

1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25

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

IN RE: SPECIAL COMMITTEE ON  
PRESIDENTIAL EVALUATION

---

TRUSTEE MEMBERS:                   KIMBERLY MOORE, CHAIR  
  RUFUS MONTGOMERY  
  KELVIN LAWSON  
  TONNETTE GRAHAM  
  BETTYE GRABLE  
  TOREY L. ALSTON

DATE:                                   TUESDAY, JULY 21, 2015

TIME:                                   COMMENCED AT: 3:00 P.M.  
  CONCLUDED AT: 4:20 P.M.

LOCATION:                               BAND REHEARSAL HALL  
  FAMU CAMPUS  
  TALLAHASSEE, FLORIDA

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

**C & N REPORTERS  
POST OFFICE BOX 3093  
TALLAHASSEE, FLORIDA 32315-3093  
(850) 697-8314       /       FAX (850) 697-8715  
nancy@metzke.com  
candnreporters.com**

1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25

**ALSO PRESENT:**

Robert Woody  
Belinda Shannon  
Karl White  
Cleve Warren  
Lucas Boyce

\* \* \* \*

1

2           **SPECIAL COMMITTEE ON PRESIDENTIAL EVALUATION**

3

4           TRUSTEE MOORE:   Okay.   Good afternoon, all.  
5           I'd like to officially call the Presidential  
6           Evaluation Committee to order.

7           Attorney Barge-Miles, if you'd facilitate the  
8           calling of the roll, please.

9           ATTORNEY BARGE-MILES:   Trustee Moore.

10          TRUSTEE MOORE:   Here.

11          ATTORNEY BARGE-MILES:   Trustee Alston.

12          TRUSTEE ALSTON:   Here.

13          ATTORNEY BARGE-MILES:   Trustee Grable.

14          TRUSTEE GRABLE:   Here.

15          ATTORNEY BARGE-MILES:   Trustee Graham.

16          (NO RESPONSE) .

17          ATTORNEY BARGE-MILES:   Trustee Lawson.

18          TRUSTEE LAWSON:   Here.

19          ATTORNEY BARGE-MILES:   Trustee McWilliams.

20          (NO RESPONSE) .

21          ATTORNEY BARGE-MILES:   Trustee Montgomery.

22          CHAIRMAN MONTGOMERY:   Here.

23          ATTORNEY BARGE-MILES:   Madam Chair, you have a  
24          quorum.

25          TRUSTEE MOORE:   Thank you.

1            Trustees, you have the minutes before you for  
2            the June 9th minutes. I trust that you've had an  
3            opportunity to review them. I'd ask that you move  
4            forward with offering a motion.

5            TRUSTEE LAWSON: So moved.

6            CHAIRMAN MONTGOMERY: Second.

7            TRUSTEE MOORE: Okay. It's been properly  
8            motioned and seconded that the minutes stand  
9            approved and adopted. All those in favor, please  
10           acknowledge with the sign aye.

11           (AFFIRMATIVE INDICATIONS).

12           TRUSTEE MOORE: Opposers?

13           (NO RESPONSE).

14           TRUSTEE MOORE: Okay. The minutes are  
15           approved.

16           If you would, colleagues, I'd like to open up  
17           with some brief remarks before we move into the  
18           agenda. As the Chair of the Committee, my goal  
19           will be to provide context for where we are and a  
20           number of the steps that we've done to get us to  
21           this point. Definitely the goal is not to be  
22           redundant but it is to demonstrate that the  
23           approach that has been taken has been thoughtful  
24           and absolutely deliberate.

25           For example, the ten strategic areas that

1           you'll hear more information about as we move  
2           forward, these are the same areas that the  
3           Association of Governing Boards, which was briefly  
4           mentioned earlier as a best practice and a board  
5           that supports trustees throughout the United States  
6           were the same metrics that we used in ensuring  
7           accountability and promoting overall success.

8           Additionally, when reviewing the materials  
9           compiled for each of the universities that make up  
10          the State University System, it was also determined  
11          that the process that we follow relative to  
12          evaluation of our leader as well as determining  
13          what the goals will be moving forward mirror the  
14          work and effort that happens across the State of  
15          Florida. The only exception that I found  
16          throughout this process is New College of Florida  
17          which basically had their acceptance take place in  
18          2014 with the SUS.

19          So with that, my colleagues, we have the  
20          enormous responsibility of balancing oversight  
21          while at the same time ensuring that the legacy of  
22          this great institution is enhanced and lives on.

23          And to President Mangum whom we selected  
24          unanimously a year ago, you have the responsibility  
25          of leading this great institution to a higher

1 ground. Together, and I would probably repeat that  
2 once more, together we have a charge to protect and  
3 care for our university.

4 In order to accomplish this, we have to ensure  
5 that our efforts are not dissuaded by those with  
6 different agendas. With that, the said format for  
7 this meeting will include a laser focus on  
8 addressing the required work of the Committee, and  
9 it will be carried out in a way that is respectful  
10 and that seeks the engagement of everyone.

11 Colleagues, thank you for allowing the brief  
12 remarks on that, and I will transition now to the  
13 second item on our agenda, and that involves the  
14 review of our -- the Committee roles and  
15 responsibilities. Again, this will be brief.

16 The idea behind this one is just to make sure  
17 that we capture in our minutes that the required  
18 work has been performed as outlined. Again,  
19 referring to your packet, you will see the roles  
20 and responsibilities for this Committee.

21 There are two primary charges, the first one  
22 being moving forward the annual goals for the  
23 President, and the second being annual evaluation.  
24 The other tasks include leading the discussion  
25 regarding performance for the 2014/2015 academic

1 year; the other is responsible for creation and/or  
2 selection of an evaluation tool; C, conducting an  
3 initial review and providing that to the Board,  
4 along with a copy of the President's self  
5 appraisal; D, compiling evaluation information; E,  
6 presenting the President with the written  
7 assessment; F, presenting the written assessment  
8 and performance rating for Board approval; and, G,  
9 approving its draft of the final evaluation  
10 reports.

11 Here is where we are today when we look at  
12 Item G. In terms of Items H and I, H is charged  
13 with working with the President to bring forward  
14 goals of which we will do that as well. And then,  
15 lastly, with I: Ensuring compliance with the  
16 contractual obligations to the President. Again  
17 you'll hear more about that as well.

18 Any questions regarding the roles and  
19 responsibilities that we are charged with?

20 (NO RESPONSE).

21 TRUSTEE MOORE: Okay. There were two other  
22 documents that were included in the packet. In my  
23 mind, they're known as supplemental documents.  
24 It's your Presidential Evaluation Committee  
25 document; it's a matrix of sort.

1           Okay. Basically, it's abbreviated and it does  
2 provide an activity of -- a schedule of what we  
3 were tasked with doing. Additionally, it includes  
4 the key elements from President Mangum's employment  
5 agreement. All items in black were specific to the  
6 Committee and work that's been performed. The one  
7 item that is listed in red is charged to the Board.  
8 The Board will need to take responsibility for that  
9 one. However, all other items listed in black have  
10 occurred.

11           And, please, do engage in questions. If there  
12 aren't otherwise, I'm going to just push through  
13 these more supplemental documents or informational  
14 items.

15           Relative to your second document, it's the  
16 Presidential Evaluation Timeline. And what's  
17 important about this document, if you flip over to  
18 Page 2, is a status of where we are. Moving two  
19 items from the bottom, you will see that the  
20 Presidential Evaluation Committee will meet and  
21 approve its draft of the final evaluation report.  
22 We have made our way through the timeline that was  
23 approved by this Committee and Board, here is where  
24 we are today.

25           The remaining item will be the Presidential

1 Evaluation Committee will present to the Board a  
2 written assessment. That will complete the task of  
3 this Committee outside of getting us to the  
4 August Board meeting.

5 Questions regarding any of the activities that  
6 this Committee has been charged with?

7 (NO RESPONSE).

8 TRUSTEE MOORE: Okay. If not, the next item  
9 is, indeed, the action item that I just referenced.  
10 It's the 2014/2015 draft presidential evaluation,  
11 and for all intents and purposes, this document  
12 serves as a dashboard or an at-a-glance of the  
13 Board's assessment and rating of ten strategic  
14 areas, along with a comparative report which  
15 includes the Board majority rating, along with  
16 President Mangum's self-assessment.

17 Now before I open it up, if there are other  
18 questions that will stem from this Committee, I'd  
19 like to make sure that I give and defer the  
20 opportunity to President Mangum to offer brief  
21 remarks, and then we'll move to committee  
22 conversation.

23 President Mangum, please.

24 PRESIDENT MANGUM: Thank you very much, and I  
25 welcome the opportunity to respond to the Board of

1 Trustees' evaluation of my performance for the  
2 academic year 2014/15.

3 I do share the goal of establishing a more  
4 positive working relationship with the Board so  
5 that we can together help Florida Agricultural and  
6 Mechanical University build upon its strengths and  
7 move toward greater excellence; however, I would  
8 ask your indulgence because my remarks are not that  
9 brief. There are many rich comments provided in  
10 the evaluation assessment, and I would like to be  
11 able to add additional information to inform  
12 members of the Board.

13 TRUSTEE MOORE: Absolutely.

14 PRESIDENT MANGUM: When I arrived on campus  
15 last year, Florida A & M was struggling to emerge  
16 from years of turmoil, including problems with  
17 fiscal responsibility; the hazing death of  
18 Drum Major Robert Champion; the suspension of the  
19 famed Marching 100 band; and the threatened loss of  
20 the school's accreditation. A proposal had just  
21 been made to separate FAMU/FSU College of  
22 Engineering into two separate schools and what  
23 would have become unequal units. The value of  
24 faculty and staff salaries had dropped because of  
25 the lack of meaningful cost-of-living and merit

1 raises for more than a decade.

2 Since 2002, FAMU had two Presidents and three  
3 interim Presidents. During that same time, dozens  
4 of dean positions had shifted hands; student  
5 enrollment had dropped significantly, as had state  
6 and federal funding. Almost 80 percent of the  
7 freshman class of 2009 consisted of access  
8 opportunity scholars or what was being called  
9 "profile admits" when I came, as compared to  
10 three percent of such students at other state  
11 universities. As a result, it wasn't a surprise  
12 when FAMU missed out on millions of dollars from  
13 the State this year after scoring last on  
14 benchmarks used to -- that were tied to performance  
15 funding.

16 It is within this environment that I've hired  
17 to bring about -- and tried to bring about a change  
18 in this wonderful University which provides special  
19 service in helping educate and train a generation  
20 of leaders often overlooked by other colleges and  
21 universities. So I welcome the challenge of  
22 leading FAMU back to a position of respect and  
23 greatness but was also told that the changes needed  
24 were broad and would require reaching deep into the  
25 organization.

1           I believe there have been many  
2           misunderstandings. I think about the agreed-upon  
3           goals and objectives for my presidency and of my  
4           accomplishments for the past year; therefore, I'd  
5           like the opportunity to provide the Trustees with  
6           more detail on how I have successfully addressed  
7           all of the areas of concern, especially those where  
8           it states that I did not meet expectations,  
9           organizational management, internal relations,  
10          board and governance relations, and personal  
11          characteristics and values.

12           Beginning with organizational management,  
13          shortly after I arrived on campus in 2014, I was  
14          briefed with a report from the Board of Governors'  
15          Inspector General's Office. In that report,  
16          35 issues were identified as needing attention by  
17          the Attorney General and the SAC -- the SACS COC.

18           Many had largely been addressed, and I am  
19          pleased that only one really remains outstanding;  
20          and that only outstanding issue is aligning the  
21          revenues and expenditures in the Athletics  
22          Department which I and my administration are  
23          working diligently to rectify.

24           I mention this because these issues span  
25          several years and provide a clear statement of the

1           longstanding environment and accumulation of  
2           management concerns that spoke to the need for  
3           substantial sustainable change, a change in  
4           approach to service delivery and operations, as  
5           much as a change in management.

6           One critical finding by the Inspector General  
7           was a lack of permanent and stable executive  
8           leadership. To quote him: Finding highly  
9           qualified leaders in a competitive market is always  
10          a challenge, and it can be especially so for  
11          historically black colleges and universities which  
12          don't have the resources to compete with better  
13          funded state and private institutions.

14          Despite this challenge, we were able to  
15          recruit the following nationally recognized leaders  
16          in 12 months: A provost, a CFO, a vice president  
17          for research, a vice president of communications  
18          and external relations, an athletic director -- and  
19          that was two times -- a vice president for  
20          university relations, as well as a chief of staff.

21          In fulfilling my duties regarding  
22          organizational management, I've implemented several  
23          examples of transformational change. One example  
24          is hiring a new administrative team with a charge  
25          and commitment to focus on results, accountability,

1 and quality. These highly qualified individuals  
2 can be trusted to protect the brand, minimize  
3 conflict, and are doing the following:  
4 Aggressively reorganizing their units, including  
5 evaluating the strengths of existing personnel;  
6 adjusting their duties to better meet needs; and  
7 hiring additional employees for specific skills are  
8 required; streamlining their respective units;  
9 internal processes based on an assessment of the  
10 Office of Efficiency and Effectiveness and Internal  
11 Activities; and implementing additional best  
12 practices identified by examining national change  
13 leaders in the academy.

14 Another example of transformational change is  
15 the creation of a program unit that focuses on  
16 efficiency and effectiveness which grew out of the  
17 feedback we received from the Faculty and Staff  
18 Environmental Survey in 2014 conducted by the  
19 Baccarat Leadership Group. The goal is to improve  
20 institutional processes and procedures that  
21 positively affect customer service, to reduce cost  
22 and processing time, and to manage and monitor  
23 changes to ensure continuous improvement.

24 A third example of transformational change  
25 involves improving the knowledge base of the

1 academic council, the deans, the associate  
2 vice presidents for institutional effectiveness,  
3 institute directors, and the directors of black  
4 archives. To that end, the Provost has sent  
5 academic leaders to professional development  
6 workshops and conferences to ensure that they are  
7 aware of and are empowered to implement best  
8 management practices within their disciplines.

9 A fourth example of transformational change  
10 involves recognizing and reorganizing the Student  
11 Success Center with the goal of improving  
12 graduation and retention rates. As a result of our  
13 efforts, the retention rate of students earning a  
14 2.0 GPA or higher increased seven percent in  
15 2014/15. This is significant because it shows  
16 improvement in one of our major BOG performance  
17 areas: Academic progress rate, as well as for the  
18 NCAA academic performance rate in the APR.

19 Although fundraising is addressed in a  
20 separate evaluation category, this duty is also  
21 listed under organizational management. Regarding  
22 fundraising, the single largest donation to FAMU,  
23 \$5 million from John and Sandy Thompson, was  
24 obtained under my watch.

25 Cash donors increased by 126 percent, and

1           there was a 236 percent increase in gifts and  
2           pledges from \$2.6 million to \$8.8 million during my  
3           first year at FAMU. These increases in donations  
4           mark a renewed trust in the future of FAMU.

5           Regarding my relationship with the Board of  
6           Governors, I have met with many of the Governors  
7           individually, and I meet periodically with State  
8           University System Chancellor Marshall Criser. All  
9           communications I have had -- I have received  
10          indicate that I continue to meet their  
11          expectations.

12          Regarding reducing the imbalance in the annual  
13          athletic budget shortfall, we've talked about that,  
14          and I fully expect that the new AD will pick up the  
15          plan outlined that the Board of Trustees  
16          commissioned from the collegiate consulting group a  
17          couple of years ago. We are making progress and  
18          realigning the expenditures to meet revenue  
19          expectation, but this is heavily dependent on an  
20          increase in gift revenue to the athletic program.  
21          The historical deficits all are based upon not  
22          having enough resources coming from external  
23          sources and mostly Boosters and donations.

24          One major initiative to address funding for  
25          athletics was a successful submission by the

1 athletics department of an NCAA grant which brings  
2 \$675,000 over the next three years to address APR  
3 challenges among our student athletes.

4 And I also formed the President's Alumni  
5 Advisory Board on athletics whose mission is to  
6 provide strategic guidance and council on various  
7 matters pertaining to the general function and  
8 development of all FAMU athletic programs.

9 Overall, in the area of organizational  
10 management, I really believe that I've been highly  
11 effective in this area. And it is a little  
12 disappointing that building a team like the one  
13 that we have is not recognized by the majority of  
14 the Board but it is recognized by my colleagues  
15 across the country.

16 Regarding concerns related to administrative  
17 turnover, four of the eight vice presidents were  
18 interim, and that cascaded down through the next  
19 level of managers at the University. My hires have  
20 been very strong and effective during their brief  
21 tenure at FAMU. Although a couple of them found  
22 that they were not good fits for FAMU, I've been  
23 able to fill those vacancies with high-caliber  
24 people all within my first year, and I expect the  
25 new personnel will demonstrate high levels of

1 leadership and effectiveness as well.

2           Regarding internal relations, another area, I  
3 have made significant strides this past year to  
4 establish positive relationships with faculty,  
5 staff, and students. Despite the conflicting  
6 demands on my time, I've done my best to meet with  
7 as many constituent groups as possible. Sometimes,  
8 however, I have not been able to -- I have had to  
9 make difficult choices of attending one event over  
10 another which may have resulted in hard feelings or  
11 disappointment.

12           As I mentioned earlier, one of my first  
13 initiatives was administer an environmental survey  
14 of internal stakeholders to identify which issues  
15 most concerned them. And I still have an open-door  
16 policy, and I respond to my own email, maybe not  
17 within the first ten minutes or an hour, sometimes  
18 a day, but we are addressing procedural issues  
19 across a variety of administrative services and  
20 concerns including travel; registration; financial  
21 aid packaging; purchasing for the faculty, as well  
22 as staff and students.

23           Regarding my relationship with faculty, I have  
24 continuously sought faculty input in formal and  
25 informal settings. Since my arrival, I have

1 attended several Faculty Senate meetings, certainly  
2 not all; I hosted three forums; hosted numerous  
3 one-on-one conversations in my office, plus in many  
4 other settings; and responded to hundreds of emails  
5 from faculty.

6 Recognizing the competing demands on faculty  
7 members' time, I'm working with the Provost and the  
8 Vice President for Research to develop strategies  
9 to enhance the University's research capability and  
10 reducing instructional load; but it will require  
11 faculty engagement and consideration of alternative  
12 delivery methods and policy development.

13 I have signed MOUs with international  
14 institutions, thus providing research, education,  
15 and service opportunities for our faculty and  
16 students. I have initiated efforts to provide  
17 adequate startup packages for new faculty, and I've  
18 found funds to raise the overall salaries of  
19 faculty in the engineering college, DRS, as well as  
20 the history department. And I will continue to  
21 work with the Faculty Senate and with the FAMU  
22 chapter of the United Faculty of Florida, where  
23 appropriate, to seek raises for other faculty and  
24 staff.

25 Regarding my attendance at Faculty Senate

1 meetings, I have attended several, as I stated  
2 before, and I will do my best to try and attend  
3 more as my schedule permits.

4           Regarding the constitutionally required full  
5 Faculty Senate meetings, I had two town hall  
6 meetings during my first year: One related to the  
7 strategic plan, and another related to the work  
8 plan and performance funding. I do believe that  
9 shared leadership with the faculty is critical to  
10 our success, and we have been trying to identify  
11 campus-thought leaders to contribute to the  
12 national dialogue about the value of and the access  
13 to and affordability of education for  
14 first-generation and adult students. This is an  
15 important area for us to be heard on.

16           FAMU was recently recognized at the U.S. News  
17 Stem's Solution Conference for its efforts in  
18 creating stem-living/learning communities and  
19 hosting stem day to attract students of color, and  
20 then keep them engaged in stem fields.

21           An example of my support for staff, our  
22 incredibly frontline employees involves the  
23 creation of a staff ombudsman to hear concerns and  
24 address staff problems. This position was created  
25 in response to feedback we received in the

1 environmental survey last year; and as a result,  
2 many of our legal suits have declined as it relates  
3 to faculty, staff relationships within the  
4 workplace.

5 I understand also that some Board members may  
6 feel that our efforts to improve customer service  
7 halted with the departure of the chief of staff;  
8 however, that's not the case. In February, we  
9 hosted customer service workshops led by a national  
10 expert for our staff; then in April another expert  
11 offered two four-hour customer service workshops  
12 for financial aid, student activities, the welcome  
13 center, and enrollment and recruitment staff. We  
14 also provided training for managers who were on the  
15 front line.

16 This summer I created the Leadership  
17 Administrative Advisory Council which is composed  
18 of executive assistants to FAMU's vice presidents.  
19 The group members support one another and share  
20 best management practices to promote excellence in  
21 University processes and procedures.

22 A major challenge FAMU has faced for decades  
23 is poor customer service. While providing  
24 workshops alone will not produce needed changes  
25 overnight, such training lays the groundwork for

1 continued improvement in this area. Behaviors and  
2 attitudes must change, and this can take time. As  
3 a last resort, changes in some personnel may be  
4 needed to ensure that our various stakeholders  
5 receive the quality of customer service that they  
6 deserve and that is offered by our competitors.

7 Students are the reason we exist, and as a  
8 result, I have made it a priority to listen to  
9 their concerns and provide all students with a  
10 quality educational experience and access to  
11 opportunities to enrich their time while at FAMU.

12 One outcome of the student input this past  
13 year as a result of this past year's environmental  
14 survey was to establish a student ombudsman to  
15 listen to and address student concerns.

16 And here are some of the specific examples of  
17 other things that we've done, I believe, to  
18 maintain positive interactions with students: One  
19 that's kind of popular right now is that we  
20 implemented the High Achiever and Strong Finish  
21 Awards. We supported 43 low well students  
22 (phonetics), high achieving students who graduated  
23 in four years.

24 The Strong Finish Awards helped to pay down  
25 nearly \$400,000 in student college debt and

1 provided another thousand dollars to each student  
2 to spend and to help them transition into the  
3 workforce after they graduated.

4 The High Achiever Awards also provided and  
5 recognized nearly \$300,000 in awards to high  
6 achieving middle income students so that they could  
7 stay in school as well and graduate on time.

8 I initiated a passport program which provided  
9 free passports to 110 students who were encouraged  
10 to take advantage of international internships and  
11 career opportunities. We continue to make the  
12 passport program available to students.

13 We raised money for new instruments for FAMU's  
14 wind ensemble; and supported members' travel to  
15 their historic performance at Carnegie Hall in New  
16 York City; provided funding for students to  
17 participate in the 125th anniversary of the  
18 1890 Morrill Act Gala and Awards Dinner in  
19 Washington, D.C.; entered one of our student's  
20 names into the Congressional Record as a young  
21 scientist; attended and supported the baseball  
22 team's participation in the inaugural HBCU legacy  
23 weekend celebration in Boston, co-sponsored that  
24 with the Red Socks, the City of Boston, and the  
25 Boston Area Church League; and visited many home

1 and away games.

2 I went to dinner with students at the  
3 Southern Scholarship House, participated in award  
4 ceremonies at DRS for the girl's basketball  
5 championship, been out on the set on many days  
6 talking to and hanging out with the students.

7 I have actually attended their midnight  
8 gathering at the Eternal Flame, danced a little  
9 bit, and some of the other events. The ROTC  
10 commissioning ceremony I attended. I attended the  
11 annual Baby Rattlers Christmas program, provided  
12 gifts for the students, the little -- the babies  
13 and also their graduation ceremony, so -- invited  
14 the Royal Court when I see them out in places in  
15 the rain to come in and get food at The Classic. I  
16 go to lunch conversations over in Chick-Fil-A and  
17 sometimes in the other cafeteria, but I have an  
18 open door policy.

19 But, academically, we've also increased the  
20 online courses to make FAMU education more  
21 accessible to some of our students; but most  
22 importantly, we've implemented some cultural and  
23 educational programs for our students, including  
24 the Presidential Lecture Series, master class -- a  
25 master class; women's history month activities to

1 bring our young women in to talk with -- and  
2 participate with other women to encourage them to  
3 be all that they can be in terms of their social  
4 status as well as choosing careers.

5 We've also worked with the Division of  
6 Student Affairs to try to provide the opportunities  
7 and personnel decisions that would be in the best  
8 interest of the students but recognizing that  
9 personal decisions are internal matters that must  
10 follow certain protocol.

11 And while there are always areas for  
12 improvement, I do believe that I'm also continuing  
13 to work on internal relations with our faculty,  
14 staff, and students. There were many comments in  
15 the written reports that I have taken to heart, and  
16 I've got a big to-do list that's a result of the  
17 evaluation, and I intend to follow-up on those  
18 items.

19 Clearly there is area for improvement with  
20 regard to Board and governance relations. I think  
21 this is the area of greatest concern for most Board  
22 members, and it is clearly an area where we will  
23 work harder to meet the Board expectations, and so  
24 I do look forward to doing my part to enhance those  
25 communications between us beyond what was written

1 in the list of statements that was made or  
2 requested by the Board of Trustees at the last  
3 meeting and that I responded to as a result of this  
4 meeting.

5 Going forward, I hope that we, however, can  
6 permit items to be added to the agendas for the  
7 full Board meetings to address pertinent policy  
8 issues that can help FAMU become a best-in-class  
9 university. Such national policy issues include  
10 improving our campus safety; increasing  
11 affordability of education; reducing student debt;  
12 public/private partnerships, mission, demographics.

13 Too often, unfortunately, time has not been  
14 found or is just not available for us to discuss  
15 many of these important policy issues; and it is  
16 important for me and my team to know what the Board  
17 feels around these issues and to incorporate them  
18 into our work plans and in our thoughts as we  
19 develop strategies to move FAMU forward to remain  
20 competitive and a leader in higher education.

21 Personal characteristics I think was another  
22 area, and I want to thank you for your statements  
23 that didn't question my honesty and integrity  
24 because I do desire to achieve greatness for  
25 Florida A & M University. And I will also -- I was

1 criticized for not showing enough respect for  
2 certain Board members, and I pledge to do my part  
3 to improve those relationships as well; and I look  
4 forward to improved mutual respect.

5 In the coming weeks, as part of our scheduled  
6 update calls, I look forward to learning more about  
7 your areas of strength and interest so that I may  
8 better engage you in specific policy development  
9 issues for FAMU.

10 Another criticism relates to perceptions of my  
11 willingness to compromise. While it is  
12 inappropriate, I believe, for me to compromise on  
13 my defined responsibilities to manage the  
14 day-to-day operations of FAMU, I am open to ideas  
15 and have demonstrated a willingness to compromise  
16 on anything related to policy and governance of the  
17 University. Such collaboration, I believe, can  
18 spark positive change. But I do continue to  
19 struggle with the line between day-to-day  
20 operations and policy.

21 I appreciate that the Trustees may have  
22 received some negative feedback about my personal  
23 characteristics and values; however, I would like  
24 you to know that I have received many, many letters  
25 of appreciation and support for my accomplishments

1           this past year that affirm my values are spot-on  
2           and that I have the ability to share FAMU's vision  
3           effectively. These include letters from many  
4           federal, state, and local representatives from the  
5           State of Florida and other states in the  
6           United States.

7                     And with that, I'm going to stop because --  
8           the strategic leadership is another area, but if  
9           there are questions, we can get into some more  
10          specifics. My major concern was that some of the  
11          comments was -- stated that people didn't know, so  
12          I just wanted to clarify a few of them.

13                    TRUSTEE MOORE: I think that's absolutely  
14          important. And, President Mangum, thank you for  
15          having combed through all of the feedback, shared  
16          and established comments surrounding them.

17                    At this juncture I'd like to open the floor  
18          for any comments from the Committee. And if there  
19          aren't any, then the action before us is approval  
20          of the draft presidential evaluation summary before  
21          you.

22                    (NO RESPONSE) .

23                    TRUSTEE MOORE: Okay. If there are no  
24          comments, then I'll entertain the motion.

25                    TRUSTEE SHANNON: I'm not on the Committee

1 but, I did want to make some comments --

2 TRUSTEE MOORE: Absolutely.

3 TRUSTEE SHANNON: -- if I may, Madam Chair.

4 TRUSTEE MOORE: Yes, absolutely.

5 Trustee Shannon, please move forward.

6 TRUSTEE SHANNON: I just wanted to just  
7 recognize and state for the record that when  
8 President Mangum was hired, one of the things I  
9 admired was the fact that as a professional in  
10 higher education she did not allow the struggles  
11 and condition of FAMU deter her from committing  
12 herself to leading this University to success.

13 And I think that despite some of the  
14 difficulties with the communication with the Board,  
15 which she has acknowledged, and we have certainly  
16 made clear we seek to improve, that you have done a  
17 fine job for your first year as President of FAMU.

18 PRESIDENT MANGUM: Thank you.

19 TRUSTEE SHANNON: I appreciate the stature  
20 that you have sought to return us to, both  
21 externally and the professionalism and the skill  
22 and expertise that you have been able to attract to  
23 follow you as a leader to this University.

24 I think that we have to look at this within  
25 the context of the first year and that, hopefully,

1 we've identified both those things that you've done  
2 well and set us up for success in the future, and  
3 we can continue to build on those things, but also  
4 that we can together work to ensure that all of the  
5 most significant threats to the viability of this  
6 University are, in fact, eliminated.

7 And so I commit personally to working with you  
8 on that, and I want to personally thank you for  
9 your leadership this year and look forward to many  
10 more. Thanks.

11 PRESIDENT MANGUM: Thank you.

12 TRUSTEE MOORE: Thank you, Trustee Shannon.

13 Are there other comments? Trustee Lawson,  
14 you're recognized.

15 TRUSTEE LAWSON: Thank you, Chair.

16 I had some comments or some -- and I'll try  
17 and couch these in a very balanced format because I  
18 do want them to come across that way.

19 At the last meeting, I brought forward one of  
20 the issues, and it had three parts to it, and it  
21 was: Communication, collaboration, and mutual  
22 respect. And, you know, as the President was  
23 speaking, which by the way, was a very detailed  
24 overview, you know, I took a look back at my own  
25 assessment, and there were some areas where I rated

1 the President as not meeting, there were some areas  
2 where I rated the President as meeting, and there  
3 were a couple -- or one, at least, I think I rated  
4 as exceeding.

5 So I feel like, you know, individually I hope  
6 that each Trustee tried to be very balanced. But  
7 there are just a couple of things that I just want  
8 to reiterate as we absorb this evaluation and as we  
9 determine what our next steps are with the  
10 evaluation.

11 Obviously we have to take a vote to accept it  
12 and make it a part of our permanent record, but I  
13 just want to bring out a couple of points just --  
14 and hopefully these will resonate with the  
15 individual Trustees.

16 We've had a very detailed discussion earlier  
17 around the College of Engineering. I won't rehash  
18 that, but the concern that I leave y'all with to  
19 ponder is the process by which that decision was  
20 made and the process by which you were informed. I  
21 leave that for your contemplation.

22 The next issue is around external relations.  
23 You know, I listened to the President's monologue  
24 on her review of external relations, and I think we  
25 can look at issues, whether they be with the local

1 Urban League, other constituents, that it's  
2 probably been, I'd say, a little bit of a mixed  
3 bag. You know, I won't say that that's been truly  
4 negative or all negative.

5 Relationship with the Board, in my opinion,  
6 has to improve. And I think we started to go down  
7 that road the last time we were together, and  
8 thanks to the work of the Governance Committee, we  
9 took a bit of a pause to allow the President to  
10 contemplate and respond to some of the concerns  
11 that we had; and I did see the response, and I  
12 think the response is appropriate. I think the  
13 challenge is: What are the results going to be  
14 from the action?

15 The next item that I had is just -- you know,  
16 the work plan that was presented to the Board of  
17 Governors, there were some challenges, if you go  
18 back and look at the footage from that meeting. I  
19 don't think the challenges are things that can't be  
20 cured, but we did present a plan that drew some  
21 fire from the Board of Governors.

22 I go to the athletic reduction plan. I've  
23 been told several times there is an athletic  
24 reduction -- budget deficit reduction plan of which  
25 I've yet to see, and I've served on the

1 Athletic Committee, special committee since its  
2 inception. If you look at community relations,  
3 somewhat tied, obviously, to external relations so  
4 that's probably a bit redundant.

5 Personal characteristics, I believe that the  
6 President is a strong-willed person that has locked  
7 in on what she believes the right priorities are,  
8 but I'm hoping as we move forward we can create  
9 more of a culture of collaboration in this  
10 environment because it's not my way, it's not your  
11 way, it's a collaborative way, or at least that's  
12 the way I'd like to see it go.

13 And the other one is around personnel, and  
14 this one I'm going to be delicate with because the  
15 goal here is not to name people, that's not the  
16 intent; but the intent is to look at the selection  
17 process and the caliber of the outcome. So, again,  
18 the ultimate goal is clearly not to name people as  
19 we walk through this process.

20 We have talked -- or at least I have talked  
21 about our relationship with the Board of Governors,  
22 not so much just our relationship but how are we  
23 influencing the thinking, the processes, the  
24 metrics that that organization holds us and the  
25 other SUSs to.

1           It appears as if, from looking through the  
2 information on the website, that there are some  
3 institutions that presumably could be a little more  
4 engaged than us in their ability to influence the  
5 Board of Governors. So I put this together to ask  
6 my fellow Board members to contemplate this as you  
7 move forward and decide what your next steps are.

8           I mean we have clearly the opportunity to  
9 accept this review. You know, it -- I assume the  
10 review is public knowledge; is that --

11           TRUSTEE MOORE: Absolutely it's public  
12 knowledge, yes.

13           TRUSTEE LAWSON: So, you know, I don't need to  
14 go through the criteria here, but you can see where  
15 the scores were. In some cases -- let's start with  
16 the positive, exceeds, a few meets, and a lot of  
17 not meets.

18           And I took the time, maybe because I was  
19 bored, and read the whole narrative from each of  
20 the individual Board members; and there were some,  
21 I think, major concerns raised. And I think the  
22 challenge now becomes how we move forward. Do we  
23 go back to the compact, for lack of a better term,  
24 that the President wrote to us around how we will  
25 better communicate, how we will better collaborate

1 and show mutual respect.

2 That may be the answer, but I throw these  
3 things out or I put these things out for each of  
4 you to contemplate in your own mind: How do we  
5 best move forward? So those are my comments.

6 TRUSTEE MOORE: Trustee Lawson, I appreciate  
7 your comments.

8 Are there other comments coming from the  
9 Committee? Trustee Grable, you're recognized.

10 TRUSTEE GRABLE: I concur with Vice Chair  
11 Lawson's comments to the President regarding her  
12 evaluation, and I also agree with him when he said  
13 that your presentation just now was extremely  
14 detailed. I heard some things that I really did  
15 not see in your document. I even read that in the  
16 Tallahassee Democrat on Sunday, some things that  
17 were not in the document and probably were not  
18 completed at the time that we were asked to  
19 complete the evaluation.

20 However, I'd like to think that as an  
21 academic, I look for proof and support, maybe not  
22 proof, but support, of any comments or statements  
23 offered in an evaluation.

24 And I say that as a faculty member who if I  
25 say to my supervisor in my self-assessment, as a

1 faculty member here at Florida A & M, that I have  
2 three published articles, there is only one  
3 question they are going to ask me when I say that:  
4 Show me.

5 And that was the bulk of my concern. I tried  
6 to approach this in a very methodical way and  
7 suggest that, in my opinion, statements without  
8 support mean nothing to me. I need data, I need  
9 support.

10 In fact, under the first evaluation factor,  
11 annual priorities and goals, we were given a  
12 document supporting that. It was a document that  
13 you shared with us. I counted 27 individual lines  
14 of initiatives, and based on your own description  
15 out on the side of each line, of those 27  
16 initiatives, the word "completed" or "complete"  
17 only appeared four times. I actually discovered  
18 there were two that could have been listed as  
19 partially completed.

20 So, again, I believe in evidence,  
21 documentation, informational letters, memos, logs.  
22 If you say you met with stakeholders, I'm  
23 interested in knowing who those were. I think  
24 that's a frame that was missing. When you say  
25 that -- and I would certainly want to believe that,

1 but I do understand that we're all evaluated and we  
2 must provide documentation, data, comparative data,  
3 trends, ratios of the metrics, ratio analysis of  
4 the metrics.

5 So I believe that maybe it was just not a very  
6 thorough explanation and proof of documentation,  
7 and that's the world we live in and the world of  
8 academics. And I know I'm preaching to you as the  
9 choir because I know that you're a highly learned  
10 person, and that is what we look for. In any  
11 theoretical assumptions, we must be able to provide  
12 documentation.

13 I'd like to also just quickly address  
14 Vice Chair Lawson's comment about collaboration.  
15 On campus we use a phrase or a couple of words to  
16 describe that, and it is called "shared  
17 governance," shared governance. And as I read the  
18 Board of Trustees' operating procedures this week,  
19 shared governance is important; but the word  
20 "governance" is used often to describe what the  
21 Board does. And we recognize your responsibilities  
22 for the day-to-day as the President.

23 But I think just remembering shared  
24 governance, in my opinion, would have made it  
25 prudent for you to at least inform the Board of

1           some of the decisions regarding the engineering  
2           school; just to be prudent, I think would have  
3           suggested that any decisions that are critical or  
4           even thought to be critical decisions that impact  
5           the University in the delivery of educational  
6           services to students, I think is prudent.

7           Finally, I'd like to say that, again, I took a  
8           very academic approach, and I do feel that --  
9           moving forward that these were thoughts and ideas  
10          that, as you said, you will use in making decisions  
11          about your activities as President and decisions  
12          and responsibilities.

13          So I say all of that to say that I, too,  
14          Trustee Shannon, support Doctor Mangum and hope, as  
15          Vice Chair Lawson said, that these things will be  
16          taken into consideration. And I truly believe,  
17          like me, the Board as a whole was honest and made  
18          sure that we tried to look at data to try to make a  
19          determination, and that's important. Thank you.

20                 TRUSTEE MOORE: Thank you, Trustee Grable.

21                 Are there other comments?

22                 TRUSTEE ALSTON: Yes, Madam Chair.

23                 TRUSTEE MOORE: Absolutely. Who is on the --

24                 TRUSTEE ALSTON: Trustee Alston.

25                 TRUSTEE MOORE: Okay. Trustee Alston,

1 absolutely.

2 TRUSTEE ALSTON: Yes. Thank you, Madam Chair.

3 I appreciate the comments of Trustee Shannon,  
4 Vice Chair Lawson, and also Trustee Grable, and I  
5 appreciate the feedback from President Mangum.

6 Similarly, I think I provided a balanced  
7 approach to my evaluation as I'm sure each of us  
8 did. I also read each Trustee's comments and  
9 reflected on the self-evaluation of our  
10 President Mangum. I even recall making public  
11 comments supporting change at the University when  
12 this President was selected by the Board not that  
13 long ago.

14 I think while this evaluation process is  
15 tough, it's real. I think Trustee Grable stated  
16 it's honest, objective, and it really provides  
17 immediate feedback. In my opinion, I think the  
18 theme that we've heard really today and I think at  
19 our previous meeting: Communication; relations,  
20 both internal, external; our governance model; our  
21 governance structure; how we communicate. I just  
22 think those are very critical, sensitive areas, and  
23 I think we must get it right.

24 I'll just also say this and also commend you,  
25 Chair Moore, I think this process was very

1           deliberative and very thoughtful.

2           TRUSTEE MOORE: Thank you.

3           TRUSTEE ALSTON: Just reflecting on that, I  
4 think previous evaluations, I think this has  
5 probably been the most comprehensive, at least  
6 since I've been on the Board, and I think you  
7 should be commended on the way you've conducted  
8 this process.

9           TRUSTEE MOORE: Thank you very much,  
10 Trustee Alston. I absolutely appreciate that.  
11 Trustee Boyce, you're recognized.

12          TRUSTEE BOYCE: Thank you.

13          So my comments aren't specific, they're  
14 general. And my attempt here is to perhaps maybe  
15 give us a philosophical perspective, at least my  
16 philosophical perspective as it relates to what my  
17 colleague so eloquently stated as shared  
18 governance.

19          And I've written just a few comments, so I'll  
20 just read them.

21          TRUSTEE MOORE: Okay.

22          TRUSTEE BOYCE: As we move forward, it's  
23 important that we continually remind ourselves that  
24 each of us are interdependent and that we are  
25 imperfect. We are imperfect, and I'll say it

1 again, we are imperfect servant leaders. And as we  
2 moved toward shared governance, our focus; our  
3 motivation; indeed, the impetus of each action,  
4 motion, decision, direction, and vote should  
5 accomplish one aim: The general welfare and best  
6 environment possible for our students.

7 All of us -- trustees, staff, and the  
8 President -- are experienced leaders from a diverse  
9 array of background and skill sets. We are  
10 businessmen and women; we are academics; we are  
11 leaders; and as such, offer incredible expertise  
12 and incredible value to the governance of this  
13 University.

14 Let us be mindful of our fundamental duty and  
15 service to provide a platform for opportunity and  
16 success and the accomplishment for the generation  
17 that comes behind us. Also let us remember that as  
18 interdependent and as imperfect servant leaders  
19 that to whom much is given, much is required. And  
20 we have been incredibly blessed, every single one  
21 of us; and it is incumbent upon us to ensure that  
22 we are a catalyst for the academic environment that  
23 empowers our students to be as blessed as we are.

24 We have been refreshed by trailblazers that  
25 have gone before and have made it possible for

1 everyone in this room and on this campus to be  
2 here. And may those servant leaders who come  
3 behind us find us faithful to the tasks that lie  
4 before us.

5 As I would conclude my philosophical comments,  
6 I believe with all of my heart, Trustee Shannon,  
7 that higher ground comes from jointly seeking  
8 common ground. And I look forward to working with  
9 you and my fellow Trustees and the President to  
10 seek that higher ground so that our students might  
11 fulfill and accomplish their greatest potential.

12 TRUSTEE MOORE: Thank you, Trustee Boyce.

13 Are there other comments?

14 (NO RESPONSE).

15 TRUSTEE MOORE: If not, those of you that  
16 represent --

17 CHAIRMAN MONTGOMERY: Madam Chair.

18 TRUSTEE MOORE: Yes, uh-huh, Chair Montgomery.

19 CHAIRMAN MONTGOMERY: Thank you.

20 I concur with many of the comments from my  
21 colleagues, especially those of Trustee Grable and  
22 Vice Chair Lawson.

23 Board of Governors regulation require the  
24 Chairman of the Board of the Trustees to consult  
25 with the Chairman of the Board of Governors during

1 the evaluation process for the President of the SUS  
2 universities; and in fulfilling that requirement, I  
3 received some feedback from the Chairman of the  
4 Board of Governors that I need to share with this  
5 committee.

6 In summary, it's my understanding that the  
7 Board of Governors is disappointed in our perceived  
8 lack of aggressive engagement in the area of  
9 educational leadership, more specifically, the lack  
10 of a laser-like focus in the area of meeting and  
11 exceeding the standards for performance funding.

12 As you know, after a good start last year,  
13 FAMU ended dead last this year, so we can't skirt  
14 that issue. And our evaluation doesn't seem to  
15 reflect that the Board was displeased with our  
16 performance in that area. So that was a bit of  
17 feedback that I felt that I needed to share.

18 As always, when we have a problem or a  
19 challenge, I tend to believe that it requires a  
20 solution and a plan. And I do believe we need a  
21 detailed plan to turn around the performance in  
22 this area. And one of my recommendations in this  
23 area is put -- is to have Doctor Mangum on a  
24 performance improvement plan and to put that in  
25 place where it requires improvement, it drives

1 success, and it holds her accountable for outcomes.

2 As some watch and observe us in this process,  
3 we would fail the students and all FAMU  
4 stakeholders when we fail to hold our one employee  
5 accountable. And so while some may believe it's --  
6 and it's been characterized in many ways, I think  
7 there are also those in the public who don't  
8 understand that we have an employee/employer  
9 relationship and our one employee has to work with  
10 her employer.

11 And I mean I've said this before, I said it in  
12 the previous meeting, I subscribe to the philosophy  
13 that the employee has to get along with the  
14 employer. There has to be a mutual healthy level  
15 of respect for our relationship to work, but I  
16 believe 90 percent of our problems go away the day  
17 that our one employee acknowledges that we are the  
18 employer. and while she is responsible for the  
19 day-to-day operations of the institution, at the  
20 end of the day, the Board of Trustees in its  
21 capacity as the governing body and the fiduciary  
22 responsibilities it holds will be held accountable,  
23 not the President of the institution. The Board of  
24 Trustees is what will actually -- is the body that  
25 will be held accountable at Florida A & M.

1           So we are responsible, technically, for the  
2 operations of the institution, and this is in  
3 writing, and we do that through the management of  
4 the President. So Doctor Mangum often sites that  
5 it's her job to run the operations of the  
6 institution, but as a Board, I think collectively  
7 we need to continue to assert a level of  
8 accountability that allows us to fulfill our  
9 responsibility in the area of making sure that the  
10 University is operated in a way that the Board  
11 itself will ultimately be held accountable.

12           So I'll close by saying that we -- I  
13 acknowledge that leadership has its challenges.  
14 There have been repeated challenges over the time,  
15 and the Board -- and I'll say this, the Board needs  
16 to know that since the last Board meeting, at least  
17 I'm of the opinion, that the relationship, at least  
18 between myself and Doctor Mangum, has not  
19 tremendously improved.

20           I do require the General Counsel to be present  
21 when we meet for the purposes of ensuring that  
22 Doctor Mangum does not feel intimidated or  
23 threatened and it allows for a third party to be  
24 present. But I would like to evolve back to a  
25 place where we can have a genteel discussion with

1 an understanding at the end of the day that I don't  
2 speak so much in the capacity of coming from a  
3 personal perspective but I speak on behalf of the  
4 Board when I talk. I do it with the media, I do it  
5 with Doctor Mangum, and I do it with FAMU  
6 stakeholders.

7 So I appreciate where we are in this process,  
8 also noting that the rules allow for the Chair to  
9 simply manage this process, and I thought it best  
10 collectively to appoint a committee. And so I  
11 applaud the work of the Committee in terms of what  
12 we've done.

13 But the failure -- to point out that on a  
14 scale of one to a hundred, when you fail four  
15 categories, that gives you a 60%. And it does need  
16 to be duly noted that that is how our one employee  
17 did rate in this case.

18 And so as we move forward, I would suggest  
19 that we move to requiring a performance improvement  
20 plan for Doctor Mangum that's prescriptive and it's  
21 over a defined period of time, say maybe 90 days;  
22 but we do need to know and understand what's going  
23 on in that office and how she's looking to meet the  
24 objectives of the Board.

25 Thank you.

1 TRUSTEE MOORE: Mr. Chair, I appreciate your  
2 comments as well and will offer one just reminder  
3 to the Committee and the role that we have been  
4 tasked with; and that is, specifically, that this  
5 item is to be either sent forward as a  
6 recommendation -- it is not yet an item where it  
7 would accompany a set action specific to, whether  
8 it be pro or con or positive or negative. What has  
9 happened is that each respective Trustee has  
10 provided their feedback, and what we would be doing  
11 is memorializing it and moving it forward.

12 With that, I go back to the Committee once  
13 again with the thought being that a motion would be  
14 entertained to move this forward to the full Board.

15 TRUSTEE SHANNON: So moved.

16 TRUSTEE MOORE: Is there a second?

17 TRUSTEE LAWSON: Question, just on the  
18 process.

19 TRUSTEE MOORE: Are you going to move forward  
20 with a second?

21 TRUSTEE LAWSON: Pardon me?

22 TRUSTEE MOORE: Are you going to move forward  
23 with a question?

24 TRUSTEE LAWSON: Well, I had a question.

25 TRUSTEE MOORE: Okay.

1 TRUSTEE LAWSON: Yeah, it's a question, I'm  
2 sorry. It's a question on process. So from here  
3 there's a motion to accept, if I understand  
4 correctly, right?

5 (AFFIRMATIVE INDICATIONS).

6 TRUSTEE LAWSON: Right, okay. So my question  
7 pertains to the comment from the Chairman. Where  
8 does that issue sit? Is that a motion that we can  
9 entertain after this motion, or is that not a  
10 motion that we can entertain until the full Board  
11 convenes in August, just from a process standpoint?

12 TRUSTEE MOORE: In terms of process and where  
13 it lies in terms of the role of this Committee, it  
14 was to move the document forward in terms of the  
15 evaluation. Should the full Board decide to take  
16 this on as an issue moving forward in August, it  
17 can; but relative to this Committee and the scope  
18 of work that's been defined for us, yes.

19 TRUSTEE LAWSON: Okay. So that is outside of  
20 the purview?

21 TRUSTEE MOORE: Absolutely. We were not  
22 tasked with coming back to the full Board with  
23 that.

24 TRUSTEE LAWSON: Okay. Understood.

25 TRUSTEE MOORE: Okay. We have a motion on the

1 floor. Is there a second that will accompany it?

2 TRUSTEE GRABLE: I too have a question.

3 TRUSTEE MOORE: Sure.

4 TRUSTEE GRABLE: When you say this "document,"  
5 you're referring to --

6 TRUSTEE MOORE: The draft evaluation summary,  
7 the one document that compiles and takes into  
8 account, it's a dashboard, at-a-glance, all of the  
9 collective feedback provided by each Trustee, as  
10 well as President Mangum's performance, where we're  
11 capturing it, memorializing it, and moving it  
12 forward as a document. As it stands right now, it  
13 is in just draft form.

14 TRUSTEE GRABLE: Okay. Does that include her  
15 response today?

16 TRUSTEE MOORE: That would certainly be up  
17 to -- well, actually, it's captured in the minutes  
18 and transcripts. So that information would not be  
19 lost.

20 Now we had a review period which that  
21 outlined, in terms of the date, of when feedback  
22 would be provided; so we have collected all of  
23 that, everyone has access to that. Today's  
24 feedback would be captured in the way of minutes  
25 and/or transcript.

1 TRUSTEE GRABLE: Okay. So we're just  
2 approving this to move forward to the full Board.

3 TRUSTEE MOORE: Right, there was no change.  
4 Everybody has moved forward with providing their  
5 feedback, it's been captured, there was a set  
6 deadline, and now the document is where it is in  
7 the draft state.

8 So with the first motion on the floor, will  
9 there be a -- yes, ma'am.

10 TRUSTEE SHANNON: Yeah, I just thank you for  
11 the clarification, thank you for asking for it. I  
12 don't believe as a -- I'm not a member of the  
13 Committee, so I don't believe I have the right  
14 to --

15 TRUSTEE MOORE: Oh, absolutely. Okay. We do  
16 not have a motion on the floor to move the draft  
17 summary to the Board.

18 TRUSTEE ALSTON: So moved.

19 TRUSTEE MOORE: Okay.

20 TRUSTEE GRAHAM: Second.

21 TRUSTEE MOORE: Okay. It's been properly  
22 motioned and seconded that the draft summary for  
23 2014/2015 presidential evaluation be moved forward.

24 All of those in favor of moving it forward,  
25 please acknowledge with the sign of aye.

1 (AFFIRMATIVE INDICATIONS).

2 TRUSTEE MOORE: Are there any opposers?

3 (NO RESPONSE).

4 TRUSTEE MOORE: Hearing none, the evaluation  
5 summary has been moved forward and will be  
6 presented on the August Board agenda.

7 President Mangum, I had actually listed you  
8 here as well. Are there any closing remarks on  
9 that? Otherwise, we will move forward.

10 PRESIDENT MANGUM: No.

11 TRUSTEE MOORE: Okay. Thank you,  
12 President Mangum.

13 The next item of business is the 2015/2016  
14 goals and objectives. What you'll see is that you  
15 have the draft goals that have gone throughout this  
16 development process, you all have seen it a number  
17 of times. The updates that you've asked for have  
18 been addressed by President Mangum. They include  
19 identifying metrics. It includes providing  
20 baseline data for the last three years.

21 I will point out that it was determined after  
22 meeting with President Mangum and staff that much  
23 of the data sought was not readily available, so  
24 we'll talk about that as well.

25 Status of the goals, that was identified as

1 ongoing and complete, and you'll see that in the  
2 right-hand column. And then finally, procedures  
3 and funding report for utilization of campus space.  
4 This had been a requested item as well by one of  
5 our Trustees.

6 Again, before we move into this Committee  
7 conversation, I would like to, once again, to defer  
8 to President Mangum to discuss the goals presented  
9 and any other additions that she would like made or  
10 considered based on the feedback received both in  
11 the evaluation process or what she has maybe heard  
12 today.

13 President Mangum.

14 PRESIDENT MANGUM: Again, thank you for the  
15 opportunity to address the Board with regard to the  
16 annual goals and objectives.

17 Leadership includes inspiration, vision, and  
18 stewardship, and there is certainly a need for  
19 interdependence of governors and management. And  
20 I'm committed to the institutional progress, but I  
21 find myself somewhat at a loss based upon some of  
22 the standards that we just set at 60% meeting  
23 success, especially as it relates to the  
24 University's work plan and its performance with  
25 regard to student graduation, retention, and a few

1 other metrics.

2 The Board of Governors requires a 26 out of a  
3 50 in order for an institution to consider to be  
4 successful. Our graduation rates have never been,  
5 in the last 10 years, 70%, in six years, not  
6 eight years, certainly not four. But we tout  
7 ourselves as being excellent, so that's confusing  
8 to me in terms of how I'm being judged based upon a  
9 60% -- needing more than 60% to consider to be  
10 effective when we invite students to our  
11 institution with graduation rates in four years,  
12 six years under 40%.

13 That said, leading Florida Agricultural and  
14 Mechanical University is still exciting, and I  
15 appreciate the unique circumstances in which we  
16 work, both internal and external. After a year, I  
17 continue to be surprised by the depth and  
18 comprehensive nature of the changes that we must  
19 initiate to ensure long-term sustainability.

20 Many of the lessons can be learned from past  
21 accolades, academic as well as social, but we must  
22 address the competitive needs for a global -- the  
23 realities of a global situation; realities of the  
24 21st century; and prepare our students for a global  
25 workforce.

1           Many of the goals and objectives that I have  
2 shared with you when initiated were broad stroke,  
3 and they were designed to address operational,  
4 behavioral, and adaptive changes needed for our  
5 students, while maintaining a nurturing  
6 environment. The 21st century living and learning  
7 communities and the broad strokes of these goals  
8 were taken from a strategic plan that was adopted  
9 by the Board of Trustees a few years ago, and we  
10 picked up on them to try to implement those goals  
11 and build upon those plans and build successes  
12 around the goals that were set.

13           Based upon the condition of the campus and the  
14 condition of our academic community, we identified  
15 areas that we believed strategically could move the  
16 University forward, and my team is addressing those  
17 areas.

18           So my stated vision is still for FAMU to be a  
19 best-in-class land grant doctoral university.  
20 Everything will not be done overnight, and many of  
21 the goals are ongoing and cannot be completed in  
22 12 months, maybe 5, 10 years, a plan stretched to a  
23 ten-year period.

24           And so we're working to advance these goals  
25 each year. And as I advance the vision and the

1 goals that were set, we continue to be transparent  
2 about making the changes at the institution to ward  
3 off academic degradation and indifference towards  
4 the needed changes for our students to ensure that  
5 they receive the education that they signed up for  
6 when they came to Florida A & M University.

7 So my plans have been and are designed to lay  
8 the foundation to prevent a snowballing effect or a  
9 continuing decline in graduation based upon the  
10 students that we admitted and that we serve. They  
11 are not the students of the past. As we all know,  
12 that they came in with more needs perhaps than many  
13 other students in the past.

14 And I'd just like to say, I am mindful of  
15 political trickery, but I do believe it's unworthy  
16 of the people of the great state and also has no  
17 place in academe. The goals and objectives that  
18 I've outlined do not focus on the day-to-day  
19 operations and decision making but on directions  
20 and broad ideas that protect our staff, academic  
21 freedom, and delivery on the promise of a quality  
22 learning experience for our students, and knowledge  
23 transferred to enhance the quality of life for our  
24 community.

25 Ensuring the best for this great University is

1 a weighted responsibility and certainly a lonely  
2 venture that is experienced by every President  
3 before me, and I am accepting that responsibility  
4 as a lonely venture as well. Each one of the  
5 Presidents in the past has approached this  
6 responsibility differently, and so do I.

7 My plan focuses on creating the environment  
8 and opportunities for the serious student to be  
9 successful and the faculty to thrive. But I must  
10 tell you, this will mean that I am focused on  
11 quality and doing the right things right. To do  
12 this, I must have the support for change and for  
13 the people selected to guide us during this  
14 critical period.

15 Collaboration and cooperation are essential.  
16 We need to engage the surrounding community, be  
17 good neighbors, and also continue to work to find  
18 robust ways to obtain support for the University  
19 and its programs and activities, financially as  
20 well as morally.

21 And that's the comments that I'd like to make  
22 about the objectives that I submitted.

23 Thank you.

24 TRUSTEE LAWSON: Trustee Moore, I have a  
25 challenge to the process. As I sit here, it -- may

1 I?

2 TRUSTEE MOORE: Yes, regarding the goals and  
3 objectives?

4 TRUSTEE LAWSON: No, no, the process that  
5 we're just walking through.

6 TRUSTEE MOORE: Okay.

7 TRUSTEE LAWSON: As I sit here and reflect on  
8 the conversation we had at the last Board meeting,  
9 there was a motion made for -- and I don't like to  
10 use the word "disciplinary action," but correction  
11 action; and we were told to hold that motion  
12 because it preempted the evaluation. Now we're at  
13 the evaluation but we're not allowed to come  
14 forward with an additional motion.

15 So my question to you as the Chair is: Are we  
16 not at the right place if we choose to take  
17 additional action around galvanizing the action  
18 plans that have been outlined and action steps  
19 around assuring that those things take place on the  
20 timeline that we prescribed? Are we not in the  
21 proper place to do that?

22 So maybe it's a legal counsel question as well  
23 from the standpoint of, you know, we want to follow  
24 protocol; but, again, we were asked to stand down  
25 at the last meeting because we -- it was perceived

1           that the motion preempted the evaluation, which  
2           we've just completed in a very orderly and  
3           organized fashion.

4           So I would ask legal counsel's opinion on:  
5           Are we out of bounds -- are we out of the scope of  
6           this Committee charter if we take additional  
7           corrective action.

8           TRUSTEE MOORE: Attorney McKnight, before you  
9           answer, then, Trustee Lawson, I would say to you  
10          first is that it wasn't that it was out of bounds,  
11          the action. I think you heard a collective voice,  
12          there was a vote that opted to move in a different  
13          direction.

14          So it is not, I believe from the last Board  
15          meeting, operating out of the will of those who  
16          brought it up. It was more of the collective voice  
17          stating that this is the direction that they opted  
18          to go forward with.

19          TRUSTEE LAWSON: With that, Madam Chair, may I  
20          be allowed to make a motion?

21          TRUSTEE MOORE: Sure. Well, we're actually  
22          going to hear response.

23          TRUSTEE LAWSON: Oh, sorry.

24          TRUSTEE MOORE: Thank you.

25          ATTORNEY MCKNIGHT: Thank you very much.

1           If I recall correctly, first of all, the  
2 motion that you're referring to actually happened  
3 at a Board meeting, it was not at a Committee  
4 meeting. It wasn't a Presidential Evaluation  
5 Committee or the Special Committee on Governance,  
6 so I would say that such a vote would probably be  
7 inappropriate other than I guess that this  
8 committee could possibly -- it's definitely outside  
9 the charge of this Committee, but would be probably  
10 something more appropriate for maybe, if the Board,  
11 as a collective body, would like to take up at its  
12 meeting in August. But it's outside the charge and  
13 the scope of the Presidential Evaluation Committee.

14           TRUSTEE LAWSON: So considering -- because  
15 this is not a full Board meeting, it is a Committee  
16 meeting, because in the last situation we were  
17 asked to hold because it was preemptive of other  
18 things that were taking place. So if that is the  
19 legal -- specific legal decision, then I don't  
20 think we have a recourse. So, Madam Chair, I  
21 appreciate you allowing me to challenge.

22           TRUSTEE MOORE: You're very welcome, not a  
23 problem on that.

24           We are at the point that we are going to  
25 discuss if there are comments related to the

1 2015/2016 goals. Trustee Grable, you're recognized  
2 for comments.

3 TRUSTEE GRABLE: Thank you, Chair Moore.

4 Under the strategic initiative, it's  
5 Number 2 -- I'm sorry, Number 3, identify campus  
6 thought leaders, I'd like to add something to that  
7 so that we're real clear. I would suggest we  
8 consider adding something along the lines of  
9 identify campus thought leaders among the faculty,  
10 students, and the surrounding community.

11 I heard the President refer to that, and it is  
12 critical, I think, that the surrounding community  
13 would include -- we have professor emeriti here in  
14 the Tallahassee area, we also have former faculty  
15 members who are living in the area or who may visit  
16 the area or who just may be interested in engaging  
17 us in some way online or in person.

18 So I think it would be appropriate there that  
19 we're real clear. Because that was something that  
20 -- I was not a member of the Board last year in the  
21 development of the 2014/2015 goals and objectives,  
22 annual goals and objectives; and I wanted -- in  
23 going through that evaluation exercise, I found  
24 that there would be some things that I thought  
25 would make it a little clearer, in my opinion, when

1 we are trying to evaluate the President in the  
2 future, that we try to make sure we have statements  
3 and goals and objectives that are -- make it very  
4 easy to measure and ultimately to evaluate.

5 So that's one, Number 3. And the last one I  
6 have, just -- yeah, the last one, and then I have a  
7 question on one. Number 5, again, expand online  
8 courses in consultation with the faculty and  
9 students; and, again, trying to incorporate not  
10 just faculty perspectives, not just the  
11 administration's perspective, but also student.

12 So, again, pushing that issue that Vice Chair  
13 Lawson mentioned, collaboration. This is really  
14 key to us trying to set the stage for reaching  
15 those metrics because students -- I would agree  
16 with Trustee Graham in stating again -- and this is  
17 not to return to that earlier discussion, but to  
18 make the point that you felt that you could have  
19 chosen certain students for that work group, I felt  
20 the same way. So I think if we always make sure  
21 students and faculty, when it comes to the academic  
22 enterprise of the University, that we need to  
23 consider that.

24 And that is what I would offer for Number 2  
25 and Number 3.

1           And for the 12th one, when we flip the page,  
2           I'm a little confused, it seems -- I'm not sure if  
3           it's just the wording may need some change.

4           On 12 it states: Continue efforts to restore  
5           pride and campus beautification.

6           That could be pride in campus beautification.  
7           I don't know. But I thought: Continue efforts to  
8           restore pride, that sounds like we're talking about  
9           kind of two -- apples and oranges: Pride and  
10          campus beautification.

11          So I would be open to some clarification on  
12          that from Doctor Mangum or the rest of the members.

13          TRUSTEE MOORE: Okay. Absolutely.

14          PRESIDENT MANGUM: Thank you for that  
15          question. It's both. The restoring pride refers  
16          to conversations that I've had with many students  
17          that have graduated from Florida A & M University  
18          that expressed an interest in not associating with  
19          the institution again. So bringing them back,  
20          reactivating alumni, restoring their pride when  
21          they think about -- and admitting that they  
22          graduated from Florida A & M is part of it.

23          Campus beautification has to do with the  
24          weeds, the no grass, overgrown beds, curb cuts,  
25          just general beautification and looking at --

1 people that have come to visit the campus last year  
2 when I first arrived talked about the condition  
3 that the campus was in.

4 TRUSTEE GRABLE: And so in my opinion, I agree  
5 with what you just said in defining what you were  
6 referring to; but I thought it seemed like it was  
7 two different things that almost don't seem to gel.  
8 And I don't know if we wanted to split them or  
9 maybe there needs to be a little further  
10 explanation in making sure the two are --

11 PRESIDENT MANGUM: That's fine, we can split  
12 it.

13 TRUSTEE GRABLE: Okay. Thank you,  
14 Madam President, yes.

15 TRUSTEE MOORE: Okay. Other comments from the  
16 Trustees regarding the draft goals before you?

17 CHAIRMAN MONTGOMERY: Madam Chair.

18 TRUSTEE MOORE: Mr. Chair, you're recognized.

19 CHAIRMAN MONTGOMERY: Two things, and I've  
20 conferred with colleagues at other institutions  
21 about their processes with regard to setting the  
22 President's goals, and we had an extended  
23 discussion during the contract phase about how the  
24 goals would be set; and the Board at the time voted  
25 to require mutual agreement.

1           The General Counsel gave his opinion at the  
2           time that in the event that the Board and  
3           Doctor Mangum disagreed, then there would be no  
4           goals, which put us in the posture of basically  
5           having to accept what she has proposed.

6           So we've just -- it needs to be stated that  
7           we're in the posture of she proposes the goals and  
8           we can try to make adjustments or that we accept  
9           them. And so this goes back to my recommendation  
10          in terms of a performance plan, that we could end  
11          up in the same position a year from now that we're  
12          in now in that we're lacking accountability  
13          measures between now and the period for which the  
14          evaluation will serve with regard to these goals  
15          and objectives.

16          So to the extent that it would be under  
17          consideration by the Board that there be -- if it's  
18          once a month, if it's once a quarter, there has to  
19          be some re -- we should not wait. Given the  
20          failure to meet or exceed the goals in several  
21          areas on the current evaluation, I believe we need  
22          a greater level of accountability moving forward.  
23          A monthly report will ensure that the Board is  
24          informed about progress toward completion of these  
25          stated goals and objectives.

1           And, you know, if the goal is to move the  
2 numbers in a positive direction, again, a 12-month  
3 lapse in time until another evaluation is completed  
4 is too long a period of time to effectuate change.

5           So I do believe as part of recommending the  
6 goals and objectives that we require a plan on top  
7 of it that can ensure that the goals and objectives  
8 are being met and, at a minimum, that it's being  
9 reported out to the Board on a timely basis.

10           TRUSTEE MOORE: Thank you, Mr. Chair. The  
11 only point I'd add to that is that each Trustee had  
12 the ability, and still does right now, if you'd  
13 like to add additional goals. That was one of the  
14 things that I submitted in the communication,  
15 whether there were revisions that were needed,  
16 suggestions, whatever the case may be. So I'd ask  
17 that we look to that as well right now.

18           Are there other comments related to the goals,  
19 again, visions, questions, and/or additions?

20           (NO RESPONSE).

21           CHAIRMAN MONTGOMERY: Okay. Well, I'd move  
22 that, as part of the acceptance, that we require a  
23 monthly report with regard to the status of  
24 achievement of the goals and objectives. I'd offer  
25 that in the form of a motion.

1 TRUSTEE MOORE: Okay. We have a motion as  
2 presented. Is there a second to attach with it?

3 TRUSTEE GRAHAM: Second.

4 TRUSTEE MOORE: Okay. It's properly motioned  
5 and seconded that the annual goals and objectives,  
6 2015/2016, with the necessary revisions and the  
7 reporting frequency, be adopted.

8 All those in favor, please acknowledge with  
9 the sign of aye.

10 (AFFIRMATIVE INDICATIONS).

11 TRUSTEE MOORE: Are there any other opposers?

12 (NO RESPONSE).

13 TRUSTEE MOORE: If not, is there any other  
14 business for this Committee?

15 TRUSTEE GRAHAM: Madam Chair.

16 TRUSTEE MOORE: Yes, ma'am.

17 TRUSTEE GRAHAM: Just a few brief comments  
18 before we adjourn. I know everybody reflected  
19 their comments and concerns in the evaluation, and  
20 that's available online so it's not -- it goes  
21 without saying that we don't have to repeat our  
22 concerns or sentiments.

23 I just encourage everybody moving forward as  
24 we prepare for our August Board meeting that we get  
25 tunnel vision and that we focus on our key

1 stakeholders, that we remember that this is FAMU  
2 and nobody is perfect; that we meet Doctor Mangum  
3 halfway, and that, Doctor Mangum, you do the same.

4 At the end of the day, as we know, you're our  
5 only employee. But I also encourage you -- we knew  
6 you were built for this job when they brought you  
7 in. I also encourage you to equip yourself or  
8 evaluate your team to make sure that you have a  
9 team just as successful for FAMU.

10 Prime example, the incident this morning, I  
11 don't know where the loophole or what happened or  
12 where the mishap might have come from from  
13 communications; but at the end of the day,  
14 you know, one thing goes out: It's the Board of  
15 Trustees, FAMU, Doctor Mangum's name on it, not the  
16 individual or the employee.

17 So those are my only comments moving forward,  
18 is that you surround yourself with a team to make  
19 you successful. And in the end, when you're  
20 successful, FAMU is successful.

21 TRUSTEE MOORE: Trustee Graham, thank you for  
22 your thoughtful comments. Again, if there is no  
23 business for the Committee, the Committee stands  
24 adjourned.

25 (WHEREUPON, THE SPECIAL COMMITTEE ON

PRESIDENTIAL EVALUATION WAS ADJOURNED) .

- 1
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10
- 11
- 12
- 13
- 14
- 15
- 16
- 17
- 18
- 19
- 20
- 21
- 22
- 23
- 24
- 25

\* \* \* \*

CERTIFICATE

1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25

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

<b>\$</b>	<b>5</b>	<b>accepting</b> [1] - 56:3 <b>access</b> [4] - 11:7, 20:12, 22:10, 49:23 <b>accessible</b> [1] - 24:21 <b>accolades</b> [1] - 53:21 <b>accompany</b> [2] - 47:7, 49:1 <b>accomplish</b> [3] - 6:4, 41:5, 42:11 <b>accomplishment</b> [1] - 41:16 <b>accomplishments</b> [2] - 12:4, 27:25 <b>account</b> [1] - 49:8 <b>accountability</b> [5] - 5:7, 13:25, 45:8, 64:12, 64:22 <b>accountable</b> [5] - 44:1, 44:5, 44:22, 44:25, 45:11 <b>accreditation</b> [1] - 10:20 <b>accumulation</b> [1] - 13:1 <b>achieve</b> [1] - 26:24 <b>achievement</b> [1] - 65:24 <b>Achiever</b> [2] - 22:20, 23:4 <b>achieving</b> [2] - 22:22, 23:6 <b>acknowledge</b> [4] - 4:10, 45:13, 50:25, 66:8 <b>acknowledged</b> [1] - 29:15 <b>acknowledges</b> [1] - 44:17 <b>Act</b> [1] - 23:18 <b>action</b> [12] - 9:9, 28:19, 32:14, 41:3, 47:7, 57:10, 57:11, 57:17, 57:18, 58:7, 58:11 <b>Activities</b> [1] - 14:11 <b>activities</b> [5] - 9:5, 21:12, 24:25, 38:11, 56:19 <b>activity</b> [1] - 8:2 <b>AD</b> [1] - 16:14 <b>adaptive</b> [1] - 54:4 <b>add</b> [4] - 10:11, 60:6, 65:11, 65:13 <b>added</b> [1] - 26:6 <b>adding</b> [1] - 60:8 <b>additional</b> [7] - 10:11, 14:7, 14:11, 57:14, 57:17, 58:6,	<b>65:13</b> <b>additionally</b> [2] - 5:8, 8:3 <b>additions</b> [2] - 52:9, 65:19 <b>address</b> [9] - 16:24, 17:2, 20:24, 22:15, 26:7, 37:13, 52:15, 53:22, 54:3 <b>addressed</b> [4] - 12:6, 12:18, 15:19, 51:18 <b>addressing</b> [3] - 6:8, 18:18, 54:16 <b>adequate</b> [1] - 19:17 <b>adjourn</b> [1] - 66:18 <b>adjourned</b> [1] - 67:24 <b>ADJOURNED</b> [1] - 68:1 <b>adjusting</b> [1] - 14:6 <b>adjustments</b> [1] - 64:8 <b>administer</b> [1] - 18:13 <b>administration</b> [1] - 12:22 <b>administration's</b> [1] - 61:11 <b>Administrative</b> [1] - 21:17 <b>administrative</b> [3] - 13:24, 17:16, 18:19 <b>admired</b> [1] - 29:9 <b>admits</b> [1] - 11:9 <b>admitted</b> [1] - 55:10 <b>admitting</b> [1] - 62:21 <b>adopted</b> [3] - 4:9, 54:8, 66:7 <b>adult</b> [1] - 20:14 <b>advance</b> [2] - 54:24, 54:25 <b>advantage</b> [1] - 23:10 <b>Advisory</b> [2] - 17:5, 21:17 <b>Affairs</b> [1] - 25:6 <b>affect</b> [1] - 14:21 <b>affirm</b> [1] - 28:1 <b>AFFIRMATIVE</b> [4] - 4:11, 48:5, 51:1, 66:10 <b>affordability</b> [2] - 20:13, 26:11 <b>afternoon</b> [1] - 3:4 <b>agenda</b> [3] - 4:18, 6:13, 51:6 <b>agendas</b> [2] - 6:6, 26:6 <b>aggressive</b> [1] - 43:8 <b>aggressively</b> [1] -	<b>14:4</b> <b>ago</b> [4] - 5:24, 16:17, 39:13, 54:9 <b>agree</b> [3] - 35:12, 61:15, 63:4 <b>agreed</b> [1] - 12:2 <b>agreed-upon</b> [1] - 12:2 <b>agreement</b> [2] - 8:5, 63:25 <b>Agricultural</b> [2] - 10:5, 53:13 <b>aid</b> [2] - 18:21, 21:12 <b>aim</b> [1] - 41:5 <b>aligning</b> [1] - 12:20 <b>allow</b> [3] - 29:10, 32:9, 46:8 <b>allowed</b> [2] - 57:13, 58:20 <b>allowing</b> [2] - 6:11, 59:21 <b>allows</b> [2] - 45:8, 45:23 <b>almost</b> [2] - 11:6, 63:7 <b>alone</b> [1] - 21:24 <b>ALSO</b> [1] - 2:2 <b>ALSTON</b> [7] - 1:9, 3:12, 38:22, 38:24, 39:2, 40:3, 50:18 <b>Alston</b> [4] - 3:11, 38:24, 38:25, 40:10 <b>alternative</b> [1] - 19:11 <b>alumni</b> [1] - 62:20 <b>Alumni</b> [1] - 17:4 <b>analysis</b> [1] - 37:3 <b>anniversary</b> [1] - 23:17 <b>annual</b> [8] - 6:22, 6:23, 16:12, 24:11, 36:11, 52:16, 60:22, 66:5 <b>answer</b> [2] - 35:2, 58:9 <b>appeared</b> [1] - 36:17 <b>applaud</b> [1] - 46:11 <b>apples</b> [1] - 62:9 <b>appoint</b> [1] - 46:10 <b>appraisal</b> [1] - 7:5 <b>appreciate</b> [10] - 27:21, 29:19, 35:6, 39:3, 39:5, 40:10, 46:7, 47:1, 53:15, 59:21 <b>appreciation</b> [1] - 27:25 <b>approach</b> [5] - 4:23, 13:4, 36:6, 38:8, 39:7 <b>approached</b> [1] -
<b>1</b>	<b>6</b>	<b>accepting</b> [1] - 56:3 <b>access</b> [4] - 11:7, 20:12, 22:10, 49:23 <b>accessible</b> [1] - 24:21 <b>accolades</b> [1] - 53:21 <b>accompany</b> [2] - 47:7, 49:1 <b>accomplish</b> [3] - 6:4, 41:5, 42:11 <b>accomplishment</b> [1] - 41:16 <b>accomplishments</b> [2] - 12:4, 27:25 <b>account</b> [1] - 49:8 <b>accountability</b> [5] - 5:7, 13:25, 45:8, 64:12, 64:22 <b>accountable</b> [5] - 44:1, 44:5, 44:22, 44:25, 45:11 <b>accreditation</b> [1] - 10:20 <b>accumulation</b> [1] - 13:1 <b>achieve</b> [1] - 26:24 <b>achievement</b> [1] - 65:24 <b>Achiever</b> [2] - 22:20, 23:4 <b>achieving</b> [2] - 22:22, 23:6 <b>acknowledge</b> [4] - 4:10, 45:13, 50:25, 66:8 <b>acknowledged</b> [1] - 29:15 <b>acknowledges</b> [1] - 44:17 <b>Act</b> [1] - 23:18 <b>action</b> [12] - 9:9, 28:19, 32:14, 41:3, 47:7, 57:10, 57:11, 57:17, 57:18, 58:7, 58:11 <b>Activities</b> [1] - 14:11 <b>activities</b> [5] - 9:5, 21:12, 24:25, 38:11, 56:19 <b>activity</b> [1] - 8:2 <b>AD</b> [1] - 16:14 <b>adaptive</b> [1] - 54:4 <b>add</b> [4] - 10:11, 60:6, 65:11, 65:13 <b>added</b> [1] - 26:6 <b>adding</b> [1] - 60:8 <b>additional</b> [7] - 10:11, 14:7, 14:11, 57:14, 57:17, 58:6,	<b>5</b> [3] - 15:23, 54:22, 61:7 <b>50</b> [1] - 53:3	
<b>2</b>	<b>7</b>	<b>accepting</b> [1] - 56:3 <b>access</b> [4] - 11:7, 20:12, 22:10, 49:23 <b>accessible</b> [1] - 24:21 <b>accolades</b> [1] - 53:21 <b>accompany</b> [2] - 47:7, 49:1 <b>accomplish</b> [3] - 6:4, 41:5, 42:11 <b>accomplishment</b> [1] - 41:16 <b>accomplishments</b> [2] - 12:4, 27:25 <b>account</b> [1] - 49:8 <b>accountability</b> [5] - 5:7, 13:25, 45:8, 64:12, 64:22 <b>accountable</b> [5] - 44:1, 44:5, 44:22, 44:25, 45:11 <b>accreditation</b> [1] - 10:20 <b>accumulation</b> [1] - 13:1 <b>achieve</b> [1] - 26:24 <b>achievement</b> [1] - 65:24 <b>Achiever</b> [2] - 22:20, 23:4 <b>achieving</b> [2] - 22:22, 23:6 <b>acknowledge</b> [4] - 4:10, 45:13, 50:25, 66:8 <b>acknowledged</b> [1] - 29:15 <b>acknowledges</b> [1] - 44:17 <b>Act</b> [1] - 23:18 <b>action</b> [12] - 9:9, 28:19, 32:14, 41:3, 47:7, 57:10, 57:11, 57:17, 57:18, 58:7, 58:11 <b>Activities</b> [1] - 14:11 <b>activities</b> [5] - 9:5, 21:12, 24:25, 38:11, 56:19 <b>activity</b> [1] - 8:2 <b>AD</b> [1] - 16:14 <b>adaptive</b> [1] - 54:4 <b>add</b> [4] - 10:11, 60:6, 65:11, 65:13 <b>added</b> [1] - 26:6 <b>adding</b> [1] - 60:8 <b>additional</b> [7] - 10:11, 14:7, 14:11, 57:14, 57:17, 58:6,	<b>60%</b> [4] - 46:15, 52:22, 53:9 <b>697-8314</b> [1] - 1:21 <b>697-8715</b> [1] - 1:21	
<b>3</b>	<b>8</b>	<b>accepting</b> [1] - 56:3 <b>access</b> [4] - 11:7, 20:12, 22:10, 49:23 <b>accessible</b> [1] - 24:21 <b>accolades</b> [1] - 53:21 <b>accompany</b> [2] - 47:7, 49:1 <b>accomplish</b> [3] - 6:4, 41:5, 42:11 <b>accomplishment</b> [1] - 41:16 <b>accomplishments</b> [2] - 12:4, 27:25 <b>account</b> [1] - 49:8 <b>accountability</b> [5] - 5:7, 13:25, 45:8, 64:12, 64:22 <b>accountable</b> [5] - 44:1, 44:5, 44:22, 44:25, 45:11 <b>accreditation</b> [1] - 10:20 <b>accumulation</b> [1] - 13:1 <b>achieve</b> [1] - 26:24 <b>achievement</b> [1] - 65:24 <b>Achiever</b> [2] - 22:20, 23:4 <b>achieving</b> [2] - 22:22, 23:6 <b>acknowledge</b> [4] - 4:10, 45:13, 50:25, 66:8 <b>acknowledged</b> [1] - 29:15 <b>acknowledges</b> [1] - 44:17 <b>Act</b> [1] - 23:18 <b>action</b> [12] - 9:9, 28:19, 32:14, 41:3, 47:7, 57:10, 57:11, 57:17, 57:18, 58:7, 58:11 <b>Activities</b> [1] - 14:11 <b>activities</b> [5] - 9:5, 21:12, 24:25, 38:11, 56:19 <b>activity</b> [1] - 8:2 <b>AD</b> [1] - 16:14 <b>adaptive</b> [1] - 54:4 <b>add</b> [4] - 10:11, 60:6, 65:11, 65:13 <b>added</b> [1] - 26:6 <b>adding</b> [1] - 60:8 <b>additional</b> [7] - 10:11, 14:7, 14:11, 57:14, 57:17, 58:6,	<b>70%</b> [1] - 53:5	
<b>4</b>	<b>9</b>	<b>accepting</b> [1] - 56:3 <b>access</b> [4] - 11:7, 20:12, 22:10, 49:23 <b>accessible</b> [1] - 24:21 <b>accolades</b> [1] - 53:21 <b>accompany</b> [2] - 47:7, 49:1 <b>accomplish</b> [3] - 6:4, 41:5, 42:11 <b>accomplishment</b> [1] - 41:16 <b>accomplishments</b> [2] - 12:4, 27:25 <b>account</b> [1] - 49:8 <b>accountability</b> [5] - 5:7, 13:25, 45:8, 64:12, 64:22 <b>accountable</b> [5] - 44:1, 44:5, 44:22, 44:25, 45:11 <b>accreditation</b> [1] - 10:20 <b>accumulation</b> [1] - 13:1 <b>achieve</b> [1] - 26:24 <b>achievement</b> [1] - 65:24 <b>Achiever</b> [2] - 22:20, 23:4 <b>achieving</b> [2] - 22:22, 23:6 <b>acknowledge</b> [4] - 4:10, 45:13, 50:25, 66:8 <b>acknowledged</b> [1] - 29:15 <b>acknowledges</b> [1] - 44:17 <b>Act</b> [1] - 23:18 <b>action</b> [12] - 9:9, 28:19, 32:14, 41:3, 47:7, 57:10, 57:11, 57:17, 57:18, 58:7, 58:11 <b>Activities</b> [1] - 14:11 <b>activities</b> [5] - 9:5, 21:12, 24:25, 38:11, 56:19 <b>activity</b> [1] - 8:2 <b>AD</b> [1] - 16:14 <b>adaptive</b> [1] - 54:4 <b>add</b> [4] - 10:11, 60:6, 65:11, 65:13 <b>added</b> [1] - 26:6 <b>adding</b> [1] - 60:8 <b>additional</b> [7] - 10:11, 14:7, 14:11, 57:14, 57:17, 58:6,	<b>8.8</b> [1] - 16:2 <b>80</b> [1] - 11:6 <b>850</b> [2] - 1:21	
<b>5</b>	<b>A</b>	<b>accepting</b> [1] - 56:3 <b>access</b> [4] - 11:7, 20:12, 22:10, 49:23 <b>accessible</b> [1] - 24:21 <b>accolades</b> [1] - 53:21 <b>accompany</b> [2] - 47:7, 49:1 <b>accomplish</b> [3] - 6:4, 41:5, 42:11 <b>accomplishment</b> [1] - 41:16 <b>accomplishments</b> [2] - 12:4, 27:25 <b>account</b> [1] - 49:8 <b>accountability</b> [5] - 5:7, 13:25, 45:8, 64:12, 64:22 <b>accountable</b> [5] - 44:1, 44:5, 44:22, 44:25, 45:11 <b>accreditation</b> [1] - 10:20 <b>accumulation</b> [1] - 13:1 <b>achieve</b> [1] - 26:24 <b>achievement</b> [1] - 65:24 <b>Achiever</b> [2] - 22:20, 23:4 <b>achieving</b> [2] - 22:22, 23:6 <b>acknowledge</b> [4] - 4:10, 45:13, 50:25, 66:8 <b>acknowledged</b> [1] - 29:15 <b>acknowledges</b> [1] - 44:17 <b>Act</b> [1] - 23:18 <b>action</b> [12] - 9:9, 28:19, 32:14, 41:3, 47:7, 57:10, 57:11, 57:17, 57:18, 58:7, 58:11 <b>Activities</b> [1] - 14:11 <b>activities</b> [5] - 9:5, 21:12, 24:25, 38:11, 56:19 <b>activity</b> [1] - 8:2 <b>AD</b> [1] - 16:14 <b>adaptive</b> [1] - 54:4 <b>add</b> [4] - 10:11, 60:6, 65:11, 65:13 <b>added</b> [1] - 26:6 <b>adding</b> [1] - 60:8 <b>additional</b> [7] - 10:11, 14:7, 14:11, 57:14, 57:17, 58:6,	<b>abbreviated</b> [1] - 8:1 <b>ability</b> [3] - 28:2, 34:4, 65:12 <b>able</b> [6] - 10:11, 13:14, 17:23, 18:8, 29:22, 37:11 <b>Absolutely</b> [1] - 38:23 <b>absolutely</b> [11] - 4:24, 10:13, 28:13, 29:2, 29:4, 34:11, 39:1, 40:10, 48:21, 50:15, 62:13 <b>absorb</b> [1] - 31:8 <b>academe</b> [1] - 55:17 <b>academic</b> [14] - 6:25, 10:2, 15:1, 15:5, 15:17, 15:18, 35:21, 38:8, 41:22, 53:21, 54:14, 55:3, 55:20, 61:21 <b>academically</b> [1] - 24:19 <b>academics</b> [2] - 37:8, 41:10 <b>academy</b> [1] - 14:13 <b>accept</b> [5] - 31:11, 34:9, 48:3, 64:5, 64:8 <b>acceptance</b> [2] - 5:17, 65:22	
<b>6</b>	<b>\$</b>	<b>accepting</b> [1] - 56:3 <b>access</b> [4] - 11:7, 20:12, 22:10, 49:23 <b>accessible</b> [1] - 24:21 <b>accolades</b> [1] - 53:21 <b>accompany</b> [2] - 47:7, 49:1 <b>accomplish</b> [3] - 6:4, 41:5, 42:11 <b>accomplishment</b> [1] - 41:16 <b>accomplishments</b> [2] - 12:4, 27:25 <b>account</b> [1] - 49:8 <b>accountability</b> [5] - 5:7, 13:25, 45:8, 64:12, 64:22 <b>accountable</b> [5] - 44:1, 44:5, 44:22, 44:25, 45:11 <b>accreditation</b> [1] - 10:20 <b>accumulation</b> [1] - 13:1 <b>achieve</b> [1] - 26:24 <b>achievement</b> [1] - 65:24 <b>Achiever</b> [2] - 22:20, 23:4 <b>achieving</b> [2] - 22:22, 23:6 <b>acknowledge</b> [4] - 4:10, 45:13, 50:25, 66:8 <b>acknowledged</b> [1] - 29:15 <b>acknowledges</b> [1] - 44:17 <b>Act</b> [1] - 23:18 <b>action</b> [12] - 9:9, 28:19, 32:14, 41:3, 47:7, 57:10, 57:11, 57:17, 57:18, 58:7, 58:11 <b>Activities</b> [1] - 14:11 <b>activities</b> [5] - 9:5, 21:12, 24:25, 38:11, 56:19 <b>activity</b> [1] - 8:2 <b>AD</b> [1] - 16:14 <b>adaptive</b> [1] - 54:4 <b>add</b> [4] - 10:11, 60:6, 65:11, 65:13 <b>added</b> [1] - 26:6 <b>adding</b> [1] - 60:8 <b>additional</b> [7] - 10:11, 14:7, 14:11, 57:14, 57:17, 58:6,	<b>\$300,000</b> [1] - 23:5 <b>\$400,000</b> [1] - 22:25 <b>\$675,000</b> [1] - 17:2	
<b>7</b>	<b>1</b>	<b>accepting</b> [1] - 56:3 <b>access</b> [4] - 11:7, 20:12, 22:10, 49:23 <b>accessible</b> [1] - 24:21 <b>accolades</b> [1] - 53:21 <b>accompany</b> [2] - 47:7, 49:1 <b>accomplish</b> [3] - 6:4, 41:5, 42:11 <b>accomplishment</b> [1] - 41:16 <b>accomplishments</b> [2] - 12:4, 27:25 <b>account</b> [1] - 49:8 <b>accountability</b> [5] - 5:7, 13:25, 45:8, 64:12, 64:22 <b>accountable</b> [5] - 44:1, 44:5, 44:22, 44:25, 45:11 <b>accreditation</b> [1] - 10:20 <b>accumulation</b> [1] - 13:1 <b>achieve</b> [1] - 26:24 <b>achievement</b> [1] - 65:24 <b>Achiever</b> [2] - 22:20, 23:4 <b>achieving</b> [2] - 22:22, 23:6 <b>acknowledge</b> [4] - 4:10, 45:13, 50:25, 66:8 <b>acknowledged</b> [1] - 29:15 <b>acknowledges</b> [1] - 44:17 <b>Act</b> [1] - 23:18 <b>action</b> [12] - 9:9, 28:19, 32:14, 41:3, 47:7, 57:10, 57:11, 57:17, 57:18, 58:7, 58:11 <b>Activities</b> [1] - 14:11 <b>activities</b> [5] - 9:5, 21:12, 24:25, 38:11, 56:19 <b>activity</b> [1] - 8:2 <b>AD</b> [1] - 16:14 <b>adaptive</b> [1] - 54:4 <b>add</b> [4] - 10:11, 60:6, 65:11, 65:13 <b>added</b> [1] - 26:6 <b>adding</b> [1] - 60:8 <b>additional</b> [7] - 10:11, 14:7, 14:11, 57:14, 57:17, 58:6,	<b>10</b> [2] - 53:5, 54:22 <b>100</b> [1] - 10:19 <b>110</b> [1] - 23:9 <b>12</b> [3] - 13:16, 54:22, 62:4 <b>12-month</b> [1] - 65:2 <b>125th</b> [1] - 23:17 <b>126</b> [1] - 15:25 <b>12th</b> [1] - 62:1 <b>1890</b> [1] - 23:18	
<b>8</b>	<b>2</b>	<b>accepting</b> [1] - 56:3 <b>access</b> [4] - 11:7, 20:12, 22:10, 49:23 <b>accessible</b> [1] - 24:21 <b>accolades</b> [1] - 53:21 <b>accompany</b> [2] - 47:7, 49:1 <b>accomplish</b> [3] - 6:4, 41:5, 42:11 <b>accomplishment</b> [1] - 41:16 <b>accomplishments</b> [2] - 12:4, 27:25 <b>account</b> [1] - 49:8 <b>accountability</b> [5] - 5:7, 13:25, 45:8, 64:12, 64:22 <b>accountable</b> [5] - 44:1, 44:5, 44:22, 44:25, 45:11 <b>accreditation</b> [1] - 10:20 <b>accumulation</b> [1] - 13:1 <b>achieve</b> [1] - 26:24 <b>achievement</b> [1] - 65:24 <b>Achiever</b> [2] - 22:20, 23:4 <b>achieving</b> [2] - 22:22, 23:6 <b>acknowledge</b> [4] - 4:10, 45:13, 50:25, 66:8 <b>acknowledged</b> [1] - 29:15 <b>acknowledges</b> [1] - 44:17 <b>Act</b> [1] - 23:18 <b>action</b> [12] - 9:9, 28:19, 32:14, 41:3, 47:7, 57:10, 57:11, 57:17, 57:18, 58:7, 58:11 <b>Activities</b> [1] - 14:11 <b>activities</b> [5] - 9:5, 21:12, 24:25, 38:11, 56:19 <b>activity</b> [1] - 8:2 <b>AD</b> [1] - 16:14 <b>adaptive</b> [1] - 54:4 <b>add</b> [4] - 10:11, 60:6, 65:11, 65:13 <b>added</b> [1] - 26:6 <b>adding</b> [1] - 60:8 <b>additional</b> [7] - 10:11, 14:7, 14:11, 57:14, 57:17, 58:6,	<b>2</b> [3] - 8:18, 60:5, 61:24 <b>2.0</b> [1] - 15:14 <b>2.6</b> [1] - 16:2 <b>2002</b> [1] - 11:2 <b>2009</b> [1] - 11:7 <b>2014</b> [3] - 5:18, 12:13, 14:18 <b>2014/15</b> [2] - 10:2, 15:15 <b>2014/2015</b> [4] - 6:25, 9:10, 50:23, 60:21 <b>2015</b> [2] - 1:11, 69:7 <b>2015/2016</b> [3] - 51:13, 60:1, 66:6 <b>21</b> [1] - 1:11 <b>21st</b> [2] - 53:24, 54:6 <b>236</b> [1] - 16:1 <b>25th</b> [1] - 69:7 <b>26</b> [1] - 53:2 <b>27</b> [2] - 36:13, 36:15	
<b>9</b>	<b>3</b>	<b>accepting</b> [1] - 56:3 <b>access</b> [4] - 11:7, 20:12, 22:10, 49:23 <b>accessible</b> [1] - 24:21 <b>accolades</b> [1] - 53:21 <b>accompany</b> [2] - 47:7, 49:1 <b>accomplish</b> [3] - 6:4, 41:5, 42:11 <b>accomplishment</b> [1] - 41:16 <b>accomplishments</b> [2] - 12:4, 27:25 <b>account</b> [1] - 49:8 <b>accountability</b> [5] - 5:7, 13:25, 45:8, 64:12, 64:22 <b>accountable</b> [5] - 44:1, 44:5, 44:22, 44:25, 45:11 <b>accreditation</b> [1] - 10:20 <b>accumulation</b> [1] - 13:1 <b>achieve</b> [1] - 26:24 <b>achievement</b> [1] - 65:24 <b>Achiever</b> [2] - 22:20, 23:4 <b>achieving</b> [2] - 22:22, 23:6 <b>acknowledge</b> [4] - 4:10, 45:13, 50:25, 66:8 <b>acknowledged</b> [1] - 29:15 <b>acknowledges</b> [1] - 44:17 <b>Act</b> [1] - 23:18 <b>action</b> [12] - 9:9, 28:19, 32:14, 41:3, 47:7, 57:10, 57:11, 57:17, 57:18, 58:7, 58:11 <b>Activities</b> [1] - 14:11 <b>activities</b> [5] - 9:5, 21:12, 24:25, 38:11, 56:19 <b>activity</b> [1] - 8:2 <b>AD</b> [1] - 16:14 <b>adaptive</b> [1] - 54:4 <b>add</b> [4] - 10:11, 60:6, 65:11, 65:13 <b>added</b> [1] - 26:6 <b>adding</b> [1] - 60:8 <b>additional</b> [7] - 10:11, 14:7, 14:11, 57:14, 57:17, 58:6,	<b>3</b> [3] - 60:5, 61:5, 61:25 <b>3093</b> [1] - 1:20 <b>32315-3093</b> [1] - 1:21 <b>35</b> [1] - 12:16 <b>3:00</b> [1] - 1:13	
<b>10</b>	<b>4</b>	<b>accepting</b> [1] - 56:3 <b>access</b> [4] - 11:7, 20:12, 22:10, 49:23 <b>accessible</b> [1] - 24:21 <b>accolades</b> [1] - 53:21 <b>accompany</b> [2] - 47:7, 49:1 <b>accomplish</b> [3] - 6:4, 41:5, 42:11 <b>accompl</b>		

<p>56:5  <b>appropriate</b> [4] - 19:23, 32:12, 59:10, 60:18  <b>approval</b> [2] - 7:8, 28:19  <b>approve</b> [1] - 8:21  <b>approved</b> [3] - 4:9, 4:15, 8:23  <b>approving</b> [2] - 7:9, 50:2  <b>APR</b> [2] - 15:18, 17:2  <b>April</b> [1] - 21:10  <b>archives</b> [1] - 15:4  <b>area</b> [19] - 17:9, 17:11, 18:2, 20:15, 22:1, 25:19, 25:21, 25:22, 26:22, 28:8, 43:8, 43:10, 43:16, 43:22, 43:23, 45:9, 60:14, 60:15, 60:16  <b>Area</b> [1] - 23:25  <b>areas</b> [13] - 4:25, 5:2, 9:14, 12:7, 15:17, 25:11, 27:7, 30:25, 31:1, 39:22, 54:15, 54:17, 64:21  <b>array</b> [1] - 41:9  <b>arrival</b> [1] - 18:25  <b>arrived</b> [3] - 10:14, 12:13, 63:2  <b>articles</b> [1] - 36:2  <b>assert</b> [1] - 45:7  <b>assessment</b> [9] - 7:7, 9:2, 9:13, 9:16, 10:10, 14:9, 30:25, 35:25  <b>assistants</b> [1] - 21:18  <b>associate</b> [1] - 15:1  <b>associating</b> [1] - 62:18  <b>Association</b> [1] - 5:3  <b>assume</b> [1] - 34:9  <b>assumptions</b> [1] - 37:11  <b>assuring</b> [1] - 57:19  <b>AT</b> [2] - 1:13, 1:13  <b>at-a-glance</b> [2] - 9:12, 49:8  <b>athletes</b> [1] - 17:3  <b>athletic</b> [6] - 13:18, 16:13, 16:20, 17:8, 32:22, 32:23  <b>Athletic</b> [1] - 33:1  <b>Athletics</b> [1] - 12:21  <b>athletics</b> [3] - 16:25, 17:1, 17:5  <b>attach</b> [1] - 66:2  <b>attempt</b> [1] - 40:14</p>	<p><b>attend</b> [1] - 20:2  <b>attendance</b> [1] - 19:25  <b>attended</b> [6] - 19:1, 20:1, 23:21, 24:7, 24:10  <b>attending</b> [1] - 18:9  <b>attention</b> [1] - 12:16  <b>attitudes</b> [1] - 22:2  <b>Attorney</b> [3] - 3:7, 12:17, 58:8  <b>ATTORNEY</b> [9] - 3:9, 3:11, 3:13, 3:15, 3:17, 3:19, 3:21, 3:23, 58:25  <b>attract</b> [2] - 20:19, 29:22  <b>August</b> [6] - 9:4, 48:11, 48:16, 51:6, 59:12, 66:24  <b>authorized</b> [1] - 69:5  <b>available</b> [4] - 23:12, 26:14, 51:23, 66:20  <b>award</b> [1] - 24:3  <b>awards</b> [1] - 23:5  <b>Awards</b> [4] - 22:21, 22:24, 23:4, 23:18  <b>aware</b> [1] - 15:7  <b>aye</b> [3] - 4:10, 50:25, 66:9</p>	<p><b>basketball</b> [1] - 24:4  <b>beautification</b> [5] - 62:5, 62:6, 62:10, 62:23, 62:25  <b>become</b> [2] - 10:23, 26:8  <b>becomes</b> [1] - 34:22  <b>beds</b> [1] - 62:24  <b>beginning</b> [1] - 12:12  <b>behalf</b> [1] - 46:3  <b>behavioral</b> [1] - 54:4  <b>behaviors</b> [1] - 22:1  <b>behind</b> [3] - 6:16, 41:17, 42:3  <b>believes</b> [1] - 33:7  <b>Belinda</b> [1] - 2:3  <b>benchmarks</b> [1] - 11:14  <b>best</b> [13] - 5:4, 14:11, 15:7, 18:6, 20:2, 21:20, 25:7, 26:8, 35:5, 41:5, 46:9, 54:19, 55:25  <b>best-in-class</b> [2] - 26:8, 54:19  <b>better</b> [6] - 13:12, 14:6, 27:8, 34:23, 34:25  <b>BETTYE</b> [1] - 1:9  <b>between</b> [4] - 25:25, 27:19, 45:18, 64:13  <b>beyond</b> [1] - 25:25  <b>big</b> [1] - 25:16  <b>bit</b> [5] - 24:9, 32:2, 32:9, 33:4, 43:16  <b>black</b> [4] - 8:5, 8:9, 13:11, 15:3  <b>blessed</b> [2] - 41:20, 41:23  <b>board</b> [2] - 5:4, 12:10  <b>Board</b> [76] - 7:3, 7:8, 8:7, 8:8, 8:23, 9:1, 9:4, 9:15, 9:25, 10:4, 10:12, 12:14, 16:5, 16:15, 17:5, 17:14, 21:5, 25:20, 25:21, 25:23, 26:2, 26:7, 26:16, 27:2, 29:14, 32:5, 32:16, 32:21, 33:21, 34:5, 34:6, 34:20, 37:18, 37:21, 37:25, 38:17, 39:12, 40:6, 42:23, 42:24, 42:25, 43:4, 43:7, 43:15, 44:20, 44:23, 45:6, 45:10, 45:15, 45:16, 46:4, 46:24, 47:14, 48:10, 48:15, 48:22, 50:2, 50:17, 51:6, 52:15, 53:2,</p>	<p>54:9, 57:8, 58:14, 59:3, 59:10, 59:15, 60:20, 63:24, 64:2, 64:17, 64:23, 65:9, 66:24, 67:14  <b>BOARD</b> [1] - 1:1  <b>Board's</b> [1] - 9:13  <b>Boards</b> [1] - 5:3  <b>body</b> [3] - 44:21, 44:24, 59:11  <b>BOG</b> [1] - 15:16  <b>Boosters</b> [1] - 16:23  <b>bored</b> [1] - 34:19  <b>Boston</b> [3] - 23:23, 23:24, 23:25  <b>bottom</b> [1] - 8:19  <b>bounds</b> [2] - 58:5, 58:10  <b>BOX</b> [1] - 1:20  <b>BOYCE</b> [2] - 40:12, 40:22  <b>Boyce</b> [3] - 2:5, 40:11, 42:12  <b>brand</b> [1] - 14:2  <b>brief</b> [7] - 4:17, 6:11, 6:15, 9:20, 10:9, 17:20, 66:17  <b>briefed</b> [1] - 12:14  <b>briefly</b> [1] - 5:3  <b>bring</b> [5] - 7:13, 11:17, 25:1, 31:13  <b>bringing</b> [1] - 62:19  <b>brings</b> [1] - 17:1  <b>broad</b> [4] - 11:24, 54:2, 54:7, 55:20  <b>brought</b> [3] - 30:19, 58:16, 67:6  <b>budget</b> [2] - 16:13, 32:24  <b>build</b> [4] - 10:6, 30:3, 54:11  <b>building</b> [1] - 17:12  <b>built</b> [1] - 67:6  <b>bulk</b> [1] - 36:5  <b>business</b> [3] - 51:13, 66:14, 67:23  <b>businessmen</b> [1] - 41:10  <b>BY</b> [1] - 1:17</p>	<p>62:23, 63:1, 63:3  <b>CAMPUS</b> [1] - 1:15  <b>campus-thought</b> [1] - 20:11  <b>candnreporters.com</b> [1] - 1:22  <b>cannot</b> [1] - 54:21  <b>capability</b> [1] - 19:9  <b>capacity</b> [2] - 44:21, 46:2  <b>capture</b> [1] - 6:17  <b>captured</b> [3] - 49:17, 49:24, 50:5  <b>capturing</b> [1] - 49:11  <b>care</b> [1] - 6:3  <b>career</b> [1] - 23:11  <b>careers</b> [1] - 25:4  <b>Carnegie</b> [1] - 23:15  <b>carried</b> [1] - 6:9  <b>cascaded</b> [1] - 17:18  <b>case</b> [3] - 21:8, 46:17, 65:16  <b>cases</b> [1] - 34:15  <b>cash</b> [1] - 15:25  <b>catalyst</b> [1] - 41:22  <b>categories</b> [1] - 46:15  <b>category</b> [1] - 15:20  <b>celebration</b> [1] - 23:23  <b>center</b> [1] - 21:13  <b>Center</b> [1] - 15:11  <b>century</b> [2] - 53:24, 54:6  <b>ceremonies</b> [1] - 24:4  <b>ceremony</b> [2] - 24:10, 24:13  <b>certain</b> [3] - 25:10, 27:2, 61:19  <b>certainly</b> [7] - 19:1, 29:15, 36:25, 49:16, 52:18, 53:6, 56:1  <b>CERTIFICATE</b> [1] - 69:1  <b>certify</b> [1] - 69:5  <b>CFO</b> [1] - 13:16  <b>CHAIR</b> [1] - 1:7  <b>Chair</b> [23] - 3:23, 4:18, 29:3, 30:15, 35:10, 37:14, 38:15, 38:22, 39:2, 39:4, 39:25, 42:17, 42:18, 42:22, 46:8, 57:15, 58:19, 59:20, 60:3, 61:12, 63:17, 63:18, 66:15  <b>chair</b> [2] - 47:1, 65:10  <b>Chairman</b> [4] -</p>
<b>B</b>		<b>C</b>		
<p><b>babies</b> [1] - 24:12  <b>Baby</b> [1] - 24:11  <b>Baccarat</b> [1] - 14:19  <b>background</b> [1] - 41:9  <b>bag</b> [1] - 32:3  <b>balanced</b> [3] - 30:17, 31:6, 39:6  <b>balancing</b> [1] - 5:20  <b>BAND</b> [1] - 1:15  <b>band</b> [1] - 10:19  <b>Barge</b> [1] - 3:7  <b>BARGE</b> [8] - 3:9, 3:11, 3:13, 3:15, 3:17, 3:19, 3:21, 3:23  <b>Barge-Miles</b> [1] - 3:7  <b>BARGE-MILES</b> [8] - 3:9, 3:11, 3:13, 3:15, 3:17, 3:19, 3:21, 3:23  <b>base</b> [1] - 14:25  <b>baseball</b> [1] - 23:21  <b>based</b> [8] - 14:9, 16:21, 36:14, 52:10, 52:21, 53:8, 54:13, 55:9  <b>baseline</b> [1] - 51:20  <b>basis</b> [1] - 65:9</p>	<p><b>cafeteria</b> [1] - 24:17  <b>caliber</b> [2] - 17:23, 33:17  <b>campus</b> [16] - 10:14, 12:13, 20:11, 26:10, 37:15, 42:1, 52:3, 54:13, 60:5, 60:9, 62:5, 62:6, 62:10,</p>	<p><b>cafeteria</b> [1] - 24:17  <b>caliber</b> [2] - 17:23, 33:17  <b>campus</b> [16] - 10:14, 12:13, 20:11, 26:10, 37:15, 42:1, 52:3, 54:13, 60:5, 60:9, 62:5, 62:6, 62:10,</p>	<p><b>certify</b> [1] - 69:5  <b>CFO</b> [1] - 13:16  <b>CHAIR</b> [1] - 1:7  <b>Chair</b> [23] - 3:23, 4:18, 29:3, 30:15, 35:10, 37:14, 38:15, 38:22, 39:2, 39:4, 39:25, 42:17, 42:18, 42:22, 46:8, 57:15, 58:19, 59:20, 60:3, 61:12, 63:17, 63:18, 66:15  <b>chair</b> [2] - 47:1, 65:10  <b>Chairman</b> [4] -</p>	

<p>42:24, 42:25, 43:3, 48:7</p> <p><b>CHAIRMAN</b> [7] - 3:22, 4:6, 42:17, 42:19, 63:17, 63:19, 65:21</p> <p><b>challenge</b> [9] - 11:21, 13:10, 13:14, 21:22, 32:13, 34:22, 43:19, 56:25, 59:21</p> <p><b>challenges</b> [5] - 17:3, 32:17, 32:19, 45:13, 45:14</p> <p><b>Champion</b> [1] - 10:18</p> <p><b>championship</b> [1] - 24:5</p> <p><b>Chancellor</b> [1] - 16:8</p> <p><b>change</b> [16] - 11:17, 13:3, 13:5, 13:23, 14:12, 14:14, 14:24, 15:9, 22:2, 27:18, 39:11, 50:3, 56:12, 62:3, 65:4</p> <p><b>changes</b> [8] - 11:23, 14:23, 21:24, 22:3, 53:18, 54:4, 55:2, 55:4</p> <p><b>chapter</b> [1] - 19:22</p> <p><b>characteristics</b> [4] - 12:11, 26:21, 27:23, 33:5</p> <p><b>characterized</b> [1] - 44:6</p> <p><b>charge</b> [4] - 6:2, 13:24, 59:9, 59:12</p> <p><b>charged</b> [4] - 7:12, 7:19, 8:7, 9:6</p> <p><b>charges</b> [1] - 6:21</p> <p><b>charter</b> [1] - 58:6</p> <p><b>Chick</b> [1] - 24:16</p> <p><b>Chick-Fil-A</b> [1] - 24:16</p> <p><b>chief</b> [2] - 13:20, 21:7</p> <p><b>choices</b> [1] - 18:9</p> <p><b>choir</b> [1] - 37:9</p> <p><b>choose</b> [1] - 57:16</p> <p><b>choosing</b> [1] - 25:4</p> <p><b>chosen</b> [1] - 61:19</p> <p><b>Christmas</b> [1] - 24:11</p> <p><b>Church</b> [1] - 23:25</p> <p><b>circumstances</b> [1] - 53:15</p> <p><b>City</b> [2] - 23:16, 23:24</p> <p><b>clarification</b> [2] - 50:11, 62:11</p> <p><b>clarify</b> [1] - 28:12</p>	<p><b>class</b> [5] - 11:7, 24:24, 24:25, 26:8, 54:19</p> <p><b>Classic</b> [1] - 24:15</p> <p><b>clear</b> [4] - 12:25, 29:16, 60:7, 60:19</p> <p><b>clearer</b> [1] - 60:25</p> <p><b>clearly</b> [4] - 25:19, 25:22, 33:18, 34:8</p> <p><b>Cleve</b> [1] - 2:4</p> <p><b>close</b> [1] - 45:12</p> <p><b>closing</b> [1] - 51:8</p> <p><b>co</b> [1] - 23:23</p> <p><b>co-sponsored</b> [1] - 23:23</p> <p><b>COC</b> [1] - 12:17</p> <p><b>collaborate</b> [1] - 34:25</p> <p><b>collaboration</b> [6] - 27:17, 30:21, 33:9, 37:14, 56:15, 61:13</p> <p><b>collaborative</b> [1] - 33:11</p> <p><b>colleague</b> [1] - 40:17</p> <p><b>colleagues</b> [6] - 4:16, 5:19, 6:11, 17:14, 42:21, 63:20</p> <p><b>collected</b> [1] - 49:22</p> <p><b>collective</b> [4] - 49:9, 58:11, 58:16, 59:11</p> <p><b>collectively</b> [2] - 45:6, 46:10</p> <p><b>college</b> [2] - 19:19, 22:25</p> <p><b>College</b> [3] - 5:16, 10:21, 31:17</p> <p><b>colleges</b> [2] - 11:20, 13:11</p> <p><b>collegiate</b> [1] - 16:16</p> <p><b>color</b> [1] - 20:19</p> <p><b>column</b> [1] - 52:2</p> <p><b>combed</b> [1] - 28:15</p> <p><b>coming</b> [5] - 16:22, 27:5, 35:8, 46:2, 48:22</p> <p><b>COMMENCED</b> [1] - 1:13</p> <p><b>commend</b> [1] - 39:24</p> <p><b>commended</b> [1] - 40:7</p> <p><b>comment</b> [2] - 37:14, 48:7</p> <p><b>comments</b> [33] - 10:9, 25:14, 28:11, 28:16, 28:18, 28:24, 29:1, 30:13, 30:16, 35:5, 35:7, 35:8, 35:11, 35:22, 38:21, 39:3, 39:8, 39:11, 40:13, 40:19, 42:5,</p>	<p>42:13, 42:20, 47:2, 56:21, 59:25, 60:2, 63:15, 65:18, 66:17, 66:19, 67:17, 67:22</p> <p><b>commissioned</b> [1] - 16:16</p> <p><b>commissioning</b> [1] - 24:10</p> <p><b>commit</b> [1] - 30:7</p> <p><b>commitment</b> [1] - 13:25</p> <p><b>committed</b> [1] - 52:20</p> <p><b>Committee</b> [35] - 3:6, 4:18, 6:8, 6:14, 6:20, 7:24, 8:6, 8:20, 8:23, 9:1, 9:3, 9:6, 9:18, 28:18, 28:25, 32:8, 33:1, 35:9, 46:11, 47:3, 47:12, 48:13, 48:17, 50:13, 52:6, 58:6, 59:3, 59:5, 59:9, 59:13, 59:15, 66:14, 67:23</p> <p><b>committee</b> [5] - 9:21, 33:1, 43:5, 46:10, 59:8</p> <p><b>COMMITTEE</b> [3] - 1:3, 3:2, 67:25</p> <p><b>committing</b> [1] - 29:11</p> <p><b>common</b> [1] - 42:8</p> <p><b>communicate</b> [2] - 34:25, 39:21</p> <p><b>communication</b> [4] - 29:14, 30:21, 39:19, 65:14</p> <p><b>communications</b> [4] - 13:17, 16:9, 25:25, 67:13</p> <p><b>communities</b> [2] - 20:18, 54:7</p> <p><b>community</b> [6] - 33:2, 54:14, 55:24, 56:16, 60:10, 60:12</p> <p><b>compact</b> [1] - 34:23</p> <p><b>comparative</b> [2] - 9:14, 37:2</p> <p><b>compared</b> [1] - 11:9</p> <p><b>compete</b> [1] - 13:12</p> <p><b>competing</b> [1] - 19:6</p> <p><b>competitive</b> [3] - 13:9, 26:20, 53:22</p> <p><b>competitors</b> [1] - 22:6</p> <p><b>compiled</b> [1] - 5:9</p> <p><b>compiles</b> [1] - 49:7</p> <p><b>compiling</b> [1] - 7:5</p> <p><b>complete</b> [5] - 9:2, 35:19, 36:16, 52:1,</p>	<p>69:6</p> <p><b>completed</b> [6] - 35:18, 36:16, 36:19, 54:21, 58:2, 65:3</p> <p><b>completion</b> [1] - 64:24</p> <p><b>compliance</b> [1] - 7:15</p> <p><b>composed</b> [1] - 21:17</p> <p><b>comprehensive</b> [2] - 40:5, 53:18</p> <p><b>compromise</b> [3] - 27:11, 27:12, 27:15</p> <p><b>con</b> [1] - 47:8</p> <p><b>concern</b> [5] - 12:7, 25:21, 28:10, 31:18, 36:5</p> <p><b>concerned</b> [1] - 18:15</p> <p><b>concerns</b> [10] - 13:2, 17:16, 18:20, 20:23, 22:9, 22:15, 32:10, 34:21, 66:19, 66:22</p> <p><b>conclude</b> [1] - 42:5</p> <p><b>CONCLUDED</b> [1] - 1:13</p> <p><b>concur</b> [2] - 35:10, 42:20</p> <p><b>condition</b> [4] - 29:11, 54:13, 54:14, 63:2</p> <p><b>conducted</b> [2] - 14:18, 40:7</p> <p><b>conducting</b> [1] - 7:2</p> <p><b>Conference</b> [1] - 20:17</p> <p><b>conferences</b> [1] - 15:6</p> <p><b>conferred</b> [1] - 63:20</p> <p><b>conflict</b> [1] - 14:3</p> <p><b>conflicting</b> [1] - 18:5</p> <p><b>confused</b> [1] - 62:2</p> <p><b>confusing</b> [1] - 53:7</p> <p><b>Congressional</b> [1] - 23:20</p> <p><b>consider</b> [4] - 53:3, 53:9, 60:8, 61:23</p> <p><b>consideration</b> [3] - 19:11, 38:16, 64:17</p> <p><b>considered</b> [1] - 52:10</p> <p><b>considering</b> [1] - 59:14</p> <p><b>consisted</b> [1] - 11:7</p> <p><b>constituent</b> [1] - 18:7</p> <p><b>constituents</b> [1] - 32:1</p> <p><b>constitutionally</b> [1] - 20:4</p>	<p><b>consult</b> [1] - 42:24</p> <p><b>consultation</b> [1] - 61:8</p> <p><b>consulting</b> [1] - 16:16</p> <p><b>contemplate</b> [3] - 32:10, 34:6, 35:4</p> <p><b>contemplation</b> [1] - 31:21</p> <p><b>context</b> [2] - 4:19, 29:25</p> <p><b>continually</b> [1] - 40:23</p> <p><b>continue</b> [11] - 16:10, 19:20, 23:11, 27:18, 30:3, 45:7, 53:17, 55:1, 56:17, 62:4, 62:7</p> <p><b>continued</b> [1] - 22:1</p> <p><b>continuing</b> [2] - 25:12, 55:9</p> <p><b>continuous</b> [1] - 14:23</p> <p><b>continuously</b> [1] - 18:24</p> <p><b>contract</b> [1] - 63:23</p> <p><b>contractual</b> [1] - 7:16</p> <p><b>contribute</b> [1] - 20:11</p> <p><b>convenes</b> [1] - 48:11</p> <p><b>conversation</b> [3] - 9:22, 52:7, 57:8</p> <p><b>conversations</b> [3] - 19:3, 24:16, 62:16</p> <p><b>cooperation</b> [1] - 56:15</p> <p><b>copy</b> [1] - 7:4</p> <p><b>correction</b> [1] - 57:10</p> <p><b>corrective</b> [1] - 58:7</p> <p><b>correctly</b> [2] - 48:4, 59:1</p> <p><b>cost</b> [2] - 10:25, 14:21</p> <p><b>cost-of-living</b> [1] - 10:25</p> <p><b>couch</b> [1] - 30:17</p> <p><b>Council</b> [1] - 21:17</p> <p><b>council</b> [2] - 15:1, 17:6</p> <p><b>Counsel</b> [2] - 45:20, 64:1</p> <p><b>counsel</b> [1] - 57:22</p> <p><b>counsel's</b> [1] - 58:4</p> <p><b>counted</b> [1] - 36:13</p> <p><b>country</b> [1] - 17:15</p> <p><b>COUNTY</b> [1] - 69:3</p> <p><b>couple</b> [6] - 16:17, 17:21, 31:3, 31:7,</p>
---	--	---	---	---

<p>31:13, 37:15  <b>courses</b> [2] - 24:20, 61:8  <b>COURT</b> [1] - 1:18  <b>Court</b> [2] - 24:14, 69:11  <b>create</b> [1] - 33:8  <b>created</b> [2] - 20:24, 21:16  <b>creating</b> [2] - 20:18, 56:7  <b>creation</b> [3] - 7:1, 14:15, 20:23  <b>Criser</b> [1] - 16:8  <b>criteria</b> [1] - 34:14  <b>critical</b> [7] - 13:6, 20:9, 38:3, 38:4, 39:22, 56:14, 60:12  <b>criticism</b> [1] - 27:10  <b>criticized</b> [1] - 27:1  <b>cultural</b> [1] - 24:22  <b>culture</b> [1] - 33:9  <b>curb</b> [1] - 62:24  <b>cured</b> [1] - 32:20  <b>current</b> [1] - 64:21  <b>customer</b> [6] - 14:21, 21:6, 21:9, 21:11, 21:23, 22:5  <b>cuts</b> [1] - 62:24</p>	<p>38:10, 38:11  <b>decline</b> [1] - 55:9  <b>declined</b> [1] - 21:2  <b>deep</b> [1] - 11:24  <b>defer</b> [2] - 9:19, 52:7  <b>deficit</b> [1] - 32:24  <b>deficits</b> [1] - 16:21  <b>defined</b> [3] - 27:13, 46:21, 48:18  <b>defining</b> [1] - 63:5  <b>definitely</b> [2] - 4:21, 59:8  <b>degradation</b> [1] - 55:3  <b>deliberate</b> [1] - 4:24  <b>deliberative</b> [1] - 40:1  <b>delicate</b> [1] - 33:14  <b>delivery</b> [4] - 13:4, 19:12, 38:5, 55:21  <b>demands</b> [2] - 18:6, 19:6  <b>Democrat</b> [1] - 35:16  <b>demographics</b> [1] - 26:12  <b>demonstrate</b> [2] - 4:22, 17:25  <b>demonstrated</b> [1] - 27:15  <b>department</b> [2] - 17:1, 19:20  <b>Department</b> [1] - 12:22  <b>departure</b> [1] - 21:7  <b>dependent</b> [1] - 16:19  <b>depth</b> [1] - 53:17  <b>describe</b> [2] - 37:16, 37:20  <b>description</b> [1] - 36:14  <b>deserve</b> [1] - 22:6  <b>designed</b> [2] - 54:3, 55:7  <b>desire</b> [1] - 26:24  <b>despite</b> [3] - 13:14, 18:5, 29:13  <b>detail</b> [1] - 12:6  <b>detailed</b> [4] - 30:23, 31:16, 35:14, 43:21  <b>deter</b> [1] - 29:11  <b>determination</b> [1] - 38:19  <b>determine</b> [1] - 31:9  <b>determined</b> [2] - 5:10, 51:21  <b>determining</b> [1] - 5:12  <b>develop</b> [2] - 19:8, 26:19</p>	<p><b>development</b> [6] - 15:5, 17:8, 19:12, 27:8, 51:16, 60:21  <b>dialogue</b> [1] - 20:12  <b>different</b> [3] - 6:6, 58:12, 63:7  <b>differently</b> [1] - 56:6  <b>difficult</b> [1] - 18:9  <b>difficulties</b> [1] - 29:14  <b>diligently</b> [1] - 12:23  <b>dinner</b> [1] - 24:2  <b>Dinner</b> [1] - 23:18  <b>direction</b> [4] - 41:4, 58:13, 58:17, 65:2  <b>directions</b> [1] - 55:19  <b>director</b> [1] - 13:18  <b>directors</b> [2] - 15:3  <b>disagreed</b> [1] - 64:3  <b>disappointed</b> [1] - 43:7  <b>disappointing</b> [1] - 17:12  <b>disappointment</b> [1] - 18:11  <b>disciplinary</b> [1] - 57:10  <b>disciplines</b> [1] - 15:8  <b>discovered</b> [1] - 36:17  <b>discuss</b> [3] - 26:14, 52:8, 59:25  <b>discussion</b> [5] - 6:24, 31:16, 45:25, 61:17, 63:23  <b>displeased</b> [1] - 43:15  <b>dissuaded</b> [1] - 6:5  <b>diverse</b> [1] - 41:8  <b>Division</b> [1] - 25:5  <b>Doctor</b> [12] - 38:14, 43:23, 45:4, 45:18, 45:22, 46:5, 46:20, 62:12, 64:3, 67:2, 67:3, 67:15  <b>doctoral</b> [1] - 54:19  <b>document</b> [13] - 7:25, 8:15, 8:17, 9:11, 35:15, 35:17, 36:12, 48:14, 49:4, 49:7, 49:12, 50:6  <b>documentation</b> [4] - 36:21, 37:2, 37:6, 37:12  <b>documents</b> [3] - 7:22, 7:23, 8:13  <b>dollars</b> [2] - 11:12, 23:1  <b>donation</b> [1] - 15:22  <b>donations</b> [2] - 16:3,</p>	<p>16:23  <b>done</b> [7] - 4:20, 18:6, 22:17, 29:16, 30:1, 46:12, 54:20  <b>donors</b> [1] - 15:25  <b>door</b> [2] - 18:15, 24:18  <b>down</b> [4] - 17:18, 22:24, 32:6, 57:24  <b>dozens</b> [1] - 11:3  <b>draft</b> [11] - 7:9, 8:21, 9:10, 28:20, 49:6, 49:13, 50:7, 50:16, 50:22, 51:15, 63:16  <b>drew</b> [1] - 32:20  <b>drives</b> [1] - 43:25  <b>dropped</b> [2] - 10:24, 11:5  <b>DRS</b> [2] - 19:19, 24:4  <b>Drum</b> [1] - 10:18  <b>duly</b> [1] - 46:16  <b>during</b> [7] - 11:3, 16:2, 17:20, 20:6, 42:25, 56:13, 63:23  <b>duties</b> [2] - 13:21, 14:6  <b>duty</b> [2] - 15:20, 41:14</p>	<p><b>eliminated</b> [1] - 30:6  <b>eloquently</b> [1] - 40:17  <b>email</b> [1] - 18:16  <b>emails</b> [1] - 19:4  <b>emerge</b> [1] - 10:15  <b>emeriti</b> [1] - 60:13  <b>employee</b> [7] - 44:4, 44:9, 44:13, 44:17, 46:16, 67:5, 67:16  <b>employee/</b>  <b>employer</b> [1] - 44:8  <b>employees</b> [2] - 14:7, 20:22  <b>employer</b> [3] - 44:10, 44:14, 44:18  <b>employment</b> [1] - 8:4  <b>empowered</b> [1] - 15:7  <b>empowers</b> [1] - 41:23  <b>encourage</b> [4] - 25:2, 66:23, 67:5, 67:7  <b>encouraged</b> [1] - 23:9  <b>end</b> [7] - 15:4, 44:20, 46:1, 64:10, 67:4, 67:13, 67:19  <b>ended</b> [1] - 43:13  <b>engage</b> [3] - 8:11, 27:8, 56:16  <b>engaged</b> [2] - 20:20, 34:4  <b>engagement</b> [3] - 6:10, 19:11, 43:8  <b>engaging</b> [1] - 60:16  <b>engineering</b> [2] - 19:19, 38:1  <b>Engineering</b> [2] - 10:22, 31:17  <b>enhance</b> [3] - 19:9, 25:24, 55:23  <b>enhanced</b> [1] - 5:22  <b>enormous</b> [1] - 5:20  <b>enrich</b> [1] - 22:11  <b>enrollment</b> [2] - 11:5, 21:13  <b>ensemble</b> [1] - 23:14  <b>ensure</b> [10] - 6:4, 14:23, 15:6, 22:4, 30:4, 41:21, 53:19, 55:4, 64:23, 65:7  <b>Ensuring</b> [1] - 55:25  <b>ensuring</b> [4] - 5:6, 5:21, 7:15, 45:21  <b>entered</b> [1] - 23:19  <b>enterprise</b> [1] - 61:22  <b>entertain</b> [3] - 28:24, 48:9, 48:10</p>
<b>D</b>			<b>E</b>	
<p><b>D.C</b> [1] - 23:19  <b>danced</b> [1] - 24:8  <b>dashboard</b> [2] - 9:12, 49:8  <b>data</b> [6] - 36:8, 37:2, 38:18, 51:20, 51:23  <b>date</b> [1] - 49:21  <b>DATE</b> [1] - 1:11  <b>DATED</b> [1] - 69:7  <b>day-to-day</b> [5] - 27:14, 27:19, 37:22, 44:19, 55:18  <b>days</b> [2] - 24:5, 46:21  <b>dead</b> [1] - 43:13  <b>deadline</b> [1] - 50:6  <b>dean</b> [1] - 11:4  <b>deans</b> [1] - 15:1  <b>death</b> [1] - 10:17  <b>debt</b> [2] - 22:25, 26:11  <b>decade</b> [1] - 11:1  <b>decades</b> [1] - 21:22  <b>decide</b> [2] - 34:7, 48:15  <b>decision</b> [4] - 31:19, 41:4, 55:19, 59:19  <b>decisions</b> [7] - 25:7, 25:9, 38:1, 38:3, 38:4,</p>			<p><b>earning</b> [1] - 15:13  <b>easy</b> [1] - 61:4  <b>educate</b> [1] - 11:19  <b>education</b> [7] - 19:14, 20:13, 24:20, 26:11, 26:20, 29:10, 55:5  <b>educational</b> [4] - 22:10, 24:23, 38:5, 43:9  <b>effect</b> [1] - 55:8  <b>effective</b> [3] - 17:11, 17:20, 53:10  <b>effectively</b> [1] - 28:3  <b>Effectiveness</b> [1] - 14:10  <b>effectiveness</b> [3] - 14:16, 15:2, 18:1  <b>effectuate</b> [1] - 65:4  <b>Efficiency</b> [1] - 14:10  <b>efficiency</b> [1] - 14:16  <b>effort</b> [1] - 5:14  <b>efforts</b> [7] - 6:5, 15:13, 19:16, 20:17, 21:6, 62:4, 62:7  <b>eight</b> [2] - 17:17, 53:6  <b>either</b> [1] - 47:5  <b>elements</b> [1] - 8:4</p>	

<p><b>entertained</b> [1] - 47:14</p> <p><b>environment</b> [7] - 11:16, 13:1, 33:10, 41:6, 41:22, 54:6, 56:7</p> <p><b>Environmental</b> [1] - 14:18</p> <p><b>environmental</b> [3] - 18:13, 21:1, 22:13</p> <p><b>equip</b> [1] - 67:7</p> <p><b>especially</b> [4] - 12:7, 13:10, 42:21, 52:23</p> <p><b>essential</b> [1] - 56:15</p> <p><b>establish</b> [2] - 18:4, 22:14</p> <p><b>established</b> [1] - 28:16</p> <p><b>establishing</b> [1] - 10:3</p> <p><b>Eternal</b> [1] - 24:8</p> <p><b>evaluate</b> [3] - 61:1, 61:4, 67:8</p> <p><b>evaluated</b> [1] - 37:1</p> <p><b>evaluating</b> [1] - 14:5</p> <p><b>EVALUATION</b> [3] - 1:4, 3:2, 68:1</p> <p><b>evaluation</b> [36] - 5:12, 6:23, 7:2, 7:5, 7:9, 8:21, 9:10, 10:1, 10:10, 15:20, 25:17, 28:20, 31:8, 31:10, 35:12, 35:19, 35:23, 36:10, 39:7, 39:9, 39:14, 43:1, 43:14, 48:15, 49:6, 50:23, 51:4, 52:11, 57:12, 57:13, 58:1, 60:23, 64:14, 64:21, 65:3, 66:19</p> <p><b>Evaluation</b> [7] - 3:6, 7:24, 8:16, 8:20, 9:1, 59:4, 59:13</p> <p><b>evaluations</b> [1] - 40:4</p> <p><b>event</b> [2] - 18:9, 64:2</p> <p><b>events</b> [1] - 24:9</p> <p><b>evidence</b> [1] - 36:20</p> <p><b>evolve</b> [1] - 45:24</p> <p><b>examining</b> [1] - 14:12</p> <p><b>example</b> [7] - 4:25, 13:23, 14:14, 14:24, 15:9, 20:21, 67:10</p> <p><b>examples</b> [2] - 13:23, 22:16</p> <p><b>exceed</b> [1] - 64:20</p> <p><b>exceeding</b> [2] - 31:4, 43:11</p> <p><b>exceeds</b> [1] - 34:16</p>	<p><b>excellence</b> [2] - 10:7, 21:20</p> <p><b>excellent</b> [1] - 53:7</p> <p><b>exception</b> [1] - 5:15</p> <p><b>exciting</b> [1] - 53:14</p> <p><b>executive</b> [2] - 13:7, 21:18</p> <p><b>exercise</b> [1] - 60:23</p> <p><b>exist</b> [1] - 22:7</p> <p><b>existing</b> [1] - 14:5</p> <p><b>expand</b> [1] - 61:7</p> <p><b>expect</b> [2] - 16:14, 17:24</p> <p><b>expectation</b> [1] - 16:19</p> <p><b>expectations</b> [3] - 12:8, 16:11, 25:23</p> <p><b>expenditures</b> [2] - 12:21, 16:18</p> <p><b>experience</b> [2] - 22:10, 55:22</p> <p><b>experienced</b> [2] - 41:8, 56:2</p> <p><b>expert</b> [2] - 21:10</p> <p><b>expertise</b> [2] - 29:22, 41:11</p> <p><b>explanation</b> [2] - 37:6, 63:10</p> <p><b>expressed</b> [1] - 62:18</p> <p><b>extended</b> [1] - 63:22</p> <p><b>extent</b> [1] - 64:16</p> <p><b>external</b> [7] - 13:18, 16:22, 31:22, 31:24, 33:3, 39:20, 53:16</p> <p><b>externally</b> [1] - 29:21</p> <p><b>extremely</b> [1] - 35:13</p>	<p>64:20</p> <p><b>faithful</b> [1] - 42:3</p> <p><b>famed</b> [1] - 10:19</p> <p><b>FAMU</b> [29] - 1:15, 11:2, 11:12, 11:22, 15:22, 16:3, 16:4, 17:8, 17:21, 17:22, 19:21, 20:16, 21:22, 22:11, 24:20, 26:8, 26:19, 27:9, 27:14, 29:11, 29:17, 43:13, 44:3, 46:5, 54:18, 67:1, 67:9, 67:15, 67:20</p> <p><b>FAMU's</b> [3] - 21:18, 23:13, 28:2</p> <p><b>FAMU/FSU</b> [1] - 10:21</p> <p><b>fashion</b> [1] - 58:3</p> <p><b>favor</b> [3] - 4:9, 50:24, 66:8</p> <p><b>FAX</b> [1] - 1:21</p> <p><b>February</b> [1] - 21:8</p> <p><b>federal</b> [2] - 11:6, 28:4</p> <p><b>feedback</b> [14] - 14:17, 20:25, 27:22, 28:15, 39:5, 39:17, 43:3, 43:17, 47:10, 49:9, 49:21, 49:24, 50:5, 52:10</p> <p><b>feelings</b> [1] - 18:10</p> <p><b>fellow</b> [2] - 34:6, 42:9</p> <p><b>felt</b> [3] - 43:17, 61:18, 61:19</p> <p><b>few</b> [6] - 28:12, 34:16, 40:19, 52:25, 54:9, 66:17</p> <p><b>fiduciary</b> [1] - 44:21</p> <p><b>fields</b> [1] - 20:20</p> <p><b>Fil</b> [1] - 24:16</p> <p><b>fill</b> [1] - 17:23</p> <p><b>final</b> [2] - 7:9, 8:21</p> <p><b>finally</b> [2] - 38:7, 52:2</p> <p><b>financial</b> [2] - 18:20, 21:12</p> <p><b>financially</b> [1] - 56:19</p> <p><b>fine</b> [2] - 29:17, 63:11</p> <p><b>Finish</b> [2] - 22:20, 22:24</p> <p><b>fire</b> [1] - 32:21</p> <p><b>first</b> [14] - 6:21, 16:3, 17:24, 18:12, 18:17, 20:6, 20:14, 29:17, 29:25, 36:10, 50:8, 58:10, 59:1, 63:2</p> <p><b>first-generation</b> [1] -</p>	<p>20:14</p> <p><b>fiscal</b> [1] - 10:17</p> <p><b>fits</b> [1] - 17:22</p> <p><b>Flame</b> [1] - 24:8</p> <p><b>flip</b> [2] - 8:17, 62:1</p> <p><b>floor</b> [4] - 28:17, 49:1, 50:8, 50:16</p> <p><b>Florida</b> [13] - 5:15, 5:16, 10:5, 10:15, 19:22, 26:25, 28:5, 36:1, 44:25, 53:13, 55:6, 62:17, 62:22</p> <p><b>FLORIDA</b> [4] - 1:1, 1:16, 1:21, 69:3</p> <p><b>focus</b> [6] - 6:7, 13:25, 41:2, 43:10, 55:18, 66:25</p> <p><b>focused</b> [1] - 56:10</p> <p><b>focuses</b> [2] - 14:15, 56:7</p> <p><b>follow</b> [5] - 5:11, 25:10, 25:17, 29:23, 57:23</p> <p><b>follow-up</b> [1] - 25:17</p> <p><b>following</b> [2] - 13:15, 14:3</p> <p><b>food</b> [1] - 24:15</p> <p><b>footage</b> [1] - 32:18</p> <p><b>foregoing</b> [1] - 69:6</p> <p><b>form</b> [2] - 49:13, 65:25</p> <p><b>formal</b> [1] - 18:24</p> <p><b>format</b> [2] - 6:6, 30:17</p> <p><b>formed</b> [1] - 17:4</p> <p><b>former</b> [1] - 60:14</p> <p><b>forums</b> [1] - 19:2</p> <p><b>forward</b> [41] - 4:4, 5:2, 5:13, 6:22, 7:13, 25:24, 26:5, 26:19, 27:4, 27:6, 29:5, 30:9, 30:19, 33:8, 34:7, 34:22, 35:5, 38:9, 40:22, 42:8, 46:18, 47:5, 47:11, 47:14, 47:19, 47:22, 48:14, 48:16, 49:12, 50:2, 50:4, 50:23, 50:24, 51:5, 51:9, 54:16, 57:14, 58:18, 64:22, 66:23, 67:17</p> <p><b>foundation</b> [1] - 55:8</p> <p><b>four</b> [7] - 17:17, 21:11, 22:23, 36:17, 46:14, 53:6, 53:11</p> <p><b>four-hour</b> [1] - 21:11</p> <p><b>fourth</b> [1] - 15:9</p> <p><b>FPR</b> [3] - 1:17, 69:5, 69:11</p> <p><b>frame</b> [1] - 36:24</p>	<p><b>free</b> [1] - 23:9</p> <p><b>freedom</b> [1] - 55:21</p> <p><b>frequency</b> [1] - 66:7</p> <p><b>freshman</b> [1] - 11:7</p> <p><b>front</b> [1] - 21:15</p> <p><b>frontline</b> [1] - 20:22</p> <p><b>fulfill</b> [2] - 42:11, 45:8</p> <p><b>fulfilling</b> [2] - 13:21, 43:2</p> <p><b>full</b> [8] - 20:4, 26:7, 47:14, 48:10, 48:15, 48:22, 50:2, 59:15</p> <p><b>fully</b> [1] - 16:14</p> <p><b>function</b> [1] - 17:7</p> <p><b>fundamental</b> [1] - 41:14</p> <p><b>funded</b> [1] - 13:13</p> <p><b>funding</b> [7] - 11:6, 11:15, 16:24, 20:8, 23:16, 43:11, 52:3</p> <p><b>fundraising</b> [2] - 15:19, 15:22</p> <p><b>funds</b> [1] - 19:18</p> <p><b>future</b> [3] - 16:4, 30:2, 61:2</p>
<b>G</b>				
<p><b>Gala</b> [1] - 23:18</p> <p><b>galvanizing</b> [1] - 57:17</p> <p><b>games</b> [1] - 24:1</p> <p><b>gathering</b> [1] - 24:8</p> <p><b>gel</b> [1] - 63:7</p> <p><b>General</b> [4] - 12:17, 13:6, 45:20, 64:1</p> <p><b>general</b> [4] - 17:7, 40:14, 41:5, 62:25</p> <p><b>General's</b> [1] - 12:15</p> <p><b>generation</b> [3] - 11:19, 20:14, 41:16</p> <p><b>genteel</b> [1] - 45:25</p> <p><b>gift</b> [1] - 16:20</p> <p><b>gifts</b> [2] - 16:1, 24:12</p> <p><b>girl's</b> [1] - 24:4</p> <p><b>given</b> [3] - 36:11, 41:19, 64:19</p> <p><b>glance</b> [2] - 9:12, 49:8</p> <p><b>global</b> [3] - 53:22, 53:23, 53:24</p> <p><b>goal</b> [8] - 4:18, 4:21, 10:3, 14:19, 15:11, 33:15, 33:18, 65:1</p> <p><b>goals</b> [37] - 5:13, 6:22, 7:14, 12:3, 36:11, 51:14, 51:15, 51:25, 52:8, 52:16, 54:1, 54:7, 54:10,</p>				

<p>54:12, 54:21, 54:24, 55:1, 55:17, 57:2, 60:1, 60:21, 60:22, 61:3, 63:16, 63:22, 63:24, 64:4, 64:7, 64:14, 64:20, 64:25, 65:6, 65:7, 65:13, 65:18, 65:24, 66:5</p> <p><b>governance</b> [13] - 12:10, 25:20, 27:16, 37:17, 37:19, 37:20, 37:24, 39:20, 39:21, 40:18, 41:2, 41:12</p> <p><b>Governance</b> [2] - 32:8, 59:5</p> <p><b>governing</b> [1] - 44:21</p> <p><b>Governing</b> [1] - 5:3</p> <p><b>Governors</b> [11] - 16:6, 32:17, 32:21, 33:21, 34:5, 42:23, 42:25, 43:4, 43:7, 53:2</p> <p><b>governors</b> [1] - 52:19</p> <p><b>Governors'</b> [1] - 12:14</p> <p><b>GPA</b> [1] - 15:14</p> <p><b>Grable</b> [7] - 3:13, 35:9, 38:20, 39:4, 39:15, 42:21, 60:1</p> <p><b>GRABLE</b> [10] - 1:9, 3:14, 35:10, 49:2, 49:4, 49:14, 50:1, 60:3, 63:4, 63:13</p> <p><b>graduate</b> [1] - 23:7</p> <p><b>graduated</b> [4] - 22:22, 23:3, 62:17, 62:22</p> <p><b>graduation</b> [6] - 15:12, 24:13, 52:25, 53:4, 53:11, 55:9</p> <p><b>Graham</b> [3] - 3:15, 61:16, 67:21</p> <p><b>GRAHAM</b> [5] - 1:8, 50:20, 66:3, 66:15, 66:17</p> <p><b>grant</b> [2] - 17:1, 54:19</p> <p><b>grass</b> [1] - 62:24</p> <p><b>great</b> [4] - 5:22, 5:25, 55:16, 55:25</p> <p><b>greater</b> [2] - 10:7, 64:22</p> <p><b>greatest</b> [2] - 25:21, 42:11</p> <p><b>greatness</b> [2] - 11:23, 26:24</p> <p><b>grew</b> [1] - 14:16</p> <p><b>ground</b> [4] - 6:1,</p>	<p>42:7, 42:8, 42:10</p> <p><b>groundwork</b> [1] - 21:25</p> <p><b>group</b> [3] - 16:16, 21:19, 61:19</p> <p><b>Group</b> [1] - 14:19</p> <p><b>groups</b> [1] - 18:7</p> <p><b>guess</b> [1] - 59:7</p> <p><b>guidance</b> [1] - 17:6</p> <p><b>guide</b> [1] - 56:13</p>	<p>13:11</p> <p><b>history</b> [2] - 19:20, 24:25</p> <p><b>hold</b> [3] - 44:4, 57:11, 59:17</p> <p><b>holds</b> [3] - 33:24, 44:1, 44:22</p> <p><b>home</b> [1] - 23:25</p> <p><b>honest</b> [2] - 38:17, 39:16</p> <p><b>honesty</b> [1] - 26:23</p> <p><b>hope</b> [3] - 26:5, 31:5, 38:14</p> <p><b>hopefully</b> [2] - 29:25, 31:14</p> <p><b>hoping</b> [1] - 33:8</p> <p><b>hosted</b> [3] - 19:2, 21:9</p> <p><b>hosting</b> [1] - 20:19</p> <p><b>hour</b> [2] - 18:17, 21:11</p> <p><b>House</b> [1] - 24:3</p> <p><b>hundred</b> [1] - 46:14</p> <p><b>hundreds</b> [1] - 19:4</p>	<p><b>improved</b> [2] - 27:4, 45:19</p> <p><b>improvement</b> [8] - 14:23, 15:16, 22:1, 25:12, 25:19, 43:24, 43:25, 46:19</p> <p><b>improving</b> [3] - 14:25, 15:11, 26:10</p> <p><b>IN</b> [1] - 1:3</p> <p><b>inappropriate</b> [2] - 27:12, 59:7</p> <p><b>inaugural</b> [1] - 23:22</p> <p><b>inception</b> [1] - 33:2</p> <p><b>incident</b> [1] - 67:10</p> <p><b>include</b> [7] - 6:7, 6:24, 26:9, 28:3, 49:14, 51:18, 60:13</p> <p><b>included</b> [1] - 7:22</p> <p><b>includes</b> [4] - 8:3, 9:15, 51:19, 52:17</p> <p><b>including</b> [4] - 10:16, 14:4, 18:20, 24:23</p> <p><b>income</b> [1] - 23:6</p> <p><b>incorporate</b> [2] - 26:17, 61:9</p> <p><b>increase</b> [2] - 16:1, 16:20</p> <p><b>increased</b> [3] - 15:14, 15:25, 24:19</p> <p><b>increases</b> [1] - 16:3</p> <p><b>increasing</b> [1] - 26:10</p> <p><b>incredible</b> [2] - 41:11, 41:12</p> <p><b>incredibly</b> [2] - 20:22, 41:20</p> <p><b>incumbent</b> [1] - 41:21</p> <p><b>indeed</b> [2] - 9:9, 41:3</p> <p><b>indicate</b> [1] - 16:10</p> <p><b>INDICATIONS</b> [4] - 4:11, 48:5, 51:1, 66:10</p> <p><b>indifference</b> [1] - 55:3</p> <p><b>individual</b> [4] - 31:15, 34:20, 36:13, 67:16</p> <p><b>individually</b> [2] - 16:7, 31:5</p> <p><b>individuals</b> [1] - 14:1</p> <p><b>indulgence</b> [1] - 10:8</p> <p><b>influence</b> [1] - 34:4</p> <p><b>influencing</b> [1] - 33:23</p> <p><b>inform</b> [2] - 10:11, 37:25</p> <p><b>informal</b> [1] - 18:25</p> <p><b>information</b> [5] - 5:1, 7:5, 10:11, 34:2,</p>	<p>49:18</p> <p><b>informational</b> [2] - 8:13, 36:21</p> <p><b>informed</b> [2] - 31:20, 64:24</p> <p><b>initial</b> [1] - 7:3</p> <p><b>initiate</b> [1] - 53:19</p> <p><b>initiated</b> [3] - 19:16, 23:8, 54:2</p> <p><b>initiative</b> [2] - 16:24, 60:4</p> <p><b>initiatives</b> [3] - 18:13, 36:14, 36:16</p> <p><b>input</b> [2] - 18:24, 22:12</p> <p><b>Inspector</b> [2] - 12:15, 13:6</p> <p><b>inspiration</b> [1] - 52:17</p> <p><b>institute</b> [1] - 15:3</p> <p><b>institution</b> [10] - 5:22, 5:25, 44:19, 44:23, 45:2, 45:6, 53:3, 53:11, 55:2, 62:19</p> <p><b>institutional</b> [3] - 14:20, 15:2, 52:20</p> <p><b>institutions</b> [4] - 13:13, 19:14, 34:3, 63:20</p> <p><b>instructional</b> [1] - 19:10</p> <p><b>instruments</b> [1] - 23:13</p> <p><b>integrity</b> [1] - 26:23</p> <p><b>intend</b> [1] - 25:17</p> <p><b>intent</b> [2] - 33:16</p> <p><b>intents</b> [1] - 9:11</p> <p><b>interactions</b> [1] - 22:18</p> <p><b>interdependence</b> [1] - 52:19</p> <p><b>interdependent</b> [2] - 40:24, 41:18</p> <p><b>interest</b> [3] - 25:8, 27:7, 62:18</p> <p><b>interested</b> [2] - 36:23, 60:16</p> <p><b>interim</b> [2] - 11:3, 17:18</p> <p><b>Internal</b> [1] - 14:10</p> <p><b>internal</b> [8] - 12:9, 14:9, 18:2, 18:14, 25:9, 25:13, 39:20, 53:16</p> <p><b>international</b> [2] - 19:13, 23:10</p> <p><b>internships</b> [1] - 23:10</p> <p><b>intimidated</b> [1] -</p>
<b>H</b>		<b>I</b>		
<p><b>halfway</b> [1] - 67:3</p> <p><b>hall</b> [1] - 20:5</p> <p><b>Hall</b> [1] - 23:15</p> <p><b>HALL</b> [1] - 1:15</p> <p><b>halted</b> [1] - 21:7</p> <p><b>hand</b> [1] - 52:2</p> <p><b>hands</b> [1] - 11:4</p> <p><b>hanging</b> [1] - 24:6</p> <p><b>hard</b> [1] - 18:10</p> <p><b>harder</b> [1] - 25:23</p> <p><b>hazing</b> [1] - 10:17</p> <p><b>HBCU</b> [1] - 23:22</p> <p><b>healthy</b> [1] - 44:14</p> <p><b>hear</b> [4] - 5:1, 7:17, 20:23, 58:22</p> <p><b>heard</b> [6] - 20:15, 35:14, 39:18, 52:11, 58:11, 60:11</p> <p><b>hearing</b> [1] - 51:4</p> <p><b>heart</b> [2] - 25:15, 42:6</p> <p><b>heavily</b> [1] - 16:19</p> <p><b>held</b> [3] - 44:22, 44:25, 45:11</p> <p><b>help</b> [3] - 10:5, 23:2, 26:8</p> <p><b>helped</b> [1] - 22:24</p> <p><b>helping</b> [1] - 11:19</p> <p><b>herself</b> [1] - 29:12</p> <p><b>High</b> [2] - 22:20, 23:4</p> <p><b>high</b> [4] - 17:23, 17:25, 22:22, 23:5</p> <p><b>high-caliber</b> [1] - 17:23</p> <p><b>higher</b> [6] - 5:25, 15:14, 26:20, 29:10, 42:7, 42:10</p> <p><b>highly</b> [4] - 13:8, 14:1, 17:10, 37:9</p> <p><b>hired</b> [2] - 11:16, 29:8</p> <p><b>hires</b> [1] - 17:19</p> <p><b>hiring</b> [2] - 13:24, 14:7</p> <p><b>historic</b> [1] - 23:15</p> <p><b>historical</b> [1] - 16:21</p> <p><b>historically</b> [1] -</p>	<p><b>idea</b> [1] - 6:16</p> <p><b>ideas</b> [3] - 27:14, 38:9, 55:20</p> <p><b>identified</b> [5] - 12:16, 14:12, 30:1, 51:25, 54:14</p> <p><b>identify</b> [4] - 18:14, 20:10, 60:5, 60:9</p> <p><b>identifying</b> [1] - 51:19</p> <p><b>imbalance</b> [1] - 16:12</p> <p><b>immediate</b> [1] - 39:17</p> <p><b>impact</b> [1] - 38:4</p> <p><b>imperfect</b> [4] - 40:25, 41:1, 41:18</p> <p><b>impetus</b> [1] - 41:3</p> <p><b>implement</b> [2] - 15:7, 54:10</p> <p><b>implemented</b> [3] - 13:22, 22:20, 24:22</p> <p><b>implementing</b> [1] - 14:11</p> <p><b>important</b> [8] - 8:17, 20:15, 26:15, 26:16, 28:14, 37:19, 38:19, 40:23</p> <p><b>importantly</b> [1] - 24:22</p> <p><b>improve</b> [5] - 14:19, 21:6, 27:3, 29:16, 32:6</p>	<p><b>improved</b> [2] - 27:4, 45:19</p> <p><b>improvement</b> [8] - 14:23, 15:16, 22:1, 25:12, 25:19, 43:24, 43:25, 46:19</p> <p><b>improving</b> [3] - 14:25, 15:11, 26:10</p> <p><b>IN</b> [1] - 1:3</p> <p><b>inappropriate</b> [2] - 27:12, 59:7</p> <p><b>inaugural</b> [1] - 23:22</p> <p><b>inception</b> [1] - 33:2</p> <p><b>incident</b> [1] - 67:10</p> <p><b>include</b> [7] - 6:7, 6:24, 26:9, 28:3, 49:14, 51:18, 60:13</p> <p><b>included</b> [1] - 7:22</p> <p><b>includes</b> [4] - 8:3, 9:15, 51:19, 52:17</p> <p><b>including</b> [4] - 10:16, 14:4, 18:20, 24:23</p> <p><b>income</b> [1] - 23:6</p> <p><b>incorporate</b> [2] - 26:17, 61:9</p> <p><b>increase</b> [2] - 16:1, 16:20</p> <p><b>increased</b> [3] - 15:14, 15:25, 24:19</p> <p><b>increases</b> [1] - 16:3</p> <p><b>increasing</b> [1] - 26:10</p> <p><b>incredible</b> [2] - 41:11, 41:12</p> <p><b>incredibly</b> [2] - 20:22, 41:20</p> <p><b>incumbent</b> [1] - 41:21</p> <p><b>indeed</b> [2] - 9:9, 41:3</p> <p><b>indicate</b> [1] - 16:10</p> <p><b>INDICATIONS</b> [4] - 4:11, 48:5, 51:1, 66:10</p> <p><b>indifference</b> [1] - 55:3</p> <p><b>individual</b> [4] - 31:15, 34:20, 36:13, 67:16</p> <p><b>individually</b> [2] - 16:7, 31:5</p> <p><b>individuals</b> [1] - 14:1</p> <p><b>indulgence</b> [1] - 10:8</p> <p><b>influence</b> [1] - 34:4</p> <p><b>influencing</b> [1] - 33:23</p> <p><b>inform</b> [2] - 10:11, 37:25</p> <p><b>informal</b> [1] - 18:25</p> <p><b>information</b> [5] - 5:1, 7:5, 10:11, 34:2,</p>	<p><b>halfway</b> [1] - 67:3</p> <p><b>hall</b> [1] - 20:5</p> <p><b>Hall</b> [1] - 23:15</p> <p><b>HALL</b> [1] - 1:15</p> <p><b>halted</b> [1] - 21:7</p> <p><b>hand</b> [1] - 52:2</p> <p><b>hands</b> [1] - 11:4</p> <p><b>hanging</b> [1] - 24:6</p> <p><b>hard</b> [1] - 18:10</p> <p><b>harder</b> [1] - 25:23</p> <p><b>hazing</b> [1] - 10:17</p> <p><b>HBCU</b> [1] - 23:22</p> <p><b>healthy</b> [1] - 44:14</p> <p><b>hear</b> [4] - 5:1, 7:17, 20:23, 58:22</p> <p><b>heard</b> [6] - 20:15, 35:14, 39:18, 52:11, 58:11, 60:11</p> <p><b>hearing</b> [1] - 51:4</p> <p><b>heart</b> [2] - 25:15, 42:6</p> <p><b>heavily</b> [1] - 16:19</p> <p><b>held</b> [3] - 44:22, 44:25, 45:11</p> <p><b>help</b> [3] - 10:5, 23:2, 26:8</p> <p><b>helped</b> [1] - 22:24</p> <p><b>helping</b> [1] - 11:19</p> <p><b>herself</b> [1] - 29:12</p> <p><b>High</b> [2] - 22:20, 23:4</p> <p><b>high</b> [4] - 17:23, 17:25, 22:22, 23:5</p> <p><b>high-caliber</b> [1] - 17:23</p> <p><b>higher</b> [6] - 5:25, 15:14, 26:20, 29:10, 42:7, 42:10</p> <p><b>highly</b> [4] - 13:8, 14:1, 17:10, 37:9</p> <p><b>hired</b> [2] - 11:16, 29:8</p> <p><b>hires</b> [1] - 17:19</p> <p><b>hiring</b> [2] - 13:24, 14:7</p> <p><b>historic</b> [1] - 23:15</p> <p><b>historical</b> [1] - 16:21</p> <p><b>historically</b> [1] -</p>	

<p>45:22  <b>invite</b> [1] - 53:10  <b>invited</b> [1] - 24:13  <b>involves</b> [4] - 6:13, 14:25, 15:10, 20:22  <b>issue</b> [6] - 12:20, 31:22, 43:14, 48:8, 48:16, 61:12  <b>issues</b> [11] - 12:16, 12:24, 18:14, 18:18, 26:8, 26:9, 26:15, 26:17, 27:9, 30:20, 31:25  <b>item</b> [1] - 7:12  <b>item</b> [10] - 6:13, 8:7, 8:25, 9:8, 9:9, 32:15, 47:5, 47:6, 51:13, 52:4  <b>items</b> [1] - 7:12  <b>items</b> [6] - 8:5, 8:9, 8:14, 8:19, 25:18, 26:6  <b>itself</b> [1] - 45:11</p>	<p><b>laser</b> [2] - 6:7, 43:10  <b>laser-like</b> [1] - 43:10  <b>last</b> [20] - 10:15, 11:13, 21:1, 22:3, 26:2, 30:19, 32:7, 43:12, 43:13, 45:16, 51:20, 53:5, 57:8, 57:25, 58:14, 59:16, 60:20, 61:5, 61:6, 63:1  <b>lastly</b> [1] - 7:15  <b>Lawson</b> [8] - 3:17, 30:13, 35:6, 38:15, 39:4, 42:22, 58:9, 61:13  <b>LAWSON</b> [18] - 1:8, 3:18, 4:5, 30:15, 34:13, 47:17, 47:21, 47:24, 48:1, 48:6, 48:19, 48:24, 56:24, 57:4, 57:7, 58:19, 58:23, 59:14  <b>Lawson's</b> [2] - 35:11, 37:14  <b>lay</b> [1] - 55:7  <b>lays</b> [1] - 21:25  <b>leader</b> [3] - 5:12, 26:20, 29:23  <b>leaders</b> [13] - 11:20, 13:9, 13:15, 14:13, 15:5, 20:11, 41:1, 41:8, 41:11, 41:18, 42:2, 60:6, 60:9  <b>leadership</b> [8] - 13:8, 18:1, 20:9, 28:8, 30:9, 43:9, 45:13, 52:17  <b>Leadership</b> [2] - 14:19, 21:16  <b>leading</b> [5] - 5:25, 6:24, 11:22, 29:12, 53:13  <b>League</b> [2] - 23:25, 32:1  <b>learned</b> [2] - 37:9, 53:20  <b>learning</b> [3] - 27:6, 54:6, 55:22  <b>least</b> [8] - 31:3, 33:11, 33:20, 37:25, 40:5, 40:15, 45:16, 45:17  <b>leave</b> [2] - 31:18, 31:21  <b>Lecture</b> [1] - 24:24  <b>led</b> [1] - 21:9  <b>legacy</b> [2] - 5:21, 23:22  <b>legal</b> [5] - 21:2, 57:22, 58:4, 59:19  <b>LEON</b> [1] - 69:3</p>	<p><b>lessons</b> [1] - 53:20  <b>letters</b> [3] - 27:24, 28:3, 36:21  <b>level</b> [4] - 17:19, 44:14, 45:7, 64:22  <b>levels</b> [1] - 17:25  <b>lie</b> [1] - 42:3  <b>lies</b> [1] - 48:13  <b>life</b> [1] - 55:23  <b>line</b> [3] - 21:15, 27:19, 36:15  <b>lines</b> [2] - 36:13, 60:8  <b>list</b> [2] - 25:16, 26:1  <b>listed</b> [5] - 8:7, 8:9, 15:21, 36:18, 51:7  <b>listen</b> [2] - 22:8, 22:15  <b>listened</b> [1] - 31:23  <b>live</b> [1] - 37:7  <b>lives</b> [1] - 5:22  <b>living</b> [3] - 10:25, 54:6, 60:15  <b>living/learning</b> [1] - 20:18  <b>load</b> [1] - 19:10  <b>local</b> [2] - 28:4, 31:25  <b>LOCATION</b> [1] - 1:15  <b>locked</b> [1] - 33:6  <b>logs</b> [1] - 36:21  <b>lonely</b> [2] - 56:1, 56:4  <b>long-term</b> [1] - 53:19  <b>longstanding</b> [1] - 13:1  <b>look</b> [16] - 7:11, 25:24, 27:3, 27:6, 29:24, 30:9, 30:24, 31:25, 32:18, 33:2, 33:16, 35:21, 37:10, 38:18, 42:8, 65:17  <b>looking</b> [3] - 34:1, 46:23, 62:25  <b>loophole</b> [1] - 67:11  <b>loss</b> [2] - 10:19, 52:21  <b>lost</b> [1] - 49:19  <b>low</b> [1] - 22:21  <b>lucas</b> [1] - 2:5  <b>lunch</b> [1] - 24:16</p>	<p>54:5  <b>major</b> [5] - 15:16, 16:24, 21:22, 28:10, 34:21  <b>Major</b> [1] - 10:18  <b>majority</b> [2] - 9:15, 17:13  <b>manage</b> [3] - 14:22, 27:13, 46:9  <b>management</b> [11] - 12:9, 12:12, 13:2, 13:5, 13:22, 15:8, 15:21, 17:10, 21:20, 45:3, 52:19  <b>managers</b> [2] - 17:19, 21:14  <b>Mangum</b> [24] - 5:23, 9:20, 9:23, 28:14, 29:8, 38:14, 39:5, 39:10, 43:23, 45:4, 45:18, 45:22, 46:5, 46:20, 51:7, 51:12, 51:18, 51:22, 52:8, 52:13, 62:12, 64:3, 67:2, 67:3  <b>MANGUM</b> [8] - 9:24, 10:14, 29:18, 30:11, 51:10, 52:14, 62:14, 63:11  <b>Mangum's</b> [4] - 8:4, 9:16, 49:10, 67:15  <b>Marching</b> [1] - 10:19  <b>mark</b> [1] - 16:4  <b>market</b> [1] - 13:9  <b>Marshall</b> [1] - 16:8  <b>master</b> [2] - 24:24, 24:25  <b>materials</b> [1] - 5:8  <b>matrix</b> [1] - 7:25  <b>matters</b> [2] - 17:7, 25:9  <b>McKnight</b> [1] - 58:8  <b>MCKNIGHT</b> [1] - 58:25  <b>McWilliams</b> [1] - 3:19  <b>mean</b> [4] - 34:8, 36:8, 44:11, 56:10  <b>meaningful</b> [1] - 10:25  <b>measure</b> [1] - 61:4  <b>measures</b> [1] - 64:13  <b>Mechanical</b> [2] - 10:6, 53:14  <b>media</b> [1] - 46:4  <b>meet</b> [12] - 8:20, 12:8, 14:6, 16:7, 16:10, 16:18, 18:6, 25:23, 45:21, 46:23, 64:20, 67:2</p>	<p><b>meeting</b> [23] - 6:7, 9:4, 26:3, 26:4, 30:19, 31:1, 31:2, 32:18, 39:19, 43:10, 44:12, 45:16, 51:22, 52:22, 57:8, 57:25, 58:15, 59:3, 59:4, 59:12, 59:15, 59:16, 66:24  <b>meetings</b> [5] - 19:1, 20:1, 20:5, 20:6, 26:7  <b>meets</b> [2] - 34:16, 34:17  <b>member</b> [4] - 35:24, 36:1, 50:12, 60:20  <b>MEMBERS</b> [1] - 1:7  <b>members</b> [9] - 10:12, 21:5, 21:19, 25:22, 27:2, 34:6, 34:20, 60:15, 62:12  <b>members'</b> [2] - 19:7, 23:14  <b>memorializing</b> [2] - 47:11, 49:11  <b>memos</b> [1] - 36:21  <b>mention</b> [1] - 12:24  <b>mentioned</b> [3] - 5:4, 18:12, 61:13  <b>merit</b> [1] - 10:25  <b>met</b> [3] - 16:6, 36:22, 65:8  <b>methodical</b> [1] - 36:6  <b>methods</b> [1] - 19:12  <b>metrics</b> [7] - 5:6, 33:24, 37:3, 37:4, 51:19, 53:1, 61:15  <b>METZKE</b> [3] - 1:17, 69:5, 69:11  <b>middle</b> [1] - 23:6  <b>midnight</b> [1] - 24:7  <b>might</b> [2] - 42:10, 67:12  <b>Miles</b> [1] - 3:7  <b>MILES</b> [8] - 3:9, 3:11, 3:13, 3:15, 3:17, 3:19, 3:21, 3:23  <b>million</b> [3] - 15:23, 16:2  <b>millions</b> [1] - 11:12  <b>mind</b> [2] - 7:23, 35:4  <b>mindful</b> [2] - 41:14, 55:14  <b>minimize</b> [1] - 14:2  <b>minimum</b> [1] - 65:8  <b>minutes</b> [8] - 4:1, 4:2, 4:8, 4:14, 6:17, 18:17, 49:17, 49:24  <b>mirror</b> [1] - 5:13  <b>mishap</b> [1] - 67:12  <b>missed</b> [1] - 11:12  <b>missing</b> [1] - 36:24</p>
<b>J</b>				
<p><b>job</b> [3] - 29:17, 45:5, 67:6  <b>John</b> [1] - 15:23  <b>jointly</b> [1] - 42:7  <b>judged</b> [1] - 53:8  <b>July</b> [1] - 69:7  <b>JULY</b> [1] - 1:11  <b>junction</b> [1] - 28:17  <b>June</b> [1] - 4:2</p>				
<b>K</b>				
<p><b>Karl</b> [1] - 2:4  <b>keep</b> [1] - 20:20  <b>KELVIN</b> [1] - 1:8  <b>key</b> [3] - 8:4, 61:14, 66:25  <b>KIMBERLY</b> [1] - 1:7  <b>kind</b> [2] - 22:19, 62:9  <b>knowing</b> [1] - 36:23  <b>knowledge</b> [4] - 14:25, 34:10, 34:12, 55:22  <b>known</b> [1] - 7:23</p>				
<b>L</b>				
<p><b>lack</b> [5] - 10:25, 13:7, 34:23, 43:8, 43:9  <b>lacking</b> [1] - 64:12  <b>land</b> [1] - 54:19  <b>lapse</b> [1] - 65:3  <b>largely</b> [1] - 12:18  <b>largest</b> [1] - 15:22</p>				
<b>M</b>				
		<p><b>ma'am</b> [2] - 50:9, 66:16  <b>Madam</b> [10] - 3:23, 29:3, 38:22, 39:2, 42:17, 58:19, 59:20, 63:14, 63:17, 66:15  <b>maintain</b> [1] - 22:18  <b>maintaining</b> [1] -</p>		

<p><b>mission</b> [2] - 17:5, 26:12</p> <p><b>misunderstandings</b> [1] - 12:2</p> <p><b>mixed</b> [1] - 32:2</p> <p><b>model</b> [1] - 39:20</p> <p><b>money</b> [1] - 23:13</p> <p><b>monitor</b> [1] - 14:22</p> <p><b>monologue</b> [1] - 31:23</p> <p><b>Montgomery</b> [2] - 3:21, 42:18</p> <p><b>MONTGOMERY</b> [8] - 1:7, 3:22, 4:6, 42:17, 42:19, 63:17, 63:19, 65:21</p> <p><b>month</b> [2] - 24:25, 64:18</p> <p><b>monthly</b> [2] - 64:23, 65:23</p> <p><b>months</b> [2] - 13:16, 54:22</p> <p><b>MOORE</b> [60] - 1:7, 3:4, 3:10, 3:25, 4:7, 4:12, 4:14, 7:21, 9:8, 10:13, 28:13, 28:23, 29:2, 29:4, 30:12, 34:11, 35:6, 38:20, 38:23, 38:25, 40:2, 40:9, 40:21, 42:12, 42:15, 42:18, 47:1, 47:16, 47:19, 47:22, 47:25, 48:12, 48:21, 48:25, 49:3, 49:6, 49:16, 50:3, 50:15, 50:19, 50:21, 51:2, 51:4, 51:11, 57:2, 57:6, 58:8, 58:21, 58:24, 59:22, 62:13, 63:15, 63:18, 65:10, 66:1, 66:4, 66:11, 66:13, 66:16, 67:21</p> <p><b>Moore</b> [4] - 3:9, 39:25, 56:24, 60:3</p> <p><b>morally</b> [1] - 56:20</p> <p><b>morning</b> [1] - 67:10</p> <p><b>Morrill</b> [1] - 23:18</p> <p><b>most</b> [5] - 18:15, 24:21, 25:21, 30:5, 40:5</p> <p><b>mostly</b> [1] - 16:23</p> <p><b>motion</b> [19] - 4:4, 28:24, 41:4, 47:13, 48:3, 48:8, 48:9, 48:10, 48:25, 50:8, 50:16, 57:9, 57:11, 57:14, 58:1, 58:20, 59:2, 65:25, 66:1</p> <p><b>motioned</b> [3] - 4:8, 50:22, 66:4</p>	<p><b>motivation</b> [1] - 41:3</p> <p><b>MOUs</b> [1] - 19:13</p> <p><b>move</b> [26] - 4:3, 4:17, 5:1, 9:21, 10:7, 26:19, 29:5, 33:8, 34:7, 34:22, 35:5, 40:22, 46:18, 46:19, 47:14, 47:19, 47:22, 48:14, 50:2, 50:16, 51:9, 52:6, 54:15, 58:12, 65:1, 65:21</p> <p><b>moved</b> [7] - 4:5, 41:2, 47:15, 50:4, 50:18, 50:23, 51:5</p> <p><b>moving</b> [11] - 5:13, 6:22, 8:18, 38:9, 47:11, 48:16, 49:11, 50:24, 64:22, 66:23, 67:17</p> <p><b>must</b> [9] - 22:2, 25:9, 37:2, 37:11, 39:23, 53:18, 53:21, 56:9, 56:12</p> <p><b>mutual</b> [5] - 27:4, 30:21, 35:1, 44:14, 63:25</p>	<p>32:4, 47:8</p> <p><b>neighbors</b> [1] - 56:17</p> <p><b>never</b> [1] - 53:4</p> <p><b>New</b> [2] - 5:16, 23:15</p> <p><b>new</b> [5] - 13:24, 16:14, 17:25, 19:17, 23:13</p> <p><b>News</b> [1] - 20:16</p> <p><b>next</b> [8] - 9:8, 17:2, 17:18, 31:9, 31:22, 32:15, 34:7, 51:13</p> <p><b>NO</b> [10] - 3:16, 3:20, 4:13, 7:20, 9:7, 28:22, 42:14, 51:3, 65:20, 66:12</p> <p><b>nobody</b> [1] - 67:2</p> <p><b>none</b> [1] - 51:4</p> <p><b>noted</b> [1] - 46:16</p> <p><b>notes</b> [1] - 69:6</p> <p><b>nothing</b> [1] - 36:8</p> <p><b>noting</b> [1] - 46:8</p> <p><b>Number</b> [6] - 60:5, 61:5, 61:7, 61:24, 61:25</p> <p><b>number</b> [2] - 4:20, 51:16</p> <p><b>numbers</b> [1] - 65:2</p> <p><b>numerous</b> [1] - 19:2</p> <p><b>nurturing</b> [1] - 54:5</p>	<p><b>OFFICE</b> [1] - 1:20</p> <p><b>officially</b> [1] - 3:5</p> <p><b>often</b> [4] - 11:20, 26:13, 37:20, 45:4</p> <p><b>ombudsman</b> [2] - 20:23, 22:14</p> <p><b>ON</b> [3] - 1:3, 3:2, 67:25</p> <p><b>once</b> [5] - 6:2, 47:12, 52:7, 64:18</p> <p><b>one</b> [44] - 6:16, 6:21, 8:6, 8:9, 12:19, 13:6, 13:23, 15:16, 16:24, 17:12, 18:9, 18:12, 19:3, 20:6, 21:19, 22:12, 22:18, 23:19, 29:8, 30:19, 31:3, 33:13, 33:14, 36:2, 41:5, 41:20, 43:22, 44:4, 44:9, 44:17, 46:14, 46:16, 47:2, 49:7, 52:4, 56:4, 61:5, 61:6, 61:7, 62:1, 65:13, 67:14</p> <p><b>one-on-one</b> [1] - 19:3</p> <p><b>ongoing</b> [2] - 52:1, 54:21</p> <p><b>online</b> [4] - 24:20, 60:17, 61:7, 66:20</p> <p><b>open</b> [7] - 4:16, 9:17, 18:15, 24:18, 27:14, 28:17, 62:11</p> <p><b>open-door</b> [1] - 18:15</p> <p><b>operated</b> [1] - 45:10</p> <p><b>operating</b> [2] - 37:18, 58:15</p> <p><b>operational</b> [1] - 54:3</p> <p><b>operations</b> [7] - 13:4, 27:14, 27:20, 44:19, 45:2, 45:5, 55:19</p> <p><b>opinion</b> [9] - 32:5, 36:7, 37:24, 39:17, 45:17, 58:4, 60:25, 63:4, 64:1</p> <p><b>opportunities</b> [5] - 19:15, 22:11, 23:11, 25:6, 56:8</p> <p><b>opportunity</b> [8] - 4:3, 9:20, 9:25, 11:8, 12:5, 34:8, 41:15, 52:15</p> <p><b>opposers</b> [3] - 4:12, 51:2, 66:11</p> <p><b>opted</b> [2] - 58:12, 58:17</p> <p><b>oranges</b> [1] - 62:9</p> <p><b>order</b> [3] - 3:6, 6:4,</p>	<p>53:3</p> <p><b>orderly</b> [1] - 58:2</p> <p><b>organization</b> [2] - 11:25, 33:24</p> <p><b>organizational</b> [5] - 12:9, 12:12, 13:22, 15:21, 17:9</p> <p><b>organized</b> [1] - 58:3</p> <p><b>otherwise</b> [2] - 8:12, 51:9</p> <p><b>ourselves</b> [2] - 40:23, 53:7</p> <p><b>outcome</b> [2] - 22:12, 33:17</p> <p><b>outcomes</b> [1] - 44:1</p> <p><b>outlined</b> [5] - 6:18, 16:15, 49:21, 55:18, 57:18</p> <p><b>outside</b> [4] - 9:3, 48:19, 59:8, 59:12</p> <p><b>outstanding</b> [2] - 12:19, 12:20</p> <p><b>overall</b> [3] - 5:7, 17:9, 19:18</p> <p><b>overgrown</b> [1] - 62:24</p> <p><b>overlooked</b> [1] - 11:20</p> <p><b>overnight</b> [2] - 21:25, 54:20</p> <p><b>oversight</b> [1] - 5:20</p> <p><b>overview</b> [1] - 30:24</p> <p><b>own</b> [4] - 18:16, 30:24, 35:4, 36:14</p>
	<b>N</b>			
<p><b>name</b> [3] - 33:15, 33:18, 67:15</p> <p><b>names</b> [1] - 23:20</p> <p><b>NANCY</b> [3] - 1:17, 69:5, 69:11</p> <p><b>nancy@metzke.com</b> [1] - 1:22</p> <p><b>narrative</b> [1] - 34:19</p> <p><b>national</b> [4] - 14:12, 20:12, 21:9, 26:9</p> <p><b>nationally</b> [1] - 13:15</p> <p><b>nature</b> [1] - 53:18</p> <p><b>NCAA</b> [2] - 15:18, 17:1</p> <p><b>nearly</b> [2] - 22:25, 23:5</p> <p><b>necessary</b> [1] - 66:6</p> <p><b>need</b> [15] - 8:8, 13:2, 34:13, 36:8, 43:4, 43:20, 45:7, 46:15, 46:22, 52:18, 56:16, 61:22, 62:3, 64:21</p> <p><b>needed</b> [7] - 11:23, 21:24, 22:4, 43:17, 54:4, 55:4, 65:15</p> <p><b>needing</b> [2] - 12:16, 53:9</p> <p><b>needs</b> [6] - 14:6, 45:15, 53:22, 55:12, 63:9, 64:6</p> <p><b>negative</b> [4] - 27:22,</p>			<b>O</b>	
<p><b>mission</b> [2] - 17:5, 26:12</p> <p><b>misunderstandings</b> [1] - 12:2</p> <p><b>mixed</b> [1] - 32:2</p> <p><b>model</b> [1] - 39:20</p> <p><b>money</b> [1] - 23:13</p> <p><b>monitor</b> [1] - 14:22</p> <p><b>monologue</b> [1] - 31:23</p> <p><b>Montgomery</b> [2] - 3:21, 42:18</p> <p><b>MONTGOMERY</b> [8] - 1:7, 3:22, 4:6, 42:17, 42:19, 63:17, 63:19, 65:21</p> <p><b>month</b> [2] - 24:25, 64:18</p> <p><b>monthly</b> [2] - 64:23, 65:23</p> <p><b>months</b> [2] - 13:16, 54:22</p> <p><b>MOORE</b> [60] - 1:7, 3:4, 3:10, 3:25, 4:7, 4:12, 4:14, 7:21, 9:8, 10:13, 28:13, 28:23, 29:2, 29:4, 30:12, 34:11, 35:6, 38:20, 38:23, 38:25, 40:2, 40:9, 40:21, 42:12, 42:15, 42:18, 47:1, 47:16, 47:19, 47:22, 47:25, 48:12, 48:21, 48:25, 49:3, 49:6, 49:16, 50:3, 50:15, 50:19, 50:21, 51:2, 51:4, 51:11, 57:2, 57:6, 58:8, 58:21, 58:24, 59:22, 62:13, 63:15, 63:18, 65:10, 66:1, 66:4, 66:11, 66:13, 66:16, 67:21</p> <p><b>Moore</b> [4] - 3:9, 39:25, 56:24, 60:3</p> <p><b>morally</b> [1] - 56:20</p> <p><b>morning</b> [1] - 67:10</p> <p><b>Morrill</b> [1] - 23:18</p> <p><b>most</b> [5] - 18:15, 24:21, 25:21, 30:5, 40:5</p> <p><b>mostly</b> [1] - 16:23</p> <p><b>motion</b> [19] - 4:4, 28:24, 41:4, 47:13, 48:3, 48:8, 48:9, 48:10, 48:25, 50:8, 50:16, 57:9, 57:11, 57:14, 58:1, 58:20, 59:2, 65:25, 66:1</p> <p><b>motioned</b> [3] - 4:8, 50:22, 66:4</p>	<p><b>motivation</b> [1] - 41:3</p> <p><b>MOUs</b> [1] - 19:13</p> <p><b>move</b> [26] - 4:3, 4:17, 5:1, 9:21, 10:7, 26:19, 29:5, 33:8, 34:7, 34:22, 35:5, 40:22, 46:18, 46:19, 47:14, 47:19, 47:22, 48:14, 50:2, 50:16, 51:9, 52:6, 54:15, 58:12, 65:1, 65:21</p> <p><b>moved</b> [7] - 4:5, 41:2, 47:15, 50:4, 50:18, 50:23, 51:5</p> <p><b>moving</b> [11] - 5:13, 6:22, 8:18, 38:9, 47:11, 48:16, 49:11, 50:24, 64:22, 66:23, 67:17</p> <p><b>must</b> [9] - 22:2, 25:9, 37:2, 37:11, 39:23, 53:18, 53:21, 56:9, 56:12</p> <p><b>mutual</b> [5] - 27:4, 30:21, 35:1, 44:14, 63:25</p>	<p><b>objective</b> [1] - 39:16</p> <p><b>objectives</b> [17] - 12:3, 46:24, 51:14, 52:16, 54:1, 55:17, 56:22, 57:3, 60:21, 60:22, 61:3, 64:15, 64:25, 65:6, 65:7, 65:24, 66:5</p> <p><b>obligations</b> [1] - 7:16</p> <p><b>observe</b> [1] - 44:2</p> <p><b>obtain</b> [1] - 56:18</p> <p><b>obtained</b> [1] - 15:24</p> <p><b>obviously</b> [2] - 31:11, 33:3</p> <p><b>occurred</b> [1] - 8:10</p> <p><b>OF</b> [3] - 1:1, 69:3, 69:3</p> <p><b>offer</b> [5] - 9:20, 41:11, 47:2, 61:24, 65:24</p> <p><b>offered</b> [3] - 21:11, 22:6, 35:23</p> <p><b>offering</b> [1] - 4:4</p> <p><b>office</b> [2] - 19:3, 46:23</p> <p><b>Office</b> [2] - 12:15, 14:10</p>	<p><b>OFFICE</b> [1] - 1:20</p> <p><b>officially</b> [1] - 3:5</p> <p><b>often</b> [4] - 11:20, 26:13, 37:20, 45:4</p> <p><b>ombudsman</b> [2] - 20:23, 22:14</p> <p><b>ON</b> [3] - 1:3, 3:2, 67:25</p> <p><b>once</b> [5] - 6:2, 47:12, 52:7, 64:18</p> <p><b>one</b> [44] - 6:16, 6:21, 8:6, 8:9, 12:19, 13:6, 13:23, 15:16, 16:24, 17:12, 18:9, 18:12, 19:3, 20:6, 21:19, 22:12, 22:18, 23:19, 29:8, 30:19, 31:3, 33:13, 33:14, 36:2, 41:5, 41:20, 43:22, 44:4, 44:9, 44:17, 46:14, 46:16, 47:2, 49:7, 52:4, 56:4, 61:5, 61:6, 61:7, 62:1, 65:13, 67:14</p> <p><b>one-on-one</b> [1] - 19:3</p> <p><b>ongoing</b> [2] - 52:1, 54:21</p> <p><b>online</b> [4] - 24:20, 60:17, 61:7, 66:20</p> <p><b>open</b> [7] - 4:16, 9:17, 18:15, 24:18, 27:14, 28:17, 62:11</p> <p><b>open-door</b> [1] - 18:15</p> <p><b>operated</b> [1] - 45:10</p> <p><b>operating</b> [2] - 37:18, 58:15</p> <p><b>operational</b> [1] - 54:3</p> <p><b>operations</b> [7] - 13:4, 27:14, 27:20, 44:19, 45:2, 45:5, 55:19</p> <p><b>opinion</b> [9] - 32:5, 36:7, 37:24, 39:17, 45:17, 58:4, 60:25, 63:4, 64:1</p> <p><b>opportunities</b> [5] - 19:15, 22:11, 23:11, 25:6, 56:8</p> <p><b>opportunity</b> [8] - 4:3, 9:20, 9:25, 11:8, 12:5, 34:8, 41:15, 52:15</p> <p><b>opposers</b> [3] - 4:12, 51:2, 66:11</p> <p><b>opted</b> [2] - 58:12, 58:17</p> <p><b>oranges</b> [1] - 62:9</p> <p><b>order</b> [3] - 3:6, 6:4,</p>	<b>P</b>
				<p><b>P.M</b> [2] - 1:13, 1:13</p> <p><b>packages</b> [1] - 19:17</p> <p><b>packaging</b> [1] - 18:21</p> <p><b>packet</b> [2] - 6:19, 7:22</p> <p><b>Page</b> [1] - 8:18</p> <p><b>page</b> [1] - 62:1</p> <p><b>pardon</b> [1] - 47:21</p> <p><b>part</b> [7] - 25:24, 27:2, 27:5, 31:12, 62:22, 65:5, 65:22</p> <p><b>partially</b> [1] - 36:19</p> <p><b>participate</b> [2] - 23:17, 25:2</p> <p><b>participated</b> [1] - 24:3</p> <p><b>participation</b> [1] - 23:22</p> <p><b>partnerships</b> [1] - 26:12</p> <p><b>parts</b> [1] - 30:20</p> <p><b>party</b> [1] - 45:23</p>

<p><b>passport</b> [2] - 23:8, 23:12</p> <p><b>passports</b> [1] - 23:9</p> <p><b>past</b> [9] - 12:4, 18:3, 22:12, 22:13, 28:1, 53:20, 55:11, 55:13, 56:5</p> <p><b>pause</b> [1] - 32:9</p> <p><b>pay</b> [1] - 22:24</p> <p><b>people</b> [7] - 17:24, 28:11, 33:15, 33:18, 55:16, 56:13, 63:1</p> <p><b>perceived</b> [2] - 43:7, 57:25</p> <p><b>percent</b> [6] - 11:6, 11:10, 15:14, 15:25, 16:1, 44:16</p> <p><b>perceptions</b> [1] - 27:10</p> <p><b>perfect</b> [1] - 67:2</p> <p><b>performance</b> [16] - 6:25, 7:8, 10:1, 11:14, 15:16, 15:18, 20:8, 23:15, 43:11, 43:16, 43:21, 43:24, 46:19, 49:10, 52:24, 64:10</p> <p><b>performed</b> [2] - 6:18, 8:6</p> <p><b>perhaps</b> [2] - 40:14, 55:12</p> <p><b>period</b> [6] - 46:21, 49:20, 54:23, 56:14, 64:13, 65:4</p> <p><b>periodically</b> [1] - 16:7</p> <p><b>permanent</b> [2] - 13:7, 31:12</p> <p><b>permit</b> [1] - 26:6</p> <p><b>permits</b> [1] - 20:3</p> <p><b>person</b> [3] - 33:6, 37:10, 60:17</p> <p><b>personal</b> [6] - 12:10, 25:9, 26:21, 27:22, 33:5, 46:3</p> <p><b>personally</b> [2] - 30:7, 30:8</p> <p><b>personnel</b> [5] - 14:5, 17:25, 22:3, 25:7, 33:13</p> <p><b>perspective</b> [4] - 40:15, 40:16, 46:3, 61:11</p> <p><b>perspectives</b> [1] - 61:10</p> <p><b>pertaining</b> [1] - 17:7</p> <p><b>pertains</b> [1] - 48:7</p> <p><b>pertinent</b> [1] - 26:7</p> <p><b>phase</b> [1] - 63:23</p> <p><b>philosophical</b> [3] - 40:15, 40:16, 42:5</p>	<p><b>philosophy</b> [1] - 44:12</p> <p><b>phonetics</b> [1] - 22:22</p> <p><b>phrase</b> [1] - 37:15</p> <p><b>pick</b> [1] - 16:14</p> <p><b>picked</b> [1] - 54:10</p> <p><b>place</b> [8] - 5:17, 43:25, 45:25, 55:17, 57:16, 57:19, 57:21, 59:18</p> <p><b>places</b> [1] - 24:14</p> <p><b>plan</b> [17] - 16:15, 20:7, 20:8, 32:16, 32:20, 32:22, 32:24, 43:20, 43:21, 43:24, 46:20, 52:24, 54:8, 54:22, 56:7, 64:10, 65:6</p> <p><b>plans</b> [4] - 26:18, 54:11, 55:7, 57:18</p> <p><b>platform</b> [1] - 41:15</p> <p><b>pleased</b> [1] - 12:19</p> <p><b>pledge</b> [1] - 27:2</p> <p><b>pledges</b> [1] - 16:2</p> <p><b>plus</b> [1] - 19:3</p> <p><b>point</b> [6] - 4:21, 46:13, 51:21, 59:24, 61:18, 65:11</p> <p><b>points</b> [1] - 31:13</p> <p><b>policy</b> [9] - 18:16, 19:12, 24:18, 26:7, 26:9, 26:15, 27:8, 27:16, 27:20</p> <p><b>political</b> [1] - 55:15</p> <p><b>ponder</b> [1] - 31:19</p> <p><b>poor</b> [1] - 21:23</p> <p><b>popular</b> [1] - 22:19</p> <p><b>position</b> [3] - 11:22, 20:24, 64:11</p> <p><b>positions</b> [1] - 11:4</p> <p><b>positive</b> [7] - 10:4, 18:4, 22:18, 27:18, 34:16, 47:8, 65:2</p> <p><b>positively</b> [1] - 14:21</p> <p><b>possible</b> [3] - 18:7, 41:6, 41:25</p> <p><b>possibly</b> [1] - 59:8</p> <p><b>POST</b> [1] - 1:20</p> <p><b>posture</b> [2] - 64:4, 64:7</p> <p><b>potential</b> [1] - 42:11</p> <p><b>practice</b> [1] - 5:4</p> <p><b>practices</b> [3] - 14:12, 15:8, 21:20</p> <p><b>preaching</b> [1] - 37:8</p> <p><b>preempted</b> [2] - 57:12, 58:1</p> <p><b>preemptive</b> [1] - 59:17</p> <p><b>prepare</b> [2] - 53:24,</p>	<p>66:24</p> <p><b>prescribed</b> [1] - 57:20</p> <p><b>prescriptive</b> [1] - 46:20</p> <p><b>PRESENT</b> [1] - 2:2</p> <p><b>present</b> [4] - 9:1, 32:20, 45:20, 45:24</p> <p><b>presentation</b> [1] - 35:13</p> <p><b>presented</b> [4] - 32:16, 51:6, 52:8, 66:2</p> <p><b>presenting</b> [2] - 7:6, 7:7</p> <p><b>presidency</b> [1] - 12:3</p> <p><b>president</b> [3] - 13:16, 13:17, 13:19</p> <p><b>PRESIDENT</b> [8] - 9:24, 10:14, 29:18, 30:11, 51:10, 52:14, 62:14, 63:11</p> <p><b>President</b> [41] - 5:23, 6:23, 7:6, 7:13, 7:16, 8:4, 9:16, 9:20, 9:23, 19:8, 28:14, 29:8, 29:17, 30:22, 31:1, 31:2, 32:9, 33:6, 34:24, 35:11, 37:22, 38:11, 39:5, 39:10, 39:12, 41:8, 42:9, 43:1, 44:23, 45:4, 49:10, 51:7, 51:12, 51:18, 51:22, 52:8, 52:13, 56:2, 60:11, 61:1, 63:14</p> <p><b>President's</b> [4] - 7:4, 17:4, 31:23, 63:22</p> <p><b>PRESIDENTIAL</b> [3] - 1:4, 3:2, 68:1</p> <p><b>Presidential</b> [8] - 3:5, 7:24, 8:16, 8:20, 8:25, 24:24, 59:4, 59:13</p> <p><b>presidential</b> [3] - 9:10, 28:20, 50:23</p> <p><b>presidents</b> [3] - 15:2, 17:17, 21:18</p> <p><b>Presidents</b> [3] - 11:2, 11:3, 56:5</p> <p><b>presumably</b> [1] - 34:3</p> <p><b>prevent</b> [1] - 55:8</p> <p><b>previous</b> [3] - 39:19, 40:4, 44:12</p> <p><b>pride</b> [6] - 62:5, 62:6, 62:8, 62:9, 62:15, 62:20</p> <p><b>primary</b> [1] - 6:21</p> <p><b>prime</b> [1] - 67:10</p>	<p><b>priorities</b> [2] - 33:7, 36:11</p> <p><b>priority</b> [1] - 22:8</p> <p><b>private</b> [1] - 13:13</p> <p><b>pro</b> [1] - 47:8</p> <p><b>problem</b> [2] - 43:18, 59:23</p> <p><b>problems</b> [3] - 10:16, 20:24, 44:16</p> <p><b>procedural</b> [1] - 18:18</p> <p><b>procedures</b> [4] - 14:20, 21:21, 37:18, 52:2</p> <p><b>proceedings</b> [1] - 69:6</p> <p><b>process</b> [21] - 5:11, 5:16, 31:19, 31:20, 33:17, 33:19, 39:14, 39:25, 40:8, 43:1, 44:2, 46:7, 46:9, 47:18, 48:2, 48:11, 48:12, 51:16, 52:11, 56:25, 57:4</p> <p><b>processes</b> [5] - 14:9, 14:20, 21:21, 33:23, 63:21</p> <p><b>processing</b> [1] - 14:22</p> <p><b>produce</b> [1] - 21:24</p> <p><b>professional</b> [2] - 15:5, 29:9</p> <p><b>professionalism</b> [1] - 29:21</p> <p><b>professor</b> [1] - 60:13</p> <p><b>profile</b> [1] - 11:9</p> <p><b>program</b> [5] - 14:15, 16:20, 23:8, 23:12, 24:11</p> <p><b>programs</b> [3] - 17:8, 24:23, 56:19</p> <p><b>progress</b> [4] - 15:17, 16:17, 52:20, 64:24</p> <p><b>promise</b> [1] - 55:21</p> <p><b>promote</b> [1] - 21:20</p> <p><b>promoting</b> [1] - 5:7</p> <p><b>proof</b> [3] - 35:21, 35:22, 37:6</p> <p><b>proper</b> [1] - 57:21</p> <p><b>properly</b> [3] - 4:7, 50:21, 66:4</p> <p><b>proposal</b> [1] - 10:20</p> <p><b>proposed</b> [1] - 64:5</p> <p><b>proposes</b> [1] - 64:7</p> <p><b>protect</b> [3] - 6:2, 14:2, 55:20</p> <p><b>protocol</b> [2] - 25:10, 57:24</p> <p><b>provide</b> [11] - 4:19, 8:2, 12:5, 12:25, 17:6,</p>	<p>19:16, 22:9, 25:6, 37:2, 37:11, 41:15</p> <p><b>provided</b> [11] - 10:9, 21:14, 23:1, 23:4, 23:8, 23:16, 24:11, 39:6, 47:10, 49:9, 49:22</p> <p><b>provides</b> [2] - 11:18, 39:16</p> <p><b>providing</b> [5] - 7:3, 19:14, 21:23, 50:4, 51:19</p> <p><b>Provost</b> [2] - 15:4, 19:7</p> <p><b>provost</b> [1] - 13:16</p> <p><b>prudent</b> [3] - 37:25, 38:2, 38:6</p> <p><b>public</b> [4] - 34:10, 34:11, 39:10, 44:7</p> <p><b>public/private</b> [1] - 26:12</p> <p><b>published</b> [1] - 36:2</p> <p><b>purchasing</b> [1] - 18:21</p> <p><b>purposes</b> [2] - 9:11, 45:21</p> <p><b>purview</b> [1] - 48:20</p> <p><b>push</b> [1] - 8:12</p> <p><b>pushing</b> [1] - 61:12</p> <p><b>put</b> [5] - 34:5, 35:3, 43:23, 43:24, 64:4</p>
<b>Q</b>				
<p><b>qualified</b> [2] - 13:9, 14:1</p> <p><b>quality</b> [6] - 14:1, 22:5, 22:10, 55:21, 55:23, 56:11</p> <p><b>quarter</b> [1] - 64:18</p> <p><b>questions</b> [6] - 7:18, 8:11, 9:5, 9:18, 28:9, 65:19</p> <p><b>quickly</b> [1] - 37:13</p> <p><b>quorum</b> [1] - 3:24</p> <p><b>quote</b> [1] - 13:8</p>				
<b>R</b>				
<p><b>rain</b> [1] - 24:15</p> <p><b>raised</b> [1] - 19:18</p> <p><b>raised</b> [2] - 23:13, 34:21</p> <p><b>raises</b> [2] - 11:1, 19:23</p> <p><b>rate</b> [4] - 15:13, 15:17, 15:18, 46:17</p> <p><b>rated</b> [3] - 30:25, 31:2, 31:3</p> <p><b>rates</b> [3] - 15:12,</p>				

<p>53:4, 53:11  <b>rating</b> [3] - 7:8, 9:13, 9:15  <b>ratio</b> [1] - 37:3  <b>ratios</b> [1] - 37:3  <b>Rattlers</b> [1] - 24:11  <b>RE</b> [1] - 1:3  <b>re</b> [1] - 64:19  <b>reaching</b> [2] - 11:24, 61:14  <b>reactivating</b> [1] - 62:20  <b>read</b> [5] - 34:19, 35:15, 37:17, 39:8, 40:20  <b>readily</b> [1] - 51:23  <b>real</b> [3] - 39:15, 60:7, 60:19  <b>realigning</b> [1] - 16:18  <b>realities</b> [2] - 53:23  <b>really</b> [6] - 12:19, 17:10, 35:14, 39:16, 39:18, 61:13  <b>reason</b> [1] - 22:7  <b>receive</b> [2] - 22:5, 55:5  <b>received</b> [7] - 14:17, 16:9, 20:25, 27:22, 27:24, 43:3, 52:10  <b>recently</b> [1] - 20:16  <b>recognize</b> [2] - 29:7, 37:21  <b>recognized</b> [10] - 13:15, 17:13, 17:14, 20:16, 23:5, 30:14, 35:9, 40:11, 60:1, 63:18  <b>recognizing</b> [3] - 15:10, 19:6, 25:8  <b>recommendation</b> [2] - 47:6, 64:9  <b>recommendations</b> [1] - 43:22  <b>recommending</b> [1] - 65:5  <b>Record</b> [1] - 23:20  <b>record</b> [3] - 29:7, 31:12, 69:6  <b>recourse</b> [1] - 59:20  <b>recruit</b> [1] - 13:15  <b>recruitment</b> [1] - 21:13  <b>rectify</b> [1] - 12:23  <b>Red</b> [1] - 23:24  <b>red</b> [1] - 8:7  <b>reduce</b> [1] - 14:21  <b>reducing</b> [3] - 16:12, 19:10, 26:11  <b>reduction</b> [3] - 32:22, 32:24</p>	<p><b>redundant</b> [2] - 4:22, 33:4  <b>refer</b> [1] - 60:11  <b>referenced</b> [1] - 9:9  <b>referring</b> [4] - 6:19, 49:5, 59:2, 63:6  <b>refers</b> [1] - 62:15  <b>reflect</b> [2] - 43:15, 57:7  <b>reflected</b> [2] - 39:9, 66:18  <b>reflecting</b> [1] - 40:3  <b>refreshed</b> [1] - 41:24  <b>regard</b> [6] - 25:20, 52:15, 52:25, 63:21, 64:14, 65:23  <b>regarding</b> [16] - 6:25, 7:18, 9:5, 13:21, 15:21, 16:5, 16:12, 17:16, 18:2, 18:23, 19:25, 20:4, 35:11, 38:1, 57:2, 63:16  <b>registration</b> [1] - 18:20  <b>regulation</b> [1] - 42:23  <b>rehash</b> [1] - 31:17  <b>REHEARSAL</b> [1] - 1:15  <b>reiterate</b> [1] - 31:8  <b>related</b> [6] - 17:16, 20:6, 20:7, 27:16, 59:25, 65:18  <b>relates</b> [4] - 21:2, 27:10, 40:16, 52:23  <b>relations</b> [12] - 12:9, 12:10, 13:18, 13:20, 18:2, 25:13, 25:20, 31:22, 31:24, 33:2, 33:3, 39:19  <b>relationship</b> [9] - 10:4, 16:5, 18:23, 32:5, 33:21, 33:22, 44:9, 44:15, 45:17  <b>relationships</b> [3] - 18:4, 21:3, 27:3  <b>relative</b> [3] - 5:11, 8:15, 48:17  <b>remain</b> [1] - 26:19  <b>remaining</b> [1] - 8:25  <b>remains</b> [1] - 12:19  <b>remarks</b> [5] - 4:17, 6:12, 9:21, 10:8, 51:8  <b>remember</b> [2] - 41:17, 67:1  <b>remembering</b> [1] - 37:23  <b>remind</b> [1] - 40:23  <b>reminder</b> [1] - 47:2  <b>renewed</b> [1] - 16:4</p>	<p><b>reorganizing</b> [2] - 14:4, 15:10  <b>repeat</b> [2] - 6:1, 66:21  <b>repeated</b> [1] - 45:14  <b>report</b> [8] - 8:21, 9:14, 12:14, 12:15, 52:3, 64:23, 65:23, 69:5  <b>REPORTED</b> [1] - 1:17  <b>reported</b> [1] - 65:9  <b>Reporter</b> [1] - 69:11  <b>REPORTER</b> [1] - 1:18  <b>REPORTERS</b> [1] - 1:20  <b>reporting</b> [1] - 66:7  <b>reports</b> [2] - 7:10, 25:15  <b>represent</b> [1] - 42:16  <b>representatives</b> [1] - 28:4  <b>requested</b> [2] - 26:2, 52:4  <b>require</b> [7] - 11:24, 19:10, 42:23, 45:20, 63:25, 65:6, 65:22  <b>required</b> [5] - 6:8, 6:17, 14:8, 20:4, 41:19  <b>requirement</b> [1] - 43:2  <b>requires</b> [3] - 43:19, 43:25, 53:2  <b>requiring</b> [1] - 46:19  <b>research</b> [3] - 13:17, 19:9, 19:14  <b>Research</b> [1] - 19:8  <b>resonate</b> [1] - 31:14  <b>resort</b> [1] - 22:3  <b>resources</b> [2] - 13:12, 16:22  <b>respect</b> [6] - 11:22, 27:1, 27:4, 30:22, 35:1, 44:15  <b>respective</b> [3] - 6:9, 14:8, 47:9  <b>respond</b> [3] - 9:25, 18:16, 32:10  <b>responded</b> [2] - 19:4, 26:3  <b>response</b> [5] - 20:25, 32:11, 32:12, 49:15, 58:22  <b>RESPONSE</b> [10] - 3:16, 3:20, 4:13, 7:20, 9:7, 28:22, 42:14, 51:3, 65:20, 66:12  <b>responsibilities</b> [7] -</p>	<p>6:15, 6:20, 7:19, 27:13, 37:21, 38:12, 44:22  <b>responsibility</b> [8] - 5:20, 5:24, 8:8, 10:17, 45:9, 56:1, 56:3, 56:6  <b>responsible</b> [3] - 7:1, 44:18, 45:1  <b>rest</b> [1] - 62:12  <b>restore</b> [2] - 62:4, 62:8  <b>restoring</b> [2] - 62:15, 62:20  <b>result</b> [7] - 11:11, 15:12, 21:1, 22:8, 22:13, 25:16, 26:3  <b>resulted</b> [1] - 18:10  <b>results</b> [2] - 13:25, 32:13  <b>retention</b> [3] - 15:12, 15:13, 52:25  <b>return</b> [2] - 29:20, 61:17  <b>revenue</b> [2] - 16:18, 16:20  <b>revenues</b> [1] - 12:21  <b>review</b> [7] - 4:3, 6:14, 7:3, 31:24, 34:9, 34:10, 49:20  <b>reviewing</b> [1] - 5:8  <b>revisions</b> [2] - 65:15, 66:6  <b>rich</b> [1] - 10:9  <b>right-hand</b> [1] - 52:2  <b>road</b> [1] - 32:7  <b>Robert</b> [2] - 2:3, 10:18  <b>robust</b> [1] - 56:18  <b>role</b> [2] - 47:3, 48:13  <b>roles</b> [3] - 6:14, 6:19, 7:18  <b>roll</b> [1] - 3:8  <b>room</b> [1] - 42:1  <b>ROTC</b> [1] - 24:9  <b>Royal</b> [1] - 24:14  <b>RPR</b> [3] - 1:17, 69:5, 69:11  <b>RUFUS</b> [1] - 1:7  <b>rules</b> [1] - 46:8  <b>run</b> [1] - 45:5</p>	<p><b>schedule</b> [2] - 8:2, 20:3  <b>scheduled</b> [1] - 27:5  <b>scholars</b> [1] - 11:8  <b>Scholarship</b> [1] - 24:3  <b>school</b> [2] - 23:7, 38:2  <b>school's</b> [1] - 10:20  <b>schools</b> [1] - 10:22  <b>scientist</b> [1] - 23:21  <b>scope</b> [3] - 48:17, 58:5, 59:13  <b>scores</b> [1] - 34:15  <b>scoring</b> [1] - 11:13  <b>second</b> [10] - 4:6, 6:13, 6:23, 8:15, 47:16, 47:20, 49:1, 50:20, 66:2, 66:3  <b>seconded</b> [3] - 4:8, 50:22, 66:5  <b>see</b> [10] - 6:19, 8:19, 24:14, 32:11, 32:25, 33:12, 34:14, 35:15, 51:14, 52:1  <b>seek</b> [3] - 19:23, 29:16, 42:10  <b>seeking</b> [1] - 42:7  <b>seeks</b> [1] - 6:10  <b>seem</b> [2] - 43:14, 63:7  <b>selected</b> [3] - 5:23, 39:12, 56:13  <b>selection</b> [2] - 7:2, 33:16  <b>self</b> [4] - 7:4, 9:16, 35:25, 39:9  <b>self-assessment</b> [2] - 9:16, 35:25  <b>self-evaluation</b> [1] - 39:9  <b>Senate</b> [4] - 19:1, 19:21, 19:25, 20:5  <b>sensitive</b> [1] - 39:22  <b>sent</b> [2] - 15:4, 47:5  <b>sentiments</b> [1] - 66:22  <b>separate</b> [3] - 10:21, 10:22, 15:20  <b>Series</b> [1] - 24:24  <b>serious</b> [1] - 56:8  <b>servant</b> [3] - 41:1, 41:18, 42:2  <b>serve</b> [2] - 55:10, 64:14  <b>served</b> [1] - 32:25  <b>serves</b> [1] - 9:12  <b>service</b> [10] - 11:19, 13:4, 14:21, 19:15, 21:6, 21:9, 21:11,</p>
<b>S</b>				
<p><b>SAC</b> [1] - 12:17  <b>SACS</b> [1] - 12:17  <b>safety</b> [1] - 26:10  <b>salaries</b> [2] - 10:24, 19:18  <b>Sandy</b> [1] - 15:23  <b>scale</b> [1] - 46:14</p>				

<p>21:23, 22:5, 41:15  <b>services</b> [2] - 18:19, 38:6  <b>set</b> [9] - 24:5, 30:2, 47:7, 50:5, 52:22, 54:12, 55:1, 61:14, 63:24  <b>sets</b> [1] - 41:9  <b>setting</b> [1] - 63:21  <b>settings</b> [2] - 18:25, 19:4  <b>seven</b> [1] - 15:14  <b>several</b> [6] - 12:25, 13:22, 19:1, 20:1, 32:23, 64:20  <b>Shannon</b> [6] - 2:3, 29:5, 30:12, 38:14, 39:3, 42:6  <b>SHANNON</b> [6] - 28:25, 29:3, 29:6, 29:19, 47:15, 50:10  <b>share</b> [5] - 10:3, 21:19, 28:2, 43:4, 43:17  <b>shared</b> [10] - 20:9, 28:15, 36:13, 37:16, 37:17, 37:19, 37:23, 40:17, 41:2, 54:2  <b>shifted</b> [1] - 11:4  <b>shortfall</b> [1] - 16:13  <b>shortly</b> [1] - 12:13  <b>show</b> [2] - 35:1, 36:4  <b>showing</b> [1] - 27:1  <b>shows</b> [1] - 15:15  <b>side</b> [1] - 36:15  <b>sign</b> [3] - 4:10, 50:25, 66:9  <b>signed</b> [2] - 19:13, 55:5  <b>significant</b> [3] - 15:15, 18:3, 30:5  <b>significantly</b> [1] - 11:5  <b>similarly</b> [1] - 39:6  <b>simply</b> [1] - 46:9  <b>single</b> [2] - 15:22, 41:20  <b>sit</b> [3] - 48:8, 56:25, 57:7  <b>sites</b> [1] - 45:4  <b>situation</b> [2] - 53:23, 59:16  <b>six</b> [2] - 53:5, 53:12  <b>skill</b> [2] - 29:21, 41:9  <b>skills</b> [1] - 14:7  <b>skirt</b> [1] - 43:13  <b>snowballing</b> [1] - 55:8  <b>social</b> [2] - 25:3, 53:21</p>	<p><b>Socks</b> [1] - 23:24  <b>solution</b> [1] - 43:20  <b>Solution</b> [1] - 20:17  <b>sometimes</b> [3] - 18:7, 18:17, 24:17  <b>somewhat</b> [2] - 33:3, 52:21  <b>sorry</b> [3] - 48:2, 58:23, 60:5  <b>sort</b> [1] - 7:25  <b>sought</b> [3] - 18:24, 29:20, 51:23  <b>sounds</b> [1] - 62:8  <b>sources</b> [1] - 16:23  <b>Southern</b> [1] - 24:3  <b>space</b> [1] - 52:3  <b>span</b> [1] - 12:24  <b>spark</b> [1] - 27:18  <b>speaking</b> [1] - 30:23  <b>SPECIAL</b> [3] - 1:3, 3:2, 67:25  <b>special</b> [2] - 11:18, 33:1  <b>Special</b> [1] - 59:5  <b>specific</b> [7] - 8:5, 14:7, 22:16, 27:8, 40:13, 47:7, 59:19  <b>specifically</b> [2] - 43:9, 47:4  <b>specifics</b> [1] - 28:10  <b>spend</b> [1] - 23:2  <b>split</b> [2] - 63:8, 63:11  <b>sponsored</b> [1] - 23:23  <b>spot</b> [1] - 28:1  <b>spot-on</b> [1] - 28:1  <b>stable</b> [1] - 13:7  <b>staff</b> [16] - 10:24, 13:20, 18:5, 18:22, 19:24, 20:21, 20:23, 20:24, 21:3, 21:7, 21:10, 21:13, 25:14, 41:7, 51:22, 55:20  <b>Staff</b> [1] - 14:17  <b>stage</b> [1] - 61:14  <b>stakeholders</b> [6] - 18:14, 22:4, 36:22, 44:4, 46:6, 67:1  <b>stand</b> [2] - 4:8, 57:24  <b>standards</b> [2] - 43:11, 52:22  <b>standpoint</b> [2] - 48:11, 57:23  <b>stands</b> [2] - 49:12, 67:23  <b>start</b> [2] - 34:15, 43:12  <b>started</b> [1] - 32:6  <b>startup</b> [1] - 19:17  <b>State</b> [5] - 5:10, 5:14,</p>	<p>11:13, 16:7, 28:5  <b>state</b> [7] - 11:5, 11:10, 13:13, 28:4, 29:7, 50:7, 55:16  <b>STATE</b> [1] - 69:3  <b>statement</b> [1] - 12:25  <b>statements</b> [5] - 26:1, 26:22, 35:22, 36:7, 61:2  <b>states</b> [3] - 12:8, 28:5, 62:4  <b>States</b> [2] - 5:5, 28:6  <b>stating</b> [2] - 58:17, 61:16  <b>stature</b> [1] - 29:19  <b>status</b> [4] - 8:18, 25:4, 51:25, 65:23  <b>stay</b> [1] - 23:7  <b>stem</b> [4] - 9:18, 20:18, 20:19, 20:20  <b>Stem's</b> [1] - 20:17  <b>stem-living/learning</b> [1] - 20:18  <b>stenographic</b> [1] - 69:6  <b>stenographically</b> [1] - 69:5  <b>steps</b> [4] - 4:20, 31:9, 34:7, 57:18  <b>stewardship</b> [1] - 52:18  <b>still</b> [4] - 18:15, 53:14, 54:18, 65:12  <b>stop</b> [1] - 28:7  <b>strategic</b> [7] - 4:25, 9:13, 17:6, 20:7, 28:8, 54:8, 60:4  <b>strategically</b> [1] - 54:15  <b>strategies</b> [2] - 19:8, 26:19  <b>streamlining</b> [1] - 14:8  <b>strength</b> [1] - 27:7  <b>strengths</b> [2] - 10:6, 14:5  <b>stretched</b> [1] - 54:22  <b>strides</b> [1] - 18:3  <b>stroke</b> [1] - 54:2  <b>strokes</b> [1] - 54:7  <b>strong</b> [2] - 17:20, 33:6  <b>Strong</b> [2] - 22:20, 22:24  <b>strong-willed</b> [1] - 33:6  <b>structure</b> [1] - 39:21  <b>struggle</b> [1] - 27:19  <b>struggles</b> [1] - 29:10  <b>struggling</b> [1] -</p>	<p>10:15  <b>Student</b> [2] - 15:10, 25:6  <b>student</b> [12] - 11:4, 17:3, 21:12, 22:12, 22:14, 22:15, 22:25, 23:1, 26:11, 52:25, 56:8, 61:11  <b>student's</b> [1] - 23:19  <b>students</b> [42] - 11:10, 15:13, 18:5, 18:22, 19:16, 20:14, 20:19, 22:7, 22:9, 22:18, 22:21, 22:22, 23:6, 23:9, 23:12, 23:16, 24:2, 24:6, 24:12, 24:21, 24:23, 25:8, 25:14, 38:6, 41:6, 41:23, 42:10, 44:3, 53:10, 53:24, 54:5, 55:4, 55:10, 55:11, 55:13, 55:22, 60:10, 61:9, 61:15, 61:19, 61:21, 62:16  <b>submission</b> [1] - 16:25  <b>submitted</b> [2] - 56:22, 65:14  <b>subscribe</b> [1] - 44:12  <b>substantial</b> [1] - 13:3  <b>success</b> [7] - 5:7, 20:10, 29:12, 30:2, 41:16, 44:1, 52:23  <b>Success</b> [1] - 15:11  <b>successes</b> [1] - 54:11  <b>successful</b> [7] - 16:25, 53:4, 56:9, 67:9, 67:19, 67:20  <b>successfully</b> [1] - 12:6  <b>suggest</b> [3] - 36:7, 46:18, 60:7  <b>suggested</b> [1] - 38:3  <b>suggestions</b> [1] - 65:16  <b>suits</b> [1] - 21:2  <b>summary</b> [6] - 28:20, 43:6, 49:6, 50:17, 50:22, 51:5  <b>summer</b> [1] - 21:16  <b>Sunday</b> [1] - 35:16  <b>supervisor</b> [1] - 35:25  <b>supplemental</b> [2] - 7:23, 8:13  <b>support</b> [10] - 20:21, 21:19, 27:25, 35:21, 35:22, 36:8, 36:9, 38:14, 56:12, 56:18</p>	<p><b>supported</b> [3] - 22:21, 23:14, 23:21  <b>supporting</b> [2] - 36:12, 39:11  <b>supports</b> [1] - 5:5  <b>surprise</b> [1] - 11:11  <b>surprised</b> [1] - 53:17  <b>surround</b> [1] - 67:18  <b>surrounding</b> [4] - 28:16, 56:16, 60:10, 60:12  <b>Survey</b> [1] - 14:18  <b>survey</b> [3] - 18:13, 21:1, 22:14  <b>SUS</b> [2] - 5:18, 43:1  <b>suspension</b> [1] - 10:18  <b>SUSs</b> [1] - 33:25  <b>sustainability</b> [1] - 53:19  <b>sustainable</b> [1] - 13:3  <b>System</b> [2] - 5:10, 16:8</p>
<b>T</b>				
<p><b>Tallahassee</b> [2] - 35:16, 60:14  <b>TALLAHASSEE</b> [2] - 1:16, 1:21  <b>task</b> [1] - 9:2  <b>tasked</b> [3] - 8:3, 47:4, 48:22  <b>tasks</b> [2] - 6:24, 42:3  <b>team</b> [7] - 13:24, 17:12, 26:16, 54:16, 67:8, 67:9, 67:18  <b>team's</b> [1] - 23:22  <b>technically</b> [1] - 45:1  <b>ten</b> [4] - 4:25, 9:13, 18:17, 54:23  <b>ten-year</b> [1] - 54:23  <b>tend</b> [1] - 43:19  <b>tenure</b> [1] - 17:21  <b>term</b> [2] - 34:23, 53:19  <b>terms</b> [9] - 7:12, 25:3, 46:11, 48:12, 48:13, 48:14, 49:21, 53:8, 64:10  <b>THE</b> [1] - 67:25  <b>theme</b> [1] - 39:18  <b>theoretical</b> [1] - 37:11  <b>therefore</b> [1] - 12:4  <b>thinking</b> [1] - 33:23  <b>third</b> [2] - 14:24, 45:23  <b>Thompson</b> [1] -</p>				

<p>15:23  <b>thorough</b> [1] - 37:6  <b>thoughtful</b> [3] - 4:23, 40:1, 67:22  <b>thoughts</b> [2] - 26:18, 38:9  <b>thousand</b> [1] - 23:1  <b>threatened</b> [2] - 10:19, 45:23  <b>threats</b> [1] - 30:5  <b>three</b> [7] - 11:2, 11:10, 17:2, 19:2, 30:20, 36:2, 51:20  <b>thrive</b> [1] - 56:9  <b>throughout</b> [3] - 5:5, 5:16, 51:15  <b>throw</b> [1] - 35:2  <b>tied</b> [2] - 11:14, 33:3  <b>TIME</b> [1] - 1:13  <b>Timeline</b> [1] - 8:16  <b>timeline</b> [2] - 8:22, 57:20  <b>timely</b> [1] - 65:9  <b>to-do</b> [1] - 25:16  <b>today</b> [5] - 7:11, 8:24, 39:18, 49:15, 52:12  <b>today's</b> [1] - 49:23  <b>together</b> [6] - 6:1, 6:2, 10:5, 30:4, 32:7, 34:5  <b>TONNETTE</b> [1] - 1:8  <b>took</b> [4] - 30:24, 32:9, 34:18, 38:7  <b>tool</b> [1] - 7:2  <b>top</b> [1] - 65:6  <b>TOREY</b> [1] - 1:9  <b>tough</b> [1] - 39:15  <b>tout</b> [1] - 53:6  <b>toward</b> [3] - 10:7, 41:2, 64:24  <b>towards</b> [1] - 55:3  <b>town</b> [1] - 20:5  <b>trailblazers</b> [1] - 41:24  <b>train</b> [1] - 11:19  <b>training</b> [2] - 21:14, 21:25  <b>transcript</b> [2] - 49:25, 69:6  <b>transcripts</b> [1] - 49:18  <b>transferred</b> [1] - 55:23  <b>transformational</b> [4] - 13:23, 14:14, 14:24, 15:9  <b>transition</b> [2] - 6:12, 23:2  <b>transparent</b> [1] -</p>	<p>55:1  <b>travel</b> [2] - 18:20, 23:14  <b>tremendously</b> [1] - 45:19  <b>trends</b> [1] - 37:3  <b>trickery</b> [1] - 55:15  <b>tried</b> [4] - 11:17, 31:6, 36:5, 38:18  <b>true</b> [1] - 69:6  <b>truly</b> [2] - 32:3, 38:16  <b>trust</b> [2] - 4:2, 16:4  <b>trusted</b> [1] - 14:2  <b>TRUSTEE</b> [104] - 1:7, 3:4, 3:10, 3:12, 3:14, 3:18, 3:25, 4:5, 4:7, 4:12, 4:14, 7:21, 9:8, 10:13, 28:13, 28:23, 28:25, 29:2, 29:3, 29:4, 29:6, 29:19, 30:12, 30:15, 34:11, 34:13, 35:6, 35:10, 38:20, 38:22, 38:23, 38:24, 38:25, 39:2, 40:2, 40:3, 40:9, 40:12, 40:21, 40:22, 42:12, 42:15, 42:18, 47:1, 47:15, 47:16, 47:17, 47:19, 47:21, 47:22, 47:24, 47:25, 48:1, 48:6, 48:12, 48:19, 48:21, 48:24, 48:25, 49:2, 49:3, 49:4, 49:6, 49:14, 49:16, 50:1, 50:3, 50:10, 50:15, 50:18, 50:19, 50:20, 50:21, 51:2, 51:4, 51:11, 56:24, 57:2, 57:4, 57:6, 57:7, 58:8, 58:19, 58:21, 58:23, 58:24, 59:14, 59:22, 60:3, 62:13, 63:4, 63:13, 63:15, 63:18, 65:10, 66:1, 66:3, 66:4, 66:11, 66:13, 66:15, 66:16, 66:17, 67:21  <b>Trustee</b> [33] - 3:9, 3:11, 3:13, 3:15, 3:17, 3:19, 3:21, 29:5, 30:12, 30:13, 31:6, 35:6, 35:9, 38:14, 38:20, 38:24, 38:25, 39:3, 39:4, 39:15, 40:10, 40:11, 42:6, 42:12, 42:21, 47:9, 49:9, 56:24, 58:9, 60:1, 61:16, 65:11, 67:21</p>	<p><b>Trustee's</b> [1] - 39:8  <b>Trustees</b> [13] - 12:5, 16:15, 26:2, 27:21, 31:15, 42:9, 42:24, 44:20, 44:24, 52:5, 54:9, 63:16, 67:15  <b>TRUSTEES</b> [1] - 1:1  <b>trustees</b> [3] - 4:1, 5:5, 41:7  <b>Trustees'</b> [2] - 10:1, 37:18  <b>try</b> [7] - 20:2, 25:6, 30:16, 38:18, 54:10, 61:2, 64:8  <b>trying</b> [4] - 20:10, 61:1, 61:9, 61:14  <b>TUESDAY</b> [1] - 1:11  <b>tunnel</b> [1] - 66:25  <b>turmoil</b> [1] - 10:16  <b>turn</b> [1] - 43:21  <b>turnover</b> [1] - 17:17  <b>two</b> [13] - 6:21, 7:21, 8:18, 10:22, 11:2, 13:19, 20:5, 21:11, 36:18, 62:9, 63:7, 63:10, 63:19</p>	<p>29:23, 30:6, 38:5, 39:11, 41:13, 45:10, 53:14, 54:16, 55:6, 55:25, 56:18, 61:22, 62:17  <b>University's</b> [2] - 19:9, 52:24  <b>unworthy</b> [1] - 55:15  <b>up</b> [12] - 4:16, 5:9, 9:17, 16:14, 25:17, 30:2, 49:16, 54:10, 55:5, 58:16, 59:11, 64:11  <b>update</b> [1] - 27:6  <b>updates</b> [1] - 51:17  <b>Urban</b> [1] - 32:1  <b>utilization</b> [1] - 52:3</p>	<p>44:2  <b>ways</b> [2] - 44:6, 56:18  <b>website</b> [1] - 34:2  <b>weeds</b> [1] - 62:24  <b>week</b> [1] - 37:18  <b>weekend</b> [1] - 23:23  <b>weeks</b> [1] - 27:5  <b>weighted</b> [1] - 56:1  <b>welcome</b> [4] - 9:25, 11:21, 21:12, 59:22  <b>welfare</b> [1] - 41:5  <b>WHEREUPON</b> [1] - 67:25  <b>White</b> [1] - 2:4  <b>whole</b> [2] - 34:19, 38:17  <b>willed</b> [1] - 33:6  <b>willingness</b> [2] - 27:11, 27:15  <b>wind</b> [1] - 23:14  <b>women</b> [3] - 25:1, 25:2, 41:10  <b>women's</b> [1] - 24:25  <b>wonderful</b> [1] - 11:18  <b>Woody</b> [1] - 2:3  <b>word</b> [3] - 36:16, 37:19, 57:10  <b>wording</b> [1] - 62:3  <b>words</b> [1] - 37:15  <b>workforce</b> [2] - 23:3, 53:25  <b>workplace</b> [1] - 21:4  <b>workshops</b> [4] - 15:6, 21:9, 21:11, 21:24  <b>world</b> [2] - 37:7  <b>writing</b> [1] - 45:3  <b>written</b> [6] - 7:6, 7:7, 9:2, 25:15, 25:25, 40:19  <b>wrote</b> [1] - 34:24</p>
<b>V</b>				
<p><b>vacancies</b> [1] - 17:23  <b>value</b> [3] - 10:23, 20:12, 41:12  <b>values</b> [3] - 12:11, 27:23, 28:1  <b>variety</b> [1] - 18:19  <b>various</b> [2] - 17:6, 22:4  <b>venture</b> [2] - 56:2, 56:4  <b>viability</b> [1] - 30:5  <b>vice</b> [6] - 13:16, 13:17, 13:19, 15:2, 17:17, 21:18  <b>Vice</b> [7] - 19:8, 35:10, 37:14, 38:15, 39:4, 42:22, 61:12  <b>vision</b> [5] - 28:2, 52:17, 54:18, 54:25, 66:25  <b>visions</b> [1] - 65:19  <b>visit</b> [2] - 60:15, 63:1  <b>visited</b> [1] - 23:25  <b>voice</b> [2] - 58:11, 58:16  <b>vote</b> [4] - 31:11, 41:4, 58:12, 59:6  <b>voted</b> [1] - 63:24</p>				
<b>U</b>				
<p><b>U.S</b> [1] - 20:16  <b>ultimate</b> [1] - 33:18  <b>ultimately</b> [2] - 45:11, 61:4  <b>unanimously</b> [1] - 5:24  <b>under</b> [6] - 15:21, 15:24, 36:10, 53:12, 60:4, 64:16  <b>understood</b> [1] - 48:24  <b>unequal</b> [1] - 10:23  <b>unfortunately</b> [1] - 26:13  <b>unique</b> [1] - 53:15  <b>unit</b> [1] - 14:15  <b>United</b> [3] - 5:5, 19:22, 28:6  <b>units</b> [3] - 10:23, 14:4, 14:8  <b>universities</b> [5] - 5:9, 11:11, 11:21, 13:11, 43:2  <b>UNIVERSITY</b> [1] - 1:1  <b>university</b> [4] - 6:3, 13:20, 26:9, 54:19  <b>University</b> [22] - 5:10, 10:6, 11:18, 16:8, 17:19, 21:21, 26:25, 27:17, 29:12,</p>				
<b>W</b>				
<p><b>wait</b> [1] - 64:19  <b>walk</b> [1] - 33:19  <b>walking</b> [1] - 57:5  <b>ward</b> [1] - 55:2  <b>Warren</b> [1] - 2:4  <b>WAS</b> [1] - 68:1  <b>Washington</b> [1] - 23:19  <b>watch</b> [2] - 15:24,</p>				
<b>Y</b>				
<p><b>y'all</b> [1] - 31:18  <b>year</b> [24] - 5:24, 7:1, 10:2, 10:15, 11:13, 12:4, 16:3, 17:24, 18:3, 20:6, 21:1, 22:13, 28:1, 29:17, 29:25, 30:9, 43:12, 43:13, 53:16, 54:23, 54:25, 60:20, 63:1, 64:11  <b>year's</b> [1] - 22:13  <b>years</b> [13] - 10:16, 12:25, 16:17, 17:2, 22:23, 51:20, 53:5, 53:6, 53:11, 53:12,</p>				

54:9, 54:22  
**York** [1] - 23:16  
**young** [2] - 23:20,  
25:1  
**yourself** [2] - 67:7,  
67:18