Facilities Committee members, Trustee Carter. the call, we will ask those on the call to please are present to please state your name; and then on Committee members, and then we will ask those that the roll for the Budget, Finance and Facilities order, and I believe that our next step is the official call of the University Housing Workshop to

TRUSTEE CARTER: Matthew Carter, present.

MS. TURNER: I will first start with calling the roll for the Budget, Finance and Facilities Committee members, and then we will ask those that are present to please state your name; and then on the call, we will ask those on the call to please state your names as well.

MS. TURNER: The Budget, Finance, and Facilities Committee members, Trustee Carter.

TRUSTEE CARTER: Matthew Carter, present.

MS. TURNER: Trustee Lawson.

(NO RESPONSE).

MS. TURNER: Trustee Lawson.

(NO RESPONSE).

MS. TURNER: Trustee Mills.

TRUSTEE MILLS: Present.

MS. TURNER: Trustee Moore.

TRUSTEE MOORE: Here.

MS. TURNER: Trustee Perry.

(NO RESPONSE).
Madam Chair, we will proceed with the agenda as outlined beginning with Doctor Edington.

TRUSTEE MOORE: Thank you.

Doctor Edington.

DOCTOR EDINGTON: All right. Good afternoon, trustees. I just want to briefly highlight the

- Components of our Strategic Plan that overlap with our Housing Plan and to provide some insight and perspective around the discussions today.
- So when we look at the recently developed University Strategic Plan, we have several goals in the Plan, but there are three areas that I think are worth mentioning with respect to today's discussion. We have goals around student success, goals around growth in terms of the size of the institution; and we have goals around the quality of the student experience. And all of those are tied to the housing facilities that we have and.
- You can see there are three of the most relevant goals that are related to the discussion. And we talk about specific strategies around -- recruitment is tied to the quality of the on-campus housing, allowing us to be competitive with the other institutions that have more modern facilities. We talk about developing plans to grow the capacity for housing, and also in the plan we touch on the need for graduate housing as well, which is something that's usually not thought of when we talk about housing.
- In terms of student success, there are specific goals around our living/learning

The housing strategy is being developed methodically with considerations for the Strategic Plan, the Enrollment Plan, the assessment of the current facility landscape, short- and long-term strategies, and the financial implications. All of these factors will be discussed during the presentation as follows: VP Edington will explain the linkage between our Housing Plan and the Strategic Plan; VP Hudson will provide a review of the enrollment strategy; Doctor Wilder will explain the current landscape, as well as the short-term housing strategy. Ms. Crutcher from JLL will discuss the Student Housing Market Demand Study; VP Cotton will provide suggestions for addressing any gaps in funding needed to address future renovation and repairs; and Mrs. Holmes will discuss the current financial condition of the housing enterprise and the impact of expenses related to repairs and renovations on the debt coverage ratio.

Madam Chair, we will proceed with the agenda as outlined beginning with Doctor Edington.

TRUSTEE MOORE: Thank you.
And just quickly, we also have the President's annual goals, and those tie directly to the Strategic Plan goals. And, again, just reiterate that we have goals around student success, growth, and the quality of the student experience, increasing degrees, increasing those retention and graduation rates. Housing, and the housing strategy is going to play a key role in that.

And here is just for your purview some of the key metrics that relate to these goals and strategies. So we want to increase our retention and graduation rates; we want to increase our overall size. And if you look at the FTIC enrollment, you know, we want to grow by around 500 students, and you can see the need there for more capacity. And that will allow us to, again, increase our degrees awarded.

And too, it's worth noting, you know, there's a goal to increase the degrees in our programs of strategic emphasis. And that's there because, you know, there are a certain type of students you want to be able to recruit. And you have to be competitive to get those very high achieving STEM and health science students.

And so I just wanted to give you a big picture of the broader goals.

TRUSTEE MOORE: Okay. Trustees, I would ask, and I shared it with the staff as we were going through the materials that were being prepared for this meeting, that certainly we wanted to be futuristic and talk about what we envision growing into the larger institution, but being cognizant that our real mission today is looking at our existing housing and what our current students are living in day in and day out. So, yes, you'll see some of this and hear some of it, but my goal will be to keep them very focused on the existing house that we have.

So let's transition to VP Hudson with the enrollment strategy. We'll spend just a little time on strategy and more on talking about the impacts that our housing has had on our current enrollment numbers and what that has led to just in more recent months, which too has been redirected.

VICE PRESIDENT HUDSON: Okay. Good afternoon, Madam Chair and members of the Board.

For students at Florida A & M University, living on campus can offer more than just a convenient location. It's also a place to achieve personal and academic success. Living on campus increases the students' engagement with the University. Residents are more likely to have friends, connected resources, and get involved in the organizations, and also go to class.

The document you received contains a plethora of information which will be discussed further during the course of this workshop that will touch on our current conditions. A significant question, as Trustee Moore just reiterated: Why are we focusing on housing, and specifically, the current conditions of our housing? Well, the enrollment strategy is significantly impacted by our on-campus housing. Doctor Edington provided a brief overview of the Strategic Plan, specifically Strategic Priority Number 1: Excellent student experience.

My task today is to briefly discuss our housing. Residence life impacts recruitment, retention and persistent strategies that the University will use to execute and to enhance the success of current and future students.

Key goals are to increase the graduation rate, retention rate, and strategically increase enrollment. Our focused enrollment for housing purposes is to demonstrate how residence life impacts enrollment.

We are tasked with recruiting the best and brightest high school and transfer students to reach our goals listed. These students and parents have an expectation of on-campus housing. And our current students desire on-campus housing as well.

This is just basically -- this slide just reiterates what Doctor Edington went over and the targeted recruitment that we specified in our earlier Strategic Plan, specifically the academic profile of the first-time-in-college student; National Merit Scholars; AA transfers. And in a lot of situations, people think that students who receive an AA degree don't want to live on campus, but from our discussions with our students that transfer with AA degrees, they would like to live on campus and have that campus life experience; and that's why many of them transfer to Florida A & M University.

And he also talked about housing for graduate students, and also we have to also look at the number of homeless students that we have on campus as well, where there's no place to go home to, so there needs to be some type of, for lack of a better word, permanency for the residents, for the
TRUSTEE MOORE: Trustee Reed.

TRUSTEE REED: Yeah, along the context of our international students, where do they live? Do they live on campus, or do they live off campus?

DOCTOR HUDSON: Both. Some live on campus, and some also live off campus. What we've seen with a lot of our international students is that they may get an apartment together and live off campus so they stay within their cohort, or with their group of individuals that come from the same country.

TRUSTEE REED: In the context -- may have a follow-up?

TRUSTEE MOORE: Absolutely.

TRUSTEE REED: In the context -- I think we got the survey last week. In that context were you able to ascertain from the core of international students in terms of what their issues are in the context of whether they live on campus or not?

VICE PRESIDENT HUDSON: Yes, sir we can pull that data to determine that, through our international department on how many of those students live on campus and don't live on campus.

TRUSTEE REED: Thank you, Madam Chair.

TRUSTEE MOORE: Thank you.

Trustee Lawrence.

TRUSTEE LAWRENCE: How many international students and how many homeless? Is the homeless a significant population?

VICE PRESIDENT HUDSON: It's sig -- yeah, right now it's 77, and that's significant when you think about those students and the opportunities that they have. And we have a specific program that we work through the Board of Governors to assist those students because they are eligible for tuition waiver.

TRUSTEE LAWRENCE: How many international?

VICE PRESIDENT HUDSON: I would have to get that. I don't know --

TRUSTEE LAWRENCE: What do you guess it to be?

VICE PRESIDENT HUDSON: I would say probably our inter --

TRUSTEE LAWRENCE: A couple of hundred?

VICE PRESIDENT HUDSON: Yes, at least between a hundred and 200 students, international --

TRUSTEE LAWRENCE: The other thing you said that really made sense to me that I might not have come up with myself, but the students who transfer here after two years that might have an associates degree have never had an on-campus experience most of them. And so part of being in college is an on-campus experience. It strikes me as really smart.

VICE PRESIDENT HUDSON: Yes, sir. And with our goals to increase that population, having on-campus housing for those students will be a benefit and be attractive to those students as well.

TRUSTEE MOORE: Yeah, not to mention that in our research and visiting, I think that was UCF, we also saw with the whole international focus of growing that, there were international living/learning communities, so that you encourage that even further; that there's a place for you, uh-huh.

VICE PRESIDENT HUDSON: Okay. This slide provides historical data on the specific goals designated in the Strategic Plan as it relates to retention and enrollment. As Doctor Edington mentioned, the historical trend of persistence for students from previous cohorts over three years, so their freshman year, their sophomore year, and then their junior year, as you can see, it decreases between 16 and 20 percent between those three years going towards graduation for the persistence of those students. As we review best practices to increase enrollment, retention and persistence were key.

Now there's a correlation between on-campus housing and increasing retention, persistence, and graduation rates. If we're going to reach the enrollment goal by 2022, we must address critical space and maintenance needs in on-campus housing.

There are several points of awareness that we must consider as we look at the next steps. And this is the slide that's basically showing our goal of our enrollment. We really focused in the Strategic Plan on retention, not as much as just bringing in new students, but retaining the students that we have. And that's why this discussion, as Trustee Moore said, is very important for the students that we have on campus to retain, and our graduate students.

TRUSTEE MOORE: Trustee Washington.

TRUSTEE WASHINGTON: So thank you, VP Hudson.

Both you and Doctor Edington have discussed the correlation between housing, on-campus housing and
The table contains a series of sentences discussing factors affecting college enrollment and retention.

**Sentences:**

- **Retention and Graduation:** Do we actually have statistics that tell us what -- at some point, there's a (inaudible) return, but what is our max?
- **How to Maximize:** How do we maximize that without over flattering ourselves? That would just be really helpful because there is a correlation there obviously, but what is correlation; and is it from first year to second year; first year to third year? I think fleshing that out would help us make some more informed decisions about what our capacity is and where we should be investing.
- **TRUSTEE MOORE:** Great question.
- **VICE PRESIDENT HUDSON:** And we'll get that data because there is data that shows, and that's where I received that information from, from the Office of Institutional Research, to show that gap between that second and third year and that third and fourth year is where we move campus or -- you know, if we could compare the people who live on campus to those who move off at certain points and tell us where our max output is.
- **TRUSTEE REED:** And maybe one other point too I think that I find very interesting is that the increase in enrollment isn't necessarily because you bring in new students, it's because you retain new students. And I think that's the point you need to make sure we emphasize here in terms of the goals that we have from a perspective, right? That's where a lot of this goal is, that it's coming from retention.
- **TRUSTEE MOORE:** That's a great point.
- **VICE PRESIDENT HUDSON:** All right. I had to go back and find my spot.
- **(MULTIPLE CONVERSATIONS).**
- **VICE PRESIDENT HUDSON:** So what I wanted to provide as well is basically something that we were just discussing, the classification of students who reside on campus. Currently 68 percent of the residents who reside on campus are freshmen, so that makes a big difference when you look at those numbers that we were just talking about at that sophmore and junior year of those students and providing a possible correlation between moving off campus and retention and persistence and graduation.
- **TRUSTEE MOORE:** Trustee Carter.
- **TRUSTEE CARTER:** Excuse me, Bill, for the interruption.
- **TRUSTEE MOORE:** Absolutely. I'm sure that there's going to be lots of conversation, probably even more once we actually conduct the tour. So it's absolutely what I expected from the workshop.
TRUSTEE CARTER -- I mean Washington.

TRUSTEE WASHINGTON: No worries.

Can you help me break down this chart a little bit? What's that first column, FTC/FCC? Is that --

VICE PRESIDENT HUDSON: First time in college.

TRUSTEE WASHINGTON: So you're basically out of -- we had 16 hundred new students?

VICE PRESIDENT HUDSON: Correct.

TRUSTEE WASHINGTON: Four hundred of them stayed in a dorm?

TRUSTEE LAWRENCE: No.

TRUSTEE WASHINGTON: No? How many.

VICE PRESIDENT HUDSON: It's actually freshmen students that --

DOCTOR WILDER: That's the freshman students that are still freshmen classification --

TRUSTEE WASHINGTON: Okay.

DOCTOR WILDER: That are not first time in college. So they may be students who started in the spring semester --

TRUSTEE WASHINGTON: Oh, okay.

DOCTOR WILDER -- or they're students who did not achieve the number of credit hours to move to sophomore status after their first year.

TRUSTEE Washington: Of the first-time population?

DOCTOR WILDER: Yes, we do. That is --

VICE PRESIDENT HUDSON: It's coming up.

TRUSTEE WASHINGTON: Okay.

DOCTOR WILDER: It's coming up.

TRUSTEE WASHINGTON: Of the first-time students, is that the majority of the students?

DOCTOR WILDER: Yes.

VICE PRESIDENT HUDSON: Yeah, because some will start in the spring or the summer, and so by credit hours, they're still freshmen, so they still have to reside on campus.

TRUSTEE WASHINGTON: No, I mean that makes total sense. I was just trying to figure out what that 1,655 was out of all of the students?

VICE PRESIDENT HUDSON: Out of the total.

TRUSTEE WASHINGTON: Yeah, out of the total.

VICE PRESIDENT HUDSON: Okay. And currently we have approximately 24 hundred beds on campus.

why you've seen also institutions -- UCF is one -- that created living/learning communities; and they've seen their retention and graduation rates skyrocket just over that matter of time of including those new facilities on campus, their housing --

TRUSTEE LAWRENCE: So we have a heck of an opportunity here?

TRUSTEE CARTER: That would be interesting.

TRUSTEE WASHINGTON: Okay. In 2015 we starting utilizing living and learning communities in the FAMU Village residence hall. Data has shown that students living in the living/learning communities have higher retention rates and higher graduation rates, just from 2015 when we started. And we have that data to show that the retention rate and the GPAs are higher.

TRUSTEE CARTER: Really?

TRUSTEE WASHINGTON: I mean Washington.

VICE PRESIDENT HUDSON: Yes, sir.

TRUSTEE CARTER: That would be interesting.

VICE PRESIDENT HUDSON: And we do that, and I can -- I actually have it right here. The retention rate for students living in the LLC in 2015 to '16 was 83.5 percent. Compared to those
TRUSTEE LAWRENCE: So this is a very primitive question, and I should know the answer. What is a living/learning community?

VICE PRESIDENT HUDSON: A living/learning community is a group of students who are taking courses; they're living in the same facility. They have specialized programmatic academic activities that they are involved in together. And I'll use the engineering ones as an example.

Those students actually got to go on an international trip together. And I actually met with some of those students last week, and they talked about how great the living/learning community is how it enhanced their productivity because they regulate each other.

TRUSTEE LAWRENCE: So I can assume that in living/learning community the retention rate up to and including the graduation rate is significantly better. What percentage of the 25 hundred slots you've got are living/learning slots?

VICE PRESIDENT HUDSON: We have six programs. We can get those numbers.

TRUSTEE LAWRENCE: Well, what would you guess it to be?

DOCTOR WILDER: It's nine.

VICE PRESIDENT HUDSON: Nine programs?

DOCTOR WILDER: It's nine programs.

VICE PRESIDENT HUDSON: Roughly maybe about -- yeah, about 250 to 300 students.

TRUSTEE LAWRENCE: So that's only ten percent?

VICE PRESIDENT HUDSON: Yes.

TRUSTEE LAWRENCE: So that's a big opportunity?

VICE PRESIDENT HUDSON: Yes, sir.

TRUSTEE LAWRENCE: Does it make sense that if I've got a cohort of people that I'm working with, studying with, liking, playing with or whatever else, I might like to come back to the same thing year after year?

VICE PRESIDENT HUDSON: And we get a high demand for sophomore students wanting to come back in those, but we don't have the capacity.

TRUSTEE LAWRENCE: I'm sorry, GPA for freshmen was 2.95 in the LLC; 2.64 not in the LLC.

And at the end of spring of sophomore year, it was a 3.03, and a 2.8. 83.5 retention rate, 74.5 retention rate.

TRUSTEE LAWRENCE: So this is a very primitive question, and I should know the answer. What is a living/learning community?

TRUSTEE CARTER: That's the only thing.

TRUSTEE CARTER: Other than the capacity, that's the only thing.

VICE PRESIDENT HUDSON: No, they create -- through the academic departments, we try to keep that synergy, but there's not a sophomore living/learning community. It's only in their freshmen year that they're in those living/learning communities.

TRUSTEE CARVER: Thank you, Madam Chair.

I just wanted to ask you a question. Maybe I misheard. Are you saying that the students that are in the living/learning community in their freshmen year, when they come back the second year, that's not an opportunity available to them?

TRUSTEE CARTER: Yes, sir.

TRUSTEE CARTER: Why is that?

VICE PRESIDENT HUDSON: We don't have the capacity.

TRUSTEE CARTER: Other than the capacity, that's the only thing.

VICE PRESIDENT HUDSON: That's the only thing.

If we had the capacity, the students would love to be in those living/learning communities and we would offer it for a second year.

TRUSTEE LAWRENCE: And we would have stunning good things coming out of that if we were able to do that.

VICE PRESIDENT HUDSON: Yes, sir.

TRUSTEE LAWRENCE: Well, that could be a big part of the future, wouldn't it?

VICE PRESIDENT HUDSON: Yes, sir, and even...
national data, and we've looked at, from Auburn to Iowa State to UCF, to other universities as well, they're moving to those living/learning communities and that shared open space where they can work together and study together.

TRUSTEE CARTER: Over the entire --

VICE PRESIDENT HUDSON: Over the entire four years, they're looking at things like that, specifically for certain populations. I know of some that are like women in the math and sciences, there are learning centers for those types of programs; for those specialized programs in engineering. But there are a lot of different opportunities for living/learning centers that universities are taking advantage of, and they're even creating a different type of roaming situation for students as well. If you look at the facilities in which -- at a lot of our conferences we're seeing them redesigning the living/learning space for students.

TRUSTEE CARTER: David, they've done that at FIU. I know they have done kind of like a common area for the kitchen and gathering room. I call them a living room at home, but you know what I'm saying. And each one of them have their own

TRUSTEE CARTER: Okay.

VICE PRESIDENT HUDSON: Because I think a lot of the data that you're going to see in the next presentation will explain where we are currently and where we need to be in the future as well. So I just want to reiterate that as we track enrollment options and once we reach housing capacity, off-campus options now have to become available once we reach that capacity, as you can see.

And so we are going to have to work with our -- with off-campus facilities, but there are some liability issues that we must take into consideration as we look at off-campus facilities as well. We've talked with General Counsel just to make sure that we don't cause any harm to the University by having those liability issues.

So Doctor Jennifer Wilder, Director of Housing, will discuss the current landscape and the short-term strategy of moving forward, if there are no more questions for me, Madam Chair.

TRUSTEE MOORE: Absolutely. I will tell you -- and Doctor Wilder has been totally transparent along the way. She's been with us for a short time, but been engaged in a whole lot of activity in bringing us to par.

The one question that I asked Doctor Wilder as

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TRUSTEE MOORE:  Trustee Carter.

TRUSTEE CARTER:  This kind of gets to what I didn't want.  I didn't want to have one of my senior moments like Dave and forget it.

(LAUGHTER).

TRUSTEE CARTER:  I'm not being tactful.

TRUSTEE MOORE:  I know, I won't stand for it, Trustee Lawrence.

(DISCUSSION OFF THE RECORD).

TRUSTEE CARTER:  On the -- I guess it was the Young and Sampson.

DOCTOR WILDER:  Yes.

TRUSTEE CARTER:  To a lesser extent, maybe Gibbs, and it's just I couldn't wrap my brain around that -- now these are currently occupied, are they not?

DOCTOR WILDER:  All of these buildings are currently occupied.

TRUSTEE CARTER:  Wow.  And where you don't have the last renovated needs that -- you don't have a history -- renovation here means significant renovation or --

DOCTOR WILDER:  In my eight months here that I've done this research, we cannot tell that there was any significant renovations done to these buildings.

TRUSTEE CARTER:  To a lesser extent, maybe.

DOCTOR WILDER:  Yes.

TRUSTEE CARTER:  On the -- I guess it was the Young and Sampson.

DOCTOR WILDER:  Within the nine buildings, we have 74 units that are offline, and they are offline for different reasons as you can see.  Some of them we -- the housing office took the space to create file rooms and storage, but the majority of them are for leaks, mildew issues, roof leaks, one is in an isolated area where there is not a full bathroom downstairs, so we closed that unit off because we did not want our students to be experiencing that.  We have water intrusion in a building, which is Sampson Hall, which was renovated in 2011, but the building’s envelope needs to be sealed.  So there are 74 units that could be used if these issues were addressed.

TRUSTEE CARTER:  Now --

TRUSTEE MOORE:  Trustee Carter.

TRUSTEE CARTER:  There's no correlation, or is there, between the $205,000 for the lost revenue and the cost to renovate these buildings, are there, or is there?  And if so, what is it?
TRUSTEE CARTER: Lost, yes.

DOCTOR WILDER: Yes, there is, and I'm going to go into what the cost to renovate --

TRUSTEE CARTER: Okay. I'll wait.

DOCTOR WILDER: -- is later.

TRUSTEE CARTER: I'll wait. Thank you.

DOCTOR WILDER: You're welcome.

We have four buildings that are currently offline: Cropper, Diamond, McGuinn and Wheatley. These buildings will remain offline permanently as the repairs are insurmountable and current deferred maintenance exceeds industry-determined thresholds compared to their replacement value. So those buildings have been offline either for three or four years.

TRUSTEE WASHINGTON: So what --

TRUSTEE CARTER: When you say permanent,

I'll --

TRUSTEE MOORE: Okay. Trustee Washington.

TRUSTEE WASHINGTON: So permanently offline means that what exactly is going to happen to them and what are they doing now?

TRUSTEE CARTER: Well, we've been paying utilities on these four.

TRUSTEE WASHINGTON: So permanently offline means that what exactly is going to happen to them and what are they doing now?

TRUSTEE CARTER: Cropper, Diamond, McGuinn and Wheatley all are in the historic district.

DOCTOR WILDER: And of that number, we had 2,766 students who applied for housing. We had capacity for 2,546, and we actually have 2,405 that currently live in housing. So our occupancy rate is 94.46 percent this year.

UNIDENTIFIED SPEAKER: Yeah, Trustee Lawson, those buildings are in the historic district.

DOCTOR WILDER: They're not historic buildings. The only historic building we have on campus is (inaudible). Diamond, McGuinn, Cropper, and Wheatley all are in the historic district. They can be torn down. The historic district wanted us to do a half study, which we did on both buildings, where they come in and document the building throughout, the floor plan, take pictures for historic records. In case somebody comes 20 years from now and want to see how the building was, we'll have a historic record on how it is; but it's not a historic building.

And to try to gut them and bring them back up -- they were built way back in 1938; they don't meet today's code. So the floor-to-ceiling height might be at nine feet; but by the time you put infrastructure and HVAC and everything, you might have a ceiling at six feet, which would not be conducive to today's code.

CHAIRMAN LAWSON: That's good news. I didn't realize they could be torn down. We were always told we couldn't -- we could only tear down the back, we'd to leave the front facade in place with the brick, so --

TRUSTEE MOORE: Trustee Lawrence.

TRUSTEE LAWRENCE: And so if you tore them all down, you could do something that could accommodate many more students?

DOCTOR WILDER: The possibility, yes.

TRUSTEE LAWRENCE: And so that's another major league opportunity.

DOCTOR WILDER: Yes.

TRUSTEE MOORE: Doctor Wilder.

DOCTOR WILDER: So I provided for you our occupancy analysis for the enrollment for the University from 2012 -- the 2012/13-year to 2017/18. Our preliminary enrollment for this year when this document was produced was 9,906. I believe it's slightly higher now.

And of that number, we had 2,766 students who applied for housing. We had capacity for 2,546, and we actually have 2,405 that currently live in housing. So our occupancy rate is 94.46 percent this year.
And as Trustee Lawrence was doing the math earlier, it's 24.26 percent of the students who currently live with us. And we had a waiting list 101 students. On opening day we were completely full, but we have been able to manage to accommodate some of the students that were on the waiting list. We've lost some students; we knew we would have some attrition. So we don't have a waiting list at this time. Any student that walks in now we are able to accommodate.

TRUSTEE WASHINGTON: I have one question.

TRUSTEE MOORE: Trustee Washington.

TRUSTEE WASHINGTON: So looking at enrollment, applications received and capacity, you see a -- you know, the decline in enrollment not so much -- you know, there's obviously a couple of years where we had an uptick in housing applications received.

You know, at 12,000 we had 26 hundred applications.

My concern is there a trend toward -- my concern is that we sit here and say let's build a whole bunch of new ones, our enrollment goes up, and then our applications don't meet that. So my concern is that there's a potential that if we choose to build out there could be some future date where the demand is not there. Are we seeing that bump there in 2014 as well because that new housing came online?

TRUSTEE REED: In 2014, and then we had the others come offline.

DOCTOR WILDER: That came on in 2014.

TRUSTEE REED: In 2014, and then we had the others come offline.

DOCTOR WILDER: Came offline.

TRUSTEE REED: It was the same year, so basically we just had a flop in --

DOCTOR WILDER: We replaced housing is what we did.

VICE PRESIDENT HUDSON: And that's why you see that bump there in 2014 as well because that new housing came online.

TRUSTEE WASHINGTON: Oh, I got you.

VICE PRESIDENT HUDSON: The demand is there if you have the new housing to accommodate those students. And nationally, if you look at those institutions that built new housing, when they brought them online, you see an increase in their enrollment as well as their housing application.

TRUSTEE MOORE: Trustee Lawrence.

TRUSTEE REED: If your retention goes up, essentially you have a better outcome. We're getting students to come to the University, it's can we get them to stay? And what's causing them not to stay may be the fact that they don't have a place to stay.

DOCTOR WILDER: In my conversations with students and parents, we just had family and parent weekend not too long ago, several of the parents were asking, okay, where is my child going to be able to live next year? And the issue of living/learning communities came up at that time.

They're wanting to know: Well, what happens to them after their first year? So Doctor Spencer and I had a meeting last week, just the two of us, to talk about that. And my staff and Doctor Spencer's staff are meeting tomorrow to look at some options. Because my staff has even come up with suggestions in terms of how we can increase our living/learning options with the facilities that we have now.

For example in the Palmettos, in the apartments, we have students who self-select by major to live together so that they can be that cohort, encourage each other, what not. And so they're asking for a formalized way to actually operationalize that, because then it would allow some of our upper class students to have that continuing support that they don't have now.

So we're looking at options; we're looking at utilizing the resources that we have currently at this time to be able to accommodate that. But certainly if we had other facilities, that we could expand that program even further.

This is a preliminary propose --

TRUSTEE MOORE: Trustee Lawrence.

I'm sorry, Doctor Wilder.

DOCTOR WILDER: I'm sorry. Yes.

TRUSTEE MOORE: Trustee Lawrence.

TRUSTEE LAWRENCE: So this is I think mostly common sense. While we're thinking of doing new
buildings, you don’t want to build a bunch of new buildings and then folks say, if I’m not in there, I don’t want to be in some lousy condition building.  

DOCTOR WILDER: Correct.  

TRUSTEE LAWRENCE: -- so this has got to be worked together.  

TRUSTEE MOORE: Exactly. Exactly.  

DOCTOR WILDER: Which is a great segue into this slide, which is our preliminary proposed repair schedule. And this is based on an internal review that my department has done since I’ve been here as to what needs to happen and would help to make our facilities better.  

So if you’ve been by Gibbs Hall, you’ll see the fencing and the scaffolding. A roof is going on there, and I believe the roof was about 25 years past its life expectancy. So that’s one thing that has happened now.  

We’ve insulated the mechanical pumps in Paddyfoote Hall, and then we’ve replaced some roofs on Palmetto North this summer in anticipation of opening that facility back up to accommodate the influx of students. We had to do some roof repairs on Palmetto South. And then we replaced the entry doors at Village with sliding glass doors, and that just got completed on Friday.  

So these are some things that we have done, and then you can see for the spring and the summer of 2018, I have an ambitious list of things that I would like to see done; but of course this all revolves around money. But my thought is that if we can bring our facilities up to the standard that will meet our students, then they will be more attracted to staying in our facilities while we are building new ones and what not. And some of the issues that we’re dealing with, like Gibbs is getting a new roof now.  

Okay. We fix the roof, and then we need to fix the HVAC system, because some of the issues that we’re seeing have been caused by roof leaks. But then there are other things that are caused by inadequate HVAC system, the building’s envelope not being sealed. So it’s a tiered thing, so it’s not just doing one thing that’s going to resolve all the issues in one building; we also need to paint.  

And in our apartments, we need to update the furniture, we need to update the kitchen cabinets, and the bathroom vanities. So Palmetto Phase 3 is not on your tour because of the timeframe. We were trying to limit your time, but if we have time, I would like to show you what we can do to the inside of the building by painting versus what Palmetto South looks like right now.  

One of the questions that we were asked is: How much investment has the Department put into our facilities? So for years ’13/’14 and ’14/’15, I’m able to give you exactly the amount of money that was invested in all of the buildings in terms of repairs. For ’15/’16 and ’16/’17, that is an estimate. We’re still trying to tease out all the information so that I can give you by building exactly what has been done, but you can see that a total of more than $4 million has been invested in our facilities, but it is still not enough.  

As you can see on this slide, you can actually see from 2009 to 2014 per building what the amount of money that was invested in each one, and then the amount of money that we would like to invest in the future through 2021.  

You will see that I front-loaded things in ’17/’18 and ’18/’19 because, once again, I feel like we need to improve our facilities so that we can continue to attract students to stay there. If we address the major issues, we won’t have as many complaints from parents and/or students about our facilities.  

Any questions?

CHAIRMAN LAWSON: Madam Chair.  

TRUSTEE MOORE: Trustee Lawson.  

CHAIRMAN LAWSON: Yeah. One thing that stuck out in this chart was a fairly heavy investment in the newest dorm, The Village, in ’18/’19 and then projected again in 2021, so like about $1.6 million in total, and that’s our newest facility.  

Why would it -- just out of curiosity, why would it take --  

DOCTOR WILDER: That is the cost to paint that building. And when the building was built, it was not properly primed and painted from the beginning. So if you’ve been in the building, if you brush up against the wall, there is a scrub mark.  

TRUSTEE MOORE: Absolutely.  

DOCTOR WILDER: And so we were trying to figure out why, and what we figured out is that it was not primed. So we need to prime it and paint it appropriately with the right kind of paint. For the square footage on the building, the $826,000 is what it will cost.  

CHAIRMAN LAWSON: So another related question,
the building was built with cost overruns.

DOCTOR WILDER: Yes.

CHAIRMAN LAWSON: So would we have the ability to go back to the contractor on that work?

DOCTOR WILDER: Based on my experience with other schools, the warranty should have run out by now; but I don't know that to be true here.

CHAIRMAN LAWSON: Okay.

DOCTOR WILDER: Usually the warranty is usually only for a year.

CHAIRMAN LAWSON: I mean could we just at least look into it?

DOCTOR WILDER: Sure.

CHAIRMAN LAWSON: Because that's a pretty hefty number for a new building, to have to go in and do that type of repair work when the building was delivered to us with a cost override.

DOCTOR WILDER: Yes, I will be happy to look into that.

So with the figures that you see for the fiscal year 2021 are basically --

TRUSTEE MOORE: Trustee Reed, I'm sorry.

DOCTOR WILDER: I'm sorry?

TRUSTEE MOORE: Doctor Wilder, Trustee Reed.

TRUSTEE REED: No, I just had one other

question, just pertaining to the type of repairs.

This is more to bring the building up to living standards, or these repairs are also, for example, new furniture to help them -- to kind of make them a -- change the feel, look and feel inside the building as well?

DOCTOR WILDER: Most of these are to bring the building up to standard. I didn't include furniture costs in these estimates.

TRUSTEE REED: So this is basically just to make sure that it's --

DOCTOR WILDER: Yes, because we need to do mechanical -- mechanical, electrical, and plumbing systems need to be upgraded, renovations that need to be done, the HVAC system. It's things just to bring the building up to standard.

Some of the paint -- the paint is in here, so aesthetics are there, but not furniture.

TRUSTEE REED: Sure.

CHAIRMAN LAWSON: So along that line though, could you give us, not today, but a feel for --

this is like kind of the bare bones, so to speaking, meaning just, you know, paint, et cetera; but if we really want to make them nicer, I mean what would that take money-wise? You know, I mean

not to be answered today, because I think your projections here are based on, you know, to your point, doing the basic things of paint, and removing mold, or things like that. But if we really wanted to go in and -- you know, you want new carpet, you want new furniture in some of the older units, to just make them have a better look and feel, like what would that cost?

DOCTOR WILDER: I will be happy to do that, and as it says at the bottom of this, we're also going to do an external assessment. This is based on an internal assessment.

CHAIRMAN LAWSON: Sure.

DOCTOR WILDER: So we want to have a total facilities assessment of our buildings to make sure that our projections are on track.

CHAIRMAN LAWSON: Okay. Thank you.

TRUSTEE MOORE: Okay. So thank you, Doctor Wilder --

DOCTOR WILDER: You're welcome.

TRUSTEE MOORE: -- for the information here so that we can take that into our tour.

Next we're going to have a student housing demand study, and just kind walking through that. That's Emily Crutcher of JLL that will walk briefly through that and see if there are any questions; otherwise, we will keep it very focused on --

TRUSTEE REED: Chairman.

TRUSTEE MOORE: Trustee Reed.

TRUSTEE REED: Let me ask one other question.

Just going back to the current housing, and so we reviewed some of the data, we talked about some of the out-catcher designs, like we have the common bathrooms and things of that nature. Is that common today, or is that --

DOCTOR WILDER: No. You would either see suite bathrooms, and suites could be a combination of -- it could be two rooms that share a bathroom; it could be four to six rooms and maybe there are two or three bathrooms within that suite.

I had shared an article with Doctor Hudson earlier this semester from ACUHO-I, which is the Association of College and University Housing International about super suites. And it talks about some of the things that Trustee Carter was talking about earlier, creating, you know, a living room, a kitchen, and a lounge space for them.

So you're having more of -- students really want more private rooms or just one person, and they only want to share a bathroom with one person,
GETTING FROM THOSE BUILDINGS, THAT'S WHERE WE TRIED TO LOOK AT IT AND THE WORK REQUESTS THAT WE ARE AUDIT, WHICH WE ARE RECOMMENDING THAT WE NEED TO DO.

WE HAVE NOT DONE A COMPLETE FACILITY CONDITION AUDIT, WHICH WE HAVE COMPLETED.

THE FACILITY CONDITION AUDITS WHICH WE HAVE DONE TO THIS POINT HAVE BEEN DONE INTERNALLY.

FOR ADA AND LIFE SAFETY SYSTEMS AND SO ON AND SO FORTH.

WE WILL HAVE ALL THE SYSTEM ANALYSIS DONE FOR THE BUILDING ENVELOPE, LIKE ROOFS, AND SEALING OF THE BUILDINGS, WINDOW PENETRATIONS AND ALL OF THOSE PROPERTIES ON THE CAMPUS HERE?

AND THE DIALOGUE THAT WAS REALLY AROUND WHAT SPACE IS USABLE VERSUS NOT?

ARE THESE NUMBERS ALIGNED WITH THAT REPORT OR LIST B THAT WE'LL HAVE TO KIND OF KEEP IN MIND, RIGHT? IF WE HAVE A LIST OF SPACE THAT TO SAY THAT THIS IS WHAT WE THINK THE CONDITION OF THE SPACE IS IN THOSE BUILDINGS.

TRUSTEE MILLS: RIGHT. AND THE REASON WHY -- I JUST WANT TO MAKE SURE WE SOMEHOW TIE THESE TOGETHER, RIGHT? IF WE HAVE A LIST OF SPACE THAT TALKS ABOUT THE QUALITY OF THE SPACE, AND WE ALSO TALKED ABOUT KIND OF MAINTENANCE AND UPDATES THAT THOSE SPACES NEED.

AND THEN WE HAVE A SECOND LIST WHICH IS NOT -- AGAIN, IT'S STILL NOT QUITE CLEAR TO ME IF THAT WAS COMPLETELY DIFFERENT FACILITIES IN TERMS OF HOUSING AND THAT ONE LIST -- ITEMS ON LIST B WERE NOT ON LIST A OR WHATEVER THEY MIGHT BE, IF THEY WERE ON BOTH LISTS, IF THOSE NUMBERS ALIGN WITH EACH OTHER.

AT ANY RATE AT SOME POINT WE'RE GOING TO GET TO A TOTAL COST OF MAINTENANCE HERE FROM LIST A AND LIST B THAT WE'LL HAVE TO KIND OF KEEP IN MIND FROM A COMPARATIVE PERSPECTIVE.

ASSOCIATE VICE PRESIDENT KAPILESHWARI: ABSOLUTELY. AND AGAIN, WHEN WE DO THE FACILITY CONDITION AUDIT FOR THE HOUSING FACILITIES, FOR EXAMPLE, WE MIGHT BE ABLE TO -- WE WILL BE ABLE TO GET, BASED ON EACH AND EVERY SYSTEM, FOR EXAMPLE, FOR BUILDING ENVELOPE, LIKE ROOFS, AND SEALING OF THE BUILDINGS, WINDOW PENETRATIONS AND ALL OF THOSE PROPERTIES ON THE CAMPUS HERE?

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TRUSTEE MOORE: You'll see at the close of this document, that's what we make sure --

VICE PRESIDENT FORD: Yeah, 2018 is the target.

TRUSTEE MOORE: -- deadline.

TRUSTEE REED: To have it completed?

VICE PRESIDENT FORD: To have it completed.

Okay. Miss Emily, would you like to move us forward with your housing demand study for us?

MS. CRUTCHER: Well, first of all, JLL, we thank you so much for having us here today.

Over the last two years we've been working closely with the facilities team, with Sameer and Craig --

TRUSTEE LAWRENCE: Bring the mike closer to you.

MS. CRUTCHER: Does that help?

We've been working very closely with the facilities team, with Sameer, with Craig, and with the procurement with procurement team, which is Stephanie Falls (phonetics). And so today we wanted to share with you two things that we have been working: One is the student housing demand study, and the other is the public-private partnership.

So in terms of the student housing demand study, back in the spring of 2016, FAMU identified what they need to begin looking at demand for student housing so they requested that JLL assist them with the procurement of a nationally recognized company to undertake the demand study. So we got proposals from three companies, and FAMU elected a company called Novogradac.

So Novogradac's task was evaluate the quantitative and qualitative demand for on-campus student housing based on historic enrollment, enrollment projections, and then an analysis that they did of the on-campus student housing, off-campus student housing costs, and then critically they looked at surveys of students, so into what VP Wilder said the students were involved in this process to assess demand. To that end Novogradac did online and in-person interviews, and they reached over 328 students with this analysis.

Additionally, understanding that it's not just a bed to sleep in, it's this creation of a living/learning community which often includes dining facilities, recreational facilities, open space common areas. They also did a demand study for these ancillary facilities of the student housing. So I wanted to share with you some of the findings and recommendations.

So on a quantitative basis, they were looking at whether or not 1,400 beds could be absorbed by the students. And what they suggested was that it actually be phased out over a -- I believe it was a six-year period.

So in the fall of 2018 they actually projected that up to 600 new beds could be absorbed by the student body; by fall of 2021, an additional 400 beds; and then fall of 2023, an additional 400 beds. So they looked at the -- again the historic enrollment, what the enrollment projections were, and they made this recommendation that phasing was an integral success of the absorption.

TRUSTEE REED: What's the baseline?

MS. CRUTCHER? The baseline in terms of the student enrollment?

TRUSTEE REED: Yeah, do they start from the same baseline we're saying here in terms of the buildings that are online or --

MS. CRUTCHER: Yeah, they start with the same amount of data, with the same enrollment projections. Now obviously 2016 was different, and then the 2017 numbers have come in slightly different.

TRUSTEE REED: Okay.

MS. CRUTCHER: But the overall goal of 12,000 was the end point of that.

TRUSTEE REED: Okay.

MS. CRUTCHER: And then --

TRUSTEE MOORE: Emily, if I could just interject -- and Trustee Reed, Craig has some information that will probably be helpful in framing this?

DIRECTOR TALTON: Yeah, I just want to clarify one thing. The student housing demand study was done in 2016. So the dates that was in that student housing demand study doesn't correlate with our current Strategic Plan. So she's reading from that student housing demand study from the 2016 enrollment numbers, not from our current projection.

So even though she's saying in 2018 at that time that's what we were projecting, back in 2016 that is not up to date with the current enrollment numbers. So I just want to make sure that everybody understands that moving forward.

TRUSTEE WASHINGTON: So to follow that point,
How does that work together? And I might be then taking them offline to replace them with new?

dollars to bring them into livable condition and conditions and potentially spending millions of that we needed to do to bring those into livable so.

before that time, then we can bring on those new housing and taking off old housing that is campus now doing a replacement plan is bringing on new housing and taking off old housing that is costing a lot of money to maintain and bring up to speed taking them offline. So if we bring several hundred beds on line, we'll take like Paddyfoote, Crews Hall (phonetics) offline. So that way the students will have an adequate living/learning community that they can appreciate and the parents will be proud to have their students come to school with nice facilities.

And then if we reach that goal of 12,000 before that time, then we can bring on those additional beds because we have that demand to do so.

TRUSTEE WASHINGTON: But in the prior conversation we were just talking about the work that we needed to do to bring those into livable conditions and potentially spending millions of dollars to bring them into livable condition and then taking them offline to replace them with new? How does that work together? And I might be mistaken, but I feel like we've had a number of conversations.

TRUSTEE MOORE: We have had a number of conversations, so I'll help seal this one, particularly tied to what Craig has just said.

This workshop is meant to be open minded about what exists right now, not what we hope to exist with funds coming from this manna falling from wherever; it's not that at all. It's what can we do to address the living conditions of our students right now?

We all may end up with some different views on whether we think P3 is the solution or we think whatever, about future housing, whether new. The only thing that I'll offer as an individual statement is that new housing becomes old as well. So if we don't come up with a game plan that looks at what you all have just seen on this whole schedule and you all have asked about when were renovations done, when was work done, there has to be a plan -- there has to be a plan and a foundation for how we move forward.

I think it's going to be up to this Board, and taking into account Doctor Robinson's feedback relative to looking at, you know, whether it's a new project, the P3 that we pursue; but what is here right now is our existing housing and that situation.

So I don't want us to get lost in that thought on new, but let's focus on where our students are going each day.

TRUSTEE WASHINGTON: I agree with you, and that's why I was just kind of struggling with we obviously need to do this work now. But thinking forward, you know, how do we ensure that we're not investing a lot of money in something that we're potentially -- like how do we maximize our investment now so that we're not talking about potentially taking it offline in three years after we've spent millions of dollars?

TRUSTEE MOORE: Absolutely.

So, Emily, I'm going to let you push through at this time I promise.

MS. CRUTCHER: So sharing with y'all that was the quantitative assessment. In terms of qualitative, again they were having conversations with students, not all 328, but about 15 percent of those. And to VP Wilder's point, in order to facilitate housing that is of the 21st century and that is demanded by the students, the students preferred to have apartment-style living, so having
a shared common area, potentially having a kitchen, sharing bathrooms with one maximum, three other students. And students preferred to have their own bedroom.

Now again, these are all things that Novogradac surveyed and discussed with the students. A lot of it also has to do with the price point. So it’s how do you balance the price point of developing and renovating for an apartment building versus affordability? And one thing that we discussed in all of our conversations is the absolute critical need to go into the student housing, affordability is the main driver. And so that’s what Novogradac found from qualitative perspective.

Did you want me to give a brief update on the public/private partnership?

TRUSTEE MOORE: I think that we will push forward with -- yeah, I think that’s it.

MS. CRUTCHER: Okay.

TRUSTEE MOORE: The next item was tied to external funding options, and that’s tied to actually VP Cotton.

I wanted to figure out from him, and I also wanted you all to hear from him, you know, what are options that -- when we look at housing, what dollars are available? What have we seen other institutions take on?

Oh, I’m sorry.

CHAIRMAN LAWSON: Yeah, if I may go back for a second, and this may be a combination of yourself and Doctor Hudson.

So right now we have 24 plus hundred students housed in various buildings. What could we go to? Like if we had expanded space, are we concerned -- we’re not concerned -- are we concerned about the demand? Meaning, if we had more livable space, do we think we could fill it?

VICE PRESIDENT HUDSON: The answer is, yes, we could fill it.

CHAIRMAN LAWSON: Okay.

VICE PRESIDENT HUDSON: One of the things that we don’t have the opportunity is -- and I’ve talked with our football and basketball coaches. Just think about athletics for example, they live off campus presently.

TRUSTEE CARTER: Do they?

VICE PRESIDENT HUDSON: Yes, the upper classman athletes do live off campus. Our scholarship students, they don’t have an opportunity at the junior and senior level to live on campus. So there is opportunity to build those facilities if we were to have other space available and create those living/learning centers so they can stay on campus all four years.

And that’s the goal, is potentially to have those living/learning centers where students can live on campus all four years and increase that retention and graduation rate, specifically when we’re going to four-year graduation rate.

TRUSTEE REED: But I do go back to I think there is -- today you’ve got a mandatory requirement that says you must be on campus; and so as a result, it’s a requirement, right? Given the choice, you may want to stay on campus if the accommodation meets your expectation; and so if today’s accommodations don’t meet your expectation and it’s not a requirement, then you have to balance that scenario. And I think getting back to the qualitative side of the assessment, I think becomes also very important in terms of what the future strategy is, right? You have to take a look at both of those in context, because the competition is external housing, right? It’s every apartment that’s right next door to the campus that becomes the competition that you’re actually are dealing with.

So, you know, I think that gets back to this affordability question as well. And so that attractiveness has to be there also.

CHAIRMAN LAWSON: And if I may, Chair Person.

TRUSTEE MOORE: Trustee Lawson.

CHAIRMAN LAWSON: Another -- and Trustee Washington, had kind of made me think about it. I know we’re not going to talk P3, but I think at some point we have to have an idea of what that horizon looks like because I do think -- I think you’re right. I think it will at least impact some of the short-term things we do. I mean we might just do carpet and paint versus tearing walls down if we know we’re going to take it offline in two years, right? So we may do kind of the minimum to bring it up to standard versus doing more.

So I feel like at some point we’ve got to have this picture that says the Strategic Plan calls for us to get to 12,000 students. We have an aspiration of having 45 hundred of those on campus. We will get there by building another 800 beds, renovating these other places on this time schedule.
So I know we’re not going to talk about the P3 today, but I think at some point we have to kind of have it all laid out so you can make the best decision around: Do I go into Gibbs and tear walls down, or do I just go into Gibbs and paint? And then do I go to the empty parking lot down the street and put a foundation to put up a new building? Like I think at some point we’ve got to have that whole picture, even it’s a combination of housing, students affairs, and the work we’ve done on the Strategic Plan because at least for me that will help me understand how much I want to spend today.

TRUSTEE MOORE: Which is what they’re planning on doing because one of the tasks that we talked about over the last week or weekend is prioritization of what we’re talking about with any of these repairs; that, you know, what -- and if it’s just getting it up to just living standard, then what does that look like so that we can start making decisions on these things.

CHAIRMAN LAWSON: I agree with your focus for the workshop today, but maybe as we look at November committee meetings and beyond -- maybe January, they need some time to do the work, but...

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what does the Strategic Plan say? It says 12,000 that we’ve all aligned to. Within that 12,000, how many kids do we want on-campus to make it a vibrant living environment? What’s the plan to get there over time to house -- I made up the number 4,500, right? And what do we do in the short-term to make the place really livable for the kids today as move toward the longer-term plan?

But I agree with you. I know your focus is, hey, there are things that we need to do right now, so I do concur with that. But at a later date, I would like to look at it a little broader.

TRUSTEE MOORE: Absolutely.

Okay. Again, just to transition our thoughts back to external funding options, and that’s VP Cotton who is ready to deliver on a positive message.

VICE PRESIDENT COTTON: Okay. Thank you Madam Chair. And hopefully I can get to that section here.

Okay. I don’t know if you can see that as clearly as I would have -- okay. One of the things we were asked to do was to take a look at what some possibilities might be, and I think Chairman Lawson actually -- his comments basically is a lead-in to...
that.

And then finally, as we said earlier, we think that moving forward that we should be talking about a comprehensive strategy to enhance facilities and housing here at FAMU and not putting significant amounts of money into whether we're talking about rehabbing on a short-term basis. We think that's a more realistic way to go about doing that.

I don't know if I'm controlling the next line or not. Okay, but --

TRUSTEE MOORE: VP Cotton, I'm sorry.

VICE PRESIDENT COTTON: I'm sorry.

TRUSTEE MOORE: Trustee Carter.

TRUSTEE CARTER: Thank you, Madam Chair.

Can you back up to the last slide? Well, let me just --

VICE PRESIDENT COTTON: Yes, sir.

TRUSTEE CARTER: Okay. When you did your assessment, were you able to ascertain from those universities that historically does segregate an amount for housing, what is that percentage nationally or within the system, our BOG system?

THE WITNESS: Well, just to give you a few examples, we took a look at institutions that were wrestling with similar questions. When we looked

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1 at the University of Virginia for instance, I had a $50 million campaign. They targeted $2 million of that for housing upgrades.

But going back to Doctor Wilder's point, even that upgrade, their facilities were in pretty good shape. What they were doing was making them even more state of art. They were putting technology in; they were making them totally wireless throughout the system.

Ohio State had a $60 million campaign. They earmarked 13.9 million for housing. But again, the same thing, they were enhancing facilities that were already in pretty good shape.

And also going back to the point that we were making earlier about suggesting that fundraising for housing or facility upgrade should be tied to a larger initiative, even if you look next door at what FSU was doing, FSU in their billion-dollar campaign did not carve out a specific amount for housing. They did focus on enhancing athletics, but a lot of that was also tied to outside revenue that came from external sources.

The closest we came was Campbell University in North Carolina. They had a $75 million campaign. Of that $10 million was earmarked for facilities

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...enhancement, including -- and I don't know who talked about historic. I think it was the chairman who was talking about historical preservation. Of the 10 million, 5 million was earmarked to make sure that they stayed in line with historical preservation.

I guess my point is, yes, we could do -- we could do targeted fundraising for facilities upgrade and facilities -- not facilities enhancement to try to make sure that our students are living in safe and tolerable environments. But we don't believe that there's a large pool of resources out there to be specifically aimed at that. We think that there's a larger bang for the buck that's part of a broader campaign.

TRUSTEE REED: So maybe --

TRUSTEE MOORE: Trustee Reed, you're recognized.

TRUSTEE REED: So just going back to the aspect of funding for housing, so typically how is that managed today? Is it typically a part of the tuition that's going to be a recurring portion of the fees? What's the traditional process for management?

VICE PRESIDENT FORD: The revenue comes from

...rental fees to the student. So there's no E&G support or anything like that. You can't use E&G to support auxiliary, and housing is an auxiliary. So the revenue comes from rental fees.

VICE PRESIDENT FORD: From the rental fees.

VICE PRESIDENT COTTON: Students, yes.

TRUSTEE REED: So essentially, the student fees?

VICE PRESIDENT FORD: Student rental, uh-huh.

TRUSTEE REED: So in our case here, when we've got a lot of these issues, whether we have a renovation or what the issue is, we miss those opportunities early on. And typically when you're raising money, are you raising money for maintenance per se, or is it primarily for new buildings; or to your other point, adding technology or something else? This would be kind of a different focus.

VICE PRESIDENT COTTON: It would. And what we're saying is if we're talking about identifying a specific fundraising strategy that enhances housing, you can't do it in two phases or two process. And, you know, one is -- in talking with Trustee Moore, what we did was we did take a look at what has been done nationwide. And there have
been campaigns and appeals, typically with national alumni associations and universities to respond to specific needs.

And these are kind of examples of what we believe might work; but again, these are specific short-term strategies that are designed to augment whatever funding you already have. This is by no means designed to build new buildings, you know, retrofit them with all of the bells and whistles that young people are looking for nowadays.

So as I said earlier, we have not had a specific fundraising campaign for housing. And if we decided that we wanted to move forward with something like that, we believe that they would have to be specifically targeted with corporate support, with local stakeholder support; but they would also have to be tied with some initiative that's built around a groundswell of specific need.

That is not what we're recommending, but we are showing what are possibilities that other universities have done, and we have tailored it, if you will, to fit the FAMU model. And, you know, again -- I'm sorry.

**TRUSTEE MOORE:** Trustee Lawrence you're recognized.

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VICE PRESIDENT COTTON: Yeah, and I agree, Trustee Lawrence. As a matter of fact, when we looked at the University of Virginia, they did the living/learning community as an expanded part of their housing campaign, all right? And Trustee -- not trustee, I'm sorry -- VP Hudson had mentioned the living/learning communities as a growing opportunity.

So we agree, we think that that's something we can build around. The point we wanted to make was that, as Trustee Lawrence is saying, it has to be a specific initiative that's targeted to enhance housing. That's a stronger hand we believe than -- as Ms. Wilder pointed out earlier, that's a stronger hand than coming to the table talking about trying to fix units that she describe as some of the most neediest she had seen in a very long time. I think I paraphrased what she said.

But we're offering consideration, Madam Chair, of these as possibilities; but again, we believe that these are the type things that could be done now; that FAMU has a very strong alumni base that loves this institution. And we believe that if in fact if we were challenged with coming up with strategies that we believe could come up with money over the next 6 to 12 months, these are the type of things that we think are doable. But we want to make sure that we're putting on the table that these are not designed to build new facilities; they're designed to provide accessible resources that could help us address some of the pressing needs that Doctor Wilder pointed out earlier.

And any questions you have, we're available to answer those.

**TRUSTEE CARTER:** Questions for VP Cotton?

**TRUSTEE CARTER:** Those are -- Madam Chair.

**TRUSTEE MOORE:** Yes, Trustee Carter, you're recognized.

**TRUSTEE CARTER:** So what you're saying is that...
TRUSTEE CARTER: I'm trying to see for a year to be different from whether you have monies coming you're talking about classroom -- this is primarily from a capital campaign to get it done. I mean I in residences, right?

VICE PRESIDENT COTTON: Yes, but again, I think that's our responsibility to make sure we we're -- going back to Trustee Lawrence's point, don't have that situation, the whole concept of turning living space into something other than living space is now what -- is

responsibility as a university to fix it. That has the norm. So when we talk to donors about helping

support housing, we're not talking -- and Doctor Robinson can deal with this, address this part

better than I. But we're not talking about going to people just asking them to give us money to fix

leaking air conditioning. We're talking about

enhancing the educational learning space, which is what dorms have become. They aren't just places where the student lives now, they are true living/learning communities where everything takes place. So that would be our catch or our hook, if will, that we will be pushing. We're not just pushing rehab dollars -- excuse me, support for rehab dollars.

TRUSTEE REED: Madam Chair.

TRUSTEE MOORE: Trustee Reed, you're recognized.

TRUSTEE REED: Yeah, I think, you know, as you put it, these are probably some great opportunities to be able to go after some funds; but when I take a look at it holistically, you know, we're already talking about a very large capital campaign. And we've talked about having a program around athletics, and so we've had a couple of these kind of one-off opportunities that we've looked at.

And if we brought this back to what we're driving for, this gets back to student success. And if you put it back in the student success bucket, it's a part of the Strategic Plan; that a portion of those dollars from a capital campaign are allocated and a portion is unallocated and the University could use them as they see fit.

So I don't know if you have to articulate it this way because I think you have to use the dollars in a way that really allows you to achieve the Strategic Plan. So I wouldn't separate it from the Strategic Plan, but I would, you know, try and understand how we can make sure we're driving more value in terms of getting those dollars in the capital campaign.

But I go back to the fact that if you have a student in the dorm and there's mold, we have a responsibility as a university to fix it. That has been recognized.

TRUSTEE LAWRENCE: What --
TRUSTEE MOORE: Sampson and Young.

MS. HOLMES: From -- I think it was 2011

that's listed on that sheet, so that was -- right,
and then there was an additional I believe 13
million where we retired old debt, I believe from
Palmetto South maybe. But we retired old debt,
which was cheaper at the time than the more
expensive debt.

So here is the statement of revenues,
expenses, and changes in net position, which is
basically an income statement. So for 2017 fiscal
year, housing had about $14 million in revenue;
operating expense is about 6.6 million, not
including depreciation. And the interest expense
was the other notable figure there, which is owed
of course on the debt service. This is just the
cash flow statement, and a notable thing to point
out here is they had ending cash of $3.7 million at
June 30th.

So in terms of what's required of our bond
 covenant, so this is the five-year trend of our
debt service coverage which we talk about a lot
when we have to take into consideration what's
required from our current bond covenant. So given
our level of operating revenue, which for '16/'17
was 14.5 million, we had expenses, once again, not
including depreciation, operating only of 6.6
million. So after subtracting that, we end up with
net revenues of 7.9. And then when you compare
that to what is required as far as your on debt
service, which includes not only our payment for
principal but also our interest expense, which
leads us to the 1.34 at the bottom of the screen.
That is well above the 1.2 that's required.

So currently our bond covenants require a 1.2
debt service coverage. If you notice back when we
bought the Village, there was a point when you see
our debt service fell to .65. And so our
bondholders are happy, Bond Finance is happy that
we have shown we have a 1.34 service coverage right
now; however, we do have maintenance -- an amount
of required maintenance that we have to balance
with this.

So as we think about all of the repairs and
maintenance and renovation projects that need to be
done currently, we have to make sure that we don't
blow our debt service coverage. And that means
that any of the operating expenses that are part of
normal operating activities: Painting, you know,
regular type of maintenance. We have to make sure
we can fit that into our operating coverage -- I
mean our operating expenses, sorry -- because we
have to be able to fund that with our operating
revenues from our housing system.

Now any major renovation project: HVAC,
plumbing, electrical, you know, we have to knock
down walls and build a building envelope, anything
that's going to be in excess of a hundred thousand
dollars, we can capitalize that and that will not
hurt our debt service coverage. And so when we
look at that $3 million that we had at the end of
2017, we can start to look at that and think, you
know, what major renovation projects that aren't
too major, but it's somewhere to start when we look
at having to, you know, fit HVAC, and replace
roofs. And, you know, those types of renovations,
I think we can provide funding for.

TRUSTEE MOORE: Thank you, Tiffany. Tiffany,
always tries to make sure that she contains us, and
I appreciate that.

So Trustee Reed and then Trustee Washington.

TRUSTEE REED: Thank you. One question: As
it relates to the operating expenses, what should
we expect? Do we have any benchmark that tells us
what should that percentage of operating expense be
to total revenue? How do we feel about what we're
currently spending?

MS. HOLMES: Well, as long as we keep it at a
level that allows us to keep that 1.2 coverage. So
we have to always look at in comparison to what our
operating revenues are. So if you look at '15/'16,
we had a current expense of 7.6 million. With our
current, I would say capacity, what we have online,
that's probably a ballpark to where we can -- now
operating expenses include salaries, includes all,
you know, kinds of utilities, any --

TRUSTEE REED: Sure. That's what I was
getting at. Because typically getting to your
other point around the other way to find dollars is
really in taking down your expenses, your cost of
operations. And so if we haven't updated HVAC
systems, or we have leaky walls, or we've got -- we
could be spending unnecessarily on things because
we haven't necessarily been able to have the latest
and greatest in terms of having our maintenance
done. So that's why I was asking the question
around what the typical expense ratio you would see
in this area.

MS. HOLMES: I'm not sure. Do you have any
idea, Doctor Wilder?
TRUSTEE WASHINGTON: So I'm not a finance person, so I'm looking at this like a lay person. So just to clarify: Our current -- the annual debt service was 1.34, and the maximum was 1.33. Do we want to be above or below the maximum?

VICE PRESIDENT FORD: 1.2 is the minimum.

MS. HOLMES: So that maximum annual debt service, that just uses that 5,936 figure instead of the 5,921.

TRUSTEE WASHINGTON: Okay.

MS. HOLMES: We're not at the maximum as far as our debt service. We're at the regular annual debt service. So 1.34 is great; however, we had room to maybe expend some more dollars on painting or, you know, those types of repair. We do have to be careful though, we do.

TRUSTEE WASHINGTON: So what is the threshold -- sorry, a follow-up question -- what is the threshold that we would need to actually go into debt service versus just something that we could do sort of on our own? Is there like a dollar amount for renovation that we would need to --

MS. HOLMES: Right now it's a hundred -- well, our renovation threshold is a hundred thousand dollars.

TRUSTEE WASHINGTON: Okay.

MS. HOLMES: For asset management purposes, we capitalize any renovation in excess of a hundred thousand dollars.

TRUSTEE WASHINGTON: Okay. Thank you.

TRUSTEE MOORE: And Trustee Lawson.

CHAIRMAN LAWSON: Yeah, I was just -- I think I know the answer to this, but I just want to make sure I do.

So as we look at housing whether renovation or new, the only way we can come up with dollars is from Vice President Cotton, so external fundraising. The rental revenue is the second, and then the third would be state support, right?

VICE PRESIDENT FORD: No, you can't use state support for housing. No E&G funds can be used to support housing, for an auxiliary.

CHAIRMAN LAWSON: But you could use PECO, you couldn't --
So we'll make sure that we get that information. fast. Okay. She's writing herself a note. Okay.

It now.

Mills. She's actually -- it looks like she's doing

represents, those 14 basis points.

people's minds about what dollar number that

in any event, we should have a conceptual item in

up and down, and they're going to be going up. But

know, because again, you know, interest rates move

and down, and they're going to be going up. But

in any event, we should have a conceptual item in

people's minds about what dollar number that

represents, those 14 basis points.

TRUSTEE MOORE: That's a great point, Trustee

Mills. She's actually -- it looks like she's doing

it now.

MS. HOLMES: Oh, I'm not doing that.

TRUSTEE MOORE: She's like, no, I'm not that

fast. Okay. She's writing herself a note. Okay.

So we'll make sure that we get that information.

Trustee Lawrence.

TRUSTEE LAWRENCE: I only wanted to underscore
You know, as a person who suffers from asthma, you know, sometimes you don't know what you have until you get into a situation like that.

And so I think we've got to make sure that we respond to the things in my opinion that I would consider, you know, table stakes. You know, no one pays for that, and so we wouldn't give that. And so we need to make sure at a minimum that we have all of our facilities at what I would characterize as minimal acceptable levels.

And so I think we really need to do a due diligence and review to make sure we have our properties at that level. And then I think we have to make an assessment of what we want it to be moving forward. Living/learning communities where they're appropriate I think makes sense. And in some cases, we have some other facilities that I think are really nice facilities as well that we should probably take a look at how we do more of, you know, and so I think we've got a nice opportunity to really have good a good mix in terms of how we move forward. But I do appreciate the opportunity to go home one more time.

TRUSTEE MOORE: Thank you, Trustee Reed.

Trustee Lawson.

CHAIRMAN LAWSON: Yeah, a lot of what Trustee Reed said I won't repeat because I think he speaks kind of a common theme.

It was -- in a way it was eye opening and in a way it wasn't. You know, having lived in those dorms years ago, they were -- they had challenges then, and some of those challenges have been addressed and some of them haven't.

And I think the hard part of all of this is that -- you know, like I said earlier, we have to see like the big picture, you know, how does P3 impact what we do today, it impacts, you know, just some pressing needs just to clean some things up so that we can try to make the right decisions as we go forward.

But with that all being said -- taking that approach makes sense. But with all of that being said, we saw a lot of low hanging fruit of some things that just need to be addressed like right away, you know. Without being specific, there were just some conditions that you wouldn't want to leave your junior in. And I just feel like we need to make a short list of those and just squeeze the belt and get those done like now. And you guys saw some of them.
And then longer term, I think what you see over in the Village is where we want to go, I mean that type of first class, first rate environment with the community rooms and computer labs. And those things allow us to think compete more aggressively for the type of student that we want to bring in.

So overall, I compliment Vice Chair Moore. I think this was a good use of our time. I think all of us were a little reluctant to sign up for a half a day of walking the dorms, but I think it was time well spent, and I think it was a good learning exercise, and I know, you know, Doctor Ford and Doctor Hudson and you all have now the challenge of putting a short list together and coming up with, you know, well, geez, where do we find the money from? And it didn’t get in that condition overnight, so clearly we don’t expect you guys to get it out of that condition overnight, but I think we do need to put a plan in place and start moving forward and addressing some of the issues that we saw today, but then ladder up to longer term -- well, not longer term, but hopefully midterm, you know, either a new facility or a dramatically renovated facility with one of the ones we have.

But, again, time well spent.

TRUSTEE MOORE: Thank you, Chair Lawson.

And, Trustee Woody, do you want to offer anything or --

TRUSTEE WOODY: No.

TRUSTEE MOORE: Okay. Trustee Lawrence.

TRUSTEE LAWRENCE: So I guess I’d say several things. First of all, I for the first time this morning grasped the living and learning concept and I think that it’s an extraordinary opportunity for this University and it needs to be dramatically expanded.

I came away with a sense that the vast preponderance of slots are freshmen slots. And if we’re concerned, as we should be, about graduation and retention rates, it seems to me an easy leap to get from learning and living centers that one can go every year, and that’s going to contribute significantly to the overall Strategic Plan.

I think everyone on the Board needs to see this. This has been an immensely valuable day to me. Chair, Mr. Lawson, talked about a plan in place, and part of the plan housing short and long-term; and part of the plan is how does it fit into the overall scheme of things, and what do we really need to raise in a phased kind of way.

There is an extraordinary opportunity here. I was deeply educated today and frankly pained by -- and I’m not an alarmist. I’m like Craig, I am a glass half or three quarters full; but some of these places are fairly unacceptable to me and fairly unacceptable I think to parents and families. We can do a lot better than that, and of course the Village shows what’s possible. That’s it.

TRUSTEE MOORE: Thank you, Trustee Lawrence.

And, Trustee Washington.

TRUSTEE WASHINGTON: Sure. Thank you for arranging this.

I agree with and echo the sentiments of the other Board members that this is invaluable having the experience to see what is and what could be around campus. I will just add, I really appreciated the diversity of housing options. You know, we’ve seen -- we saw community, you know, more communal versus the separate. And I think that’s important because we think of now -- we think of past, present, and future.

I think a housing survey is important to learn what students want, but that’s only giving you what they want now. And I think that part of our due diligence as Board members is to think about the culture we want to create, right? So even though those students may want to -- in their minds want to be in a single and have their own bathroom, what does that lend to a social culture?

You know, part of what our responsibility is is to provide opportunities to interact with different types of students. So while students might be inclined to want their own space, I think that we have to -- I mean it’s our due diligence and part of our duty to create spaces where they come together and not isolate themselves. So I really did appreciate some of that.

And even with the students that we saw who were in, you know, quads or whatever, they were happy. And they were actually really close with their roommates, and I would hate for us to just looking at a survey or looking at one piece of data take that away from part of the community and the FAMU that we are so intentional about building here on this campus.

I agree with some of the comments about -- I mean obviously there are some things that we need to do short term. While we’re thinking about, you
wanted to be more specific and provide you with those priorities in numerical order but also have a cost associated with them and include some of the things that you mentioned today. Because we know that we're constantly trying to improve our facilities but also our programming.

You met some of our RAs, so we also do leadership development of our students. And our RAs that live on campus get a salary and live on campus as well. So it's more than just a living/learning community, it's also professional development. It's a community of students engaging each other and assisting each other through this maturation process, and so we want to keep that type of responsibility and community together.

So I think this was great. We really appreciate Trustee Moore putting this together. We've been talking about it for sometime, and she's been a great cheerleader for us.

TRUSTEE MOORE: They're like leave me alone.

Please leave me alone, not again.

VICE PRESIDENT HUDSON: I promise not to email you late night or early in the morning like I've been doing.

Doctor Ford.

VICE PRESIDENT FORD: Okay. Thank you. Just in 20 seconds or less, I just want to mention a couple of things that we've identified as next steps. One is quarterly meetings. We want to eliminate the silos, right, and enhance the communication between the divisions and within the divisions. We also want to monitor the debt coverage ratio more often. You know, Tiffany mentioned that we were going to look at annually.

We're going to look at it by semester so that we know exactly where we are, and we're also going to work with Doctor Wilder on monitoring expenditures and revenues on an ongoing basis.

We're going to initiate the professional housing facility assessment that I mentioned earlier. Because like I said earlier, everything that we presented in the Power Point, it was based on our internal evaluation. We want someone to come in from the outside, a professional so that we have a better sense of those repairs and renovations that are needed and the funding that's associated with that; and then we'll communicate that with VP Cotton so he can really refine his fundraising strategy.

And he's going to launch that fundraising campaign.

And so looking at a couple of to-do items that I have on my list is finding out more about the international students, so we can get that information to you. And we're also going to -- we did a prioritizing of the repairs and costs, but I think a picture paints a thousand words. It's easier for you to see what I've been talking about in context as well, some of the sidewalks, some of the landscaping is something that we have to keep track of.

We don't want them walking in unsafe spaces.

And that was pretty much it. And I would think about, you know, as we're thinking sort of future, what are housing options? I know we, you know, sort of wrapped our heads around this P3 thing, but I don't know what other options there are as far as renovating buildings out that might be out there that maybe we're not exploring; so I would ask that we look into that.

TRUSTEE MOORE: Okay. Thank you, Trustee Washington.

And I certainly don't want to leave out Doctor Wilder as well. Thank you so much for that comprehensive tour and giving us insight there.

And then I'd like to hear from VP Hudson and Doctor Ford because there are some things that just in this exercise you'll hear that they have decided in terms of a change going forward.

So, Doctor Wilder.

DOCTOR WILDER: First of all, I'd like to thank you all for the opportunity to be able to show you what our residence halls look like. I think a picture paints a thousand words. It's easier for you to see what I've been talking about than for me to write it for you.

So I was happy to have the opportunity. I'm glad that you all got to see it. And I will be happy to answer any other questions that you have about the facilities now or in the future.

TRUSTEE MOORE: Thank you, Doctor Wilder.

VICE PRESIDENT HUDSON: I too echo the same sentiments of Doctor Wilder, a picture speaks a thousand words.

We have some great students. And as you talked to them being, our students were happy. They enjoy the space that we have, but just imagine what we could do. And so as we're looking at where our students are now, the community -- the family that we've established on campus extends beyond just the walls.

And so looking at a couple of to-do items that I have on my list is finding out more about the international students, so we can get that information to you. And we're also going to -- we did a prioritizing of the repairs and costs, but I
strategy in 2018. And Bill mentioned something too, he’s going to actually hire one that’s going to be a marketing person within housing. They’re going to work with communications so that they can streamline the marketing process and make sure we have a better presence on our social media and website.

And then the last thing is that in summer of 2018, the maintenance, the housing maintenance function is going to be transferred from Student Affairs to the Division of Finance and Administration, so it will be a part of our division -- my division, Plant Operation and Maintenance. So we will work collaboratively to make sure that this happens.

CHAIRMAN LAWSON: I was just going to make one comment.

TRUSTEE MOORE: Trustee Lawson and then Trustee Lawrence.

CHAIRMAN LAWSON: And I know this is real tactical, but I think it’s important. Can we look for a location for the housing office other than where it is.

VICE PRESIDENT FORD: Yeah, I think the plan right now is for the housing office to be in the CASS Building once it --

CHAIRMAN LAWSON: Well, I mean that’s a couple of years --

VICE PRESIDENT FORD: Are you talking about like right now?

CHAIRMAN LAWSON: Yeah, and that may be like a -- it may not be -- there may not be another suitable space, but I’m just thinking about the notion of the parent coming to visit us. You know, a lot of it is unfortunately image. That’s the first -- you know, that’s their first orientation to us.

So if we could look for a suitable space. I have no idea where there would be space, but if we could, you know, working through the facilities team look for some space that, you know, would be kind of appropriate for what we’re trying to present.

VICE PRESIDENT FORD: We can work on that. We’ll work on that and report back.

CHAIRMAN LAWSON: Okay.

TRUSTEE MOORE: And I guess -- oh, Trustee Lawrence.

TRUSTEE LAWRENCE: I only say this really because it piggybacks on what Trustee Washington was saying and Doctor Hudson was saying. It is striking -- most of the young people we saw didn’t know we were coming, some clearly did.

VICE PRESIDENT FORD: Right.

TRUSTEE LAWRENCE: I’ve taught over the last 20 years and lectured at three different universities, so I’ve met a lot of students and taught a lot of classes. You’d be hard pressed to get more warmth and friendliness than you do on this campus. It is striking. You talk about family, a cynic would question that, but I wouldn’t question that. I think you see an awful lot of folks who are just really good people who like to be with other people. That’s a gift.

TRUSTEE MOORE: Well, any other -- Yes, Trustee Reed.

TRUSTEE REED: This is more of a comment than a question, the modification of the 14 basis points.

VICE PRESIDENT FORD: Yes. Yes, we’ll get that.

CHAIRMAN LAWSON: Just a question: We spent $14 million or thereabouts in renovating the two dorms down the hill, and there was -- we were talking about renovation today. We were kind of boxing ourselves in as far as where the dollars came from, but just from perspective, where did that 14 come from that we --

VICE PRESIDENT HUDSON: I think it was --

VICE PRESIDENT FORD: I’m not sure.

VICE PRESIDENT HUDSON: Sampson and Young, was that bonding?

CHAIRMAN LAWSON: No, we borrowed through this -- okay, okay.

VICE PRESIDENT HUDSON: Yes. Historic preservation I think for the outside --

CHAIRMAN LAWSON: We were able to get some federal funds for that too? Okay. I just want to look at all -- you know, we were talking -- we ran down the list of where we could and couldn’t get dollars but, you know, just always looking at all of the options for financing because that was a decent amount of money. You know, we spent 14 million on those two buildings, I mean you -- they look it, I mean they look better on the inside. So if we could -- you know, if we could take 14 down to Palmetto Street we could probably make some real changes, you know?

VICE PRESIDENT FORD: Yes, totally.

So, again, thank you very much for your
indulgence today, you all participating and sweating and doing all that whole walking tour, but it was so important to me. And I’m sure that you all, as you go through your whole trusteeship piece, you’ll find something that just touches your heartstrings that you just want to tackle. And this is certainly one for me because you want to leave it better than you found it.

And so in this situation I recognize that we need to put a system in place because we don’t want ten years from now Board members that are around this table are saying: What kind of history did they have in place for renovations? What did they do? How did they do it? Why did they do it? We don’t want that.

So thank you for your time and for everybody’s leadership, for the staff, all of your support today. I appreciate going back a thousand revisions -- a thousand revisions; but over the weekends, Sunday, me wrapped up in a blanket, but we’re getting it done. I appreciate your support on that as well. And we have some work ahead of us, but I think today is just a great start so that we at least have a foundation. Thank you and travel safely.

CHAIRMAN LAWSON: Thank you, Trustee Moore. (WHEREUPON, THE MEETING WAS ADJOURNED).

*   *   *   *

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 19th day of April, 2018.

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NANCY S. METZKE, RPR, FPR
Court Reporter
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<thead>
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<td>absorbing [1] - 61:1</td>
</tr>
<tr>
<td>absorption [1] - 59:16</td>
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<tr>
<td>academically [1] - 8:7</td>
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<tr>
<td>accept [1] - 83:16</td>
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<td>acceptable [1] - 99:10</td>
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<td>accessible [1] - 79:16</td>
</tr>
<tr>
<td>accommodations [1] - 67:17</td>
</tr>
<tr>
<td>account [1] - 63:23</td>
</tr>
</tbody>
</table>
C

cabinets [t] - 46:23
campaigns [t] - 72:7, 77:1
Campbell [t] - 74:23
camps [t] - 19:9
CAMPUS [t] - 1:16
candnreporters.com [t] - 1:23
cannot [t] - 35:24, 84:4
capital [t] - 82:4, 82:12, 82:22, 83:2
capitalize [t] - 87:9, 90:10
careful [t] - 89:22
Carolina [t] - 74:24
carpet [t] - 51:6, 68:15
carve [t] - 74:19
case [t] - 39:10, 76:10
cases [t] - 61:16, 98:8, 99:17
cash [t] - 85:17, 85:18
CASS [t] - 110:1
catch [t] - 81:18
catcher [t] - 52:8
causa [t] - 46:16, 46:17
causing [t] - 43:13
caveat [t] - 71:24
ceiling [t] - 39:16, 39:19
century [t] - 64:23
certain [t] - 9:21, 17:22, 29:9
certainty [t] - 3:17, 10:6, 27:15, 44:17, 105:17, 113:7
CERTIFICATE [t] - 115:1
certify [t] - 115:5
cetera [t] - 50:23, 78:10
chair [t] - 102:22
CHAIR [t] - 1:6

C & N REPORTERS TALLAHASSEE, FLORIDA 850-697-8314
T

third [4] - 17:8, 17:17, 90:21
thoughts [p] - 70:14, 97:6, 97:12
thresholds [1] - 37:15
tiered [1] - 46:19
time [1] - 1:13

TALTON [60:12]
target [1] - 57:5
targeted [1] - 12:9, 74:2, 75:8, 77:15, 78:23
targets [1] - 8:13
task [2] - 11:17, 58:10
taught [2] - 111:5, 111:8
tearing [1] - 68:15
tease [1] - 47:11
tend [2] - 8:6, 8:23
theme [1] - 100:3
themselves [1] - 104:13
thereabouts [1] - 111:23

third [4] - 17:8, 17:17, 90:21
thoughts [p] - 70:14, 97:6, 97:12
thresholds [1] - 37:15
tiered [1] - 46:19
TIME [1] - 1:13

to-do [1] - 106:21
token [1] - 31:11
tolerable [1] - 75:11
tomorrow [1] - 44:1
topics [1] - 4:8
totality [1] - 95:3
touches [1] - 113:5
toward [2] - 41:19, 70:8
tracks [1] - 8:24
traditional [1] - 75:23