

**Summary Minutes**  
**FAMU BOARD OF TRUSTEES MEETING**  
**Grand Ballroom**  
**Thursday, February 9, 2012**

Chairman Solomon Badger called the meeting to order at 8:55 a.m. Chairman Badger noted that the University begins its observance of Black History Month on a somber note “as we learned on Tuesday that we had lost one of the pillars of the Civil Rights Movement and a FAMC graduate, Dr. Patricia Stephens Due.” A moment of silence occurred to honor Dr. Due.

Attorney Fuse-Hall called the roll and the following Trustees were present and participating in the meeting: Chairman Solomon Badger, Trustee Torey Alston, Trustee William Jennings, Trustee Charles Langston, Trustee Kelvin Lawson, Trustee Breyon Love, Trustee Spurgeon McWilliams, Trustee Narayan Persaud, Trustee Belinda Shannon, Trustee Marjorie Turnbull and Trustee Karl White. A quorum was established.

The Chairman asked for approval of the summary minutes for the December 9, 2011, with two (2) minor changes. Trustee Lawson moved approval of the minutes. Trustee Persaud seconded the motion and it carried.

Chairman Badger reminded member of the public about the sign-in sheets for public comment. Next, he recognized Attorney Avery McKnight to provide the statutory explanation for going into CLOSED SESSION.

Attorney McKnight noted that pursuant to Section 447.605(1), Florida Statutes, all “discussions between the chief executive officer of the public employer or his or her representative, and the legislative body or the public employer relative to collective bargaining shall be closed and exempt from Section 286.011, Florida Statutes.”

**CLOSED SESSION**

Accordingly, the Board, the President and designated University Collective Bargaining Team members met with its outside legal counsel, Attorney Rob Larkin of Allen, Norton & Blue, P.A., to discuss actual and impending collective bargaining negotiations with the FAMU bargaining units.

## **OPEN SESSION**

Upon reconvening in open session, Chairman Badger recognized Trustee White for a motion. Trustee White moved that the Board ratify the 2010-13 Collective Bargaining Agreement between the FAMU Board of Trustees, as the public employer, and the Florida Public Employees Council 79 of the American Federation of State, County and Municipal Employees AFL-CIO, and authorize the President to execute the agreement on behalf of the Board. Trustee Turnbull seconded the motion and it carried.

## **PRESIDENT'S REPORT**

Chairman Badger recognized President Ammons for the President's Report. President Ammons introduced guest from Tallahassee Community College (TCC), including former TCC Trustee Eugene Lamb, TCC President and other TCC officials. The president acknowledged the work of Trustee Lamb and FAMU Trustee Marjorie Turnbull, as the drivers of a new partnership between TCC and FAMU.

President Murdaugh made remarks before the presidents signed the articulation agreement between the two campuses.

President Ammons presented an update on the Robert Champion investigation. At this time, the investigation is on-going and no arrests have occurred and there is no further information. He noted that he has convened an Internal Crisis Management Team, chaired by Dr. Larry Robinson, Special Assistant to the President. This team will ensure that the day-to-day operations are carried out in light of the matter. Weekly updates have been provided to the board about the Champion matter and the president reported that the University complied timely with the Board of Governors Inspector General's request for documents.

Further, "to ensure that we as a campus continue to interact with individuals in a manner that promotes respect and dignity," the president announced the decision to temporarily suspend membership intake for all student clubs, organizations, fraternities, and sororities until the 2012 fall semester. The decision was announced at a Campus Safety Forum on January 31 and after discussions with students of Greek letter and non-Greek letter organizations, administrators and organization advisors. Also the 2012 band camp has been cancelled and was announced at this forum also. During this time, the University will review its processes and work with any initiatives emanating from the Blue Ribbon Anti-Hazing Committee that was created by the Board of Trustees. President FAMU noted, "FAMU will become an even safer campus where the practice of respect

and dignity becomes our guide in interacting with our colleagues and fellow students.”

The president informed the board of the university’s legislative budget request of \$1.5 million for the FAMU Crestview Educational Center and \$2.6 million to add capacity to FAMU’s health science education programs to meet critical state needs.

The president noted the following highlights also:

- FAMU named one of the 15 most popular national universities by *US News and World Report*.
- The National Jurist Magazine, ranked FAMU College of Law among the top schools for placing attorneys into government-based fields.
- Dr. Yaw D. Yeboah, will assume the position of Dean of the FAMU-FSU College of Engineering on July 1, 2012.
- The Honorable Maxine Water, U. S. Congresswoman, delivered the keynote address for the MLK Convocation.
- Dance Theater of Harlem performed on January 27<sup>th</sup> to a sold-out audience as part of the University’s Lyceum Series.
- The Honorable Jennifer Carroll, Lt. Governor of Florida, will deliver the Black History Month Convocation address.
- The 2012 Legacy Torch Tour will begin February 17<sup>th</sup>
- The Florida Regional Conference of the National Alumni Association will meet in Tallahassee on February 17-18.
- FAMU Day at the Capitol will occur on February 29<sup>th</sup>.

Chairman Badger thanked Dr. Ammons for his report and noted that the campus is working actively on several projects and he expressed the board’s gratitude for the work of the faculty, staff, students and administrators.

## **COMMITTEE REPORTS**

### ***BUDGET AND FINANCE COMMITTEE***

The Chairman recognized Trustee Richard Dent for the report of the Budget and Finance Committee. The Committee heard from Vice President Hardee who presented an amendment to the operating budget. The University is requesting \$390,673 in additional budget authority in the Auxiliary Trust Fund for the following:

- **\$335,673** - to cover the Spring Semester's operating expenditures for the On-line Distance Education programs in Public Health and the School of Business for the new cohort of students. Revenues from fees will be used to cover these expenditures.
- **\$50,000** - to pay student workers in the Property Office. These costs will be covered from receipts of the surplus property sales.
- **\$5,000** - to cover materials and supplies for Occupational Therapy classes in the School of Allied Health. Revenues are generated from supply fees authorized by Florida Statutes 1009.24(14) (i) and BOT Regulation 3.017.

**Trustee Dent moved that the Board of Trustees approve the amendments to the FY 2011-12 Operating Budget. Trustee Langston seconded the motion and it carried.**

The Committee heard about several informational items from Vice President Teresa Hardee. She gave an update on the results from the recent revenue estimating conferences for General Revenue and PECO. Staff anticipated \$1 -\$2 billion shortfall in General Revenue and FY 2012-13 PECO revenue dropped from \$113 million to zero (\$0) dollars. Next, Vice President Hardee updated the committee on the FY 2012-13 preliminary budget recommendations from the House and Senate.

- The House and Senate budget reduces the E&G base budget by \$153 million and \$400 million respectively. The Senate believes that the SUS have significant Carry-forward funds to help offset the budget reduction and that the reduction of \$400 million would only be for one year.
- The House budget assumes that the universities will implement the following tuition increases to offset the budget reduction:
  - 8% Undergraduate base tuition increase
  - 7% Tuition Differential increase and an
  - 8% Graduate/Professional & Out-of-State Fee Increase
- The Senate budget does not include an undergraduate tuition increase; however an assumption is made that the universities will implement the 15% Tuition Differential increase and an 8% Graduate/Professional & Out-of-State fee increase.

Vice President Hardee presented an update on the operating budget for FY 2011-12, as well, as an update on the fund balance for Athletics. The Committee members as well as other Trustees are interested in having more discussion about the deficit in the Athletic Department. Several Trustees are interested in getting questions answered before the next BOT meeting. After a lengthy discussion it was decided that questions from the Board will be submitted to the President's Office and transmitted to the Athletics Department for responses.

The Committee also received an update on EIT initiatives (i.e. Help Desk, Student Email deployment, restructuring, and best practices for IT security) and the T3E initiatives (Business Process Re-engineering) for the Office of Admissions.

For the last informational items, Vice President Hardee provided information on the outsourcing of the University Post Office and the two (2) contracts over \$100,000 that have been executed since the last BOT meeting.

### ***AUDIT COMMITTEE***

Chairman Badger recognized Trustee White for the report of the Audit Committee. Trustee White asked President Ammons to introduce the Interim Vice President for Audit and Compliance. The president provided background information about Mr. Richard "Rick" Givens, Interim Vice President for Audit and Compliance. The committee heard from Mr. Givens, who provided an update on the actions taken following the investigation completed by Sniffen & Spellman, P.A. In response to the report issued in November 2011, the University contracted with Accretive Solutions to perform a university-wide risk assessment and gap analysis. The Division will apply the results of the risk assessment in the development of its audit plan, which will be reviewed and approved by the Board of Trustees at a future meeting. Based upon the gaps identified and corrective actions recommended, the Division will implement policies and procedures and establish a time line to achieve Quality Assessment Review certification. An Invitation to Negotiate (ITN) has been issued to retain an outside firm to re-perform the work for the audits and investigations in which the findings were not substantiated or the topic has not been otherwise reviewed. The ITN responses are due February 15, 2012.

Additionally, Interim Vice President Givens presented an update on the Federal Awards Audit for the fiscal year that ended June 30, 2011. The audit disclosed five

(5) findings. The University is developing a written response and corrective action plans, which will be submitted to the Office of the State Auditor General.

The Committee was informed of the preliminary and tentative findings for the audit of the Bright Futures program for the year that ended June 30, 2011. The audit contained three (3) findings related to the SUS and the Florida College System, including one finding related to FAMU. The University has implemented new procedures to ensure timely return of the monies beginning with the Spring 2011 term.

The Audit Committee received information regarding the recent activities being performed by the Division's staff. Additionally, Interim Vice President Givens informed the Committee that part of the audit plan will determine the resources (man-hours) needed to perform the audits and reviews. Once needed resources are determined, a plan will be developed to perform the work. The time frame for contracting with outside firms or staff from other SUS universities, if necessary, is within a month of developing the audit plan.

Finally, Interim Vice President Givens gave a brief summary of the high-level risks that were identified in the risk assessment completed by Accretive Solutions and presented in their draft report. The three (3) areas within the University that present the highest risks have been identified as facilities management, information technology, and financial accountability. These items will be discussed in more detail in a future meeting. Trustee Turnbull noted for emphasis that internal audits do not affect the University's "clean" audits.

### ***DIRECT SUPPORT ORGANIZATIONS (DSO) COMMITTEE***

Chairman Badger recognized Trustee Belinda Shannon for the report of the Direct Support Organizations Committee. Trustee Shannon noted that the Committee heard a report from Vice President Thomas Haynes, who presented background information about re-naming the Division of University Relations to the Division of University Advancement. This name change aligns with suggestions from the Board of Trustees to review the adequacy of the name. Dr. Haynes advised that the new name change is effective immediately; however, there will be a transition period to update all communication materials.

The Committee heard an update on the Board Crisis Management Plan from Trustee Shannon. In January, the board gave her approval to move forward to implement the University's Crisis Management Plan. She has been working with the Crisis Management PR firm, DKC Public Relations, Marketing & Government

Affairs, to build an independent FAMU Anti-Hazing Committee (AHC). They are working to secure final confirmations from the panel of experts regarding their participation on the AHC. Trustee Shannon announced the AHC members:

- The Honorable Stephen Craig Robinson, Chair, is a former US federal judge from the U. S. Southern District of New York.
- Dr. Na'im Akbar, a Tallahassee native and a clinical psychologist, who is considered one of the world's preeminent psychologists and a pioneer in the development of an African-centered approach to modern psychology.
- Dr. Elizabeth J. Allan, a professor of higher education at the University of Maine, who's award-winning scholarship focuses on campus climates and have been featured in educational journals such as *Harvard Educational Review* and *The Journal of Higher Education*.
- Dr. Michael V. Bowie, former national president of the National Pan-Hellenic Council, Inc., and currently serves and the executive director of the Florida Fund for Minority Teachers, Inc.
- Vice Admiral (Ret.) David Brewer, retired from the US Navy and former superintendent of the Los Angeles Unified School District, the second largest school district in the nation.
- Dr. Mary Madden, an experienced researcher and program evaluator whose work focuses on development, health, well-being and education of adolescents, including hazing.
- Mr. David Starnes, assistant Profess/Director of Athletic Bands at Western Carolina University and an internationally known adjudicator, clinician, guest conductor and creative designer.

The AHC will look at the following issues:

- Preparing students to resist hazing and what has worked.
- Handling of hazing at other universities (and other organizations)
- Governing the Marching "100" and its activities.

The committee's recommendation will be presented to the BOT sometime during the spring. Convening the FAMU AHC is the major component of the board's Crisis Management Plan.

Trustee Shannon noted that she would keep the Board updated about the work of the AHC. Trustee Shannon noted that strong collaboration with the President and the Internal Crisis Committee has occurred to address the issues associated with hazing.

President Ammons announced the FAMU Anti-Hazing Research Initiative with a focus on strict anti-hazing measures. Fifty thousand (\$50,000) dollars have been

dedicated for this initiative. This fund encourages FAMU faculty members to become leaders in finding solutions and creating a body of work as FAMU joins the national discussion on hazing. This initiative offers two (2) competitive grants of \$25,000 each for faculty to conduct interdisciplinary and collaborative research during a 12 to 24 month period. Award will be made by May 1, 2012. President Ammons thanked Trustee Persaud and the Faculty Senate for their leadership in becoming involved in this initiative.

The Committee heard an update on the Board of Trustees goals on fund-raising from Vice President Haynes. He noted that for this quarter, the University is slightly behind its third quarter goal; however, with currently over \$23 million in the pipeline, and we expect to reach the goal.

Vice President Haynes provided the committee with an update on the Comprehensive Campaign's planning stage. He will hire the needed staff. Recruitment is underway and is a top priority for the Division. Further, "Celebrating 125 Years of Excellence" Torch Tour will occur in concert with the launch of the silent phase of the campaign.

### ***ACADEMIC AFFAIRS***

The chairman recognized Trustee Marjorie Turnbull for the report of the Academic Affairs Committee. The Committee heard from Provost Hughes Harris regarding applications for sabbatical and professional development leaves. Eighteen (18) applications for sabbaticals were submitted for the 2012-2013 academic year. The Sabbatical and Professional Development Leave Committee reviewed the applications and recommended approval of 11 applications to Provost Cynthia Hughes Harris and President James Ammons. In reviewing the applications, the Committee considered the programs and activities to be followed while on leave, the expected increase in value of the employee, to the university, and to the employee's academic discipline, specific results anticipated from the leave, and any prior leaves that had been provided to the applicant.

The eleven applications were recommended for approval by President Ammons and Provost Hughes Harris. The Academic Affairs Committee recommends approval of the 11 sabbatical applications.

**Trustee Turnbull move that the Board of Trustees approve the eleven sabbatical applications. Trustee Persaud seconded the motion and it carried.**



Next, the Committee heard from Provost Hughes Harris regarding approval to notice an amendment of Regulation 4.010: “Authorization of Program Majors, Minors, Other Academic Program Offerings and Off-Campus Programs” and Regulation 4.005: “Authorization and Termination of Academic Programs.” The revisions separate the authorization and termination of academic programs into two separate regulations. It also removes language regarding continuing education. These regulations have been reviewed by the Academic Policies Review Committee and the Faculty Senate.

The Academic Affairs Committee recommends approval for Regulations 4.010 and 4.005 to be noticed and adopted after the expiration of the thirty (30) day notice period, provided there are no public comments, in accordance with the Florida Board of Governors’ Regulation Development Procedure.

**Trustee Turnbull moved that the Board of Trustees approve the notice of intent to amend Regulation 4.010 and Regulation 4.005. Trustee Persaud seconded the motion and it carried.**

Provost Hughes Harris and her team presented to the committee encouraging updates on the BOT goals.

**Goal 1 – Meet Accreditation Standards of Select Disciplines** - The Committee received updated information on the University’s accredited programs. FAMU has 72 academic programs that are accredited. Two (2) of those programs are on probation, namely, Occupational Therapy and Cardiopulmonary Sciences. As part of the Board materials, each member received a document which identifies the programs that are accredited, the accrediting bodies, the dates of initial accreditations and the dates of the next visits.

Provost Hughes Harris informed the Committee that the School of Journalism and Graphic Communication completed its accreditation site visit today. The Site Team members indicated that they are recommending full accreditation without deficiencies or follow-ups.

**Goal 2 - Increase Number of Distance Education Programs and Students** – The Office of Instructional Technology presented a PowerPoint updating the Committee on its accomplishments this year. Included in the

presentation was an enlightening video testimonial from students that are currently enrolled in the University's distance education programs.

**Goal 3 – Increase Licensure Passage Rates** - At the last board meeting, the Committee requested comprehensive information on all programs in which students sit for licensure or certification examinations. Further, the Committee received information regarding programs where licensure is mandatory for practice in the field and where licensure examinations are optional. Additionally, the Committee was provided more detailed information regarding the examination passage rates in the College of Education.

**Goals 4 and 5 – Increase Number of Enrolled Research Doctoral Students and Increase Number of Research Doctoral Graduates by 10% Annually** – The Committee was informed that, in comparing Fall 2011 to Fall 2010, graduate admissions increased by 23%, graduate enrollment increased by 1.4%, and doctoral student enrollment increased by 92%. Nine (9) research doctoral degrees have been awarded this academic year. The goal is to graduate 22 research doctoral students.

**Goal 6 - Increase Number of Endowed Professors** – The University has one (1) endowed chair that is occupied, one (1) chair is currently being advertised and the University will advertise three (3) additional endowed professorships. The University's goal is to fill three (3) chairs this year.

Finally, Provost Hughes Harris introduced the committee members to Dr. Brenda Spenser, Director of the Office of Retention. Dr. Hughes Harris informed the Committee that information regarding restructuring was included in their notebooks.

### ***TRUSTEE-STUDENT AFFAIRS COMMITTEE***

Chairman Badger recognized Trustee Alston for the report of the Trustee-Student Affairs Committee. The committee heard from Trustee Breyon Love who recapped many activities within the Student Government Association (SGA). Some of those highlighted included:

- SGA went to New Orleans during the Christmas to provide gifts to victims of hurricane Katrina. There were three (3) buses transporting the volunteers. Additionally, they were able to provide much cheaper transportation home for about 10 students from the area.

- Initiated, with the assistance Information Technology (IT) a 24-hour Help Desk.
- Conducted a ‘Queen of Queens’ and ‘King of Kings’ forum which focused on self-respect.
- Spring elections will occur later this month and the results will be presented at the April meeting.
- Student Senate passed a resolution against a tuition increase.
- Student Senate passed a resolution honoring Robert Champion.
- The Anti-Hazing Agreement has been placed on line. Student Government will manage the Agreement. Following discussion, we agreed to revise the document based on the information provided and in consultation with General Counsel.

Next, the Committee heard from Vice President Hudson, who briefly discussed profile admits taking remedial courses. It was emphasized during the discussion that if we bring in profile admits, it is imperative that we have the resources to assist them.

Vice President Hudson noted that some of the strategies used with profile admits include:

- Satellite advisors located in the Schools and Colleges,
- Mathematics/English/Science labs available, opened from 9:00 a.m. to 9:00 p.m. daily,
- Academic Maps used to guide toward graduation,
- At Risk Student Reporting; and
- Satisfactorily Academic Programs conducted through the Office of Financial Aid

Other strategies will be implemented at a later date.

Vice President Hudson introduced the University’s Enrollment Management Staff. They are working out in the field, at recruitment fairs, and visiting high schools. He also noted the work of the Enrollment Management Team which assists students from 9<sup>th</sup>- 12<sup>th</sup> grades utilizing initiative such as:

- Alumni collaboration,
- Social media,
- Student Government Association,
- Virtual College Fairs (nationwide), and the
- Rattler Room at TCC which opened in January 2012.

Next, the committee heard from Chief Calvin Ross on Campus Safety. An updated hazing incident report was distributed for information. There have been no additional incidents of hazing reported after the December 16, 2011, date. Some of the cases listed are labeled “Suspended”. The chief noted that these cases have been delayed; but, the investigation may be still on-going with possible arrests to be made.

The committee received a first draft of ‘Dress Standards for Students’. The intent is not to stifle students’ expression through their dress. Rather, the aim is to transform standards on campus and to encourage students to dress for success. The drafters will take committee comments and revise, share with the General Counsel, and revisit at the next board meeting.

### ***FACILITIES COMMITTEE***

Chairman Badger recognized Trustee Spurgeon McWilliams for the report of the Facilities Committee. The Facilities Planning Committee heard a presentation from Vice President Hardee regarding a Guaranteed Energy Savings Contract amendment for Siemens Building Technologies. In February 2009, the Board approved a contract for Siemens to institute three (3) energy conservation measures. The three measures required an investment of \$2.4 million. In accordance with Section 1013.23 of the Florida Statutes, Siemens provided a guarantee that the energy savings resulting from the measures will exceed the investment payments. In the two years since the investment, the energy savings have exceeded the investment payments by a total of \$228,000. The University and Siemens are seeking to implement four additional energy conservation measures at this time.

The four measures are:

1. Provide partial decentralization of steam generation,
2. Improve the efficiency of the chilled water plant by adding tighter automatic controls to match the output of the plant with the demand from the campus,
3. Control and schedule automatically the temperatures in selected buildings to minimize energy consumption,
4. Heat water for the Gaither Swimming Pool and the Student Recreation Center by solar power.

Some of the benefits to the University include:

- No upfront capital required from state resources,
- Significantly improved reliability of the campus heating, ventilating, and air-conditioning (HVAC) system,

- Replacement of aging and obsolete HVAC equipment,
- Improved opportunities for preventive maintenance,
- Training of University personnel.

The four measures require an investment of approximately \$12.85 million and will result in energy savings of \$1.2 to \$1.8 million per year. The energy savings will be sufficient to pay for the investment over a 15-year period. The University retained the services of a third party professional engineering firm and a financial consultant to assist with the technical and economic evaluation of the four energy conservation measures.

**Trustee McWilliams moved that the Board of Trustees:**

- 1. Authorize the President to conclude negotiations with Siemens, pursuant to the guaranteed energy savings contracting requirements of Section 1013.23 of the Florida Statutes, to institute Energy Conservation Measures for: (i) partial steam decentralization; (ii) chilled water demand flow; (iii) Energy Management Control; (iv) Solar Thermal Heating, not to exceed an investment of \$12.85 million and for a project life not to exceed 15 years;**
- 2. Authorize the President to present the guaranteed energy savings project proposal to the Board of Governors for approval;**
- 3. Authorize the President to amend the existing guaranteed energy savings contract with Siemens to institute the energy savings contract with Siemens to institute the energy conservation measures as stated in (1) above, subject to the review and approval by the Office of the General Counsel;**
- 4. Authorize the President to obtain financing for the four energy conservation measures for an amount not to exceed \$12.85 million, subject to Board of Governor's Debt Management Guidelines, and subject to the review and approval of the Office of the General Counsel; and**
- 5. Direct the President to report to the Board of Trustees on the results of the contract negotiations and financing at the Board meeting immediately following the execution of the contract amendment.**

**Trustee White seconded the motion and it carried.**

**Next, the committee heard a presentation on the design of the 800-bed residence hall from Premier Construction and Land Development, the design-builders for the project. Discussions on dining and retail spaces followed the presentation. Attorney Self shared that the abatement and demolition of the**

site are expected to commence before the end of February 2012, and that full funding for the project is expected in April 2012. The residence halls are expected to be ready for occupancy in Fall 2013.

The Committee also received an update on the 2010-2020 Master plan from Wood + Partners, the University's Master Planning consultants. The draft Master Plan will be submitted to certain state and local government entities for review and comment. The University will also hold the first of two public hearings on the Master Plan within the next three (3) months. The second public hearing will be at a Board of Trustees Meeting.

Finally, the Committee received updates on the on-going major construction projects.

## **PUBLIC COMMENTS**

Chairman Badger outlined the process for public comment with a two (2) minute limit for the speakers and Attorney Fuse-Hall would keep time. Two written requests would receive three (3) minutes.

- Monica Dove (written request)—Not Present
- Stephanie G. Etienne (written request)—Not Present
- Ciara Taylor: add language to policies re Lesbian, Bisexual, Gays, Transgender
- Elizabeth Davenport: Faculty Union
- Eric Wright: Announced the Third Annual Young, Gifted and Black Event
- Travis Roberts: Questions to anyone besides Dr. Julian White and are anti-hazing efforts trying to get rid of the band or trying to get rid of hazing.

Chairman Badger thanked each respective speaker for their comments. There being no further business for the board's consideration, this meeting adjourned.

Respectfully submitted,  
[Rosalind Fuse-Hall](#)  
Rosalind Fuse-Hall  
Assistant Corporate Secretary