

**FLORIDA A&M UNIVERSITY
BOARD OF TRUSTEES
MEETING MINUTES
October 3, 2013
8:30 A.M.**

Trustees present: Torey Alston, Solomon Badger, Glen Gilzean, Kelvin Lawson, Spurgeon McWilliams, Rufus Montgomery, Kimberly Moore, Narayan Persaud, Belinda Shannon, Anthony Siders, Marjorie Turnbull, Cleve Warren, and Karl White.

I. CALL TO ORDER AND WELCOME

Dr. Solomon Badger, Chairman

Chairman Solomon Badger publicly thanked the University's SACS Team, faculty and staff for doing a great job.

He then stated that he was asking the Presidential Search Committee to immediately re-convene its search for a president. He said that the Greenwood/Asher search firm had already been contacted and that staff from the President's Office would be assisting the search committee.

Dr. Badger then called the meeting to order and asked Attorney Barge-Miles to call the roll. A quorum was established.

II. CLOSED SESSION

Mr. Avery McKnight, Vice President for Legal Affairs

Trustee Badger asked Vice President and General Counsel Avery McKnight to provide instructions regarding the closed sessions for collective bargaining and litigation. Attorney McKnight provided the instructions and the Board moved into closed session. Trustee Siders moved that the Board go into closed session. It was seconded by Trustee Moore and the motion carried.

III. OPEN SESSION

Chairman Badger

The Board meeting reconvened at the conclusion of the closed session. Trustee Lawson moved that the Board move into open session. It was seconded by Trustee Turnbull and the motion carried. Vice President McKnight indicated that no final actions or decisions were made during the pending litigation session or in the collective bargaining session.

Trustee Turnbull moved ratification of Article 23 - Wages and Appendix J of the Collective Bargaining Agreement between the FAMU BOT, as the public employer and the United Faculty of Florida-FAMU DRS and that the Interim

President sign the agreement on behalf of the Board, as the public employer. The motion was seconded by Trustee Warren and the motion carried.

Next, Trustee Turnbull moved ratification of Article 23 - Stipends, Collective Bargaining Agreement between the FAMU Board of Trustees, as the public employer and the United Faculty of Florida, FAMU GAU unit and that the Interim President sign the agreement on behalf of the Board as the public employer. The motion was seconded by Trustee Siders and the motion carried.

Through a second roll call, a quorum was established.

IV. APPROVAL OF THE MINUTES

Chairman Badger

Trustee Badger asked the Board to consider approval of the minutes from the August 8, 2013 meeting. He asked if there were any corrections. There were none. Trustee Warren moved approval of the minutes. The motion was seconded by Trustee Moore and the motion carried. Trustee Alston asked that the minutes be corrected for the Presidential Goals Committee to show that he was present.

V. SPECIAL PRESENTATION

Trustee Anthony Siders

Dr. Badger recognized Trustee Siders for a special presentation. Trustee Siders presented plaques to President Robinson and Dr. Maurice Edington, University SACS Liaison, on behalf of the Student Body, for their leadership and guidance to support the University during the University's SACS probationary period.

VI. PRESIDENT'S REPORT

Dr. Larry Robinson, Interim President

First Dr. Robinson introduced new additions to the FAMU family: Mr. Harold E. Bower Jr., the new Associate Vice President/Managing Director of the FAMU Foundation Inc., Assistant General Counsel Iris A. Elijah, and Shariff Morrison, Network Engineer for EIT.

Dr. Robinson informed the Board that the University submitted its SACS report on August 27, 2013 and the SACS-COC Special Committee visited the campus the last week of September. The team reviewed the University's progress toward meeting the areas of non-compliance. Dr. Robinson thanked Dr. Edington and the members of the SACS team for an outstanding job.

He stated that the University began the academic year with the Faculty pre-planning conference in August, which was followed by the Faculty-Staff Breakfast, where more than \$170,000 was raised for the Faculty/Staff Endowment. The University also hosted the Grape Harvest Festival, with more than 1,000 individuals were in attendance. A separate festival was held for returning students. This included a concert and a freshmen pinning ceremony, which was held on the steps of Coleman Library.

Dr. Robinson reported that FAMU was named one of the Best National Universities by *U.S. News and World Report*. In addition, FAMU was named one of the Top 10 Best Historically Black Colleges and Universities in the nation.

During the Presidential Tour, FAMU presented more than \$1.6 million in scholarships to outstanding students in Atlanta, Birmingham, Cincinnati, and Cleveland, with more than \$1 million going to Atlanta area students.

Dr. Robinson stated that he, along with Dr. Haynes and Dean Friday-Stroud visited several corporations since the last board meeting. They also met with the Chair of the Key Executive Council of the FAMU Business and Industry Cluster, Cheryl Harris, who hosted an event at her home, where \$32,000 was raised spontaneously.

Dr. Robinson then introduced four students that make-up the first cohort of students provided provisional acceptance into the Florida Atlantic University College of Medicine. He also highlighted that, for the first time in school history, the College of Law graduates taking the bar examination, scored in the seventy-percentile for the July Bar. The 71.7 percent overall score is within 5.5 percentage points of the state average of 77.2 percent. In addition to scoring above 70 percent for the first time, the rate also marks the first time in school history the College of Law scored within 10 percentage points of the state average for the July Bar exam, revealing a nearly 22 percent differential gain since the July 2009 Bar exam. One hundred-fifty students took the exam and 109 first time takers passed the exam.

FAMU will receive \$576,245 over a five-year period from the U.S. Department of Education to support the Minorities and Retirement Security Program. This grant provides support for the University's graduate students in the area of

financial decision-making research, including all aspects of financial literacy and personal responsibility (saving, investing, and retirement).

Internationally, FAMU was invited to attend the 10th Annual Raca Negra Award Ceremony in Sao Paulo, during the week of November 14-16. FAMU will be honored for its support of educational activities in Brazil.

Dr. Robinson informed the Board that the University has continued its efforts regarding the return of the Marching '100' and has received a considerable amount of positive coverage from several national media outlets, including a front-page story in the New York Times. He recognized and thanked the following individuals for a job well done in preparing for the return of the Marching 100: Dr. Sylvester Young, Dean Valencia Matthews, Mr. Bryan Smith, Mrs. Deidre McRoy and the communications team. He noted that Bryan Smith will be the keynote speaker at National Association of Student Personnel Administrators (NASPA) this year to address how the University has dealt with hazing.

He noted that a host of activities are scheduled during FAMU's Homecoming week, October 13-20. During that week, FAMU will honor its colleges and schools at the President's Gala scheduled for Friday, October 18, 2013, at 7 p.m. in the Lawson Center. This year's theme is "Honoring Academic Excellence: Celebrating Our Colleges and Schools."

Dr. Robinson encouraged the Board to support the Essential Theatre's productions. He also noted that the University will launch the Center for Health Equity on October 14, 2013 and the University's Office of Technology Transfer will host an innovator's showcase on November 15, 2013.

Next, Dr. Robinson recognized Dr. Keith Simmonds, Professor of Political Science, to give a presentation to the Board regarding the Center for Academic Excellence program, housed in the Center for Global Security and International Affairs. He reported that through this initiative, the Faculty has approved 11 undergraduate courses and seven graduate courses in global security, national security and international affairs. The University has also created a graduate track and two certificate programs in global security and international affairs.

VII. COMMITTEE REPORTS

Budget and Finance

Trustee Rufus Montgomery

Trustee Montgomery reported that the Budget and Finance Committee heard five (5) information items and four (4) action items.

He indicated that the Committee received information on the status of the fiscal health of the University. Dr. Featherstone, University Controller, informed the Committee that the overall fiscal state of the University is sound. Ms. Ronica Mathis, University Budget Director, also informed the Committee that the University will operate within its budget during FY 2013-14.

Next, Trustee Montgomery reported that the Committee received a fiscal update on the 800-Bed Residence Hall. The project is 50% complete and is within budget. The Committee also received an update on Athletics from Michael Smith, Interim Athletic Director, who shared that the Department was meeting its planned objectives. Russell Wright of Collegiate Consulting presented a summary of the firm's assessment of the University's Athletics Program. He stated that a final report will be presented to the Committee by December 1, 2013.

Next, the Committee received information on the status of the University's Government Relations efforts. Several requests were made including: a written Government Relations plan, responses to questions asked in previous Committee meetings, and comparisons with peer institutions.

As the final information item, Trustee Montgomery reported that there were no new upcoming contracts over \$100,000.

The Committee then heard a request to amend BOT Policy 2005-2 – Financial/Budget Administration. The amendment replaces four (4) existing quarterly reports with the following three (3) more meaningful quarterly reports:

Statement of Net Position (Balance Sheet)
Budget Status Report by Division
Report of the investment and cash balances of University funds

Trustee Montgomery recommended Board approval of the amendment to BOT Policy 2005-2 – Financial/Budget Administration. It was seconded by Trustee Moore and the motion carried.

Next, Trustee Montgomery reported that the Board heard a request to enter into a contract with CedarCrestone, to upgrade our iRattler PeopleSoft Financial Management System from version 9.0 to version 9.2. The upgrade would result in a more efficient and cost-effective system. The contract is valued at approximately \$1.2 million dollars for a contract period of 9 months.

Trustee Montgomery recommended Board approval of the PeopleSoft Financial Management System Upgrade. It was seconded by Trustee Alston and the motion carried.

The Board then heard a request to authorize the President to enter into a contract with the successful respondent to the RFP for University dining services.

Trustee Warren moved that the President be allowed to conduct negotiations with the top two vendors, Aramark and Metz and bring back to the Board a contract for its consideration and subject to final approval of the Board. It was seconded by Trustee Turnbull.

The roll call vote:

Alston	Yes	Badger	Yes	Gilzean	Yes
Lawson	No	McWilliams	Yes	Montgomery	Yes
Moore	Yes	Persaud	No	Shannon	Yes
Siders	Yes	Turnbull	Yes	Warren	Yes
White	Yes				

The motion carried.

Academic Affairs

Trustee Marjorie Turnbull

Trustee Turnbull reported that the Academic Affairs heard from Dr. Pitter regarding the Performance Funding Model. Dr. Pitter discussed the three proposed institution-specific metrics: (1) Percent of R&D Expenditures Funded from External Sources; (2) Percent Research Doctoral Degrees Awarded in STEM; and (3) Total Research Expenditures. The committee

recommended the Percent of R&D Expenditures Funded from External Sources and the associated performance thresholds for improvement and excellence scores, as the institution-specific measure that will be submitted to the Board of Governors' staff for negotiations.

Trustee Turnbull moved that the Board of Trustees approve the recommended measure, which is the Percent of R&D Expenditures Funded from External Sources. It was seconded by Trustee Siders and the motion carried.

The Board discussed its concern regarding the usage of a performance funding metrics by the Board of Governors. Trustee Persaud moved that the Board send a letter to the BOG regarding its concerns. Trustee Persaud moved that the Board send the following statement:

“Given the unique historical mission and role of FAMU within the State University System, in providing educational access to Florida’s underserved/disadvantaged population, we posit that FAMU’s performance is not fully captured by the prescribed performance based budgeting metrics. We ask that an additional metric be taken into consideration, one that better reflects FAMU’s contribution and that of its students, to the economic vitality and stability of the State of Florida and our nation. We look forward to working with other universities in developing a metric that best reflects the institution’s unique contribution.”

The motion was seconded by Trustee Turnbull and the motion carried.

Trustee Turnbull then indicated that College of Law professor Joseph Karl Grant was nominated for tenure upon appointment. His nomination was supported by the College of Law committee, the dean, the University Tenure and Promotion Committee, the Provost, the President, and the BOT Academic Affairs Committee.

Trustee Turnbull moved that the Board of Trustees approve *Tenure upon Appointment* for Joseph Grant. The motion was seconded by Trustee Persaud and the motion carried.

Next, Trustee Turnbull reported that Dr. Ann Kimbrough, dean of the School of Journalism & Graphic Communication and the Honorable J.C. Watts, Jr., Chair of the Black Television News Channel presented information about the proposed partnership with FAMU.

Trustee Turnbull moved that the Board of Trustees authorize the president to enter into negotiations of the management agreement. It was seconded by Trustee Lawson and the motion carried.

Next, Trustee Turnbull stated that Dr. Edington briefly discussed the SACS-COC Special Committee On-Site Visit that occurred September 24-26, 2013. He relayed that the Special Committee will issue a report within the next few days and that the university will review the report to determine if a response is needed. A decision on the probation sanction will be rendered at the SACS-COC Annual Meeting in December 2013.

Trustee Turnbull indicated that the Committee discussed the issue of low salaries for FAMU faculty in the FAMU-FSU College of Engineering and for all faculty in the College of Pharmacy and Pharmaceutical Sciences. She stated that a concern regarding low faculty salaries was highlighted during Doctor of Pharmacy program accreditation review. The salaries of FAMU Pharmacy faculty are below the state and national averages and considerably less than the 25th percentile. She said that Dean Michael Thompson presented two options for removing the non-compliant status: requesting a special appropriation or requesting a tuition increase for pharmacy students. The options for providing the salary equity will be included in the response to the Accreditation Council for Pharmacy Education.

Trustee Turnbull stated that the presentation by Dr. Keith Simmonds captured excitement regarding what is happening on campus academically. She asked that an academic program make a presentation at each of the next meetings of the Academic Affairs Committee. That will give the Board an opportunity to become better informed about the program offerings.

Student Affairs

Trustee Torey Alston

Trustee Alston indicated that the Board of Governors amended Regulation 6.002, which requires “the number of first-time-in-college students admitted through profile assessment at each university shall be determined by the university Board of Trustees.” Staff recommended that the Board of Trustees approve enrolling a maximum of 20% profile (admits) assessors within the category of first-time-in-college (FTIC) students estimated at 1500, for Fall 2014. He noted that, as of 2009, there has been a decline in the number of profile admits. This current year, there were 460 profile admits, but of this number, there were only 190 actually enrolled.

Trustee Alston moved that the Board approve enrolling a maximum of 20% profile (admits) assessors, within the category of FTIC student for the Fall 2014. It was seconded by Trustee Siders and the motion carried.

Trustee Alston indicated that Vice President Hudson shared that the preliminary enrollment is 10,735 students and that the average GPA increased from 3.1 to 3.31. He shared that the Committee also heard information regarding the Student Government Association, financial aid, fall intake, the LGBTQ Fact Finding Committee and campus safety.

Direct Support Organizations

Trustee Belinda Shannon

Trustee Shannon stated that Dr. Thomas Haynes, and staff provided the Committee with updates on several items within the division of University Advancement.

In regard to the progress on the strategies outlined under BOT Goal Number 4: Enhance Institutional Fundraising, the Committee was presented strategies to increase fundraising outcomes; efforts to begin the planning stages of the comprehensive campaign; notable developments with social media and marketing initiatives; update on the President's Club at Bragg Stadium; and acknowledgement of the Board's achievement of 100 percent giving last year.

She stated that as of August 31st, two weeks into the first quarter of the new fiscal year, the fundraising total is \$360,327 or 24% of the first quarter benchmark goal of \$1,500,000.

Trustee Shannon shared the following:

- the FAMU Foundation's new Associate Vice President and CFO, Mr. Harold Bower, began work on August 16, 2013;
- the Board of Directors Meeting will be held November 21st-23rd in Orlando;
- the Foundation engaged Doug Croley Insurance Services to conduct an insurance analysis and present a risk management report that assesses current coverage and recommends changes to strengthen the insurance program;
- an RFP for auditing services was developed and implemented, since the current contract with BCA Watson Rice expires December 31, 2013; and
- the Foundation is developing a Memorandum Of Understanding (MOU) that will clarify some of the structural guidelines between the Foundation and the University stipulated by the Internal Management Memorandum which governs all University Direct

Support Organizations. The MOU will be submitted to the Board of Trustees at the January 2014 meeting.

She highlighted that investment returns for FY 2012-13 of 9.72%, exceeded the investment goal of 8.5%, but underperformed the composite benchmark of 11.41%. International equity returns that were half their benchmark return, 7.07% vs. 14.14%, were the primary cause of the portfolio's underperformance against the composite benchmark.

Trustee Shannon informed the Board that the Office of Alumni Affairs provided assistance to the FAMU National Alumni Association for the Northeast Region's 49th Annual Conference held August 16th-17th in Alexandria, VA. During the University President's Fundraising luncheon held Saturday, August 17th, the Northeast Region Alumni Leadership donated nearly \$10,000 to support FAMU.

The Office of Alumni Affairs' initiatives for 2013-14 are as follows:

- Expand its recruitment mission
- Enhance Alumni outreach efforts for Athletics
- Greater collaboration with Government Affairs

The FAMU Rattler Boosters completed and submitted their FY2012-13 Financial Audit to the University's Division of Audit and Compliance.

Trustee Shannon reported that the Committee heard an update on anti-hazing and the university marketing campaign by Interim President, Dr. Larry Robinson, and his team. Since the last meeting, the band travel processes were tested and had positive results when the Marching 100 traveled to the MEAC/SWAC Challenge. The Division of Audit and Compliance is monitoring the new processes in an effort to support continuous improvement.

Mr. Bryan Smith, Special Assistant to the President for Anti-Hazing, informed the Committee of three allegations of hazing that were reported. Of the three, only one warranted further investigation. Mr. Smith has been invited to be the keynote speaker for the 2013 NASPA Anti-Hazing Summit, October 17, 2013, at the University of Central Florida.

The Committee heard that the Office of Communications had been working on several initiatives related to the Anti-hazing Plan, under the marketing and communications section. A kick-off of a student-led campaign was held, which was a collaboration between the University President and the Student Body Presidents entitled, "Great Things are happening Every Day at FAMU: This is the Rebirth." The campaign included a State of the Student Summit which focused on race, religion and the reality of tomorrow.

Meetings have continued with DKC regarding many of the national interviews related to the return of the FAMU Marching Band. A review of the communications plan by the PR Firm Edelman concluded that FAMU needs an expanded infrastructure to control the conversations about the university on social media. Edelman concluded that FAMU must: capitalize on the strength of its faculty and educational programs, to make academics the focus in public discussions; mobilize FAMU supporters to advocate and share news on the university's behalf; and, increase effectiveness of FAMU Communications Infrastructure and channels.

Trustee Shannon indicated that the Trustees had an opportunity to meet with Head Football Coach Earl Holmes. During the meeting, the Board was informed that the condition of the athletic facilities was adversely affecting the football program. Trustee Shannon asked Dr. Robinson to work with the staff in athletics to meet its short term and long term needs. Dr. Robinson informed the Board that he would share the results of the athletic assessment, which should be received in about four weeks.

Facilities Planning

Trustee Spurgeon McWilliams

First, Trustee McWilliams reported that the Facilities Planning Committee heard updates on the status of six construction projects and a presentation regarding the approval of the Bus Stop License Agreement for the College of Law in Orlando, Florida.

Trustee McWilliams moved that the Board of Trustees approve the authorization for Interim President Robinson to enter into a Transit Station License Agreement with the Central Florida Regional Transportation Authority to provide a transit station (bus stop shelter) on the property owned by the Florida A&M University Board of Trustees near the intersection of Hughey Avenue and Washington Street in Orlando, Florida, subject to the review and approval, as to form, by the Office of the General Counsel. It was seconded by Trustee Siders and the motion carried.

Audit and Compliance

Trustee Torey Alston

Trustee Alston reported that Vice president Givens presented proposed revisions to the Division of Audit & Compliance charter. The proposed revisions would bring the Division's charter into conformity with the Institute of

Internal Auditors newly issued model charter. The revised charter was approved as presented.

Trustee Alston stated that the performance evaluation for Vice President Givens for the period from July 2012 through June 2013 was discussed and will be considered at a future meeting.

Vice President Givens informed the Committee on the Division's activities for the period from July through September 2013. During this time period, the Division followed up on the internal audit findings for the 3 audits performed by the Division. Of the 16 findings, corrective action had not been completed for 1 finding, 6 findings were closed through implementation of corrective actions, and 9 findings were closed from terminating the program to which the findings related. In addition, the Division performed procedures to determine whether corrective actions were implemented for findings reported by Ernst & Young (re-performance of the 8 audits from the whistle-blower allegation) and the operational audit from the Auditor General for the 2011-12 year.

The Division also performed procedures to determine that the eligibility of band students was verified prior to performances and that travel procedures were followed. One instance of an ineligible band student performing and traveling was reported.

The Division received 39 allegations from January through September 2013. Of these, 19 have been closed, 10 are in process, 9 were referred to another department for review, and 1 is pending investigation.

For the 2013-14 year audit plan, the Division is in the planning phase for 2 audits. There is 1 audit from the 2012-13 audit plan that is in process with an expected completion date of October 2013.

Finally, Trustee Alston indicated that Vice President Givens reported on the results of the quality assurance review of the Division's activities which was performed by the firm of Ernst & Young. The Division received an overall opinion that it generally conforms to IIA Standards (the highest overall rating that can be given). The Division received a rating of partially conforms to two standards. The report included recommendations to 1) enhance documentation of work papers, and 2) build technology-based tools and data analytics into the audit process. Both of these recommendations are being implemented.

Operating Procedures

Trustee Torey Alston

Trustee Alston stated that the Operating Procedures Committee met on October 2, 2013. He made opening remarks and reminded the Committee that they had received recommended changes to the Operating Procedures from the General Counsel's Office at the August 2013 Board meeting. The Committee recommended the following changes for approval by the Board:

- Article 3 (Officers of the Board) - Designating the chair of the Board as the spokesperson for the Board.
- Article 5 (Meetings) – Requiring the presence of the Board attorney or designee at all appropriately noticed meetings; and

The Board will be provided the meeting agenda at least 14 days prior to the meeting and materials will be provided at least 7 days prior to the meeting;

- Articles 5 and 7 - The term “email” is added when the term “mail” is used;
- Article 6 (Code of Ethics) – Includes a reference to the University Code of Conduct;
- Article 7, (Amendments to the Operating Procedures) requiring the Board to review its Operating Procedures annually.

Trustee Alston moved approval of the proposed changes to the Board's Operating Procedures. The motion was seconded by Trustee Moore and the motion carried.

The Committee agreed to meet again on October 18, 2013 at 8:30 a.m. in Orlando on November 22, 2013.

Presidential Goals

Trustee Cleve Warren

Trustee Warren, Chair of the Presidential Goals Committee stated that he informed the Committee that the Board would be provided an evaluation form to evaluate the performance of Dr. Robinson for the period of August 2012 – August 2013. He stated that the Board would be provided a soft copy of the evaluation form, which is due to Attorney Barge-Miles by October 16, 2013.

He reported that the Committee discussed the proposed goals that were developed at the August 6, 2013 committee meeting and added fund raising as a goal. Trustee Warren indicated that Dr. Robinson expressed concern about the goal regarding graduation rates. He indicated that it is a slow moving curve and unlikely that there would be any measureable change immediately. Dr. Robinson suggested that the Board should look at the BOT approved University Work Plan and Annual Goals, in creating his goals. The Committee agreed.

The Committee asked Dr. Robinson to use the general directives identified by the Committee and come back to the Committee with objectives and strategies as to how they will be achieved. Trustee Warren confirmed that these goals are only the first iteration and that he will get with Dr. Robinson to refine the goals and provide to the Board a final document.

The proposed goals are outlined below:

Goal I: Academic Excellence:

- Coming off SACS probation by December 2013
- Improving/maintaining Bar passage rate at 83% and above
- Maintaining specialized accreditation in all academic disciplines/programs
- Maintaining goals set by the BOT in terms of licensure passage rates
- Maintaining BOT goals in terms of profile admits
- Develop a plan to increase graduation rates
- Recruiting the best and brightest students
- Increasing the number of articulation agreements with colleges in the Florida College System
- Developing a concept plan for the recruitment of and retaining high quality faculty
- Reviewing and evaluating the relevancy of existing academic programs and exploring the development of programs that will prepare students for the demands of the market

Goal II: Student Life, Growth, and Development

- Developing a recruitment and retention plan, with specific goals for a targeted student population, inclusive of a diverse population encompassing academic scholars, international student, out-of-state students, and profile admits.
- Increasing enrollment (Check FTE)
- Maintaining the freshman retention rate of 81%

Goal III: Administration and Operational

- Performing an organizational audit to determine whether there are qualified administrative and academic officers, with the experience and competence to lead the organization toward meeting its strategic objectives. Based on the outcome of the audit, make appropriate adjustments in staffing.
- Enlisting the services of a consulting firm to assess and evaluate the effectiveness of the core human resource functions at the University. Based on the outcomes, the firm will make recommendations on how to create a plan of action that encompasses the usage of the best practices in HR management.

Goal IV: Fiscal and Governmental Affairs

- Developing alternative financial revenue sources for the University, as the public revenue stream is diminishing. (*i.e. public-private partnerships, tax exempt financing. Also, look at what other HBCU's are doing to raise revenue.*)
- By a date certain, upgrading and developing a strong and effective governmental relations effort in Tallahassee and Washington, D.C.

Goal V: Fund Raising

Dr. Robinson will develop a plan for the next five years, with strategies as to how the goals will be achieved.

The Committee then asked Dr. Robinson to use the general directives identified by the Committee and create objectives and strategies as to how the goals would be achieved. Trustee Warren agreed that he and Dr. Robinson would work to refine the goals and provide the Board final document for its consideration. Trustee Warren and Dr. Robinson agreed to complete this document by November 1, 2013, in time to return the document to the Board by its next meeting in January.

VIII. Public Comments

The following individuals provided public comments:

- Anthony Washington
- Rev. Joseph Wright
- Dr. William Tucker
- Burnic Jordan. Jr.
- Shepiro Hardemon
- Dr. Elizabeth Davenport
- Dr. Patricia Tucker
- Emanuel Uwaibi
- Rev. Don Tolliver

At the conclusion of the comments, with no additional business for the Board the meeting adjourned.