. Chair, so my understanding
2 is this is the only thing that's updated.

3 VICE PRESIDENT CASSIDY: But there is not --
4 the only error --

5 TRUSTEE WHITE: Right, I understand. This
6 document that you're referring to is online and the
7 Board can see it. I didn't find it in my packet.
8 I found it in my online version.

9 VICE PRESIDENT CASSIDY: Right.

10 RON: I've also got them on the jump drive so
11 I can put them up. Just tell me which one --

12 TRUSTEE LAWSON: Yeah, could you, please, just
13 so we're --

14 VICE PRESIDENT CASSIDY: I can talk from my
15 Power Point so I --

16 TRUSTEE LAWSON: Yeah, just so we're all
17 working from the same.

18 VICE PRESIDENT CASSIDY: That won't work for
19 the big long one because it doesn't show very well.

20 TRUSTEE WHITE: I understand.

21 TRUSTEE LAWSON: Mr. Cassidy, I'm sorry, just
22 some direction on exactly which spreadsheet you're
23 on.

24 VICE PRESIDENT CASSIDY: Florida A & M
25 University 2015/16 E&G Allocations. It's a small

1 one-pager, Ron. I don't know if you have that one.

2 MS. GARCIA: He does.

3 VICE PRESIDENT CASSIDY: That looks like the
4 big one.

5 TRUSTEE LAWSON: Did you pass it -- I'm sorry
6 for interrupting, Mr. Cassidy. Just one second.

7 Linda, did we pass out a hard copy of that
8 one?

9 TRUSTEE WHITE: Yep.

10 TRUSTEE LAWSON: Does everyone --

11 TRUSTEE WARREN: At the top, the total
12 allocation is 183, and the bottom is 161?

13 VICE PRESIDENT CASSIDY: Correct.

14 TRUSTEE WARREN: It has some red ink in it and
15 so on?

16 CHAIRMAN MONTGOMERY: Mine says (inaudible).

17 TRUSTEE LAWSON: Okay. So everyone has --
18 okay, I'm sorry, Mr. Cassidy.

19 VICE PRESIDENT CASSIDY: No, that's fine.

20 TRUSTEE LAWSON: You can proceed. I just
21 wanted to make sure everybody had the same numbers
22 that --

23 VICE PRESIDENT CASSIDY: Better we should all
24 be looking at the right --

25 TRUSTEE LAWSON: Yeah.

1 VICE PRESIDENT CASSIDY: -- what I think is
2 the right schedule to be looking at first. So,
3 again, where we were after taking out nonrecurring
4 items from last year's appropriations, the line
5 that says 2014 recurring budget adds up in the
6 right-hand column to \$180 million, what I want to
7 do is compare that budget or that State allocation
8 to where we are for this year, which adds up to the
9 \$161 million that you see in the bottom line. So
10 what I want to do is track back the differences.

11 First of all, on the positive side, there were
12 two items this year that add to our allocation.
13 Number 1, the FAMU Crestview Education Center for
14 \$1.5 million last year was a nonrecurring item, and
15 so it was subtracted up at the top of this
16 schedule. This year it has now been told -- we've
17 been told that it's a recurring item, and so we've
18 added it to the schedule.

19 Secondly, there's a student success support
20 services line item text for \$1 million that is --
21 we've been told is a recurring item, so we've added
22 that to -- this, again, takes last year's recurring
23 items and adjusts it to get to where we are this
24 year.

25 So those two items are added; those are things

1 that were not recurring items last year. There are
2 some small adjustments around available lottery
3 money, retirement contribution. Those are types of
4 things that come from the Board of Governors based
5 on results of things related to insurance, also
6 lottery -- net results of the lottery program, and
7 then insurance. So those are adjustments that come
8 from the Board.

9 The next item is estimated tuition authority.
10 Based on enrollment projections for this year
11 compared to what they were last year, our estimated
12 tuition is down \$6 million from where it was last
13 year. So that's in the student fee column.

14 The other change -- and that, once again, that
15 gets us to a number of whatever that is,
16 \$66 million in that column of student fees, but I
17 do want you to be aware that should we have an
18 enrollment number that generates less than the
19 6.073 million in fees, we won't be able to spend
20 what we don't receive and so the budget may adjust
21 in one fashion or another, depending on actual
22 tuition revenue.

23 The other three items are the ones that I want
24 to place some focus on. First of all, what was
25 termed to be recurring funding which was the

1 performance funding formula. There's a
2 \$13.9 million -- 13,997,427 number that we took out
3 of the recurring budget from last year because it
4 was deemed to be nonrecurring at one point during
5 the year, but there's been an amendment that
6 restores that base to us.

7 So we don't know that it's going to be
8 recurring going forward, but at least for this year
9 we got that money back. So you'll see the
10 \$13.997 million number in red as a reduction, but
11 then you'll see it added back on its own line item
12 near the end, so that's basically a nonissue.

13 The two that really took place and make up the
14 majority of the \$19 million difference are, first,
15 the performance funding reduction. We actually
16 have received -- are going to receive
17 \$2.770 million less in performance funding than we
18 did last year.

19 You may recall when we met as a Board in June
20 there were estimates that that could be either a
21 zero number or as high as a \$5 million number. It
22 turns out to be \$2.77 million, and so that's where
23 that landed.

24 The other one is the line item that says:
25 Transfer College of Engineering. What this does is

1 takes 12 -- almost \$13 million, 12.996 out of the
2 standalone FAMU budget and puts it into a budget
3 for the new College of Engineering entity.

4 To a certain extent, that number was not
5 really appropriate to be in our budget because
6 perhaps a little bit more than half that budget in
7 prior years was money that was actually expended by
8 Florida State. And so to have all of it in our
9 budget, it's just the way it had been done in the
10 past.

11 What we understand and what we're still
12 working through the details is that the Legislature
13 intends to -- or intended to create a new budget
14 entity and to appropriate that money to that entity
15 and that -- then we get back to the conversation
16 earlier this morning, Florida State, as the fiscal
17 agent, has the ability to draw on that money based
18 on agreed-upon expenditures of the two
19 institutions.

20 But what we're doing here is taking last
21 year's number because, again, we're adjusting last
22 year's number to this year's number. We're taking
23 \$13.997 million out of our standalone Florida A & M
24 budget and it's going to this new entity.

25 Let me tell you about the components of that.

1 There's about 12 -- I'm going to get this right --
2 there's about \$12.1 million that was last year's,
3 and we applied for the same amount this year,
4 operating budget, okay?

5 Of that, slightly more than 54 percent last
6 year, and on an average over the last few years,
7 was actually spent by Florida State; and about
8 53 percent of it or so was actually spent by
9 Florida A & M. So, hence, my contention that maybe
10 the numbers shouldn't have been there at a hundred
11 percent. But at any rate, so that's 11.1 million
12 of the 12.9.

13 There's also a \$1.3 million annual allocation
14 which is for -- which is dedicated to repair and
15 maintenance of the two buildings that exist on the
16 site, the College of Engineering Buildings A and B.
17 That's a formula appropriation that is determined
18 by the square footage of those buildings, just as
19 we get formula funding for repair and maintenance
20 for so many of the buildings on this campus. It's
21 based on square footage.

22 That money has been coming to Florida A & M,
23 and we have been performing those repair and
24 maintenance expense -- performing the repair and
25 maintenance work and then charging it against the

1 budget in the past. So that was \$1.3 million.

2 And the last is there's also about -- I'm
3 doing my math, 1.3 -- so we've got about \$400,000,
4 yeah, by the time we get done rounding these
5 numbers. There's also \$256,000 that is, again, a
6 formula allocation for repair and maintenance at
7 the Challenger Learning Center.

8 And to be frank, that number hasn't changed
9 since, I believe, 1992; and there wasn't anybody on
10 this campus who was aware of what the exact number
11 was, nor was there anyone on the Board of
12 Governors' staff that knew exactly what that number
13 was.

14 And so they did some digging and found in the
15 archives that it's been 292 thou -- \$256,000. And
16 so those three numbers, when you round them to full
17 numbers, add up to this almost \$14 million.

18 The point I want to make is that those are now
19 sitting in a separate entity and the activities,
20 arguably, that will take place at the College of
21 Engineering will utilize those dollars; and we have
22 no reason to believe they're going to be utilized
23 in much of a different fashion than they have been
24 in the past so that, you know, for what it's worth,
25 in my opinion, the fiscal agent is more like the

1 accountant and the person who writes the checks and
2 has very little -- I'd liken it to an invoice for
3 my travel.

4 If I travel somewhere and submit an invoice,
5 it gets approved by various people, in my case, the
6 President who is the supervisor who approves
7 reimbursing me for travel. She's the one who is
8 managing that expenditure, but my accounting
9 department is the one who issues the check.

10 And to me, what's analogous here is, the
11 person who is approving the expenditure is the
12 budget manager, and the accounting department that
13 issues the check is simply the fiscal agent. So to
14 back track to the conversation, I would liken the
15 fiscal -- the budget manager to be -- at the
16 College of Engineering, to be the Joint College of
17 Engineering Governance Council; and that's the
18 intent, that's what's happening.

19 Every time there's a payroll starting, I
20 guess, with the payroll that's about to be issued
21 tomorrow, we will pay our payroll for the College
22 of Engineering. We will submit an invoice to the
23 fiscal agent, which is the accounting department at
24 Florida State, and they'll reimburse us for it.
25 They have no authority to tell us, oh, you couldn't

1 pay those people. So they really don't have budget
2 authority, they just are a paying agent, enough for
3 the commercial.

4 So that gets us -- those changes, including
5 the removal of the College of Engineering to put it
6 in a separate entity, brings us to where we are for
7 this year. So what we end up with is \$161,209,679
8 of State appropriations across these various
9 categories. Again, it compares to the 180 of last
10 year, but the major subtractions are tuition
11 change, performance funding reduction, and the
12 removal of the College of Education (sic).

13 So if there are any questions about this
14 schedule, what I want to do is take that
15 \$161 million number and move forward to another
16 column, another spreadsheet, but if there are
17 questions --

18 TRUSTEE WARREN: For the record, you meant
19 removal of the College of Engineering?

20 VICE PRESIDENT CASSIDY: Yes. Well, I don't
21 know what I said; but, yes, College of Engineering.

22 TRUSTEE WARREN: Okay.

23 TRUSTEE LAWSON: So a comment, Mr. Cassidy.

24 VICE PRESIDENT CASSIDY: Sure.

25 TRUSTEE LAWSON: So in working through this

1 several weeks ago, we just want it to be really
2 clear when you look at the difference between the
3 180 and the one -- what is it, 161?

4 VICE PRESIDENT CASSIDY: Right.

5 TRUSTEE LAWSON: -- so that everybody
6 understood the difference. And, you know,
7 Mr. Cassidy outlined the major difference is the
8 transfer of funds to the new entity for the College
9 of Engineering, the loss of performance-based
10 funding --

11 VICE PRESIDENT CASSIDY: Right.

12 TRUSTEE LAWSON: -- and then there were some
13 other smaller puts and takes --

14 VICE PRESIDENT CASSIDY: Right.

15 TRUSTEE LAWSON: But that was -- those two are
16 really the net of the big changes.

17 VICE PRESIDENT CASSIDY: Yeah, right. If you
18 take those two numbers, that's whatever that is,
19 16.6 million of the difference of 19.

20 TRUSTEE LAWSON: Right.

21 VICE PRESIDENT CASSIDY: And there are some
22 other smaller -- and the rest of it, really, is
23 there's actually a gross decrease of about
24 \$22 million, including the \$6 million less in
25 tuition; but then we add back the 1.5 million and

1 1.0 million which we've been told are recurring
2 budget items, so they're add-ons. So it really is
3 sort of a series of things that subtract
4 22 million, and another one that adds to it, or two
5 others --

6 TRUSTEE LAWSON: But I think the key point
7 that you made also around the 6 million is that
8 it's all enrollment dependent.

9 VICE PRESIDENT CASSIDY: Right.

10 TRUSTEE LAWSON: So that number could either
11 go further into the red or get better.

12 VICE PRESIDENT CASSIDY: As it has in the past
13 from year to year and then recent years, we start
14 with this number, but either quarterly -- or
15 certainly at mid-year, we would tell you where
16 we're heading; and if it's going to be less, we
17 change our budget projections and change our --

18 TRUSTEE LAWSON: To reflect --

19 VICE PRESIDENT CASSIDY: -- planned spending
20 to make sure we don't spend anything that we
21 ultimately won't be entitled to.

22 TRUSTEE LAWSON: Okay.

23 VICE PRESIDENT CASSIDY: So I'd like to take
24 the \$161 million -- 161,209,679 number, and I'd
25 like to go to the wide sheet. And, again, I don't

1 think, Ron, this will help much for them to do on
2 the screen. If you could go back to the
3 Power Point, that would be helpful for me
4 personally.

5 But what I want to do is go to this schedule,
6 and I want to make sure you've got the updated one
7 that corrects for my little faux pas last night.

8 And the way to make sure that you've got the
9 right one is in the fifth column where it says
10 Student Financial Aid on line 12, other grants and
11 donations, you should see a line item that says
12 \$60 million. If you see that, that means you've
13 got the right version. That's basically an
14 estimate of Pell grants, and somehow I managed to
15 transmit a schedule that left that number out last
16 night. I take responsibility for that. It's
17 offset down below, largely by \$60 million of the
18 line item that says -- line 29 that says expenses.

19 So that's a number that transfers in as
20 revenue but then transfers back out to the students
21 who receive the Pell grants. So while it is an
22 error and I left it out, it had no bottom line
23 impact on this schedule.

24 So to get back to where I want to go to is
25 what we -- if you look under the education in the

1 general column of this spreadsheet, which is the
2 one on the left, and you go to line 22, subtotal,
3 you see the magic number, 161,209,679. So that's
4 the number that we just brought over from the other
5 schedule, okay? So that's education and general
6 spending, and that's the revenue side of the
7 equation.

8 What I'd like to do is --

9 TRUSTEE WARREN: Mr. Cassidy.

10 TRUSTEE LAWSON: I'm sorry, is there a
11 question, Trustee Warren.

12 TRUSTEE WARREN: Yeah, just a question on the
13 student aid, student financial aid column.

14 VICE PRESIDENT CASSIDY: Yep.

15 TRUSTEE WARREN: If we receive VA benefits for
16 veterans, would it be in some number in that same
17 column?

18 VICE PRESIDENT CASSIDY: Yes. And, again, it
19 would be, if you will, a passthrough to the extent
20 that we get it and then we turn it out to those
21 particular students. The vast majority of the
22 student financial aid comes in as a revenue and
23 goes out to the students and they tend to match
24 each other.

25 TRUSTEE WARREN: All right. Thank you.

1 VICE PRESIDENT CASSIDY: So what I'd like to
2 do is try to take you through this schedule, point
3 out a few special points that I think are of note,
4 and then compare it to last year's budget. We've
5 sort of gotten through the process that gets us to
6 the 161,209,679 in education in general.

7 I would tell you, if we look at line 22,
8 subtotal of revenues before transfers which is sort
9 of an internal allocation of numbers, over on the
10 right-hand column we get to a total revenue at that
11 line item of 334,375,565. Does everyone see that
12 number?

13 So I want to tell you that that number
14 compares to 354 million -- 354.7 million. So it's,
15 roughly, \$19 million less than last year's
16 budget -- or \$20 million, and we've already sort of
17 tracked through where 19 million of that difference
18 is. So, essentially, the revenue across the entire
19 enterprise is projected to be relatively flat, just
20 as education in general is.

21 A couple of things I want to point out because
22 they aren't really particularly intuitive. There's
23 a column, it's the second one to the left of the
24 summary total that's called Board-approved fees.

25 That's something that the Board of Governors

1 insists that we present in this manner in a
2 separate column. I believe -- it's the College of
3 Law, and I believe it's the examination fee
4 revenue. Yeah, it's the amounts that law students
5 in Orlando pay for the pre-law certification exam,
6 and the Board of Governors asked for us to account
7 for that separately to them, and so we've left it
8 in that column here. But the description,
9 Board-approved fees, doesn't particularly work for
10 me all that well.

11 The other thing I wanted to point out on the
12 revenue side is in the column that says
13 intercollegiate athletic -- and we are going to
14 deal with athletics on a standalone basis in a few
15 minutes -- for the one and only time there's an
16 entry in the line item that's called "transfers
17 in," and the athletics in that column, we get to
18 revenues of 7,917,500. To that we say there are
19 going to be transfers in of \$800,000.

20 That's an estimate. Right now that estimate
21 includes \$500,000 of support from the Foundation,
22 but that's subject to the budget of the Foundation
23 being approved. And there's \$300,000 of University
24 contribution, and that makes up the \$800,000, okay?
25 And as you can see, that's the only transfer on

1 this schedule, so it's coming from a couple of
2 places.

3 I want to talk a little bit about the
4 expenditures and, unfortunately, these sort of
5 bleed over onto the second page; but, again, if I
6 could call your attention to line 52, total
7 non-operating expenditures.

8 Oh, no, I want to get to -- yeah, where are
9 we? Oops, that's Page 3.

10 Total operating expenditures on line 45, the
11 total there in the right-hand column, if you'll
12 follow with me is 327,084,229. And I want to tell
13 you that that compares to 351.8 million of last
14 year.

15 And so we've got about 19 -- well, we've got
16 about \$23 million in difference there. And I would
17 tell you what that consists of is the \$19 million
18 we sort of track through from the revenue, but
19 right now we've got about a \$3.3 million amount of
20 money that the President and the Provost and I
21 cobbed together from the various departments that
22 we intend to spend on specific priority items going
23 forward.

24 So we haven't yet budgeted for those
25 \$3 million because we don't know which columns they

1 go in. So that's where we stand on that, and we
2 will give you an update as those decisions are
3 made. And so that --

4 TRUSTEE WARREN: Mr. Chair.

5 VICE PRESIDENT CASSIDY: Yes.

6 TRUSTEE WARREN: Mr. Chair, this is
7 Trustee Warren.

8 TRUSTEE LAWSON: Yes, Trustee Warren, you're
9 recognized.

10 TRUSTEE WARREN: Mr. Cassidy, may I ask you a
11 question and take you back to the \$800,000
12 transfer?

13 VICE PRESIDENT CASSIDY: Sure.

14 TRUSTEE WARREN: You mentioned that 300,000 of
15 that was from the University to the Athletic
16 program.

17 VICE PRESIDENT CASSIDY: Correct.

18 TRUSTEE WARREN: Is it coming from
19 auxiliaries?

20 VICE PRESIDENT CASSIDY: Yes.

21 TRUSTEE WARREN: So is there then somewhere
22 near the bottom under the column titled auxiliaries
23 an offset for the \$300,000?

24 (WHEREUPON, VICE PRESIDENT CASSIDY CONSULTED
25 WITH STAFF).

1 TRUSTEE WARREN: Forgive me for being so
2 detailed.

3 VICE PRESIDENT CASSIDY: Just one second, I
4 want to get some detail.

5 TRUSTEE LAWSON: Yeah, Trustee Warren, we're
6 trying to determine the specific answer to your
7 question as far as where did the 300,000 come from.

8 TRUSTEE WARREN: All right.

9 VICE PRESIDENT CASSIDY: Yeah, the detail is
10 that the majority of it comes from auxiliaries.

11 It's a combination of a few sources, but the
12 largest part of the source is investment income
13 largely on auxiliary funding or fund balance. And
14 there's a line item, if I can find it, that talks
15 about the 100,580 --

16 (WHEREUPON, VICE PRESIDENT CASSIDY CONSULTED
17 WITH STAFF).

18 VICE PRESIDENT CASSIDY: And anticipating
19 Trustee Warren's question is if there's a revenue
20 where -- or a transfer of revenue, where is the
21 expenditure, it's in line 48, transfers; and it's a
22 part of the \$2 million transfer from auxiliaries,
23 2,060,263. So there's -- 300,000 of that is that
24 same source of money.

25 TRUSTEE WARREN: Thank you. Forgive me for

1 breaking your train of thought.

2 VICE PRESIDENT CASSIDY: No, not at all. It's
3 amazing how you can stare at these and not all that
4 well anticipate where reasonable questions would
5 come from.

6 So I guess the picture I'm trying to paint
7 here is that this budget is really similar to last
8 year's. We've sort of tracked the \$19 million
9 difference in what we're getting from the State.
10 But in terms of the way it's being spent across the
11 enterprise, it's really fairly similar.

12 One other thing that I want to highlight is --
13 and it's on the bottom of, I guess that's Page 2,
14 line 57. That says fund balance change and also
15 percentage increase or decrease, over on the far
16 right column, we're projecting a \$1.17 million fund
17 balance increase for the university based on this
18 budget.

19 And just for comparative purposes, last year
20 we projected a \$10 million loss at that line item,
21 and so in some ways this budget is \$11 million
22 healthier than last year's. But at any rate, I
23 would say that the budget is relatively constant in
24 view of the changes in funding from the State.

25 I'd like to move on if I can -- if there are

1 no questions, I'd like to move on to the other
2 schedule which is called 2015/16 operating budget
3 beginning carryforward fund balance composition.
4 That's a one-pager, it was posted online, and it's
5 portrait rather than landscape.

6 And the intent of this is to show you where we
7 have money that's theoretically on call for
8 nonrecurring expenditures, and that's the key point
9 I want to make. The carryforward is all about
10 nonrecurring because we don't know what that
11 carryforward number will be next year.

12 So, again, I'd like to sort of give you some
13 perspective of where this was last year. What this
14 schedule does is to take where we were on a cash
15 basis a year ago, July 1st. We, obviously, have to
16 allow for expenses that are accrued, accrued
17 payables. So we had \$45 million -- or we have
18 \$45 million this year with \$11 million of payables.
19 So we, theoretically, have \$34 million of cash that
20 we could spend in various ways.

21 To compare it to last year, those numbers last
22 year, the cash was \$48 million but there was a
23 slightly higher amount of payables and so although
24 it's almost identical, the fund balance before
25 encumbrances was 34.5 million, and this year it's

1 34.1 or two. So we're essentially starting in a
2 similar position as we were last year.

3 The next line items down there are the
4 five percent statutory reserve. The Board of
5 Governors requires the five percent, and that
6 five percent, again, tying these numbers back
7 together, if you were to look at that first
8 schedule and take the 161,209,679 and multiply it
9 by five percent, you would get to the magic number
10 of 8,060,484.

11 So that's where that number comes from. It's
12 five percent of our Board allocation, if you will.
13 So that's required by the Board of Governors. The
14 Board of Trustees here has also asked us to take a
15 similar number, another five percent, so another
16 8,060,484. So of the 34 million, we're holding
17 16 million, okay? Is everybody up to us?

18 TRUSTEE LAWSON: That's just the wrong slide,
19 but you're on track.

20 VICE PRESIDENT CASSIDY: Yeah, I don't know if
21 he has that one on --

22 TRUSTEE LAWSON: You're on track. I mean your
23 numbers are correct, but it's just the wrong slide.

24 VICE PRESIDENT CASSIDY: No, I understand, and
25 I'm trying to ignore what's there.

1 Do we need to wait a minute to catch everybody
2 up, or have you got something in hand that you can
3 work with?

4 TRUSTEE LAWSON: Yeah, we've got it in hand,
5 so we're tracking along with you too.

6 VICE PRESIDENT CASSIDY: So we're taking the
7 8,060,000 that the Board of Governors requires us
8 to set aside, we're also taking the same number
9 that you, as a Board of Trustees, have I think very
10 wisely asked us to also set aside; and so we're
11 taking 16 million away from the 34 million that we
12 started with at the bottom.

13 (PHONE INTERRUPTION) .

14 VICE PRESIDENT CASSIDY: I'll assume that was
15 extraneous noise.

16 TRUSTEE LAWSON: Okay.

17 VICE PRESIDENT CASSIDY: So we've got
18 16 million. Here are things that we've committed
19 to or have made provisional allocations for. The
20 first one I want to focus on, because you're going
21 to see the words, College of Engineering. There's
22 an amount there that says \$3,322,364. We've talked
23 about the budget, which is both revenue and
24 expenditures for the College of Engineering.

25 This is the outstanding fund balance in the

1 Joint College of Engineering which resides on our
2 books currently but really goes over to the new
3 entity, okay.

4 TRUSTEE LAWSON: Right.

5 VICE PRESIDENT CASSIDY: So for those of you
6 who are nerdy about revenues, expenditures, and
7 fund balances, we've sort of tracked all -- and I'm
8 one of those -- so we've sort of tracked all three
9 of those numbers through, okay?

10 Of interest is, and I think there's been
11 relatively little focus on this, one of the other
12 agreements through the Governance Council is that
13 when we transfer that out, we're actually going to
14 keep \$500,000 of it because that's money that the
15 President contributed toward the Board of
16 Engineering -- I mean College of Engineering
17 salaries and other purposes last year.

18 And in striking the deal with the Board of
19 Governors and the Governance -- I'm sorry, with the
20 Governance Council, they said that we could have
21 that \$500,000 back. And so we will actually be
22 transferring, I think the number is \$2.7 million,
23 but right now it's just sitting there.

24 So the other things that we've set aside, at
25 least provisionally, some more campus and safety

1 security issues, information technology, deferred
2 maintenance. I had a really interesting
3 conversation -- pardon me if I depart for a minute.

4 I was sitting with my counterpart at the Board
5 of Governors the other day over lunch, and we were
6 talking about, you know, reduced State funding and
7 other things like that, and I mentioned that I came
8 from Texas where they hadn't approved any new
9 building for ten years across the university
10 systems in Texas and they just approved something
11 for the first time in ten years.

12 And he said, well -- but they approved one
13 building for each campus, you had to choose which
14 one you wanted to apply for.

15 But at any rate, the point is, his comment
16 was, well, here in Florida we still aren't getting
17 enough money for new buildings and we also aren't
18 getting enough to maintain the ones we have. I
19 thought that was a really telling comment from a
20 staff member at the Board of Governors because
21 that's kind of where we are.

22 And so we're setting aside -- while there's a
23 formula, and I mentioned it, and it applies to the
24 College of Engineering and many of our buildings,
25 the pure reality is, that isn't going to -- that

1 may get you daily repair and maintenance kind of
2 expenses, but it doesn't do the long-term deferred
3 maintenance of boilers and plant equipment and
4 roofs and all those other things.

5 And so we've set aside, at least
6 provisionally, about \$2.5 million on the
7 anticipation that there will be some maintenance
8 issues that will crop up that have been deferred in
9 the past.

10 Move on --

11 TRUSTEE WARREN: Mr. Cassidy.

12 VICE PRESIDENT CASSIDY: Yes, sir.

13 TRUSTEE WARREN: I'm sorry, so the 2.5 is for
14 the unexpected?

15 VICE PRESIDENT CASSIDY: Right.

16 TRUSTEE WARREN: Is that to imply that the
17 Capital Improvement Fee that students, as an
18 example, might be paying is being -- is it
19 committed to debt service, or is it committed to
20 some other outstanding projects? And there's no
21 PECO dollars from the State for deferred
22 maintenance?

23 VICE PRESIDENT CASSIDY: Well, what the
24 students pay in is for student-owned -- or
25 student-controlled buildings, the repair and

1 maintenance of those, so that's what their fees go
2 to and, in some cases, the operating costs of
3 those, yeah, so that --

4 TRUSTEE WARREN: Well, the Capital Improvement
5 Fee isn't just for dormitories.

6 VICE PRESIDENT CASSIDY: No, it's not for
7 dormitories at all, but they're -- yeah, student
8 activities and, also, there are some buildings that
9 the students control and have to pay costs for,
10 right?

11 (INAUDIBLE STAFF RESPONSE) .

12 VICE PRESIDENT CASSIDY: If we were standing
13 in the Grand Ballroom today, that's one that is a
14 Student Government Association building, and they
15 are responsible for at least a part of those
16 maintenance fees. Similarly, there's a gymnasium
17 that's called a teaching gymnasium that they have
18 control over, and those fees pay some of those
19 expenses as well.

20 The other thing I wanted to talk about a
21 little bit on this schedule -- so these are largely
22 estimates so that we're about to turn loose and ask
23 vice presidents and their staffs to make proposals
24 for as much as \$5 million because this schedule
25 comes to 4.914 million.

1 And, again, to follow through comparing to
2 last year, last year that number that was available
3 to be applied for to be used on non-recurring items
4 was 4.3 million. So we've actually got a little
5 bit more in the pot this year than we did last
6 year.

7 The other item that I wanted to pay
8 specific atten -- or draw your specific attention
9 to is the tuition differential number of \$825,000.
10 There are statutory regulations around what we can
11 do with the so-called tuition differential funding,
12 and those are that it can be spent only on
13 undergraduate activities, and that 70 percent of it
14 has to be spent on Academic Affairs, and 30 percent
15 of it needs to be spent on financial aid.

16 So those are really committed funds and so
17 we're taking them out of -- and so that's one that
18 isn't quite so much an estimate; but the end result
19 is that we've got about \$4.9 million. Beginning
20 last year -- and it may have existed in the past;
21 but as you know, I was only here last year.

22 The next stage in the process is go to the
23 vice presidents and their managers and ask them to
24 put together requests for what they would like to
25 see some of this money used for.

1 And beginning last year, those requests have
2 to tie specifically to performance goals of both
3 the President and/or performance measure funding
4 from the State legislature. So when people ask for
5 money, we ask them to justify for us how it's going
6 to support those two major needs and, where
7 possible, if it's investing in equipment or things
8 like that, we also ask for a return on investment.

9 My favorite example from last year, and we
10 spent some time talking about it, was the new
11 security cameras that we were able to pay for
12 through this fund. And that was a place where we
13 were able to show -- or we asked the chief to show
14 us a return on investment because the plan there
15 was to install security cameras and stop paying
16 temporary personnel to physically walk in various
17 parts of the premises where there were no cameras.
18 And so there was, in fact, the ability to calculate
19 a three-year return on investment between the cost
20 of the cameras versus the physical security staff
21 that we were no longer going to hire.

22 So that's the process we go through from the
23 perspective of looking at carryforward, setting
24 aside things we believe are committed, and then
25 we're about to turn loose the request for staff and

1 managers on how they'd like to see that used.

2 Typically, we tend to get a little bit more in
3 terms of requests than we can honor, and so we have
4 to make decisions as to whether we give a little
5 bit to everybody or if there are some that are so
6 important that they have to be paid first.

7 For instance, the security camera issue last year
8 was considered a top priority and was fully funded,
9 and other people didn't get other amounts because
10 of that.

11 So that's the process we go through in trying
12 to use this, again, nonrecurring funding on the
13 basis that's the best in terms of serving students
14 and serving other objectives of the University.

15 TRUSTEE WHITE: Chair Lawson.

16 TRUSTEE LAWSON: Yes, Trustee White.

17 TRUSTEE WHITE: Just a question. I'm going
18 back to this deferred maintenance. I know that
19 means something very specific, and I'm just curious
20 whether there are also renewals in that or is it
21 solely deferred maintenance?

22 VICE PRESIDENT CASSIDY: Well, I would say
23 that it's probably a combination of both but the
24 ones that we have to set aside for are things that
25 we know are on the verge of -- or, you know, we

1 have an inventory --

2 Sameer, are you here?

3 (NO RESPONSE).

4 VICE PRESIDENT CASSIDY: I know that we have
5 an inventory that tells us what of our equipment is
6 approaching or has perhaps exceeded its useful
7 life, and so we tend to watch those types of items,
8 sort of because we know the repair or replacement
9 is not an if, it's a when. And so we try to set
10 aside some money so that when the if becomes a
11 when, we are able to deal with it in an expeditious
12 fashion.

13 TRUSTEE WHITE: So just for people who may,
14 in fact, get the fine line, so there's -- when you
15 have a building, there's an amount of money you're
16 supposed to expend on a regular basis to maintain
17 the building.

18 VICE PRESIDENT CASSIDY: Right.

19 TRUSTEE WHITE: And that is called a renewal.
20 And after so many years when you don't spend that
21 money, it falls into such a state of repair that it
22 goes into this deferred maintenance category. So I
23 was just curious whether it's a combination of
24 both, or is this only for the stuff that has gone
25 into that terrible category?

1 VICE PRESIDENT CASSIDY: Right, and it's
2 really both. But the one suggested correction I
3 would make to your statement is it's not always
4 that we haven't spent the money that we were given,
5 sometimes it's the money that we get isn't
6 sufficient to keep up with daily maintenance.

7 And anyone who's, for instance --

8 TRUSTEE WHITE: It's still money that wasn't
9 spent.

10 VICE PRESIDENT CASSIDY: Right. Anyone who
11 has owned a house knows that as it ages, its yearly
12 maintenance that you would call routine increases
13 because different things need attention. So at any
14 rate, I won't belabor the point.

15 If there aren't any further questions on that
16 schedule, I would like to talk specifically about
17 the column in the large spreadsheet which is the
18 widespread sheet that you really only have the
19 right version of on paper.

20 I'd like to go to the intercollegiate
21 athletics column. You didn't think we'd go through
22 this without talking about athletics, did you.

23 TRUSTEE WARREN: Yeah.

24 VICE PRESIDENT CASSIDY: This schedule is
25 essentially where we were last month that you

1 approved in terms of the -- as a preliminary budget
2 for the athletics, and it still comes to the
3 \$100,000 bottom line of revenues over expenditures.
4 As many of you will recall, the Board of Governors,
5 at the meeting in Tampa, suggested that \$100,000
6 wasn't enough in terms of what they would consider
7 to be the start of a realistic deficit reduction
8 plan.

9 And so here's what I'll tell you we're doing:
10 So this schedule and this column is as it was
11 presented to the Board of Governors last month.
12 We've been working with incoming Athletic Director
13 Milton Overton on a regular routine,
14 several-hours-a-day basis. At one point I was
15 afraid he might get fired by the University of
16 Alabama because he was spending so much time
17 working with us while he was still being paid by
18 them, but we'll let that pass.

19 But we're working with him to more
20 aggressively project revenues, which is what we
21 believe the message from the Board of Governors
22 was: Show us some more revenues so that there can
23 be more than a \$100,000 contribution at the end of
24 the year.

25 I would tell you that there are a lot of

1 things he has in mind, there are several things
2 that he's put in place with regard to packaging
3 ticket sales and other things. And so here's our
4 plan that I hope you will agree to:

5 He starts work here on August 3rd; the Board
6 meeting is on August 6th. He fully intends to
7 present a plan that will show more than a hundred
8 thousand dollars bottom line for the athletics
9 function. We'll give you some specific ideas of
10 things that he feels he can commit to after two and
11 a half days on the job.

12 But I think more excitingly and more
13 importantly, he's going to give the Board a preview
14 of some of the revenue streams that he believes can
15 substantially increase the bottom line over time.

16 One of the things we've discussed, and he knew
17 this coming in, it's definitely true that the
18 football season tends to set the momentum for the
19 year from an athletics perspective. And so he's
20 coming on August 3rd when, essentially, much of the
21 football program plan is already in place, and I
22 think the first game is within -- it might be that
23 first weekend after he arrives. So he realizes,
24 you know, he's a little late from that perspective.

25 But I would tell you that -- and we were able

1 to confirm this during the search process -- this
2 is a guy who has developed a ton of anci -- I would
3 call them ancillary revenues for the athletic
4 programs wherever he's been, and I think you're
5 going to be pretty intrigued and excited by some of
6 the opportunities that he has in mind.

7 And so our plan is to leave this budget for
8 now but to bring you a revised version that will
9 add some more revenues, and they would go in the
10 line that would say -- they'd either go in other
11 grants or in donations or somewhere up there in the
12 revenue line. Some of it could be sales and
13 services, if it's ticket revenue and other things.

14 But what we intend to bring you on August 6th
15 is a revised column for this budget that adds to
16 more than a hundred thousand dollars. And then we
17 hope to take both that number and perhaps the
18 Board's endorsement that they heard, our new
19 Athletic Director's vision of how to continue to
20 enhance revenues going forward, and that we can
21 meet with the Board of Governors in September and
22 get their comfort level that we're moving toward a
23 more aggressive deficit reduction or making monies
24 so that we can reduce the deficit, so that's my
25 goal and my hope.

1 Questions or comments on that?

2 CHAIRMAN MONTGOMERY: Mr. Chair.

3 TRUSTEE LAWSON: Yes, Trustee Montgomery.

4 CHAIRMAN MONTGOMERY: I thank you, VP Cassidy.

5 Two things -- is Mr. Givens -- where is Mr. Givens?

6 Mr. Givens, if you could briefly describe
7 to the -- and we can get there in Audit, but while
8 we're talking about intercollegiate athletics in a
9 funding perspective, could you briefly describe the
10 threat or the potential threat that exists to us if
11 we don't get our house in order in the area of
12 findings.

13 VICE PRESIDENT GIVENS: Yes. The issue that
14 we have facing us is that two years ago, in 2013,
15 the Legislature passed a law that said that if a
16 University did -- had findings reported in an
17 Auditor General audit report for three consecutive
18 years, then the University would be required to go
19 to the Joint Legislative Audit Committee and
20 justify the reason for noncompliance, for not
21 fixing the issue. And if the Joint Legislative
22 Audit Committee is not satisfied with the response,
23 then the law gives the Board of Governors the
24 authority to take certain actions.

25 Those actions could be just some periodic

1 monitoring of the situation where the University
2 would report periodically on how it's progressing,
3 or it could impose a sanction so that the
4 University could not apply for competitive grants;
5 and then ultimately, could withhold funding if the
6 issue is not fixed. And what we don't know is how
7 aggressively the Board of Governors would approach
8 this.

9 As you are aware, the Board of Governors is
10 already monitoring the situation. We've been
11 required to report to the Board of Governors
12 throughout -- for the last couple of years on this
13 particular issue.

14 But now there's also a question about how far
15 we are into this process. The effective date of
16 this law was July the 1st, 2013. The law does not
17 address whether or not this was to be applied
18 retroactively. We had an operational.

19 Audit that included this finding on the
20 athletics that was released in February of 2013.
21 And we've since had other operational audits that
22 also had this same finding.

23 So I'm trying to get clarification as to
24 exactly where we are, if we are at the one finding
25 or the two findings. But the issue is going to --

1 it won't resolve itself, we'll have to face it
2 sooner or later. The Auditor General has indicated
3 that this will continue to be a finding in our
4 audit reports until the cumulative deficit is paid
5 back, so it's just not a matter of getting the --
6 an annual excess of revenues over expenses. The
7 Auditor General will report it as a finding until
8 the deficit is paid back, which is about eight or
9 \$9 million the last I heard.

10 TRUSTEE LAWSON: So I'm sorry, Mr. Givens,
11 just clarify for me one more time, just so it
12 crystallizes for me, so we have two audit findings
13 currently.

14 VICE PRESIDENT GIVENS: Right.

15 TRUSTEE LAWSON: With a third, we potentially
16 go before the Board of Governors for this review,
17 and then they decide on what potential actions they
18 take at this point.

19 VICE PRESIDENT GIVENS: That's correct, yes.

20 TRUSTEE LAWSON: And it's all tied to the
21 existing deficit, or is it tied to processing how
22 we managed or accounted for certain expenses and
23 revenue?

24 VICE PRESIDENT GIVENS: Well, my understanding
25 would be that the Board of Governors would take a

1 number of factors into consideration in what they
2 decide is the appropriate action. If they see that
3 the University has made good progress, I would
4 think that at that point they would just continue
5 to monitor.

6 TRUSTEE LAWSON: Monitor.

7 VICE PRESIDENT GIVENS: It's just if they feel
8 like the University has not made adequate progress
9 towards resolving it, then at that point they may
10 impose a little tougher penalty.

11 TRUSTEE LAWSON: And when you -- I'm sorry for
12 interrupting, but when you say "progress," does
13 that specifically mean reducing the deficit or
14 tightening up our process for managing the P & L.

15 VICE PRESIDENT GIVENS: Well, I think it --
16 they kind of work together. If we get to the point
17 where we've got excess revenues over expenses and
18 that's continuing to grow, I think the Board of
19 Governors -- and this is my opinion, I'm just
20 speculating right now.

21 TRUSTEE LAWSON: Sure.

22 VICE PRESIDENT GIVENS: But I believe that's
23 how they would go with it. We have addressed the
24 situation, we've resolved it. I don't believe that
25 they would put us on any particular timetable to

1 pay back the deficit.

2 TRUSTEE LAWSON: Okay. But clearly this is a
3 watch-out for us at this point.

4 VICE PRESIDENT GIVENS: For sure. Because as
5 long as the Auditor General will report the
6 finding, and they've indicated they will, then
7 we'll run into the three finding, whether it's this
8 next year or the year after that.

9 TRUSTEE LAWSON: Okay. Thank you,
10 Mr. Givens.

11 CHAIRMAN MONTGOMERY: Mr. Chair, as a
12 follow-up, I just --

13 TRUSTEE LAWSON: Mr. Chair.

14 CHAIRMAN MONTGOMERY: I did want to make sure
15 the Committee was aware that we're in that position
16 and to understand, you know, what's the plan to
17 do -- I hear the overall plan. Also, to encourage
18 caution in presenting the projections for this
19 year. Last year we were told that there would be a
20 million dollars in fundraising and, obviously, that
21 wasn't achieved. That was pointed out to us by the
22 Board of Governors, and so whatever plan we're --
23 whatever plan is brought to us -- about a year ago
24 I suggested that we have more frequent updates with
25 regard to the status of achieving the goals that

1 were set out by -- with the athletic deficit
2 reduction plan.

3 But I would encourage as the plan is put
4 together moving forward that we more closely
5 monitor what's going on in athletics, not to manage
6 it but to understand what it is so that when a
7 finding is laid out there for us, we're aware of it
8 and we're able to deal with it, but I would like to
9 know how we're going to aggressively attack the
10 deficit problem.

11 TRUSTEE LAWSON: I'm sorry, Mr. Cassidy, would
12 you mind addressing that? Because one of the
13 things that I know that's been done is movement of
14 the oversight for the athletic budget has been
15 moved to the CFO's office versus remaining in
16 athletics.

17 VICE PRESIDENT CASSIDY: Right, and that
18 oversight is on the expenditure side of the
19 equation; the revenue is more in control of the
20 operating and --

21 TRUSTEE LAWSON: Sure.

22 VICE PRESIDENT CASSIDY: -- so, if you will,
23 the Athletic Director. And so that's a part of
24 what we're doing.

25 In my estimation, at the Board of Governors

1 meeting, we were sort of in a heads you win,
2 tails -- heads you lose, tails you win, or whatever
3 the phrase is. We presented what we thought was a
4 conservative but achievable donation and revenue
5 number that got us to a small \$100,000 bottom line
6 for this year; the Board wanted to see something
7 more aggressive.

8 And in some ways it's our view of how we
9 presented some of the items in the work plan. As
10 new management, we wanted to build some credibility
11 and present a budget that we thought was definitely
12 achievable and then move forward, but they asked us
13 to be more aggressive, and that's our plan.

14 If I may, I brought with me the two statutes
15 that specify what Mr. Givens was talking about. I
16 want to give you the references for them because
17 this goes on the record, and I also want to let you
18 know that I will make sure that all of the Board
19 meetings receive copies of those statutes later
20 today. The two statutes that matter is there's
21 a -- there's Florida Statute 1008.322 which is
22 entitled: Board of Governors Oversight Enforcement
23 Authority. And that's kind of a one-page statement
24 that gets to the back end of what Mr. Givens was
25 talking about.

1 And the Clause 5 says: If the Board of
2 Governors determines that -- in our case -- a
3 University Board of Trustees is unwilling or unable
4 to comply with any law or regulation or audit
5 recommendation within a specified period of time,
6 the Board of Governors can take some of those
7 actions.

8 So that's what's in 1008.322. The other state
9 statute which is in the -- and that's a state
10 statute, there's also something in the
11 Auditor General rules, and that statute is 11.45,
12 which in Section -- let me get the right thing --
13 Section 7 tells the Auditor General, at the Board
14 of Governors level, to notify the Legislative Audit
15 Committee when there's a three-year consecutive
16 finding. And so that triggers that part of things.

17 TRUSTEE LAWSON: As the Chair, I just had a
18 recommendation; and, Mr. Cassidy, let me know if
19 this is realistic. We get periodic updates from
20 the President on key activity from her office and
21 it comes out pretty frequently. Would it be
22 possible to include a brief update on where we are
23 in Athletics at least once a month in that update?
24 Is that -- would that be -- is that realistic.

25 VICE PRESIDENT CASSIDY: Yeah, I think it is

1 because what we've been doing is we've been
2 bringing it to the Board quarterly; but we close
3 the books, if you will, somewhat unofficially on a
4 monthly basis.

5 TRUSTEE LAWSON: Yeah, so I think we've -- and
6 even if they are projections and you can couch them
7 that way, I think we'd like to see how we're
8 trending so that if, indeed, we -- per Mr. Givens',
9 you know, discussion points --

10 VICE PRESIDENT CASSIDY: Right.

11 TRUSTEE LAWSON: -- if we are trending toward
12 that situation, you know, it would be great to try
13 and head it off beforehand.

14 VICE PRESIDENT CASSIDY: Point taken and
15 easily -- relatively easily doable, and I think --

16 TRUSTEE LAWSON: And, Mr. Cassidy, I'm going
17 to speed you up for just a second.

18 VICE PRESIDENT CASSIDY: Sure.

19 TRUSTEE LAWSON: First of all, I want to
20 commend you on being extremely thorough; but if you
21 could, could you share with us the information
22 items electronically? And I'd like to give back
23 time to my Chair for -- my co-chair -- well, not my
24 co-chair but my neighbor chair for the
25 Presidential Evaluation process.

1 VICE PRESIDENT CASSIDY: Okay.

2 TRUSTEE LAWSON: So if you could -- again, if
3 you could give us those electronically.

4 And one piece of information that I'd like to
5 comment on, this is an information -- well, it's
6 not really an information item, but I think there
7 was some expectation that you would hear more about
8 it, and that's the Head Coach's contract, so I
9 would like to comment on that if you don't mind,
10 Mr. Cassidy. That --

11 VICE PRESIDENT CASSIDY: Okay. If --

12 TRUSTEE LAWSON: Sure, you go first.

13 VICE PRESIDENT CASSIDY: The approval of the
14 University-wide budget as presented is an action
15 item, so if we could take that as an action item,
16 that would be --

17 TRUSTEE LAWSON: Sure. I'm sorry, you're
18 absolutely correct, so --

19 VICE PRESIDENT CASSIDY: And that's fine, and
20 then we will take the other information items and
21 send them electronically.

22 What I'll do, I think perhaps, is send you all
23 of the exhibits and also Power Point, which was my
24 summary of what I was going to present about them.

25 TRUSTEE LAWSON: Okay. Thank you.

1 VICE PRESIDENT CASSIDY: So we can do that,
2 that's fine.

3 TRUSTEE LAWSON: But, again, I want to
4 thank you for a very thorough update.

5 So with that being said, per Mr. Cassidy's
6 comment, we do need to take action on the
7 University budget that includes the current
8 proposed athletic budget.

9 So is there a motion to accept the presented
10 University budget.

11 TRUSTEE WHITE: So moved.

12 TRUSTEE MOORE: Second.

13 TRUSTEE LAWSON: The motion has been moved and
14 properly seconded. Are there any questions.

15 (NO RESPONSE).

16 TRUSTEE LAWSON: All those in favor.

17 (AFFIRMATIVE INDICATIONS).

18 TRUSTEE LAWSON: All right. The motion
19 passes.

20 Again, Mr. Cassidy, thank you. I do want to
21 make one comment before I relinquish the meeting to
22 get into the evaluation, the President's --
23 I'm sorry, the Head Coach's contract has been
24 reviewed multiple times and we're in the process of
25 re-presenting that to him. I know there was an

1 expectation that that may be reviewed today.

2 We don't anticipate any major issues; we think
3 that we have made it very favorable. But at the
4 same time, we're still waiting on the Head Coach to
5 review and sign, and so that's the next step if
6 there are any questions there.

7 Again, Mr. Cassidy, thank you.

8 This Committee meeting is adjourned. Let's
9 take five minutes to just reconfigure and let
10 Trustee Moore get assembled.

11 (WHEREUPON, THE BUDGET AND FINANCE COMMITTEE
12 MEETING WAS ADJOURNED).

13

14

15 * * *

16

17

18

19

20

21

22

23

24

25

1 CERTIFICATE
23 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
10 DATED this 25th day of July, 2015.
11
12

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

<p>\$</p> <p>1,300 [1] - 7:1 1.17 [1] - 27:16 10 [1] - 27:20 100,000 [4] - 40:3, 40:5, 40:23, 49:5 11 [2] - 27:21, 28:18 13 [1] - 13:1 13.997 [2] - 12:10, 13:23 14th [2] - 4:6, 4:16 16 [3] - 29:17, 30:11, 30:18 16.6 [1] - 18:19 161 [2] - 9:12, 18:3 161,209,679 [4] - 19:24, 21:3, 22:6, 29:8 180 [2] - 17:9, 18:3 183 [1] - 9:12 19 [3] - 18:19, 22:17, 24:15 1992 [1] - 15:9 1st [2] - 28:15, 44:16</p> <p>2</p> <p>2,060,263 [1] - 26:23 2.5 [2] - 33:6, 33:13 2.7 [1] - 31:22 2000 [1] - 4:16 2013 [3] - 43:14, 44:16, 44:20 2014 [2] - 4:16, 10:5 2014/15 [1] - 6:17 2015 [6] - 1:11, 4:7, 4:17, 5:5 2015/16 [4] - 4:23, 6:3, 8:25, 28:2 21 [1] - 1:11 22 [3] - 19:4, 21:2, 22:7 25th [1] - 55:7 29 [1] - 20:18 292 [1] - 15:15 2:00 [1] - 1:13</p> <p>3</p> <p>3 [2] - 24:9, 24:25 3.3 [1] - 24:19 30 [1] - 35:14 300,000 [3] - 25:14, 26:7, 26:23 3093 [1] - 1:20 30th [1] - 7:4 32315-3093 [1] - 1:21 327,084,229 [1] - 24:12 334,375,565 [1] - 22:11 34 [2] - 29:16, 30:11 34.1 [1] - 29:1</p> <p>4</p> <p>4.3 [1] - 35:4 4.9 [1] - 35:19 4.914 [1] - 34:25 45 [1] - 24:10 48 [1] - 26:21</p> <p>5</p> <p>5 [3] - 12:21, 34:24, 50:1 52 [1] - 24:6 53 [1] - 14:8 54 [1] - 14:5 57 [1] - 27:14</p> <p>6</p> <p>6 [3] - 11:12, 18:24, 19:7 6.073 [1] - 11:19 697-8314 [1] - 1:21 697-8715 [1] - 1:21 6th [2] - 41:6, 42:14</p> <p>7</p> <p>7 [1] - 50:13 7,917,500 [1] - 23:18 70 [1] - 35:13</p> <p>8</p> <p>8,060,000 [1] - 30:7 8,060,484 [2] - 29:10, 29:16 850 [2] - 1:21</p> <p>9</p> <p>9 [1] - 45:9 9th [2] - 4:7, 4:17</p> <p>A</p> <p>ability [2] - 13:17, 36:18 able [6] - 11:19, 36:11, 36:13, 38:11, 41:25, 48:8 absolutely [1] - 52:18</p>	<p>Academic [1] - 35:14 accept [1] - 53:9 account [1] - 23:6 accountant [1] - 16:1 accounted [1] - 45:22 accounting [3] - 16:8, 16:12, 16:23 accrued [2] - 28:16 achievable [2] - 49:4, 49:12 achieved [1] - 47:21 achieving [1] - 47:25 action [7] - 4:4, 4:6, 4:22, 46:2, 52:14, 52:15, 53:6 actions [4] - 43:24, 43:25, 45:17, 50:7 activities [3] - 15:19, 34:8, 35:13 activity [1] - 50:20 actual [1] - 11:21 add [5] - 10:12, 15:17, 18:25, 19:2, 42:9 add-ons [1] - 19:2 added [4] - 10:18, 10:21, 10:25, 12:11 address [1] - 44:17 addressed [1] - 46:23 addressing [1] - 48:12 adds [5] - 7:4, 10:5, 10:8, 19:4, 42:15 adequate [1] - 46:8 adjourned [1] - 54:8 ADJOURNED [1] - 54:12 adjust [1] - 11:20 adjusting [1] - 13:21 adjustments [2] - 11:2, 11:7 adjusts [1] - 10:23 Affairs [1] - 35:14 AFFIRMATIVE [2] - 4:14, 53:17 afraid [1] - 40:15 afternoon [3] - 3:4, 4:2, 5:4 agenda [2] - 4:5, 4:22 agent [5] - 13:17, 15:25, 16:13, 16:23, 17:2 ages [1] - 39:11 aggressive [3] - 42:23, 49:7, 49:13 aggressively [3] - 40:20, 44:7, 48:9</p> <p>ago [4] - 18:1, 28:15, 43:14, 47:23 agree [1] - 41:4 agreed [1] - 13:18 agreed-upon [1] - 13:18 agreements [1] - 31:12 Aid [1] - 20:10 aid [4] - 21:13, 21:22, 35:15 Alabama [1] - 40:16 allocation [7] - 9:12, 10:7, 10:12, 14:13, 15:6, 22:9, 29:12 Allocations [2] - 6:4, 8:25 allocations [1] - 30:19 allow [1] - 28:16 almost [3] - 13:1, 15:17, 28:24 ALSO [1] - 2:1 Alston [1] - 2:2 amazing [1] - 27:3 amendment [1] - 12:5 amount [5] - 14:3, 24:19, 28:23, 30:22, 38:15 amounts [2] - 23:4, 37:9 analogous [1] - 16:10 anci [1] - 42:2 ancillary [1] - 42:3 AND [3] - 1:3, 3:2, 54:11 annual [2] - 14:13, 45:6 answer [1] - 26:6 anticipate [2] - 27:4, 54:2 anticipating [1] - 26:18 anticipation [1] - 33:7 applied [3] - 14:3, 35:3, 44:17 applies [1] - 32:23 apply [2] - 32:14, 44:4 approach [1] - 44:7 approaching [1] - 38:6 appropriate [3] - 13:5, 13:14, 46:2 appropriation [1] - 14:17 appropriations [4] -</p>
--	--

<p>6:12, 6:21, 10:4, 17:8 approval [3] - 4:6, 4:23, 52:13 approved [8] - 16:5, 22:24, 23:9, 23:23, 32:8, 32:10, 32:12, 40:1 approves [1] - 16:6 approving [1] - 16:11 archives [1] - 15:15 area [1] - 43:11 arguably [1] - 15:20 arrives [1] - 41:23 aside [8] - 30:8, 30:10, 31:24, 32:22, 33:5, 36:24, 37:24, 38:10 assembled [1] - 54:10 Association [1] - 34:14 assume [1] - 30:14 AT [2] - 1:13, 1:13 athletic [5] - 23:13, 42:3, 48:1, 48:14, 53:8 Athletic [4] - 25:15, 40:12, 42:19, 48:23 Athletics [1] - 50:23 athletics [11] - 23:14, 23:17, 39:21, 39:22, 40:2, 41:8, 41:19, 43:8, 44:20, 48:5, 48:16 attack [1] - 48:9 atten [1] - 35:8 attention [3] - 24:6, 35:8, 39:13 audit [5] - 43:17, 44:19, 45:4, 45:12, 50:4 Audit [4] - 43:7, 43:19, 43:22, 50:14 Auditor [6] - 43:17, 45:2, 45:7, 47:5, 50:11, 50:13 audits [1] - 44:21 August [4] - 41:5, 41:6, 41:20, 42:14 Authority [1] - 49:23 authority [4] - 11:9, 16:25, 17:2, 43:24 authorized [1] - 55:5 auxiliaries [4] - 25:19, 25:22, 26:10, 26:22 auxiliary [1] - 26:13 available [2] - 11:2, 35:2</p>	<p>average [1] - 14:6 aware [5] - 11:17, 15:10, 44:9, 47:15, 48:7</p> <p style="text-align: center;">B</p> <p>balance [6] - 26:13, 27:14, 27:17, 28:3, 28:24, 30:25 balances [1] - 31:7 Ballroom [1] - 34:13 BAND [1] - 1:15 base [1] - 12:6 based [6] - 11:4, 11:10, 13:17, 14:21, 18:9, 27:17 basis [6] - 23:14, 28:15, 37:13, 38:16, 40:14, 51:4 becomes [1] - 38:10 beforehand [1] - 51:13 beginning [3] - 28:3, 35:19, 36:1 belabor [1] - 39:14 believes [1] - 41:14 Belinda [1] - 2:4 below [1] - 20:17 benefits [1] - 21:15 best [1] - 37:13 better [2] - 9:23, 19:11 BETTYE [1] - 1:8 between [3] - 7:6, 18:2, 36:19 big [4] - 6:13, 8:19, 9:4, 18:16 bit [6] - 13:6, 24:3, 34:21, 35:5, 37:2, 37:5 black [1] - 6:19 bleed [1] - 24:5 Board [44] - 5:4, 5:5, 8:7, 11:4, 11:8, 12:19, 15:11, 22:24, 22:25, 23:6, 23:9, 29:4, 29:12, 29:13, 29:14, 30:7, 30:9, 31:15, 31:18, 32:4, 32:20, 40:4, 40:11, 40:21, 41:5, 41:13, 42:21, 43:23, 44:7, 44:9, 44:11, 45:16, 45:25, 46:18, 47:22, 48:25, 49:6, 49:18, 49:22, 50:1, 50:3, 50:6, 50:13, 51:2 BOARD [1] - 1:1 Board's [1] - 42:18</p>	<p>Board-approved [2] - 22:24, 23:9 boilers [1] - 33:3 books [2] - 31:2, 51:3 BOT [1] - 4:18 bottom [11] - 7:8, 9:12, 10:9, 20:22, 25:22, 27:13, 30:12, 40:3, 41:8, 41:15, 49:5 BOX [1] - 1:20 Boyce [1] - 2:3 breaking [1] - 27:1 brief [1] - 50:22 briefly [2] - 43:6, 43:9 bring [2] - 42:8, 42:14 bringing [1] - 51:2 brings [1] - 17:6 brought [3] - 21:4, 47:23, 49:14 BUDGET [3] - 1:3, 3:2, 54:11 Budget [1] - 3:5 budget [43] - 4:24, 5:11, 6:3, 6:14, 6:17, 6:25, 7:4, 10:5, 10:7, 11:20, 12:3, 13:2, 13:5, 13:6, 13:9, 13:13, 13:24, 14:4, 15:1, 16:12, 16:15, 17:1, 19:2, 19:17, 22:4, 22:16, 23:22, 27:7, 27:18, 27:21, 27:23, 28:2, 30:23, 40:1, 42:7, 42:15, 48:14, 49:11, 52:14, 53:7, 53:8, 53:10 budgeted [1] - 24:24 build [1] - 49:10 building [5] - 32:9, 32:13, 34:14, 38:15, 38:17 Buildings [1] - 14:16 buildings [7] - 14:15, 14:18, 14:20, 32:17, 32:24, 33:25, 34:8 BY [1] - 1:17</p> <p style="text-align: center;">C</p> <p>calculate [1] - 36:18 camera [1] - 37:7 cameras [4] - 36:11, 36:15, 36:17, 36:20 campus [4] - 14:20, 15:10, 31:25, 32:13 CAMPUS [1] - 1:15</p>	<p>candnreporters. com [1] - 1:22 Capital [2] - 33:17, 34:4 carries [1] - 4:15 carryforward [4] - 28:3, 28:9, 28:11, 36:23 case [3] - 7:1, 16:5, 50:2 cases [1] - 34:2 cash [3] - 28:14, 28:19, 28:22 Cassidy [17] - 4:25, 7:15, 8:21, 9:6, 9:18, 17:23, 18:7, 21:9, 25:10, 33:11, 43:4, 48:11, 50:18, 51:16, 52:10, 53:20, 54:7 CASSIDY [66] - 5:2, 5:19, 7:13, 7:17, 8:3, 8:9, 8:14, 8:18, 8:24, 9:3, 9:13, 9:19, 9:23, 10:1, 17:20, 17:24, 18:4, 18:11, 18:14, 18:17, 18:21, 19:9, 19:12, 19:19, 19:23, 21:14, 21:18, 22:1, 25:5, 25:13, 25:17, 25:20, 25:24, 26:3, 26:9, 26:16, 26:18, 27:2, 29:20, 29:24, 30:6, 30:14, 30:17, 31:5, 33:12, 33:15, 33:23, 34:6, 34:12, 37:22, 38:4, 38:18, 39:1, 39:10, 39:24, 48:17, 48:22, 50:25, 51:10, 51:14, 51:18, 52:1, 52:11, 52:13, 52:19, 53:1 Cassidy's [1] - 53:5 catch [1] - 30:1 categories [1] - 17:9 category [2] - 38:22, 38:25 caution [1] - 47:18 Center [2] - 10:13, 15:7 certain [3] - 13:4, 43:24, 45:22 certainly [1] - 19:15 CERTIFICATE [1] - 55:1 certification [1] - 23:5 certify [1] - 55:5 CFO's [1] - 48:15 Chair [11] - 5:3, 5:4, 7:11, 8:1, 25:6, 37:15,</p>
--	--	---	--

<p>coming [5] - 14:22, 24:1, 25:18, 41:17, 41:20</p> <p>COMMENCED [1] - 1:13</p> <p>commend [1] - 51:20</p> <p>comment [7] - 17:23, 32:15, 32:19, 52:5, 52:9, 53:6, 53:21</p> <p>comments [2] - 4:19, 43:1</p> <p>commercial [1] - 17:3</p> <p>commit [1] - 41:10</p> <p>committed [5] - 30:18, 33:19, 35:16, 36:24</p> <p>Committee [6] - 3:5, 43:19, 43:22, 47:15, 50:15, 54:8</p> <p>COMMITTEE [4] - 1:4, 1:7, 3:2, 54:11</p> <p>comparative [1] - 27:19</p> <p>compare [3] - 10:7, 22:4, 28:21</p> <p>compared [1] - 11:11</p> <p>compares [3] - 17:9, 22:14, 24:13</p> <p>comparing [1] - 35:1</p> <p>competitive [1] - 44:4</p> <p>complete [1] - 55:6</p> <p>comply [1] - 50:4</p> <p>components [1] - 13:25</p> <p>composition [1] - 28:3</p> <p>concerned [1] - 5:25</p> <p>CONCLUDED [1] - 1:13</p> <p>confirm [1] - 42:1</p> <p>consecutive [2] - 43:17, 50:15</p> <p>conservative [1] - 49:4</p> <p>consider [1] - 40:6</p> <p>consideration [1] - 46:1</p> <p>considered [1] - 37:8</p> <p>consists [1] - 24:17</p> <p>constant [1] - 27:23</p> <p>CONSULTED [2] - 25:24, 26:16</p> <p>contention [1] - 14:9</p> <p>continue [3] - 42:19, 45:3, 46:4</p> <p>continuing [1] - 46:18</p> <p>contract [2] - 52:8,</p>	<p>53:23</p> <p>contributed [1] - 31:15</p> <p>contribution [3] - 11:3, 23:24, 40:23</p> <p>control [3] - 34:9, 34:18, 48:19</p> <p>controlled [1] - 33:25</p> <p>conversation [3] - 13:15, 16:14, 32:3</p> <p>copies [1] - 49:19</p> <p>copy [5] - 5:16, 5:17, 6:7, 7:19, 9:7</p> <p>correct [6] - 5:8, 9:13, 25:17, 29:23, 45:19, 52:18</p> <p>correction [3] - 4:20, 7:1, 39:2</p> <p>corrections [1] - 4:19</p> <p>corrects [1] - 20:7</p> <p>cost [1] - 36:19</p> <p>costs [2] - 34:2, 34:9</p> <p>couch [1] - 51:6</p> <p>Council [3] - 16:17, 31:12, 31:20</p> <p>counterpart [1] - 32:4</p> <p>COUNTY [1] - 55:3</p> <p>couple [3] - 22:21, 24:1, 44:12</p> <p>COURT [1] - 1:18</p> <p>Court [1] - 55:11</p> <p>create [1] - 13:13</p> <p>credibility [1] - 49:10</p> <p>credit [1] - 5:14</p> <p>Crestview [1] - 10:13</p> <p>crop [1] - 33:8</p> <p>crystallizes [1] - 45:12</p> <p>cumulative [1] - 45:4</p> <p>curious [2] - 37:19, 38:23</p> <p>current [1] - 53:7</p>	<p>37:4</p> <p>decrease [2] - 18:23, 27:15</p> <p>dedicated [1] - 14:14</p> <p>deemed [1] - 12:4</p> <p>deferred [7] - 32:1, 33:2, 33:8, 33:21, 37:18, 37:21, 38:22</p> <p>deficit [10] - 40:7, 42:23, 42:24, 45:4, 45:8, 45:21, 46:13, 47:1, 48:10</p> <p>definitely [2] - 41:17, 49:11</p> <p>depart [1] - 32:3</p> <p>department [3] - 16:9, 16:12, 16:23</p> <p>departments [1] - 24:21</p> <p>dependent [1] - 19:8</p> <p>describe [2] - 43:6, 43:9</p> <p>description [1] - 23:8</p> <p>detail [2] - 26:4, 26:9</p> <p>detailed [1] - 26:2</p> <p>details [1] - 13:12</p> <p>determine [1] - 26:6</p> <p>determined [1] - 14:17</p> <p>determines [1] - 50:2</p> <p>developed [1] - 42:2</p> <p>difference [8] - 12:14, 18:2, 18:6, 18:7, 18:19, 22:17, 24:16, 27:9</p> <p>differences [1] - 10:10</p> <p>different [2] - 15:23, 39:13</p> <p>differential [2] - 35:9, 35:11</p> <p>digging [1] - 15:14</p> <p>direction [1] - 8:22</p> <p>Director [2] - 40:12, 48:23</p> <p>Director's [1] - 42:19</p> <p>discussed [1] - 41:16</p> <p>discussion [1] - 51:9</p> <p>doable [1] - 51:15</p> <p>document [1] - 8:6</p> <p>documents [1] - 6:2</p> <p>dollars [5] - 15:21, 33:21, 41:8, 42:16, 47:20</p> <p>donation [1] - 49:4</p> <p>donations [2] - 20:11, 42:11</p> <p>done [3] - 13:9, 15:4, 25:2</p>	<p>48:13</p> <p>dormitories [2] - 34:5, 34:7</p> <p>down [4] - 6:18, 11:12, 20:17, 29:3</p> <p>draw [2] - 13:17, 35:8</p> <p>drive [1] - 8:10</p> <p>during [2] - 12:4, 42:1</p>	<p>36:7, 38:5</p> <p>error [5] - 5:13, 5:25, 8:4, 20:22</p> <p>essentially [4] - 22:18, 29:1, 39:25, 41:20</p> <p>estimate [4] - 20:14, 23:20, 35:18</p> <p>estimated [2] - 11:9, 11:11</p> <p>estimates [2] - 12:20, 34:22</p> <p>estimation [1] - 48:25</p> <p>Evaluation [1] - 51:25</p> <p>evaluation [1] - 53:22</p> <p>evening [1] - 5:12</p> <p>exact [1] - 15:10</p> <p>exactly [3] - 8:22, 15:12, 44:24</p> <p>exam [1] - 23:5</p> <p>examination [1] - 23:3</p> <p>example [2] - 33:18, 36:9</p> <p>exceeded [1] - 38:6</p> <p>excess [2] - 45:6, 46:17</p> <p>excited [1] - 42:5</p> <p>excitingly [1] - 41:12</p> <p>excuse [2] - 4:17, 7:15</p> <p>exhibits [1] - 52:23</p> <p>exist [1] - 14:15</p> <p>existed [1] - 35:20</p> <p>existing [1] - 45:21</p> <p>exists [1] - 43:10</p> <p>expectation [2] - 52:7, 54:1</p> <p>expeditious [1] - 38:11</p> <p>expend [1] - 38:16</p> <p>expended [1] - 13:7</p> <p>expenditure [4] - 16:8, 16:11, 26:21, 48:18</p> <p>expenditures [8] - 13:18, 24:4, 24:7, 24:10, 28:8, 30:24, 31:6, 40:3</p> <p>expense [1] - 14:24</p> <p>expenses [7] - 20:18, 28:16, 33:2, 34:19, 45:6, 45:22, 46:17</p> <p>extent [2] - 13:4, 21:19</p> <p>extraneous [1] -</p>
<p>D</p>	<p>daily [2] - 33:1, 39:6</p> <p>Darlene [1] - 3:6</p> <p>date [1] - 44:15</p> <p>DATE [1] - 1:11</p> <p>DATED [1] - 55:7</p> <p>days [1] - 41:11</p> <p>deal [4] - 23:14, 31:18, 38:11, 48:8</p> <p>debt [1] - 33:19</p> <p>decide [2] - 45:17, 46:2</p> <p>decisions [2] - 25:2,</p>	<p>discussion [1] - 51:9</p> <p>doable [1] - 51:15</p> <p>document [1] - 8:6</p> <p>documents [1] - 6:2</p> <p>dollars [5] - 15:21, 33:21, 41:8, 42:16, 47:20</p> <p>donation [1] - 49:4</p> <p>donations [2] - 20:11, 42:11</p> <p>done [3] - 13:9, 15:4, 25:2</p>	<p>entity [8] - 13:3, 13:14, 13:24, 15:19, 17:6, 18:8, 31:3</p> <p>entry [1] - 23:16</p> <p>equation [2] - 21:7, 48:19</p> <p>equipment [3] - 33:3,</p>	<p>D</p>

30:15 extremely [1] - 51:20	Florida [10] - 8:24, 13:8, 13:16, 13:23, 14:7, 14:9, 14:22, 16:24, 32:16, 49:21	general [5] - 6:20, 21:1, 21:5, 22:6, 22:20 General [6] - 43:17, 45:2, 45:7, 47:5, 50:11, 50:13	30:2, 30:4 handed [1] - 6:7 hard [4] - 5:16, 6:7, 9:7 head [1] - 51:13 Head [3] - 52:8, 53:23, 54:4	increase [3] - 27:15, 27:17, 41:15 increases [1] - 39:12 indeed [1] - 51:8 indicated [2] - 45:2, 47:6
F	face [1] - 45:1 facing [1] - 43:14 fact [2] - 36:18, 38:14 factors [1] - 46:1 fairly [1] - 27:11 falls [1] - 38:21 FAMU [3] - 1:15, 10:13, 13:2 far [3] - 26:7, 27:15, 44:14 fashion [3] - 11:21, 15:23, 38:12 faux [1] - 20:7 favor [2] - 4:13, 53:16 favorable [1] - 54:3 favorite [1] - 36:9 FAX [1] - 1:21 February [1] - 44:20 Fee [2] - 33:17, 34:5 fee [2] - 11:13, 23:3 fees [7] - 11:16, 11:19, 22:24, 23:9, 34:1, 34:16, 34:18 few [4] - 14:6, 22:3, 23:14, 26:11 fifth [1] - 20:9 FINANCE [3] - 1:3, 3:2, 54:11 Finance [1] - 3:5 Financial [1] - 20:10 financial [3] - 21:13, 21:22, 35:15 findings [4] - 43:12, 43:16, 44:25, 45:12 fine [4] - 9:19, 38:14, 52:19, 53:2 finished [1] - 6:23 fire [1] - 40:15 first [15] - 4:5, 5:7, 7:13, 10:2, 10:11, 11:24, 12:14, 29:7, 30:20, 32:11, 37:6, 41:22, 41:23, 51:19, 52:12 fiscal [5] - 13:16, 15:25, 16:13, 16:15, 16:23 five [8] - 6:18, 29:4, 29:5, 29:6, 29:9, 29:12, 29:15, 54:9 fixed [1] - 44:6 fixing [1] - 43:21 flat [1] - 22:19	general [5] - 6:20, 21:1, 21:5, 22:6, 22:20 General [6] - 43:17, 45:2, 45:7, 47:5, 50:11, 50:13 generates [1] - 11:18 given [1] - 39:4 Givens [7] - 43:5, 43:6, 45:10, 47:10, 49:15, 49:24 GIVENS [8] - 43:13, 45:14, 45:19, 45:24, 46:7, 46:15, 46:22, 47:4 Givens' [1] - 51:8 glitch [2] - 5:9 goal [1] - 42:25 goals [2] - 36:2, 47:25 Governance [4] - 16:17, 31:12, 31:19, 31:20 Government [1] - 34:14 Governors [26] - 11:4, 22:25, 23:6, 29:5, 29:13, 30:7, 31:19, 32:5, 32:20, 40:4, 40:11, 40:21, 42:21, 43:23, 44:7, 44:9, 44:11, 45:16, 45:25, 46:19, 47:22, 48:25, 49:22, 50:2, 50:6, 50:14 Governors' [1] - 15:12 Grable [1] - 3:11 GRABLE [2] - 1:8, 3:12 Graham [1] - 2:3 Grand [1] - 34:13 grants [5] - 20:10, 20:14, 20:21, 42:11, 44:4 great [1] - 51:12 gross [1] - 18:23 grow [1] - 46:18 guess [3] - 16:20, 27:6, 27:13 guy [1] - 42:2 gymnasium [2] - 34:16, 34:17	30:2, 30:4 handed [1] - 6:7 hard [4] - 5:16, 6:7, 9:7 head [1] - 51:13 Head [3] - 52:8, 53:23, 54:4 heading [1] - 19:16 heads [2] - 49:1, 49:2 healthier [1] - 27:22 hear [2] - 47:17, 52:7 heard [2] - 42:18, 45:9 help [2] - 7:9, 20:1 helpful [1] - 20:3 hence [1] - 14:9 high [1] - 12:21 higher [1] - 28:23 highlight [1] - 27:12 hire [1] - 36:21 holding [1] - 29:16 honor [1] - 37:3 hope [4] - 5:16, 41:4, 42:17, 42:25 hours [1] - 40:14 house [2] - 39:11, 43:11 hundred [3] - 14:10, 41:7, 42:16 hyphenated [1] - 5:22	increase [3] - 27:15, 27:17, 41:15 increases [1] - 39:12 indeed [1] - 51:8 indicated [2] - 45:2, 47:6 indicates [1] - 5:12 INDICATIONS [2] - 4:14, 53:17 information [7] - 4:5, 32:1, 51:21, 52:4, 52:5, 52:6, 52:20 ink [1] - 9:14 insists [1] - 23:1 install [1] - 36:15 instance [2] - 37:7, 39:7 institutions [1] - 13:19 insurance [2] - 11:5, 11:7 intend [2] - 24:22, 42:14 intended [1] - 13:13 intends [2] - 13:13, 41:6 intent [2] - 16:18, 28:6 intercollegiate [3] - 23:13, 39:20, 43:8 interest [1] - 31:10 interesting [1] - 32:2 internal [1] - 22:9 interrupting [2] - 9:6, 46:12 INTERRUPTION [1] - 30:13 intrigued [1] - 42:5 intuitive [1] - 22:22 inventory [2] - 38:1, 38:5 investing [1] - 36:7 investment [4] - 26:12, 36:8, 36:14, 36:19 invoice [3] - 16:2, 16:4, 16:22 issue [6] - 37:7, 43:13, 43:21, 44:6, 44:13, 44:25 issued [1] - 16:20 issues [5] - 16:9, 16:13, 32:1, 33:8, 54:2 item [22] - 4:6, 4:21, 4:22, 5:1, 6:18, 10:14, 10:17, 10:20, 10:21, 11:9, 12:11, 12:24, 20:11, 20:18, 22:11, 23:16, 26:14, 27:20,
G	H			
	game [1] - 41:22 GARCIA [12] - 3:7, 3:9, 3:11, 3:13, 3:15, 3:17, 3:19, 3:21, 3:24, 4:1, 5:18, 9:2	half [2] - 13:6, 41:11 HALL [1] - 1:15 hand [7] - 6:19, 6:21, 10:6, 22:10, 24:11,		

<p>35:7, 52:6, 52:15 items [17] - 4:4, 4:5, 6:25, 10:4, 10:12, 10:23, 10:25, 11:1, 11:23, 19:2, 24:22, 29:3, 35:3, 38:7, 49:9, 51:22, 52:20 itself [1] - 45:1</p>	<p>Law [1] - 23:3 law [7] - 23:4, 23:5, 43:15, 43:23, 44:16, 50:4 Lawson [2] - 3:7, 37:15 LAWSON [62] - 1:7, 3:4, 3:8, 4:2, 4:10, 4:13, 4:15, 7:15, 7:18, 7:24, 8:12, 8:16, 8:21, 9:5, 9:10, 9:17, 9:20, 9:25, 17:23, 17:25, 18:5, 18:12, 18:15, 18:20, 19:6, 19:10, 19:18, 19:22, 21:10, 25:8, 26:5, 29:18, 29:22, 30:4, 30:16, 31:4, 37:16, 43:3, 45:10, 45:15, 45:20, 46:6, 46:11, 46:21, 47:2, 47:9, 47:13, 48:11, 48:21, 50:17, 51:5, 51:11, 51:16, 51:19, 52:2, 52:12, 52:17, 52:25, 53:3, 53:13, 53:16, 53:18 Learning [1] - 15:7 least [5] - 12:8, 31:25, 33:5, 34:15, 50:23 leave [1] - 42:7 left [6] - 6:19, 20:15, 20:22, 21:2, 22:23, 23:7 left-hand [1] - 6:19 Legislative [3] - 43:19, 43:21, 50:14 legislature [1] - 36:4 Legislature [2] - 13:12, 43:15 LEON [1] - 55:3 less [5] - 11:18, 12:17, 18:24, 19:16, 22:15 level [2] - 42:22, 50:14 life [1] - 38:7 liken [2] - 16:2, 16:14 Linda [1] - 9:7 line [33] - 5:22, 5:23, 6:18, 7:5, 7:8, 10:4, 10:9, 10:20, 12:11, 12:24, 20:10, 20:11, 20:18, 20:22, 21:2, 22:7, 22:11, 23:16, 24:6, 24:10, 26:14, 26:21, 27:14, 27:20, 29:3, 38:14, 40:3, 41:8, 41:15, 42:10, 42:12, 49:5</p>	<p>lines [1] - 6:18 LOCATION [1] - 1:15 long-term [1] - 33:2 look [6] - 5:20, 6:16, 18:2, 20:25, 22:7, 29:7 looking [3] - 9:24, 10:2, 36:23 looks [1] - 9:3 loose [2] - 34:22, 36:25 lose [1] - 49:2 loss [2] - 18:9, 27:20 lottery [3] - 11:2, 11:6 Lucas [1] - 2:3 lunch [1] - 32:5</p>	<p>54:12 meeting [5] - 40:5, 41:6, 49:1, 53:21, 54:8 meetings [1] - 49:19 member [1] - 32:20 MEMBERS [1] - 1:7 members [1] - 5:5 mentioned [3] - 25:14, 32:7, 32:23 message [1] - 40:21 met [1] - 12:19 METZKE [3] - 1:17, 55:5, 55:11 mid [1] - 19:15 mid-year [1] - 19:15 might [3] - 33:18, 40:15, 41:22 million [73] - 5:13, 5:23, 6:20, 6:22, 7:5, 7:7, 7:9, 7:10, 10:6, 10:9, 10:14, 10:20, 11:12, 11:16, 11:19, 12:2, 12:10, 12:14, 12:17, 12:21, 12:22, 13:1, 13:23, 14:2, 14:11, 14:13, 15:1, 15:17, 17:15, 18:19, 18:24, 18:25, 19:1, 19:4, 19:7, 19:24, 20:12, 20:17, 22:14, 22:15, 22:16, 22:17, 24:13, 24:16, 24:17, 24:19, 24:25, 26:22, 27:8, 27:16, 27:20, 27:21, 28:17, 28:18, 28:19, 28:22, 28:25, 29:16, 29:17, 30:11, 30:18, 31:22, 33:6, 34:24, 34:25, 35:4, 35:19, 45:9, 47:20 Milton [1] - 40:13 mind [4] - 41:1, 42:6, 48:12, 52:9 Mine [1] - 9:16 minor [1] - 7:2 minute [2] - 30:1, 32:3 minutes [5] - 4:7, 4:17, 4:19, 23:15, 54:9 Miss [1] - 3:6 momentum [1] - 41:18 money [19] - 11:3, 12:9, 13:7, 13:14, 13:17, 14:22, 24:20, 26:24, 28:7, 31:14, 32:17, 35:25, 36:5, 38:10, 38:15, 38:21,</p>	<p>39:4, 39:5, 39:8 monies [1] - 42:23 monitor [3] - 46:5, 46:6, 48:5 monitoring [2] - 44:1, 44:10 Montgomery [2] - 3:9, 43:3 MONTGOMERY [9] - 1:7, 3:10, 7:11, 7:21, 9:16, 43:2, 43:4, 47:11, 47:14 month [3] - 39:25, 40:11, 50:23 monthly [1] - 51:4 Moore [2] - 3:13, 54:10 MOORE [4] - 1:9, 3:14, 4:9, 53:12 morning [1] - 13:16 motion [5] - 4:10, 4:15, 53:9, 53:13, 53:18 move [5] - 4:21, 17:15, 27:25, 28:1, 49:12 Move [1] - 33:10 moved [5] - 4:8, 4:11, 48:15, 53:11, 53:13 movement [1] - 48:13 moving [2] - 42:22, 48:4 MS [10] - 3:7, 3:9, 3:11, 3:13, 3:15, 3:17, 3:19, 3:24, 5:18, 9:2 multiple [1] - 53:24 multiply [1] - 29:8</p>
<p>K</p> <p>KARL [1] - 1:8 keep [2] - 31:14, 39:6 KELVIN [1] - 1:7 key [3] - 19:6, 28:8, 50:20 KIMBERLY [1] - 1:9 kind [4] - 32:21, 33:1, 46:16, 49:23 knows [1] - 39:11</p> <p>L</p> <p>laid [1] - 48:7 landed [1] - 12:23 landscape [1] - 28:5 large [1] - 39:17 largely [3] - 20:17, 26:13, 34:21 largest [1] - 26:12 last [47] - 5:10, 5:12, 5:22, 6:12, 6:23, 7:7, 10:4, 10:14, 10:22, 11:1, 11:11, 11:12, 12:3, 12:18, 13:20, 13:21, 14:2, 14:5, 14:6, 15:2, 17:9, 20:7, 20:15, 22:4, 22:15, 24:13, 27:7, 27:19, 27:22, 28:13, 28:21, 29:2, 31:17, 35:2, 35:5, 35:20, 35:21, 36:1, 36:9, 37:7, 39:25, 40:11, 44:12, 45:9, 47:19 late [1] - 41:24</p>	<p>legislature [1] - 36:4 Legislature [2] - 13:12, 43:15 LEON [1] - 55:3 less [5] - 11:18, 12:17, 18:24, 19:16, 22:15 level [2] - 42:22, 50:14 life [1] - 38:7 liken [2] - 16:2, 16:14 Linda [1] - 9:7 line [33] - 5:22, 5:23, 6:18, 7:5, 7:8, 10:4, 10:9, 10:20, 12:11, 12:24, 20:10, 20:11, 20:18, 20:22, 21:2, 22:7, 22:11, 23:16, 24:6, 24:10, 26:14, 26:21, 27:14, 27:20, 29:3, 38:14, 40:3, 41:8, 41:15, 42:10, 42:12, 49:5</p>	<p>manager [2] - 16:12, 16:15 managers [2] - 35:23, 37:1 managing [2] - 16:8, 46:14 manner [1] - 23:1 match [1] - 21:23 math [1] - 15:3 matter [2] - 45:5, 49:20 mean [3] - 29:22, 31:16, 46:13 means [2] - 20:12, 37:19 meant [1] - 17:18 measure [1] - 36:3 meet [1] - 42:21 MEETING [2] - 1:4,</p>	<p>mind [4] - 41:1, 42:6, 48:12, 52:9 Mine [1] - 9:16 minor [1] - 7:2 minute [2] - 30:1, 32:3 minutes [5] - 4:7, 4:17, 4:19, 23:15, 54:9 Miss [1] - 3:6 momentum [1] - 41:18 money [19] - 11:3, 12:9, 13:7, 13:14, 13:17, 14:22, 24:20, 26:24, 28:7, 31:14, 32:17, 35:25, 36:5, 38:10, 38:15, 38:21, 39:4, 39:5, 39:8 monies [1] - 42:23 monitor [3] - 46:5, 46:6, 48:5 monitoring [2] - 44:1, 44:10 Montgomery [2] - 3:9, 43:3 MONTGOMERY [9] - 1:7, 3:10, 7:11, 7:21, 9:16, 43:2, 43:4, 47:11, 47:14 month [3] - 39:25, 40:11, 50:23 monthly [1] - 51:4 Moore [2] - 3:13, 54:10 MOORE [4] - 1:9, 3:14, 4:9, 53:12 morning [1] - 13:16 motion [5] - 4:10, 4:15, 53:9, 53:13, 53:18 move [5] - 4:21, 17:15, 27:25, 28:1, 49:12 Move [1] - 33:10 moved [5] - 4:8, 4:11, 48:15, 53:11, 53:13 movement [1] - 48:13 moving [2] - 42:22, 48:4 MS [10] - 3:7, 3:9, 3:11, 3:13, 3:15, 3:17, 3:19, 3:24, 5:18, 9:2 multiple [1] - 53:24 multiply [1] - 29:8</p>	

<p>next [8] - 4:21, 4:22, 11:9, 28:11, 29:3, 35:22, 47:8, 54:5 night [4] - 5:10, 5:23, 20:7, 20:16 NO [4] - 3:16, 4:12, 38:3, 53:15 noise [1] - 30:15 non [2] - 24:7, 35:3 non-operating [1] - 24:7 non-recurring [1] - 35:3 noncompliance [1] - 43:20 nonissue [1] - 12:12 nonrecurring [7] - 6:25, 10:3, 10:14, 12:4, 28:8, 28:10, 37:12 note [1] - 22:3 notes [1] - 55:6 notify [1] - 50:14 number [36] - 7:7, 11:15, 11:18, 12:2, 12:10, 12:21, 13:4, 13:21, 13:22, 15:8, 15:10, 15:12, 17:15, 19:10, 19:14, 19:24, 20:15, 20:19, 21:3, 21:4, 21:16, 22:12, 22:13, 28:11, 29:9, 29:11, 29:15, 30:8, 31:22, 35:2, 35:9, 42:17, 46:1, 49:5 Number [1] - 10:13 numbers [13] - 6:13, 7:14, 9:21, 14:10, 15:5, 15:16, 15:17, 18:18, 22:9, 28:21, 29:6, 29:23, 31:9</p>	<p>8:19, 9:1, 9:4, 9:6, 9:8, 11:21, 12:4, 12:24, 16:7, 16:9, 18:3, 19:4, 20:6, 20:9, 21:2, 22:23, 23:15, 26:3, 27:12, 28:4, 29:21, 30:20, 31:8, 31:11, 32:12, 32:14, 34:2, 35:1, 36:1, 37:1, 38:1, 39:1, 39:2, 40:1, 41:1, 42:1, 43:1, 44:1, 45:1, 46:1, 47:1, 48:1, 49:1, 50:1, 51:1, 52:1, 53:1, 54:1, 55:1, 56:1, 57:1, 58:1, 59:1, 60:1, 61:1, 62:1, 63:1, 64:1, 65:1, 66:1, 67:1, 68:1, 69:1, 70:1, 71:1, 72:1, 73:1, 74:1, 75:1, 76:1, 77:1, 78:1, 79:1, 80:1, 81:1, 82:1, 83:1, 84:1, 85:1, 86:1, 87:1, 88:1, 89:1, 90:1, 91:1, 92:1, 93:1, 94:1, 95:1, 96:1, 97:1, 98:1, 99:1, 100:1, 101:1, 102:1, 103:1, 104:1, 105:1, 106:1, 107:1, 108:1, 109:1, 110:1, 111:1, 112:1, 113:1, 114:1, 115:1, 116:1, 117:1, 118:1, 119:1, 120:1, 121:1, 122:1, 123:1, 124:1, 125:1, 126:1, 127:1, 128:1, 129:1, 130:1, 131:1, 132:1, 133:1, 134:1, 135:1, 136:1, 137:1, 138:1, 139:1, 140:1, 141:1, 142:1, 143:1, 144:1, 145:1, 146:1, 147:1, 148:1, 149:1, 150:1, 151:1, 152:1, 153:1, 154:1, 155:1, 156:1, 157:1, 158:1, 159:1, 160:1, 161:1, 162:1, 163:1, 164:1, 165:1, 166:1, 167:1, 168:1, 169:1, 170:1, 171:1, 172:1, 173:1, 174:1, 175:1, 176:1, 177:1, 178:1, 179:1, 180:1, 181:1, 182:1, 183:1, 184:1, 185:1, 186:1, 187:1, 188:1, 189:1, 190:1, 191:1, 192:1, 193:1, 194:1, 195:1, 196:1, 197:1, 198:1, 199:1, 200:1, 201:1, 202:1, 203:1, 204:1, 205:1, 206:1, 207:1, 208:1, 209:1, 210:1, 211:1, 212:1, 213:1, 214:1, 215:1, 216:1, 217:1, 218:1, 219:1, 220:1, 221:1, 222:1, 223:1, 224:1, 225:1, 226:1, 227:1, 228:1, 229:1, 230:1, 231:1, 232:1, 233:1, 234:1, 235:1, 236:1, 237:1, 238:1, 239:1, 240:1, 241:1, 242:1, 243:1, 244:1, 245:1, 246:1, 247:1, 248:1, 249:1, 250:1, 251:1, 252:1, 253:1, 254:1, 255:1, 256:1, 257:1, 258:1, 259:1, 260:1, 261:1, 262:1, 263:1, 264:1, 265:1, 266:1, 267:1, 268:1, 269:1, 270:1, 271:1, 272:1, 273:1, 274:1, 275:1, 276:1, 277:1, 278:1, 279:1, 280:1, 281:1, 282:1, 283:1, 284:1, 285:1, 286:1, 287:1, 288:1, 289:1, 290:1, 291:1, 292:1, 293:1, 294:1, 295:1, 296:1, 297:1, 298:1, 299:1, 300:1, 301:1, 302:1, 303:1, 304:1, 305:1, 306:1, 307:1, 308:1, 309:1, 310:1, 311:1, 312:1, 313:1, 314:1, 315:1, 316:1, 317:1, 318:1, 319:1, 320:1, 321:1, 322:1, 323:1, 324:1, 325:1, 326:1, 327:1, 328:1, 329:1, 330:1, 331:1, 332:1, 333:1, 334:1, 335:1, 336:1, 337:1, 338:1, 339:1, 340:1, 341:1, 342:1, 343:1, 344:1, 345:1, 346:1, 347:1, 348:1, 349:1, 350:1, 351:1, 352:1, 353:1, 354:1, 355:1, 356:1, 357:1, 358:1, 359:1, 360:1, 361:1, 362:1, 363:1, 364:1, 365:1, 366:1, 367:1, 368:1, 369:1, 370:1, 371:1, 372:1, 373:1, 374:1, 375:1, 376:1, 377:1, 378:1, 379:1, 380:1, 381:1, 382:1, 383:1, 384:1, 385:1, 386:1, 387:1, 388:1, 389:1, 390:1, 391:1, 392:1, 393:1, 394:1, 395:1, 396:1, 397:1, 398:1, 399:1, 400:1, 401:1, 402:1, 403:1, 404:1, 405:1, 406:1, 407:1, 408:1, 409:1, 410:1, 411:1, 412:1, 413:1, 414:1, 415:1, 416:1, 417:1, 418:1, 419:1, 420:1, 421:1, 422:1, 423:1, 424:1, 425:1, 426:1, 427:1, 428:1, 429:1, 430:1, 431:1, 432:1, 433:1, 434:1, 435:1, 436:1, 437:1, 438:1, 439:1, 440:1, 441:1, 442:1, 443:1, 444:1, 445:1, 446:1, 447:1, 448:1, 449:1, 450:1, 451:1, 452:1, 453:1, 454:1, 455:1, 456:1, 457:1, 458:1, 459:1, 460:1, 461:1, 462:1, 463:1, 464:1, 465:1, 466:1, 467:1, 468:1, 469:1, 470:1, 471:1, 472:1, 473:1, 474:1, 475:1, 476:1, 477:1, 478:1, 479:1, 480:1, 481:1, 482:1, 483:1, 484:1, 485:1, 486:1, 487:1, 488:1, 489:1, 490:1, 491:1, 492:1, 493:1, 494:1, 495:1, 496:1, 497:1, 498:1, 499:1, 500:1, 501:1, 502:1, 503:1, 504:1, 505:1, 506:1, 507:1, 508:1, 509:1, 510:1, 511:1, 512:1, 513:1, 514:1, 515:1, 516:1, 517:1, 518:1, 519:1, 520:1, 521:1, 522:1, 523:1, 524:1, 525:1, 526:1, 527:1, 528:1, 529:1, 530:1, 531:1, 532:1, 533:1, 534:1, 535:1, 536:1, 537:1, 538:1, 539:1, 540:1, 541:1, 542:1, 543:1, 544:1, 545:1, 546:1, 547:1, 548:1, 549:1, 550:1, 551:1, 552:1, 553:1, 554:1, 555:1, 556:1, 557:1, 558:1, 559:1, 560:1, 561:1, 562:1, 563:1, 564:1, 565:1, 566:1, 567:1, 568:1, 569:1, 570:1, 571:1, 572:1, 573:1, 574:1, 575:1, 576:1, 577:1, 578:1, 579:1, 580:1, 581:1, 582:1, 583:1, 584:1, 585:1, 586:1, 587:1, 588:1, 589:1, 590:1, 591:1, 592:1, 593:1, 594:1, 595:1, 596:1, 597:1, 598:1, 599:1, 600:1, 601:1, 602:1, 603:1, 604:1, 605:1, 606:1, 607:1, 608:1, 609:1, 610:1, 611:1, 612:1, 613:1, 614:1, 615:1, 616:1, 617:1, 618:1, 619:1, 620:1, 621:1, 622:1, 623:1, 624:1, 625:1, 626:1, 627:1, 628:1, 629:1, 630:1, 631:1, 632:1, 633:1, 634:1, 635:1, 636:1, 637:1, 638:1, 639:1, 640:1, 641:1, 642:1, 643:1, 644:1, 645:1, 646:1, 647:1, 648:1, 649:1, 650:1, 651:1, 652:1, 653:1, 654:1, 655:1, 656:1, 657:1, 658:1, 659:1, 660:1, 661:1, 662:1, 663:1, 664:1, 665:1, 666:1, 667:1, 668:1, 669:1, 670:1, 671:1, 672:1, 673:1, 674:1, 675:1, 676:1, 677:1, 678:1, 679:1, 680:1, 681:1, 682:1, 683:1, 684:1, 685:1, 686:1, 687:1, 688:1, 689:1, 690:1, 691:1, 692:1, 693:1, 694:1, 695:1, 696:1, 697:1, 698:1, 699:1, 700:1, 701:1, 702:1, 703:1, 704:1, 705:1, 706:1, 707:1, 708:1, 709:1, 710:1, 711:1, 712:1, 713:1, 714:1, 715:1, 716:1, 717:1, 718:1, 719:1, 720:1, 721:1, 722:1, 723:1, 724:1, 725:1, 726:1, 727:1, 728:1, 729:1, 730:1, 731:1, 732:1, 733:1, 734:1, 735:1, 736:1, 737:1, 738:1, 739:1, 740:1, 741:1, 742:1, 743:1, 744:1, 745:1, 746:1, 747:1, 748:1, 749:1, 750:1, 751:1, 752:1, 753:1, 754:1, 755:1, 756:1, 757:1, 758:1, 759:1, 760:1, 761:1, 762:1, 763:1, 764:1, 765:1, 766:1, 767:1, 768:1, 769:1, 770:1, 771:1, 772:1, 773:1, 774:1, 775:1, 776:1, 777:1, 778:1, 779:1, 779:1, 780:1, 781:1, 782:1, 783:1, 784:1, 785:1, 786:1, 787:1, 788:1, 789:1, 790:1, 791:1, 792:1, 793:1, 794:1, 795:1, 796:1, 797:1, 798:1, 799:1, 800:1, 801:1, 802:1, 803:1, 804:1, 805:1, 806:1, 807:1, 808:1, 809:1, 810:1, 811:1, 812:1, 813:1, 814:1, 815:1, 816:1, 817:1, 818:1, 819:1, 820:1, 821:1, 822:1, 823:1, 824:1, 825:1, 826:1, 827:1, 828:1, 829:1, 830:1, 831:1, 832:1, 833:1, 834:1, 835:1, 836:1, 837:1, 838:1, 839:1, 840:1, 841:1, 842:1, 843:1, 844:1, 845:1, 846:1, 847:1, 848:1, 849:1, 850:1, 851:1, 852:1, 853:1, 854:1, 855:1, 856:1, 857:1, 858:1, 859:1, 860:1, 861:1, 862:1, 863:1, 864:1, 865:1, 866:1, 867:1, 868:1, 869:1, 870:1, 871:1, 872:1, 873:1, 874:1, 875:1, 876:1, 877:1, 878:1, 879:1, 880:1, 881:1, 882:1, 883:1, 884:1, 885:1, 886:1, 887:1, 888:1, 889:1, 89</p>
--	--

<p>35:22, 36:22, 37:11, 42:1, 44:15, 46:14, 51:25, 53:24 processing [1] - 45:21 program [3] - 11:6, 25:16, 41:21 programs [1] - 42:4 progress [3] - 46:3, 46:8, 46:12 progressing [1] - 44:2 project [1] - 40:20 projected [2] - 22:19, 27:20 projecting [1] - 27:16 projections [4] - 11:10, 19:17, 47:18, 51:6 projects [1] - 33:20 properly [2] - 4:10, 53:14 proposals [1] - 34:23 proposed [1] - 53:8 provided [1] - 4:18 provisional [1] - 30:19 provisionally [2] - 31:25, 33:6 Provost [1] - 24:20 pure [1] - 32:25 purposes [2] - 27:19, 31:17 put [6] - 8:11, 17:5, 35:24, 41:2, 46:25, 48:3 puts [2] - 13:2, 18:13</p>	<p>50:19, 50:24 reality [1] - 32:25 realizes [1] - 41:23 really [18] - 5:23, 12:13, 13:5, 17:1, 18:1, 18:16, 18:22, 19:2, 22:22, 27:7, 27:11, 31:2, 32:2, 32:19, 35:16, 39:2, 39:18, 52:6 reason [3] - 6:10, 15:22, 43:20 reasonable [1] - 27:4 - 50:5, 50:18 reconfigure [1] - 54:9 record [3] - 17:18, 49:17, 55:6 recurring [12] - 6:17, 7:3, 10:5, 10:17, 10:21, 10:22, 11:1, 11:25, 12:3, 12:8, 19:1, 35:3 red [3] - 9:14, 12:10, 19:11 reduce [1] - 42:24 reduced [1] - 32:6 reducing [1] - 46:13 reduction [6] - 12:10, 12:15, 17:11, 40:7, 42:23, 48:2 references [1] - 49:16 referring [1] - 8:6 reflect [1] - 19:18 regard [2] - 41:2, 47:25 regular [2] - 38:16, 40:13 regulation [1] - 50:4 regulations [1] - 35:10 REHEARSAL [1] - 1:15 reimburse [1] - 16:24 reimbursing [1] - 16:7 related [2] - 6:2, 11:5 relatively [4] - 22:19, 27:23, 31:11, 51:15 released [1] - 44:20</p>	<p>relinquish [1] - 53:21 remaining [1] - 48:15 removal [3] - 17:5, 17:12, 17:19 remove [1] - 6:24 renewal [1] - 38:19 renewals [1] - 37:20 repair [9] - 14:14, 14:19, 14:23, 14:24, 15:6, 33:1, 33:25, 38:8, 38:21 replacement [1] - 38:8 report [6] - 43:17, 44:2, 44:11, 45:7, 47:5, 55:5 REPORTED [1] - 1:17 reported [1] - 43:16 REPORTER [1] - 1:18 Reporter [1] - 55:11 REPORTERS [1] - 1:20 reports [1] - 45:4 request [1] - 36:25 requests [3] - 35:24, 36:1, 37:3 required [3] - 29:13, 43:18, 44:11 requires [2] - 29:5, 30:7 reserve [1] - 29:4 resides [1] - 31:1 resolve [1] - 45:1 resolved [1] - 46:24 resolving [1] - 46:9 response [1] - 43:22 RESPONSE [5] - 3:16, 4:12, 34:11, 38:3, 53:15 responsibility [1] - 20:16 responsible [1] - 34:15 rest [1] - 18:22 restores [1] - 12:6 result [1] - 35:18 results [2] - 11:5, 11:6 retirement [1] - 11:3 retroactively [1] - 44:18 return [3] - 36:8, 36:14, 36:19 revenue [19] - 6:20, 11:22, 20:20, 21:6, 21:22, 22:10, 22:18, 23:4, 23:12, 24:18, 26:19, 26:20, 30:23,</p>	<p>41:14, 42:12, 42:13, 45:23, 48:19, 49:4 revenues [11] - 22:8, 23:18, 31:6, 40:3, 40:20, 40:22, 42:3, 42:9, 42:20, 45:6, 46:17 review [2] - 45:16, 54:5 reviewed [2] - 53:24, 54:1 revised [2] - 42:8, 42:15 right-hand [4] - 6:21, 10:6, 22:10, 24:11 ROBERT [1] - 1:10 roll [2] - 3:6, 6:13 RON [1] - 8:10 Ron [2] - 9:1, 20:1 roofs [1] - 33:4 roughly [1] - 22:15 round [1] - 15:16 rounding [1] - 15:4 routine [2] - 39:12, 40:13 RPR [3] - 1:17, 55:5, 55:11 RUFUS [1] - 1:7 rules [1] - 50:11 run [1] - 47:7</p>	<p>safety [1] - 31:25 salaries [1] - 31:17 sales [2] - 41:3, 42:12 Sameer [1] - 38:2 sanction [1] - 44:3 satisfied [1] - 43:22 schedule [20] - 5:11, 7:8, 10:2, 10:16, 10:18, 17:14, 20:5, 20:15, 20:23, 21:5, 22:2, 24:1, 28:2, 28:14, 29:8, 34:21, 34:24, 39:16, 39:24, 40:10 screen [1] - 20:2 search [1] - 42:1 season [1] - 41:18 Second [1] - 4:9 second [6] - 9:6, 22:23, 24:5, 26:3, 51:17, 53:12 seconded [2] - 4:11, 53:14 secondly [1] - 10:19 Section [2] - 50:12, 50:13</p>
<p>Q</p> <p>quarterly [2] - 19:14, 51:2 questions [9] - 4:11, 17:13, 17:17, 27:4, 28:1, 39:15, 43:1, 53:14, 54:6 quite [1] - 35:18 quorum [1] - 3:21</p>	<p>R</p> <p>rate [4] - 14:11, 27:22, 32:15, 39:14 rather [1] - 28:5 RE [1] - 1:3 re [1] - 53:25 re-presenting [1] - 53:25 realistic [3] - 40:7,</p>	<p>REHEARSAL [1] - 1:15 reimburse [1] - 16:24 reimbursing [1] - 16:7 related [2] - 6:2, 11:5 relatively [4] - 22:19, 27:23, 31:11, 51:15 released [1] - 44:20</p>	<p>relinquish [1] - 53:21 remaining [1] - 48:15 removal [3] - 17:5, 17:12, 17:19 remove [1] - 6:24 renewal [1] - 38:19 renewals [1] - 37:20 repair [9] - 14:14, 14:19, 14:23, 14:24, 15:6, 33:1, 33:25, 38:8, 38:21 replacement [1] - 38:8 report [6] - 43:17, 44:2, 44:11, 45:7, 47:5, 55:5 REPORTED [1] - 1:17 reported [1] - 43:16 REPORTER [1] - 1:18 Reporter [1] - 55:11 REPORTERS [1] - 1:20 reports [1] - 45:4 request [1] - 36:25 requests [3] - 35:24, 36:1, 37:3 required [3] - 29:13, 43:18, 44:11 requires [2] - 29:5, 30:7 reserve [1] - 29:4 resides [1] - 31:1 resolve [1] - 45:1 resolved [1] - 46:24 resolving [1] - 46:9 response [1] - 43:22 RESPONSE [5] - 3:16, 4:12, 34:11, 38:3, 53:15 responsibility [1] - 20:16 responsible [1] - 34:15 rest [1] - 18:22 restores [1] - 12:6 result [1] - 35:18 results [2] - 11:5, 11:6 retirement [1] - 11:3 retroactively [1] - 44:18 return [3] - 36:8, 36:14, 36:19 revenue [19] - 6:20, 11:22, 20:20, 21:6, 21:22, 22:10, 22:18, 23:4, 23:12, 24:18, 26:19, 26:20, 30:23,</p>	<p>right-hand [4] - 6:21, 10:6, 22:10, 24:11 ROBERT [1] - 1:10 roll [2] - 3:6, 6:13 RON [1] - 8:10 Ron [2] - 9:1, 20:1 roofs [1] - 33:4 roughly [1] - 22:15 round [1] - 15:16 rounding [1] - 15:4 routine [2] - 39:12, 40:13 RPR [3] - 1:17, 55:5, 55:11 RUFUS [1] - 1:7 rules [1] - 50:11 run [1] - 47:7</p>

<p>18:22 so-called [1] - 35:11 solely [1] - 37:21 sometimes [3] - 5:21, 5:22, 39:5 somewhat [1] - 51:3 somewhere [3] - 16:4, 25:21, 42:11 sooner [1] - 45:2 sorry [13] - 7:16, 7:18, 8:21, 9:5, 9:18, 21:10, 31:19, 33:13, 45:10, 46:11, 48:11, 52:17, 53:23 sort [12] - 19:3, 22:5, 22:8, 22:16, 24:4, 24:18, 27:8, 28:12, 31:7, 31:8, 38:8, 49:1 source [2] - 26:12, 26:24 sources [1] - 26:11 special [1] - 22:3 specific [6] - 24:22, 26:6, 35:8, 37:19, 41:9 specifically [3] - 36:2, 39:16, 46:13 specified [1] - 50:5 specify [1] - 49:15 speculating [1] - 46:20 speed [1] - 51:17 spend [5] - 11:19, 19:20, 24:22, 28:20, 38:20 spending [3] - 19:19, 21:6, 40:16 spent [9] - 14:7, 14:8, 27:10, 35:12, 35:14, 35:15, 36:10, 39:4, 39:9 spot [1] - 5:24 spreadsheet [5] - 7:19, 8:22, 17:16, 21:1, 39:17 square [2] - 14:18, 14:21 STAFF [1] - 34:11 staff [4] - 15:12, 32:20, 36:20, 36:25 STAFF [2] - 25:25, 26:17 staffs [1] - 34:23 stage [1] - 35:22 stand [1] - 25:1 standalone [3] - 13:2, 13:23, 23:14 standing [1] - 34:12 stare [1] - 27:3 start [5] - 5:7, 6:1,</p>	<p>6:10, 19:13, 40:7 started [2] - 6:15, 30:12 starting [2] - 16:19, 29:1 starts [1] - 41:5 STATE [1] - 55:3 state [4] - 6:11, 38:21, 50:8, 50:9 State [11] - 10:7, 13:8, 13:16, 14:7, 16:24, 17:8, 27:9, 27:24, 32:6, 33:21, 36:4 statement [2] - 39:3, 49:23 status [1] - 47:25 statute [3] - 50:9, 50:10, 50:11 Statute [1] - 49:21 statutes [3] - 49:14, 49:19, 49:20 statutory [2] - 29:4, 35:10 stenographic [1] - 55:6 stenographically [1] - 55:5 step [1] - 54:5 still [6] - 13:11, 32:16, 39:8, 40:2, 40:17, 54:4 stop [1] - 36:15 streams [1] - 41:14 striking [1] - 31:18 Student [2] - 20:10, 34:14 student [9] - 10:19, 11:13, 11:16, 21:13, 21:22, 33:24, 33:25, 34:7 student-controlled [1] - 33:25 student-owned [1] - 33:24 students [8] - 20:20, 21:21, 21:23, 23:4, 33:17, 33:24, 34:9, 37:13 stuff [1] - 38:24 subject [1] - 23:22 submit [2] - 16:4, 16:22 substantially [1] - 41:15 subtotal [2] - 21:2, 22:8 subtract [1] - 19:3 subtracted [1] - 10:15</p>	<p>subtractions [1] - 17:10 success [1] - 10:19 sufficient [1] - 39:6 suggested [3] - 39:2, 40:5, 47:24 summary [4] - 4:19, 5:11, 22:24, 52:24 supervisor [1] - 16:6 support [3] - 10:19, 23:21, 36:6 supposed [1] - 38:16 systems [1] - 32:10</p>	<p>45:21 tightening [1] - 46:14 TIME [1] - 1:13 timetable [1] - 46:25 titled [1] - 25:22 today [5] - 4:5, 4:6, 34:13, 49:20, 54:1 together [5] - 24:21, 29:7, 35:24, 46:16, 48:4 tomorrow [1] - 16:21 ton [1] - 42:2 Tonnette [1] - 2:3 took [3] - 6:24, 12:2, 12:13 top [3] - 9:11, 10:15, 37:8 Torey [1] - 2:2 total [7] - 6:21, 9:11, 22:10, 22:24, 24:6, 24:10, 24:11 tougher [1] - 46:10 toward [3] - 31:15, 42:22, 51:11 towards [1] - 46:9 track [6] - 7:9, 10:10, 16:14, 24:18, 29:19, 29:22 tracked [4] - 22:17, 27:8, 31:7, 31:8 tracking [1] - 30:5 tracks [1] - 6:11 train [1] - 27:1 transcript [1] - 55:6 transfer [7] - 12:25, 18:8, 23:25, 25:12, 26:20, 26:22, 31:13 transferring [1] - 31:22 transfers [6] - 20:19, 20:20, 22:8, 23:16, 23:19, 26:21 transmit [1] - 20:15 travel [3] - 16:3, 16:4, 16:7 trending [2] - 51:8, 51:11 triggers [1] - 50:16 true [3] - 5:16, 41:17, 55:6 TRUSTEE [103] - 3:4, 3:8, 3:12, 3:14, 3:18, 3:20, 3:23, 3:25, 4:2, 4:8, 4:9, 4:10, 4:13, 4:15, 7:15, 7:18, 7:23, 7:24, 8:1, 8:5, 8:12, 8:16, 8:20, 8:21, 9:5, 9:9, 9:10, 9:11, 9:14, 9:17, 9:20, 9:25,</p>	<p>17:18, 17:22, 17:23, 17:25, 18:5, 18:12, 18:15, 18:20, 19:6, 19:10, 19:18, 19:22, 21:9, 21:10, 21:12, 21:15, 21:25, 25:4, 25:6, 25:8, 25:10, 25:14, 25:18, 25:21, 26:1, 26:5, 26:8, 26:25, 29:18, 29:22, 30:4, 30:16, 31:4, 33:11, 33:13, 33:16, 34:4, 37:15, 37:16, 37:17, 38:13, 38:19, 39:8, 39:23, 43:3, 45:10, 45:15, 45:20, 46:6, 46:11, 46:21, 47:2, 47:9, 47:13, 48:11, 48:21, 50:17, 51:5, 51:11, 51:16, 51:19, 52:2, 52:12, 52:17, 52:25, 53:3, 53:11, 53:12, 53:13, 53:16, 53:18 Trustee [14] - 3:9, 3:11, 3:13, 3:15, 3:17, 3:19, 21:11, 25:7, 25:8, 26:5, 26:19, 37:16, 43:3, 54:10 TRUSTEES [1] - 1:1 Trustees [3] - 29:14, 30:9, 50:3 trustees [3] - 4:4, 4:16, 4:22 try [3] - 22:2, 38:9, 51:12 trying [5] - 26:6, 27:6, 29:25, 37:11, 44:23 TUESDAY [1] - 1:11 tuition [7] - 11:9, 11:12, 11:22, 17:10, 18:25, 35:9, 35:11 turn [3] - 21:20, 34:22, 36:25 turns [1] - 12:22 two [18] - 4:4, 10:12, 10:25, 12:13, 13:18, 14:15, 18:15, 18:18, 19:4, 29:1, 36:6, 41:10, 43:5, 43:14, 44:25, 45:12, 49:14, 49:20 tying [1] - 29:6 types [2] - 11:3, 38:7 typically [1] - 37:2</p>	<p>U</p>	<p>ultimately [2] -</p>

19:21, 44:5
unable [1] - 50:3
under [3] - 6:19,
20:25, 25:22
undergraduate [1] -
35:13
understood [1] -
18:6
unexpected [1] -
33:14
unfortunately [1] -
24:4
University [15] -
8:25, 23:23, 25:15,
37:14, 40:15, 43:16,
43:18, 44:1, 44:4,
46:3, 46:8, 50:3,
52:14, 53:7, 53:10
university [2] -
27:17, 32:9
UNIVERSITY [1] -
1:1
University-wide [1] -
52:14
unless [1] - 6:7
unofficially [1] - 51:3
unwilling [1] - 50:3
up [17] - 7:3, 8:11,
10:5, 10:8, 10:15,
12:13, 15:17, 17:7,
23:24, 29:17, 30:2,
33:8, 39:6, 42:11,
46:14, 47:12, 51:17
update [4] - 25:2,
50:22, 50:23, 53:4
updated [4] - 7:24,
7:25, 8:2, 20:6
updates [2] - 47:24,
50:19
useful [1] - 38:6
utilize [1] - 15:21
utilized [1] - 15:22

V

VA [1] - 21:15
various [5] - 16:5,
17:8, 24:21, 28:20,
36:16
vast [1] - 21:21
verge [1] - 37:25
version [6] - 5:10,
5:20, 8:8, 20:13,
39:19, 42:8
versions [1] - 5:15
versus [2] - 36:20,
48:15
veterans [1] - 21:16
vice [2] - 34:23,
35:23

Vice [1] - 4:25
VICE [74] - 5:2, 5:19,
7:13, 7:17, 8:3, 8:9,
8:14, 8:18, 8:24, 9:3,
9:13, 9:19, 9:23, 10:1,
17:20, 17:24, 18:4,
18:11, 18:14, 18:17,
18:21, 19:9, 19:12,
19:19, 19:23, 21:14,
21:18, 22:1, 25:5,
25:13, 25:17, 25:20,
25:24, 26:3, 26:9,
26:16, 26:18, 27:2,
29:20, 29:24, 30:6,
30:14, 30:17, 31:5,
33:12, 33:15, 33:23,
34:6, 34:12, 37:22,
38:4, 38:18, 39:1,
39:10, 39:24, 43:13,
45:14, 45:19, 45:24,
46:7, 46:15, 46:22,
47:4, 48:17, 48:22,
50:25, 51:10, 51:14,
51:18, 52:1, 52:11,
52:13, 52:19, 53:1
view [2] - 27:24, 49:8
vision [1] - 42:19
VP [1] - 43:4

W

wait [1] - 30:1
waiting [1] - 54:4
walk [1] - 36:16
WARREN [25] - 1:9,
3:23, 3:25, 9:11, 9:14,
17:18, 17:22, 21:9,
21:12, 21:15, 21:25,
25:4, 25:6, 25:10,
25:14, 25:18, 25:21,
26:1, 26:8, 26:25,
33:11, 33:13, 33:16,
34:4, 39:23
Warren [6] - 3:15,
3:23, 21:11, 25:7,
25:8, 26:5
Warren's [1] - 26:19
WAS [1] - 54:12
watch [2] - 38:7, 47:3
watch-out [1] - 47:3
ways [3] - 27:21,
28:20, 49:8
website [1] - 4:18
weekend [1] - 41:23
weeks [1] - 18:1
WHEREUPON [2] -
25:24, 54:11
White [2] - 3:17,
37:16
WHITE [13] - 1:8,

Y

year [58] - 4:23, 6:12,
6:13, 6:14, 6:23, 7:4,
7:7, 7:8, 10:8, 10:12,
10:14, 10:16, 10:24,
11:1, 11:10, 11:11,
11:13, 12:3, 12:5,
12:8, 12:18, 14:3,
14:6, 17:7, 17:10,
19:13, 19:15, 24:14,
27:19, 28:11, 28:13,
28:15, 28:18, 28:21,
28:22, 28:25, 29:2,
31:17, 35:2, 35:5,
35:6, 35:20, 35:21,
36:1, 36:9, 36:19,
37:7, 40:24, 41:19,
47:8, 47:19, 47:23,
49:6, 50:15
year's [10] - 10:4,
10:22, 13:21, 13:22,
14:2, 22:4, 22:15,
27:8, 27:22

yearly [1] - 39:11
years [9] - 13:7, 14:6,
19:13, 32:9, 32:11,
38:20, 43:14, 43:18,
44:12
yourself [1] - 6:8

Z

zero [1] - 12:21