FLORIDA A & M UNIVERSITY
BOARD OF TRUSTEES

IN RE: BOARD MEETING

TRUSTEE MEMBERS:
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BY PHONE:
MARJORIE R. TURNBULL
TOREY L. ALSTON
BELINDA SHANNON
SPURGEON McWILLIAMS

DATE:
FRIDAY, FEBRUARY 6, 2015

TIME:
COMMENCED AT: 10:30 A.M.
CONCLUDED AT: 11:50 A.M.

LOCATION:
COLLEGE OF PHARMACY
2050 ART MUSEUM DRIVE
BUILDING 4800, SUITE 200
JACKSONVILLE, FLORIDA

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

CHAIRMAN BADGER: Good morning. Welcome to the February 6th meeting of the Florida A & M University Board of Trustees.

I call this meeting to order. And the first thing on the agenda that I would like to do is recognize Doctor Frank S. Emmanuel in the house wherever he is. Doctor Emmanuel.

DOCTOR EMMANUEL: Right here, sir.

CHAIRMAN BADGER: Thank you, sir, and you can make what comments you choose and introduce your staff.

DOCTOR EMMANUEL: Thank you very much. My staff is back here busy working, but I just wanted to say, on behalf of the Dean of the College of Pharmacy, Doctor Michael Thompson, we welcome you here to Jacksonville. I realize that you've been to the Taj Mahal in Crestview, but we just want you to know that we're just as proud to have you a part of our facility, and thank you very much for coming to Jacksonville.

CHAIRMAN BADGER: Thank you. Thank you for having us here, and thank you for what you've done
to accommodate us. We greatly appreciate it, and I understand there are better things to come even before the day is out; am I correct?

DOCTOR EMMANUEL: That's correct.

CHAIRMAN BADGER: Okay. Thank you very much. It's no drinking, but it's better things to come.

Attorney Barge-Miles, will you please call the roll?

ATTORNEY BARGE-MILES: Trustee Badger.

CHAIRMAN BADGER: Here.

ATTORNEY BARGE-MILES: Trustee Alston.

TRUSTEE ALSTON: Here.

ATTORNEY BARGE-MILES: Trustee Boyce.

TRUSTEE BOYCE: Here.

ATTORNEY BARGE-MILES: Trustee Grable.

TRUSTEE GRABLE: Here.

ATTORNEY BARGE-MILES: Trustee Graham.

TRUSTEE GRAHAM: Here.

ATTORNEY BARGE-MILES: Trustee Lawson.

TRUSTEE LAWSON: Here.

ATTORNEY BARGE-MILES: Trustee McWilliams.

(NO RESPONSE).

ATTORNEY BARGE-MILES: Trustee McWilliams.

(NO RESPONSE).

ATTORNEY BARGE-MILES: Trustee Montgomery.
TRUSTEE MONTGOMERY: Here.

ATTORNEY BARGE-MILES: Trustee Moore.
(NO RESPONSE).

ATTORNEY BARGE-MILES: Trustee Moore.
(NO RESPONSE).

ATTORNEY BARGE-MILES: Trustee Shannon.
(NO RESPONSE).

ATTORNEY BARGE-MILES: Trustee Shannon.
(NO RESPONSE).

ATTORNEY BARGE-MILES: Trustee Turnbull.
(NO RESPONSE).

ATTORNEY BARGE-MILES: Trustee Turnbull.
(NO RESPONSE).

ATTORNEY BARGE-MILES: Trustee Warren indicated he would not be able to attend the meeting; he has a conflict.

Trustee White.

TRUSTEE WHITE: Here.

CHAIRMAN BADGER: Thank you.

MS. BARGE-MILES: Mr. Chair, you have a quorum.

CHAIRMAN BADGER: Thank you very much.

TRUSTEE SHANNON: Trustee Shannon is here also.

CHAIRMAN BADGER: Okay. Let the record show
that Trustee Shannon is present.

Okay. The purpose of today's meeting is to discuss the final report regarding FAMU/FSU College of Engineering. But before we move into that discussion, we would like to give the public an opportunity to comment.

Please be mindful of the fact that each person recognized for the purpose of public comment must limit their comments to not more than three minutes, and they must be limited to what we're discussing today.

Ms. Barge-Miles, do we have anyone that would like to comment?


CHAIRMAN BADGER: Doctor Tucker.

DOCTOR TUCKER: Thank you, Mr. Chairman.

Chairman Badger, Madam President, members of the Board, guests and friends.

My name is Bill Tucker. I'm, as you know, a retired faculty member from FAMU, but I'm also a member of the National Alumni Association. And I'm on the Governmental Relations Committee for the National Alumni Association, so I'm speaking on behalf of Tommy Mitchell who is the president, and
Carolyn Collins who is the chair of that committee; I'm the vice chair.

I want to make a few comments about the report. I can go through this rather quickly, you've got a copy of it.

First of all -- and I read this thing very carefully, and so I've written up some matters or some questions, issues about it. I want to read a few of them, as many as I can during the time available.

First of all, you noted that FSU was not satisfied with FAMU's managed -- the way FAMU managed or allegedly mismanaged its administrative and fiscal responsibilities. FSU used its superior economic resources to marginalize FAMU's role in the E. college. FAMU was not happy with FSU's restricting the FAMU E. students' access to E. college facilities. FSU, using its economic leverage, constructed E. buildings that were not under the control of the dean of the E. college. These buildings were not accessible to FAMU's E. college, faculty, and students, certainly not to the degree available to FSU E. college faculty and students.

The two universities do not provide their
respective E. college faculty with comparable
benefits. FAMU's financial rewards were
significantly lower than those at FSU.

FAMU student enrollment has dropped
significantly. FAMU students have -- the
graduation rates have also changed since Humphries'
years, four years after that. The demise of the
Board of Regents has had a deleterious impact on
the management of the E. college. FAMU's impact on
the overall ranking of the E. college is so
diminished that with or without FAMU as a partner,
the overall ranking of the E. college cannot be
affected. FSU's legislatively awarded preeminent
status gives it an extra $15 million per year over
that at FAMU.

There were other findings that were also very
significant. A split in the joint college would
likely lead to challenges from the U.S. Office of
Civil Rights, OCR, because of possible violations
of Section 6 of the Civil Rights Act of 1964. The
Scotus decision in the Fordice case, 1992; and the
memorandum of agreement by President Walter Smith,
FAMU; Bernard Sliger, FSU; and Chancellor
Barbara Newell, Board of Regents.

Fordice prohibits Florida from maintaining
separate and so-called equal E. colleges in the same city. The study documented that the joint college lagged considerably behind other E. schools in the state: FIU, USF, and the University of Miami as examples in the nation.

FSU's desire to move to the top 25 academically and AAU acceptance is hindered by the lack of research productivity on the part of FSU employee -- of the FSU's E. faculty, not at FAMU. The split with equal -- with E. college would cost a billion dollars. The study concluded that FSU's top 25 academic aspirations are conjecture. That's called guessing.

In Florida -- am I -- one more, two or three more.

CHAIRMAN BADGER: Okay.

DOCTOR TUCKER: If Florida moves forward with the split, legal action from OCR and other groups such as the NAACP may follow. Most of the FSU's E. college faculty members are outside of the control of the dean. They were hired on positions not under the dean's control. FAMU and FSU's E. college faculty are essentially identical -- was essentially identical due to our (unintelligible) separate promotion tenure criteria, a department of
mechanical engineering faculty group, all FSU propose -- proposal of a dual degree program was viewed as unworkable.

The evaluation firm, Collaborative Brain Trust Consulting, firm did not make recommendations whether or not the E. school college should be split or left intact. It simply evaluated the consequences of various approaches and the problems it determined that led to the current issue.

CHAIRMAN BADGER: As always, thank you very much, Doctor Tucker.

Any questions of Doctor Tucker?

(NO RESPONSE).

ATTORNEY BARGE-MILES: Doctor Leela Walker.

DOCTOR WALKER: I simply signed because he wanted me to read the second half. And as you see, he failed to mention that I am a member of the Governmental Relations Committee as well.

ATTORNEY BARGE-MILES: Doctor Reginald Perry.

CHAIRMAN BADGER: Welcome, Doctor Perry.

DOCTOR PERRY: Good morning. Good morning Trustee members.

My name is Reginald Perry. I'm the Associate Dean for Student Affairs and Curriculum at the College of Engineering, and I just wanted to
make a public comment. I've been meeting with FAMU affiliated faculty at the college for about a year now, and we are fundamentally opposed to this separation of the college.

Although we do acknowledge there are many issues that do need to be resolved at the college, we feel that it is issues that can be fixed and that the college is an asset to both Florida A & M University and Florida State University and should remain together.

Four of us traveled from Tallahassee this morning and will be here to your availability if you have any general questions about the college.

Thank you.

CHAIRMAN BADGER: Thank you. Thank you very much.

TRUSTEE BOYCE: Sir, I have a question. You mentioned that --

DOCTOR PERRY: Reginald Perry?

TRUSTEE BOYCE: Yes, Doctor Perry, sorry.

So you mentioned that these things could be fixed. Have you guys put together a plan of actionable items that would achieve that?

DOCTOR PERRY: We have developed a set of ten recommendations we feel that could be put forth to
strengthen the presence of Florida A & M University at the College of Engineering.

TRUSTEE BOYCE: So just our portion then, not the joint college to continue to move forward together?

DOCTOR PERRY: Well, we believe strengthening FAMU's presence at the college will strengthen the college.

TRUSTEE BOYCE: Okay. So your recommendations are specific to FAMU, not to the joint college in making sure that it moves forward collaboratively?

DOCTOR PERRY: We feel that these recommendations will make the partnership more collaborative.

TRUSTEE BOYCE: Okay. And would we be able to have those recommendations?

DOCTOR PERRY: Yes, I can provide those to you.

TRUSTEE BOYCE: Okay. Great.

CHAIRMAN BADGER: Thank you.

Any other Board member?

(NO RESPONSE).

CHAIRMAN BADGER: Thank you very much.

DOCTOR PERRY: Okay. Thank you.

CHAIRMAN BADGER: Now we come to --
ATTORNEY BARGE-MILES: I think we have one more, Doctor Kamal --

DOCTOR TAWFIQ: Yeah, that's good.

ATTORNEY BARGE-MILES: Okay.

TRUSTEE McWILLIAMS: Mr. Chairman.

CHAIRMAN BADGER: Yes, sir.

TRUSTEE McWILLIAMS: Yeah, I joined the call late. Where are you in your proceedings, sir?

CHAIRMAN BADGER: We're currently doing public comments still.

TRUSTEE McWILLIAMS: Oh, okay.

CHAIRMAN BADGER: Would you like to speak?

TRUSTEE McWILLIAMS: Yes, I can.

CHAIRMAN BADGER: Okay. If you have -- we have someone at the podium now. I'll call upon you as the last person; is that okay?

TRUSTEE McWILLIAMS: Sure.

CHAIRMAN BADGER: All right.

DOCTOR TAWFIQ: Thank you. My name is Kamal Tawfiq, and I'm the chair of Civil and Environmental Engineering at the FAMU/FSU College of Engineering. And I'm a FAMU faculty, and I've been a FAMU faculty for the last 27 years. So basically I've lived with the college almost from the beginning.
I just want to give you a quick remark; it's not actually to advocate any of the options. But last April when we started to hear about the desire of FSU to split, I received a call from one of my graduates -- he graduated in 1993; he's a very successful engineer and businessman in Tallahassee -- to congratulate me that finally the college is going to split. And he told me, aren't you happy that you're going to go to FSU finally? And I said no. And he said, why? I said because I'm a FAMU faculty.

He said, for the last 23 years, I didn't know that you were a FAMU faculty. How about professor so and so? I said, he's FAMU faculty. How about professor so and so? He's FAMU faculty.

He said, then I got the best education from FAMU faculty. And what he told me, he said, because I'm very proud of this college, my son, I'm trying to get him into this college and to become an engineer.

So that's why we said we just want to follow-up with Doctor Reginald Perry, that we have done many, many good things. There are some problems, and these problems can be fixed.

CHAIRMAN BADGER: Okay. Thank you. Any
questions from Board members?

(NO RESPONSE).

CHAIRMAN BADGER: Hearing none, thank you very much.

DOCTOR TAWFIQ: Thank you.

CHAIRMAN BADGER: And now we come to a point in our day -- are you done?

ATTORNEY BARGE-MILES: Yes. You said you were going to recognize Doctor McWilliams.

CHAIRMAN BADGER: Doctor McWilliams?

TRUSTEE McWILLIAMS: Yes.

CHAIRMAN BADGER: Do you have any wisdom you'd like to give to the Board?

TRUSTEE McWILLIAMS: I don't know if it's wisdom. Yeah, I've read the report and, as you know, I'm very familiar with all of this because I've been around since the beginning of this situation.

So I did have some comments: One, in the original memorandum of agreement in 1982, one of the things was that there was to be no autonomous administrative structure. And to me what the goal was back then was to eliminate the system -- the duality of the State University System, to make FAMU a legitimate member of the SUS, and to make it
a unitary system.

Ironically, I see what has happened at the College of Engineering as a perpetuation of duality, in effect because you had two universities and you had two parent -- without an autonomous administrative structure. You had two structures in place there with the FAMU people and FSU people, and no attempt to unify, so you had perpetuation of duality in a situation where you had -- you were trying to show how two universities could come together and form a unitary system.

So I think that one of the things was that back under the Board of Regents, of course you had your chancellor who sat in the middle and kind of debated issues and was a tiebreaker or mediator. That might be something that might needs to be reconsidered when you talk about the joint council because I don't see how you can have two separate bodies and really reach agreement very effectively sometimes unless you have a mediator in the middle. So that's one of the things that I looked at that I thought was interesting.

I saw disparities, and that's another situation where you have -- you don't have a unitary administrative structure. And so these
disparities that are on our part, FAMU's part that
is: One, procedural, where somebody said, well, they'd rather go through the system at FSU for research purposes because our things would slow down, difficulty -- there was too much red tape, procedural.

The other was compensation, people were making more money on the other side because FSU was putting another pot of money into it. And the other was market and enrollment growth effort and emphasis where they were apparently putting more into that than we were as our enrollment was declining.

So I think that we have to have some system of addressing these disparities that are on our part, and those three: Procedural, compensation, and market and enrollment, growth effort, were the things that I looked at. I looked at indications, again, of separation. Obviously the biggest thing is the OCR agreement, so I don't really think separation is an option unless you want to get into larger lawsuits and all those kinds of issues, so that's not really an option.

Cost, $1 billion, obviously nobody is going to give us a billion dollars to separate.
And, third, there is no indication that the joint venture has been an impediment to FSU's ability to ascend to top 25 status, which is one of the things that they put forth.

I looked at other schools in the system who have much, much better numbers. You have, of course, UCF, USF, FIU, all of these have much better numbers than this joint college between FAMU and FSU so that, for example, we're talking about $10 million; and to get us up into top 25, they're talking about $70 million in research.

So FSU would have a long climb and it would be a long -- it's a good thing they're trying to do this, but it's not that -- there's no indication that FAMU is an impediment to their ability to do this.

The other thing about it, of course, FSU was like on the undergraduate level ranked 102 out of I think 200, somewhere in the 50 percentile range. So they've got a lot of work to do to get to where they want to get to, but I don't think separating from us in terms of the engineering school would help them in that regard. So that's basically -- those are my observations.

CHAIRMAN BADGER: Thank you very much.
Thank you very much, Trustee. You also bring
knowledge and wisdom. I think most know that as
young as you are, you still -- I believe you are
the premiere Trustee on this Board. I think you
were a member of the initial Board, the original
Board, and we thank you for what you bring.

TRUSTEE McWILLIAMS: Thank you.

CHAIRMAN BADGER: Now, if you will, I want to
ask trustee -- I'm going to make you a trustee.
President Mangum is going to lead the discussion
regarding the College of Engineering report, and
we'll turn the floor over to President Mangum.

PRESIDENT MANGUM: Thank you, Chairman Badger.
It is certainly a pleasure and a delight to be here
in Jacksonville. It's exciting for several
reasons, because it's our first opportunity to have
a Board meeting on this campus where our pharmacy
school is; and so we're thankful for your
participation and for coming out to share your
opinions.

Today's meeting is a special meeting that was
called to give you an opportunity, as trustees, to
provide us with feedback and your thoughts about
the CBT report. It gives us an opportunity to have
a discussion as we continue to engage with Florida
State University, the Board of Governors, and others around the disposition of the FAMU position. So we really are here to hear from the trustees about what your desires are.

I will give you kind of a little overview of some of the actions that we have been taking to get input into the decision process knowing that the final decision rests with the recommendation from the Board of Governors to the legislature, since they commissioned the study; and I have been in conversations with the chancellor of the system, also with Chairman Hosseini around how they want to proceed with making the recommendation to the legislature, which has to happen in March.

There is a meeting that has been called by the Board of Governors to discuss this topic on February 19th, so this is very timely for us to get the opinion of our Board to be included in those decision processes as we go forward.

I have also met with the faculty of the College of Engineering to get their feedback and Associate Dean Reginald has given us -- Perry, has given us information about their position generally. They gave me some specific concerns that they had with regard to the options that we
received from the CBT report, and I think that we can all say -- or at least that I can say that I have yet to hear anyone approach me with the option of wanting to split the college into two parts or having a dual system for the College of Engineering.

All of the positions that have come has identified some of the shortcomings in the relationship and how it has developed over the last 30 plus years, but knowing that these -- many of these problems or situations can be corrected with funding. We all basically have agreed that the imbalance in funding has created much of the inequity that we currently read about in the CBT report and that we currently operate upon.

And in all of the discussions that we are having with our constituents, stakeholders, and those that are observing us, includes a conversation about the fact that Florida A & M University has been underfunded, not just for the College of Engineering, but across all of its programs. And in order for us to be the partners that everyone expects us to be in this type of a relationship, we need additional resources.

And so that's part of our legislative agenda
this year, is to obtain additional resources for the University, but also specifically for the College of Engineering to enable us to be the partners that Florida State and the state want us to be in a joint -- or one College of Engineering that addresses and meets the needs of all of our students across the state.

So I'd like to hear from you and get your direction and your feedback into this process, so I don't know -- I should also introduce to you, some of you may or may not have actually engaged and met, you did at the last meeting -- Provost Marcella David is here, and she is certainly well aware of all of the issues.

We had some opportunity to talk with people around the issue of engineering yesterday, and also she's fully aware of the study; and also as an academic leader and chief academic officer, I'd like you to fully engage in the conversation as well and offer your opinions if asked a question about how you would like to proceed; but we really are here to hear from the Trustees.

CHAIRMAN BADGER: That was timely. Now would you do the same for your other staff members for the ones of us who don't know in Jacksonville?
Would you introduce --

PRESIDENT MANGUM: Oh, certainly. Thank you.

Let's see, starting on this side of the room, we have my Executive Assistant, Ms. Jackie Hightower. She's the person that gets all of the calls and does all of the scheduling. We also have Dean Yaw Yeboah, the Dean of the College -- the joint College of Engineering. And we have our immediate past Provost, Interim Provost, Mr. Rodner Wright and Dean of the School of Architecture, which I'm sure you all know. Raise your hand.

TRUSTEE BOYCE: Could you stand?

PRESIDENT MANGUM: Everybody is shy.

TRUSTEE BOYCE: I can't see.

PRESIDENT MANGUM: He can't see you over here.

Y'all stand up.

CHAIRMAN BADGER: We can't see through the podium.

PRESIDENT MANGUM: Okay. And vice president --

TRUSTEE BOYCE: I can see a hand.

PRESIDENT MANGUM: He did not see you, Provost Wright, Interim Provost.

PRESIDENT MANGUM: And Dean Yeboah, can you
please stand?

(WHEREUPON, DEAN YEBOAH STOOD).

PRESIDENT MANGUM: Okay. And, Miss Jackie,
you want to stand so they can see you over there?
They can't see. Can't see you on that side of the
room.

PROVOST DAVID: Good morning.

PRESIDENT MANGUM: Okay. And then we also --
we have Doctor Tim Moore, Vice President for
Research.

(WHEREUPON, DOCTOR MOORE STOOD).

PRESIDENT MANGUM: Who else is on that side
back there? Well, you met Associate Dean Perry.
And on this side we have Attorney McKnight, I'm
sure you all know; he keeps us all straight. And
Vice President Miller for communications and
external relations. We have Mr. Vernon Bryant also
here with us this morning in events planning,
responsible for helping us do what we're supposed
to do on campus protocol.

There's vice president -- who is in front of
you? Oh, there's Tolar Thompson, our legislative
liaison and lobbyist, federal and state. Is there
anybody -- I can't see behind. I can see Bill.

TRUSTEE LAWSON: Doctor Hudson.
PRESIDENT MANGUM: Doctor Hudson, please stand, Vice President of Student Affairs.

Everybody else back there, you need to stand up because I can't see you. Ms. Carmen Cummings, Alumni Affairs Director and her staff. Regina Gardener. Anybody else back there?

And I thank you all for coming down and helping us this morning in sharing in this event. They make these things possible for us. And, of course, you know Attorney Barge-Miles over there and Ms. Parker who are making sure that all of this runs smoothly. Thank you very much for coming, and so we're delighted to be here.

CHAIRMAN BADGER: Thank you. Thank you for coming.

And now it's time for us to -- Board engagement. The question was asked about -- the statement was made that the President wants to receive input --

ATTORNEY BARGE-MILES: Right, if we could have you to project your voices. We don't have mikes in this small room, so if you could project your voices so we can make sure that the folks that are on the telephone, as well as listening on the internet and the radio, can hear you.
CHAIRMAN BADGER: Okay. We're going to need to do that. It's time for Board members to have dialogue and questions and concerns about the report that the President has just given us.

PRESIDENT MANGUM: Is there any particular order that you would like -- we'd like to hear from all of you. Do you want to start over here, or anybody just --

TRUSTEE BOYCE: I'll go first, that's fine.

CHAIRMAN BADGER: Thank you.

TRUSTEE BOYCE: The first question: Is somebody here from CBT that gave the report, that put this report together?

(NO RESPONSE).

TRUSTEE BOYCE: So nobody is here from them? Okay. Because a lot of my questions were directed at them because they put together the report. Anybody here from the Board of Governors?

(NO RESPONSE).

TRUSTEE BOYCE: No? Okay. I guess then, Attorney McKnight, let's say that this were dissolved and there was a divorce, who is liable if this comes under the federal law as a violation?

ATTORNEY McKNIGHT: If you look at the OCR partnership agreements, and as Doctor Tucker so
eloquently addressed, the decisions by the United States Supreme Court, it will be the State of Florida.

TRUSTEE BOYCE: Okay. So it wouldn't be us?

ATTORNEY McKNIGHT: It would be the -- if the split occurs, it would have to be by legislative fiat, and so it would be the State of Florida. And to the extent that the Governor wouldn't veto -- or would not veto the legislation.

TRUSTEE BOYCE: One of the concerns in the report talked about declining enrollment, and I didn't know if we had any thoughts, insight into the College of Engineering on marketing to try and see if we were to continue to move forward how to kind of rectify that. I don't know if that was in the ten recommendations that Doctor Perry referenced.

TRUSTEE WHITE: So we have the dean here and we have the --

CHAIRMAN BADGER: We have two or three deans and the Provost.

TRUSTEE WHITE: So would somebody like to speak to the plan around enrollment?

DOCTOR PERRY: I'm sorry, the question --

TRUSTEE BOYCE: So the question was, is in the
report it talks about a significant decline in the amount of students that we're putting in this joint college. Do we -- I didn't know if it was your ten recommendations on how to rectify that.

DOCTOR PERRY: Well, one of the things that we are recommending is that there needs to be a lot more faculty on the FAMU side at the college, so right now there's probably about 80 faculty members within the college, and only about 24 are on the FAMU side. So what we would like to see is at least doubling the number of FAMU faculty.

TRUSTEE BOYCE: And that would help us get more students?

DOCTOR PERRY: Yes, because students are attracted, you know, based on faculty within the college. The other thing that we had recommended, too, was fin terms of getting a recruiter dedicated for the College of Engineering. So we do have people that are doing recruitment for us through Doctor Hudson's office, but we would like to see someone dedicated to engineering to provide us additional support in terms of providing -- helping us recruit new students at not only the undergraduate but also at the graduate levels at the College.
TRUSTEE BOYCE: Okay. Another question --

PRESIDENT MANGUM: May I comment on that as well?

TRUSTEE BOYCE: Yes, ma'am.

PRESIDENT MANGUM: Part of the enrollment and looking at the number of students that we have as an institution, it's about a four in one ratio. Also, if you look at the percentage of students that we have that go into engineering, it's equitable.

In terms of the percentage of the student body at FSU that pursue engineering is a little under three percent. And I think that's in a table, but it just shows the ordinal numbers; it does not break it down according to magnitude or size of institution. And we have a little over three percent of our students going into the engineering areas.

Now that is a decline from our percentage from previous years, but if you reverse the look, the percentage share was also started a little lower. So FSU has ramped up, and ours, based upon some of our enrollment trends and the count of the type of students that we admit and the preparation of students that are coming in from secondary
education because we have to provide more supplemental education or remediation before our students are ready to go into engineering; and the lack of funding has also impeded our ability to address some of the retention and student success initiatives that we need. And that is the reason why -- one of the reasons why we need additional funding for student success that we are trying to pursue right now.

TRUSTEE BOYCE: You mentioned remediation, and that was in the report about the students who come into college need remediation in math. That was kind of some of the -- and so is that kind of addressed in the recommendations as well, is to try and help kind of improve the students' math skills so -- and I know generally that's one part of it.

Generally, I didn't see in the report, and I could have missed it, stem education across the nation is difficult to recruit for. I don't know if they gave us any leeway on that. I didn't see it in the report, but I thought that that might be a fair statement just to kind of, you know, set the playing field as it relates to, yes, enrollment might be down for our engineering; but across the
nation there have been tons of efforts to try and
improve and then recruit for stem education because
they've seen a lack of students that even want to
go into that, not just in this college or FSU but
across the country.

CHAIRMAN BADGER: Thank you.

DOCTOR YEBOAH: Yeah, my name is Yaw Yeboah.
I am the Dean of the joint College of Engineering.

ATTORNEY BARGE-MILES: Excuse me. Because we
do that, can we move this closer because the folks
still can't hear, so if we can move in closer to
the mike.

DOCTOR YEBOAH: It is entirely true that the
problem with enrollment in the college, a lot of it
depends on the math issue. So this very week I met
with the Dean of the College of Science and
Technology at FAMU, Doctor Maurice, and he came to
the college with the chair of the math department
and his associate deans, and I also came with all
of the chairs in the college; and we had a candid
conversation about how to go about addressing this
particular issue. So to some extent we have
already started and initiated to try to address
that issue.

Now the problem is we have shown that if the
students can finish the prerequisites that we have from engineering, the math, the physicists, the chemistry, which are -- in what we call a freshman engineering lab, if they finish it, the success rate for both FAMU and FSU is about the same, there's no difference.

So it's getting the students past the pre-engineering phase. They have to be pre-engineers and pass those courses before they actually get into our engineering program. But once they are able to pass, the success rate is about the same. It's about 80 percent?

DOCTOR PERRY: A little over that.

DOCTOR YEBOAH: It's a little over 80 percent on both sides, it doesn't matter whether it's FAMU or FSU.

So if we can address the math issue in particular, we are already I mean halfway. And part of the problem is that we are putting students in engineering who really didn't have the math background. And that's why we talked to Doctor Hudson, to make sure that that never happens, because once you do that, it's a problem.

CHAIRMAN BADGER: If you don't mind, stay a minute, please.
Go ahead, Doctor White.

TRUSTEE WHITE: So then let me back into the
math here. So I've got -- if I get through the
pre-engineering phase, I've got an 80 percent
chance of being successful?

DOCTOR YEBOAH: Uh-huh.

TRUSTEE WHITE: So the question is, so leading
into, you know, those who enter pre-engineering,
what percentage of them complete successfully?

DOCTOR YEBOAH: The percentage of the students
who come into the --

TRUSTEE WHITE: Who enter the pre-engineering,
right? So I'm going back to the beginning pool,
right?

DOCTOR YEBOAH: Yeah.

TRUSTEE WHITE: So we start here, if they get
through this phase then, right? So I'm just trying
to say, of the beginning pool of those who enter
pre-engineering, what percentage of those are
successful?

DOCTOR YEBOAH: Do you have the exact numbers?

DOCTOR PERRY: I don't have the exact numbers.

TRUSTEE WHITE: Around, approximate number is
fine.

DOCTOR PERRY: It's about 30 percent.
TRUSTEE WHITE: Okay.

DOCTOR YEBOAH: But it's a little higher on the FAMU side, right?

DOCTOR PERRY: In terms of pre-engineering?

DOCTOR YEBOAH: Yes.

DOCTOR PERRY: No.

TRUSTEE WHITE: Okay. Okay.

DOCTOR YEBOAH: But this didn't used to be the case. I mean as the report alluded to, during Fred Humphries' days it was not like that. We had -- some of our best students were from FAMU.

TRUSTEE WHITE: As I say, I think we're just trying to understand where we need to be focused to help the situation be better.

CHAIRMAN BADGER: Now before --

DOCTOR YEBOAH: -- engineering is the math.

CHAIRMAN BADGER: Now before you leave now --

TRUSTEE WHITE: You don't get off the hook that easy. That's the pre-engineering phase.

DOCTOR YEBOAH: No, I know the problem.

CHAIRMAN BADGER: We want to make sure that your trip was worthy. Now most of us know that you got up early this morning, got on an airplane, and came here to be with us, and you've got to go back to Atlanta before you go home to work in
Tallahassee. I know that and we appreciate it.

I pulled away from Trustee Boyce a little too fast and he wasn't finished. Would you mind --

TRUSTEE BOYCE: Yeah, just a few more questions.

CHAIRMAN BADGER: Sure.

TRUSTEE BOYCE: Did the CBT interview, Doctor, you and your staff?

DOCTOR YEBOAH: Oh, yes.

TRUSTEE BOYCE: Okay. Good.

DOCTOR YEBOAH: They interviewed me, and they interviewed the previous dean, they interviewed the faculty from FAMU, they interviewed the faculty from FSU, staff on both sides and students and alumni.

TRUSTEE BOYCE: Okay, very cool.

So I have a few other questions, but I do want to just put my position on the table just so that you all can know.

Generally I'm in favor of improving that divorcing, and that's why I keep asking about what you all would do to recommend how you fix it, because if we're going to fix it, I think we should do it collaboratively with our friends at FSU and not in a vacuum and not in a way that creates
additional acrimony or division.

And so whatever we can do to maybe achieve that, I would love to hear at some point, and maybe this is not the right time for it, maybe Doctor Perry could just walk us through very briefly what those ten recommendations are because that's what I would -- as I was reading the report, I'm -- my mind goes to: How do you fix it, right?

You know, because for a number of different reasons, number one, federal law that I can see in the report, I don't think that you can really split these two colleges; and it's cost prohibitive of about a billion dollars. What I didn't see in the report, and I might have missed it, is that it said it's $500 million each to split, and it said significant costs to keep them together because you need resources and buildings and all of those things, but I never saw a dollar figure on that and who would be responsible for providing those resources.

So federal law, the message that it sends, I think that it takes us backwards in terms of how far we've come as a country in order to do this, and the cost would be my primary reason -- a number of different reasons why I would not be in favor of
splitting the colleges, but just that you all know what my position is, and perhaps I need to ask some additional questions.

But it would have been helpful, and you guys have worked very, very hard, and I appreciate it, and I appreciate the time you've given this morning, to have had somebody from the CBT here to present on their findings so that I could ask them questions too. So that's just the one thing I wish we would have maybe have had.

DOCTOR YEBOAH: The CBT responds only to the Board of Governors.

TRUSTEE BOYCE: Fair enough, or maybe somebody from the Board of Governors then.

CHAIRMAN BADGER: Along with the person that they would bring from CBT.

TRUSTEE BOYCE: That would be great.

Trustee Lawson had asked --

TRUSTEE LAWSON: I defer to Trustee Grable and I'll come back.

CHAIRMAN BADGER: Okay. Trustee Grable.

TRUSTEE GRABLE: Thank you, Trustee Lawson and Chairman Badger. I think one of the first questions that Trustee Boyce asked was related to marketing, and then I recall hearing the professor
that spoke and told the story of his student who
was simply unaware that all of the fabulous
training that he received came from predominantly
his FAMU professors. So that suggests a potential
avenue that we may want to pursue.

We have got to support the faculty, not only
in terms of resources, because we know that they're
doing a good job. When we look at the report, it
states under the historical review that FAMU had a
growing -- that's a key word, "growing",
baccalaureate degree program in civil and
electronics engineering technology.

So somehow students need to be aware of who
actually they are interfacing with in the
classroom, and hopefully, of course, it's across
the spectrum of FSU as well as FAMU. But I think I
too am interested in the recommendations that
Doctor Perry offers, and I do support
Trustee Boyce's thoughts in terms of our faculty
sharing and working across the board.

But I think we have to remember that the
people who are on the front lines here are the
faculty, and FAMU has a history -- our faculty has
a history of knowing exactly how to reach and teach
even students that others may consider are not
viable in some cases or those who are
underrepresented, and that is our stock and trade;
that is our brand. And our brand, as it stands
now, can be seriously supported by the faculty who
knows how to get this job done.

We must support the faculty in terms of this
report's comments on salaries and fairness in the
promotion and tenure criteria. If we stay faculty
focused, I think we can address a lot of the
concerns and move forward, as well as maintain a
growing baccalaureate degree program.

But I'll divert back to my original point of
the marketing, and that was your original question.
We should have administrative support, and I know
Doctor Mangum does support this, that are
administrators who are responsible for our
marketing and branding of our organization. That
came up a little bit, and we've gotten reports on
why change the branding, et cetera.

But one of our primary branding points has to
be the dedication and professionalism that our
faculty have shown since this program started at
FAMU and where we are now. And the students, as
the professor said earlier, have clearly not been
aware of just how important the FAMU faculty is to
their success in the field.

TRUSTEE BOYCE: And just to echo and kind of underscore Trustee Grable's point, and then what the individual who shared that story, in the report it says that after they've done these interviews with FSU faculty, with FAMU faculty, with students, the focus groups, a lot of things are built on a lot of assumptions that aren't real, and that's in the report. And I think that the story underscores that very important fact, that you have a student that got most of his great education from a FAMU faculty where the assumption is maybe that there's something else out there, and that's actually reflected in the report.

DOCTOR YEBOAH: For those of us in the college, the fact that the person didn't know whether, I mean maybe that -- for those of us in the college, it's a good thing that we don't make distinctions. Until this report came, nobody knew that my tenure appointment is with FSU; and that's how it should be, because I deal with FSU, I deal with FAMU equally. I mean every meeting, commencement, you name it, anything at FAMU, I'm there; anything at FSU, I'm there.

Kamal deals with both universities equally.
In fact, a lot of people may even think that Doctor Perry is even FSU because all of the offices in -- because most of our students are FSU students, all of the offices in FSU, they know him.

So for us in the college, students and faculty, we don't make any distinctions, and it's a good thing. So it is good for each university to take the good of the college and market it whatever way, I mean to promote the school. FSU will do that; FAMU will do that. But within the college, I don't want to see that kind of distinction.

TRUSTEE GRABLE: And I think that's laudable, if I may, Mr. Chairman; but clearly for that student that your colleague talked about, his assumption was that it was FSU.

DOCTOR YEBOAH: Yes, I mean -- yeah.

TRUSTEE GRABLE: So and the most important, I think, product here is the students; and they're the ones who go out and get the great job, have a great career, and they're the ones who actually can share stories about their experiences and really can help promote the branding of the University. I think it's great that we would want to be as fair in thinking about both universities, but I think the report doesn't bear that.
DOCTOR YEBOAH: Yeah.

CHAIRMAN BADGER: Trustee Lawson, and then Trustee Shannon, are you on the phone?

TRUSTEE SHANNON: Yes, I am. Thank you.

CHAIRMAN BADGER: You can follow Trustee Lawson.

TRUSTEE LAWSON: Okay. I don't have a specific question. You can have a seat.

All right. A couple of things kind of resonate with me, and I feel like this discussion is broken into three parts for me. One is the position on the joint engineering school; the second is addressing the current metrics that are within the school; and then the third is all about funding.

So I'll start with number one. Number one, I think it's clear that we should support the position of not splitting the schools. I feel like that, you know, if you look at all of the literature, if you look at the legalities of it, if you listen to even what Doctor McWilliams had to say, I think that point is really clear.

The point that I'm not really clear on, and this is more of a question, and I have just a couple, is the Board of Governors has to come
together and share their perspective and their point of view. So I'd like to know, how are we engaging them to influence that point of view.

And then the second thing I'd like to know is how are we engaging the new president at FSU to, you know, work through some of these things directly with him, as opposed to having all of these go through the Board of Governors for kind of hashing out. So those are just two open questions for me.

Now what it appears from the meeting that took place yesterday in Tallahassee that was led by Senator Gates, there does not appear to be a lot of support for financing this divestiture of the two schools, at least that was the early feedback from the Governor's financial people yesterday. So I think, you know, with that back in the drop, I think it leads me to Bullet Point Number 2; and that is, if you look at this decision based on facts and metrics, we lose because we don't have the outcomes that I think are necessary or that we would like to have.

So I think similar to two of my peers that are asking for the plan, I think if we look at, just for perspective, what happened with the law school
when their passage rates were really low, they came forward with a very comprehensive plan that at the time President Ammons and later President Mangum looked at, approved, and put in motion. So I feel like for the administrative staff of the current joint school, we really need to see a comprehensive plan of how you're going to get there that the President approves.

And with that gets me to Bullet Point Number 3, and I think with that comprehensive plan, there's going to be a request for faculty, other programs, incremental programs to work and remediate students that may need it, et cetera, et cetera. All of that comes with some degree of funding needed.

So I feel like as we are about to enter into the legislative session, all of that needs to be culminated and put together with the President's approval, and that needs to be, in my opinion, a part of our ask as we go into the upcoming legislative session because you guys can have all of the great plans and ideas; but without the appropriate level of funding, it's not going to get off the ground because there's only so much that you can move around within the existing operating
budget of the University.

So that's just kind of where I sit on all of this, and then I'd just love to go back and just, you know, Madam President, just get an understanding of: How are we engaging the Board of Governors, and how are we engaging new President Thrasher over at FSU on the larger issues?

And then the last piece that I got to, and I know we can't do it today because the team may not be ready, maybe we could have this ready for our meeting in March, but would love to see a more comprehensive plan of what the improvement plan looks like and what's the cost of that so that that can be factored into our ask in the upcoming legislative session.

PRESIDENT MANGUM: Okay. Let me address how we are engaging the Board of Governors as well as President Thrasher. Yesterday I had a meeting with the Chairman of the Board of Governors, chancellor of the system, as well as President Thrasher to talk about the results of the study, to engage around how we would proceed; and we have agreed to continue to have discussions around our various positions. I believe President Thrasher has
stated, at least in the news, that he was not in favor of splitting the college.

My position, as far as Florida A & M University is concerned, has remained constant, that I don't believe a split of the joint college is in anybody's best interest, of Florida State's or ours, because I don't believe it will achieve their objective of becoming an AAU ready institution; and our partnership is contingent -- the quality of our partnership remains contingent on us being funded, knowing that historically there was a decision not to fund us, period, in many circumstances prior to my arriving anyway for a number of years.

So I also on a periodic basis have lunch with President Thrasher to talk about things related to FSU and FAMU. We've talked about some of the organizational issues that we're talking about and how we can improve our partnership. Some of it relates to willingness and readiness of faculty to be able to cooperate, and also to honor the joint agreement that currently exists.

It also includes us perhaps developing a new set of standards by which we actually engage each other around the joint college, which means it
speaks to the administrative and organizational structure that currently exists that has somehow permitted this imbalance to take place.

So going forward, we're talking about the administrations of both institutions getting together to revisit that joint agreement, that being the president, the provost, and the vice president for research, and some faculty members and students to be able to come up with a proposal that would address, over the long-term, a sustainable organizational structure that would not allow it to be undermined by any specific university.

So getting a structure together, we talked about that. And so over the next several weeks we have committed to continue our conversation together to try and make some type of proposal to the Board of Governors leadership or Chancellor Criser so that he can inform his position and strengthen it with the Board of Governors, and the Board of Governors then to -- clearly to the legislature.

TRUSTEE LAWSON: So I agree with that approach, and the only thing that I would add is, you know, going back to -- so that addresses the
larger issue, but going back to kind of one of the
smaller -- well, not smaller, but second, which is
one of the fundamental issues that we have around
just a current performance, you know, I do feel
strongly -- and we don't need to beat the horse too
hard on this one, but that plan I feel needs to be
put together with your buy-in and whatever dollars
are associated with that plan.

You know, I feel, you know, with your support,
it needs to be a part of our legislative agenda
because, you know, you talked about doubling the
size of the faculty. I don't know what that costs.
You talk about other things that you may want to
do. There are dollars and cents associated with
that. They may all be the right things, right, but
we'll need to be able to fund those right things.

PRESIDENT MANGUM: Our legislative agenda and
our LBR that was submitted as part of the system
right now includes $30 million of funding for the
College of Engineering; 20 million of recurring
funding that deals with increasing our faculty and
the staff and the support for the College of
Engineering.

TRUSTEE LAWSON: Right.

PRESIDENT MANGUM: It also includes
$10 million of nonrecurring funding that would support the laboratories and other items that we need, student fellowships, and a host of other things that the colleges needed. The college gave us that number, and we are talking to members of the legislature as well as the Board of Governors and the engineering -- people that are interested in engineering about what we actually need to become the type of partner that we would want to be in that situation.

May I just also comment a little bit about the metrics? Because we continue to talk about the difference in the numbers, and keeping in mind the size of the different student bodies and what actually feeds it, and our approaches to increasing those numbers, and also addressing the fact that we do provide an opportunity, as Trustee Grable has said, for underserved students, and so we prepare them because we are the institution that has -- should be funded for remediation because we have that as part of our mission and our responsibility.

Looking back retrospectively at how students come through a one College of Engineering and then separating out how those students actually progress, and attributing them to one institution
or another when they were part of one college and
one program is a little bit questionable in my mind
because, going forward, had we taken that approach,
we probably would have approached addressing some
of the issues related to the students a little bit
differently and the faculty a little bit
differently because I think the report also
documents the fact that, because we didn't have the
resources to meet some of the needs of the
students, their needs were met by the leadership in
the school, moving them to a place where there were
resources or a better resource environment.

Had we known that this was going to be an
issue, we could have perhaps made some other
appeals to try to address those issues on the FAMU
side, but we had compelling needs in other places,
and we were trying to keep the whole institution
balanced. So I would like to, when we talk about a
retrospective look, to look at the whole picture of
why some of the decisions were made that ended up
in this imbalanced situation because I don't think
it was intentional. I think it was out of
necessity.

TRUSTEE LAWSON: Yeah, and I would -- you're
probably absolutely right, but I think just when
you read the data, right, you just see the numbers, and the numbers are not in our favor.

PRESIDENT MANGUM: Yeah.

TRUSTEE LAWSON: So that's good perspective, and I appreciate you answering those two questions because I believe that the larger issue, at least in my mind, is the decision that the BOG is going to make, and then what happens when it goes to the legislature.

And then Number 2 is all about, how do we collectively work together to get our share of the program to where we want it to be, and you've addressed the numbers as far as what you think it will take. And I'm sure there's something in there for additional recruitment and on and on and on to build the numbers of incoming folk into the program. So, you know, long story short, I'm obviously supportive of keeping the program together.

CHAIRMAN BADGER: Trustee Shannon.

TRUSTEE SHANNON: Yes, thank you, Chair Badger, and I think -- well, I know one of my questions has already been answered. But the other question, I think it pertains to one of the statements Doctor Mangum just made, and I would ask
that either she or someone from the engineering school that has any information regarding its history answer for me, because it did catch my eye in the report where it said, between 2004 and 2010 the pre-engineering students for FAMU were driven into the civil engineering discipline, and that that was one of the major contributors to the decline in enrollment.

And I -- you know, my question was: Why did that happen and whether or not our strategies moving forward are looking at that particular element and how we avoid that happening from an oversight standpoint, from making sure the students have their support. So I just wanted to get just a very brief explanation of why was that happening.

DOCTOR PERRY: I can address it. This is Reginald Perry again.

That actually was an accounting artifice. So what happened, when we created pre-engineering back in 2004, there wasn't a code for pre-engineering at the time; we have the code now. And so the students had to go somewhere, so they were placed in civil engineering.

So it wasn't really like they were all civil engineering students. They were really
pre-engineering students and they had to be housed somewhere until we could create a code, a separate code for pre-engineering; so it really wasn't what it seemed like in the report. And we had submitted to CBT the explanation for that, and I thought they had put it in the final version, but apparently it didn't get put in.

TRUSTEE SHANNON: So that fact that they're stating as being a contributing factor to the decline is not really accurate; is that what you're saying?

DOCTOR PERRY: That is correct. Yeah, there were not that many students in civil engineering. Those were really the new pre-engineering students, and because --

TRUSTEE SHANNON: Okay. I just hope then that, you know, when everything -- when all of the documents are final regarding this debate and the following decision, that somebody somehow can make sure that that's clarified on the record because it's presented as a major factor.

DOCTOR PERRY: Yes, and we did submit the correction.

TRUSTEE SHANNON: The other thing that I just wanted to say, just to state my opinion, is that I
think that obviously given the stem focus that is literally baked into the future strategies of the State of Florida, federally, you know, across our nation, and in the global economy, that it's really critical that we do work collaboratively to find a way to preserve, as a part of FAMU university degree offerings, a full complement of engineering degrees at all academic levels because it just does not seem consistent with our 21st century focus or with our mission in our communities and in the State of Florida to not put all of our -- to put our resources and investments towards this important area.

And so -- and I also think that in addition to working collaboratively, I don't think any steps at all should be taken to impede our ability to be viable in this area moving forward. And so, you know, I just want to recognize, this is a very critical educational area and critical that we continue to have the ability to produce degrees in this area and talent in this area.

CHAIRMAN BADGER: Thank you, Attorney Shannon.

TRUSTEE TURNBULL: Mr. Chairman.

CHAIRMAN BADGER: Good morning. How are you?

TRUSTEE TURNBULL: Good morning. I am so
apologetic. I got unavoidably held up. I almost
had an automobile accident getting back in order to
call, so I'm very apologetic.

I haven't heard all of the conversation --
I've been listening for a while -- so I don't want
to repeat anything, so I didn't know if you were
going down and asking each of the members for their
thoughts or where you were at the time.

CHAIRMAN BADGER: That's exactly what I'm
doing. I'm asking members for their thoughts and
to share them --

TRUSTEE TURNBULL: Okay. Well, just put me in
the queue.

CHAIRMAN BADGER: I will put you in the queue,
but prior to doing that, you will be next on board,
if you will. I'm going to ask that we take a
10-minute break that we are accustomed to doing at
this time; that we take a 10, not more than a
15-minute break, and then reassemble.

(WHEREUPON, THE MEETING WAS IN RECESS FROM
11:35 TO 11:50 A.M.).

CHAIRMAN BADGER: Call us back to order,
please. Good afternoon, everyone, I know it's time
to eat the barbecue and so forth. I'm going to
take a minute and try to see if we can close the
session.

I'm proud, very proud to have my friend to come and visit with us for a minute. This is the mayor of Jacksonville, Florida, who we expect to be the mayor for the next four years at least.

(APPLAUSE).

CHAIRMAN BADGER: This is Mayor Alvin Brown, and I would like to ask you to give us a word, if you will, please.

MAYOR BROWN: Thank you, Mr. Chairman. I'm honored to be here. I'm glad you all are in Jacksonville. As you know, this is Chairman Badger's -- this is Badger country. I just left your institution. I'm sorry, I would have been here just a little earlier. I was at the investiture for Doctor Bioteau, the new president of Florida State College at Jacksonville.

And so that's where all of the presidents were, Glover, and Delaney. So I'm happy to be here, Madam President.

You know, everybody knows the mayor is big on education. I think it's the great equalizer. It's so important for our community to invest in education. And I know that from my own personal experience, education is the key for any kid in
America to reach their God-given potential.

So I'm happy that Florida A & M University is here. A lot of my key advisors graduated from Rattler country. You know one of them, Mia Jones, who works in the mayor's office. But I'm glad you're here, and I'd love to do everything I can to work with you; work with you, Madam President, and your administration, and the Board to continue to push and develop future Rattlers right here in Jacksonville.

I launched a program called Learn to Earn. It's a program that exposes young people to the possibility of going to college by living on a college campus in the summertime, having a summer job, learning and earning. And I think that's how you get more of our folks into the university system.

I have two boys, Joshua and Jordan. Who knows, they may be future Rattlers. They're 14 and 12 years old. So they'll be making the trip to Tallahassee this year, I'll be bringing them. I thought I'd let you know that.

But I'm happy to be here. Anything we can do, I have my team here. Excuse where they went to school, but Cleave Ferguson right there is my
deputy administrator, runs all of the operation. And Ronnie Belton is a Hamptonian, Hampton University grad, but you need to know. He's not only Chuck Badger's fraternity brother, but he's also the CFO for the city, so he handles the money, he handles the money.

So I thank you for having me here. And let me say one last point, I am very humbled and honored to be the mayor of Jacksonville. I thank God every day. I thank my Lord and Savior Jesus Christ every day for blessing me to be the mayor of Jacksonville, Florida. So anything we can do to help you and help the institution, I'd be more than happy to do that. Thank you.

(APPLAUSE).

CHAIRMAN BADGER: You talk about bright students and bright scholars and so forth, you see that young lady sitting in that corner, that's the -- ladies and gentlemen, let me introduce to those who don't know, this is the valedictorian of William M. Raines High School, future Rattler.

Okay. Miss Maxey, thank you so much for coming up with us.

Okay. We are reassembled. Any discussion, continuous discussion? Did you get satisfied with
everything?

TRUSTEE BOYCE: Uh-huh.

CHAIRMAN BADGER: Are you done?

TRUSTEE LAWSON: I'm good.

CHAIRMAN BADGER: I'm going to call on Trustee Montgomery, save the last for best.

TRUSTEE BOYCE: We have some on the phone.

TRUSTEE WHITE: We have Trustee Turnbull on the phone.

CHAIRMAN BADGER: Trustee Turnbull, are you still on?

TRUSTEE TURNBULL: Yes, I am.

CHAIRMAN BADGER: Okay. I'm sorry, I didn't mean to bump you, if you will.

TRUSTEE TURNBULL: I thought when you said you were saving the best for last, you were saving it for me.

CHAIRMAN BADGER: I don't think you want to inherit that because I really said the last for best on purpose, but you have the floor, Trustee.

TRUSTEE TURNBULL: All right, I do? Thank you. I found the report by the consultants to be balanced and fair. There were problem areas that were identified that need to be -- that needed to be identified, but I didn't consider that any of
them justified a separation of the college.

And when you look at the cost, the civil rights issues, the location issues, the fact that they would probably have to be in two separate places, cities, and then just the academic dilemma of trying to decide which engineering programs would be provided by which college, it seemed to me that all of these that would be required by a separation would create problems that were far more serious than correcting -- working to correct the areas of weakness that the consultants identified.

As the President said, these problems weren't created by intent, we kind of drifted into them, I think. And sometimes it takes a wake-up call for us to realize action needs to be taken.

If I recall, it was only this past year, a year ago, less than a year ago that the whole issue of the discrepancy in salaries between the FSU and FAMU faculty were brought to our attention, and we've taken steps to see that that is moving in the right direction. I think there's still some work that needs to be done, but I believe we've made significant steps. And then there's still, as the report pointed out, some other areas of
discrepancy, the financial aid issues.

So it just seems to me if we can address those issues and, as Trustee Boyce and Lawson have said, have a thorough action plan going forward, then our students aren't going to be learning in separate silos. There will be one college with one goal and one support system.

One last point I would like to make, one finding that I thought the report was right on target with and especially helpful was identifying those areas in which the way FAMU had administered the college had created problems: The fact that bills didn't get paid on time; contracts were not administered as carefully as they could have been; positions not approved in a timely manner; and in some instances, policies between units within FAMU were contradictory. This is something that I heard going back years and years, long before I was on the Board, FSU had an enormous frustration about; and that was spilling over into legislative conversations; I heard it when I was in the legislature.

So I believe that it is vitally important that any action plan address this issue head on. The organizational structure of the engineering school
and the fact that whatever goes forward in terms of
administering that college, that it's going to be
operating under best practices and so that this
criticism is no longer on the table. And I believe
if we can do that, we can come up with an
engineering college that is going to be the envy of
the nation because it will focus on diversity and
it will focus on the highest level of stem programs
through engineering.

Thank you.

CHAIRMAN BADGER: Thank you. Thank you,
Trustee Turnbull.

For those who do not know, Trustee Turnbull
brings a wealth of knowledge to this Board. She
spent a tremendous amount of time in the
legislature, and she brings that knowledge with her
and, in many instances, keeps us focused on the
prize.

Now we've already heard from the President of
the Faculty Senate, Trustee Grable. And now I want
to turn the floor to the President of the
Student Body, Trustee Graham.

TRUSTEE GRAHAM: Thank you, Mr. Chair.

Before I ask some questions and concerns of my
own, Trustee Moore had asked me to send in some
questions to Attorney Barge-Miles and asked that I share them to be answered.

Her first one is: Regarding the price tag noted in the study to address the possible separation or keeping the joint structure, does President Mangum agree with the figures?

CHAIRMAN BADGER: The last word?

TRUSTEE GRAHAM: Does President Mangum and her staff agree with the figures?

PRESIDENT MANGUM: You mean the billion dollars, 500 million each?

TRUSTEE GRAHAM: Yes, ma'am.

PRESIDENT MANGUM: I think that's still a beginning. I think we have yet to understand the full value of the cost of creating a robust and ranked in the top 25 engineering programs. Most of the programs, as the study outlined, are very, very costly; so I think it is a beginning.

TRUSTEE GRAHAM: Okay. Her second question was: Do we have a plan to support the increased enrollment of prospective students in the engineering program?

PRESIDENT MANGUM: Our legislative budget request, and I think also as stated by the dean, we need to have additional faculty; and our
legislative budget request will provide us with the additional faculty should it be funded. So that would be the reason, and the capability will give us the capacity to increase the students.

TRUSTEE GRAHAM: Have we developed draft implementation plans to address the different scenarios outlined in the report?

PRESIDENT MANGUM: We have not developed a comprehensive draft. We are still in the data collection stage and opinion collection stage.

TRUSTEE GRAHAM: Are there key dates related to the report that the Board should be mindful of, outside of the ones you already mentioned?

PRESIDENT MANGUM: No, not outside of the ones already mentioned.

TRUSTEE GRAHAM: And her last question: Have we received a recommendation from the impacted staff regarding the report? How does it differ, if at all, from the position of leadership, Provost David?

PROVOST DAVID: Well, I know that there has been opportunity to hear from faculty and others in the College of Engineering. They have a robust view of different things that can be done in order to move forward. I think President Mangum already
stated that.

My impression, and I have to confess to all of you who don't know, this is Day 5 for me, so what I know is somewhat limited, although I did participate in a conference call where there was a meeting with the engineering faculty and President Mangum a couple of weeks ago.

There seems to be a lot of interest in maintaining the college as a single unit on the part of the FAMU faculty. And more importantly, I think what I took from listening in on that conference call, a lot of really good ideas. The people are talking about and have been talking about for a while about how we can all work together in order to implement a new and positive direction. I'm very excited by that because I think if we continue to think about things in terms of silos, what are we going to do on the FAMU side, what are we going to do on the FSU side, it's not going to lead to anything other than where we are right now, which is a place where there's a schism, two silos trying to work together.

So to the extent that we are able to come up with good ideas and partner with -- find a broad base of interest in partnering together in order to
address concerns, recognizing that there are going
to be some concerns that are going to be more acute
for FAMU students because of our history and what
we try and accomplish with our student body; but at
the same time recognizing that there can be lessons
that can be learned across the board, we can move
forward and make efforts to move things in a
positive direction.

TRUSTEE GRAHAM: Okay. All right. Those are
her questions.

From me, last week the Student Government
Association had the opportunity to host a desert
with the town hall meeting with Doctor Yeboah and
Doctor Perry. We had great attendance, and it was
just an opportunity for the E. school students to
express their concerns, and they were very vocal.

Just listening to the conversations today and
after reading the report, of course, recruitment is
something that we definitely have to work on.
Streamlining, one of their big things was
streamlining prereqs. They expressed that the
classes were mixed, and when they got in the
classroom they felt like that some of our students
were behind the Florida State students.

So I know Doctor Yeboah mentioned working with
Doctor Edington, but I would recommend maybe
bringing staff from Florida State to the table if
that's something you can address with
President Thrasher to make sure that we can do what
we can on your side to make sure that our students
are prepared and pushing Rattler pride.

I know you all mentioned that some of them
didn't even know, you know, you were FAMU faculty,
and though it's good to be joined together, as a
student, I take pride in being a Rattler, and I
think every student does. And that's something
that needs to be expressed because I think of it
as, when it comes to recruitment, you know, if they
think it's Florida State's faculty, then where do
they send those students? Where do they tell those
students they need to go.

We need to be pushing and selling that FAMU
students can get the same quality education. While
we can work along with FSU, we want to improve our
enrollment as well and see what we can do to make
sure that our students aren't at a disadvantage.
It's to the point I didn't even know -- they have
to log onto FSU wireless to even get on at the
College of Engineering. For some of their classes,
you have to go through FSU Blackboard.
And so a lot of them do take pride in being a Rattler and realize that all of these issues aren't going to be fixed before they graduate, but they're willing to come to the table and work on fixing these things so we can recruit more students and don't have these issues for FAMU students moving forward. But some of them said, you know, we use FSU everything else, why not just be an FSU student?

So we want to make sure that we key in and focus on that to make sure we don't run into those issues. Those are my only concerns, just keeping it together and make sure that we keep the students first at all times.

CHAIRMAN BADGER: Thank you, Trustee Graham.

TRUSTEE GRABLE: Chairman.

CHAIRMAN BADGER: Trustee Grable.

TRUSTEE GRABLE: Attorney Barge-Miles mentioned that Trustee Alston sent in a statement, he wasn't sure if he would be on or off the call, so she has asked that I read that into the record.

Trustee Alston says: I am in favor maintaining the joint college with some strategic changes. I think we all know and agree changes
need to be in place to make the college even better.

I read the report and agree we need to focus more on operational efficiency, financial support and distribution, and personnel just to name a few. I think Trustee McWilliams was spot-on with his comments and Trustee Boyce was clever in identifying the need for a focus on boosting enrollment.

I think we need a targeted comprehensive plan that truly eliminates this issue. I look forward to working together. I'm in favor of marriage and not a divorce. I believe our partnership with FSU can be enhanced, and this will make us even stronger. And those are his comments.

CHAIRMAN BADGER: Thank you. Thank you to Trustee Alston, if you're still on the phone.

And now Trustee White.

TRUSTEE WHITE: I'm good.

CHAIRMAN BADGER: You pass?

TRUSTEE WHITE: Yes.

CHAIRMAN BADGER: Okay.

TRUSTEE McWILLIAMS: Mr. Chairman.

CHAIRMAN BADGER: Trustee Mont -- no, I'm sorry, Trustee Montgomery.
Go ahead, Trustee McWilliams.

TRUSTEE McWILLIAMS: Yes, before Trustee Montgomery, I'd just like to hear the President probably give a comment or two on two of the things that I mentioned at first. One was the issue of an autonomous administrative structure, I think that's part of the problem. I think there's too much duality to achieve what we're trying to achieve, but that was part of the original memorandum of agreement. I don't know if that could be modified, but perhaps she can tell me what's in that.

The second was the fact that the Chancellor used to kind of be a little referee in the middle of this thing. I think we might need a little refereeing if we're going to try to change the structure and whether or not Chancellor Criser would want to take some role in mediation while we try to restructure the administrative stance here. So those were the two things that I wanted to hear her thoughts on.

PRESIDENT MANGUM: Thank you.

Regarding the structure and how we proceed, we are still scheduled to have more conversations around how an organizational structure should take
place. I do believe that there needs to be some change in the autonomy that's provided.

We talked about that a little with the faculty of the College of Engineering when we met, about how we can establish and define a structure that does not give anyone an advantage over a longer period of time that could undermine a joint college or a one-college concept with two faculties and all of the students. I think that it's very important that whoever is leading the college at any particular point, that there is a balance of power between both of the institutions to ensure that the colleges are able to be sustained over time.

With regard to the old -- the structure prior to the Board of Regents being resolved where the Chancellor's office has a part to play and sit at the table, things seemed to have worked better. I think Chancellor Criser is a person that prefers a light touch if necessary, hoping that the two colleges -- or two universities actually could work together, and he not need, and their staff not need to intervene in decision making. I mean that is an ideal situation where we actually cooperate and collaborate so that you don't need a referee. But if we do need one, I think he is willing for his
office to be a part of any structure that would be
established to ensure that we move forward
collectively and collaboratively.

And I think the next several months, as we
work together to come up with a structure that we
can all be supportive of will determine whether or
not we actually will need to have a failsafe by
having a Chancellor's office person be part of a
committee. So I think that's something that we
have to work out together.

I don't know. Did I answer your question?

TRUSTEE McWILLIAMS: Yes, you did, very well.

Thank you very much.

CHAIRMAN BADGER: Trustee Montgomery.

TRUSTEE MONTGOMERY: Thank you, Mr. Chairman.

CHAIRMAN BADGER: Vice Chairman Montgomery.

TRUSTEE MONTGOMERY: Much has been said today,
and so I would like to, to the extent, echo some of
the comments and the general sentiment of my
colleagues.

Trustee Alston talked about strategic change
that's needed. I support that. I'm most closely
aligned, based on the discussion today, with the
comments that came from Trustee McWilliams,
particularly with regard to how the historical
activity meets the present.

Trustee Boyce talked about working to embrace
a strategic partnership with FSU. I'm fully in
support of that given that there are resources
there that are available to us jointly, and that
working together makes us stronger, so
strengthening that relationship.

The Student Government Association President
and the Faculty Senate President brought out a good
point. There's a level of FAMU pride in the
students being involved in our branding efforts, at
least from my opinion. And so while we -- I do
understand the dean's assertion that things have
worked up and to this point, I'd like to agree and
support the positions of the Student Government
Association President and then also the Faculty
Senate President in their capacity as trustees when
they say that we should make sure that those
students who have been part of the process have a
louder voice in how we go out and brand the
engineering school.

Trustee Moore in her email comments, and also
Trustee Lawson, I think were suggesting and
recommending that we get to a comprehensive metrics
based plan. And I think as an action item that
should be a requirement from this Board, and I think Doctor Mangum is already there or ahead of us with regard to providing that to us.

We must -- in the words of Trustee Lawson, again, we have to have our share of the process. We have to own our piece of what's going on. I think some of the other trustees brought that forward.

When Doctor Mangum mentioned a new set of organizational standards to get to a sustainable organizational structure, I again support that. And in my conversations with Doctor Mangum, I feel confident that the Board should move forward in empowering her and providing her the authorization as she maneuvers on behalf of FAMU. We have a big job to do, and we must do our part, and that's all I have to say about that.

CHAIRMAN BADGER: Thank you. Thank you, Trustee Montgomery.

Is there any other business to come before this body?

UNIDENTIFIED SPEAKER: I have a question.

CHAIRMAN BADGER: Okay.

UNIDENTIFIED SPEAKER: Do you recognize me for a question?
CHAIRMAN BADGER: Yes, you're recognized.

UNIDENTIFIED SPEAKER: Has there been a final decision about the joint College of Engineering yet? Has there -- it's been out in the paper and on television and radio. Has the final decision been made about the joint College of Engineering?

PRESIDENT MANGUM: No final decision has been made. The Board of Governors is scheduled to make a recommendation back to the legislature in March. They are meeting to have their discussion, or scheduled to have a meeting on February 19th.

UNIDENTIFIED SPEAKER: Because I saw in the paper last week here, the Times Union in Jacksonville, that it would cost in the billions, mighty expensive, to divide them. So I don't know whether that was -- I think that's the Board of Governors projecting what it may cost, and saying that it's possible to keep it together.

(Inaudible) the billions and millions it would cost to put one at FSU and one at FAMU; faculty, materials, everything. So but you're saying the Board of Governors will make the final determination? Am I hearing that?

PRESIDENT MANGUM: They will make the final determination on how we proceed, and they may kick
it back to the schools to work it out; but the
final disposition of this issue belongs to -- for
the institutions, belongs with the Board of
Governors and their recommendation to the Governor
or the legislature.

UNIDENTIFIED SPEAKER: Yeah, okay, I hear you.

TRUSTEE BOYCE: Madam President, would it be
helpful to you in your discussions with
President Thrasher and the Board of Governors to
have a vote from this body in support of keeping
the union?

PRESIDENT MANGUM: I'm okay with it being
informal, but if you guys would like to make it
formal, that would be wonderful.

TRUSTEE BOYCE: I would like to make that
motion then.

CHAIRMAN BADGER: Is there a second?

TRUSTEE MONTGOMERY: I'll second.

CHAIRMAN BADGER: Motion and second.

TRUSTEE TURNBULL: Second.

CHAIRMAN BADGER: Is there a discussion on the
motion?

(NO RESPONSE).

CHAIRMAN BADGER: Hearing none, those in favor
of the motion, let it be known by the sign of aye.
AFFIRMATIVE INDICATIONS).

CHAIRMAN BADGER: Opposed, the same sign.

(NO RESPONSE).

CHAIRMAN BADGER: Hearing none, it's unanimous, let the record show.

Is there anything else to come before this Board?

TRUSTEE GRAHAM: Before we close, Mr. Chair, I just want to take this opportunity to thank Madam President for accepting the President's Challenge from the Student Government Association last week when we took on the BCU Wildcats. Doctor Mangum personally donated $200 cash to both the men's and women's game, as well as sponsoring a passport for a student to study abroad through our Office of Global Security and International Affairs. And members of her leadership team also donated personal gift cards and prizes for our students to win during the time outs and halftime at the game.

So thank you, we appreciate your support and look forward to loading up Lawson and supporting our athletics, as well as today is National Red Day, if you are unaware. That's why I have on this shirt, and Doctor Mangum has one.
It's a fundraiser for the -- from the Office of the Surgeon General and SGA. They're $8 for our Relay for Life Team. And Jacoya Borders (phonetics) has sent me to challenge you again, Madam President, to gear up your own team for FAMU Relay for Life, which will take place on April 17th on the FAMU track, as well as extend the opportunity --

PRESIDENT MANGUM: Oh, walking.

TRUSTEE GRAHAM: -- for your own President's team for Relay for Life, as well as send a challenge to Mr. Chair and Mr. Vice Chair, as well as all of the Board of Trustees to get our own team up and coming.

PRESIDENT MANGUM: Mixed gender?

TRUSTEE GRAHAM: Yes, ma'am.

PRESIDENT MANGUM: Okay. There you go, Jim and Bill.

TRUSTEE GRAHAM: You've got to raise money.

CHAIRMAN BADGER: We can't raise money.

TRUSTEE GRAHAM: We can get students. We've got 10,000 students. We can get students on the track for you. You've just got to get us the funds.

PRESIDENT MANGUM: Okay.
CHAIRMAN BADGER: We got you.

PRESIDENT MANGUM: I would like to -- can I add to her statement about -- Lawson had over the largest attendance. It was over 5,000 people. Thank you very much. At that one game, we covered half the budget for basketball for the season. All we need is one more game. Y'all need to come out.

(APPLAUSE).

CHAIRMAN BADGER: Okay. Now just before I dismiss the meeting, I want to ask everyone to please participate in the luncheon that has been prepared for you by the local JRF Lee Chapter. Are there officers of the chapter in here, members of the chapter? Please stand and be recognized, please, so I can say thank you.

(APPLAUSE).

CHAIRMAN BADGER: And Ms. Irene Walker is the newly elected president of the local alumni association; and one of the outgoing presidents is still in here, Doctor Hall, Doctor Constance Hall, who is a FAMU doctoral graduate. She went to some other schools before that, but she received her doctorate from FAMU; she came well prepared. And Doctor Hall is currently a member of the Duval County School Board, an elected official. I think
that's the only elected official in here.

And I see Doctor Ephraim Riggins, a
pharmacist, in the back, who is the immediate past
president of the Jacksonville. Would you stand up,
Doctor Riggins, please?

(APPLAUSE).

CHAIRMAN BADGER: He just happens to be a
Kappa too.

Okay. Thank you so much. If there is --

Doctor Emmanuel.

DOCTOR EMMANUEL: Mr. Chairman, I just want to
ask the audience if they would allow the Board to
proceed to the lunch first and then the rest of
them.

CHAIRMAN BADGER: Okay. If there is no
further business to come, let me just say this:
This was an experience, it was a new one, and it
did not receive any criticism from any of the
places where we prepared. I might would want to
pass it on that wherever we do it is to have -- I
call it a people talk. It started off a little
slow, but at the end of the day, we are all
addressing the same issues. It just so happened
that we ended up on the same page this time. It
won't always be that way, but I'd like to thank
everyone, the staff, the deans, and our guests from the mayor's office, public officials, and so forth.

Thank everybody for coming to make this a successful morning, and I hope we do it again.

Thank you.

Now if you will proceed --

TRUSTEE McWILLIAMS: Mr. Chairman.

CHAIRMAN BADGER: Yes, sir.

TRUSTEE McWILLIAMS: You can just send my barbecue back by Ms. Barge-Miles.

CHAIRMAN BADGER: Will do.

All right. This meeting is adjourned.

(WHEREUPON, THE MEETING WAS CONCLUDED).

*     *     *     *
CERTIFICATE

STATE OF FLORIDA  
COUNTY OF LEON  

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

DATED this 14th day of February, 2015.

NANCY S. METZKE, RPR, FPR
Court Reporter