

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

3 IN RE: BOARD MEETING
4 _____ /

5
6 TRUSTEE MEMBERS: KELVIN LAWSON, CHAIR
7 BETTYE GRABLE (BY PHONE)
8 GARY MCCOY (BY PHONE)
9 DAVE LAWRENCE
10 MATTHEW CARTER (BY PHONE)
11 THOMAS DORTCH
12 HAROLD MILLS
13 KIMBERLY MOORE
14 BELVIN PERRY, JR.
15 CRAIG REED
16 NICOLE WASHINGTON
17 ROBERT WOODY
18 JAYLEN SMITH

19
20 DATE: FRIDAY, NOVEMBER 18, 2016

21
22 TIME: COMMENCED AT: 8:30 A.M.
23 CONCLUDED AT: 11:00 A.M.

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25 LOCATION: ORLANDO HILTON
LAKE SHEEN ROOM
ORLANDO, FLORIDA

REPORTED BY: NANCY S. METZKE, RPR, FPR
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P R O C E E D I N G S

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3 CHAIRMAN LAWSON: Good morning, everyone.
4 Good morning to those who are on the line as well.
5 Welcome to the meeting of the
6 Florida A & M University Board of Trustees. I call
7 this meeting to order.

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

10 ATTORNEY BARGE-MILES: Trustee Carter.

11 TRUSTEE CARTER: Here.

12 ATTORNEY BARGE-MILES: Trustee Dortch.

13 TRUSTEE DORTCH: Here.

14 ATTORNEY BARGE-MILES: Trustee Grable.

15 TRUSTEE GRABLE: Here.

16 ATTORNEY BARGE-MILES: Trustee Lawrence.

17 TRUSTEE LAWRENCE: Here.

18 ATTORNEY BARGE-MILES: Trustee Lawson.

19 CHAIRMAN LAWSON: Here.

20 ATTORNEY BARGE-MILES: Trustee McCoy.

21 TRUSTEE MCCOY: Here.

22 ATTORNEY BARGE-MILES: Trustee Mills.

23 TRUSTEE MILLS: Here.

24 ATTORNEY BARGE-MILES: Trustee Moore.

25 TRUSTEE MOORE: Here.

1 ATTORNEY BARGE-MILES: Trustee Perry.

2 TRUSTEE PERRY: Here.

3 ATTORNEY BARGE-MILES: Trustee Reed.

4 TRUSTEE REED: Here.

5 ATTORNEY BARGE-MILES: Trustee Smith.

6 (NO RESPONSE).

7 ATTORNEY BARGE-MILES: Trustee Smith.

8 (NO RESPONSE).

9 ATTORNEY BARGE-MILES: Trustee Washington.

10 (NO RESPONSE).

11 ATTORNEY BARGE-MILES: Trustee Woody.

12 TRUSTEE WOODY: Here.

13 ATTORNEY BARGE-MILES: Mr. Chair, you have a
14 quorum.

15 CHAIRMAN LAWSON: Thank you.

16 Attorney Barge-Miles, is there anyone for
17 public comment today?

18 ATTORNEY BARGE-MILES: Doctor Carolyn Jones.

19 CHAIRMAN LAWSON: Doctor Carolyn Jones, okay.
20 Good morning, Ms. Jones. As always, each presenter
21 has a three-minute time limit. You are welcome to
22 address the audience.

23 DOCTOR JONES: Okay. Good morning, Board of
24 Trustees and audience. I'm Doctor Carolyn Jones,
25 and I'm a Ph.D graduate of the College of Pharmacy,

1 which is what I'd like to talk to you about today.

2 There seems to be a crisis in leadership in
3 the College of Pharmacy. Morale seems to be very
4 low. There seems to be some accountability issues
5 there.

6 This year only 62% of the Pharm D students
7 passed their licensure exam. That is unheard of at
8 FAMU, which is the second oldest pharmacy school in
9 the state. There are now seven pharmacy schools,
10 so this is a very competitive environment and we're
11 failing our students. And this potentially can
12 impact us on performance metrics where we talk
13 about debt and 40% of our students aren't able to
14 get a job in their chosen profession, so I'm very
15 concerned about that.

16 I'd like to also address the graduate
17 programs, of which I am an alumnus. A couple of
18 weeks ago we had our first annual alumni reunion,
19 and there was a lot of discussion between faculty
20 and alumni and students; and there just seems to
21 be low morale there. And I've been at the last
22 two BOT meetings where the students were here,
23 where they feel that they're not being treated
24 fairly.

25 And I just had a wonderful conversation with

1 Doctor Jackson, and he explained to me that things
2 aren't always as they seem, and I accept that. So,
3 therefore, I think there is a need to work more
4 closely with our graduate students, to share with
5 them the data; but there are concerns about the
6 graduate students having their tuition paid, as
7 well as having a living wage.

8 Now when I was a graduate student in the
9 late '80s and '90s, I was receiving \$15,000. And
10 we have students in the College of Pharmacy almost
11 30 years later who aren't receiving \$15,000. In
12 the sciences, it is very difficult for students to
13 work because they're doing laboratory experiments;
14 and we have to make sure that we're providing these
15 students a living wage and that their tuition is
16 taken care of.

17 And I saw in our goals that we want to
18 increase our graduate programs, which I think is
19 noble, but we also want to be competitive with
20 other schools out there in terms of the package
21 that we're offering our students; and so that they
22 can focus on their research and not be caught up in
23 all of these issues whether they're real, unreal,
24 or whatever. In their minds, the perception is
25 that there is a challenge.

1 And so, therefore, I'm asking, especially
2 because of what's happening on the Pharm D side and
3 how competitive it is in pharmacy, that we start
4 looking at what's going on there from a leadership
5 perspective. We want to get those graduation rates
6 up. It's time that we look at our teaching; it's
7 time that we get more professors in the College of
8 Pharmacy in doing research.

9 And as a school, we seem to have money to buy
10 out contracts and money to raise salaries. Let's
11 make sure we find money for our graduate students
12 so that they can focus on their research. No
13 graduate students, no research, no funding to FAMU.
14 And the FAMU College of Pharmacy --

15 (BELL RANG).

16 DOCTOR JONES: Thank you.

17 CHAIRMAN LAWSON: Thank you.

18 Is there anyone else for public comment?

19 (NO RESPONSE).

20 CHAIRMAN LAWSON: Just a point of order, can I
21 have someone close that door, please?

22 Before we move on, I would like to take a
23 minute of Chairman privilege and recognize the
24 Foundation Board. I would ask that all
25 Foundation Board members please stand to be

1 recognized.

2 (APPLAUSE).

3 CHAIRMAN LAWSON: We would like to thank you
4 for joining us. We look forward to the continued
5 dialogue throughout the weekend. We look forward
6 to our formal breakfast tomorrow. So, again,
7 welcome to our Board meeting.

8 I would also like to ask the leadership of the
9 National Alumni Association to please stand and be
10 recognized.

11 (APPLAUSE).

12 CHAIRMAN LAWSON: Thank you.

13 I'll take another minute of Chairman
14 privilege, if I could, to just talk about this
15 weekend for a second. This weekend is typically
16 all about football and enjoyment, et cetera. We
17 chose to add an additional component; and that is,
18 conducting a large amount of FAMU business.

19 But as opposed to conducting business just as
20 a Board, we thought it would be a tremendous
21 opportunity to conduct some business with the
22 Board, with the National Alumni Association, as
23 well as with the Foundation all together.

24 So tomorrow morning we will have a formal
25 breakfast to meet and greet our peers from the

1 Foundation Board. We will have activities
2 throughout the day where the three organizations
3 will be together.

4 Next year, the vision would be to expand this
5 to also include the FAMU Boosters as well so that
6 all four organizations are together under one roof
7 to talk about the great things that are happening,
8 and that we plan to make happen, at
9 Florida A & M University.

10 At this point I will go back to the agenda,
11 and we will move to the President's report. At
12 this point, I'd like to recognize Doctor Robinson
13 to present the presidential report.

14 DOCTOR ROBINSON: Thank you, Mr. Chairman,
15 members of the Board.

16 I have a short report this morning because of
17 the time, but I do want to highlight a few events
18 that have occurred since the last Board meeting
19 that I think is worthy of your attention.

20 First of all, I want to thank the Board
21 members themselves, starting with Trustee Lawrence
22 and Trustee Mills, who hosted -- and their lovely
23 wives -- who hosted recruitment receptions in
24 their homes the last week -- actually this week,
25 of National Merit semifinalists, a first group of

1 high school students from south and central
2 Florida, from both public and private high
3 schools.

4 We had students who constituted the upper
5 three percent of high school seniors in terms of
6 their SAT and ACT scores, et cetera. We also had
7 in those meetings practically all of the deans from
8 the various colleges and schools who had a chance
9 to talk one on one with these young men and women,
10 and their parents, as well as school
11 administrators.

12 I think that we probably touched a nerve in
13 several cases where they now know students, how
14 wonderful opportunities await them at Florida A & M
15 University. And I know that there are others of
16 you who plan to host events in the future, as I
17 look to my right and look to my left. We think
18 this is a model that we need to pursue even more
19 aggressively in the future.

20 I just want to thank you for that. I know
21 how much time it takes and, you know, you provided
22 the hors d'oeuvres and all kinds of things that
23 enrich that experience, not only for the students,
24 but for those of you who came as administrators as
25 well.

1 I also want to thank our faculty and staff and
2 alumni for several things that are happening you've
3 heard about recently in the news. You probably
4 heard in the wake of the Flint, Michigan, water
5 crisis, FAMU faculty and alumni are making a
6 difference with their expertise and their
7 experience.

8 Doctor Fellan Axlerod, a professor in the
9 FAMU Institute of Public Health, which is in the
10 School of Pharmacy and Pharmaceutical Sciences, was
11 among six professors in Tallahassee who conducted
12 water sampling at 24 Leon County and Wakulla County
13 schools and found in some cases some high levels of
14 heavy metals in those water samples that they
15 tested, bringing that to the attention of the
16 appropriate authorities. That's the kind of work
17 that we do at this institution.

18 We also have related to the FAMU alumni
19 Pamela Pugh, who was appointed the Chief Public
20 Health Adviser to the Flint Mayor. In her
21 position, Pugh will provide critical guidance to
22 the Mayor on how to assist Flint residents who are
23 still struggling to gain access to clean water.

24 Ms. Pugh influenced her niece, Andrea Pugh, to
25 follow in her footsteps. And earlier this year,

1 Andrea received her bachelor's degree in
2 environmental sciences from FAMU. Just a few weeks
3 ago Andrea returned to the campus to help celebrate
4 winning a \$30,000 Retool Your School grant from
5 Home Depot.

6 Ms. Pugh, Ms. Angela (sic) Pugh, the younger
7 student in the School of the Environment wrote the
8 proposal that entered into a contest, a national
9 contest, as you know, that helped break ground in a
10 new outdoor eco lab classroom at the University
11 that will be available to students, faculty, and
12 the community.

13 I'd also like to congratulate, first of all,
14 the Chair of our Homecoming festivities,
15 Ms. Carmen Cummings.

16 Ms. Cummings, would you stand and just be
17 acknowledged?

18 (APPLAUSE).

19 DOCTOR ROBINSON: Of course the FAMU football
20 team, Coach Brodus; Athletic Director
21 Milton Overton; and everyone who helped to make
22 this year's Homecoming a tremendous success. Prior
23 to me rushing out of town on Monday to get to
24 Trustee Lawrence's home, we held a lunch to
25 appreciate -- of appreciation for all of those

1 individuals who were involved.

2 It was an amazing week. The Hampton Pirates
3 came to town in a standing-room only -- what we now
4 have come to realize was a record Homecoming crowd
5 for schools in our category this particular year.
6 So I want to thank all of you who had a role to
7 play in that.

8 AD Overton, I know how hard you and your team
9 worked to make that possible.

10 There was, you know, one, you know, sort of
11 not so good note, although it was great overall and
12 that is we -- I did get an email from our
13 Facilities person regarding Gaither Gymnasium. The
14 gymnasium is designed to accommodate 3,500 people.
15 We had over 5,000 people in it. So the
16 Fire Warden, Trustee Woody, told me that we need to
17 do something different next time.

18 TRUSTEE WOODY: Point well noted.

19 DOCTOR ROBINSON: So duly noted. I think
20 we'll plan for the Lawson Center next time. I
21 think that all had to do with the amazing speaker
22 we had, Actress Kelsey Scott and Producer
23 Will Packer, all who were in town, helped to
24 contribute to just an outstanding event and series
25 of events, which included a screening of Will

1 Packer's movie, *Almost Christmas*, during that week.

2 I also want to -- you know, earlier this
3 week -- and it's kind of hard, the days are sort of
4 running together. You know, I left
5 Trustee Lawrence's home Tuesday morning trying to
6 get to, you know, the Kennedy Space Center. And,
7 you know, it's not easy getting out of Miami, but
8 that's a different story.

9 But it was important for me to get there
10 because we signed a historic agreement at
11 Kennedy Space Center with Lockheed Martin. And on
12 that trip, I was accompanied by Dean Mary Gibson of
13 the Joint College -- the FAMU/FSU College of
14 Engineering; Vice President for Research,
15 Doctor Timothy Moore --

16 I don't know if Tim is with us here. Where
17 are you, Tim? There you are.

18 -- a couple of his staff, including
19 Mr. David Teak from the Division of Research; and
20 of course, most importantly, the principal
21 investigator, Doctor Cohen, to sign a \$5 million
22 contract with Lockheed Martin in association with
23 the Orion Vehicle, which will be the manned vehicle
24 to Mars.

25 This is a tremendous opportunity for the

1 University. In fact, this is the only university
2 at this point involved in this initiative, and it
3 has allowed us to coin a new phrase, and it sort of
4 goes like this: The pathway to Mars goes through
5 FAMU.

6 TRUSTEE CARTER: Awesome.

7 DOCTOR ROBINSON: So this is really a
8 wonderful opportunity for us. So it will
9 immediately allow -- in fact, if we had students
10 with us on Tuesday, they would have taken them. So
11 it's going to allow faculty to do research,
12 you know, associated with this mission; but they're
13 really, really hungry and thirsty for FAMU
14 graduates and FAMU students.

15 So that's going to be a major opportunity for
16 some of our students to get exposed, for the
17 students at FAMU, not just in the College of -- the
18 Joint College of Engineering, but also in the
19 College of Science and Technology.

20 So there will be many, many opportunities for
21 students and faculty over the course of this
22 contract; and, of course, there is the potential
23 for additional work to be done.

24 Also this week, FAMU Journalism School Alumnus
25 Ibrim X. Kennedy, that some of you know, received a

1 prize for nonfiction at the National Book Awards
2 ceremony in New York City. His book entitled
3 Stamped From the Beginning, A Definitive History of
4 Racist Ideas in America, has received rave reviews
5 in addition to that singular recognition earlier
6 this week.

7 So it's really been a great month -- actually
8 two months -- since I sat before this body as a
9 whole. But there are also some additional things
10 to come.

11 Tomorrow, during the game, we're going to
12 announce some major initiatives. I want to
13 thank VP Cotton and his staff in advance for the
14 work that they've done in conjunction with our
15 Foundation Board of Directors for, you know, one of
16 the major announcements we're going to make on the
17 field tomorrow.

18 In addition to that, we have an announcement
19 regarding a major contribution that will be made by
20 Bernard Kinsey and his wife during the game as
21 well. So it's going to be a really wonderful event
22 for us.

23 Not only are we going to win the football
24 game, AD Overton, but we're going to be the
25 recipients of some very, very sizable contributions

1 to promote both student and faculty success at
2 Florida A & M University.

3 So these are just a few of the things,
4 Mr. Chairman. I will yield back to the Chair.
5 Thank you, sir.

6 CHAIRMAN LAWSON: Thank you, Mr. President.

7 Are there any questions for Doctor Robinson
8 regarding his report?

9 (NO RESPONSE).

10 CHAIRMAN LAWSON: Okay. If not, Trustees, as
11 you may recall at our September 15, 2016, Board
12 meeting, we indicated that President Robinson
13 should submit his proposed goals by November 1st,
14 2016. President Robinson met that deadline with
15 his proposed goals. Each of you have seen the
16 goals, and at this point I'd like to entertain any
17 questions and/or discussion on any of the goals.

18 And actually, before we entertain any
19 discussion on the goals, what I'd ask
20 Doctor Robinson to do is to briefly highlight the
21 goals just so that those of you in the audience
22 that may not have had an opportunity to review them
23 online will get a sense for what we're asking
24 Doctor Robinson to do for us during his interim
25 presidency.

1 I had an opportunity to review them.
2 Doctor Robinson met the November 1st deadline. I
3 was pleased. We made a couple of tweaks when we
4 were together in Boca Raton. We sent them to the
5 full Board for review.

6 So today I'd like for Doctor Robinson to
7 outline those, again, for probably more benefit of
8 our audience; and then if there are any Board
9 members, either here or on the line, that have
10 questions, we'll definitely entertain those
11 questions prior to taking a motion.

12 DOCTOR ROBINSON: Thank you, Mr. Chairman.

13 Members of the Board, I submitted these in the
14 spirit of -- for your consideration, and I welcome
15 any revisions, modifications, eliminations that you
16 might choose.

17 Let's begin with my first overall goal, which
18 is to improve retention and graduation rates. And
19 I just want to explain some things up front. There
20 are some goals that, in terms of the next year,
21 they have already been fixed, in terms of the data
22 that's going to be used by the system to assess
23 that outcome. And, for example, the six-year
24 graduation rate data has already been done.

25 So whatever, you know, is going to be reported

1 in June or July -- well, March to June timeframe,
2 that number is fixed based upon the way the system
3 works. So as opposed to saying, I could change
4 that goal in the year that I have, I talked about
5 what I want to do to improve on that goal in the
6 timeframe that I will have an opportunity to have
7 an impact.

8 So you only see for, you know, this year a
9 quantitative number there; and that's true in other
10 cases. And if we want to look further down the
11 road, we can do that; but in terms of a 12-month
12 window, which I was working with, Mr. Chair and
13 Members of the Board, that's why you see some of
14 these are fairly quantitative and some of them
15 aren't.

16 And so the next one -- so what I did there,
17 say I want to develop and implement strategies to
18 increase the six-year graduation rate and we're
19 working on those things right now. And you're
20 going to see part of that strategy roll out as we
21 talk about recruitment, and part of that strategy
22 is making sure that we recruit college-ready
23 students in the first place; but also hone those
24 efforts internally to deal with the students that
25 we currently have.

1 So the part of the strategy that we're going
2 to talk about, what are some of the funds we're
3 going to utilize out of tomorrow's activities, we
4 have sort of an expansion of the Save Our Students
5 Initiative that the alumni talked about so that
6 students who are already with us or otherwise in
7 good academic standing but they need some financial
8 support, we want to have the resources assist those
9 kids so that they don't have to drop out
10 prematurely and work.

11 So that's a strategy that's already there.
12 We're going to implement that, but you're not going
13 to see it change this year's graduation rate, but
14 these are the types of things that we're doing.
15 Another one that we've really, really got to work
16 on, and that is excess credit hours, you know,
17 that -- right now, as you know, we are about -- the
18 average I believe student who graduates from FAMU
19 has an average number of credit hours of 153.
20 You know, we allow the -- and most of our programs
21 have a 120-hour requirement and you're allowed to
22 go 10% above that. So you can see, we've got a lot
23 of work to do there.

24 Some of the things that, you know, we believe
25 we can do is to be a bit more forthright with

1 students in terms of getting them into their
2 major -- into the major early on and helping them
3 in those cases when it appears that what they
4 really want to do, you know, might not align with,
5 you know, the resources that we have to get them
6 there.

7 So we're going to be a bit more frank with our
8 students about making the right career choices
9 because sometimes you can get to the same place in
10 terms of doing good on behalf of yourself and your
11 family with alternate career paths, so we're going
12 to make sure they understand that type of thing
13 better.

14 The next objective which is, I guess is
15 quantitative; and that's the regional
16 accreditation. I mean this is really a
17 show-stopper. We have to get this done and,
18 you know, the process of getting us there has
19 already been kicked off and it's in full force.
20 Doctor Edington, who is here, is leading our team;
21 he has a great team. I've met with them, and I
22 believe -- you know, although our first
23 Compliance -- while our Compliance Certification
24 Report is due in September of 2017, I believe our
25 first draft of that is going to be provided by the

1 team by the end of this year.

2 So that's how far ahead we are. So we're not
3 going to take any chances on getting to the summer
4 or the spring and finding out that there are some
5 issues. We're going to know right now. The good
6 thing is that we don't anticipate any, but we're
7 not going to take anything for granted.

8 And by the way, last week I got a call from
9 SACS COC -- I just thought I'd hold you in suspense
10 for a moment because that's how it happened to me
11 because, you know, I got a call from, you know, the
12 administrative assistant that, you know, you've got
13 this call from SACS, and I'm saying, oh, my
14 goodness, let me pull over to the side of the road
15 and call, you know.

16 But anyway, I got a call, I was invited to
17 serve on a panel at the annual meeting in a couple
18 of weeks in Atlanta to talk about, you know, a --
19 there's a discussion around moving beyond regional
20 accreditation, to bring that down a notch or two.
21 And there's some concerns about that, right? And
22 some of us know what that looks like, you know,
23 from history and so I want to make sure -- at least
24 I'll give them my opinion on it. Everyone may not
25 like my opinion, but that's what they've asked.

1 I really think that regional accreditation is
2 the best choice for us right now. There are some
3 other ways to get there, too, but I'm going to
4 participate on that panel.

5 And that's what we want to do when we go to
6 SACS meetings. We don't just want to go and hear
7 from others. You know, our goal has always been to
8 make sure that we get an opportunity to engage
9 others in the type of things we're doing at FAMU
10 that's beneficial to other members of the
11 Commission.

12 So moving on, you just heard a concern about
13 the licensure examination issue. That's something
14 that's near and dear to us. We know that it's
15 among the things that the Board of Governors
16 monitors. And, you know, we have some processes in
17 place to address those, but I think, not just based
18 upon what we just heard but what's sort of put into
19 the category, these are not things you can ever
20 take for granted. We track all of that, and we're
21 going to make sure that we continue to meet
22 expectations there.

23 Moving on to the quality of academic programs.
24 This is one of the things -- two metrics here
25 change, and I think at least one of them will be to

1 our advantage. And as you can see, three of
2 these -- the percentage that are employed a year
3 after graduation, that changed. The threshold
4 there was one in 15,000. At the most recent
5 meeting of the BOG, they elevated that to 25,000.
6 And that does make sense, right? That does make
7 sense.

8 And then, of course, related to that is the
9 medium average full-time wages of undergraduate
10 students. Now the one that changed is really going
11 to help us, we believe, and the preliminary data on
12 it shows that it will; and that is, the cost to the
13 student, right? It used to be, you know, a fairly
14 complicated formulation based primarily on,
15 you know, faculty, FTE, which, you know, vary from
16 one institution to the next.

17 But now it's going to be based upon the more
18 or less out-of-pocket costs to the students. So
19 when you discount scholarships, you know, things
20 like Life Gets Better and even need-based aid in
21 some cases, really what we're concerned about here
22 is how much the student actually has to pay out of
23 pocket for their education. And so as opposed to
24 being, you know, pretty much dead last in that
25 former formulation to get there, we're somewhere in

1 the middle now and look forward to receiving points
2 as this new metric is adopted -- or formulation for
3 this metric is adopted.

4 The things that will help us there are the
5 very types of things we're talking about this
6 weekend: Providing additional scholarship support
7 to students such that what they actually pay out of
8 pocket is minimized, okay? And so we're going to
9 continue to push that.

10 So there are some now moving, and some where I
11 could put some numbers, quantitative. You know, we
12 want to increase the number of 09 general education
13 courses. You know, I have here a modest
14 one percent. I mean this is -- that wouldn't be
15 earth shattering, and I wouldn't be surprised or
16 disappointed if you decided to revise that number.

17 We've talked about here the next category:
18 The degree of faculty compliance with the,
19 you know, textbook affordability issue. That's
20 something that we've struggled with for some reason
21 and, you know, we're 90% there. I want to be 100%
22 there because it makes sense, because this text
23 affordability ties into the cost, you know, of --
24 to the cost to the student. The more they have to
25 pay for books and the less efficient we are in

1 addressing that issue, then the more they're going
2 to have to pay out of pocket, okay?

3 I also, just sort of as a new approach --
4 well, a revised approach to addressing the metrics
5 themselves, I just wanted to engage the campus more
6 broadly. So we've put together the team that we
7 talked about on the last call where we have a team
8 of administrators around each one of those metrics,
9 and in a couple of cases, we have combined. And we
10 have identified who is the primary person with
11 responsibility and who will be on that team.

12 And then on Tuesday, Provost Wright took those
13 committees to the Faculty Senate for them to add
14 individuals to there. So we proposed that they add
15 one person -- one faculty member to each one of
16 those teams; and of course, in normal fashion, they
17 said, fine, but we'll add two. And we accepted
18 their recommendation, okay?

19 Now one of the ones that really is near and
20 dear to me is Goal 2, and maybe I need to just --
21 you know, and I'll tease this one out a little bit
22 more; and that is, the student enrollment, right?
23 I'm really concerned, you know, about that because
24 so much spins off of, you know, the enrollment and
25 particularly on the budget side of things. And so

1 we pretty much have an all-hands-on-deck
2 recruitment effort, and we're going after the best
3 students we can find; we're not going to concede to
4 anybody any student.

5 Across the street -- well, in the
6 convention center, as we speak -- I think
7 Doctor Hudson, he stepped out -- we are
8 entertaining, I believe, around 1,500 students from
9 this area, one of the largest we've ever had; good
10 students, you know, who we are seeking to bring to
11 Florida A & M University. As I told you before, I
12 do not believe that we have reached our capacity to
13 serve talented young men and women aspiring to get
14 a college education at Florida A & M University.

15 So we're going to push really, really hard on
16 this in the next several months. That -- and I
17 appreciate all of the Trustees -- when I say all
18 hands on deck, I mean from the Trustees to the
19 President, you know, to the faculty. All of us are
20 working on this initiative.

21 Now at the same time -- okay, he's giving me
22 the wrap here.

23 CHAIRMAN LAWSON: Keep going, I'm sorry.

24 DOCTOR ROBINSON: At the same time, we have a
25 special initiative that you heard about from

1 Doctor Hudson with regard to reaching out to the
2 state colleges in terms of the 2 + 2 articulation.
3 That's going to be a very key component of our
4 recruitment strategy. It makes a whole lot of
5 sense for us to bring those students in, and we
6 know that we do just as well pretty much with those
7 students who come with AAs as anybody else. So
8 we've got a particular focus on those; and, no,
9 we're not satisfied with the numbers.

10 So we're going to develop, you know, this one
11 major matriculation agreement, but I'm not going to
12 be satisfied with that. We really need to push
13 hard on this one, and at least create the
14 atmosphere and the awareness within the
15 State College System that we're ready to play,
16 okay? Our doors are open, and just like we are --
17 we have a wonderful array of programs for these
18 FTICs that we're talking about over here at the
19 convention center, we still have those programs
20 available for these state college transfers.

21 Okay. So --

22 TRUSTEE REED: Doctor Robinson --

23 DOCTOR ROBINSON: Yes, sir.

24 TRUSTEE REED: -- on this one, how did you
25 choose the goal, the number?

1 DOCTOR ROBINSON: Well, right -- it was pretty
2 easy because we didn't have any. So I said, we
3 ought to have at least one. I mean if I can't do
4 one, then I deserve to be reprimanded. But,
5 you know, I think we can do one, okay?

6 All right. Now because it's not a simple
7 matter, you've got to have -- you know, you've got
8 to get the people in the room, talk about the right
9 programs that you want to do here; because if you
10 don't do it right and you create, you know,
11 expectations that we can't deliver on or --
12 you know, we have some good discussions at the
13 Board of Governors meeting around this, right?

14 So you've got to have the right programs, the
15 right students, and I know that there are some
16 outstanding kids out there in the
17 State College System that are ready to go. But if
18 we get caught up in the nuances of the degree
19 program, you know -- and there are some, by the
20 way. So you've got to iron all of that out.
21 You know, so you can't just rush into it and say,
22 okay -- now any student can come, right?

23 But I think having -- what we're talking about
24 here is targeted arrangements where they're coming
25 to, you know, SBI; you know, they're coming to

1 environmental sciences. So you have to work that
2 out a little bit more strategically, okay.

3 TRUSTEE MOORE: Doctor Robinson?

4 DOCTOR ROBINSON: Yes, ma'am.

5 TRUSTEE MOORE: How does that tie into -- I
6 know that I met with Provost as well as VP on
7 looking at five specific program areas of choice.
8 It would not just be students would gain enrollment
9 at FAMU, but it would be in the area of choice if
10 it was specialized, like, as you mentioned,
11 business. I think that target was five then, and I
12 also think that there was a targeted goal of two
13 comprehensive agreements.

14 So are we seeking to align what --

15 DOCTOR ROBINSON: Yeah, I need to work with
16 Doctor Hudson on that because, you know, my goals
17 were sent to you --

18 TRUSTEE MOORE: Yes.

19 DOCTOR ROBINSON: -- and I had a deadline,
20 right? And subsequent to that, as you know --

21 TRUSTEE MOORE: Uh-huh.

22 DOCTOR ROBINSON: -- we worked on the 2 + 2
23 more comprehensively. So it's very likely that,
24 you know, we're going to do more than one. But the
25 other point that you made is that we're going to be

1 strategic about where it is, okay?

2 TRUSTEE MOORE: Absolutely.

3 DOCTOR ROBINSON: So there ought to be -- the
4 doors are open to anybody, but I think the most
5 effective way to do this is to say, okay, you know,
6 with this state college, we have a typical
7 relationship with these schools at FAMU; these
8 disciplines at FAMU, right, and do it that way.

9 And the doors are still open. We can't change
10 that, but I do think that one of the reasons that
11 we haven't been as successful as we could have been
12 is because we haven't had that strategic focus in
13 the past, okay?

14 TRUSTEE MOORE: Uh-huh.

15 TRUSTEE GRABLE: Mr. Chairman, this is
16 Trustee Grable. I'd just like to get into the
17 queue.

18 CHAIRMAN LAWSON: Yes. Trustee Grable, you're
19 recognized.

20 TRUSTEE GRABLE: Thank you, Mr. Chairman.

21 And to my fellow Board members, I'm sorry I
22 can't be there, but I'm happy to be on the phone
23 and be a part of the meeting.

24 I'd like to compliment, first of all,
25 Doctor Robinson on his goal. What I see here is a

1 focus to better engage the faculty and students and
2 a focus on, of course, trying to make sure we meet
3 the standard of the performance metrics that not
4 only the Board of Governors sets for us, but for
5 the goals we set for ourselves. So I compliment
6 you, President Robinson, on your very clear and
7 detailed goals that you are working on.

8 I'd like to just mention a couple of things
9 related to Objectives 2.3 and 3.1 --

10 I'm getting a really bad feedback but I'll try
11 to stay focused.

12 CHAIRMAN LAWSON: We hear you fine.

13 TRUSTEE GRABLE: Okay. 2.3, of course, deals
14 with attract and retain talented and diverse
15 faculty; and Objective 3.1 deals with increased
16 research funding.

17 I am curious because, as you recall at our
18 last Board meeting, I did ask a question related to
19 workload of faculty members; and at that time, the
20 Board was told that there was a study underway.
21 And I'm curious about whether there was any
22 information left regarding that.

23 But in addition to that, President Robinson,
24 are there any considerations being given to
25 strategies to address faculty workload? These

1 considerations in my mind should include faculty
2 being able to offer strategic objectives to
3 increase their research activity in regard to that
4 goal -- objective on your goals and, of course, the
5 performance metrics.

6 DOCTOR ROBINSON: Thank you, Doctor Grable.
7 Mr. Chairman, if I may.

8 CHAIRMAN LAWSON: Please. I'm sorry, please.

9 DOCTOR ROBINSON: So with regard to 2.3, I
10 just want to emphasize too that in my mind, I
11 consider faculty a key component of recruitment,
12 retention, and graduation. All of that works,
13 you know, around them. I mean there's no way to
14 get there without them. We can go out and recruit
15 all of the best and brightest students in the
16 world, but if we don't have the talented and, you
17 know, dedicated faculty that we happen to have,
18 then it would all fall apart.

19 So one of the things I'm looking to do -- and
20 I don't want to be accused of publicly negotiating
21 again; but, you know, we want to do something to
22 help faculty as well because I think that, as we
23 talk about funds for students and funds for
24 facilities, we've got to have funds for the people
25 who really provide the expertise that makes all of

1 that work.

2 So I'm looking for more and more opportunities
3 to do that, and so that's what in the back of my
4 mind I mean -- but I know there are other things
5 that you can do as well. I mean recognition,
6 you know, of faculty for the great work that they
7 do. But I do think the bottom line is we need to
8 help faculty financially, okay?

9 Now one of the challenges that we've always
10 had, and we've really not let it get in the way,
11 but we also know that there are two things that
12 although our -- you know, we are incredibly --
13 based upon the funding garnered at a Research 2
14 institution, but we also recognize that neither our
15 tenured promotion criteria nor our contact
16 provision, that is the number of courses that
17 faculty teach, are aligned with institutions in
18 that category. We've got to do something about
19 that if we want to sustain this, right?

20 Right now it's because, you know, we've got a
21 highly competitive group of faculty members. I
22 think that if we were able to, you know, do
23 something to decrease those teaching loads -- but
24 remember, we don't want to go to the model where
25 all of those courses are being taught by somebody

1 else. But if we'll open the door for more research
2 opportunities and -- but there's a cost to that.
3 So we've got to work through that. That's where it
4 has to be, you know, carefully thought out.

5 You know, what I used to say back in my
6 Provost days is that I'm willing to work with
7 faculty on this -- it's really a dilemma.
8 You know, I think that if we can find a way to
9 reduce those contact hours, then we should also be
10 willing to heighten the expectations around
11 research productivity, okay? They go hand in hand.

12 And remember, for every faculty member we take
13 out of the classroom, somebody has to be there,
14 you know, to provide the instruction for those
15 students, and so it's not a giveaway at all. I
16 don't think anybody believes it to be that way.

17 But it's something, Trustee Grable, that we're
18 willing to sit down and develop a concrete plan
19 once and for all. And in fact, this is what we
20 started talking about a year ago as we --

21 TRUSTEE GRABLE: Yes.

22 DOCTOR ROBINSON: -- the Strategic Planning
23 Task Force as you recall.

24 TRUSTEE GRABLE: Yes, sir.

25 DOCTOR ROBINSON: Now what I'm not aware of is

1 whether or not the previous administration had,
2 you know, developed a study and provided that. I
3 don't know if Provost Wright has any knowledge of
4 it, but I'm not aware of one that was done.

5 But if someone else is aware, I would be happy
6 to take a look at that to see because I'm not in --
7 I don't want to waste any time reinventing the
8 wheel. If somebody else has already figured it out
9 and it makes sense, let's go with that. But
10 currently, I'm not aware of a report of that type.

11 CHAIRMAN LAWSON: Are there other questions
12 before Doctor Robinson completes? I think,
13 Trustee Mills, Trustee Washington, and Woody, I
14 believe.

15 TRUSTEE MILLS: No.

16 TRUSTEE WOODY: Doctor Robinson, in reference
17 to the community college relationship with FAMU,
18 will we be getting regular reports on the -- by
19 "we" I mean by the Board on --

20 DOCTOR ROBINSON: Yes.

21 TRUSTEE WOODY: -- that relationship between
22 the community colleges and how well that
23 relationship is going?

24 DOCTOR ROBINSON: So the question from
25 Trustee Woody was would we be getting regular

1 reports on community college efforts and how well
2 that's working.

3 But the answer to that is we'll report
4 whatever you want us to report. But what I thought
5 would be a good approach, and the way we're
6 organizing ourselves in the leadership team, is we
7 want to report out on these metrics on a weekly
8 basis. And we will develop, you know, a template
9 for you --

10 TRUSTEE WOODY: Good.

11 DOCTOR ROBINSON: -- based upon what you want
12 to be reported out on in your subcommittees and at
13 the full Board.

14 That's how we did it at one time, so we will
15 develop, you know, whatever, you know, set of
16 parameters you want us to report out at each Board
17 meeting so that we're all aware of where things are
18 going. And we don't need to get to the end of the
19 year and say, well, here is how we're going to do
20 on performance measures. We ought to have a pretty
21 good idea of where we are, you know, in the spring
22 of each year; but then in our meetings, whether
23 it's quarterly or not, we ought to give you an
24 update, and intermediate updates if you like as
25 well.

1 So we'll develop a dashboard for you based
2 upon your specifications, okay.

3 TRUSTEE WOODY: And we're developing MOUs with
4 those community colleges?

5 DOCTOR ROBINSON: Yes, we are.

6 CHAIRMAN LAWSON: Trustee Washington, I
7 believe.

8 TRUSTEE WASHINGTON: Thank you.

9 Thank you, Doctor Robinson.

10 A couple -- well, the first point is probably
11 just semantics because they're -- on that Transfer
12 Articulation Agreement, because there is a
13 statewide 2 + 2 Transfer Articulation Agreement, we
14 technically have them with all of our 28 colleges.
15 So we might want to enhance the language so that we
16 know that it is the specific targeted comprehensive
17 one that we are talking about.

18 DOCTOR ROBINSON: Right.

19 TRUSTEE WASHINGTON: So that's just, you know,
20 semantics.

21 The other point looking -- as we are looking
22 to revise the committee structure, and it appears
23 as if I might be in charge of performance funding
24 metrics -- looking at, you know, looking at your
25 goals, we don't have, you know, as you mentioned

1 because of the number of indicators and how the
2 timing works, none of our performance funding
3 metrics have impact goals.

4 So how do we -- how would you advise that we
5 hold ourselves, you, the University, accountable
6 for progress? Are there leading indicators, or how
7 do we -- I mean, yes, technically last year sucked,
8 but we have to continue to move forward --

9 DOCTOR ROBINSON: Yes.

10 TRUSTEE WASHINGTON: -- and how do you
11 envision us tracking --

12 DOCTOR ROBINSON: That's an excellent point.
13 And so what I want us to identify on our team are
14 what are some of those preliminary, you know,
15 goals, I guess, or metrics that allow you to sort
16 of get an idea where you're going on the larger
17 metric, right?

18 For example, as much as it shouldn't, but it
19 does, you know, you can look at -- so one of the
20 things we track pretty much on a weekly basis is
21 the, you know, admissions, you know, the number of
22 applications we've got, which is phenomenal right
23 now, but it's also phenomenal how many are
24 incomplete. But we also track SAT, ACT scores,
25 et cetera.

1 So you can start to predict based upon the
2 composition of your projected class for the fall of
3 next year what that graduation rate look like
4 six years down the road, you see? I mean even --
5 so you can look far ahead. So those are the kinds
6 of things I think for each one of these that don't
7 change every week, but there are some sub,
8 you know, indicators that allow you to say, okay,
9 it looks like this is going okay; it looks like
10 this one isn't, you see?

11 So if we have an enrollment goal for the
12 12,000 students, for example, and we -- and there
13 are two ways to get there: One is, you know,
14 recruiting a student; and the other one is
15 retention. And you can look at those two
16 preliminary subindicators to see how you're going.

17 I think we ought to put our heads together and
18 say, okay, for each one of these that don't change
19 rapidly, you know, what's going on.

20 TRUSTEE WASHINGTON: I would agree with that.
21 I also think that looking at some of the other
22 universities, they've done things to move some of
23 these more quickly than others. So, yes, we can
24 look at the people coming in and say where we're
25 going to be in six years, but we also have to look

1 at the people in the pipeline and figure out how
2 we -- what strategies we implement now to get them
3 through more efficiently.

4 DOCTOR ROBINSON: And that's a good point,
5 too. And on that we -- and that's one of the
6 six-year graduation rate goals.

7 There was an opportunity that pretty much
8 closed, you know, a week or so ago where we could
9 have impacted the six-year graduation rate for
10 2010, right, by putting -- well, encouraging the
11 students who had the number of hours but they
12 hadn't been in a -- enough to get in a degree of
13 chemistry or pharmacy or, I don't know, social work
14 for that matter.

15 But this other degree program that was created
16 they could, you know, cobble enough hours together
17 for that; but that date has closed as well. So
18 those are the type of intermediate things we need
19 to do.

20 And there are a lot of students, a lot of
21 students, you know, every year that are in that
22 category.

23 TRUSTEE WASHINGTON: I agree, and just the --
24 I would like to see some sort of -- what those
25 would look like, just to help us better frame and

1 hold ourselves -- because, again, you know, time
2 doesn't stop and kids are in, and kids are moving
3 through, kids are coming in at all times. So in
4 order for us to hold ourselves accountable for
5 progress, we need to know what those, you know,
6 long-term, short-term, intermediate milestone
7 moments are articulated as best that we can.

8 CHAIRMAN LAWSON: If I may comment before I
9 get to Trustee Mills.

10 One of the things that we talked with the
11 Provost and with Doctor Robinson down in Boca Raton
12 is, assuming today we get alignment on those goals
13 that they would come back with a dashboard, that we
14 wouldn't have to wait for a Board meeting to get --
15 in other words, we could get it electronically on
16 an ongoing basis, because I would agree with
17 Trustee Washington that we don't want to show up
18 and see, oh, my God, we missed a metric and we're
19 just finding out about it, right?

20 We want to see what the, leading as well as
21 lagging, indicators are as you look at each one of
22 these metrics. Some of them are elongated in their
23 view, but there are others that can have more
24 tactical steps that we can look at and evaluate to
25 make sure that we're on target, whether it be

1 fundraising, whether it be recruitment, et cetera.

2 So I know one of the tasks coming out of today
3 is to develop that dashboard, assuming we get full
4 alignment on the goals.

5 I think that's a great moment, and I think
6 also -- I'll take one additional editorial before I
7 get to Trustee Mills.

8 I think we all see how important recruitment
9 is. I mean it is absolutely essential that we get
10 the right student population and an increased
11 student population, both from first-time students
12 and the huge opportunity that the State University
13 or the Community College System presents to us.

14 Today we have a goal of one, but I think we
15 all know we want to do more than just one given --
16 you know, Trustee Woody sits on the Board of
17 Sante Fe -- given the relationship we have down in
18 south Florida; given Tallahassee Community College
19 right there in our -- you know, doorsteps away from
20 us.

21 So we have some huge opportunities, and the
22 other thing, too, and we'll get into it in the
23 Student Affairs Committee, I saw the 2 + 2 program
24 and I think it makes sense, but I want to work to
25 compress the timeline because I don't think time is

1 on our side to make this happen, so it's just --
2 I'm sorry for going on a tangent; but I think,
3 again, we all see the criticality of growing our
4 enrollment with the right population.

5 Trustee Mills.

6 TRUSTEE MILLS: Thank you, Mr. Chairman.

7 The first one I have is a small question for
8 you. In 2.11, is our base line actually 7,705? Is
9 that today's enrollment?

10 DOCTOR ROBINSON: I believe --

11 TRUSTEE MILLS: I'm sorry, I can check with
12 Doctor Hudson.

13 MS. BARRINGTON: It's 2015.

14 DOCTOR ROBINSON: It is 2015 data?

15 MS. BARRINGTON: Yes.

16 DOCTOR ROBINSON: And sometimes there's a
17 difference between actual enrollment and enrollment
18 for budgeting purposes, right? But this is 2015,
19 right?

20 MS. BARRINGTON: Yes.

21 TRUSTEE WASHINGTON: Is it full time or
22 head count?

23 DOCTOR ROBINSON: So staff is nodding yes?

24 TRUSTEE WASHINGTON: Is it full time or
25 head count?

1 MS. BARRINGTON: This is actually -- it's
2 both, total, full-time, and part-time students.

3 TRUSTEE WASHINGTON: So is it head count --

4 MS. BARRINGTON: Head count.

5 TRUSTEE WASHINGTON: Head count, okay.

6 DOCTOR ROBINSON: It's head count, so that's
7 why Trustee -- I'm sorry. That's why,
8 Trustee Mills, we've got a lot of work to do there.

9 TRUSTEE MILLS: Okay. The second question I
10 have is: Are the goals aligned with the strategy?
11 And I know there's a later presentation talking
12 about strategy, but I guess I'm a little bit
13 unclear. Have we sort of shelved the FAMU Forward
14 portion of it? Are we starting over? That creates
15 a little bit of concern for me --

16 DOCTOR ROBINSON: No.

17 TRUSTEE MILLS: -- since we just approved that
18 in June.

19 DOCTOR ROBINSON: No, actually, what we're
20 trying to do is align the goals there with what you
21 want to do now, right?

22 TRUSTEE MILLS: Okay.

23 DOCTOR ROBINSON: And the discussions we've
24 had with Trustee Washington is that, you know,
25 we're not starting over, right? Too much good work

1 was done by the task force and perhaps what
2 happened after it was submitted. But what we've
3 done is taken a look at the goals and their plans.
4 That's exactly what we're doing to ensure that they
5 align with our current reality and current
6 aspirations, okay?

7 TRUSTEE MILLS: Okay. Okay.

8 DOCTOR ROBINSON: And so, you know, we
9 structured ourselves to do just that.

10 TRUSTEE MILLS: Yes.

11 DOCTOR ROBINSON: The way we started this,
12 Trustee Mills, is about a year ago we had pretty
13 much convinced ourselves that the strategies are
14 not -- the high level strategies in the plan were
15 aligned both with the Board of Governors'
16 overarching strategic plan; but we also went
17 through each one of these performance metrics to
18 make sure that we had that alignment, too, okay?

19 TRUSTEE MILLS: Okay.

20 DOCTOR ROBINSON: But then an array of goals
21 was set between February and June, and that was
22 presented to the Board, and apparently you decided
23 you wanted to take a look at those to make sure
24 that those goals now and that -- and the strategy,
25 right, had the alignment that you're talking about,

1 okay?

2 TRUSTEE MILLS: Yes.

3 DOCTOR ROBINSON: And so these, you know, you
4 might consider -- so you might consider this sort
5 of tactical, right, but in the back of my mind I'm
6 thinking also about, you know, having chaired that
7 task force, what are the goals looking like to this
8 point, right?

9 TRUSTEE MILLS: Got you. Just my editorial
10 comment, and I recognize that I'm an outlier here,
11 but I'll say it again -- I can hear the hisses
12 already -- but I just want to make sure or
13 encourage you to continue to focus on quality.

14 DOCTOR ROBINSON: Yes.

15 TRUSTEE MILLS: I still think that enrollment
16 is an important number, I just don't think that --
17 organizations don't get measured on revenue at the
18 end of the day. They get measured on profitability
19 mostly, and certainly those are the ones we like to
20 invest in.

21 And so the focus on quality still has to
22 outweigh our focus on chasing revenue because
23 people fail in those scenarios. And so that also
24 means, right, making sure we don't lose sight of
25 our cost structure and making some of those tough

1 decisions relative to what we need to do as an
2 infrastructure perspective as well in that process.

3 But that will just be my encouragement to you
4 as we look toward to making sure we're the best
5 university in the country, not necessarily the
6 largest.

7 DOCTOR ROBINSON: And we're consistent on
8 that -- I mean we agree on that. And in fact,
9 these metrics make you agree on both quality,
10 you know, and, you know, the fiscal reality. They
11 go hand in hand, you see, because short term and
12 long term, you know, quality shows up in terms of
13 retention; you know, graduation rate; all of those
14 things, and it happens fairly immediate --
15 you know, fairly immediately. So you've got to pay
16 attention to quality throughout this whole
17 discussion.

18 TRUSTEE MILLS: I just didn't see any cost
19 metrics -- cost management metrics.

20 TRUSTEE WOODY: So, Mr. President, would you
21 agree that with the community college system that
22 the potential is out there and the quality is
23 there?

24 DOCTOR ROBINSON: Oh, yeah. Yes.

25 TRUSTEE WOODY: Now I'm a proponent and also

1 an advocate of community college, I'll say that
2 right up front; but with the number of
3 community college students that we have in the
4 State of Florida and the number of African-American
5 students we have, I would say strongly that the
6 potential is there and the ground very fertile that
7 those students are there. So I encourage you and
8 the staff to continue working in that direction.

9 DOCTOR ROBINSON: We will.

10 TRUSTEE WOODY: Thank you.

11 CHAIRMAN LAWSON: If I could get
12 Trustee Lawrence.

13 TRUSTEE LAWRENCE: So I see the number on the
14 front here, 38.61, and I was struck two months ago
15 by a presentation which sort of startled me, which
16 is we've been sort of at that percentage for
17 decades.

18 So I'd love for you to talk a little bit more
19 philosophically in terms of vision about what the
20 upside is. I realize we need this goal now figured
21 out, but we couldn't possibly be happy with 40% of
22 folks graduating in six years for the future of
23 this institution.

24 DOCTOR ROBINSON: Right.

25 TRUSTEE LAWRENCE: And we've got different

1 challenges from other state universities. What's
2 your sense, without holding you to it at this
3 moment, where we can get to in the next few years?

4 DOCTOR ROBINSON: Well, I think we can get
5 over the 50% horizon. That's the sort of national
6 number. I want to do better than that. But if you
7 look at the national number for African-Americans,
8 let's just talk about that demographic for the
9 moment, no matter where they are, it's in that,
10 you know, 50% realm.

11 I want to get there and do better. I mean but
12 realistically, right, I think we can get there in
13 the next few years. I know we have a goal of quite
14 a bit more than that. I believe it's 70 or so.
15 That's a good stretch goal, right? I mean it's a
16 good stretch goal.

17 And I don't mind stretching or being
18 stretched, but I think realistically, we could get
19 to the 50% level by -- even with, you know, the
20 current mix we have, and then making sure that we
21 bring in college-ready students, right? And taking
22 care of the ones that we have here, with the
23 appropriate strategies for retention and getting
24 them into degree programs early and so forth.

25 So that's sort of my goal. No one on your

1 team is satisfied with this number, okay? No one.
2 But I'm also concerned, to be honest with you,
3 Trustee Lawrence, because, see, you've got to --
4 these metrics, they have been skillfully, you know,
5 compiled to ensure that students benefit in the
6 end.

7 So you just can't go out now and put students
8 in some major that's perceived to be easy that
9 doesn't lead to, you know, really gainful,
10 you know, employment, et cetera, because you're
11 going to get -- that's going to catch you sooner or
12 later, you see?

13 So you've really got to think this through,
14 and I really think -- the one thing that we all are
15 going to have to do is bring in students to our
16 University who are ready to hit the ground running,
17 and at the same time realizing that everybody
18 doesn't have to be that top three percent that,
19 you know, we invite to your home to be successful
20 at FAMU.

21 But for those who might need, you know,
22 additional career counseling, you know, academic
23 attention, we have to make sure that they are
24 within the parameters of the support that we have
25 available to encourage them to move along as well.

1 TRUSTEE LAWRENCE: But what --

2 DOCTOR ROBINSON: Go ahead, I'm sorry.

3 TRUSTEE LAWRENCE: What I'm hearing, in the
4 last short while, frankly, since your tenure began,
5 which makes me so optimistic: One of them is
6 2 + 2. Done well, I think it's an extraordinary
7 opportunity for these folks.

8 And Number 2, I have a sense that you're going
9 to place more emphasis on once the kids get there
10 of helping them to be successful, which I think has
11 not been the full story of history at some eras in
12 the past.

13 Do those two -- and I'll bet you we could,
14 before too long, significantly exceed 50%.

15 DOCTOR ROBINSON: Yeah.

16 TRUSTEE MILLS: I wrote down 50%, by the way.
17 But just for clarification, Trustee Lawrence, the
18 2 + 2 people do not count in your six-year
19 graduation rate. So it doesn't ultimately help
20 you -- it goes to your second point, which I know
21 Doctor Robinson and the team is focused on, is the
22 entry and the support window there. But the 2 + 2
23 will not count towards that.

24 TRUSTEE LAWRENCE: I did not realize that.

25 DOCTOR ROBINSON: No, they have a separate --

1 they have a four-year graduation rate for AA
2 transfers that they track.

3 TRUSTEE LAWRENCE: But if their job,
4 ultimately, is to turn out people who are going to
5 be successful in this world, beyond the metrics,
6 that's the opportunity --

7 TRUSTEE WASHINGTON: They have other metrics.

8 DOCTOR ROBINSON: Yeah, they have other
9 metrics where they do count, but only your FTICs,
10 first-time-in-college students, count in the
11 six-year formulation.

12 CHAIRMAN LAWSON: So while Ms. Barrington was
13 here to answer the enrollment re -- well, I guess
14 the head-count related questions -- are there any
15 other questions around head count? If not, I can
16 let Ms. Barrington return to her seat.

17 TRUSTEE WASHINGTON: I have a quick question.

18 TRUSTEE GRABLE: Mr. Chair?

19 TRUSTEE WASHINGTON: So 7,705 is 2015, and
20 what is the goal? The goal is 8,384. Is that this
21 year, or did we meet or pass that?

22 MS. BARRINGTON: Good morning.

23 CHAIRMAN LAWSON: Good morning,
24 Ms. Barrington.

25 MS. BARRINGTON: We're projecting for fall

1 2017, and the 7,705, that is dealing with our
2 undergraduate count only, full and part time.

3 TRUSTEE WASHINGTON: So undergrad full and
4 part, both?

5 MS. BARRINGTON: Yes.

6 TRUSTEE WASHINGTON: So the 7,000 is 2015; the
7 8,000 is 2017. What did we get for 2016?

8 MS. BARRINGTON: The reason why it was not
9 reported is because it was not official at that
10 time; and at the time that we submitted
11 Doctor Robinson's goals, we had to go with what was
12 actually official, so we can provide that.

13 TRUSTEE WASHINGTON: But do we have an idea of
14 whether --

15 TRUSTEE REED: What's 2016?

16 TRUSTEE WASHINGTON: But what's our 2016
17 number? Do we have an idea what that is?

18 MS. BARRINGTON: I do not, not at this -- but
19 I can get it for you.

20 TRUSTEE WASHINGTON: Didn't we have --

21 TRUSTEE LAWRENCE: It's 8,380.

22 TRUSTEE WASHINGTON: 8,380, but I feel like --
23 didn't we have at the last meeting the number was
24 like nine --

25 TRUSTEE WOODY: A number of 96?

1 TRUSTEE WASHINGTON: 96, was that --

2 DOCTOR ROBINSON: No, I think that was total.

3 TRUSTEE WASHINGTON: That was everybody, okay.

4 MS. BARRINGTON: That's actual total. And
5 what happens is there's a file that is actually
6 submitted to the Board of Governors; and once that
7 file is actually approved, that is where we
8 actually pull the official numbers from.

9 CHAIRMAN LAWSON: Okay. So the head count
10 question is always a little bit interesting
11 because --

12 TRUSTEE WASHINGTON: Well, because we parse it
13 out so many different ways.

14 MS. BARRINGTON: Yes.

15 CHAIRMAN LAWSON: Yeah, I think, you know, we
16 want to look at what is the full-time head count;
17 and then you also have part-time people; you have
18 online people; and then you have the people in the
19 graduate program.

20 TRUSTEE WASHINGTON: Yeah.

21 CHAIRMAN LAWSON: So, Ms. Barrington, so if
22 maybe Doctor Hudson could just shoot us a quick
23 email delineating where we are right now; and then
24 we can then apportion that -- you know, or
25 calibrate that to the goal that's been set.

1 And also, when we set the goal, you didn't
2 have the firm data because the goals were due to me
3 by the 1st.

4 MS. BARRINGTON: That's correct.

5 CHAIRMAN LAWSON: But I think it would still
6 be helpful for everybody to see exactly where we
7 are through '16 thus far.

8 Okay. So thank you, Ms. Barrington.

9 MS. BARRINGTON: Okay.

10 CHAIRMAN LAWSON: There are two other
11 questions. There's one on the phone, I believe.

12 TRUSTEE GRABLE: Yes, Trustee Grable, whenever
13 I'm in the queue.

14 CHAIRMAN LAWSON: You're recognized,
15 Trustee Grable.

16 TRUSTEE GRABLE: I didn't want to --
17 thank you, Mr. Chairman.

18 I did want to go back to a comment
19 Doctor Robinson made, which I think is really
20 important. Again, these numbers, this is --
21 of course, a lot of these numbers we are discussing
22 at this moment are dealing with students after they
23 get here.

24 But Doctor Robinson made a very important
25 point, and I think Trustee Lawrence may have

1 agreed; and that was that we have to make sure we
2 get these students in who are ready to hit the
3 ground running. I think that was the President's
4 comment.

5 And as faculty members, we have to spend a lot
6 of time working with students, and I just had a
7 conversation with several faculty members
8 yesterday, and that really kind of impacts our
9 ability, again, to do research; but also, too,
10 we're working trying to help the University reach
11 these numerical goals that we must meet in regard
12 to the performance metrics. But I also wonder if
13 Board members are aware of exactly what it's like
14 being a faculty member on the front line trying to
15 deal with students.

16 We have some outstanding students. Don't let
17 me negate that. But what we do get when we talk
18 about this six-year graduation rate and
19 Doctor Robinson's point about these being the
20 first-time-in-college students, we need to
21 understand the amount of time that faculty is
22 spending to try to bring these students up to speed
23 a lot of times.

24 And I think this is something we need to look
25 at on the recruitment side when we're bringing

1 students in, and I've discussed this with the staff
2 member over in the Student Success Center.

3 Students need to understand as they're coming in
4 what the -- what our curriculums, which are
5 rigorous, expect of them.

6 That I wanted to at least further support his
7 comment regarding students being ready when they
8 get here. It's great to recruit these wonderful
9 young people, but we need to make sure that they
10 understand the expectations and say hi to them.

11 CHAIRMAN LAWSON: Thank you, Trustee Grable.

12 I have two other questions here, one from
13 Trustee Dortch, and then Trustee Smith.

14 TRUSTEE DORTCH: Mine is very short. And,
15 Mr. President, I think going forward we, as a
16 Board, need to have in writing a breakdown of what
17 the real numbers are because we've seen games
18 played to say we are at 96 or we're at 92. All we
19 want are the facts, and give us the facts and
20 breakdown on what that means because we're not
21 counting beans. We just want to know where we are;
22 it helps us financially.

23 So going forward, instead of getting these
24 verbal numbers, if we can just get a written
25 document that says, these are the enrollment

1 numbers, these are the categories of those
2 enrollments, and then we can be better informed
3 because we have alumni and others who ask us the
4 question, and we can answer those accurately. That
5 will be, I think, the only thing that would be
6 important.

7 And then the other -- about students being
8 prepared, I'm seeing a lot of universities that
9 have these summer institutes. It may be for a
10 week, it may be for two weeks where students who
11 are coming in for the first time -- and I know it
12 costs money, but we need to look at it, where we
13 can help give them an orientation before they come
14 in the fall. I'm seeing it at a lot of
15 universities around the country now, so that
16 they're even given a syllabus of things to read and
17 things to be prepared, and even having student
18 leadership in with them that summer, like we do
19 with recruiting in some areas. Kind of help them
20 be prepared.

21 I think that we can do that since a lot of
22 folks aren't doing remedial kinds of programs as
23 much because you've got a first generation or
24 you've got young people coming from small rural
25 communities or other environments, and it's a shock

1 for them to come, leave home for the first time.

2 So if that's something that may help from the
3 appropriate committee, we just need to look at how
4 do we prepare them in moving and getting ready for
5 college life.

6 DOCTOR ROBINSON: Mr. Chairman, if I might.

7 CHAIRMAN LAWSON: Sure.

8 DOCTOR ROBINSON: I think we need -- what
9 would be helpful, Trustee Dortch, is to -- because
10 we do do that, the summer enrichment program for
11 FTICs; and some of that is required for certain
12 students.

13 I think what we probably also need to do for
14 the Board is give you a better overview of some of
15 the things that we actually do, you know, for
16 students at the University. We do that.

17 And as far as the -- I think the issue around
18 the numbers is, you know, to my understanding, is
19 that what you have in front of you are the official
20 numbers of 2015. What you don't have are what are
21 the unofficial numbers for 2016, and you need to
22 have those. And I think the staff is trying to be,
23 you know, cautious, didn't want to put a number in
24 here that hadn't been verified.

25 But at the same time we could have said,

1 parenthetically, this is what it looks like; and so
2 we'll do that. But it does make it an interesting,
3 you know, task to go from, you know, one year; skip
4 a year, and then have a goal and you not know what
5 that intermediate number is, and I understand.

6 So we'll get that to you, okay?

7 CHAIRMAN LAWSON: Okay. Thank you.

8 I think Trustee Smith and then
9 Trustee Washington, you had a comment.
10 Trustee Smith, you're recognized.

11 TRUSTEE SMITH: Yes. I definitely want to
12 commend Doctor Robinson, as well as your
13 administration, on aligning every single -- the
14 width of performance-based metrics. But the only
15 question that I do have is that I see the goals but
16 I don't really see strategies in which we can
17 implement those goals.

18 Could you further expound on that?

19 DOCTOR ROBINSON: Anyone in particular, or do
20 you want me to --

21 TRUSTEE SMITH: It's more so, if we're going
22 to approve it, I just would like to see how we plan
23 to implement these strategies with each goal.

24 DOCTOR ROBINSON: Yeah, so I don't -- in some
25 cases the goal is, in fact, to develop the

1 strategy, Trustee Smith, and if you -- just go back
2 to the first goal, for example, 1.1.1, the first --
3 in the last column, you'll see the goal there is
4 to not only develop the strategy but to implement
5 it.

6 Now this might not be as hard as it sounds
7 because we did develop a -- in 2012, a retention
8 progression, graduation, and debt reduction plan;
9 and there are a lot of very positive elements in
10 that plan. Some of that may have been used in the
11 interim that I -- in the period that I was not
12 here, but I know -- because we had to get that
13 plan, by the way, some of you recall -- you know, I
14 wouldn't say approved, but agreed upon by the
15 former chancellor and his staff.

16 We had this sort of a -- you know, sort of the
17 dashboard that we used was a stop light mechanism,
18 where we had identified a series of issues and,
19 you know, we would say red, yellow, or green with
20 regard to where we were on each of those. So we
21 developed that multistep plan, and some of that was
22 included in that stop light.

23 So I know, you know, if you need to see what
24 I'm really thinking about doing there and what I've
25 said in more detail, is that I want to go back and

1 look at that plan, on this particular issue,
2 because I think it's still relevant in 2016, okay?

3 But then there are some that are sort of
4 embedded in that. There may be a few that we have
5 to start from scratch on, but not very many, okay?
6 Not very many.

7 CHAIRMAN LAWSON: Any other questions,
8 Trustee Smith?

9 TRUSTEE SMITH: No.

10 CHAIRMAN LAWSON: Okay. Good.

11 Trustee Washington.

12 TRUSTEE WASHINGTON: I just wanted to
13 piggyback on Trustee Mills' comment. We do have a
14 lot of really good goals in here, but what's
15 missing is that cost control piece. I keep
16 harkening back to that June meeting where we had
17 revenues here and, you know, revenues were --
18 expenses were flat and revenues were declining.
19 And we've talked about a number of times the
20 potential and different deficits and gaps that we
21 have to deal with.

22 So I would actually like to see in here a goal
23 that specifically deals with how we're going to
24 maintain or deal with -- you know, something that
25 counts -- balances our cost control and expenses

1 aligned with our revenues, however that fleshes
2 itself out.

3 TRUSTEE REED: (Inaudible) budget metric.

4 TRUSTEE WASHINGTON: I mean it's just really
5 important to our financial situation right now.

6 CHAIRMAN LAWSON: Thank you,
7 Trustee Washington.

8 I think that, you know, that clearly can be an
9 add-on to make sure that we're, either one, looking
10 at it from a balanced budget standpoint; or, you
11 know, as we've identified gaps, there are specific
12 action steps to address the particular gaps that
13 we've identified in the budget which, you know,
14 most are caused by declining enrollment.

15 And to Trustee Mills' point, depending upon
16 where we net out with enrollment, it may
17 precipitate another discussion around structure and
18 size, right, depending upon where we are.

19 So with that, I'd ask just for the sake of
20 time that we let the President get to the end.
21 There are a few more that --

22 TRUSTEE LAWRENCE: Oh.

23 CHAIRMAN LAWSON: Yeah, we didn't get to all
24 of them, quite frankly.

25 TRUSTEE WASHINGTON: Yeah, we went through

1 them.

2 TRUSTEE MILLS: We read them.

3 CHAIRMAN LAWSON: Okay. So you guys are good?

4 So at this point, this has been a good,
5 healthy discussion. And the thing that I like
6 about this is that these goals were not designed to
7 be layouts. They were designed to be a bit of a
8 stretch. They were -- this form was also designed
9 for each of us to tear them apart; to make sure
10 that when we leave here, we are good with them
11 because this is what we're now going to charge the
12 administration -- our senior leader with delivering
13 for us over the next 12 months.

14 So with that being said, I'd ask for a motion
15 for acceptance of the goals.

16 TRUSTEE DORTCH: So moved.

17 TRUSTEE WOODY: Second.

18 CHAIRMAN LAWSON: Are there any other
19 questions or discussion?

20 TRUSTEE WASHINGTON: Can we add that we want
21 to make sure that we include those topics that
22 we --

23 CHAIRMAN LAWSON: You did write that down?

24 TRUSTEE WASHINGTON: We're going to add --
25 okay.

1 CHAIRMAN LAWSON: Yes.

2 TRUSTEE WASHINGTON: Okay.

3 CHAIRMAN LAWSON: So who made the original
4 motion? Trustee Dortch, would you accept that
5 friendly amendment to the original motion?

6 TRUSTEE DORTCH: Certainly.

7 CHAIRMAN LAWSON: Okay. Motion moved and
8 properly seconded.

9 Any other questions?

10 (NO RESPONSE).

11 CHAIRMAN LAWSON: There being none, all those
12 in favor.

13 (AFFIRMATIVE INDICATIONS).

14 CHAIRMAN LAWSON: Thank you.

15 One thing I would like to say before we get
16 into the committee reports, some of you had the
17 opportunity to attend the Board of Governors'
18 meeting where we presented Doctor Robinson for his
19 confirmation. And I'd just like to provide you
20 with a little feedback that I received post the
21 meeting.

22 As you guys saw, as you saw today as well,
23 Doctor Robinson was extremely prepared. And the
24 feedback that we received from the Board of
25 Governors is that they were impressed with our

1 level of preparation and our delivery at that -- in
2 that forum. And as you guys know that have been in
3 the circle for a few years, that's not always been
4 the feedback that we get when we present at the
5 Board of Governors.

6 So I'd like to compliment the leadership team
7 on their outstanding presentation at the most
8 recent Board of Governors meeting.

9 At this point we'd like to transition to
10 committee reports. The reports were provided to
11 each of you earlier this week, and hopefully you've
12 had the opportunity to review; but we want to go
13 through them -- but I don't want to speed through
14 them so fast that you don't have the opportunity to
15 raise questions. But what I would ask is that we
16 stick to kind of the core business issues versus
17 some extras. But, again, if there are specific
18 questions about a committee or business within a
19 committee, I do want to pause and make sure we take
20 the appropriate time.

21 With that being said, Trustee Washington, I
22 look to you for an update on strategic planning.

23 TRUSTEE WASHINGTON: Strategic planning is
24 actually going to be a presentation by
25 Doctors Edington and Ford. So as we recall -- do

1 you want to do this one first?

2 CHAIRMAN LAWSON: Please, yes.

3 TRUSTEE WASHINGTON: Okay. So as you recall,
4 back in June, we received a draft strategic plan
5 and the Board had a number of concerns and wanted
6 to make sure that the plan -- the draft had been
7 vetted.

8 Doctors Edington and Ford have done a
9 remarkable job of going back out to the original
10 stakeholders, and some new ones, doing surveys;
11 getting a lot of input from the community and the
12 industry clusters and various folks to make sure
13 that what was in the actual draft plan was aligned
14 to the original framework.

15 And so what you're going to hear in this
16 presentation right now is their feedback, the
17 direction that they're taking, and the timeline for
18 moving forward; and then also what they need from
19 us as a board to move forward.

20 So Doctor Edington and Ford, you're
21 recognized.

22 DOCTOR EDINGTON: All right. Thank you.

23 Good morning, everyone.

24 (GOOD MORNING COLLECTIVELY).

25 DOCTOR EDINGTON: As Trustee Washington said,

1 we want to give you an overview about where we are
2 with the strategic planning process, specifically
3 to give you some context on how we got to today;
4 but more importantly, to make sure you all
5 understand where we're going moving forward in the
6 timeframe.

7 And I would say, to give you some perspective,
8 just sitting here listening to some of the
9 wonderful questions and suggestions about the
10 President's goals, I do believe this plan will
11 address many of those things as we begin to look
12 beyond this year, the specific strategies and goals
13 and outcomes and metrics. They're going to be very
14 well -- tightly constructed. Trustee Washington
15 has made sure that we understand what type of goals
16 and metrics this plan needs to have.

17 So we want to just of kind give you some
18 context and perspective about where we're going.
19 So Doctor Robinson has established what we're
20 calling a work group, and it is chaired by myself,
21 Doctor Ford, and Ms. Barrington, but we have
22 brought several key administrators and staff to the
23 table.

24 And what we're trying to do is pick up where
25 we left off with the draft plan but take a very

1 good look at the goals and the strategies and the
2 metrics; and as we have been instructed by
3 Trustee Washington, is to make sure that we develop
4 measurable goals, appropriate metrics that are
5 quantifiable but that really speak to where will
6 FAMU be in the next five years? And so that's been
7 our charge.

8 And so what we're doing is we've got the right
9 people at the table. We're working on the
10 six areas of strategic emphasis that you have seen
11 before. Actually, you saw five before. One of the
12 things that came out from some of the feedback, and
13 we were encouraged by Trustee Washington, was to
14 pull out customer service and make that a
15 standalone strategic priority.

16 So we went from five original destinations,
17 which you saw before, to now we've crafted
18 six areas of strategic emphasis or strategic
19 priorities. And so that's the framework, and one
20 of the things that we're going to make sure is that
21 the plan does align well with the BOG performance
22 funding metrics, and also the BOG strategic plan,
23 as well as try to identify any of those preeminent
24 metrics that may apply to FAMU and make sure the
25 plan addresses all of those things very well.

1 This is just to kind of give you an overview
2 of the different phases, how we see them. The
3 first phase President Robinson alluded to, last
4 year the task force was formed, and that began the
5 process of developing a new plan. We developed a
6 report, and we entitled it: Performing Boldly
7 Beyond Measure. It identified those five
8 destinations and had a set of related objectives.

9 And that was presented to the administration;
10 and then the administration took that, and then
11 they developed a full draft plan, the FAMU Forward
12 that Trustee Mills mentioned earlier. And then
13 what we're doing now is picking up there because
14 the plan -- and we did take the plan and we got
15 feedback from, as Trustee Washington said, many of
16 our stakeholders. And so what we're doing is
17 taking that feedback and sitting back down and
18 figuring out how to take that draft and get it to
19 the next level.

20 And so it's going to have a slightly different
21 structure because what we want to do, as we've been
22 told to do, is make sure that we have well-defined
23 goals that are quantifiable, related strategies and
24 metrics that describe how the University will be
25 transformed. And so that's a major difference from

1 where we were to where we're going, and I think
2 that you guys will be very pleased with the
3 process.

4 And then -- so what we're going to be doing
5 now in Phase 3 is picking that back up, making sure
6 the Board is engaged, also working with our other
7 stakeholders, including the Faculty Senate and
8 those key administrators on campus, to make sure
9 that the right people are at the table to develop
10 and devise those goals, strategies, and metrics.

11 The next slide has to do with stakeholder
12 feedback. So we have gotten some very good
13 feedback from the stakeholders, and what you see
14 here are just highlights of areas that we pulled
15 out and we identified as things that need to be
16 addressed as we move forward.

17 So, of course, the faculty, they spoke very
18 loudly about the need for increased support.
19 Customer service, that was an area that is
20 identified as a high area of needing attention; and
21 it led to -- as I said earlier, we now have a
22 standalone strategic priority around customer
23 service; and that was directly related to the
24 feedback that we got.

25 This whole term about right sizing and what

1 should be the appropriate size of the institution,
2 that's something we're looking at very closely.
3 And I heard your comments earlier about this issue,
4 and we want to make sure that the focus is on
5 quality, all right, so this plan will address that,
6 and we'll have metrics and we'll have strategies
7 and goals around that topic to make sure, with your
8 input, that we identify what the right -- the
9 appropriate size for the institution should be, as
10 well as what the makeup of that student body should
11 look like.

12 And then our diversity, our heritage, our
13 roots, right? There was a lot of feedback to
14 ensure that we never forget what FAMU is about
15 while we try to figure out where FAMU should be
16 going; and, again, that's going to be addressed.

17 Highlights, so we do have some guiding
18 principles, right? So, again, as we've been
19 instructed, and Trustee Washington has been very
20 good about this, and we have listened very closely.
21 And as you all know, she is very clear.

22 She has stressed and we have heard, she said:
23 Make sure the plan transforms the institution, and
24 make sure that you do it in a way that takes us to
25 another level. So we have heard her.

1 And these are our guiding principles, right,
2 making sure that the plan connects to the mission,
3 making sure we have engagement with the key
4 stakeholders, right? The plan is going to identify
5 and explain why we have identified those strategic
6 priorities, right? It's going to provide the
7 context, making sure that it identifies specific
8 actions and strategies that the University should
9 take and, also, that we have quantifiable outcomes,
10 right?

11 So, again, just me listening to your comments
12 earlier around the goals, I said, you know, this
13 plan is going to really help over the long-term
14 address those things. And you all, as a board,
15 obviously, will approve it; but you're going to
16 also be involved in the process.

17 So I think some of those concerns and
18 suggestions or recommendations and things that you
19 all want to see, it will be embedded in that plan
20 as we move forward over the next several months.

21 The next slide is just really trying to give
22 you a feel for this transformation that's going to
23 happen, so you can look here and see around these
24 general areas, right, what will FAMU look like in
25 five years as a result of the effective

1 implementation of this plan.

2 We talked about performance funding, right?
3 We're going to improve on those.

4 You talk about alumni. We're going to have a
5 more engaged alumni base, right? They're going to
6 be embedded in part of this plan.

7 We're going to have effective customer
8 service, right? We want to be a model. Again, I
9 do commend Trustee Washington, because she has
10 stressed that.

11 She almost said, whatever you do, make sure
12 customer service is something where we can say
13 we're a model institution moving forward, so that's
14 going to happen.

15 Faculty support and engagement, right, that
16 was talked about earlier. The faculty have spoken
17 through the various stakeholder feedback
18 mechanisms, right? So we hear them, and that's
19 going to be addressed appropriately. But most
20 importantly is students, right, and the student
21 experience.

22 So strategic priority number one has to do
23 with exceptional student experience, and so we're
24 going to make sure that we look at all aspects of
25 that, having to do with recruitment, retaining the

1 students, graduating them, providing opportunities
2 after they leave, professional development,
3 co-curricular activities, looking at the right size
4 and mix of the student body. All of that is going
5 to be addressed under that umbrella.

6 So when you look at this picture and this
7 image of FAMU in five years, hopefully this gives
8 us a feel for what this plan can and will do for
9 the institution.

10 And the last slide, I don't know if you can
11 see it well, but I'll just highlight it. This is
12 just a detailed timeline. This was an add-on
13 slide.

14 But it's a detailed timeline, but there are
15 just a couple of things I want to highlight for the
16 Board, which is: So today we're updating you with
17 the plan. We're going to work on getting a draft
18 together by the spring, and we're going to come
19 back in March to the Board and present you with the
20 draft.

21 And then between March and May, our group is
22 going to engage with the Board members one on one
23 and really sit down with you as appropriate, and as
24 you have time, to get your one-on-one feedback
25 about the plan and revise it accordingly. And then

1 we're going to come back in June with you all -- to
2 you with the final plan.

3 But between now and then there are several
4 opportunities for the Board, and we're working very
5 closely with Trustee Washington, and we meet very
6 regularly, and she's always accommodating to us.
7 So she's engaged and we listen and follow her
8 instructions closely.

9 But we're also going to engage the Faculty
10 Senate and other stakeholders in the process and,
11 of course, our students, most definitely. We do
12 have a student rep on the committee, but we're also
13 going to have those stakeholder engagement sessions
14 as well.

15 CHAIRMAN LAWSON: I just want to state the
16 obvious. We had a Board of Governors'
17 representative on campus last -- was it last
18 year -- to walk through the details of the first
19 version of the strategic plan. And I know,
20 Doctor Edington, you and Doctor Robinson was
21 leading the task force, did a lot of good work.

22 So I'd ask that we continue that process
23 because I think that's going to help us not only to
24 continue to vet our plan versus the BOG's plan, but
25 also to keep them engaged along the way such that

1 when it's time to present the plan, it's not going
2 to be new to them, they will have seen it all along
3 the way.

4 DOCTOR EDINGTON: We'll do.

5 CHAIRMAN LAWSON: And you guys get the
6 process, but I want to make sure we do that. I
7 know Doctor Robinson is in agreement as well.

8 So, Doctor Edington, thank you. It's good to
9 have you back working on this.

10 DOCTOR EDINGTON: All right. Thank you.

11 CHAIRMAN LAWSON: Next we'll move to our
12 Academic Affairs Committee update, and I would ask
13 that Trustee Dortch present in Trustee Carter's
14 absence.

15 TRUSTEE DORTCH: Okay. Mr. Chairman, we had a
16 very robust and informative Academic Affairs
17 Committee meeting, and the Committee has one action
18 item for approval.

19 And that action item is a request for leave
20 without pay, personal leave, for
21 Doctor William Guzman for the spring 2017 semester
22 and the fall 2017 semester. It was presented and
23 recommended by the Committee to move forward. The
24 item is on the consent agenda for approval.

25 Additionally, Provost Wright provided

1 highlights on some achievements of our students,
2 faculty, and programs. Updates were also provided
3 on the performance based funding metrics, committee
4 structures, the measures to increase Bar passage
5 rate at the law school, and the 2 + 2 program.

6 Several Board members expressed concerns
7 regarding the vision of the law school, so further
8 discussion will be held during the next few months
9 and an update will be provided at the March Board
10 of Trustees meeting.

11 Mr. Chairman, this concludes the report of the
12 Academic Affairs Committee.

13 CHAIRMAN LAWSON: Thank you. Thank you,
14 Trustee Dortch. Just -- and while you're on stage,
15 would you continue with the DSO report as well?

16 TRUSTEE DORTCH: Certainly, Mr. Chairman.

17 DSO Committee, again, the Committee has action
18 items on several informational -- and several
19 informational items.

20 Vice President George Cotton, Sr., presented
21 the Fiscal Year 2016/'17 year budget for the
22 FAMU Foundation and the National Alumni
23 Association. The budget for the Rattler Booster at
24 that time was not available. We have received it
25 since then based, thanks, on the good work of the

1 Foundation and the Athletic Director, and the Board
2 of the Foundation. And I'll ask George Cotton if
3 he has that at the conclusion of this -- if that is
4 prepared, to also go forth with the recommendation.

5 The Committee motioned to accept the two
6 budgets presented by the two entities, and it was
7 unanimous. Mr. Chairman, I move that the Board of
8 Trustees accept the Fiscal Year 2016/'17 budget for
9 the FAMU Foundation and the FAMU National Alumni
10 Association.

11 And that will be the first action item, and I
12 assume that we'll go through all, and then you'll
13 take appropriate action at the end, or do you want
14 to --

15 CHAIRMAN LAWSON: But I believe that's on the
16 consent agenda, so it --

17 TRUSTEE DORTCH: Okay. It is on the consent.

18 CHAIRMAN LAWSON: The only new item,
19 Trustee Dortch, is we need to make a decision on
20 the FAMU Boosters.

21 TRUSTEE DORTCH: Right. And I won't read all
22 of the report here for the sake of time, but there
23 are some great things that are happening. You
24 received those in the minutes. I encourage the
25 Board to move.

1 We definitely want to salute the National
2 Alumni Association and the Foundation for what
3 they're doing, and even the report that we are
4 moving steadily and bringing in new resources, and
5 so encourage that the Board will read those.

6 And, again, we want to thank both entities;
7 and it was great sitting at the Homecoming with the
8 big check from the National Alumni Association and,
9 of course, the unveiling of the new book that
10 chronicles the Alumni Association from beginning to
11 now.

12 So I wanted to at least throw those out, but I
13 encourage you to review what has been happening.

14 Now the FAMU Rattler Booster Club, I want to
15 report first, we passed the motion unanimously; and
16 there were deadlines that were set for the Boosters
17 to meet. That meeting was extended by two weeks to
18 allow for the Board to meet, and I want to report
19 that from that meeting -- from the meeting, the
20 Athletic Director and Vice President Cotton and all
21 met.

22 We did receive the budget. We received
23 additional documents. Communications have
24 significantly improved, and we now have the Board
25 of Directors involved completely with the

1 University; however, there are still some gaps.
2 And those gaps are because the Board has not been
3 in the past totally engaged and had allowed the
4 operation to be pretty much based and centered
5 around staff.

6 Having received all of that and wanting to
7 give a progress report while we had -- the motion
8 in the past was that we would make a decision on
9 whether to suspend; and ultimately the second
10 phase, I'd like to present a motion to the Board
11 based on discussion from the Athletic Director, the
12 Foundation, from our joint counsel -- our
13 legal counsel, discussions with the President, and
14 to at least understand going forward what may be in
15 the best interest.

16 And so with that, Mr. Chair, I move that the
17 Board of Trustees authorize the DSO Committee to
18 work with the Athletic Director Milton Overton,
19 Vice President George Cotton of the Foundation, the
20 Rattler Booster Board, with overseeing and
21 advisement from President Robinson to do a
22 comprehensive reorganization and enhancement of the
23 FAMU Booster Club, and to take all appropriate
24 steps to bring the Club totally in compliance as
25 set out in the governing document that created the

1 Booster Club; and that with that, bring to the
2 Board in our spring meeting, our March meeting, the
3 final document of reorganization and --
4 reorganization and the proof of total compliance.

5 And I so move this to the Board.

6 TRUSTEE LAWRENCE: Second.

7 CHAIRMAN LAWSON: The motion has been moved
8 and properly seconded.

9 Other questions.

10 TRUSTEE SMITH: Yes.

11 CHAIRMAN LAWSON: Yes, Trustee Smith.

12 TRUSTEE SMITH: This is for, actually,
13 AD Overton. Have all financial transfers been
14 transferred to the Athletic Department?

15 ATHLETIC DIRECTOR OVERTON: (Inaudible) at
16 this point, but what we've agreed to --

17 TRUSTEE CARTER: Mr. Chairman, can you ask him
18 to use the microphone? I can barely hear.

19 CHAIRMAN LAWSON: Yes, we will,
20 Trustee Carter. Thank you.

21 AD Overton is approaching the podium.

22 ATHLETIC DIRECTOR OVERTON: Okay. I believe
23 the question was, and thank you so much for the
24 question, and thanks for the opportunity to visit
25 with the Board.

1 The question was: Have all of the transfers
2 occurred?

3 TRUSTEE SMITH: Yes, sir.

4 ATHLETIC DIRECTOR OVERTON: Where we are right
5 now is that we obviously received a financial
6 transfer. What we're working on collectively is
7 there was more than just the revenue, there was
8 other assets. And so from the last meeting that
9 we've had, some other assets have come over. And I
10 have full faith and confidence at this point that,
11 you know, with the change in leadership and the
12 reorganization, that that's going to happen, and so
13 we've moved forward.

14 And I think in terms of collecting the dollars
15 that we're going to receive, the rest will happen
16 in an asset transfer to get to the original number
17 that we talked about. Does that help?

18 TRUSTEE SMITH: Yes. Could you really expound
19 on how much really --

20 ATHLETIC DIRECTOR OVERTON: Actual dollars?

21 TRUSTEE SMITH: -- they still owe?

22 ATHLETIC DIRECTOR OVERTON: Yeah.

23 TRUSTEE SMITH: And also, what was transferred
24 other than the \$30,000?

25 ATHLETIC DIRECTOR OVERTON: Well, the \$30,000,

1 you know, has been transferred; and then,
2 obviously, the rest is in -- and I'll give you an
3 example. Things like A-frames, and that's a big
4 deal; because when you come to the games, we put
5 out these, you know, these A-frames that indicate
6 names of folks that were at a certain level. And
7 so we're working to get those, and they actually
8 have provided that to us, okay?

9 So there's actually a value on that, an
10 operational value. So I think that monetarily
11 we're kind of where we're going to be in terms of
12 the dollar transfer, but the rest is going to
13 happen in physical, you know, transfer of assets,
14 okay? And we're still working towards that end,
15 you know, on that list.

16 But that's just where we are, and I think that
17 what the -- the most important thing that happened
18 is, frankly, working together in a larger Board
19 engagement, okay? And I will tell you if that has
20 not happened, but it has, and I feel a lot better
21 about where we are.

22 TRUSTEE DORTCH: Trustee Smith, and for the
23 benefit of other Trustees, management changes have
24 been taken, administrative operational changes have
25 been taken; we're working to set policies and

1 procedures; we have engagement from the Board.

2 And I think the key thing and being sensitive
3 to -- talking to a lot of the Booster members
4 during the Homecoming weekend who came up to me,
5 those who've talked, the Athletic Director and
6 Vice President Cotton, we have a phenomenal group
7 of members of the Booster Club. The problem is not
8 centered around the Club and what it wants to do,
9 it has been the operations. And it's been a long
10 journey, but we're at a point now where the Board
11 understands its fiduciary responsibility and where
12 their shortfalls were, they've admitted, they're
13 working. And even in their case, they're documents
14 they didn't have.

15 And so that said and with the spirit here,
16 where we could come down -- because even at one
17 point, I was of the attitude to recommend we just
18 shut them down and start again. I think there are
19 some phenomenal people, there are phenomenal Board
20 members who are stepping up.

21 And so with that, I think it's in our best
22 interest, and as we look at how we're moving from
23 our athletic program, when we look at how people --
24 having the largest Homecoming crowd of any HBCU in
25 the country this year, and we're seeing people

1 ready to roll.

2 And so what I think -- in our leadership as a
3 Board, I think this is the best way forward where
4 we work -- they've turned over all of the lists of
5 members, and that's a phenomenal step for the
6 University.

7 So with that said, I ask us to have a little
8 patience, and the Committee is willing to put in
9 whatever time -- we've put in a lot of time, but
10 we're seeing progress with that. We recommend that
11 this -- we be allowed now to move; and in this
12 direction, in this comprehensive reorganization and
13 accountability, and all of those, and now we'll be
14 centered with the Foundation and those -- like all
15 DSOs, we think you'll be happy and proud of where
16 we're going to end up.

17 CHAIRMAN LAWSON: Trustee.

18 TRUSTEE SMITH: Oh, yes, I just wanted to
19 reiterate, the only people that are really hurting
20 by this situation and by this issue are the student
21 athletes. Their scholarships are at stake -- or
22 the lack thereof, really; and so just to keep that
23 in mind. I mean although we are moving with
24 patience, as we've done to ensure that they are in
25 compliance, those are the students who are hurting,

1 and they're still not in compliance.

2 TRUSTEE DORTCH: And if I can add, looking at
3 the history of the Booster for several years, it
4 hasn't made a difference. It has been the
5 leadership of the athletic programs and the
6 Foundation and the administration. I assure you
7 all of those entities have taken all of the steps.

8 And what we're doing is correcting the ship so
9 that it does do what it was intended to do. But I
10 can assure you where they are has not impacted the
11 ability of the University. It would have enhanced,
12 but it has not hindered, the ability of the
13 University to be responsive to the student
14 athletes.

15 ATHLETIC DIRECTOR OVERTON: Do you mind if I
16 make one other really quick point? And I'll be
17 very quick with this.

18 Just financially as we move forward -- really,
19 without the motion of this great Board that
20 provided the multimedia rights back, you know, and
21 the parking back, that was tremendous in terms of
22 our business plan in moving forward. Because this
23 year -- and this is where the cooperation comes
24 from and the collaboration with the Boosters comes
25 from.

1 As we met last Sunday visiting, you know,
2 about, you know, how we work together, so we're
3 going to have one membership. You know, it's
4 Investing In Champions membership. Without, you
5 know, the Board taking the steps that it did, that
6 wouldn't have happened.

7 And so as a result of that, you're going to
8 see, obviously, increases this year in attendance,
9 increases -- we've got more season tickets than
10 ever. It was because of that. You cannot launch a
11 comprehensive program without that collaboration.

12 So I really applaud the Board in the decisions
13 that it's made and the willingness as a family to
14 walk forward together.

15 CHAIRMAN LAWSON: Thank you.

16 Trustee Mills.

17 TRUSTEE MILLS: Just very briefly.

18 CHAIRMAN LAWSON: Yes.

19 TRUSTEE MILLS: You know, I'd like to commend
20 the work of AD Overton, and VP Cotton, and
21 particularly our Trustee Dortch, as this is a --
22 you know, just from some independent research, this
23 problem has been brewing for a very long time; and
24 candidly, you've just had a yeoman's effort in
25 trying to get us back on track, and I think in a

1 very short amount of time, relatively speaking.

2 So thank you very much for all of your work
3 and what the Committee has achieved here.

4 TRUSTEE DORTCH: My pleasure.

5 CHAIRMAN LAWSON: I'd just like to offer a
6 friendly amendment to the motion. We have --

7 TRUSTEE REED: I have one more question.

8 CHAIRMAN LAWSON: Oh, I'm sorry.

9 TRUSTEE REED: Just one more question.

10 CHAIRMAN LAWSON: Yes.

11 TRUSTEE REED: And just a comment. And I
12 would agree, I think the performance here of really
13 getting us to this point is tremendous, and you and
14 the rest of the team should really be commended for
15 the work here.

16 The other item for me that I think we should
17 be very sensitive to is the Boosters are collecting
18 money on behalf of the University, which means we
19 have individuals that have given to the University
20 and we don't have necessarily the tracking of those
21 funds. So when we come back with the comprehensive
22 plan, we need to make sure we have clarity around
23 actions that we're taking to ensure that --

24 CHAIRMAN LAWSON: Great point.

25 TRUSTEE REED: -- we close the loop in the

1 gap.

2 CHAIRMAN LAWSON: Great point.

3 My friendly amendment was going to be sure
4 that in the reorganization, we address the audit
5 concerns that were raised in the last audit report
6 by staff just to make sure that all of our bases
7 are covered in the reorganization, because to your
8 point there are monies that people have given with
9 good faith, and we want to make sure those dollars
10 are going to all the right places. So that's my
11 friendly amendment to your friendly --

12 TRUSTEE DORTCH: And I accept it. Getting
13 that comprehensive list is the piece of the goal
14 that allows us to communicate and move; but, yeah,
15 that is acceptable, Mr. Chairman.

16 CHAIRMAN LAWSON: Thank you.

17 So the motion is on the floor. It has been --
18 the friendly amendment has been accepted. The
19 motion has been made and properly seconded.

20 Are there any additional questions?

21 (NO RESPONSE).

22 CHAIRMAN LAWSON: All those in favor, please
23 say aye.

24 (AFFIRMATIVE INDICATIONS).

25 CHAIRMAN LAWSON: Thank you. Motion carries.

1 The next committee report is Budget and
2 Finance. I am the Budget and Finance Chair. This
3 is my last Budget and Finance Committee meeting
4 before I turn it over to Trustee Moore as the
5 Budget and Finance and Facilities Chair.

6 The Budget and Finance Committee agenda
7 consisted of two action items and five information
8 items. The action items include approval of the
9 minutes from the September 14th, 2016, meeting; and
10 request for approval of the amendment to the full
11 year '16/'17 Operating Budget.

12 Approval of the amendment to the full year
13 '16/'17 Operating Budget, additional budget
14 authority, is requested for Fund 117, student
15 activities. The amount of unexpended funds for
16 fiscal year '15/'16 is \$291,888. Additional budget
17 authority is requested for this item.

18 The Committee recommends that the Board
19 approves the amendment to the full year '16/'17
20 Operating Budget.

21 The following information items were
22 presented: Quarterly budget update, which VP Poole
23 did a nice job of; the '16/'17 Operating Budget
24 update for all DSOs, with the exception of the
25 Boosters, but now we have their budget; property

1 writeoffs that we received additional details
2 around; student account writeoffs that there were
3 questions around that have subsequently been
4 answered; and athletics update, as well as
5 additional information items.

6 I'd like to provide an update on the Moody's
7 bond rating. VP Poole, if you could give us a
8 quick update on where we stand with our Moody's
9 bond rating.

10 VICE PRESIDENT POOLE: Good morning.

11 (GOOD MORNING COLLECTIVELY).

12 VICE PRESIDENT POOLE: You should have all
13 received an email from me the day that we received
14 our final report from Moody's, and inside that
15 report we received actually a change in our rating
16 from A3 to BAA1, which represents a downgrade in
17 our bond rating.

18 And so what we would have discussed with the
19 Moody's analysts are some of the factors that would
20 help us in the future to improve our rating. And I
21 think this ties into Trustee Washington and
22 Trustee Mills' concerns, and Trustee Reed's
23 concerns, about needing some financial related
24 metric; and this is something I could work with
25 Doctor Robinson to come up with things that would

1 tie into factors that are being measured
2 financially, and how it would tie into our other
3 performance metrics. And so they're looking at
4 things like enrollment declines.

5 And you have to keep in mind that Moody's is
6 looking at a five-year period. And so although
7 we've made improvements over the past year or two,
8 they look back five years. So they're looking at
9 where our enrollment was five years ago compared to
10 where it is this year. And so they're citing
11 enrollment declines; they're citing a decline in
12 our reserve balances as well over five years.

13 Of course, they noted -- I'm trying to think
14 of a nice way to say this -- multiple leadership
15 changes; and so that was a concern, which I think
16 you all are addressing as well.

17 So I think the more that we can show that we
18 have stability of leadership and that we're making
19 decisions that will improve our reserves position.
20 And there are metrics that Moody's reviews for all
21 higher ed institutions that are rated by them, and
22 I could share kind of the template of the metrics
23 that they review. We could use some of those, or
24 factors that relate to those metrics as some of our
25 own internal metrics.

1 But the more they see our enrollment is
2 increasing and a plan for revenue generation, as
3 well as reserves, I think we can expect to see an
4 improvement in our rating; but I don't expect it to
5 be something we'll see in one year. There will be
6 a review at the end of the year and they will come
7 back and see where we are, but I think this is a
8 more long-term approach.

9 CHAIRMAN LAWSON: Thank you, Ms. Poole.

10 I know that Ms. Poole has reached out to a lot
11 of you individually. If there aren't any new
12 pressing questions, I'd ask that you hold them and
13 then deal with Ms. Poole individually if you have
14 some, you know, just kind of basic follow-up
15 questions.

16 But I wanted everybody to, you know, kind of
17 hear this at one time. You've seen the e-mails,
18 and, again, you've had the opportunity to talk to
19 Ms. Poole, but that's fairly significant and
20 something that we need to be very watchful of as we
21 go forward because, clearly, as we look to secure
22 funding for other projects longer term, that will
23 impact our ability not only to get, but what we pay
24 for those projects.

25 VICE PRESIDENT POOLE: Exactly.

1 TRUSTEE MOORE: Mr. Chair, just one point to
2 add, that as it transitions and you hand over that
3 gavel for that committee, we will look to have that
4 metric in place that we've talked about that's tied
5 to this and that we can look at what our efforts
6 are going forward. So I look forward to working
7 with you on that portion of the Committee as well,
8 VP Poole.

9 VICE PRESIDENT POOLE: Thank you.

10 CHAIRMAN LAWSON: With that also being said, I
11 know in the transition from one committee chair to
12 the next, you are planning a retreat?

13 TRUSTEE MOORE: Absolutely. Would you like
14 for me to move into my committee report, and we'll
15 talk about that?

16 CHAIRMAN LAWSON: Yes, please.

17 TRUSTEE MOORE: Okay. Absolutely.

18 Facilities and Planning Committee. The
19 Facilities and Planning Committee met on
20 November 8th. The Committee included two action
21 items, two discussion items, and one informational
22 item.

23 The action items included approval of the
24 minutes for the meeting of September 14, 2016, and
25 approval of transfer of on-site natural gas

1 distribution system.

2 You have in front of you the specific action
3 item that we talked about, as well as the
4 discussion items that unfolded. I will put some
5 emphasis on the discussion item because it leads
6 into the workshop that the Chair is speaking of.

7 The Facilities Planning Committee discussed an
8 organizational structure for review of the
9 Facilities team and the separation of duties, and
10 an internal assessment was completed by the
11 human resources team.

12 The second discussion item for the Facilities
13 Planning Committee included an update on the status
14 of activities for the CASS Building. At this time
15 staff recommended a feasibility study to review
16 potential alternatives to the location of the
17 CASS Building and any implications to P3. Also,
18 staff requested a delay on the progress of the ITN
19 as it relates to the public/private partnership.

20 Again, other informational item listed, we
21 talked about a hold being placed on the activities
22 tied to the Department of Education, HBCU Capital
23 Financing Program.

24 What I want to put a pin in is probably tied
25 most to the P3 activity, which we've heard a lot

1 about that. We voted on different things: ITN, as
2 well as the potential CASS Building relocation. I
3 think it deserves much more conversation than just
4 reviewing this in a minutes form now.

5 So what I had proposed to the Chair, and
6 certainly what I'd like to propose to each of you
7 is looking at a day of activities tied to better
8 understanding where we are with facilities and
9 where we're going over time, what are our
10 conditions, and the implications tied to that,
11 because there are budget implications; there's the
12 Foundation role, that it needs to play in that
13 effort; as well as the Special Committee on
14 Athletics.

15 I would propose that the half-day session --
16 and what's coming around right now is a draft
17 agenda. I would propose that the half -- the
18 agenda itself would take into account subject
19 matter experts and stakeholders. Those
20 stakeholders would include representation from the
21 Board of Governors as well as two of our SUS
22 partners, and not to mention having the subject
23 matter experts around P3 so that we can ask those
24 questions that we need to ask.

25 Coupled with that would also be a session on

1 budget, the budget overall, and making sure that we
2 understand the implications tied to both of those
3 key areas. Again, this is something that's
4 critical for us to move forward.

5 I would like to propose and would like to get
6 your feedback on having that be addressed prior to
7 closing out this year, 2016, so proposing that the
8 meeting would occur in December, suggesting that
9 maybe even around the commencement ceremony, which
10 would be for the fall session, that we could either
11 have it before the commencement, the day before or
12 after, which would mean that most -- or at least
13 some of you would already be committed to coming
14 there.

15 There have been some other thoughts about
16 looking at December 19th and 20th, but I think at
17 that juncture you all have moved into Santa Clause
18 mode, so we would probably not get a whole lot from
19 you on that. So while the iron is hot, I'm
20 thinking that certainly around the commencement
21 window, and I think that's December 9th.

22 TRUSTEE WOODY: What date?

23 TRUSTEE MOORE: Is that December 9th?

24 December 9th. Okay, so we would either be looking
25 at the day before or the day after. Staff will

1 work with us on that but, again, heavy topics: P3,
2 ITN.

3 There's a whole lot that we have on the line
4 with this, especially when we chose to postpone,
5 chose to go forward, you know, staff as well as
6 those that we're working with on the outside. We
7 want to better understand what our direct actions
8 will be and where we're going with that. So I
9 would appreciate y'all's attention on that.

10 CHAIRMAN LAWSON: Okay. Thank you.

11 DOCTOR ROBINSON: Mr. Chairman.

12 CHAIRMAN LAWSON: Sure.

13 DOCTOR ROBINSON: Vice Chair Moore, I would
14 suggest because this all -- all of this fits into
15 one singular document; and that is, the Campus
16 Master Plan, and you might want to include that as
17 part of the discussion.

18 TRUSTEE MOORE: Oh, absolutely, because tied
19 to that, you know, this had all -- the Campus
20 Master Plan has come before the Board previously
21 and we've taken some action on that. So we will
22 definitely add that.

23 And I'd also entertain any other agenda items
24 that you believe are relevant to these two key
25 topics.

1 But I think walking away and going into 2017
2 with a firm understanding of the concerns that have
3 been expressed as it relates to the budget, as well
4 as with facilities and what direction we're going
5 with that.

6 TRUSTEE WASHINGTON: I would just suggest
7 maybe having Mr. Ben Watkins come in, if we can get
8 him.

9 CHAIRMAN LAWSON: From BOT facilities?

10 TRUSTEE WASHINGTON: No, from the Governor's
11 office. Ben Watkins, that's the bond and the --

12 CHAIRMAN LAWSON: The financing guy?

13 TRUSTEE WASHINGTON: Yeah.

14 CHAIRMAN LAWSON: Great. Thank you.

15 Thank you, Trustee Moore.

16 TRUSTEE MOORE: Sure.

17 CHAIRMAN LAWSON: We did get out of order with
18 our Committees and trying to accommodate moving
19 schedules. So I will go back to Audit and
20 Compliance and ask Trustee Washington for an
21 update.

22 TRUSTEE WASHINGTON: Thank you, Mr. Chair.

23 So the Audit Committee met on November 7th via
24 conference call.

25 The two items that were action items are we

1 approved -- or we recommended approval of
2 two internal audit reports: One is the audit of
3 selected transactions of the Rattler Boosters, and
4 the second one was selected transactions of the
5 financial aid process. Both of those we recommend
6 for approval. They're on the consent agenda.

7 The second -- or the third item was the
8 Division amended its work plan to include a review
9 of band member eligibility and travel compliance.
10 That is also on the consent agenda.

11 There were a number of informational items.
12 An update was given regarding potential external
13 audit of the Rattler Boosters. We expect to have
14 responses next week, and if we choose to move
15 forward of selection of a firm in early December,
16 there is also an update on the corrective action
17 plan for the Athletic Department budget deficit and
18 where we are as far as follow-up on audit -- prior
19 audit findings and significant findings.

20 That, Mr. Chair, concludes our report.

21 CHAIRMAN LAWSON: Thank you,
22 Trustee Washington.

23 Next we will have our Governance Committee
24 update by Trustee McCoy.

25 TRUSTEE MCCOY: Thank you, Mr. Chair.

1 Good morning, Mr. Chairman, Board members,
2 Doctor Robinson, and all of the other attendees.

3 First of all, I regret that I'm unable to be
4 with you this weekend, but I do appreciate that
5 technology allows me to join you via this
6 teleconference. And, again, what a great meeting
7 you're having this morning.

8 The Governance Committee met on November 9th
9 of 2016, and we had five action items.

10 Can you hear me okay? I'm getting a little
11 feedback.

12 CHAIRMAN LAWSON: You're fine. Keep going.

13 TRUSTEE MCCOY: Okay. All right. The items
14 were recommended for approval by the Committee and
15 are on the consent agenda.

16 The Committee recommended approval of the
17 following: First, amendment of Article IV of the
18 operating procedures regarding restructuring of the
19 Board of Trustees' standing committees. The new
20 committee structure includes the following
21 committees: Academic and Student Affairs; Budget,
22 Finance, and Facilities; Audit and Compliance;
23 Governance and Strategic Planning and Performance
24 Measures.

25 Well, let me take a moment to thank the Chair

1 and the Vice Chair and others for your input and
2 guidance in the process of developing the Committee
3 structure. There was a lot of what I would call
4 somewhat heavy lifting to get us where we are
5 comfortable with the new committee structure. And,
6 again, I thank all of you for your input.

7 Next, the Committee recommended approval of an
8 amendment, an amendment to Article V to the
9 Operating Procedures regarding emergency meetings
10 and notice of meetings. The recommendation
11 eliminates the 24-hour notice requirement and
12 allows an emergency meeting to be called with
13 reasonable notice based upon circumstances. The
14 new language also provides for noticing Board of
15 Trustee meetings on the University website.

16 The final action item involves the approval of
17 tentative agreements with three collective
18 bargaining units. First, the agreement with the
19 American Federation of State, County, and Municipal
20 Employees provided a 2% wage increase, a
21 nonrecurring one-time bonus equal to 1% of their
22 base pay, and making oral reprimands invalid after
23 a discipline-free work record for at least
24 two years.

25 Second, Police Benevolent Association

1 agreement provides a 1% recurring wage increase
2 retroactive to July 22nd of 2016, and a one-time
3 nonrecurring bonus payment equal to 1% of their
4 base pay.

5 And finally, the United Faculty of Florida,
6 FAMU Developmental Research School agreement formed
7 a joint committee to review promotion criteria;
8 approve funding for two substitutes for UFF members
9 to attend the FEA delegate assembly; a one-time
10 bonus of \$500; and advancing employees on the
11 salary scale.

12 Let me thank Attorney Barge-Miles,
13 Linda Barge-Miles, the general counsel, and several
14 others for their hard work and dedication in
15 finalizing several major initiatives that are key
16 to our Board, and certainly to
17 Florida A & M University.

18 Mr. Chairman, this completes my report.

19 CHAIRMAN LAWSON: Thank you. Thank you,
20 Trustee McCoy.

21 The one thing that I will say about the
22 reformulation of the committees is I appreciate the
23 hard work that you did, and we were able to take
24 that work and reassign all of us to new committees.
25 Those committees will be effective post today.

1 So everyone has their new committee
2 assignments that were distributed. We're operating
3 today in the old committee format. After today,
4 I'd ask that we all move to the new committee
5 format with the new committee assignments.

6 Okay. The next committee is my committee,
7 which is the Special Committee on Athletics. The
8 Special Committee on Athletics agenda consists of
9 one action item and four information items. The
10 action items were approved -- was, rather, the
11 approval of the minutes from the September 14,
12 2016, meeting.

13 The following information items were
14 submitted: Full year '16/'17 Athletics budget to
15 actual revenues and expenditures; status of
16 corrective actions regarding the Athletics deficit;
17 and football season update by Coach Woods; Booster
18 and fundraising update.

19 For everyone's information, as you all know,
20 we have been running a fairly significant Athletic
21 deficit for call it seven years now. It has raised
22 to the level of the Board of Governors, and we had
23 to present our deficit reduction plan to the Board
24 of Governors, of which thanks to the hard work of
25 AD Overton, Ms. Poole, and a number of others they

1 approved. And we are in the process now of
2 implementing that plan with a lot of help from the
3 Foundation, so we do appreciate your report.

4 But this is a plan whereby we are committed to
5 monitoring monthly and report out to the Board
6 quarterly, and in that monitoring session includes
7 the AD, the CFO, President Robinson, myself, and a
8 representative from the Board of Governors to be
9 sure that we are in full compliance with everything
10 that we've said we would do that we're actually
11 doing.

12 So I'm pleased to report that that process is
13 moving forward, but moving forward with a lot of
14 heavy lifting done by a lot of people, so thank you
15 to all involved.

16 The next committee, and I believe the last
17 committee, is Student Affairs. I'd like to ask
18 Trustee Washington for an update on
19 Student Affairs.

20 TRUSTEE WASHINGTON: Thank you, Mr. Chair.

21 The Student Affairs Committee itself did not
22 actually meet this past month. We did present
23 through the Academic Affairs on the 2 + 2 -- the
24 2 + 2 plan, which will be, obviously, wrapped into
25 the Academic and Student Affairs Committee moving

1 forward.

2 CHAIRMAN LAWSON: Okay. Thank you,
3 Trustee Washington.

4 Next let's move to the consent agenda.
5 Trustees, is there anything that needs to be
6 removed from the consent agenda?

7 (NO RESPONSE).

8 CHAIRMAN LAWSON: Great. Are there any items
9 that need to be added to the consent agenda?

10 (NO RESPONSE).

11 CHAIRMAN LAWSON: No.

12 (NO RESPONSE).

13 CHAIRMAN LAWSON: Can I have a motion for
14 approval of our consent agenda?

15 TRUSTEE MOORE: Move approval, Mr. Chair.

16 TRUSTEE PERRY: Second.

17 CHAIRMAN LAWSON: Motion has been made and
18 properly seconded.

19 Any questions?

20 (NO RESPONSE).

21 CHAIRMAN LAWSON: Seeing as there are none,
22 all those in favor.

23 (AFFIRMATIVE INDICATIONS).

24 CHAIRMAN LAWSON: Motion carries. Thank you.

25 At this point there is nothing to add or

1 nothing to remove from the consent agenda, so I
2 would open the floor for any Board member to make
3 any comments prior to us adjourning.

4 TRUSTEE PERRY: I have a comment.

5 CHAIRMAN LAWSON: Yes, Trustee.

6 UNIDENTIFIED TRUSTEE: Mr. Chairman, would you
7 put me in the queue, please?

8 CHAIRMAN LAWSON: Absolutely.

9 TRUSTEE WOODY: Me too, Mr. Chair.

10 TRUSTEE GRABLE: And so would I like to be,
11 Trustee Grable.

12 CHAIRMAN LAWSON: Absolutely, Trustee Grable.
13 Trustee Perry, you're recognized.

14 TRUSTEE PERRY: Mr. Chair, I would first like
15 to compliment Doctor Robinson and his
16 administration on what they have done since he's
17 taken the helm over.

18 We live in curious times, and performance
19 measures have challenged us to change the way that
20 we operate and the students that we seek. And
21 something that Doctor Humphries started when he was
22 President, FAMU always captured all of those
23 National Merit Scholars.

24 And as we move toward the goal, I think we
25 should not forget about a year of 1887 when Florida

1 A & M was originally created.

2 Our public school system leaves a lot to be
3 desired, and while performance measures have
4 changed the way that we operate and the students
5 that we now seek, our history dictates that in some
6 fashion, whether inside the walls of FAMU or
7 outside the walls of FAMU, we can't forget about
8 those unpolished diamonds that are out there.

9 If you go back and you look out at the alumni
10 of FAMU and historical black colleges that gave
11 birth to successes of people of ebony hue, they
12 were unpolished diamonds. And in our zeal to live
13 in the world that we live in today, let's not
14 forget about those unpolished diamonds; that
15 somebody is going to have to have the ability to
16 polish them, and that's what gave birth to FAMU.

17 So as we march down the road that reality has
18 given us, I don't want us to ever forget about
19 those unpolished diamonds.

20 TRUSTEE REED: Well said.

21 CHAIRMAN LAWSON: Well said. Thank you.

22 I believe next in the queue -- did I get
23 Trustee Woody?

24 TRUSTEE WOODY: Yes. I'd like to make a
25 recommendation, Mr. Chairman, not for today but for

1 future discussion. I'd like to see -- or I'm
2 recommending that we consider having a special
3 committee for the law school so we can have some
4 discussion about that because the law school --
5 well, it's in Orlando and our meetings are
6 primarily in Tallahassee.

7 I'd like to hear the status and keep up on the
8 status of the law school, so I would like for us to
9 consider that and maybe have some discussion about
10 that in the future.

11 CHAIRMAN LAWSON: Yeah, I think -- I'll
12 comment on that, if I may. One thing that we were
13 trying to do -- and this is something that
14 Trustee Washington had recommended to me -- we were
15 trying to avoid a lot of creation of special
16 committees unless we had to.

17 So what I would ask is that, Provost Wright,
18 that we include that as a carveout in
19 Academic Affairs for the March meeting.

20 TRUSTEE WOODY: Good.

21 CHAIRMAN LAWSON: Because I expressed some
22 concerns about the law school, Trustee; our Judge
23 expressed some concerns about the law school. And
24 I think it's time for us to hear -- those issues be
25 brought to the forefront so that they can be

1 addressed.

2 So what I would ask, Provost Wright, is at the
3 March meeting, there is a firm update on what's the
4 strategy, where we're going, and how do we plan to
5 get there that would include funding and
6 enrollment, which is what we talked about in the
7 most recent Committee meeting.

8 So thank you, Trustee Woody, for making that
9 recommendation.

10 Yes, sir. I'm sorry, Trustee Smith, before I
11 get to you, I believe Trustee Grable was in the
12 queue on the phone.

13 Trustee Grable. Did we lose her on the phone?

14 TRUSTEE GRABLE: Thank you, Mr. Chairman. No,
15 I'm here.

16 CHAIRMAN LAWSON: Okay. Trustee Grable, was
17 it yourself or Trustee Carter?

18 TRUSTEE GRABLE: It is Trustee Grable.

19 TRUSTEE CARTER: Trustee Carter was in the
20 queue.

21 TRUSTEE GRABLE: But if Trustee Carter wants
22 to make a comment, I would defer.

23 CHAIRMAN LAWSON: Okay. Trustee Carter.

24 TRUSTEE CARTER: Thank you, Mr. Chairman.

25 I just wanted to say, first of all, it's a

1 great meeting and things are going very well for
2 us.

3 One thing I do have a problem with, and I
4 think we are going to have a problem with, is we
5 really do need to resolve the faculty contract,
6 you know, and get that done. I think it's no more
7 than fair to them, as we move forward and talk
8 about metrics and things of that nature, that we
9 also look at the people on the front lines. So we
10 really do need to bring that in for a landing.

11 CHAIRMAN LAWSON: Provost Wright, is there an
12 update on where we stand with that issue right now,
13 or is it -- not able to comment because it's a
14 legal matter, or -- General Counsel's office is on
15 the line?

16 DOCTOR ROBINSON: Yes.

17 CHAIRMAN LAWSON: Would we be better having
18 them comment on it to make sure that we stay in
19 bounds?

20 ATTORNEY MCDONALD: Good morning. This is
21 Anna McDonald.

22 CHAIRMAN LAWSON: Could you speak up just a
23 little bit, Ms. McDonald?

24 ATTORNEY MCDONALD: Yes, sir. This is
25 Anna McDonald from the General Counsel's office.

1 CHAIRMAN LAWSON: Yes, please proceed.

2 ATTORNEY MCDONALD: I have the minutes from
3 Collective Bargaining negotiations from the open
4 meeting of November 16th, 2016. If it would please
5 the Board, I can read the minutes from the meeting
6 of what the University offered or proposed.

7 CHAIRMAN LAWSON: Well, Ms. McDonald, maybe if
8 you could just give us a brief highlight versus
9 reading the minutes because I think the question on
10 the table is: Are we making progress?

11 ATTORNEY MCDONALD: Yes, we are making good
12 faith progress. The University has offered a wage
13 package (phone disruption) Article 23 of 2% to the
14 base retroactive July 1st, 2016; and a 2% one-time
15 bonus to all in-unit faculty. At this time we are
16 (phone disruption) negotiation.

17 CHAIRMAN LAWSON: So we're still in
18 negotiations obviously, okay.

19 So, Trustee Carter, does that answer your
20 question?

21 TRUSTEE CARTER: Yeah, I just don't want us to
22 lose sight of that. You know, in the process of
23 moving forward -- move the University forward, we
24 also need to make sure that we take care of the
25 folks that are on the front line doing the heavy

1 lifting because metrics or none of that stuff is
2 going to work unless we engage fully with our
3 faculty, let them know how important they are to
4 us, and also give them an opportunity to take care
5 of their families.

6 CHAIRMAN LAWSON: Thank you, Trustee Carter,
7 point well taken.

8 Let's see, Trustee Grable.

9 TRUSTEE GRABLE: Yes, and thank you,
10 Mr. Chairman.

11 I think it was appropriate that Trustee Carter
12 spoke before me because I am going to support
13 everything he said, and also remind Trustees that
14 faculty are the front-line soldiers. We go into
15 the war and fight the battle on the -- fight the
16 battle to help the University to meet its
17 performance metrics.

18 The faculty is a treasure trove of information
19 that is useful in the design or strategic plan of
20 anything at the University in terms of moving our
21 students from being a student to a graduate to a
22 contributing member of the society. And I wanted
23 to make that point as well.

24 And in saying that, I also want to say that
25 President Robinson has shown a great capacity for

1 engaging the faculty, and I am very happy about
2 that and delighted and have heard positive things
3 from other faculty members.

4 So I want to not be remiss in mentioning that
5 the change that has come across the campus is
6 noticeable, and we appreciate Doctor Robinson and
7 Provost Wright and their fort worthiness in making
8 sure that all constituents are included.

9 And then just a quick aside, and
10 Doctor Robinson made the comment, of course, at the
11 Faculty Senate meeting this past Tuesday, we did
12 request two representatives on all of the
13 performance metrics committee that Doctor Robinson
14 has made sure we have representation on.

15 And I agree they agreed to two instead of one.
16 But one of the underlying reasons for that -- and I
17 say this in all the best way, Doctor Robinson, is
18 that the Constitution of the University does call
19 for two faculty member representations on all
20 councils and committees.

21 So there is documentation that supports that
22 request from the Senate, but I think
23 Doctor Robinson would have done that at our request
24 anyway. And I thank you, President Robinson.

25 And I also wanted to add, I want to recognize

1 Attorney Barge-Miles, Mrs. Zachary, and
2 Mrs. Parker, who make sure that these meetings and
3 information needed to the Board is always timely.

4 And I think the Board should recognize the
5 Board liaison and her staff.

6 (APPLAUSE).

7 CHAIRMAN LAWSON: Thank you, Trustee Grable.

8 TRUSTEE GRABLE: You're welcome, Trustee --
9 Chairman.

10 CHAIRMAN LAWSON: Did you conclude your
11 remarks?

12 TRUSTEE GRABLE: Yes, I did. I'm done.

13 CHAIRMAN LAWSON: Okay. All right. We want
14 to make sure we get it all in there.

15 Okay. Trustee Smith.

16 TRUSTEE SMITH: Thank you.

17 I just ask that we don't just focus
18 specifically -- well, definitely focus on the
19 law school, but also take consideration of all of
20 the satellite campuses. So if we can, Provost, if
21 we can have an update on all of the satellite
22 campuses and not just the law school.

23 PROVOST WRIGHT: Okay.

24 CHAIRMAN LAWSON: Thank you, Trustee Smith.

25 Trustee Moore.

1 TRUSTEE MOORE: Really quick.

2 It's just a point of awareness, and this will
3 actually tie into the Governance Committee, but I
4 wanted to make everyone aware that currently with
5 the Board of Governors there is a review underway
6 in partnership with the SUS system looking at the
7 delegation of authority tied to presidents. In
8 specific, there's language in the statute that
9 guides us. Certainly with the institutions, there
10 are specific requirements or delegations that we've
11 given out.

12 We're looking at coming up with an
13 at-a-glance, it's not saying that everybody --
14 you know, it will be dictated this is what every
15 institution will do; but certainly we're looking to
16 compile that information. They have assigned or
17 asked that the vice chairs of each of the
18 institutions participate in that. That's the role
19 that I'm currently serving.

20 They're also looking outside of the Florida
21 system. What will happen probably around the
22 February, March window is that this would be handed
23 down to the Governance Committee so that the
24 Governance Committee could look at where we go
25 going forward. So I wanted to make everyone aware

1 that that was happening.

2 CHAIRMAN LAWSON: Thank you.

3 Ladies and gentlemen, we are at the end of our
4 course here. I'll just make a couple of brief
5 comments before we conclude.

6 I think this was a really, really good
7 meeting. I think it's an opportunity for us to
8 review the issues of the University, and not only
9 challenge the administration, but to challenge each
10 other to constantly get better. And that's what we
11 should be all about, doing the right things to
12 prepare our students for the future.

13 With that being said, I have the opportunity
14 on Monday morning to present FAMU for 15 minutes to
15 Governor Rick Scott. And it's all going to be
16 about what we're doing to drive the performance of
17 the University further.

18 I, along with the other ten Board chairs, will
19 each have 15 minutes to present to Governor Scott
20 what our institution -- our respective institutions
21 are doing to drive the University forward that
22 really will be based on the goals and objectives
23 that Doctor Robinson recently outlined at the
24 beginning of the meeting.

25 So wish me luck, and with there being no

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further business before this Board, this meeting is
adjourned.

(WHEREUPON, THE MEETING WAS CONCLUDED) .

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CERTIFICATE

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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 10th day of December, 2016.

NANCY S. METZKE, RPR, FPR
Court Reporter

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