

**REVISED**

**Summary Minutes  
FAMU BOARD OF TRUSTEES MEETING  
Thursday, September 30, 2011**

Chairman Solomon Badger called the meeting to order at 8:40 a.m. Chairman Badger asked Attorney Fuse-Hall to call the roll and the following trustees were present: Chairman Badger, Trustee Torey Alston, Trustee Richard Dent (via telephone), Trustee Kelvin Lawson, Trustee Breyon Love, Trustee Spurgeon McWilliams, Trustee Rufus Montgomery, Trustee Narayan Persaud, Trustee Belinda Shannon, and Trustee Marjorie Turnbull and Karl White (via telephone). A quorum was established.

Chairman Badger thanked the Prince Hall Shriners for their partnership to fight Diabetes. The Prince Hall Shriners sponsored the upcoming football classic on campus.

Vice Chairman Dent moved approval of the August 4, 2011, minutes. Trustee Lawson seconded the motion and it carried.

Chairman Badger noted that the board asked him to appoint an Ad Hoc Committee to review the President's contract. He noted that the committee included:

- Kelvin Lawson, Chair
- Charles Langston
- Rufus Montgomery
- Marjorie Turnbull

He recognized Trustee Lawson to provide an update of the committee's work.

**AD HOC COMMITTEE TO REVIEW THE PRESIDENT'S CONTRACT**

Trustee Lawson thanked the chairman and noted that last month, he appointed the members of this Ad Hoc Committee. The ad hoc committee was charged to review the following three (3) areas:

- The term of office
- The merit clause
- The "super majority" clauses

The Committee convened on August 31, 2011, to review the charge and organize our work. The committee agreed that we would review all the contracts of each SUS President and compare those with President Ammons' contract. While that work was being assembled by the staff, each board member could identify his or her priority among these three areas. The term of office was the main priority of the board members.

In the meeting on September 7<sup>th</sup>, the ad hoc committee reviewed the contracts of every SUS president. There was good input from all the committee members and that discussion provided background for the Legal Counsel's office to draft proposed language for the appropriate contract clauses as proposed amendments to the current contract which the President and former Trustee Challis Lowe signed.

The committee reviewed the proposed language drafted by Attorney David Self and made a few tweaks. In summary, the amendment notes:

1. A term of five-year ending on July 31, 2016, which may be renewed or extended by a 2/3<sup>rd</sup> vote of the sitting board and the consent of Dr. Ammons.
2. Within the powers and duties clause, language was added regarding fund-raising as a specific goal. The fund-raising amount will be determined in relation to a five-year trend.
3. An annual performance bonus is based upon the achievement of specific annual goals and objectives that are mutually agreed upon in writing between the President and the board. Further the bonus shall not exceed 35%. Also, the evaluation period begins with the President submitting a report by May 15 and the board will conclude the evaluation process by October 30<sup>th</sup> of the same year. Once the bonus is approved then, payment will occur within 90 days.
4. Termination for Cause is specified and Termination without cause permits the President to receive either:
  - a. Severance benefits equal to his annual base salary, health insurance and any performance bonus due at the time for twelve months; or
  - b. If he elects to return to the faculty, where he currently holds the rank of professor in the Department of Political Science, he is entitled to a sabbatical equal to twelve months of salary and benefits at his then existing presidential base salary.

The proposed amendments were sent to the full board for input. Also, the proposed amendment was transmitted to President Ammons for his review. Trustee Lawson noted that, “The Ad Hoc Committee will meet with President Ammons following the board meeting today to clarify and discuss any of the areas proposed in the amendment. The Ad Hoc Committee will outline our next steps following that meeting and our goal is to submit a mutually agreed upon amendment for the board’s final action.”

Chairman Badger thanked the committee for its work and looked forward to the committee’s final recommendations.

### **PRESIDENT’S REPORT**

Chairman Badger recognized President Ammons for his report. The following is a summary of President Ammons highlights included:

- Following our Board Retreat, the Board and the President agreed upon five goals to focus our resources and our efforts for this academic year. The President used dashboard indicators to assist his comments.
- Goal 1 identifies several specialized re-affirmation visits scheduled for visits over the course of the next year.
- Goal 2 involves our work with the Distance Education initiative. The University went from 0 to 3 programs. . The University will continue to market these programs for the second set of cohort in an effort to reach our goal for the number of students in each program.
- Goal 3 is about the licensure passage rates. The president expressed concern about FAMU preparing students to pass licensure exams at a rate that exceeds the national averages. “We accept the stretch goals established by the board.” The Provost and the Deans have implemented many intrusive initiatives to ensure that our students are prepared to pass these exams. The staff will keep monitoring these efforts and update the board.
- Goal 4 is to increase the doctoral enrollment rates. Our target is 143 new students in the doctoral programs and we are making good progress. However, we’ve noticed that many of students lag in their progress towards graduation and we want to encourage faster completions. Therefore, Goal 5 keeps the staff and I focused on this effort. Over the last three years our efforts have been inconsistent; however, we are working to improve the graduation of our doctoral students.
- Finally, we know the importance of increasing the intellectual environment to inspire more collaboration among faculty, to attract talented graduate and undergraduate students, and to enhance our sponsored research efforts.

Therefore, for this year, the University has a modest goal to attract three (3) new professors to these distinguished chairs.

- Update on a proposal to establish a College of Dental Medicine and potential collaborations with University of Florida. These proposals will be considered at the November Board of Governors meeting.
- Restructuring/Reinvestment Plan Update regarding the “Teach-Out” process associated with the closure of 23 programs, implementation of the ASAP program, and the Academic Success Institute.
- Identified national rankings and upcoming events.

Chairman Badger thanked the president and commended the work of the administration, faculty, students and staff.

## **COMMITTEE REPORTS**

### ***Budget & Finance Committee***

The Budget and Finance Committee held an election for a Vice Chairman. The Committee elected Trustee Rufus Montgomery as its Vice Chairman.

The Committee heard from Vice President Hardee, who introduced the new staff in the Division of Administrative and Financial Services. Dr. William H. Featherstone is the new Comptroller and Mr. Byron Williams is the Director of Business and Auxiliary Services.

Next, Vice President Hardee presented for the Committee’s information the “write off” of student account receivables. Pursuant to section 1010.03, of the Florida Statutes and Board of Trustees Policy 2009-02, the President may write-off uncollectible accounts owed to the University after all reasonable and lawful collection attempts have failed. The combined total of both uncollectible and immaterial account receivables total \$1, 879,983.47.

The committee received an update on the operating budget trends. This presentation included an overview of the lottery and general revenue actual collections from 2007-08 through 2010-11 as well as the projections for 2011-12 through 2014-15. Information was also presented that showed the changes in state appropriated funds, some of the key legislative budget issues for the upcoming legislative session, and an update on the allocation of FAMU’s operating budget.

For the last informational item, Vice President Hardee provided an update on the following initiatives:

- The implementation of the Direct Connect Punch-out system (an eProcurement web-based, on-line ordering process). This process will go live in a few weeks.
- EIT Enhancements (functionality enhancements and the deployment of “The Hill”)
- The FAMU-RICOH Partnership –FAMU outsourced the University Post Office effective September 1, 2011. An update on this partnership will be presented at the next BOT meeting.
- A status report on the activities of the Administrative Services Assistance Program (ASAP) was presented. Members of the team were present and recognized.

### *Academic Affairs Committee*

Trustee Turnbull presented the report of the e Academic Affairs Committee, which had two (2) action items and several informational items.

First, the Committee selected a co-chair; Trustee Narayan Persaud was unanimously selected as the co-chair of the Academic Affairs Committee.

Then, the Committee heard from Provost Hughes Harris regarding re-naming the Environmental Sciences Institute, which was affected by the University’s Restructuring/Reinvestment activities. The faculty, students, and the Provost’s Leadership Team provided input regarding the name change. It was decided that the Committee will entertain the re-naming of CESTA at another time.

The Academic Affairs Committee recommended that the name of the Environmental Sciences Institute be changed to “The School of the Environment.”

**Trustee Turnbull moved that the Board of Trustees re-name the Environmental Sciences Institute to “The School of the Environment.” Trustee Persaud seconded the motion and it carried.**

Next, Dr. Gita Pitter presented an update on the “Teach-Out” process for programs that the President discussed and that the board voted to terminate as part of the Restructuring/Reinvestment Plan. All students who met the teach-out criteria have been informed of the program closures, and the need to complete the program within the specified teach-out period. Programs are providing complete academic maps to each student, specifying the courses they must take to complete the degree

requirements. Also brochures outlining this information were created and distributed to students. Students are being strongly encouraged to complete the program within the specified time period. Those that are not able to do so will be dealt with on a case-by-case basis, depending on what they are missing and how that can be addressed. Approximately 200 students are affected by the teach-out and they are working with other students regarding changes.

Provost Hughes Harris provided the Committee with an update on the goals for Academic Affairs and Research. She indicated that Agriculture's BASE program and the College of Education will go through their re-accreditation visits this fall. Architecture, Journalism, and Law are preparing for their re-accreditation visits which will occur during the spring 2012 semester. Chairwoman Turnbull noted "The committee was somewhat overwhelmed by all the accreditations that the University undergoes; however, we do quite well with these."

She stated that by November 2011, the School of Business and Industry, which is seeking its initial accreditation through the Association to Advance Collegiate Schools of Business, (AACSB), should have a final decision regarding the deferral recommendation that was made by the Peer Review Team. The Dean and her team have submitted the additional information that was requested. Also, Occupational Therapy was visited by its accrediting body in May, 2011 and has until December, 2012 to attain compliance and be removed from probation.

Provost Hughes Harris stated that the University is beginning to prepare for the Southern Association of Colleges and Schools (SACS) five-year review, which will include a visit sometime in 2012-2013.

Next, Provost Hughes Harris indicated that the launch of the Distance Education programs has been very successful and the President commented on this matter also. She indicated that the three program in Business, Nursing, and Public Health all held orientations for their inaugural cohorts this fall. Distance Education has reached the target goal of 3 new distance education programs for this year and anticipates that enrollment will increase in the spring semester. She also stated that the University is looking to expand distance education to include general education classes, classes for degree completion, and additional graduate programs.

Provost Hughes Harris presented updates on the licensure targets. She stated that the Deans of the respective programs met with their faculty and received their input regarding the goals for licensure passage. She emphasized that the University has high expectations for student performance on licensure

examinations and the goal is to increase the performance targets as the programs progress and implement more exam preparatory activities. The targets recommended by the faculty for nursing, occupational therapy and physical therapy were lower than the targets set by the Board. There was extensive discussion on this topic. The Committee members expressed concern regarding the targets that were lowered by the faculty and reiterated that the goals set by the Board would be maintained for those programs. Provost Hughes Harris assured the Board that each program has action plans in place to address licensure passage rates and each will be asked to incorporate the challenges and obstacles that need to be addressed. Trustee Lawson presented succinctly the desires of the Committee and “we ask that those plans be brought back to the board at the next meeting.”

The College of Law presented an extensive and informative report regarding its bar examination results and interventions that have been instituted to address the low bar passage rates. Dean Pernell indicated that 60 College of Law graduates were sworn into the Florida Bar on Monday. That is the highest number to date. The College of Law has also been recognized as number five (5) in the nation for providing skills training opportunities and as the number one (1) diverse law school in the nation.

Ms. Markita Cooper, Associate Dean for Academic Affairs, and Dr. Alicia Jackson, Director of the Academic Success Program, presented information regarding the strategies underway at the College of Law to increase the bar passage rates. Chairwoman Turnbull encouraged the board members to review that report. They indicated that the students that participated in the voluntary Bar Exam Success Training (BEST) passed the bar at a rate of 85.7% in February 2011 and 85.5% in July 2011. They stated that student participation is increasing in the BEST program; however, their major obstacle is the need for additional instructors for the program. “Also they presented a list of obstacles. This is an editorial note that we have a co-equal responsibility to work with the legislature to secure resources to assist these programs.”

Next, Provost Hughes Harris stated that the University is working toward meeting its goal to increase the number of research doctoral students and indicated that the target of 22 graduates with doctoral degrees is attainable. The enrollment this year has remained in the same range as last year. The University is implementing several strategies to recruit more research doctoral students. This goal is to increase above the 20 graduates from last year.

The Chairwoman also informed the Committee that the University is making progress in filling its endowed chairs as the President indicated in his report.

Provost Hughes Harris indicated that in regards to the Center for Excellence goal, work is underway to add one new doctoral degree program by 2013.

The final goal is to increase extramural funding by 5% over current expenditures. The Division of Sponsored Research has generated \$19 million and has instituted several measures that will be used to attain the target.

Finally, “a very invigorating report by” Dr. Patricia Hodge, the new Superintendent at the FAMU Developmental Research School (DRS), provided an update about new initiatives underway at the school. She indicated that the faculty developed a Vision Statement, established an improvement plan, and created 5-year goals for FAMU DRS. Further, the staff is working on policies and procedures that are appropriate for the K-12 setting.

#### ***Direct Support Organizations (DSO) Committee***

Trustee Belinda Shannon provided the report of the Direct Support Organizations (DSO) Committee. The DSO Committee had one (1) action item and several items for information.

Committee members elected Trustee Kelvin Lawson as the Vice Chair of the DSO Committee.

Interim Vice President of University Relations, Mrs. Sharon P. Saunders, provided an update on the search for the Vice President for University Relations. Five (5) candidates were interviewed by the Search Committee and President James Ammons. President Ammons’ plan is to have a new person in the position by the end of October.

In a follow-up to the Board of Trustees and University President’s mutually agreed upon goals, a fund-raising dashboard was presented which represented fiscal year-to-date goals that were outlined during the August 3<sup>rd</sup> Board of Trustees meeting. The goals were measured quarterly to show progress towards achieving the goal. For this quarter, fund-raising is on pace to meet the goal.

Mrs. Saunders provided the Committee with a synopsis of the financial statements for each Direct Support Organization and outlined key findings and issues for the

Committee's information. There were no significant findings for any of the organizations; any concerns have been rectified by the respective organizations.

The Committee also heard from Mrs. Saunders about University Relations activities. These include:

- The Division held its second Executive Leadership Summit on August 25<sup>th</sup>. The Summit focused on the health care industry. Representatives from over 70 regional and local companies exchanged ideas on key issues that are currently impacting businesses and educational institutions. Presentations from local business leaders such as John Hogan, CEO of Capital Health Plan, were a part of the Summit's half-day of activities. Lastly, the Grand Summit will be held along with the FAMU Industry Cluster meeting on Thursday, October 6<sup>th</sup>. The focus will be on multimedia and entertainment, as well as product development and environmental industries.

### ***Trustee-Student Relations Committee***

Trustee Alston noted that the Trustee-Student Affairs Committee had several informational items for the board. The Committee elected Trustee Breyon Love as Vice Chairman of the committee.

The Committee heard a report from Trustee Love regarding the activities of the Student Government Association. Other highlights included:

- Miss FAMU and Mr. FAMU were introduced.
- Newly elected members of the Student Government Association were recognized.
- Members of the First Year Experience course were recognized and complimented on their unselfish dedication to the program.
- Each Trustee was given a book entitled, Make College Work for You and an "I AM FAMU" lapel pin.
- A SGA Shuttle has been initiated which freshmen use to shop in various locations around the city, (i.e., Wal-Mart, K-Mart, and Publix).
- The Student Government Association has eight (8) new Freshman Senators and two (2) Graduate Senators.
- The Freshman Class President, the Class Vice President positions are currently in a run-off last night.
- In conjunction with Information Technology (IT) SGA is planning a 24-hour Study Lounge to open this semester.

- SGA President had an opportunity to lobby with the other ten (10) SGA state university presidents to maintain PELL financial aid.
- SGA will be awarding a book stipend to a freshman student on Friday, October 7, 2011, at the Governor's Club, partnering with the Young Alumni Association.
- SGA has been working with Mr. Marvin Green, Student Activities Director, to create a holistic learning environment for students.

The Committee heard from Dr. Hudson, who discussed the mutually agreed upon goals. President Ammons covered many of these areas; however, he highlighted two (2) areas:

- **Goal 3: Increase Retention Rate by 1% of the FTIC student population for 2011-2012.**

The retention rate of our students has remained steady, over the last three (3) years; however, preliminary numbers indicate a slight decline. The final numbers will be presented at the next BOT meeting.

- Goal 4: Establish baselines of metrics to enhance consumer services to constituents utilizing existing multi-media technologies in fostering academic excellence and advancing institution productivity and accountability. To establish metric baselines to enhance consumer services to constituents utilizing existing multi-media technologies in fostering academic excellence and advancing institutional productivity and accountability, we are initiating the following:
  - Secret Shoppers: 25 students and 25 faculty volunteers to participate in this initiative.
  - Student/Faculty Surveys: Office of Institutional Research and Office of University Assessment will develop survey.
  - Employee Self-Evaluation: October – November 2011
  - Leveraging Technology: ImageNow implementation (Fall 2011)
- To date, the Office of Student Financial Aid has authorized \$66,787,008.30, which was awarded to 10,962 students.
- The University's Department of Public Safety Parking Section has taken steps toward the acquisition of two (2) University-owned shuttle buses. These buses complement the existing Venom-I and Venom-II shuttles. The elimination of the Venom-III shuttle route to the College of Engineering was replaced by contractual services provided by the City of Tallahassee's Star Metro Bus System, proved more cost effective.

### ***Facilities Committee***

Trustee McWilliams presented the report of the Facilities Committee which had two (2) action items and several informational items.

The committee elected Karl White as the Vice Chair of the Committee.

The Facilities Planning Committee heard a presentation from Attorney David Self regarding a resolution to reimburse the University for pre-construction services associated with the proposed 800-bed student housing facility to be constructed on the site of Polkinghorne Village. To meet the intended opening of the project in August 2013, it is necessary for certain design and preconstruction work to occur before the February 2012 financial closing. This work will include, but will not be limited to:

1. Start of architectural design.
2. Abatement and removal of hazardous materials.
3. Demolition of current Polkinghorne Village.
4. Commencement of site work.

Regulations of the U.S. Treasury Department permit the University to reimburse itself for the cost of these pre-construction services from the proceeds of the loan if the University expresses its official intent to do so.

**Trustee McWilliams moved that the Board of Trustees approves the resolution attached as Exhibit A in your handout declaring the intent of the Florida A&M University Board of Trustees to reimburse itself for expenses to be incurred in connection with the construction of an 800-bed student housing facility. The reimbursement will come from the proceeds of debt issued for the construction of the student housing facility. The motion was seconded by Trustee Lawson and following discussion it carried.**

The Facilities Planning Committee received background information for approval of Change Order Request #2 for the Campus-wide Electrical Upgrades – Phase III project. This Change Order Request will add \$505,560.12 to the contract with A. West Enterprises, the Contractor. This Change Order Proposal Request #2 will add the following items to the company's contract:

- \$172,339.12 – for a University-requested new system to improve energy management and energy savings;
- \$138,828.00 – for university-requested additional campus lighting for the Student Recreation Fields and to improve night time security for students;

- \$108,112.00 – for City of Tallahassee required additional site work and cabling for the new substation;
- \$62,207.00 – for a university-requested additional transformer for the Student Recreational Fields and additional maintenance hand-holes; and
- \$ 24,074.00 – for contingencies

With the approval of Change Order #2, the overall Campus-wide Electrical Upgrades project will still be within its \$34.7 million budget. A time extension of 120 days is being requested to complete the Change Order work.

The work and prices for Change Order #2 have been reviewed and recommended for approval by the project engineer and by the University's Construction and Facilities Management staff. BOT Policy 2005-06 requires Board of Trustees approval when the cumulative Change Order totals exceed \$250,000.

**Trustee McWilliams moved that the Board of Trustees approves Change Order Request #2 for Phase III of the Campus-wide Electrical Upgrades for \$505,560.12.12 and authorize a time extension of 120 days to complete the work outlined in Change Order #2. Trustee Turnbull seconded the motion and it carried.**

The Committee heard from officials from the City of Tallahassee, who updated the board on the FAMU Way Extension plan. Concerns were expressed regarding the loss of student housing adjacent to campus, the possible adverse impacts of eminent domain, and relocation options for the community, and the traffic flow from Florida State University's football games through the FAMU Campus. The City representatives were urged to keep the University apprised as the planning progressed.

The Facilities Planning Committee also heard and discussed a presentation on the Comprehensive Plan for Student Housing by MGT of America. The discussion included the conceptual advantages and disadvantages of constructing new on-campus housing, renovating existing on-campus housing, purchasing of off-campus housing, and leasing of off-campus housing, MGT was asked to provide an analysis on these options.

The Committee then received an update on the status of the six (6) major ongoing construction projects. Finally, the Committee heard an update on the new student laundry facilities and new outdoor seating facilities for dining at the Commons.

## **PUBLIC COMMENTS**

There was one (1) person signed up for Public Comment:

- Ciara Taylor—“Teach-Out” Plan

Before adjourning the meeting, Chairman Badger asked members for any final comments and a summary of those are noted below:

- Trustee Turnbull: Community College transfers, FAMU Way
- Trustee McWilliams: Tracking Alumni giving in the various giving areas, boosters, foundation, alumni association, FAMU Way
- Trustee Persaud: Teach-Out Plan, Resources to educate students that we recruit, Bar passage preparation, FAMU Way plans
- Trustee Montgomery: Bar Passage rates and adequacy of resources
- Trustee Lawson: Needs of Colleges and Schools and the adequacy of resources
- Trustee Alston: FAMU Way, Dress Code

There being no further business, the meeting adjourned.

Respectfully submitted,

**Rosalind Fuse-Hall**

Rosalind Fuse-Hall

Assistant Corporate Secretary