FLORIDA A & M UNIVERSITY
BOARD OF TRUSTEES

IN RE: BOARD MEETING

TRUSTEE MEMBERS: KELVIN LAWSON, CHAIR
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GARY MCCOY (BY PHONE)
DAVE LAWRENCE
MATTHEW CARTER (BY PHONE)
THOMAS DORTCH
HAROLD MILLS
KIMBERLY MOORE
BELVIN PERRY, JR.
CRAIG REED
NICOLE WASHINGTON
ROBERT WOODY
JAYLEN SMITH

DATE: FRIDAY, NOVEMBER 18, 2016

TIME: COMMENCED AT: 8:30 A.M.
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ORLANDO, FLORIDA

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PROCEDINGS

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

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

ATTORNEY BARGE-MILES: Trustee Carter. 
TRUSTEE CARTER: Here. 

ATTORNEY BARGE-MILES: Trustee Dortch. 
TRUSTEE DORTCH: Here. 

ATTORNEY BARGE-MILES: Trustee Grable. 
TRUSTEE GRABLE: Here. 

ATTORNEY BARGE-MILES: Trustee Lawrence. 
TRUSTEE LAWRENCE: Here. 

ATTORNEY BARGE-MILES: Trustee Lawson. 
CHAIRMAN LAWSON: Here. 

ATTORNEY BARGE-MILES: Trustee McCoy. 
TRUSTEE MCCOY: Here. 

ATTORNEY BARGE-MILES: Trustee Mills. 
TRUSTEE MILLS: Here. 

ATTORNEY BARGE-MILES: Trustee Moore. 
TRUSTEE MOORE: Here.
ATTORNEY BARGE-MILES: Trustee Perry.

TRUSTEE PERRY: Here.

ATTORNEY BARGE-MILES: Trustee Reed.

TRUSTEE REED: Here.

ATTORNEY BARGE-MILES: Trustee Smith.

(NO RESPONSE).

ATTORNEY BARGE-MILES: Trustee Smith.

(NO RESPONSE).

ATTORNEY BARGE-MILES: Trustee Washington.

(NO RESPONSE).

ATTORNEY BARGE-MILES: Trustee Woody.

TRUSTEE WOODY: Here.

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

CHAIRMAN LAWSON: Thank you.

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

ATTORNEY BARGE-MILES: Doctor Carolyn Jones.

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

DOCTOR JONES: Okay. Good morning, Board of Trustees and audience. I'm Doctor Carolyn Jones, and I'm a Ph.D graduate of the College of Pharmacy,
which is what I'd like to talk to you about today.

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

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

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

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

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

And I saw in our goals that we want to increase our graduate programs, which I think is noble, but we also want to be competitive with other schools out there in terms of the package that we're offering our students; and so that they can focus on their research and not be caught up in all of these issues whether they're real, unreal, or whatever. In their minds, the perception is that there is a challenge.
And so, therefore, I'm asking, especially because of what's happening on the Pharm D side and how competitive it is in pharmacy, that we start looking at what's going on there from a leadership perspective. We want to get those graduation rates up. It's time that we look at our teaching; it's time that we get more professors in the College of Pharmacy in doing research.

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

(BELL RANG).

DOCTOR JONES: Thank you.

CHAIRMAN LAWSON: Thank you.

Is there anyone else for public comment?

(NO RESPONSE).

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

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

(APPLAUSE).

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

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

(APPLAUSE).

CHAIRMAN LAWSON: Thank you.

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

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

So tomorrow morning we will have a formal breakfast to meet and greet our peers from the
Foundation Board. We will have activities throughout the day where the three organizations will be together.

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

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

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

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

First of all, I want to thank the Board members themselves, starting with Trustee Lawrence and Trustee Mills, who hosted -- and their lovely wives -- who hosted recruitment receptions in their homes the last week -- actually this week, of National Merit semifinalists, a first group of
high school students from south and central Florida, from both public and private high schools.

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

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

I just want to thank you for that. I know how much time it takes and, you know, you provided the hors d'oeuvres and all kinds of things that enrich that experience, not only for the students, but for those of you who came as administrators as well.
I also want to thank our faculty and staff and alumni for several things that are happening you've heard about recently in the news. You probably heard in the wake of the Flint, Michigan, water crisis, FAMU faculty and alumni are making a difference with their expertise and their experience.

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

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

Ms. Pugh influenced her niece, Andrea Pugh, to follow in her footsteps. And earlier this year,
Andrea received her bachelor's degree in environmental sciences from FAMU. Just a few weeks ago Andrea returned to the campus to help celebrate winning a $30,000 Retool Your School grant from Home Depot.

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

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

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

(APPLAUSE).

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

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

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

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

TRUSTEE WOODY: Point well noted.

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

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

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

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

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

This is a tremendous opportunity for the
University. In fact, this is the only university at this point involved in this initiative, and it has allowed us to coin a new phrase, and it sort of goes like this: The pathway to Mars goes through FAMU.

TRUSTEE CARTER: Awesome.

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

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

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

Also this week, FAMU Journalism School Alumnus Ibrim X. Kennedy, that some of you know, received a
prize for nonfiction at the National Book Awards ceremony in New York City. His book entitled Stamped From the Beginning, A Definitive History of Racist Ideas in America, has received rave reviews in addition to that singular recognition earlier this week.

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

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

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

Not only are we going to win the football game, AD Overton, but we're going to be the recipients of some very, very sizable contributions
to promote both student and faculty success at Florida A & M University.

So these are just a few of the things, Mr. Chairman. I will yield back to the Chair.

Thank you, sir.

CHAIRMAN LAWSON: Thank you, Mr. President.

Are there any questions for Doctor Robinson regarding his report?

(NO RESPONSE).

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

And actually, before we entertain any discussion on the goals, what I'd ask Doctor Robinson to do is to briefly highlight the goals just so that those of you in the audience that may not have had an opportunity to review them online will get a sense for what we're asking Doctor Robinson to do for us during his interim presidency.
I had an opportunity to review them. Doctor Robinson met the November 1st deadline. I was pleased. We made a couple of tweaks when we were together in Boca Raton. We sent them to the full Board for review.

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

DOCTOR ROBINSON: Thank you, Mr. Chairman.

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

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

So whatever, you know, is going to be reported
in June or July -- well, March to June timeframe, that number is fixed based upon the way the system works. So as opposed to saying, I could change that goal in the year that I have, I talked about what I want to do to improve on that goal in the timeframe that I will have an opportunity to have an impact.

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

And so the next one -- so what I did there, say I want to develop and implement strategies to increase the six-year graduation rate and we're working on those things right now. And you're going to see part of that strategy roll out as we talk about recruitment, and part of that strategy is making sure that we recruit college-ready students in the first place; but also hone those efforts internally to deal with the students that we currently have.
So the part of the strategy that we're going to talk about, what are some of the funds we're going to utilize out of tomorrow's activities, we have sort of an expansion of the Save Our Students Initiative that the alumni talked about so that students who are already with us or otherwise in good academic standing but they need some financial support, we want to have the resources assist those kids so that they don't have to drop out prematurely and work.

So that's a strategy that's already there. We're going to implement that, but you're not going to see it change this year's graduation rate, but these are the types of things that we're doing.

Another one that we've really, really got to work on, and that is excess credit hours, you know, that -- right now, as you know, we are about -- the average I believe student who graduates from FAMU has an average number of credit hours of 153. You know, we allow the -- and most of our programs have a 120-hour requirement and you're allowed to go 10% above that. So you can see, we've got a lot of work to do there.

Some of the things that, you know, we believe we can do is to be a bit more forthright with
students in terms of getting them into their major -- into the major early on and helping them in those cases when it appears that what they really want to do, you know, might not align with, you know, the resources that we have to get them there.

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

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

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

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

But anyway, I got a call, I was invited to serve on a panel at the annual meeting in a couple of weeks in Atlanta to talk about, you know, a -- there's a discussion around moving beyond regional accreditation, to bring that down a notch or two. And there's some concerns about that, right? And some of us know what that looks like, you know, from history and so I want to make sure -- at least I'll give them my opinion on it. Everyone may not like my opinion, but that's what they've asked.
I really think that regional accreditation is the best choice for us right now. There are some other ways to get there, too, but I'm going to participate on that panel.

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

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

Moving on to the quality of academic programs. This is one of the things -- two metrics here change, and I think at least one of them will be to
our advantage. And as you can see, three of these -- the percentage that are employed a year after graduation, that changed. The threshold there was one in 15,000. At the most recent meeting of the BOG, they elevated that to 25,000. And that does make sense, right? That does make sense.

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

But now it's going to be based upon the more or less out-of-pocket costs to the students. So when you discount scholarships, you know, things like Life Gets Better and even need-based aid in some cases, really what we're concerned about here is how much the student actually has to pay out of pocket for their education. And so as opposed to being, you know, pretty much dead last in that former formulation to get there, we're somewhere in
the middle now and look forward to receiving points as this new metric is adopted -- or formulation for this metric is adopted.

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

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

We've talked about here the next category: The degree of faculty compliance with the, you know, textbook affordability issue. That's something that we've struggled with for some reason and, you know, we're 90% there. I want to be 100% there because it makes sense, because this text affordability ties into the cost, you know, of -- to the cost to the student. The more they have to pay for books and the less efficient we are in
addressing that issue, then the more they're going to have to pay out of pocket, okay?

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

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

Now one of the ones that really is near and dear to me is Goal 2, and maybe I need to just -- you know, and I'll tease this one out a little bit more; and that is, the student enrollment, right? I'm really concerned, you know, about that because so much spins off of, you know, the enrollment and particularly on the budget side of things. And so
we pretty much have an all-hands-on-deck recruitment effort, and we're going after the best students we can find; we're not going to concede to anybody any student.

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

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

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

CHAIRMAN LAWSON: Keep going, I'm sorry.

DOCTOR ROBINSON: At the same time, we have a special initiative that you heard about from
Doctor Hudson with regard to reaching out to the state colleges in terms of the 2 + 2 articulation. That's going to be a very key component of our recruitment strategy. It makes a whole lot of sense for us to bring those students in, and we know that we do just as well pretty much with those students who come with AAs as anybody else. So we've got a particular focus on those; and, no, we're not satisfied with the numbers.

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

Okay. So --

TRUSTEE REED: Doctor Robinson --

DOCTOR ROBINSON: Yes, sir.

TRUSTEE REED: -- on this one, how did you choose the goal, the number?
DOCTOR ROBINSON: Well, right -- it was pretty easy because we didn't have any. So I said, we ought to have at least one. I mean if I can't do one, then I deserve to be reprimanded. But, you know, I think we can do one, okay?

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

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

But I think having -- what we're talking about here is targeted arrangements where they're coming to, you know, SBI; you know, they're coming to
environmental sciences. So you have to work that out a little bit more strategically, okay.

TRUSTEE MOORE: Doctor Robinson?

DOCTOR ROBINSON: Yes, ma'am.

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

So are we seeking to align what --

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

TRUSTEE MOORE: Yes.

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

TRUSTEE MOORE: Uh-huh.

DOCTOR ROBINSON: -- we worked on the 2 + 2 more comprehensively. So it's very likely that, you know, we're going to do more than one. But the other point that you made is that we're going to be
strategic about where it is, okay?

TRUSTEE MOORE: Absolutely.

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

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

TRUSTEE MOORE: Uh-huh.

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

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

TRUSTEE GRABLE: Thank you, Mr. Chairman.

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

I'd like to compliment, first of all, Doctor Robinson on his goal. What I see here is a
focus to better engage the faculty and students and a focus on, of course, trying to make sure we meet the standard of the performance metrics that not only the Board of Governors sets for us, but for the goals we set for ourselves. So I compliment you, President Robinson, on your very clear and detailed goals that you are working on.

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

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

CHAIRMAN LAWSON: We hear you fine.

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

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

But in addition to that, President Robinson, are there any considerations being given to strategies to address faculty workload? These
considerations in my mind should include faculty being able to offer strategic objectives to increase their research activity in regard to that goal -- objective on your goals and, of course, the performance metrics.

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

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

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

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

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

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

Right now it's because, you know, we've got a highly competitive group of faculty members. I think that if we were able to, you know, do something to decrease those teaching loads -- but remember, we don't want to go to the model where all of those courses are being taught by somebody
else. But if we'll open the door for more research opportunities and -- but there's a cost to that. So we've got to work through that. That's where it has to be, you know, carefully thought out.

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

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

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

TRUSTEE GRABLE: Yes.

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

TRUSTEE GRABLE: Yes, sir.

DOCTOR ROBINSON: Now what I'm not aware of is
whether or not the previous administration had, you know, developed a study and provided that. I don't know if Provost Wright has any knowledge of it, but I'm not aware of one that was done.

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

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

TRUSTEE MILLS: No.

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

DOCTOR ROBINSON: Yes.

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

DOCTOR ROBINSON: So the question from Trustee Woody was would we be getting regular
reports on community college efforts and how well that's working.

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

TRUSTEE WOODY: Good.

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

That's how we did it at one time, so we will develop, you know, whatever, you know, set of parameters you want us to report out at each Board meeting so that we're all aware of where things are going. And we don't need to get to the end of the year and say, well, here is how we're going to do on performance measures. We ought to have a pretty good idea of where we are, you know, in the spring of each year; but then in our meetings, whether it's quarterly or not, we ought to give you an update, and intermediate updates if you like as well.
So we'll develop a dashboard for you based upon your specifications, okay.

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

DOCTOR ROBINSON: Yes, we are.

CHAIRMAN LAWSON: Trustee Washington, I believe.

TRUSTEE WASHINGTON: Thank you.

Thank you, Doctor Robinson.

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

DOCTOR ROBINSON: Right.

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

The other point looking -- as we are looking to revise the committee structure, and it appears as if I might be in charge of performance funding metrics -- looking at, you know, looking at your goals, we don't have, you know, as you mentioned
because of the number of indicators and how the timing works, none of our performance funding metrics have impact goals.

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

DOCTOR ROBINSON: Yes.

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

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

For example, as much as it shouldn't, but it does, you know, you can look at -- so one of the things we track pretty much on a weekly basis is the, you know, admissions, you know, the number of applications we've got, which is phenomenal right now, but it's also phenomenal how many are incomplete. But we also track SAT, ACT scores, et cetera.
So you can start to predict based upon the composition of your projected class for the fall of next year what that graduation rate look like six years down the road, you see? I mean even -- so you can look far ahead. So those are the kinds of things I think for each one of these that don't change every week, but there are some sub, you know, indicators that allow you to say, okay, it looks like this is going okay; it looks like this one isn't, you see?

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

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

TRUSTEE WASHINGTON: I would agree with that. I also think that looking at some of the other universities, they've done things to move some of these more quickly than others. So, yes, we can look at the people coming in and say where we're going to be in six years, but we also have to look
at the people in the pipeline and figure out how we -- what strategies we implement now to get them through more efficiently.

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

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

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

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

TRUSTEE WASHINGTON: I agree, and just the -- I would like to see some sort of -- what those would look like, just to help us better frame and
hold ourselves -- because, again, you know, time doesn't stop and kids are in, and kids are moving through, kids are coming in at all times. So in order for us to hold ourselves accountable for progress, we need to know what those, you know, long-term, short-term, intermediate milestone moments are articulated as best that we can.

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

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

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

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

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

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

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

So we have some huge opportunities, and the other thing, too, and we'll get into it in the Student Affairs Committee, I saw the 2 + 2 program and I think it makes sense, but I want to work to compress the timeline because I don't think time is
on our side to make this happen, so it's just --
I'm sorry for going on a tangent; but I think,
again, we all see the criticality of growing our
enrollment with the right population.

Trustee Mills.

TRUSTEE MILLS: Thank you, Mr. Chairman.
The first one I have is a small question for
you. In 2.11, is our base line actually 7,705? Is
that today's enrollment?

DOCTOR ROBINSON: I believe --

TRUSTEE MILLS: I'm sorry, I can check with

Doctor Hudson.

MS. BARRINGTON: It's 2015.

DOCTOR ROBINSON: It is 2015 data?

MS. BARRINGTON: Yes.

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

MS. BARRINGTON: Yes.

TRUSTEE WASHINGTON: Is it full time or

head count?

DOCTOR ROBINSON: So staff is nodding yes?

TRUSTEE WASHINGTON: Is it full time or

head count?
MS. BARRINGTON: This is actually -- it's both, total, full-time, and part-time students.
TRUSTEE WASHINGTON: So is it head count --
MS. BARRINGTON: Head count.
TRUSTEE WASHINGTON: Head count, okay.
DOCTOR ROBINSON: It's head count, so that's why Trustee -- I'm sorry. That's why, Trustee Mills, we've got a lot of work to do there.
TRUSTEE MILLS: Okay. The second question I have is: Are the goals aligned with the strategy? And I know there's a later presentation talking about strategy, but I guess I'm a little bit unclear. Have we sort of shelved the FAMU Forward portion of it? Are we starting over? That creates a little bit of concern for me --
DOCTOR ROBINSON: No.
TRUSTEE MILLS: -- since we just approved that in June.
DOCTOR ROBINSON: No, actually, what we're trying to do is align the goals there with what you want to do now, right?
TRUSTEE MILLS: Okay.
DOCTOR ROBINSON: And the discussions we've had with Trustee Washington is that, you know, we're not starting over, right? Too much good work
was done by the task force and perhaps what
happened after it was submitted. But what we've
done is taken a look at the goals and their plans.
That's exactly what we're doing to ensure that they
align with our current reality and current
aspirations, okay?

TRUSTEE MILLS: Okay. Okay.

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

TRUSTEE MILLS: Yes.

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

TRUSTEE MILLS: Okay.

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

TRUSTEE MILLS: Yes.

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

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

DOCTOR ROBINSON: Yes.

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

And so the focus on quality still has to outweigh our focus on chasing revenue because people fail in those scenarios. And so that also means, right, making sure we don't lose sight of our cost structure and making some of those tough
decisions relative to what we need to do as an infrastructure perspective as well in that process.

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

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

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

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

DOCTOR ROBINSON: Oh, yeah. Yes.

TRUSTEE WOODY: Now I'm a proponent and also
an advocate of community college, I'll say that	right up front; but with the number of
community college students that we have in the
State of Florida and the number of African-American
students we have, I would say strongly that the
potential is there and the ground very fertile that
those students are there. So I encourage you and
the staff to continue working in that direction.

DOCTOR ROBINSON: We will.

TRUSTEE WOODY: Thank you.

CHAIRMAN LAWSON: If I could get
Trustee Lawrence.

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

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

DOCTOR ROBINSON: Right.

TRUSTEE LAWRENCE: And we've got different
challenges from other state universities. What's your sense, without holding you to it at this moment, where we can get to in the next few years?

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

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

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

So that's sort of my goal. No one on your
team is satisfied with this number, okay? No one. But I'm also concerned, to be honest with you, Trustee Lawrence, because, see, you've got to -- these metrics, they have been skillfully, you know, compiled to ensure that students benefit in the end.

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

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

But for those who might need, you know, additional career counseling, you know, academic attention, we have to make sure that they are within the parameters of the support that we have available to encourage them to move along as well.
TRUSTEE LAWRENCE: But what --

DOCTOR ROBINSON: Go ahead, I'm sorry.

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

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

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

DOCTOR ROBINSON: Yeah.

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

TRUSTEE LAWRENCE: I did not realize that.

DOCTOR ROBINSON: No, they have a separate --
they have a four-year graduation rate for AA transfers that they track.

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

TRUSTEE WASHINGTON: They have other metrics.

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

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

TRUSTEE WASHINGTON: I have a quick question.

TRUSTEE GRABLE: Mr. Chair?

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

MS. BARRINGTON: Good morning.

CHAIRMAN LAWSON: Good morning,

Ms. Barrington.

MS. BARRINGTON: We're projecting for fall
2017, and the 7,705, that is dealing with our undergraduate count only, full and part time.

TRUSTEE WASHINGTON: So undergrad full and part, both?

MS. BARRINGTON: Yes.

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

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

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

TRUSTEE REED: What's 2016?

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

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

TRUSTEE WASHINGTON: Didn't we have --

TRUSTEE LAWRENCE: It's 8,380.

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

TRUSTEE WOODY: A number of 96?
TRUSTEE WASHINGTON: 96, was that --
DOCTOR ROBINSON: No, I think that was total.
TRUSTEE WASHINGTON: That was everybody, okay.
MS. BARRINGTON: That's actual total. And
what happens is there's a file that is actually
submitted to the Board of Governors; and once that
file is actually approved, that is where we
actually pull the official numbers from.
CHAIRMAN LAWSON: Okay. So the head count
question is always a little bit interesting
because --

TRUSTEE WASHINGTON: Well, because we parse it
out so many different ways.
MS. BARRINGTON: Yes.
CHAIRMAN LAWSON: Yeah, I think, you know, we
want to look at what is the full-time head count;
and then you also have part-time people; you have
online people; and then you have the people in the
graduate program.

TRUSTEE WASHINGTON: Yeah.

CHAIRMAN LAWSON: So, Ms. Barrington, so if
maybe Doctor Hudson could just shoot us a quick
e-mail delineating where we are right now; and then
we can then apportion that -- you know, or
calibrate that to the goal that's been set.
And also, when we set the goal, you didn't have the firm data because the goals were due to me by the 1st.

MS. BARRINGTON: That's correct.

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

Okay. So thank you, Ms. Barrington.

MS. BARRINGTON: Okay.

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

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

CHAIRMAN LAWSON: You're recognized, Trustee Grable.

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

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

But Doctor Robinson made a very important point, and I think Trustee Lawrence may have
agreed; and that was that we have to make sure we get these students in who are ready to hit the ground running. I think that was the President's comment.

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

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

And I think this is something we need to look at on the recruitment side when we're bringing
students in, and I've discussed this with the staff member over in the Student Success Center. Students need to understand as they're coming in what the -- what our curriculums, which are rigorous, expect of them.

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

CHAIRMAN LAWSON: Thank you, Trustee Grable. I have two other questions here, one from Trustee Dortch, and then Trustee Smith.

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

So going forward, instead of getting these verbal numbers, if we can just get a written document that says, these are the enrollment
numbers, these are the categories of those enrollments, and then we can be better informed because we have alumni and others who ask us the question, and we can answer those accurately. That will be, I think, the only thing that would be important.

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

I think that we can do that since a lot of folks aren't doing remedial kinds of programs as much because you've got a first generation or you've got young people coming from small rural communities or other environments, and it's a shock
for them to come, leave home for the first time.

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

DOCTOR ROBINSON: Mr. Chairman, if I might.

CHAIRMAN LAWSON: Sure.

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

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

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

But at the same time we could have said,
parenthetically, this is what it looks like; and so we'll do that. But it does make it an interesting, you know, task to go from, you know, one year; skip a year, and then have a goal and you not know what that intermediate number is, and I understand.

So we'll get that to you, okay?

CHAIRMAN LAWSON: Okay. Thank you.

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

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

Could you further expound on that?

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

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

DOCTOR ROBINSON: Yeah, so I don't -- in some cases the goal is, in fact, to develop the
strategy, Trustee Smith, and if you -- just go back to the first goal, for example, 1.1.1, the first -- in the last column, you'll see the goal there is to not only develop the strategy but to implement it.

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

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

So I know, you know, if you need to see what I'm really thinking about doing there and what I've said in more detail, is that I want to go back and
look at that plan, on this particular issue, because I think it's still relevant in 2016, okay?

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

CHAIRMAN LAWSON: Any other questions, Trustee Smith?

TRUSTEE SMITH: No.

CHAIRMAN LAWSON: Okay. Good.

Trustee Washington.

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

So I would actually like to see in here a goal that specifically deals with how we're going to maintain or deal with -- you know, something that counts -- balances our cost control and expenses
aligned with our revenues, however that fleshes itself out.

TRUSTEE REED: (Inaudible) budget metric.

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

CHAIRMAN LAWSON: Thank you, Trustee Washington.

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

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

So with that, I'd ask just for the sake of time that we let the President get to the end.

There are a few more that --

TRUSTEE LAWRENCE: Oh.

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

TRUSTEE WASHINGTON: Yeah, we went through
them.

TRUSTEE MILLS: We read them.

CHAIRMAN LAWSON: Okay. So you guys are good?

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

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

TRUSTEE DORTCH: So moved.

TRUSTEE WOODY: Second.

CHAIRMAN LAWSON: Are there any other questions or discussion?

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

CHAIRMAN LAWSON: You did write that down?

TRUSTEE WASHINGTON: We're going to add -- okay.
CHAIRMAN LAWSON: Yes.

TRUSTEE WASHINGTON: Okay.

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

TRUSTEE DORTCH: Certainly.

CHAIRMAN LAWSON: Okay. Motion moved and properly seconded.

Any other questions?

(NO RESPONSE).

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

(AFFIRMATIVE INDICATIONS).

CHAIRMAN LAWSON: Thank you.

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

As you guys saw, as you saw today as well, Doctor Robinson was extremely prepared. And the feedback that we received from the Board of Governors is that they were impressed with our
level of preparation and our delivery at that -- in that forum. And as you guys know that have been in the circle for a few years, that's not always been the feedback that we get when we present at the Board of Governors.

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

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

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

TRUSTEE WASHINGTON: Strategic planning is actually going to be a presentation by Doctors Edington and Ford. So as we recall -- do
you want to do this one first?

CHAIRMAN LAWSON: Please, yes.

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

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

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

So Doctor Edington and Ford, you're recognized.

DOCTOR EDINGTON: All right. Thank you. Good morning, everyone.

(GOOD MORNING COLLECTIVELY).

DOCTOR EDINGTON: As Trustee Washington said,
we want to give you an overview about where we are with the strategic planning process, specifically to give you some context on how we got to today; but more importantly, to make sure you all understand where we're going moving forward in the timeframe.

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

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

And what we're trying to do is pick up where we left off with the draft plan but take a very
good look at the goals and the strategies and the metrics; and as we have been instructed by Trustee Washington, is to make sure that we develop measurable goals, appropriate metrics that are quantifiable but that really speak to where will FAMU be in the next five years? And so that's been our charge.

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

So we went from five original destinations, which you saw before, to now we've crafted six areas of strategic emphasis or strategic priorities. And so that's the framework, and one of the things that we're going to make sure is that the plan does align well with the BOG performance funding metrics, and also the BOG strategic plan, as well as try to identify any of those preeminent metrics that may apply to FAMU and make sure the plan addresses all of those things very well.
This is just to kind of give you an overview of the different phases, how we see them. The first phase President Robinson alluded to, last year the task force was formed, and that began the process of developing a new plan. We developed a report, and we entitled it: Performing Boldly Beyond Measure. It identified those five destinations and had a set of related objectives.

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

And so it's going to have a slightly different structure because what we want to do, as we've been told to do, is make sure that we have well-defined goals that are quantifiable, related strategies and metrics that describe how the University will be transformed. And so that's a major difference from
where we were to where we're going, and I think that you guys will be very pleased with the process.

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

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

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

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

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

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

She has stressed and we have heard, she said: Make sure the plan transforms the institution, and make sure that you do it in a way that takes us to another level. So we have heard her.
And these are our guiding principles, right, making sure that the plan connects to the mission, making sure we have engagement with the key stakeholders, right? The plan is going to identify and explain why we have identified those strategic priorities, right? It's going to provide the context, making sure that it identifies specific actions and strategies that the University should take and, also, that we have quantifiable outcomes, right?

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

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

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

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

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

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

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

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

So strategic priority number one has to do with exceptional student experience, and so we're going to make sure that we look at all aspects of that, having to do with recruitment, retaining the
students, graduating them, providing opportunities after they leave, professional development, co-curricular activities, looking at the right size and mix of the student body. All of that is going to be addressed under that umbrella.

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

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

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

And then between March and May, our group is going to engage with the Board members one on one and really sit down with you as appropriate, and as you have time, to get your one-on-one feedback about the plan and revise it accordingly. And then
we're going to come back in June with you all -- to you with the final plan.

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

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

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

So I'd ask that we continue that process because I think that's going to help us not only to continue to vet our plan versus the BOG's plan, but also to keep them engaged along the way such that
when it's time to present the plan, it's not going to be new to them, they will have seen it all along the way.

DOCTOR EDINGTON: We'll do.

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

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

DOCTOR EDINGTON: All right. Thank you.

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

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

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

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

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

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

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

TRUSTEE DORTCH: Certainly, Mr. Chairman.

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

Vice President George Cotton, Sr., presented the Fiscal Year 2016/’17 year budget for the FAMU Foundation and the National Alumni Association. The budget for the Rattler Booster at that time was not available. We have received it since then based, thanks, on the good work of the
Foundation and the Athletic Director, and the Board of the Foundation. And I'll ask George Cotton if he has that at the conclusion of this -- if that is prepared, to also go forth with the recommendation.

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

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

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

TRUSTEE DORTCH: Okay. It is on the consent.

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

TRUSTEE DORTCH: Right. And I won't read all of the report here for the sake of time, but there are some great things that are happening. You received those in the minutes. I encourage the Board to move.
We definitely want to salute the National Alumni Association and the Foundation for what they're doing, and even the report that we are moving steadily and bringing in new resources, and so encourage that the Board will read those.

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

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

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

We did receive the budget. We received additional documents. Communications have significantly improved, and we now have the Board of Directors involved completely with the
University; however, there are still some gaps. And those gaps are because the Board has not been in the past totally engaged and had allowed the operation to be pretty much based and centered around staff.

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

And so with that, Mr. Chair, I move that the Board of Trustees authorize the DSO Committee to work with the Athletic Director Milton Overton, Vice President George Cotton of the Foundation, the Rattler Booster Board, with overviewing and advisement from President Robinson to do a comprehensive reorganization and enhancement of the FAMU Booster Club, and to take all appropriate steps to bring the Club totally in compliance as set out in the governing document that created the
Booster Club; and that with that, bring to the Board in our spring meeting, our March meeting, the final document of reorganization and -- reorganization and the proof of total compliance.

And I so move this to the Board.

TRUSTEE LAWRENCE: Second.

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

Other questions.

TRUSTEE SMITH: Yes.

CHAIRMAN LAWSON: Yes, Trustee Smith.

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

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

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

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

AD Overton is approaching the podium.

ATHLETIC DIRECTOR OVERTON: Okay. I believe the question was, and thank you so much for the question, and thanks for the opportunity to visit with the Board.
The question was: Have all of the transfers occurred?

TRUSTEE SMITH: Yes, sir.

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

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

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

ATHLETIC DIRECTOR OVERTON: Actual dollars?

TRUSTEE SMITH: -- they still owe?

ATHLETIC DIRECTOR OVERTON: Yeah.

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

ATHLETIC DIRECTOR OVERTON: Well, the $30,000,
you know, has been transferred; and then, obviously, the rest is in -- and I'll give you an example. Things like A-frames, and that's a big deal; because when you come to the games, we put out these, you know, these A-frames that indicate names of folks that were at a certain level. And so we're working to get those, and they actually have provided that to us, okay?

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

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

TRUSTEE DORTCH: Trustee Smith, and for the benefit of other Trustees, management changes have been taken, administrative operational changes have been taken; we're working to set policies and
procedures; we have engagement from the Board.

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

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

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

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

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

CHAIRMAN LAWSON: Trustee.

TRUSTEE SMITH: Oh, yes, I just wanted to reiterate, the only people that are really hurting by this situation and by this issue are the student athletes. Their scholarships are at stake -- or the lack thereof, really; and so just to keep that in mind. I mean although we are moving with patience, as we've done to ensure that they are in compliance, those are the students who are hurting,
and they're still not in compliance.

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

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

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

Just financially as we move forward -- really, without the motion of this great Board that provided the multimedia rights back, you know, and the parking back, that was tremendous in terms of our business plan in moving forward. Because this year -- and this is where the cooperation comes from and the collaboration with the Boosters comes from.
As we met last Sunday visiting, you know, about, you know, how we work together, so we're going to have one membership. You know, it's Investing In Champions membership. Without, you know, the Board taking the steps that it did, that wouldn't have happened.

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

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

CHAIRMAN LAWSON: Thank you.

Trustee Mills.

TRUSTEE MILLS: Just very briefly.

CHAIRMAN LAWSON: Yes.

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

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

TRUSTEE DORTCH: My pleasure.

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

TRUSTEE REED: I have one more question.

CHAIRMAN LAWSON: Oh, I'm sorry.

TRUSTEE REED: Just one more question.

CHAIRMAN LAWSON: Yes.

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

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

CHAIRMAN LAWSON: Great point.

TRUSTEE REED: -- we close the loop in the
CHAIRMAN LAWSON: Great point.

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

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

CHAIRMAN LAWSON: Thank you.

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

Are there any additional questions?

(NO RESPONSE).

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

(AFFIRMATIVE INDICATIONS).

CHAIRMAN LAWSON: Thank you. Motion carries.
The next committee report is Budget and Finance. I am the Budget and Finance Chair. This is my last Budget and Finance Committee meeting before I turn it over to Trustee Moore as the Budget and Finance and Facilities Chair.

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

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

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

The following information items were presented: Quarterly budget update, which VP Poole did a nice job of; the '16/'17 Operating Budget update for all DSOs, with the exception of the Boosters, but now we have their budget; property
writeoffs that we received additional details around; student account writeoffs that there were questions around that have subsequently been answered; and athletics update, as well as additional information items.

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

VICE PRESIDENT POOLE: Good morning.

(GOOD MORNING COLLECTIVELY).

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

And so what we would have discussed with the Moody's analysts are some of the factors that would help us in the future to improve our rating. And I think this ties into Trustee Washington and Trustee Mills' concerns, and Trustee Reed's concerns, about needing some financial related metric; and this is something I could work with Doctor Robinson to come up with things that would
tie into factors that are being measured financially, and how it would tie into our other performance metrics. And so they're looking at things like enrollment declines.

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

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

So I think the more that we can show that we have stability of leadership and that we're making decisions that will improve our reserves position. And there are metrics that Moody's reviews for all higher ed institutions that are rated by them, and I could share kind of the template of the metrics that they review. We could use some of those, or factors that relate to those metrics as some of our own internal metrics.
But the more they see our enrollment is increasing and a plan for revenue generation, as well as reserves, I think we can expect to see an improvement in our rating; but I don't expect it to be something we'll see in one year. There will be a review at the end of the year and they will come back and see where we are, but I think this is a more long-term approach.

CHAIRMAN LAWSON: Thank you, Ms. Poole.

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

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

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

VICE PRESIDENT POOLE: Thank you.

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

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

CHAIRMAN LAWSON: Yes, please.

TRUSTEE MOORE: Okay. Absolutely.

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

The action items included approval of the minutes for the meeting of September 14, 2016, and approval of transfer of on-site natural gas
You have in front of you the specific action item that we talked about, as well as the discussion items that unfolded. I will put some emphasis on the discussion item because it leads into the workshop that the Chair is speaking of.

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

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

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

What I want to put a pin in is probably tied most to the P3 activity, which we've heard a lot
about that. We voted on different things: ITN, as well as the potential CASS Building relocation. I think it deserves much more conversation than just reviewing this in a minutes form now.

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

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

Coupled with that would also be a session on
budget, the budget overall, and making sure that we understand the implications tied to both of those key areas. Again, this is something that's critical for us to move forward.

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

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

TRUSTEE WOODY: What date?
TRUSTEE MOORE: Is that December 9th?

December 9th. Okay, so we would either be looking at the day before or the day after. Staff will
work with us on that but, again, heavy topics: P3, ITN.

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

CHAIRMAN LAWSON: Okay. Thank you.

DOCTOR ROBINSON: Mr. Chairman.

CHAIRMAN LAWSON: Sure.

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

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

And I'd also entertain any other agenda items that you believe are relevant to these two key topics.
But I think walking away and going into 2017 with a firm understanding of the concerns that have been expressed as it relates to the budget, as well as with facilities and what direction we're going with that.

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

CHAIRMAN LAWSON: From BOT facilities?

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

CHAIRMAN LAWSON: The financing guy?

TRUSTEE WASHINGTON: Yeah.

CHAIRMAN LAWSON: Great. Thank you. Thank you, Trustee Moore.

TRUSTEE MOORE: Sure.

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

TRUSTEE WASHINGTON: Thank you, Mr. Chair.

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

The two items that were action items are we
approved -- or we recommended approval of
two internal audit reports: One is the audit of
selected transactions of the Rattler Boosters, and
the second one was selected transactions of the
financial aid process. Both of those we recommend
for approval. They're on the consent agenda.

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

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

That, Mr. Chair, concludes our report.

CHAIRMAN LAWSON: Thank you,
Trustee Washington.

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

TRUSTEE MCCOY: Thank you, Mr. Chair.
Good morning, Mr. Chairman, Board members, Doctor Robinson, and all of the other attendees.

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

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

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

CHAIRMAN LAWSON: You're fine. Keep going.

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

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

Well, let me take a moment to thank the Chair
and the Vice Chair and others for your input and
guidance in the process of developing the Committee
structure. There was a lot of what I would call
somewhat heavy lifting to get us where we are
comfortable with the new committee structure. And,
again, I thank all of you for your input.

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

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

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

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

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

Mr. Chairman, this completes my report.

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

The one thing that I will say about the reformulation of the committees is I appreciate the hard work that you did, and we were able to take that work and reassign all of us to new committees. Those committees will be effective post today.
So everyone has their new committee assignments that were distributed. We're operating today in the old committee format. After today, I'd ask that we all move to the new committee format with the new committee assignments.

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

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

For everyone's information, as you all know, we have been running a fairly significant Athletic deficit for call it seven years now. It has raised to the level of the Board of Governors, and we had to present our deficit reduction plan to the Board of Governors, of which thanks to the hard work of AD Overton, Ms. Poole, and a number of others they...
approved. And we are in the process now of implementing that plan with a lot of help from the Foundation, so we do appreciate your report.

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

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

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

TRUSTEE WASHINGTON: Thank you, Mr. Chair.

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

CHAIRMAN LAWSON: Okay. Thank you, Trustee Washington.

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

(NO RESPONSE).

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

(NO RESPONSE).

CHAIRMAN LAWSON: No.

(NO RESPONSE).

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

TRUSTEE MOORE: Move approval, Mr. Chair.

TRUSTEE PERRY: Second.

CHAIRMAN LAWSON: Motion has been made and properly seconded.

Any questions?

(NO RESPONSE).

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

(AFFIRMATIVE INDICATIONS).

CHAIRMAN LAWSON: Motion carries. Thank you.

At this point there is nothing to add or
nothing to remove from the consent agenda, so I would open the floor for any Board member to make any comments prior to us adjourning.

TRUSTEE PERRY: I have a comment.

CHAIRMAN LAWSON: Yes, Trustee.

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

CHAIRMAN LAWSON: Absolutely.

TRUSTEE WOODY: Me too, Mr. Chair.

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

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

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

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

And as we move toward the goal, I think we should not forget about a year of 1887 when Florida
A & M was originally created.

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

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

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

TRUSTEE REED: Well said.

CHAIRMAN LAWSON: Well said. Thank you.

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

TRUSTEE WOODY: Yes. I'd like to make a recommendation, Mr. Chairman, not for today but for
future discussion. I'd like to see -- or I'm recommending that we consider having a special committee for the law school so we can have some discussion about that because the law school -- well, it's in Orlando and our meetings are primarily in Tallahassee.

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

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

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

TRUSTEE WOODY: Good.

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

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

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

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

Trustee Grable. Did we lose her on the phone?

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

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

TRUSTEE GRABLE: It is Trustee Grable.

TRUSTEE CARTER: Trustee Carter was in the queue.

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

CHAIRMAN LAWSON: Okay. Trustee Carter.

TRUSTEE CARTER: Thank you, Mr. Chairman. I just wanted to say, first of all, it's a
great meeting and things are going very well for us.

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

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

DOCTOR ROBINSON: Yes.

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

ATTORNEY MCDONALD: Good morning. This is Anna McDonald.

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

ATTORNEY MCDONALD: Yes, sir. This is Anna McDonald from the General Counsel's office.
CHAIRMAN LAWSON: Yes, please proceed.

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

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

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

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

So, Trustee Carter, does that answer your question?

TRUSTEE CARTER: Yeah, I just don't want us to lose sight of that. You know, in the process of moving forward -- move the University forward, we also need to make sure that we take care of the folks that are on the front line doing the heavy
lifting because metrics or none of that stuff is
going to work unless we engage fully with our
faculty, let them know how important they are to
us, and also give them an opportunity to take care
of their families.

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

Let's see, Trustee Grable.

TRUSTEE GRABLE: Yes, and thank you,

Mr. Chairman.

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

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

And in saying that, I also want to say that
President Robinson has shown a great capacity for
engaging the faculty, and I am very happy about that and delighted and have heard positive things from other faculty members.

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

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

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

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

And I also wanted to add, I want to recognize
Attorney Barge-Miles, Mrs. Zachary, and Mrs. Parker, who make sure that these meetings and information needed to the Board is always timely.

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

(APPLAUSE).

CHAIRMAN LAWSON: Thank you, Trustee Grable.

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

CHAIRMAN LAWSON: Did you conclude your remarks?

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

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

Okay. Trustee Smith.

TRUSTEE SMITH: Thank you.

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

PROVOST WRIGHT: Okay.

CHAIRMAN LAWSON: Thank you, Trustee Smith.

Trustee Moore.
TRUSTEE MOORE: Really quick.

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

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

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

CHAIRMAN LAWSON: Thank you.

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

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

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

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

So wish me luck, and with there being no
further business before this Board, this meeting is adjourned.

(WHEREUPON, THE MEETING WAS CONCLUDED).

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CERTIFICATE

STATE OF FLORIDA )
COUNTY OF LEON )

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

DATED this 10th day of December, 2016.

_________________________
NANCY S. METZKE, RPR, FPR
Court Reporter