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

IN RE: DIRECT SUPPORT
ORGANIZATION COMMITTEE
MEETING.

COMMITTEE MEMBERS: BELINDA SHANNON, CHAIR
KELVIN LAWSON
KIMBERLY MOORE

DATE: TUESDAY, JULY 21, 2015

TIME: COMMENCED AT: 4:40 P.M.
CONCLUDED AT: 5:00 P.M.

LOCATION: BAND REHEARSAL HALL
FAMU CAMPUS
TALLAHASSEE, FLORIDA

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

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ALSO PRESENT:

Rufus Montgomery
Lucas Boyce
Karl White
Cleve Warren
Robert Woody
Torey Alston

* * * *

DIRECT SUPPORT ORGANIZATION COMMITTEE

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3 TRUSTEE SHANNON: The July 21st meeting of the
4 Direct Support Organization Committee has now been
5 called to order.

6 Ms. Wiggins, could you please call the roll?

7 MS. WIGGINS: Trustee Belinda Shannon.

8 TRUSTEE SHANNON: Here.

9 MS. WIGGINS: Trustee Kelvin Lawson.

10 TRUSTEE LAWSON: Here.

11 MS. WIGGINS: Trustee Kimberly Moore.

12 TRUSTEE MOORE: Here.

13 MS. WIGGINS: Madam Chair, we have a quorum.

14 TRUSTEE SHANNON: Thank you.

15 The first action -- and only action item we
16 have is review and approval of the March 4th, 2015,
17 Committee meeting minutes. I assume you've all had
18 an opportunity to read those minutes. May I have a
19 motion for approval of the March 4th, 2015, DSO
20 Committee minutes?

21 TRUSTEE LAWSON: So moved.

22 TRUSTEE MOORE: Second.

23 TRUSTEE SHANNON: It has been moved and
24 seconded. All in favor, say aye.

25 (AFFIRMATIVE INDICATIONS).

1 TRUSTEE SHANNON: The motion carries.

2 We now have some informational items. I would
3 like to extend a warm welcome to Florida
4 Agricultural and Mechanical -- from Florida
5 Agricultural and Mechanical University to
6 Mr. George Cotton, Sr., the newly appointed
7 Vice President of University Advancement and
8 Executive Director of the FAMU Foundation.

9 VP Cotton served as the Assistant Vice
10 President for Major and Planned Gifts at
11 Wake Forest Baptist Medical Center in
12 Winston-Salem, North Carolina, and brings to FAMU
13 nearly 30 years of experience and advancement. His
14 first day on the job was July 1st. I would like --
15 I would also like to thank and welcome Mr. Cotton.

16 VICE PRESIDENT COTTON: Thank you.

17 TRUSTEE SHANNON: I would also like to thank
18 Ms. Angela Poole for serving as the Interim
19 Vice President and Executive Director these past
20 four months. Where is she? Oh, there she is.
21 Thank you so much for your hard work.

22 We will now have an update on the DSO budgets
23 by VP Cotton.

24 VICE PRESIDENT COTTON: Good evening,
25 Madam Chairman, and thank you for the opportunity.

1 I also would like to say good evening to the
2 President and the other members of the Board of
3 Trustees.

4 Before I get into a brief presentation, and
5 since I know that I'm the only thing standing
6 between the Chairman, the gavel, and you and the
7 door, I'm also going to ask for your indulgences
8 because I'm going to try to collapse the formal
9 presentation into just key points. And if,
10 in fact, the Board wishes to ask additional
11 comments, I'll address those.

12 So I won't try to walk through the entire
13 presentation, but I would also like to offer my
14 thanks to Angela Poole who definitely did a
15 fantastic job in transitioning the Office of
16 University Advancement. Without her support and
17 the support of Angela Wiggins, I could not be
18 standing before you presenting this information.

19 Let me also say that I've had a fantastic
20 meeting from the time of my interview up to now
21 with the President in reference to goals and
22 objectives. And I've had a chance to speak to at
23 least two community groups up to now, and I can
24 tell you, if you talk to them, what they'll tell
25 you is George Cotton is out preaching the gospel of

1 orange and green.

2 My son was a student here in the '90s at FAMU,
3 and I come here because I want to do what was
4 talked about earlier; and that is, I want to work
5 to help restore the confidence and the greatness of
6 this fantastic University. I chose to apply for
7 this job, and I want to make sure you understand
8 that, because I came after this job six years ago
9 and didn't get it, so I walked this job down.

10 And I'm excited to be here, and I stand here
11 to tell you that we're going to raise a bucket load
12 of money, and you can quote me on that, I guarantee
13 you. We're going to raise a bucket load of money,
14 and not only are you going to be proud of the work
15 that we've done, but you're going to be extremely
16 proud of the team that we have accumulated.

17 In reference to the reports and the budget, I
18 will just make a quick update and let you know that
19 we should have all budgets for you by
20 August the 31st. We're working on the budget from
21 the FAMU Foundation. As a matter of fact, we will
22 probably have that one preliminarily done by
23 Friday, but we want to give ourselves time, since
24 I'm new, to make sure we've got all the I's dotted
25 and the T's crossed; but we will have all of the

1 budgets available for you by August 31st.

2 Just a quick snapshot if we can, Angela, on
3 the first slide -- and, again, I'm going to run
4 through this, so please stop me when you have
5 questions.

6 I'm proud to say that we were able to surpass
7 the 5.5 goal that was set last year, and we have
8 raised -- and the President talked about this
9 earlier, and I'm glad she did focus on it the way
10 she did. We believe that a lot of last year's
11 success when it came to finance was, quite frankly,
12 due to the fact that you had a President that
13 nationally people looked to and they were excited
14 about the new vision of FAMU.

15 I've had a chance to talk to some of the
16 people who have been new donors, and people are
17 looking south and asking, quite frankly: Is FAMU a
18 place that they want to write the checks and send
19 the money? So I'm definitely counting on us to
20 continue that progress that was started.

21 We raised a little bit over \$5.8 million last
22 year, and we've accumulated roughly \$10.2 million
23 in cash and pledges; and if we have time, I'll come
24 back to that. You probably already know that
25 largely our success was due to the confidence of

1 one donor, and Doctor Mangum mentioned that
2 earlier. So we will have a chance, again, to talk
3 about that a little bit because I do have some
4 thoughts on that.

5 In addition to -- and I think we can go to
6 another slide. The other thing that we took a look
7 at was the four-year comparison. As you can see,
8 the end of fiscal year 2014/15 we raised -- we
9 exceeded our \$5.5 million goal by 300,000, but
10 there is a caveat that I'd like to come back to on
11 that.

12 If you also take a look at our 2014 goals,
13 we've exceeded each prior year by an increase of
14 more than 2 million. Now all of that sounds
15 fantastic until I get to what I have to say in a
16 few minutes.

17 If you go to the next slide, when you take a
18 look at fundraising, several key initiatives need
19 to be pointed out. Beginning last year, we
20 increased our fundraising totals by 81 percent;
21 that's a significant improvement, 81 percent over
22 where we used to be. Any University, Madam Chair,
23 would be excited about that. But there's some
24 bottom lines, again, that we're going to have to
25 come back to.

1 But I want you to take pride in the fact that
2 last year really began a good trend, the numbers
3 really peaked, the fundraising is going up, our
4 alumni giving is going up. If you take a look at
5 what faculty and staff did, due to the Faculty and
6 Staff Campaign, we've raised a little bit over
7 \$1.2 million. As a matter of fact, the
8 faculty/staff campaign last year, we took a look at
9 raising with that -- well, in addition to that, we
10 raised 183,000 in the 10 for 10 Volunteer Campaign.

11 So people are excited about FAMU and the
12 things that we are doing. You know, the Faculty
13 and Staff Campaign raised a little bit over
14 \$194,000, so the money is coming in. We're doing
15 exciting things. We're taking the initiative to
16 bring funding in from a lot of different
17 categories.

18 But I said I wanted to come back to something,
19 the good thing -- the good news is that we raised
20 over \$5.8 million last year; the bad news is we
21 raised \$5.8 million last year. The point is, and
22 Doctor Lee is our AVP for Alumni Relations,
23 Doctor Lee has let me know that we've got over
24 65,000 alum. 65,000 alum raising \$5.8 million
25 isn't good enough.

1 As a matter of fact, there's an old saying --
2 Doctor James Comer is an African-American educator
3 from Harvard that says: The first step toward
4 doing better is to realize what you've done so far
5 is not good enough.

6 I'm here as your fundraiser to say
7 \$5.8 million -- and Doctor Mangum and I've talked
8 about that -- \$5.8 million is not good enough.
9 We've got to ramp that up. And 65,000 talented
10 affluent, successful FAMU Rattlers can do better
11 than \$5.8 million; and we're going to do better
12 than \$5.8 million.

13 So the good news is the trend is peaking
14 upwards. Donations are up. The number of alumni
15 who are giving is up, but we've got a long way to
16 go.

17 Moving to the next slide, if we could, Angela.
18 I want us also to take a quick look at where the
19 Foundation is because it's important that you know
20 this. Our endowment stands right now at about
21 123,844,000 and some change, down a little bit from
22 127 million, which is absolutely positively
23 fantastic until you compare us to our peers.

24 Now someone said to me the other day,
25 Mr. Cotton quit talking about FAMU compared to

1 other people. That's the only way I know how to
2 talk. That's the only way you can tell if you're
3 doing good. You have to compare yourself to your
4 peers.

5 I've heard the terms "best in class." That's
6 what I want us to be. As a matter of fact, I don't
7 want us to be best in class, I want us to be the
8 best in class. When we think of who our peers are,
9 our peers are other universities who know how to
10 raise money.

11 We're going to put a team in place that knows
12 how to raise money, and we're going to aggressively
13 go after people who are Rattlers and who are
14 stakeholders. Anybody who can see is a prospect.
15 As a matter of fact, people who can -- we're going
16 after people who can't even see because there is
17 money that we need to be going after.

18 One of the things that people tell me all the
19 time about our ineffectiveness in fundraising is
20 we're not asking me. As a matter of fact, I've
21 been told by other Rattlers that the reason they
22 don't give is because people aren't asking them.
23 We're going to stop that. We're going to start
24 asking people for money.

25 So 123,844,000, but real quick, if you take a

1 look at other peer institutions -- you know, I
2 heard us talking about FSU and University of
3 Florida and University of South Florida, just real
4 quick, let me show you a couple of things, and I'm
5 going to stop in case people have specific
6 questions.

7 University of South Florida has an endowment
8 of 417 million. University of Florida, you know,
9 they consider themselves in another class, and you
10 know why? Because of their endowment. They've got
11 \$1.5 billion. FSU has \$625 million in their
12 endowment. What did I say ours was? 123 million
13 give or take some change, but don't worry about it,
14 we're going to fix that, we are; and I'm not just
15 talking. We're going to fix that.

16 I told a group I spoke to last week, I think
17 the 20/20 Club, I told them that when I was in
18 Missouri, my license plate says: In the Cash.
19 Because that is what we are going to do. We're
20 going to raise a lot of cash here at FAMU, but
21 we've got to begin by understanding we're not
22 raising enough money.

23 So when I say "this," I don't want people to
24 get sensitive or get offended. I'm pointing to the
25 -- you know, Chairman Montgomery was talking about

1 data, so were you, Trustee Lawson. Mr. Cotton is
2 going to be pointing to data. So when Mr. Cotton
3 comes to you and says we're reorganizing staff and
4 we're reorganizing teams, it's because we need
5 people who know how to raise money, it's that
6 simple. It ain't personal, it's business.

7 The President told me when I came in for the
8 interview, she wanted me to raise some money, and
9 she told me she didn't want any excuses. I don't
10 give them. So I'm telling you: We have the
11 ability to do it, but I'm going to need the help,
12 the influence, and the push of this Board of
13 Trustees.

14 The last thing about the investments, if you
15 can take a look -- and I'm assuming you have all of
16 this in your sheet. If you look at our
17 investments, we've done a pretty decent job. Our
18 return is right about 3.39 percent. We set an
19 investment goal of 7.79 percent, so we're a little
20 bit off. But if the trend continues, we should be
21 okay because it looks like last year we actually
22 exceeded our investment goals.

23 So our investment side -- and I had a chance
24 to talk to our investment director the other day.
25 Our problem isn't that we're not doing a good job

1 of investing, our problem is we're not giving our
2 investment coordinator enough money to invest.
3 You know, and if you think about your own
4 checkbook, you'd earn more interest if you had more
5 money, the thing with us: We'd have more interest
6 if we were able to earn more money. But we also
7 need to take a look at how we are investing because
8 our peers are doing a slightly better job. We're
9 right there in the middle, okay?

10 The last thing I'll mention is our alumni
11 affairs, and Doctor Lee is here, so we can kind of
12 rush through that, Angie, we'll come back to a few
13 more things.

14 Our alumni giving rate, I think Doctor Lee
15 told me it's eight percent. Again, the good thing
16 is our alumni giving is eight percent, the bad
17 thing is our alumni giving is eight percent.
18 That's not good enough. 65,000 Rattlers, we've got
19 to do better than eight percent.

20 And the reason we've got to do better than
21 eight percent is because Spellman does better than
22 eight percent; Morehouse does better than eight
23 percent. A & T, we beat them this year, but
24 historically they do better than eight percent.

25 So we've got to ramp up because the Rattlers

1 need to set the pace. We need people chasing us.
2 You know, they say that we're -- you know, we say
3 that we are preeminent, we want to be best in
4 class, in this business, in fundraising, the way
5 you do that is by raising the money.

6 So our alumni efforts are up. We've got
7 alumni leadership gatherings that are taking place
8 in the northern states. As a matter of fact, we've
9 got one that will convene in Dedham, Massachusetts,
10 for the 51st anniversary of the National Alumni
11 Association, and FAMU Board of Trustee Chairman
12 Rufus Montgomery has been invited, and I think he's
13 accepted, the opportunity to be the keynote speaker
14 for that event. Doctor Mangum will serve as a
15 keynote speaker for an event in Quincy, Florida, on
16 Saturday.

17 Rattlers are everywhere, our influence is
18 everywhere. Doctor Lee is engaging additional
19 alumni all across the country. The Rattler
20 Boosters, as you're aware, are one of our
21 extensions in fundraising arms, and they're
22 preparing for their game edition of the Snake Bite
23 Magazine which will highlight some of our
24 activities.

25 The membership drive is continuing for the

1 Boosters, and the fall kickoff for the
2 Rattler Booster initiative is scheduled for
3 Saturday, August the 29th, put that on your
4 schedule. It's at The Moon.

5 I ran through it because I want to save time
6 for questions. You have the packet that gets more
7 into specificity, but I want you to get an idea of
8 where we're headed.

9 Okay. Mr. Chairman, are there questions or --

10 TRUSTEE LAWSON: Well, first of all,
11 thank you; and, again, welcome Mr. Cotton.

12 And then I guess I would open the floor
13 quickly to see if there are any questions regarding
14 Mr. Cotton's presentation.

15 TRUSTEE MOORE: Just a quick comment,
16 Mr. Chair.

17 TRUSTEE LAWSON: Yes.

18 TRUSTEE MOORE: Mr. Cotton, I'm absolutely
19 impressed with the energy, and I know you are a bit
20 modest; however, I would still ask: What is your
21 goal in terms of fundraising, give or take a few
22 million.

23 VICE PRESIDENT COTTON: That's an excellent
24 question. And let me say that we have not set one
25 yet and let me tell you why. We've got to do three

1 things, and I had a chance to talk to Trustee
2 Shannon about this.

3 We've got to do an internal assessment first.
4 So the first thing we're going to do within the
5 first 90 days, and we've already started it with
6 Associate VP Poole and Associate VP Lee. We're
7 sitting down and we're taking a look at our entire
8 staff, and we're asking tough questions: Are we
9 currently staffed the way we need to be to raise
10 money?

11 Let me say this so in case you hear it in the
12 bathroom or on the way to, you know, to Wal-Mart,
13 you get it from me first: We are not staffed to
14 raise money. We've got a staff of roughly
15 35 people, and there's one person in the office
16 that has the title of a major fundraiser. You
17 can't raise money staffed like that, so we've got
18 to revisit our staffing pattern.

19 So we've got to do an internal assessment, and
20 then we've got to ask ourselves: Who is FAMU?
21 What are the fantastic things about FAMU? What
22 would compel an individual to write a six figure or
23 seven figure check to FAMU? So we've got to ask
24 ourselves those questions. What does the community
25 look like? How does the community feel about FAMU?

1 We've got to talk to the deans, and we've got
2 to talk to the faculty. We have to talk to the
3 students and ask the students about what their
4 needs are. We've got to answer all of those
5 questions before we put dollar signs to it.

6 The way we do this in the fundraising business
7 is we ask the questions first and then we ask:
8 What does it take to do what the students cost?
9 We're sitting here with a 7, \$8 million deficit in
10 athletics. We've got to figure that in. So we've
11 got to come up with the questions and put the
12 dollar signs with the questions before we set the
13 figure.

14 Although, I have to be honest with you, the
15 President, when I first came in, already told me
16 that she didn't want to hear \$5 million any more.
17 So I can tell you five million won't be the goal;
18 it will be considerably more than that because I've
19 already been told by the boss \$5 million is not
20 going to work.

21 TRUSTEE MOORE: Absolutely. Thank you.

22 TRUSTEE LAWSON: Okay. Any other questions
23 for Mr. Cotton?

24 (NO RESPONSE).

25 TRUSTEE LAWSON: Okay. If not, Mr. Cotton,

1 again, thank you. Welcome. We look forward to
2 your activities.

3 MR. COTTON: Thank you.

4 TRUSTEE LAWSON: This concludes this committee
5 and I believe I'm handing it off to Audit.

6 TRUSTEE WHITE: Yes.

7 (WHEREUPON, THE DIRECT SUPPORT ORGANIZATION
8 COMMITTEE MEETING WAS ADJOURNED).

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CERTIFICATE

STATE OF FLORIDA)
COUNTY OF LEON)

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

DATED this 25th day of July, 2015.

NANCY S. METZKE, RPR, FPR
Court Reporter

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