

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

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

IN RE: BOARD MEETING
_____ /

TRUSTEE MEMBERS: CLEVE WARREN, CHAIR
 KELVIN LAWSON
 TONNETTE GRAHAM
 KARL WHITE
 BETTYE GRABLE
 TOREY L. ALSTON
 ROBERT WOODY
 KIMBERLY MOORE
 NICOLE WASHINGTON
 BELINDA SHANNON (BY PHONE)

DATE: THURSDAY, DECEMBER 11, 2015

TIME: COMMENCED AT: 9:00 A.M.
 CONCLUDED AT: 12:30 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 TRUSTEE WASHINGTON: Here.

2 ATTORNEY BARGE-MILES: Trustee White.

3 TRUSTEE WHITE: Here.

4 ATTORNEY BARGE-MILES: Trustee Woody.

5 TRUSTEE WOODY: Here.

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

8 CHAIRMAN WARREN: Thank you, Attorney
9 Barge-Miles.

10 Attorney Barge-Miles, did anyone sign up for
11 public comment?

12 ATTORNEY BARGE-MILES: Yes, Doctor William
13 Tucker.

14 CHAIRMAN WARREN: Thank you.

15 Good morning. I just wanted to remind you,
16 before you start speaking, that we have a
17 three-minute time limit. I'm sure you're aware
18 that.

19 DOCTOR TUCKER: I'm aware of that, yes.

20 CHAIRMAN WARREN: All right.

21 DOCTOR TUCKER: Okay. Thank you.

22 Good morning, Chairman Warren and President
23 Mangum and members of the Board. I just want to be
24 very brief and just say that I'm glad to see that
25 we're off to a good start this morning; I didn't

1 see anything in the paper. Things were kind of
2 quiet. And I look forward to the future of this
3 Board and the future, of course, of the Mangum
4 administration.

5 And I'm sure that -- hopefully you'll get some
6 new members. You're down to ten now, and you need
7 another three, so it's going to be rather
8 interesting. And I want to wish all of you a happy
9 holiday and a good new year. Thank you.

10 CHAIRMAN WARREN: Thank you.

11 ATTORNEY BARGE-MILES: Doctor Elizabeth
12 Davenport.

13 DOCTOR DAVENPORT: Good morning. Like Doctor
14 Tucker, I would like to say that you're off to a
15 fine collegial start, and to also remind you of
16 something -- a couple of things.

17 First of all, I don't know if you realize
18 this, but this meeting is in conflict with several
19 pinning ceremonies across campus. That's usually
20 the next to the last time faculty members can
21 actually say good-bye to their students within
22 their department.

23 I perfectly understand why you have this
24 meeting at this time and this place, but please
25 be -- recognize the calendar and activities of

1 faculty when you schedule these meetings.

2 The second issue is our graduate assistants.
3 Our current graduate assistants earn less than what
4 I earned at Michigan State University 23 years ago.
5 They had a contract for health insurance. You have
6 allowed that to lapse. They weren't informed that
7 their health insurance had lapsed; they went to
8 doctors and were told that their health insurance
9 lapsed.

10 They're away from home; it's part of their
11 collective bargaining agreement. I urge you to
12 solve this problem quickly. The last time I
13 brought it up in a collective bargaining session
14 that it's important, you know, to clear up this
15 problem, I was met with blank stares. Just realize
16 that health insurance is very important, and I urge
17 you to settle this insurance problem quickly.

18 Have a great day. Happy holidays.

19 CHAIRMAN WARREN: Thank you. That's it?

20 (AFFIRMATIVE INDICATIONS).

21 CHAIRMAN WARREN: Okay. Before we close the
22 door on public comments, is there anyone else who
23 would like to speak?

24 (NO RESPONSE).

25 CHAIRMAN WARREN: There being none, we'll

1 move on.

2 I can't tell you how much I have been either
3 anticipating or loathing the opportunity to have to
4 make comment, if you will, as chair of this Board.
5 Loathe might be too strong a word, just a little
6 apprehensive about it because it's a bit of a first
7 day.

8 Many have said to me that my assuming this
9 role at the election of my peers on the Board of
10 Trustees is a new day. Well, I would say to you
11 that it is the same day, if you will, the same day
12 in this regard: We have always been focused on the
13 good and the benefit of this University, of
14 Florida A & M University; and that has not changed
15 one bit.

16 The only change that I would acknowledge is
17 the fact that we now have a new chair but with the
18 same responsibility for taking the organization
19 from its current level of greatness to a higher
20 level of greatness. I'm a great fan of John
21 Collins and his book, From Good to Great. But I
22 would say that there is nothing good about
23 Florida A & M University but everything great about
24 it, and the onus that we have is to take it to even
25 greater heights.

1 So the challenge of the Board and the
2 President of the University is to continue that
3 march, to take this University forward and to do
4 that with earnest work ethic; of focus on the
5 details; and more importantly, to focus on what we
6 do for students here as we prepare them for life
7 after Florida A & M.

8 I said on the day of my election to this
9 position that we have much to do, and we always
10 have. The important thing for us to stay focused
11 on are the implementation strategies around what it
12 is we have to do, how we get it done, but how we
13 get it done together.

14 As a board, you know, if you know me at all,
15 you know that I come from a very spiritual base. I
16 am as imperfect as the next guy, so I think without
17 divine intervention in my life that you'd be in for
18 a whole lot of foolishness from me; but I try to
19 tie myself down to where I stand spiritually first
20 and to Virginia, my grandmother's guidance to me as
21 she helped to raise her third grandchild.

22 So to stay focused fundamentally on doing my
23 best to do right by everybody, the people I work
24 with, the people I associate with, and more
25 particularly, in my role here as chair of the

1 Florida A & M University Board of Directors. But
2 this is not about Cleve by any stretch of the
3 imagination. This is about the collective work of
4 the board of directors for this University and our
5 partnership with the President of the University.
6 It's our intention to work as a team in the
7 collective work -- the collective effort of this
8 group, this collegial body preferably will be the
9 fine product that is produced in our students,
10 their preparation for the workforce, their
11 intellectual capacity.

12 I was at a UNCF event in Jacksonville a week
13 or so ago receiving an award as a champion of
14 education in our community, but I was reminded more
15 of the slogan of UNCF about a mind being a terrible
16 thing to waste. I would concur with that, but it's
17 my belief that as a university, as a -- or even in
18 the K-12 system and in the college system where I
19 work, it's not enough for us to give -- to stuff
20 facts and figures in the minds of students; the
21 challenge that we really have is to teach them how
22 to think.

23 So I'm hopeful that even tonight when 800 or
24 so graduates walk across the stage and accept their
25 degrees from Florida A & M University that we see

1 800 people step into the world prepared to be the
2 critical thinkers that we need in this world and,
3 more particularly, in our own country.

4 That's the job that we have, is preparing
5 people to think and to think critically. If they
6 can do that, they can be the leaders that we
7 deserve, that the world deserves, to make tough
8 decisions about how to manage our environment, to
9 make tough decisions about how to raise children,
10 to make tough decisions about how we allocate
11 resources, to make tough decisions about how we
12 peacefully coexist with one another in the tough
13 world that we live in. That's my prayer, is that
14 the 800 graduates that walk across the stage
15 tonight will contribute to our society, the world
16 society in that way.

17 So if we have a mission, it is to teach young
18 people how to think and how to think critically.
19 My hope is that as we serve this organization as
20 directors, as members of the Board of Trustees, in
21 partnership with the President of this University,
22 that we won't lose sight of what the prize is; and
23 the prize is not in us. In fact, I hope that we
24 quickly learn how to diminish our own faces and
25 voices and raise the level of community

1 understanding and perspective and the great things
2 that are going on here at Florida A & M University.
3 And that shows itself in the product that we
4 produce, who are the students, 800 of whom tonight
5 will walk across the stage; and to their
6 misfortune, they'll have my name on their diplomas.

7 So I'm praying for them and for us, that we
8 move on to greater heights, and I solicit your
9 support as we do that. I generally try to be -- if
10 there's going to be somebody drunk in the room, I
11 try not for it to be me, to be sober in my thinking
12 and my actions, and I hope I haven't failed you in
13 that regard, and to ensure that what I say to you
14 is also how I live my life.

15 My wife is in the back of the room to hear me
16 make my commitment to you, and you can best -- you
17 can rest assured that on the drive home back to
18 Jacksonville and when we get home that she will
19 continue to be my general counsel, if you get my
20 drift. I love her to death, and I appreciate her
21 being here with me; and she is as much a part of
22 what we do here as I have become.

23 So in closing, you'll see that I have on my
24 A & M tie today. Thank you, Doctor Hudson. I had
25 a phone call -- not a phone call but a text message

1 from a friend who is an A & M grad who said, you
2 stick around long enough, we're going to make a
3 Rattler out of you yet. My response to my friend
4 was: They already have.

5 When I came here almost three and a half years
6 ago, this coming June will be four years, I started
7 my process of learning what it meant to be a
8 Rattler. It took me from my youthful days sitting
9 on the curb on Ashley Street watching and
10 anticipating the march, if you will, of the Persian
11 rifles as they proceeded the band coming down the
12 street and then later The Marching 100. And when
13 the two of them had passed, I was done with the
14 parade.

15 So I have been enamored with what goes on at
16 Florida A & M for a longtime. I am excited. I was
17 excited two and a half years ago when I arrived and
18 I'm just as excited today about my opportunity to
19 serve on the Board of Trustees with the great
20 people that surround me in this role. I admire all
21 of them for their particular skills and what they
22 bring to the table for us to get this job done.

23 I would ask you, as we go forward, to
24 yourself: Think about your own soberness, if you
25 will, as you approach your engagement at this

1 University. We don't need to have a boxing match
2 every time there's an issue to talk about, we can
3 talk about it as rational people and come to some
4 resolve around those issues. Not everything is
5 worth us loading up, if you get my drift, about.

6 Rational people have a way of talking in a
7 rational way to come to rational conclusions, and
8 that's what I hope that we will do. From whatever
9 corner you come from in the University, your issue
10 is one worthy of us talking about. And sometimes
11 you can have those conversations and come to
12 conclusions before -- in fact, to prevent them from
13 having to come this far, all the way to the Board
14 of Directors.

15 There's a person somewhere in the University
16 where your issue can be raised, where your issue
17 can be addressed, where your issue can be resolved
18 without it being something that we have to have for
19 record at a Board of Trustees meeting. Let us move
20 on if you will from the small to the large, and the
21 large being the strategic issues facing us as a
22 University. And together we will make those things
23 happen together. As we work together, Florida
24 A & M University will go from being great to
25 greater. Thank you.

1 (APPLAUSE) .

2 CHAIRMAN WARREN: Doctor Mangum, the
3 President's report.

4 PRESIDENT MANGUM: Thank you very much, and
5 thank you for those great words of wisdom and
6 advice to us.

7 Good morning, everyone. I am thankful for the
8 opportunity to update you on the outstanding things
9 that are happening at Florida Agricultural and
10 Mechanical University again. Before I begin my
11 remarks though, as 2015 comes to a close, I want to
12 take the time to thank the members of the Board,
13 the staff, the faculty, the students, the alumni as
14 well as the community supporters for the gracious
15 contributions that you have made to the University
16 over this last year. Whether it was in your time,
17 treasure or talents, all of you have given to the
18 FAMU community and your gifts are appreciated.

19 As we reach the midway point of the 2015/16
20 fiscal year, I'm proud to offer some reflections
21 today on the University's recent achievements and
22 breakthroughs. This month alone is a great
23 representation of the important strides we've made
24 toward becoming a best-in-class land-grant doctoral
25 research university with a global presence.

1 Tonight approximately 800 students will enter
2 into a chapter of their lives as they receive their
3 diplomas during the fall commencement ceremony
4 where FCC Commissioner Mignon Clyburn will serve as
5 the speaker. Just last week, FAMU was recognized
6 among the top 20 best on-line Master's in Public
7 Health Degree programs in the nation, a nice honor.

8 We also became, again, the MEAC women's cross
9 country champions, and thanks to Coach Darlene
10 Moore for her contributions and her team. Can we
11 give them a round of applause?

12 (APPLAUSE) .

13 PRESIDENT MANGUM: Thank you.

14 Last week the FAMU community partnered with
15 Bethel AME Community Development Corporation, the
16 Tallahassee Housing Authority, Mayor Andrew Gillum
17 and his wife R.J. and various community groups to
18 collect approximately 400 gifts and other items of
19 need for families in the Springfield and Orange
20 Avenue public housing facilities.

21 The event was organized by the Office of
22 Communications and perfectly complemented last
23 month's annual turkey drive, senior leadership
24 homeless shelter donation, and the student body's
25 inaugural 128 project, which together resulted in

1 nearly 900 meals being provided to families in need
2 in the Big Bend area.

3 This month also marked the inaugural
4 first-of-its-kind Discovery on Parade, a
5 partnership between FAMU, FSU and TCC. The event
6 held on December 1st showcased the research,
7 innovation and creative works of FAMU's faculty and
8 the University's projects making their way into the
9 commercial market. The Division of Research played
10 an integral role in organizing the event which
11 highlighted a wide range of research projects
12 occurring on our -- on and in your labs. Such
13 projects included advanced care for chronic skin
14 conditions, new technologies for the imaging
15 systems used to diagnose or examine diseases, new
16 methods for determining an increased likelihood of
17 prostate cancer, and new drug candidates for
18 inhibiting the growth of breast cancer.

19 As we speak, FAMU students, professors and
20 delegates from the Sustainability Institute are
21 preparing to return from Paris, France, after
22 participating in the United Nations' conference on
23 climate change where international leaders united
24 to develop a new global agreement on climate
25 change. This is just one of the many examples of

1 the success of our passport program and revitalize
2 international education efforts. This past fall we
3 funded over 400 passports. In fact, we had an
4 overrun on the passport program for students
5 wanting to and interested in getting passports
6 internationally.

7 A newly released study by a New York based
8 financial technology company, Smart Asset, has
9 ranked FAMU among the best value colleges and the
10 top schools where graduates earn the highest
11 starting salaries. The Princeton Review named FAMU
12 among its 2016 best colleges Region By Region list,
13 ranking FAMU as one of the best southeastern
14 colleges and universities in the nation.

15 U.S. News & World Report named FAMU among the
16 best national universities, and Forbes Magazine
17 listed the University as one America's top colleges
18 for 2015 and one of its best-in-the-south colleges
19 as well.

20 College Choice named FAMU among 2015 -- the
21 list of the best HBCUs, and a recently released
22 report by the National Science Foundation listed
23 FAMU as the number one HBCU in the nation for total
24 research and development expenditures.

25 The American City Business Journals listed

1 FAMU among the nation's top public universities and
2 colleges, and the Washington Monthly College Guide
3 named FAMU among its list of the top 100 national
4 universities highlighting the University for its
5 contributions to the public good through social
6 mobility, research, and service.

7 Nice also in its ranking aimed at high school
8 students that make the right choice chose FAMU
9 among it's top 2016 best colleges.

10 And, finally, Nerd Wallet, a national personal
11 finance and information service recently released
12 its Florida's best-colleges-for-your-buck list
13 ranking FAMU as one of the state's top schools
14 for affordability and student success after
15 graduation.

16 The University has also been recognized by the
17 Building Green Initiative as the number two
18 greenest public historically black college or
19 university in the nation.

20 This academic year we have placed a laser-like
21 focus on finding unique ways to meet the needs of
22 the individuals and the groups that we serve,
23 including focusing on developing the whole student
24 and career preparation, such as co-hosting an app
25 challenge with Domi Station where students David

1 Bennett, Latarence Butts, Jeremy Caison, and Ashley
2 Erving designed a mobile application called Merge,
3 which fuses all of the users' social mobility
4 accounts into one cohesive fee based on
5 preferences. Are they here today? Taking exams?
6 Okay.

7 Also, the students recently received a grant
8 from the Thurgood -- the University received
9 Thurgood Marshall College Fund and the University
10 of Phoenix to train the FAMU DRS faculty to use
11 on-line resources to improve student learning
12 success.

13 We also continue to enhance our student safety
14 programs. The FAMU Police Department launched an
15 app called Live Safe, which promotes safety by
16 allowing members of the campus community to escort
17 virtually one another home by using video
18 technology to watch out for one another as they
19 travel to their destination. Tonya Tatum of
20 Student Health Services received a \$10,000 grant
21 from the Avon Foundation to spread awareness and
22 prevention information on dating violence, sexual
23 violence, and domestic violence.

24 The University also recently signed President
25 Obama's climate action pledge and partnered with

1 FSU (sic) to launch a new technology
2 commercialization accelerator program for our
3 faculty inventors.

4 Reflecting on our recent successes in our
5 strategic initiatives, I wanted to utilize the
6 remaining time to review with you several areas in
7 which we've already exceeded our mid-year goals.
8 And I know you've seen this graph, I call it a
9 wheel, but it identifies for you our major goals
10 and, within each of those goals, the objectives
11 that we're working towards this year. There are 42
12 objectives on the wheel that's divided by the
13 goals. We're making great progress in these
14 efforts to create our 21st Century Living Learning
15 Community and that's the orange that you saw there.

16 At the start of the fall 2015 semester, we
17 successfully launched our Living Learning
18 Communities in the FAMU Village Housing Facility,
19 focusing on business, STEM, allied health,
20 journalism, graphic design and our honors program.
21 And I'm happy to report that we have hit the 75%
22 completion mark of that annual goal, which included
23 completing the living learning communities for
24 2016/17, expanding the program to other areas of
25 emphasis and engaging firms for our public/private

1 partnership.

2 The selection process for the partnership is
3 now underway for the redevelopment of our campus
4 core, including a new student services center.
5 We've also reached the 75% completion mark on this
6 year's goal of developing new collegiate admissions
7 programs and partnerships in regards to our need to
8 develop and implement strategies to increase the
9 number of degrees awarded in the BOG areas of
10 strategic emphasis. This includes science
11 technology, engineering, and math for undergraduate
12 and graduate degrees. A great example is our
13 ongoing collaboration and conversations with TCC
14 about establishing a special STEM pipeline.

15 Initiatives are also underway to enhance
16 student success and persistence and develop new
17 innovative and targeted recruitment strategies. A
18 new dean of the graduate college has also been
19 named. Additionally, we're well on our way to
20 implementing University-wide programs to focus on
21 developing the whole student and meeting the needs
22 of the modern student.

23 In November we launched our Dining With
24 Dignitaries Program designed to provide FAMU
25 students with an opportunity to gain experience in

1 attending a formal dinner along industry
2 professionals before they enter the workplace.
3 This is designed so that they don't flunk lunch
4 and don't flunk dinner during their interview
5 process. Various representatives from the campus
6 community, corporate sector, and nonprofit agencies
7 participated in the event, including Trustee Moore.

8 Thank you, Trustee Moore.

9 TRUSTEE MOORE: You're welcome.

10 PRESIDENT MANGUM: 14 dignitaries and 42
11 students participated in this inaugural event.

12 We also reached the 40 and 50th percent marks
13 for our goals to recruit faculty for program
14 enrichment and high priority in strategic areas,
15 and that's because our business cycle basically is
16 two, and we completed the first cycle with the
17 hiring in the fall. This is designed to enhance
18 engagement and shared governance with the faculty
19 in order to enhance the University's performance
20 under the Board of Governors' performance funding
21 model.

22 The provost and the Academic Affairs team have
23 been working with faculty members, the Faculty
24 Senate and UFF representatives in the development
25 of policies and protocols related to student

1 success. We've also been successful in our efforts
2 to recruit new faculty in the areas of pharmacy,
3 agriculture, and architecture. These achievements
4 also fall in line with our efforts towards the
5 implementation of the revised work plan.

6 We've reached the 50% mark in our annual goal
7 of supporting and maintaining our athletic programs
8 and expanding opportunities that contribute to a
9 positive academic and competitive collegiate
10 experience for student success within the NCAA
11 guidelines. This includes consistent meetings of
12 our game-day operations committee, the involvement
13 of our Provost and Academic Affairs team and
14 helping to execute the NCAA grant, facilitating
15 student athletes' success by expanding student lab
16 tutor hours in the Gaither Study Center,
17 facilitating early course enrollments and moving
18 the student athlete preregistration date up by one
19 day to provide the access to more class options and
20 to avoid practice conflict.

21 One of our objectives, enable excellence in
22 University processes or goals and procedures, what
23 we're seeing here is a great progress in our
24 efforts to enable the excellence by looking at key
25 procedures and the success of which are focused on

1 educational leadership, organizational management
2 and internal relations. We've already hit the 100%
3 completion mark for our annual goal to enhance risk
4 management by completing the risk assessments and
5 allowing us to allocate resources to higher risk
6 areas. This included a recent review of all
7 driver's licenses of those who operate University
8 vehicles.

9 I'm also happy to report that we have reached
10 the 80% mark in our annual goal to provide
11 professional development opportunities for
12 employees to facilitate the use of best practices
13 and creativity in program delivery and design. One
14 of the key projects under this goal is our
15 Academic-Affairs-led initiative: The FAMU
16 Leadership Academy, which is open to
17 administrators, faculty, and staff and utilizes
18 in-depth training, interactive dialogs and
19 visioning exercises to foster personal and
20 professional growth for participants.

21 In regards to our efforts to improve the
22 accuracy of job descriptions and assignments of
23 responsibility for faculty and staff and to
24 continue internal reorganization for efficiency
25 and effectiveness, I'm happy to report that we

1 received the 70th percentile mark toward completing
2 that annual goal, so there's a little more work to
3 do.

4 Proposed updated position descriptions and
5 related job classification descriptions are being
6 rolled out to various divisions for review and
7 comment. 100% of our 221 A&P and USP job
8 specifications have already been updated, and
9 there's a high level of satisfaction from the
10 reviewing departments. In addition, a web
11 application has been developed to organize and
12 house the FAMU classification descriptions with an
13 editing function for any modifications by
14 divisions.

15 In the goal of developing, enhancing, and
16 retaining resources to achieve our mission, as many
17 of you know, this semester we celebrated the
18 historic transfer of the Brooksville property from
19 the USDA. This effort was a component of our
20 annual initiative to develop, enhance, and retain
21 resources to assist us in achieving the mission.
22 This project, of course, is 100% complete,
23 including the transfer of the land and the
24 acquisition in August of 2015.

25 Additionally, we are making strides in our

1 efforts to increase transfer articulation
2 agreements with high schools and community
3 colleges. This includes the initiation of an MOU
4 with Gibbs High School in Tampa and SBI in a recent
5 review completed by the Office of the General
6 Counsel to amend and complete the MOU with Sante Fe
7 Community College. In the SFC to FAMU program,
8 we've received the 65% completion mark on this
9 particular goal.

10 We are also making great progress in our goal
11 to develop a comprehensive strategy to identify
12 processes to promote technology transfer to move
13 patents and innovations to the mainstream for the
14 purpose of increasing revenues and finding
15 solutions to social, medical, and technological
16 problems. We've also reached the 60th percentile
17 completion mark in our achievements and we've hired
18 a permanent technology transfer director and we are
19 emphasizing intellectual property disclosures to
20 capture, catalog, and protect our intellectual
21 property. We're also working the business
22 incubator company, Domi Station, to accelerate the
23 commercialization and licensing of our intellectual
24 property.

25 In addition, the General Counsel's office has

1 drafted and finalized two patent license agreements
2 and is working with the research division on the
3 prospective creation of a research Direct Support
4 Organization. Risk Management has worked to ensure
5 the appropriate insurance coverage is made
6 available to researchers on sponsored grants. And
7 I'd like to take the time to recognize and
8 congratulate the Division of Research and our
9 faculty on receiving nearly \$30 million in research
10 grants in the first quarter of this year. You
11 might know --

12 (APPLAUSE) .

13 PRESIDENT MANGUM: -- that the entire of last
14 year we received \$42 million. So we're ahead of
15 the curve on this one as well.

16 The University has also focused 2015/16 fiscal
17 year on realigning the Direct Support Organizations
18 to more strategically support University
19 operations. And this includes the recent
20 restructuring of the athletics organizational chart
21 to ensure a more 21st century intercollegiate
22 athletics program, meeting and consulting with DSO
23 leadership and staff to assess logical next steps
24 and to determine capacity and needs for operational
25 changes and completing organizational audits of all

1 DSOs.

2 Our director of athletics has met with the
3 Booster Club board of directors to share his vision
4 for the department and to define how the Booster
5 Club can assist athletics in a more collaborative
6 structured fundraising-effort with the FAMU
7 Foundation. We've reached the 50% completion mark
8 in this particular effort.

9 To enable excellence in University relations
10 and development -- one more goal -- we continue to
11 reach new heights in our efforts to enable
12 excellence in University relations and development.
13 And I'm excited to report that we have reached the
14 100% mark in our annual goal to support fundraising
15 and recruitment efforts through increased use of
16 analytics, software and behavior-based techniques.
17 This includes the implementation and revamping of
18 program in University advancement and the
19 implementation and use of Ad Role, behavior-based
20 marketing software, which has resulted in more than
21 one million impressions to date.

22 The University continues its rebranding
23 process. We've recently completed our first round
24 of the stakeholder survey process and focus group
25 meetings. We are now meeting with our rebranding

1 communication counsel, and our next step includes
2 meeting with our various boards and national alumni
3 chapters, as well as meeting with local, regional
4 and national external groups. We are also in the
5 process of developing multimedia and multiple logos
6 and tag lines that we will seek input on during the
7 upcoming engagements with internal and external
8 stakeholder groups. We've reached the
9 85th percentile mark in this particular activity.

10 I want you to enjoy some of our rebranding.
11 This is a video that we used at the Classic, so
12 enjoy this. It should be fun just to show you the
13 kind of work that we're capable of doing.

14 PRESIDENT MANGUM: Thank you. That is just
15 one of the videos that we use, that we used at that
16 particular event. We have videos that we send
17 around the country and now, indeed, around the
18 world about Florida A & M University, a
19 university -- the national station in India came
20 for an campus interview to broadcast the story of
21 FAMU all over the world -- or all over the country
22 of India. So we're expecting that we should see
23 quite a few more students interested in Florida
24 A & M University to carry our story about our
25 academic programs. And that's how our reach in the

1 new era, is what we're calling it, when we go to
2 places like China, India and Brazil. And so this
3 is a way to recruit, and this is a way to also
4 brand us and to tell our story. So we're thankful
5 for our communications team for their work and
6 their efforts in continuing to tell the FAMU story.

7 Part of what we're also doing in using these
8 videos and giving them to members of the FAMU
9 alumni across the country and, indeed, across the
10 world is that they can show these videos to people
11 that are interested in FAMU and to their particular
12 groups without us having to travel. They can tell
13 the story, and there's nothing that's more
14 important to a potential student than to see a
15 successful alumna -- alumnus tell the story and
16 also do the pitch themselves without us having to
17 be there to put on a show. So that's important to
18 us, and we get alumni all the time calling and
19 asking for ways that they can help; and so we're
20 sending out videos like this and others to talk
21 about our academic programs and what we do.

22 Enhancing our environment to promote
23 internationalization and diversity and
24 inclusiveness is also part of what we're doing.
25 The new era video that we have is translated into

1 Spanish, and we're translating it into other
2 languages as we need to. We've included a
3 software, in fact, on our website that translates
4 the University information to French and to
5 Portuguese; and it was also translated to -- the
6 new era video was translated Mandarin and is being
7 used in China as well to help recruit students.

8 We've reached the 70% completion mark in our
9 goal to expand this relationship and the
10 relationships with Brazil through expansion of the
11 Nascimento program, and our General Counsel's
12 office has recently approved an MOU in the student
13 exchange addendum between the university in Brazil
14 and FAMU.

15 Lastly, as I close, I want to express my
16 gratitude to the senior leadership team, the staff,
17 and the members of the Board of Trustees again who
18 have been working tirelessly on sharing information
19 and receiving input from one another as we work to
20 move the University forward together. We have had
21 several recent meetings and interactions with Board
22 members that have yielded fruitful results and
23 provided great insight on government relations, the
24 University's strategic planning process, community
25 activities, our P3 initiatives, student

1 development, and several other key areas of
2 emphasis and the assistance is greatly appreciated.

3 And I would also be remiss if I didn't
4 acknowledge the exceptional work being done by the
5 Strategic Planning Committee, and I see many of the
6 members here in the audience today, and I'm sure
7 they'll share much more with you. But they have
8 been very busy meeting with the various stakeholder
9 groups, from students and faculty to alumni,
10 retirees, and community members. And we are making
11 real progress on this process and expect to be able
12 to bring the plan, Doctor Robinson, to the Board in
13 the spring. He and I have fun talking about that
14 timeline.

15 I'd also like to thank, again, everyone for
16 your attendance and also for showing your great
17 support towards the strategic goals that we have.
18 FAMU is certainly headed, I believe, in the right
19 direction; and as we work in unison, we will move
20 FAMU forward.

21 Mr. Chair, that concludes my remarks.

22 CHAIRMAN WARREN: Thank you, Doctor Mangum.

23 Are there any members of the Board who have
24 some questions of Doctor Mangum regarding her
25 report?

1 TRUSTEE ALSTON: Mr. Chair.

2 TRUSTEE MOORE: Mr. Chair.

3 CHAIRMAN WARREN: Yes, I recognize Trustee
4 Moore.

5 TRUSTEE MOORE: Okay. Just a brief comment.
6 Thank you, President Mangum, for the information
7 shared and the wonderful updates, and I call it
8 progress and movement that's underway.

9 I just want to remind the fellow Board members
10 that in our August meeting one of the things that
11 we pointed out is that collectively the group would
12 come together and that we would have a composite of
13 all of the reports that President Mangum and the
14 team have compiled and that we would all be able to
15 chime in about what we've seen and share that
16 information with President Mangum.

17 So, Mr. Chair, I think it talked about a
18 six-month mark, so I'm assuming that would be the
19 next meeting that you would be looking at, I guess,
20 carving out time so that feedback could be shared
21 with the President if it's not already being
22 shared. I know that I will be meeting with our
23 Chief of Staff next week to talk about questions
24 that I may have; so just, again, going on record
25 with just a reminder.

1 CHAIRMAN WARREN: Thank you, Trustee Moore.
2 I'm sure you'll have something to say about this in
3 just a minute.

4 Trustee Alston.

5 TRUSTEE ALSTON: Yes, thank you, Mr. Chair;
6 and thank you, Doctor Mangum, for the update. I
7 think it was a really good update. I will tell you
8 just listening, having the milestones, as we've
9 talked about, clearly displayed, the milestones
10 with the expectations that we've talked about that
11 show progress to date. I can tell you that the way
12 this was plainly done I think is a good thing. I
13 can tell you that previously I don't think it was
14 displayed this way.

15 So whoever did this, I don't know, on the
16 leadership team, I'm sure under your efforts, this
17 is plain language, easy to read, easy to
18 understand, because I think that was part of the
19 gap that we've talked about before. So kudos to
20 you and your team because this was very well done,
21 easy to read, easy to understand as we continue to
22 work through the milestones and expectations that
23 we set together.

24 Thank you.

25 PRESIDENT MANGUM: Thank you.

1 CHAIRMAN WARREN: Thank you, Trustee Alston.

2 Any other members have anything? Trustee

3 Grable.

4 TRUSTEE GRABLE: I, too, would like to commend

5 Doctor Mangum, particularly on the marketing and

6 branding and the communications office. Talent in

7 that office is very good. I want to at least

8 recognize that with the new addition of Ms. Durham.

9 And I think, again, our students will respond very

10 positively to that; and I think you're meeting the

11 needs and making sure that the alumni association

12 members have access to this kind of technological

13 promotion of the University. Your communication

14 staff is to be commended for that.

15 PRESIDENT MANGUM: Thank you.

16 CHAIRMAN WARREN: Thank you, Trustee Grable.

17 Any others?

18 (NO RESPONSE).

19 CHAIRMAN WARREN: There being none, we'll move

20 on to the consent agenda today. I'll point out to

21 you as we move into that, please note that the

22 Student Affairs action yesterday to require

23 mandatory insurance will be added to the consent

24 agenda today as item SA2.

25 Any of you have any items in the consent

1 agenda that you would like to have removed and
2 taken up later as an action item?

3 TRUSTEE ALSTON: Mr. Chair.

4 CHAIRMAN WARREN: Trustee Alston.

5 TRUSTEE ALSTON: Yes, if I could, following
6 your spirit that you introduced to start this
7 meeting, Item AA2, I'd like to have a conversation
8 maybe with the President and Provost offline maybe
9 during the meeting. And I think that the question
10 that I've consistently, I think, raised since I've
11 been on, I just want to have that question with the
12 team. And then I think we can get to where we are
13 at the end of the meeting.

14 CHAIRMAN WARREN: Okay. Trustee Lawson.

15 TRUSTEE LAWSON: Yeah, just -- it's not
16 printed here, but I know we've had some discussion
17 about having an update from the Strategic Planning
18 Committee, and maybe I'm just looking at a dated
19 agenda, so I apologize.

20 PRESIDENT MANGUM: It's on there.

21 TRUSTEE LAWSON: It is on there?

22 CHAIRMAN WARREN: Right.

23 PRESIDENT MANGUM: It's on the back.

24 TRUSTEE LAWSON: Okay, great. I think I'm
25 looking at a dated agenda.

1 But I also want to compliment the President on
2 the overview, and I wanted to stress something that
3 Trustee Moore said as well, that we do have a
4 six-month review coming. And I just want to ask
5 that the President continues in the vein of
6 publishing, whether it be the weekly -- or the
7 updates, this type of update. I thought the video
8 was outstanding. I thought we had a, you know, a
9 strong level of support when we were all together
10 in Orlando. So I would just encourage the
11 administration to continue to engage the Board in
12 this level of communication as we continue to move
13 forward.

14 So, Trustee Warren, that really was my only
15 question. I think, again, I had a dated agenda.

16 CHAIRMAN WARREN: Okay. Thank you.

17 TRUSTEE MOORE: Chair Warren.

18 PRESIDENT MANGUM: Trustee Moore.

19 TRUSTEE MOORE: Items DS01, 2 and 3, it's just
20 the wording. It's been shared with me by the
21 staff that we needed to reflect approval versus the
22 word -- the term "acceptance." So, again, that
23 falls under Direct Support Organizations, since
24 I'll be doing that on behalf of Trustee Shannon
25 this morning, but changing the word from

1 "acceptance" to "approval."

2 CHAIRMAN WARREN: Okay. Thank you, Trustee
3 Moore.

4 With the exclusion of Item AA2 and the
5 correction, if you will, on DS01 and DS02, changing
6 the words "acceptance" to "approval" as recommended
7 by Trustee Moore, are there any other items in the
8 consent agenda that need to be addressed? And if
9 not, I'll take a motion for approval of the consent
10 agenda.

11 TRUSTEE WHITE: So moved.

12 TRUSTEE ALSTON: Second.

13 CHAIRMAN WARREN: It was motioned by
14 somebody.

15 TRUSTEE ALSTON: White.

16 CHAIRMAN WARREN: Trustee White?

17 TRUSTEE MOORE: Trustee White, yeah.

18 CHAIRMAN WARREN: And seconded by?

19 TRUSTEE ALSTON: Alston.

20 CHAIRMAN WARREN: Trustee Alston.

21 All in favor of the consent agenda signify by
22 saying aye.

23 (AFFIRMATIVE INDICATIONS).

24 CHAIRMAN WARREN: Those opposed.

25 (NO RESPONSE).

1 CHAIRMAN WARREN: Thank you very much, ladies
2 and gentlemen.

3 We'll move on then to action items. Why don't
4 we deal with Item -- well, I take that back. We'll
5 just deal with the items as they appear, and we'll
6 discuss Item AA2 first.

7 Trustee Alston.

8 TRUSTEE ALSTON: Can we do AA2 maybe at the
9 close? I'd like to have a conversation with the
10 President and Provost.

11 CHAIRMAN WARREN: That would be fine.

12 TRUSTEE ALSTON: Okay.

13 CHAIRMAN WARREN: Okay. So the first of those
14 items is --

15 TRUSTEE ALSTON: The governance?

16 CHAIRMAN WARREN: Yeah, the Governance
17 Committee, and just a second. We have several
18 items that need the Board approval. I will
19 recognize Trustee Alston to present the items for
20 the Governance Committee.

21 TRUSTEE ALSTON: Okay. Thank you, Mr. Chair.
22 Good morning, everyone.

23 The first recommended action item, the
24 Governance Committee approved the role of the
25 Committee -- I think you all have the document in

1 front of you -- that outlines a few specific roles
2 for the committee. A through F on the document in
3 front of you, approving annually a charter for
4 standing Board committees, reviewing periodically
5 Board operating procedures, initiating Board
6 training when appropriate, evaluating the Board's
7 performance, periodically reviewing Board of
8 Trustees' governance, overseeing University
9 Collective Bargaining agreements, and recommending
10 Board regulations pertaining to employees of the
11 University and overseeing public and governmental
12 relations.

13 Mr. Chair, I move approval of the
14 aforementioned role of the Governance Committee and
15 that the operating procedures are amended to
16 reflect such change.

17 CHAIRMAN WARREN: Is there a second?

18 TRUSTEE WHITE: Second.

19 CHAIRMAN WARREN: It's been moved and properly
20 seconded. Any questions and/or comments from the
21 members?

22 (NO RESPONSE).

23 CHAIRMAN WARREN: There being done, all in
24 favor of the motion signify by saying aye.

25 (AFFIRMATIVE INDICATIONS).

1 CHAIRMAN WARREN: Those opposed.

2 (NO RESPONSE).

3 CHAIRMAN WARREN: The motion stands approved.

4 TRUSTEE ALSTON: Thank you, Mr. Chair.

5 The next action item was a recommendation from
6 the Governance Committee to establish the Committee
7 as a standing committee.

8 We did provide some backup information to the
9 Governance Committee members, and I believe each of
10 you are looking at the similar structure to other
11 governance committees within the SUS and also some
12 information provided by AGB as well. So based on
13 that, Mr. Chair, I move approval of the Governance
14 Committee as a standing committee and that the
15 operating procedures are amended to reflect such
16 change.

17 CHAIRMAN WARREN: Is there a second?

18 TRUSTEE MOORE: Second.

19 CHAIRMAN WARREN: Are there any further
20 questions and/or comments?

21 TRUSTEE LAWSON: One question on the
22 Governance Committee.

23 CHAIRMAN WARREN: Trustee Lawson.

24 TRUSTEE LAWSON: Yes, thank you.

25 In the past, it had been a committee of the

1 whole, but I saw in the new alignment it's a
2 committee of a smaller body. Is that the
3 direction, Mr. Chair, that we want to continue to
4 take with the Governance Committee?

5 TRUSTEE ALSTON: Well, I won't speak for the
6 chair, so I'll kind of point it back to Chair
7 Warren, but this recommendation is really just
8 moving the Committee from a special committee, only
9 because it's now --

10 TRUSTEE LAWSON: To a standing.

11 TRUSTEE ALSTON: To standing because it's
12 something that we'll be dealing with ongoing.

13 TRUSTEE LAWSON: Sure. Oh, I agree with the
14 standing committee; but like I said, in the past it
15 had been a committee of the whole --

16 TRUSTEE ALSTON: Right.

17 TRUSTEE LAWSON: -- which, you know, has
18 pluses and minuses; but I just didn't know if we
19 were going to continue in that direction or stay
20 with a smaller Governance Committee, Mr. Chair.

21 CHAIRMAN WARREN: Right. It's my preference,
22 if I may exercise some preference here, is to make
23 a smaller size out of that committee rather than it
24 being a committee of the whole.

25 TRUSTEE LAWSON: Okay.

1 CHAIRMAN WARREN: And it's also my -- it's not
2 to have you suffer from director fatigue, if you
3 will, with the many committees that you serve on.
4 My expectation is that you will exhaust yourselves
5 on the various assignments that we do have, and
6 with the few numbers that we have, we'll find
7 ourselves, as it is, serving on several committees
8 so I just want to -- I trust in the contemplative
9 work of the Governance Committee, in the smaller
10 size that we have, and trust that they'll bring
11 back to us, as a collective body, their best
12 recommendations for us and then debate, if
13 necessary.

14 TRUSTEE LAWSON: That's fine. Thank you.

15 CHAIRMAN WARREN: Okay. Trustee Alston.

16 TRUSTEE ALSTON: Yes. Did I make the motion?
17 Is there a motion on the floor?

18 TRUSTEE WHITE: There's a motion and a second.

19 CHAIRMAN WARREN: Motion and a second?

20 TRUSTEE LAWSON: Call the question.

21 CHAIRMAN WARREN: All right. Any further
22 comments?

23 (NO RESPONSE).

24 CHAIRMAN WARREN: All in favor of the motion
25 signify by saying aye.

1 (AFFIRMATIVE INDICATIONS).

2 CHAIRMAN WARREN: All those opposed?

3 (NO RESPONSE).

4 CHAIRMAN WARREN: Thank you. Trustee Alston.

5 TRUSTEE ALSTON: Thank you, Mr. Chair.

6 The next recommendation was an item presented
7 by Trustee Washington that was approved by the
8 committee. It was the recommendation to require a
9 motion to extend time or make a formal announcement
10 that the time will be extended at the meeting when
11 the meeting was set to adjourn. I think the intent
12 or spirit of this item -- and I'll let Trustee
13 Washington maybe just, you know, give insight.

14 I think based off of -- we know that a meeting
15 starts at a certain time. I think we normally
16 project that a meeting ends at a certain time. If
17 the meeting tends to run longer than the projected
18 end time, then there is a motion that needs to be
19 made and approved by the body.

20 Trustee Washington, please --

21 TRUSTEE WASHINGTON: You said it perfectly.

22 TRUSTEE ALSTON: Okay. So that's the
23 recommendation. Mr. Chair, the Committee
24 recommends approval of the stated motion and that
25 the operating procedures be amended to reflect such

1 change.

2 CHAIRMAN WARREN: Is there a second?

3 TRUSTEE MOORE: Second.

4 CHAIRMAN WARREN: Are there any further
5 questions and/or comments regarding the motion?

6 (NO RESPONSE).

7 CHAIRMAN WARREN: There being none, all in
8 favor signify by saying aye.

9 (AFFIRMATIVE INDICATIONS).

10 CHAIRMAN WARREN: Those opposed.

11 (NO RESPONSE).

12 CHAIRMAN WARREN: All right. Trustee Alston.

13 TRUSTEE ALSTON: Thank you, Mr. Chair.

14 The last action item, the Board -- the
15 Committee rather recommends approval of an
16 amendment to Section 3.4 of the Operating
17 Procedures, which adds that the Vice Chair will act
18 in the vacancy of the Chair.

19 3.4, Vice Chair, the duty of the Vice Chair
20 shall act to serve as Chair. We're striking out
21 "during," we're adding "due to the"; underline
22 "vacancy, absence or disability of the Chair."

23 I think this -- as we looked at other
24 universities, this question came up. This is just
25 some clarifying language for the Board.

1 So based on that, I move approval; that the
2 Operating Procedures be amended to reflect such
3 change.

4 TRUSTEE WHITE: Second.

5 CHAIRMAN WARREN: It's been moved and properly
6 seconded. Are there any questions and/or comments
7 regarding the motion?

8 (NEGATIVE INDICATIONS).

9 CHAIRMAN WARREN: There being none, all in
10 favor signify by saying aye.

11 (AFFIRMATIVE INDICATIONS).

12 CHAIRMAN WARREN: Those opposed.

13 (NO RESPONSE).

14 CHAIRMAN WARREN: All right. Thank you.

15 Trustee Alston, well, there's nothing else
16 listed. Do you have anything further from your
17 committee?

18 TRUSTEE ALSTON: No. No, Mr. Chair.

19 CHAIRMAN WARREN: Okay. Thank you.

20 All right. In accordance with Article 9 of
21 President Mangum's employment agreement, the Board
22 must confirm her appointments to outside boards.
23 You have in your materials information regarding
24 her appointments to three boards. Can I have a
25 motion to approve that participation by Doctor

1 Mangum in those boards?

2 TRUSTEE WHITE: So moved.

3 TRUSTEE LAWSON: Second.

4 CHAIRMAN WARREN: It's been motioned and
5 properly seconded. Any further questions and/or
6 comments regarding the motion?

7 (NO RESPONSE).

8 CHAIRMAN WARREN: Hearing none, all in favor
9 signify by saying aye.

10 (AFFIRMATIVE INDICATIONS).

11 CHAIRMAN WARREN: Those opposed like sign.

12 (NO RESPONSE).

13 CHAIRMAN WARREN: All right. Thank you very
14 much.

15 Now we'll roll back to Item AA2 from the
16 consent agenda that was taken off, and I'll ask --

17 TRUSTEE WOODY: I think he's having the
18 conversation.

19 CHAIRMAN WARREN: He's still having that
20 conversation? All right, let's take a pause for a
21 moment, how about that. We'll take a five-minute
22 break.

23 (BRIEF RECESS).

24 CHAIRMAN WARREN: Just before the break, we
25 were about to deal with the one item on the consent

1 agenda that we took off to take action on. That
2 item was Item AA2. I'm going to ask Trustee Alston
3 to speak to it before we take some action on it.

4 TRUSTEE ALSTON: Thank you, Mr. Chair. No, I
5 am all set, I'm good. Just for the record, I
6 consistently asked, as the President and Provost
7 knows, I think even before them, each year I
8 generally ask about the four-day workweek during
9 the summer. We had the conversation, so I will
10 support it; but just for consistency, I always ask
11 that same question, just thinking about staff and
12 morale. So that's something I generally ask, but I
13 will support the item. Thank you.

14 I'm sorry. So moved. That is a motion.

15 CHAIRMAN WARREN: Thank you. Is there a
16 second?

17 TRUSTEE GRABLE: Second.

18 CHAIRMAN WARREN: You've heard the motion and
19 the second. Are there any other questions and/or
20 comments regarding the motion?

21 (NO RESPONSE).

22 CHAIRMAN WARREN: There being none, all in
23 favor of the motion signify by saying aye.

24 (AFFIRMATIVE INDICATIONS).

25 CHAIRMAN WARREN: Those opposed?

1 (NO RESPONSE) .

2 CHAIRMAN WARREN: Thank you.

3 We'll move promptly now into the Committee
4 reports. And if you don't mind, my fellow
5 trustees, we're going to move the Facilities
6 Planning Committee up first; and then we'll move
7 into the Academic Affairs Committee from there,
8 Trustee Grable, if that's okay with you.

9 TRUSTEE GRABLE: Thank you, Mr. Chairman. I'm
10 fine with that.

11 CHAIRMAN WARREN: Okay. Trustee White.

12 TRUSTEE WHITE: Mr. Chairman, the report of
13 the Facilities Planning Committee includes two
14 action items and three informational items. The
15 Facilities Planning Committee heard a presentation
16 by Sameer Kapileshwari, Associate Vice President of
17 Facilities Planning, Construction and Safety
18 concerning a resolution consenting to an electric
19 utility easement in favor of Talquin Electric
20 Cooperative encroaching on the Gadsden County
21 Campus of Florida A & M University, commonly
22 referred to as the Quincy Farm. The easement will
23 allow Talquin Electric to provide enhanced electric
24 power to the Quincy Farm.

25 The Committee recommended that the Board

1 approve the Quincy Farm utility easement, and that
2 was dealt with on that consent agenda.

3 Next the Facilities Planning Committee heard a
4 presentation by Mr. Kapileshwari regarding the
5 approval of the Campus Development Agreement.
6 Florida A & M University and the City of
7 Tallahassee are parties to a campus development
8 agreement which for the term of the agreement
9 determines the impacts of the proposed campus
10 developments on public facilities, services, and
11 public transportation.

12 The termination date of the Campus
13 Development Agreement is December 31st of 2015,
14 unless the parties extend it by mutual consent.
15 Florida A & M University has requested that the
16 City agree to extend the Campus Development
17 Agreement by two years to December 31st of 2017 to
18 allow the University time to submit a revised
19 Master Plan and Agreement to the City for
20 consideration. In the extension agreement Florida
21 A & M University is also notifying the City that it
22 will be working on a water sewage analysis on
23 campus that is the process of developing the
24 public/private partnership for housing, mixed use,
25 athletics, parking, and the change of the site for

1 the Center for Access and Student Success facility
2 from near Bragg Memorial Stadium as shown in the
3 2010 Campus Master Plan to the site of the Diamond
4 and McGuinn Halls.

5 The Committee recommended that the Board
6 approve the authorization for the President to
7 enter into an agreement with the City of
8 Tallahassee to extend the term for the current
9 Campus Development Agreement to December 31st, 2017
10 subject to the review and approval of the Office of
11 General Counsel; and this was also approved in the
12 consent agenda.

13 The Facilities Planning Committee heard
14 information updates on the maintenance contract for
15 the Orlando campus and construction updates
16 presented by Mr. Kapileshwari and Mr. Avinash
17 Rahrurkar, Executive Director, Facilities, Planning
18 and Construction.

19 There was a discussion about interim plans for
20 the Athletics Field House construction project
21 while the athletic component of the public/private
22 partnership is provided -- is further developed and
23 implemented. It is requested that feedback and
24 updates be provided to the Board of Trustees
25 relating to the progression of the project.

1 Finally, as an information item, the Committee
2 approved a nomination to elect Trustee Robert Woody
3 as vice chair of the Facilities Planning Committee.

4 Mr. Chairman, this concludes the report of the
5 Facilities Planning Committee.

6 CHAIRMAN WARREN: Thank you, Trustee White.

7 Do any members have any questions of Trustee
8 White regarding the report?

9 (NO RESPONSE).

10 CHAIRMAN WARREN: Thank you.

11 We will move on then to the Academic Affairs
12 Committee.

13 TRUSTEE GRABLE: Thank you, Mr. Chairman. The
14 Academic Affairs Committee has three action items
15 for a approval.

16 Doctor Gita Pitter presented a request for the
17 termination of several programs in the College of
18 Education that has a very low number of graduates
19 during the past five years. The programs are the
20 BS in early childhood education and pre-K primary
21 education; the MS and MED elementary education
22 program; the BS English teacher education program;
23 the BS mathematics teacher education program; the
24 BS science teacher education program; the BS
25 technology education, slash, trade and industrial

1 education program; and the MS and MEd technology
2 education and trade and industrial education
3 program.

4 Mr. Chairman, the Committee recommends
5 approval of the program termination request.

6 Next, Doctor Donald Palm presented the
7 2016/2017, 2017/2018 and, and 2018/2019 academic
8 calendars to the Board for approval in accordance
9 with the Board of Governors' Regulation 8.001 and
10 Florida Board of Education Rule 6A-10.019. Each
11 university Board of Trustees is required to adopt
12 an annual calendar prior to the beginning of each
13 fiscal year.

14 Mr. Chairman, the Committee recommends
15 approval of the academic calendars for the years
16 2016/2017, 2017/2018, and 2018/2019.

17 CHAIRMAN WARREN: Thank you, Trustee Grable.

18 Are there any questions and/or comments of
19 Trustee Grable from the members? I remind you that
20 the item is on the consent agenda.

21 TRUSTEE GRABLE: The final action was a
22 presentation by Doctor Palm regarding the academic
23 progress. The purpose of the regulation authorizes
24 the University to implement appropriate procedures
25 to ensure the continued academic progress of

1 students and their graduation success. After an
2 in-depth discussion of the regulation, the
3 Committee deferred the approval of the regulation
4 to the full Board for final action.

5 For informational purposes, Provost Marcella
6 David presented the Division of Academic Affairs'
7 update to include: The Black Television News
8 Channel update; the Interdisciplinary Studies
9 Program update; the FAMU DRS Thurgood Marshall
10 College Fund Project update; and the FAMU DRS
11 update; Study Abroad Guidelines update; and other
12 updates on the activities within the Division of
13 Academic Affairs.

14 Mr. Chairman, it is my understanding that we
15 are going to go back to the academic progress
16 regulation for further discussion by the Board.

17 CHAIRMAN WARREN: Okay. Thank you, Trustee
18 Grable.

19 TRUSTEE GRABLE: And we're acknowledging
20 Provost David?

21 (DOCUMENTS DISTRIBUTED TO THE BOARD).

22 TRUSTEE GRABLE: Okay.

23 PROVOST DAVID: Good morning.

24 TRUSTEE GRABLE: Good morning.

25 PROVOST DAVID: As some of you who are in the

1 room heard when we were discussing this in front of
2 the Committee, this had been pursued as a policy,
3 and under our policy, practice, or practice for
4 developing policies in Academic Affairs, it had
5 been reviewed by the University's policy --
6 Academic Policy Committee, also presented to and
7 discussed with the Faculty Senate and put for a
8 vote for the Faculty Senate.

9 The language that was presented yesterday
10 had -- there were some concerns about the language
11 that was presented yesterday, and I wanted to let
12 you see them and I want to get your feedback. If
13 it's possible to take action today, then I would
14 love to; but if not, I'd like to get the feedback
15 so that we'd be able to move forward as
16 expeditiously as possible in the beginning of the
17 next semester.

18 The essential view of this is that we are --
19 in trying to ensure best outcomes for our students,
20 including students who might churn in a pre-major
21 situation, holding on to the hope of eventually
22 raising their GPA or passing required courses with
23 appropriate grades in order to get into some of our
24 particularly more challenging programs, they'll
25 sit. They'll sit in those pre-major statuses for

1 extra credits, it's 60 extra credits, and often not
2 persist. And sometimes when we are challenging
3 them to come up with a better plan going forward,
4 there is resistance.

5 And what we are hoping is to get a kind of
6 broad policy statement from the Board. We have
7 now, I think, the buy-in from faculty through our
8 conversations in the various committees and the
9 Faculty Senate; that we are committed to ensuring
10 student success in ways that include changing their
11 major if they're not making sufficient progress and
12 also graduating them if they have sufficient
13 credits.

14 But none of this is meant to be prescriptive
15 or hardhearted. We have options for students who
16 find themselves in that predicament that are going
17 to lead to a better outcome ultimately than if we
18 just let them sit in that pre-major status kind of
19 churning.

20 So that is the goal, to have, basically, a
21 University commitment to those two principles. My
22 understanding is that the language of the policy as
23 presented yesterday which included the words "may
24 include," that the policies may include various
25 steps, was concerning to some members of the Board.

1 As it turns out, the change to the regulation
2 format I think narrows the scope very sufficiently.

3 So if I can direct your attention to
4 Paragraph (b): The University shall promulgate
5 policies and procedures to facilitate students'
6 academic progress towards their degree completion.
7 In extenuating circumstances where students wish to
8 continue in a major in which adequate degree
9 progress is not being achieved or to continue
10 earning excess credits in a non-degree earning
11 posture, this regulation will enable Academic
12 Affairs to assist students with a favorable student
13 outcome.

14 So as structured as a regulation, the
15 activities of Academic Affairs are more closely
16 tied to those two specific goals, which are to
17 change majors or confer a degree as appropriate.
18 And so I'm hoping that that will address the
19 concerns, but I really would love to hear what the
20 concerns are so that if you are not persuaded to
21 vote for this at this forum at this time we can
22 expeditiously deal with your concerns and come back
23 to you with something that is able to garner the
24 support of the Board.

25 CHAIRMAN WARREN: Thank you, Provost David.

1 Any comments from the members?

2 TRUSTEE WASHINGTON: Mr. Chair.

3 CHAIRMAN WARREN: Trustee Washington.

4 TRUSTEE WASHINGTON: Thank you, Mr. Chair.

5 And thank you, Provost David. Obviously we had
6 some conversations about the language. I was one
7 of the trustees that was concerned.

8 I do appreciate the language and in, one, the
9 policy statement, and Paragraph (b) makes me feel a
10 lot more comfortable. I would note that in Sub 2,
11 it still has "policies and procedures may include,"
12 and so it is still pretty broad and not specific
13 enough to make me comfortable still with this
14 statement.

15 I am quite fine with ones of A-B; two is still
16 a point of contention for me, mostly because where
17 we as a Board would be authorizing all of these
18 departments to make changes that may include these
19 things, but may not -- I mean may is one of those
20 words when it comes to legislation or policy that
21 is not limiting. And so my concern is not even
22 necessarily for this administration, but when you
23 put something into regulation it lasts into
24 perpetuity.

25 And so when we are giving this broad authority

1 to the next or whoever may come after us, it would
2 be on the Board and they would -- you know,
3 whatever policy or procedure they decided to put in
4 place, they would reference this regulation that
5 was approved by us. And so that is something that
6 still is of great concern to me.

7 PROVOST DAVID: May I respond to that concern?
8 So Subparagraph 2 of this regulation is the
9 operational aspect of it. So the first paragraph
10 is setting what the policies are, and then the
11 second paragraph is just saying that in order to
12 accomplish these policies, the policies that are
13 set forth in a more narrow fashion in Paragraph 1,
14 that there are different offices that might have to
15 change what they have on the books; and that
16 includes all of the offices that are listed here.
17 It also, I think, could include some of our
18 colleges, which might have things on their books
19 which might have to change.

20 So I believe that even though this says "may
21 include," that it is still narrowly focused based
22 on what's in the first paragraph. This is how do
23 we operationalize what we've set forth in the first
24 paragraph. And operation -- excuse me, putting it
25 into effect might require us to direct different

1 offices to take different steps. And so I think
2 that breadth is not inconsistent with the narrow
3 focus that is in the first paragraph.

4 TRUSTEE WASHINGTON: Mr. Chair.

5 CHAIRMAN WARREN: Go ahead, Trustee
6 Washington.

7 TRUSTEE WASHINGTON: I fully understand and
8 appreciate the intent. I would just say that it is
9 still -- I would like to see some of the more --
10 just cleaner language and some of the things that
11 would actually be included. For me, "may" is just
12 a little too broad at this point for me to feel
13 comfortable with.

14 PROVOST DAVID: Thank you.

15 If we were to strike Paragraph 2(a), would
16 that satisfy your concerns?

17 TRUSTEE MOORE: Mr. Chair.

18 CHAIRMAN WARREN: Trustee Moore and then
19 Trustee White.

20 TRUSTEE MOORE: It looks -- well, just from my
21 perception, we are looking to craft a document
22 while we have this whole conversation, and it just
23 may be more beneficial for the body, because as I
24 understood it yesterday, that if we are looking at
25 a regulation that it requires noticing of 30 days,

1 which means it would not be implemented in spring,
2 so there is this window of time that we would have
3 to have these conversations so that to the degree
4 possible, it would make sense that we can gain some
5 level of comfort after having a conversation with
6 you. I mean because we'll probably go back and
7 forth all day with word choices and what's most
8 appropriate. Just my take.

9 CHAIRMAN WARREN: Thank you, Trustee Moore.
10 Trustee White.

11 TRUSTEE WHITE: I'm fine with that. I quite
12 frankly -- you outline what the things are that you
13 currently contemplated, and they're rather specific
14 but they're, quite frankly, rather broad; but
15 which, quite frankly, is the way it happens anyway.

16 We don't -- you know, the deans -- and each
17 school outlines and decides who is eligible for
18 receiving a degree anyway and we just approve that
19 process. So, you know, I'm fine with it either
20 way. This happens and this information comes to
21 the Board and we agree to it anyway, so I don't
22 know that the word -- I'd probably just get rid of
23 "may" and it is what it is.

24 CHAIRMAN WARREN: Trustee Grable.

25 TRUSTEE GRABLE: Okay. Mr. Chairman, and I

1 want to agree with what the Provost has shared
2 about this policy that is going to become a
3 regulation, but that the policy already exists, so
4 we're just making you aware of some of the options
5 that exist for us to make it more likely that
6 students will be successful at the University.

7 So the Faculty Senate has already agreed to
8 this and we all understand that the Provost has to
9 put this in a regulation so that we can continue to
10 make sure that our students reach their goals. So
11 our committee is recommending approval of this.

12 TRUSTEE MOORE: Mr. Chair.

13 CHAIRMAN WARREN: Thank you, Trustee Grable.
14 Trustee Moore.

15 TRUSTEE MOORE: Just a point of clarification
16 possibly with legal counsel then -- or general
17 counsel, so I understand that it's gone through the
18 Faculty Senate and we're saying that it's a policy,
19 but we are the policy-making body. So what is
20 necessarily our gyration here? Because we would
21 not impede the administration's ability to create
22 procedures and implement those, that's what they
23 do -- the administration does anyway.

24 ATTORNEY THOMAS: I'm not certain I understand
25 your question. I mean you're the policy-making

1 body, so you make the overarching policies and
2 then, you know, via -- I mean the overarching
3 regulations, and then we as staff implement
4 policies that are related to the regulation.

5 The regulations are usually written in broad
6 scope, and then policies tend to implement it,
7 because there tends to be a lot of procedures
8 associated with the overarching: This is your
9 marching orders, and this is how you implement your
10 marching orders.

11 So from the regulation standpoint, this is
12 going out to -- the reason we did it this way is
13 because constituents are involved and this gives
14 them an opportunity, if they had concern with the
15 document, to submit their comments. With a policy,
16 it would be implemented immediately by the Board
17 and the constituents that would be impacted, which
18 would be our students and our faculty, would not
19 have the same opportunity to provide their input.

20 TRUSTEE MOORE: If I could do a followup,
21 Trustee Grable is stating that the policy is
22 already in place, so that is the piece that I'm
23 questioning then: What were we intending to vote
24 on yesterday, even in a policy format if it already
25 exists?

1 ATTORNEY THOMAS: I guess it would be a
2 notice, additional notice and codification to the
3 students.

4 PROVOST DAVID: And I think she meant to say
5 that the kinds of things that you see here under
6 2(a) (i) -- sorry, 2 -- yes, 2(a) --

7 TRUSTEE SHANNON: I'm sorry, I can't hear the
8 speaker.

9 PROVOST DAVID: I'm sorry, my apologies.

10 The kinds of things that you see under 2(a),
11 restructuring of the graduation process, revising
12 degree completion schedules and checklists,
13 limiting the maximum number of "D", "W", and/or "F"
14 grade and courses, setting new guidelines for
15 student academic support services, those are -- and
16 awarding degrees, I mean I think clearly (i)
17 through (iv) are all of the things that we do on a
18 regular basis. And what we're seeking is,
19 essentially, a policy statement of the Board on
20 Number (iv), which is awarding degrees when degree
21 requirements have been met.

22 And the change of major, we can address them
23 by using all of these steps, but it is very
24 cumbersome to try and address them because that
25 means you're looking at each individual program and

1 each major in trying to come up with these as
2 opposed to holistically saying -- setting standards
3 which could be applied more broadly.

4 CHAIRMAN WARREN: Any further comments from
5 the members?

6 TRUSTEE GRABLE: Mr. Chairman, yes, did you --

7 CHAIRMAN WARREN: So is there -- I'm taking
8 this as a recommendation from staff that would
9 require a motion from the Board on this
10 recommendation. Is that -- so is there a motion
11 around this recommendation from -- this regulation
12 as opposed to policy? The policies are to be a
13 subset of this regulation.

14 Trustee Grable.

15 TRUSTEE GRABLE: Yes, as committee chair, our
16 committee does move that the Board approve this
17 policy --

18 CHAIRMAN WARREN: Is there a second?

19 TRUSTEE GRABLE: -- or regulation?

20 TRUSTEE WHITE: Regulation.

21 TRUSTEE GRABLE: Yes, regulation.

22 CHAIRMAN WARREN: Is there a second?

23 TRUSTEE WHITE: Second.

24 CHAIRMAN WARREN: It's been moved and
25 probably seconded. Now are there further questions

1 and/or comments from the members before we vote on
2 this motion?

3 TRUSTEE ALSTON: Mr. Chair.

4 CHAIRMAN WARREN: Trustee Alston.

5 TRUSTEE ALSTON: I've heard the comments from
6 the Provost. I would ask maybe if Doctor Mangum
7 would interject herself at this point, maybe just
8 to give some comments. I mean I know that the
9 Provost has, you know, kind of given that
10 perspective, and I know I've heard the comments
11 from two trustees, so I think the President's voice
12 will be a determining factor I think for, you know,
13 how we move. So, Madam President.

14 PRESIDENT MANGUM: Thank you for the
15 opportunity and the question.

16 This particular policy and regulation is
17 extremely important to our students' success and
18 academic progression rates. One of the major
19 components of performance funding has to do with
20 our students progressing, making satisfactory
21 academic progress through the system, and this
22 would enable our faculty, staff and department
23 chairs, as well as deans, to structure a program
24 that the students understand and give them the
25 guidance that they need to be able to progress. So

1 I think it's a significant part of our strategy to
2 improve our graduation rates and our progression
3 rates, so I would recommend you approve it.

4 CHAIRMAN WARREN: Thank you, Doctor Mangum.

5 Any further comments from the members?

6 TRUSTEE MOORE: Just one question, Mr. Chair.

7 CHAIRMAN WARREN: Trustee Moore.

8 TRUSTEE MOORE: After the noticing period,
9 when would it be implemented? Again, just looking
10 at the timeline.

11 ATTORNEY THOMAS: If there are no comments or,
12 you know, questions, revisions, then 30 days after
13 it's noticed.

14 TRUSTEE MOORE: So in the spring term?

15 ATTORNEY THOMAS: Yes.

16 CHAIRMAN WARREN: Okay. So anybody call the
17 question here?

18 TRUSTEE LAWSON: So just one quick question
19 for me.

20 CHAIRMAN WARREN: Trustee Lawson.

21 TRUSTEE LAWSON: Because as I said yesterday,
22 I do understand the intent and I do understand the
23 importance of this as it relates to
24 performance-based funding; but just, again, if you
25 could review the notification process, just help me

1 understand how current students that may be
2 impacted by this are going to find out - and more
3 importantly, having a student on campus myself, how
4 will parents BE finding out, because that would be
5 the last call I would want to get after this is
6 already in place that it's, you know, it's a
7 non-disputable issue.

8 PROVOST DAVID: Right. Some of this will not
9 necessarily be operational in the spring semester.
10 We're not going to be able to change students'
11 majors because we've got a lot of students already
12 registered for courses, and doing that is not going
13 to be something that's possible.

14 The thing that will be possible for us is that
15 we will have students who, on the credits that they
16 have, are eligible for graduation; and we will be
17 able to say to them, you -- we're going to graduate
18 you. Now if they say, I want to continue, I want
19 to continue studying in a particular area, they can
20 come as a non-degree seeking student, they can try
21 to pursue a double major; but there are just
22 steps that we -- those are the steps that we will
23 be able to take in the spring semester.

24 We will do all the appropriate notice. Our
25 catalog is replete with various regulations and

1 policies about how students navigate through the
2 academic progress, and what we are contemplating
3 will be put into our catalog and noticed to the
4 students; and we will also have the communications
5 plan. We have a communications plan now on student
6 success, and we will build this into our
7 communications plan.

8 TRUSTEE GRABLE: Mr. Chairman, I call for the
9 question.

10 CHAIRMAN WARREN: Thank you, Trustee Grable.

11 The question has been called. Is there any --
12 so we'll take the vote.

13 All in favor of the motion signify by saying
14 aye.

15 (AFFIRMATIVE INDICATIONS).

16 CHAIRMAN WARREN: And those opposed.

17 TRUSTEE MOORE: Aye.

18 TRUSTEE WASHINGTON: Aye.

19 CHAIRMAN WARREN: So we probably need to do
20 a --

21 TRUSTEE LAWSON: Roll call.

22 CHAIRMAN WARREN: Roll-call vote, yeah.

23 ATTORNEY BARGE-MILES: Trustee Alston.

24 TRUSTEE ALSTON: Yes.

25 ATTORNEY BARGE-MILES: Trustee Grable.

1 TRUSTEE GRABLE: Yes.

2 ATTORNEY BARGE-MILES: Trustee Graham.

3 TRUSTEE GRAHAM: Yes.

4 ATTORNEY BARGE-MILES: Trustee Lawson.

5 TRUSTEE LAWSON: Yes.

6 ATTORNEY BARGE-MILES: Trustee Moore.

7 TRUSTEE MOORE: No.

8 ATTORNEY BARGE-MILES: Trustee Shannon.

9 TRUSTEE SHANNON: Yes.

10 ATTORNEY BARGE-MILES: Trustee Warren.

11 CHAIRMAN WARREN: Yes.

12 ATTORNEY BARGE-MILES: Trustee Washington.

13 TRUSTEE WASHINGTON: No.

14 ATTORNEY BARGE-MILES: Trustee White.

15 TRUSTEE WHITE: Yes.

16 ATTORNEY BARGE-MILES: Trustee Woody.

17 (NO RESPONSE).

18 ATTORNEY BARGE-MILES: The motion passes six

19 to two.

20 CHAIRMAN WARREN: I can't hear you.

21 ATTORNEY BARGE-MILES: The motion passes six

22 to two.

23 CHAIRMAN WARREN: The motion passes, six to

24 two.

25 PROVOST DAVID: Thank you. And if I may, we

1 are very happy to make reports to the Academic
2 Affairs Committee or to the Board as we roll this
3 out and on the status of it and its implementation.

4 CHAIRMAN WARREN: Well, I appreciate that,
5 Provost David.

6 I would say to the members that it's my
7 experience in the system that this is the practice,
8 quite frankly; and maybe more particularly, as a
9 parent with my son working his way through college,
10 we face issues like this that had to be discussed
11 with him, with advisors and so on and so on, as he
12 changed his major three times. So I know the
13 experience, and I can appreciate the task you have
14 in trying to move students along to graduation, but
15 it is the practice, I would say.

16 Further, with respect to regulations and
17 policies, what is also the practice in the business
18 is for the district boards of directors in the
19 college system and boards of trustees in the
20 university system is to set regulations and that
21 then provides the general guidance through staff to
22 develop policies and procedures around those
23 regulations. They add clarity, functional clarity
24 for those who would be responsible for implementing
25 the regulation as the Board has disseminated it to

1 them or instructed them to.

2 So it would be helpful just for our comfort,
3 given the fact that we had two members who had some
4 objection to the regulation, when the policy is, in
5 fact, codified, to bring it back to the Committee,
6 at least for them to see and comment on. And if
7 there is need for some modification of the policy,
8 which then, in fact, is the practice, I would hope
9 that you'd take action on those recommendations.

10 Thank you. So let's move on to the Audit and
11 Compliance Committee.

12 TRUSTEE WASHINGTON: Thank you, Mr. Chairman.

13 The Audit Committee report includes just five
14 informational items. First of all, Trustee Woody
15 was elected vice chair, so congratulations to
16 Trustee Woody.

17 The second item was a selection of a firm for
18 the audit of bonus payments and renovations to the
19 President's house. The bids went out to eight
20 different firms, three responses, and we expect to
21 select a firm by December 21st; and the audit
22 should be completed by the end of January.

23 The third item was the Board of Governors'
24 proposed regulations. The Board of Governors has
25 proposed four regulations for review and feedback,

1 and so we had some comment and conversation around
2 those regulations. They are extensive and would
3 impose some significant changes to the audit and
4 compliance function of the state universities. The
5 requirements for the SUS compliance and ethics
6 programs would require restructuring of the
7 University's compliance function, changes to the
8 Audit Committee, and Division of Audit and
9 Compliance charters, and additional of personnel.
10 The Committee requested to recommend to the Board
11 of Governors that the compliance officer report to
12 the President or another campus official.

13 The next item was the status of investigations
14 from July 2015 through September. The Division
15 received 17 allegations, complaints. Of these, two
16 reports were issues; one was closed with no
17 investigation; seven are in process; and six were
18 referred to another department or agency; one is
19 pending investigation.

20 The next issue VP Givens gave an update on
21 topics of the Board of Governors' topics of
22 interest. And finally, VP Givens gave an update on
23 the status of the NCAA investigation. The
24 University has accepted the penalties and
25 corrective measures, and the case was closed.

1 Mr. Chairman, that concludes my report.

2 (NO RESPONSE).

3 CHAIRMAN WARREN: Thank you, Trustee
4 Washington.

5 Any members have any questions or comments
6 regarding Trustee Washington's report?

7 (NO RESPONSE).

8 CHAIRMAN WARREN: There being none, we'll move
9 on then to the Budget and Finance Committee.

10 Trustee Lawson.

11 TRUSTEE LAWSON: Thank you, Mr. Chair. This
12 is a short report.

13 Mr. Chair, the Budget and Finance Committee
14 had the following items on the agenda: The
15 Committee heard a request for approval of the
16 Facilities Management & Maintenance contract. The
17 Committee recommended that the Board approve the
18 Facilities' Management & Maintenance Contract.

19 The Committee also heard a request for
20 approval of an amendment to the full year 2015/16
21 Operating Budget for additional budget authority to
22 use carry-forward funds of \$785,365 within the
23 Student Activity and Service fund. The Committee
24 recommended that the Board approve the amendment to
25 the full year 2015/16 Operating Budget for

1 additional budget authority.

2 There is one item that's missing if you were
3 in the Committee meeting yesterday; and that is,
4 that's the funds to address renovations to the
5 cafeteria. My understanding from speaking with
6 Mr. Cassidy is that we're going to delay a
7 discussion on that item because there are other
8 thoughts around how and when those funds should be
9 used.

10 Is that appropriate, Doctor Mangum?

11 (PRESIDENT MANGUM NODDED HEAD AFFIRMATIVELY).

12 TRUSTEE LAWSON: All right. So we will delay
13 conversation there.

14 As an informational item, the Committee
15 approved and nominated -- or approved the election
16 of the Trustee Torey Alston to serve as vice chair
17 of Budget and Finance.

18 Mr. Chair, this concludes my report.

19 CHAIRMAN WARREN: Thank you, Trustee Lawson.
20 I hope Trustee Alston's election as vice chair is
21 not a surprise to him this morning.

22 TRUSTEE LAWSON: He readily accepts the
23 challenge, I'm sure.

24 CHAIRMAN WARREN: Any other questions and/or
25 comments from the members regarding the Budget and

1 Finance Committee report?

2 (NO RESPONSE).

3 CHAIRMAN WARREN: Thank you, Trustee Lawson.

4 TRUSTEE LAWSON: Thank you.

5 CHAIRMAN WARREN: We'll move on to the Direct
6 Support Organization, DSO Committee.

7 TRUSTEE MOORE: Mr. Chairman, the DSO
8 Committee had one action item and several
9 informational items.

10 Vice President George Cotton, Sr. presented
11 the fiscal year 2015/16 DSO budgets for the FAMU
12 Foundation, National Alumni Association and Rattler
13 Boosters to the DSO Committee for approval. The
14 budgets have already been approved by each
15 governing board.

16 The Committee motioned to approve the DSO's
17 budget as presented and unanimously voted to
18 recommend them to the Board for approval. This
19 action item has since been addressed by way of the
20 Board's consent agenda.

21 Vice President Cotton provided updates on
22 divisional activities, a snapshot was presented on
23 fundraising. Those bullets included:
24 Year-to-date, slightly over three million;
25 currently, less than 188,000 this time last year.

1 Roughly 585,000 are in the pipeline for pledged
2 gifts. This puts the University on target with
3 fundraising numbers this time last year with
4 expectations to surpass last year.

5 5.5 million has been the goal for the past
6 four-year averages. Approximately three million
7 has been raised per year with the exception of last
8 year coming in at 5.8 million, almost doubling
9 prior year averages.

10 VP Cotton discussed his 90-day work plan,
11 which included a target being set for
12 reorganization and restructuring. This has been
13 completed. A fundraising team has been put in
14 place, starting with the hiring of a new associate
15 VP for development, Michelle English. They also
16 talked about moving forward with filling vacancies
17 previously discussed. The expectation is to have
18 some positions posted by January and new positions
19 in place as early as March.

20 Alumni Affairs update: Assistant Vice
21 President John Michael Lee and Executive Director
22 Carmen Cummings of the Alumni Affairs Office have
23 expanded alumni relations. Legacy events have been
24 held in Tampa, Florida; Birmingham, Alabama; and
25 Washington, D.C. More than 65,000 was raised from

1 over 200 alums.

2 Mr. Tommy Mitchell's term also ends as
3 President of the National Alumni Association.
4 VP Cotton thanked Mr. Mitchell for his
5 leadership. The National Alumni Association
6 officer elections will commence November 10th
7 and close December 18th.

8 VP Cotton also presented several Foundational
9 updates. The FAMU Foundation Board meeting
10 recently was held. A highlight was a welcome and
11 fundraiser reception for the College of law and
12 School of Business & Industry hosted by Foundation
13 Board Member John Crossman. At this event 157,000
14 was raised.

15 Retired Colonel Bodes Hartley, after more than
16 30 years, retired from his service on the FAMU
17 Foundation Board and transitioned to emeriti board
18 status.

19 Additionally, the investment report was
20 provided by the Foundation Fund Manager. The
21 Foundation Board will be looking at steps to take
22 to strengthen the portfolio. The Foundation
23 endowment stands at approximately 120 million.
24 This is down roughly 7 million over the past two
25 years. Strategies are being reviewed as to how

1 resources are managed and what decisions need to be
2 made to turn around the Foundation's resources.

3 A discussion did take place between VP Cotton
4 and members of the DSO Committee and a visiting
5 FAMU trustee followed VP Cotton's presentation
6 regarding the Foundation's investments.

7 Lastly, VP Cotton presented an update on
8 Rattler Boosters. The Rattler Boosters is a DSO
9 that supports the activities of the athletic
10 program. Thus far, the Boosters supported the 2015
11 Florida Blue Classic by hosting a pregame event.
12 Over 150 parking spots were purchased for Booster
13 premium givers. The Boosters purchased two tables
14 for the Florida Blue Classic Coaches Luncheon.

15 And lastly, at the Boosters' October Board of
16 Directors Meeting, Athletic Director Milton Overton
17 met with the Boosters about the future of athletics
18 and his vision for strengthening that program.

19 Mr. Chairman, that concludes the report of the
20 DSO Committee.

21 CHAIRMAN WARREN: Thank you, Trustee Moore.

22 Are there any questions or comments of Trustee
23 Moore regarding that committee's report?

24 (NO RESPONSE).

25 CHAIRMAN WARREN: Thank you, again.

1 So we will move on then from the Direct
2 Support Committee to Student Affairs.

3 Trustee Graham.

4 TRUSTEE GRAHAM: Thank you, Mr. Chair. The
5 Student Affairs Committee meeting was convened by
6 Trustee Bettye Grable. The first action item was a
7 motion by Trustee Grable for approval of the
8 minutes from the July 21st meeting. The action was
9 moved for approval by Trustee Alston and seconded
10 by Trustee Grable. The minutes were accepted as
11 presented.

12 The second action item was a motion to
13 nominate vice chair for the Student Affairs
14 Committee. Trustee Alston nominated Trustee
15 Grable. The action was moved for approval by
16 Trustee Alston and seconded by Trustee Grable. The
17 motion passed.

18 The third action item was a motion to approve
19 amendments to Regulation 2.030. The action was
20 moved for approval by Trustee Alston and seconded
21 by Trustee Grable. The motion passed.

22 The final action item was a motion to approve
23 mandatory medical insurance policy for students of
24 it. The action was moved for approval by Trustee
25 Alston and seconded by Trustee Grable. The motion

1 passed.

2 Mr. Chairman, the Student Affairs Committee
3 recommends approval of the amendments to Regulation
4 2.030, approval of the installation of Trustee
5 Bettye Grable for Vice Chair and approval for
6 mandatory health insurance for students for notice
7 and adoption after expiration of the 30-day notice
8 period, provided there are no public comments in
9 accordance with the Florida Board of Governors'
10 Regulation Development Procedure. The final
11 approval action will occur through the consent
12 agenda.

13 Several Student Affairs informational items
14 and updates were presented. Vice President Hudson
15 provided updates for the Division of Student
16 Affairs which included enrollment management.

17 In the interest of time, Trustee Grable asked
18 members of the Board to review their materials for
19 informational items within Student Affairs.

20 Mr. Chair, this concludes my report.

21 CHAIRMAN WARREN: Thank you, Trustee Graham.

22 Do any members have any questions or comments
23 of Trustee Graham regarding the report?

24 (NO RESPONSE).

25 CHAIRMAN WARREN: There being none we'll move

1 on to the next committee report, which will be the
2 Special Committee on Governance.

3 TRUSTEE ALSTON: Thank you, Mr. Chairman.

4 Board Members, the Special Committee on
5 Governance met via conference call on Monday,
6 December 7th. The Committee had four action items
7 which we subsequently approved this morning, so I
8 won't reread those verbatim.

9 The Committee instructed staff to draft
10 language regarding the following: The Presidential
11 evaluation processes. Staff will work with Trustee
12 Moore to draft the language reflective of these
13 changes and bring them back to the Board for its
14 approval at the next regular meeting as the Board
15 must be provided seven days prior to the meeting.

16 Trustee Moore also introduced several items to
17 be included in the Trustees' Orientation Manual,
18 which also was printed, in front of you.

19 Staff will also review how universities
20 structure their Board of Trustees committees. They
21 will look specifically at the number of committees
22 and the charge of each committee.

23 Finally, staff was directed to work with the
24 Governance Committee to draft charters for all of
25 the Board's standing committees.

1 Mr. Chair, this concludes my report.

2 CHAIRMAN WARREN: Thank you, Trustee Alston.
3 Any questions or comments of Trustee Alston
4 regarding the report?

5 (NO RESPONSE).

6 CHAIRMAN WARREN: Okay. We're moving on
7 rather smoothly here.

8 The next committee report will be the Special
9 Committee on the President's Evaluation.

10 Trustee Moore.

11 TRUSTEE MOORE: Thank you, Mr. Chair.

12 The Special Committee on Presidential
13 Evaluation convened on November 17, 2015. Prior to
14 addressing the one action item, the Committee Chair
15 brought to the Committee's attention a motion that
16 was carried by the Board during the August 6th,
17 2015 Board meeting.

18 The Board action directed the Special
19 Committee on Presidential Evaluation to take the
20 lead in re-looking at the objectives that make up
21 the presidential evaluation tool. The Committee
22 reviewed the draft 2015/2016 presidential
23 evaluation tool which, if approved by the full
24 Board, will be used for President Mangum as a
25 self-assessment tool during the 2015/2016 year.

1 The Committee Chair outlined the phone meeting
2 between President Mangum pertaining to the draft
3 tool. The Committee Chair also pointed out the
4 additions to the tool, which included a category
5 regarding the University's work plan, along with
6 other areas discussed by the Board in prior
7 meetings or information received by the Board.

8 Additionally, the Committee Chair outlined the
9 definitions for the three rating categories to
10 ensure clarity moving forward. The Committee
11 recommended approval of the Presidential evaluation
12 tool. This item is on the consent agenda and has
13 since been approved earlier today.

14 Lastly, the summary tool, which is not an
15 action item was shared with the Committee and will
16 be used to convey the overall results of the
17 individual evaluation by the Board members
18 contingent upon the Board's approval of the
19 presidential evaluation tool.

20 Mr. Chair, this concludes my report.

21 CHAIRMAN WARREN: Thank you, Trustee Moore.

22 Any questions or comments to Trustee Moore
23 regarding her report?

24 (NO RESPONSE).

25 CHAIRMAN WARREN: All right. Well, that

1 concludes it, by my count here, the report from the
2 committees. I appreciate the work of the
3 committees in between the time of the Board
4 meetings and their meetings yesterday.

5 Let's move on then to area updates, and the
6 first of those will be from the Athletic Director,
7 Director Overton.

8 TRUSTEE ALSTON: Mr. Chair.

9 CHAIRMAN WARREN: While Director Overton is
10 coming, Trustee Alston.

11 TRUSTEE ALSTON: Yes, and it's actually before
12 the AD begins to speak, I think that we kind of
13 give everyone a few minutes, but I know that I have
14 heard of changes in the Athletics Department and I
15 know that, you know, change is good, but I think
16 that -- you know, I think from a Board standpoint
17 we should probably allow, you know, some time for
18 him to also discuss the full broad picture and
19 scope in the Athletics Department. So if we could
20 maybe just provide a few additional minutes, I
21 think that would be helpful, at least for me, you
22 know, as a Board member. I would ask that.

23 CHAIRMAN WARREN: Okay.

24 DIRECTOR OVERTON: All right. Absolutely.
25 Well, thank you very much for the time. I

1 appreciate it.

2 This is a very good opportunity for me to give
3 you some updates, and so I guess I will start just
4 on the organizational chart and just kind of the
5 need to make changes. Obviously you've hired me to
6 come in and make a difference for the student
7 athletes, obviously for the coaches and for this
8 institution. And so in doing, so I've got to make
9 sure that we put the right people in the right
10 seats on the bus also (inaudible) good to great.

11 And we've got some really good people, and but
12 we've got some major challenges coming up. And so
13 most of the changes that we've made so far have
14 been based on critical areas, you know, where we've
15 got NCAA compliance issues. So one is in academics
16 and the other is in compliance, and so there was a
17 need to, you know, make some changes at least in
18 that particular position, initially, because we've
19 got the NCAA coming to campus in the next few
20 months.

21 And there have been some systemic issues over
22 time in the Athletic Department that has created a
23 situation where we've got some heavy lifting to do,
24 and I've got to have some folks that I've got great
25 confidence in, that have the level of expertise

1 needed to move through, you know, this really
2 challenging time; so that was the first one.

3 The other organizational changes are really
4 focused on a new revenue model for the Athletics
5 Department, and it's an updated 21st century
6 intercollegiate athletic model that focuses on ten
7 portions of business. In the past, the older model
8 is to focus on three; we've got to focus on all ten
9 and actually create two more in order to reduce our
10 debt and generate the revenue that we need to to
11 have a champion type of budget to support and also
12 to sustain the Athletic Department.

13 And so what you'll see is an individual that
14 will help -- that will come in and obviously help
15 with compliance and academics but also as a
16 Number 2 for me. Right now the Athletic Director
17 should be around 70% external and 30% internal,
18 because we're understaffed, have been under budget,
19 so on and so forth, I've had to spend a lot of
20 time, about 70% internal; and so I've got to get
21 out. Obviously we've got an objective of raising
22 half a million dollars, and so that's the need for
23 Number 2.

24 You'll see some changes just within how we do
25 ticketing, okay? Because we've got to be more

1 aggressive relative to ticketing. We're going to
2 create an outbound sales team to be much more
3 aggressive, and we will create a sales cycle a lot
4 faster than we have in the past. And this is what
5 a new model looks like, and this is really standard
6 in intercollegiate athletics, is that you have
7 sellers on the ground who need to sell tickets to
8 eat. And I mean that, we need people that are very
9 aggressive. If we're going to sell 5,000 season
10 tickets, then we've got to have the strategy to
11 support that. So the structural changes you'll see
12 is based on that need to obviously improve revenue.

13 You'll also see changes relative to a focus on
14 licensing, so that's another piece of the business,
15 is that we've got right now, and I'll give you a
16 little bit -- as we go through this, you'll see the
17 new revenue model, and that will address some of
18 this. But the focus is to make sure that we create
19 a structure that can support the new business model
20 and obviously support the challenges that are
21 coming up that we have to address that have been
22 systemic for a long time.

23 Does that help?

24 TRUSTEE ALSTON: Well, no.

25 DIRECTOR OVERTON: Okay.

1 TRUSTEE ALSTON: I will listen to the
2 presentation and actually --

3 DIRECTOR OVERTON: Okay.

4 TRUSTEE ALSTON: Yeah, I'll hold for the end.

5 DIRECTOR OVERTON: Okay. Thank you.

6 All right. So I'll go through this as quickly
7 as I can. So the mission statement, obviously, is
8 building champions in the classroom, on the field,
9 and in life, and so we start there. I thought it
10 was very -- it was necessary to come in --
11 obviously athletics is very complex. It's got so
12 many different layers, but you've got to set a
13 vision and set a standard for what you're going to
14 operate. And so that is our standard and that's
15 our vision, and it's consistent with the President
16 Mangum's vision relative to, you know, being the
17 best in class.

18 So let me go real quick, just give you some
19 updates on academics, so combined team GPAs, we've
20 got three, 3.0, 14 teams combined to make up a 3.0.
21 We've got 96 student athletes with 3.0 or better,
22 which is good. Graduation rate is at 47%, and we
23 would obviously like that to be higher. Eleven
24 student athletes will graduate today.

25 Community service, this is something that I

1 really appreciate about our students. We've got
2 student athletes who actually care about the
3 community, and we've got -- I mean these are folks
4 who -- these are our star football players, these
5 are our star basketball players, and that's not
6 always standard in college sports who typically
7 have other seasons, but every single one of our
8 student athletes, they engage in community and they
9 actually care about the kids that are represented
10 inside our community.

11 They engage in Meals on Wheels. Every
12 Wednesday they go out. We've got Lunch Buddies
13 where they'll go to elementary schools to eat with
14 them, to create relationships and to really be a
15 role model because I don't subscribe to the notion
16 that student athletes are not role models. I
17 expect them to be role models because I think that
18 represents the institution quite well.

19 And then Trunk Or Treat, it was really fun.
20 You kind of see some pictures of that, where kids
21 came in and provided a safe environment for that.
22 Trustee Graham was there, and she obviously was
23 involved as well, so I really appreciate that.

24 Then team performance, obviously we have a lot
25 of work to do. We've got some pretty standard

1 programs that do a good job; and if you think about
2 it, there are coaches who have been here for a
3 number of years, so sustainability is important
4 in terms of performance within the Athletic
5 Department. So obviously, as President Mangum
6 defined it, Coach Moore has done a great job and
7 won the fourth straight cross country championship,
8 which is very difficult to do in the conference,
9 particularly with low resources.

10 And then we've got, obviously, volleyball with
11 7 to 3, finished second in the Southern Division of
12 the MEAC conference. They had quite a few injuries
13 this year, so that was a little off from where
14 they've been in the past. And then we have Akille
15 Blount (phonetics) and Punter Colby Blanton
16 (phonetics) who made all MEAC selections.

17 All right. So I've been here for a little
18 over four months, but I wanted to give you kind of
19 an update on what we've done so far. So we've
20 achieved, relative to our budget, 40% of our
21 projections. That's going to go up. We've got
22 resources coming in, and that's \$3.5 million of an
23 8.6 budget. So with, obviously, six months left to
24 go.

25 Increased football season ticket sales by

1 15.5% with the 1 and 10 Campaign. That's why I
2 came here, is that when you see fans showing up no
3 matter what, that talks about how much they love
4 this institution. Broke season ticket sales
5 record. The last time was in 2011. We had 3,200
6 tickets. We obviously sold 3,600 tickets this
7 year, 3,677.

8 FAMU box office for Florida Classic sales were
9 increased by 14%, 377,000 versus 431 this year.
10 Florida Classic overall sales increased by 13%,
11 this is good. We increased fan attendance this
12 year by 8%. Average per-game ticket sales
13 increased by 12%. Single football-game ticket
14 sales revenue increased by 9%; increased football
15 concession says by 30%.

16 Added seven new concession menu items per fan
17 request. So most of what we did this year, within
18 a very short period of time, was based on the fan
19 survey that we submitted. So we asked the fans,
20 and then we listened to what the fans had to say.
21 And with a short period of what time, what I wanted
22 to show is that we were going to listen. We were
23 going to try to affect change in a limited amount
24 of time.

25 So you can depend on us continuing to do that;

1 that if -- we're going to listen to our
2 constituency, we're going to listen to the fans,
3 and we're going to try to make sure that we're
4 moving forward there.

5 Increased premium club seats, so everybody
6 liked the club seats this year, so we increased
7 sales by 33% this year. A few new initiatives,
8 staff worked really hard to make that happen; and
9 in a short period of time we added several new
10 sponsors. Now this is very important because when
11 we talk about the Athletic Director change relative
12 to a new revenue model, what's really important is
13 that you have new innovative strategies that you
14 implement that the sponsors like from a marketing
15 perspective. So we added Hyundai, Adobe, and Adobe
16 is a technology company, a multi-billion-dollar
17 company because we created an app utilizing their
18 technology. And it was the first app of its kind
19 like that in -- certainly in the MEAC, and I
20 believe also in all HBCUs. We did that within
21 about two months.

22 Plans are underway to replace Bragg Stadium --
23 Bragg scoreboard, not the stadium. Well, I'd love
24 to do the stadium as well, let me back up. But I
25 know we can't do all of that, you know, really

1 quick; but we obviously have to make some
2 adjustments. And what you see right there in terms
3 of pictures underneath, you see a replay tag. It's
4 kind of hard to see that, but on the scoreboard,
5 which we're obviously going to change out, it is
6 says Capital City Hyundai, that's actually a
7 replay.

8 Now that's something that we weren't doing in
9 the past, and so that's digital inventory during
10 the game day that after you score or after a
11 touchdown, you actually have a replay tag. It's
12 standard in college sports, but this is something
13 we weren't doing. We're considered to be new
14 inventory, okay, because we sell it.

15 The Strike Magazine, obviously it was digital
16 this year on all of the different platforms. And,
17 also, we did a souvenir cup, and I think everybody
18 enjoyed the souvenir cup that we did that had the
19 Rattler charge on it. Now the other picture you
20 see right there are fans coming in for concessions,
21 and so fans said they wanted more several options.
22 We gave them seven more options, and as a result,
23 obviously our revenue went up.

24 I'll back up too. They also asked for credit
25 cards to be installed because, obviously, when

1 they're on Perry Street, they spend all their cash;
2 and so we implemented credit cards.

3 Now you can't really see that as well as you
4 need to, but what you see right there is a
5 four-year budget projection, okay? Now what I'm
6 projecting based on a new revenue model that
7 focuses on 12 businesses within athletics is that
8 we go up -- we increase our budget by 82% over four
9 years. And I know that sounds like a lot, but
10 given the opportunity to have access to everything
11 that we need, that will happen. And we have plans
12 in place for every single piece of business there.

13 So as I described already, is ticket sales, if
14 you create an outbound sales team that's very
15 aggressive that focuses on corporate packages that
16 you put together, then, you know, that particular
17 line item will grow significantly. And so on the
18 left side -- and I'll share this later -- but on
19 the left side it actually shows how each one of
20 those different revenue models will -- I'm sorry,
21 all those different revenue streams will increase.

22 So for instance, for football I'm projecting
23 that in 2015 we have 2 million three -- I'm sorry,
24 \$2.3 million in revenue; and then 2016, for
25 instance, 2.8; 3.9 in 2017; and 5.2 in 2018. Now

1 that happens because you create some additional
2 opportunities relative to classics, relative to
3 ownership.

4 My philosophy on game scheduling is about, you
5 know, us being the lead and not the tail and that
6 we generate resources that we control. And
7 that's -- if we do that along with the other 12
8 revenue lines, then that budget should grow from
9 8.7. Eleven -- 10 and a half million dollars is
10 the average in the conference with 8.8. And so
11 we've got to grow in order to be competitive.

12 All right. So here are some challenges, but
13 what I'm doing here is I want to give you some
14 pillars, and I'll move aggressively here, is that
15 on the left-hand side you see that we've got some
16 fractures in the foundation. And I've had to spend
17 time really digging to see what the found -- you
18 know, the core; we've got some core issues that
19 we've got to deal with.

20 So we've got, you know, four teams on academic
21 probation, which we've talked about, NCAA
22 probation. We've got issues in terms of revenue,
23 but I've given you a plan to get out of that.
24 Obviously, from a facilities standpoint, we've got
25 some. But on the right side you see an eight-point

1 plan, okay? So mission statement we've done; fan
2 surveys, we're listening to our fans and we're
3 going to make a commitment to continue to do that.
4 We've got a four-year business strategy that
5 addresses the concerns of all of our constituents.
6 And then, obviously, we've got to change the
7 infrastructure from a stagnant perspective;
8 facilities and recruiting, do a better job there;
9 academic compliance. And then if you do all of
10 those different things, then you'll win, okay?

11 All right. I won't go through all of this,
12 but this basically shows that obviously, you know,
13 we have obviously want our student athletes to
14 graduate. At the bottom, and I'm almost finished
15 here, those are the pillars, okay? So a lot of
16 times when people look at athletics, they look at
17 the top, okay? Everybody wants to see -- they want
18 to see us win, but in terms of how to get there,
19 you only win by having a great support system in
20 place, okay?

21 You've got to have those six pillars that have
22 to be intact, they cannot be fractured, okay? And
23 so those are the pillars that matter, so you've got
24 academics; compliance; your training room has to be
25 good so your student athletes are healthy; strength

1 and conditioning has to be good, you've got --
2 student athletes have to be strong, okay?

3 And that picture right there, and I'll be
4 quick, that is Parker Brooks we brought in from
5 Alabama. He's talking to prospects last week,
6 football prospects last week about the new strength
7 and conditioning program. You've got to get
8 stronger faster, be healthy in order to win.
9 You've got to have a standard of support in order
10 to reach the highest that you're looking for
11 relative to the results that you want. And so
12 those five pillars have to be intact, okay?

13 Facilities, obviously, I won't go through all
14 of this but; obviously we've got -- there has been
15 some reduction in budget over time. You know,
16 we've got, you know, some outsourcing to that we've
17 done. And the new revenue model will address the
18 fractures in all of those foundational issues,
19 okay?

20 We'll begin to implement the plan, and that
21 will repair the fractures. And so as -- now I'm
22 almost done, so this is more visual here. As you
23 implement your plan relative to athletics, what
24 happens is you repair those fractures. And when
25 you repair the fractures, okay, now your field is

1 straight and now you can move to where you want to
2 be, which is: We need to have an investment,
3 obviously, in facilities at some point because
4 our -- the folks that we compete with are doing
5 that; and we've got to make sure that when our
6 prospects come on campus, whether football,
7 basketball, baseball, that they obviously see that
8 we've got a commitment to, you know, to doing that.
9 And that can be by way of the -- you know, a new
10 all-sports complex that has an academic center in
11 it, a new training room, a new strength and
12 conditioning, those kind of things. But once your
13 pillars are correct and we're going to focus on,
14 you know, the foundation items, the critical items
15 first, and then we'll move to, you know, long-term
16 stability.

17 Questions?

18 TRUSTEE ALSTON: Mr. Chair.

19 CHAIRMAN WARREN: Thank you, Director Overton,
20 that was a great presentation. We look forward to
21 the implementation of your plan and those
22 strategies associated with it.

23 DIRECTOR OVERTON: Thank you.

24 CHAIRMAN WARREN: Thank you.

25 Any questions or comments from the members?

1 Trustee Alston.

2 TRUSTEE ALSTON: Thank you, Mr. Chair, and I
3 was actually going to say leave this picture up
4 because I think this is where I want to be, and I
5 think this is probably where we all want to be.
6 The comment that I'll direct to you Mr. Chair and I
7 think I made the comment to the AD earlier, is this
8 information is good. I think that we all -- I know
9 that I've been sitting here for a while and, you
10 know, we continue to grapple with conversation
11 around athletics and, you know, the fiscal impacts
12 and, you know, historical issues.

13 I think that a positive is around
14 communication, so I would just encourage that there
15 be some mechanism, you know, similar to a couple of
16 different areas, athletics in particular, to ensure
17 that we all have the same level of understanding of
18 where we're headed, you know, things that are
19 coming forward.

20 I'll also commend you, Mr. Chair, because I
21 think I don't see an item that I think surfaced
22 before, because similar to your comments early on,
23 I too hate being in the posture of having to
24 debate, you know, things that are really not policy
25 or the big-picture items which we're here for. So

1 I think it was your leadership that I think
2 probably directed the team to go back and continue
3 some conversation in a few areas; so thank you for
4 that.

5 And thank you, Mr. Director, for the
6 information. But through the President I would
7 just encourage, similar to all of the areas, and I
8 think similar to my comments to you earlier, Madam
9 President, around the metrics, just to ensure that
10 we're all fully engaged, that we all truly
11 understand where things are headed, because if you
12 don't have the information, if you don't have the
13 understanding, then that's what you go on. And I
14 think that was also my sentiments that I mentioned
15 to you about another matter as well.

16 So thank you, Mr. Director, for the update.

17 CHAIRMAN WARREN: Thank you, Trustee Alston.

18 TRUSTEE LAWSON: Yeah, I had a couple of
19 things.

20 CHAIRMAN WARREN: Trustee Lawson.

21 TRUSTEE LAWSON: Thank you.

22 One thing that I think we really do need to
23 focus on from a business standpoint, and we talked
24 about it with Mr. Cassidy yesterday, is given that
25 we had the two findings, we do have to present a

1 formal debt reduction plan to the BOG just so that
2 we are meeting the requirement and we're ahead of
3 the curve and the finding is really all geared, not
4 necessarily around how the money is managed but the
5 fact that we're running a deficit; so we all just
6 need to be really clear with that.

7 But I think the thing about the deficit that
8 we also need to be really clear about is almost
9 every athletic program runs a deficit, right. And
10 so the fact that we're running one is an issue but
11 it's an issue that we share with almost every other
12 school in the country. But I think we do need to
13 be mindful of the fact that we do need the deficit
14 reduction plan to present them in an organized
15 fashion that says what we're going to do.

16 So that's from a business standpoint. The
17 other thing from a business standpoint that I just
18 want to make sure that we all really acknowledge,
19 we had a tough year this year; however, if you saw
20 the revenue projections from the AD, a number of
21 the key metrics are up in a very difficult year.
22 So compliments to him and his staff and the coaches
23 and their staff for doing what they do, because
24 they produced better numbers from the Florida
25 Classic, better numbers in season ticket sales,

1 better numbers in a lot of areas in a very
2 difficult year.

3 I know that there are other things that need
4 to be worked on behind the scenes and we're going
5 to leave that to Mr. Overton, the President and
6 others to hash those issues out. But at the end of
7 the day, you know, we've produced some positive
8 results in a difficult environment. I think that
9 that needs to go as being mentioned from this
10 Board.

11 And I think that as we begin to communicate
12 with the Board of Governors, I think it's important
13 for us to think about our language; and that is,
14 every program runs with a deficit. What percent is
15 our deficit of the total budget and what percent
16 are we going to plan to reduce it over time?
17 Because I think we would be kidding ourselves to
18 say we are going to wipe it out.

19 I think there are only two schools in the
20 country that have completely wiped out their
21 athletic budget deficit. So I just want to be --
22 not that we want to use that as a crutch, but I
23 just want to be mindful of what the facts are as we
24 go in front of the BOG and that we present the
25 story from the proper perspective because there are

1 a number of things we are doing right even in a
2 tough situation; and I just want to make sure we're
3 very mindful and very purposeful when we have that
4 conversation with the BOG around our athletic
5 reduction program.

6 CHAIRMAN WARREN: Any other members?

7 Trustee Graham.

8 TRUSTEE GRAHAM: Thank you.

9 Great presentation, Mr. A.D.

10 Two things, I just ask for next football
11 season that you all -- you and your staff consider
12 doing something to enhance student fan experience,
13 kind of similar to the End Zone Club, I know that's
14 a big hit, but something to kind of focus on the
15 students and maybe partner with the Division of the
16 Student Affairs, more specifically, Student
17 Activities, and the clubs and organizations so that
18 everybody can come together and we can get all of
19 our students there.

20 Also, moving forward, not just with football,
21 if you could let me and SGA know what we can do to
22 better serve all of our athletes and the student
23 body for that matter to support all of our student
24 athletes, not just football and basketball.

25 Thank you.

1 CHAIRMAN WARREN: Thank you.

2 Are there others?

3 (NO RESPONSE).

4 CHAIRMAN WARREN: We've had an ad hoc
5 committee on athletics, Mr. Overton, and we're
6 going to maintain that ad hoc committee, and
7 Trustee Lawson will chair that committee and work
8 with you. I think the combination of the two of
9 you and your attention to detail and your
10 business-like approach to getting stuff done, we
11 can expect great results from that planning and
12 then execution of the plan.

13 You've outlined a number of things that we
14 have to deal with, and probably one of the most
15 important of those is our response to the Board of
16 Governors with respect to the issue of our finances
17 in the athletic program. And to overcome those
18 issues, it will require a plan like the one you've
19 outlined to us this morning. So we just look
20 forward to continued progress there as you work
21 with Trustee Lawson on those issues.

22 Thank you.

23 We'll move on then to some good news regarding
24 our research activities from VP Moore.

25 VICE PRESIDENT MOORE: All right. Good

1 morning, Mr. Chairman, Mr. Vice Chairman, Madam
2 President. Thank you for the opportunity to speak
3 to you. I'll be very brief.

4 We've had a pretty good year this year with
5 our Division of Research. As the President
6 outlined in her opening remarks on the state of the
7 University, we're having a fairly good year because
8 our faculty and our deans are leading the charge in
9 making sure our awards are awards are up. Our
10 proposal volume is up almost 180% year over year,
11 and thank you, appreciate that.

12 Just, I want to point out here, our numbers
13 are up. Where you see on the far right-hand of the
14 slide there is the update where we stand 50% of the
15 elapsed year to date. We're 59% awards against
16 last year's numbers, and we're 73% -- actually
17 74% of last year's total submission numbers for
18 proposals already with half the year elapsed.

19 What that indicates, Mr. Chairman, is that our
20 faculty are working very hard, generating very high
21 volume, high-cost proposals; and given our annual
22 win rate, we should be up probably about 20% year
23 over year from when I took over a year ago.

24 We've done a number of things here. This is
25 kind of an ash-and-trash component, but it's very,

1 very important for our environmental safety, health
2 compliance piece. We've acquired a chem tracker
3 program which will allow our faculty to upload all
4 of their chemical inventory from all of the
5 laboratories across the University into a common
6 database. In the event we have a problem, a
7 product recall or emergency, we know what's in each
8 lab. Right now we've been flying kind of blind in
9 that area. That unit will be operational beginning
10 the first of the calendar year.

11 I'd like to take this opportunity to introduce
12 you to a recent hire, Mr. Reis Alsberry, who is our
13 new director of tech transfer in import/export
14 compliance. And Reis was the mastermind behind our
15 recent app challenge involving Domi Station.

16 Reis.

17 VICE PRESIDENT ALSBERRY: Good morning
18 everyone.

19 TRUSTEE LAWSON: Good morning.

20 VICE PRESIDENT ALSBERRY: Back during the
21 first weekend in November, the FAMU Division of
22 Research along with our partner Domi Station worked
23 together to bring about the first FAMU app
24 challenge. And from that, we had four teams--
25 well, let me back up.

1 We had over 50 students to sign up to
2 participate. We had 40 of those students to
3 participate on teams to the point of completion of
4 coming up with an idea for an app, producing a
5 business plan and marketing plan and beginning the
6 code on those projects.

7 We recognize four teams as having the most
8 potential: Two third place teams, a second place
9 team, and the grand prize first place team that
10 Doctor Mangum mentioned earlier, the merge team.
11 And we look forward to doing everything we can to
12 bring all of those apps to market. I know the CIS
13 department and Domi Station are looking very
14 forward to working with the students, especially on
15 that merge application which we feel has the
16 greatest potential.

17 And aside from that, we had two students who
18 were recognized by Mind Spring, which is one of the
19 sponsors of Domi Station. Their talent and their
20 dedication during the app challenge was so apparent
21 that they were offered permanent positions with
22 that company, and we are very proud of that.

23 And I'd just like to say that I'm very happy
24 to be here, and I look forward to working with
25 everyone in the FAMU community to bring about these

1 types of successes in the future. Thank you very
2 much.

3 VICE PRESIDENT MOORE: Thank you.

4 Mr. Chairman and members of the Board, what
5 I'll tell you as what Reis has indicated, we have a
6 high degree of talent within our student and
7 faculty base, we're very fortunate. What we're
8 trying to do now is provide the lens by which that
9 talent is focused in the marketplace to do economic
10 creativity, new jobs, and job opportunities for our
11 students.

12 I'd also like to highlight, and I have to give
13 segue to Trustee Moore, she stole the show that
14 night. I'm really kind of jealous with her, but
15 that's okay. We had a great Discovery on Parade.
16 This is the first time that three schools locally,
17 with 75 thousand students between the ages of 18 to
18 25 at these three schools participated in a
19 research and innovation showcase. And as you will
20 recall previously, we had independent events that
21 went on. This is the first time it showcased it
22 all together within the City of Tallahassee. And
23 as I indicated, Trustee Moore, unfortunately, stole
24 the show, and we will not invite her back next
25 year. Thank you.

1 I'd also like to point out that the Division
2 of Research takes its responsibility here at
3 Florida A & M very, very seriously and that where
4 we can help to edify our students in understanding
5 the history of the American Civil Rights Movement
6 and the history of our country and their important
7 role and propagation of that historic movement.
8 Recently we brought in a good friend of mine,
9 Doctor William Hudson, past president of the
10 American Osteopathic Medical Association, leader of
11 the American Civil Rights Movement of the Albany,
12 Georgia movement and lifelong friends Ralph David
13 Abernathy and Martin Luther King, came here to
14 speak to our students.

15 And to make sure everybody is clear on this,
16 we had him address the DRS students as well as our
17 students in Perry-Paige. And, again, it was a very
18 heartwarming event. We had the mayor come in. We
19 had a proclamation from the city, just to recognize
20 great people involved. We also had C. K. Steele's
21 family from Tallahassee involved in that, and it
22 was a very moving moment.

23 CHAIRMAN WARREN: Mr. Moore.

24 VICE PRESIDENT MOORE: Yes, sir.

25 CHAIRMAN WARREN: Could I ask you to hold for

1 a minute. Someone in the room is on their cell
2 phone, and the background from your cell phone is
3 being broadcast, so if you would mute your phone,
4 that would be very helpful.

5 VICE PRESIDENT MOORE: William Anderson, not
6 William Hudson, I apologize. You are not a
7 physician, you are a doctor though. I apologize.
8 I stand corrected.

9 CHAIRMAN WARREN: Trustee Shannon and Trustee
10 Woody, if you are on the phone, I think the
11 background noise is coming from your phones; so if
12 you would mute your phones, that would be very
13 helpful.

14 TRUSTEE SHANNON: Okay.

15 TRUSTEE WOODY: Sure. Mr. Chairman, I can
16 barely hear the conversation.

17 CHAIRMAN WARREN: Yeah, we're getting some
18 background noise from one of your phones. That
19 would be helpful if you would mute them.

20 VICE PRESIDENT MOORE: And I'd like to stand
21 corrected, my dear colleague, Mr. Hudson -- Doctor
22 Hudson, corrected me. I was trying to say Doctor
23 Anderson, trying to zip through my slides too
24 quickly. A great man, and we were very fortunate
25 to have him here.

1 What I want to make sure that we're all clear
2 on, again, I remain committed at the Division of
3 Research to make sure that our faculty are taken
4 care of. We're trying to come up with a
5 supplemental income plan. We're working that
6 through the Academic Affairs process, sir, to make
7 sure that our faculty are rewarded to the extent
8 possible legally that we can do to help amend their
9 salaries to reflect their hard work and dedication.
10 That's something we're going to do.

11 And the last part is we're still in the
12 process of restructuring our office to make sure we
13 meet our customer and client needs within the
14 University and outside the University. Again, one
15 of the hallmarks of what we're going to be known
16 for is our ability to help our PIs do their job, do
17 their job unintrusively, make sure that they are
18 set up to win and not be aggravated by the process
19 of compliance, which is important for all of us.

20 And subject to any questions you might have,
21 Mr. Chairman, Vice Chair, Madam President, other
22 members of the Board, that concludes my
23 presentation. And before we get into the question
24 phase, I'd like to say happy holidays. I'd also
25 like to say it's an honor to be here. It's been a

1 year, Madam President. I know it seems like it's
2 been a lot longer when you deal with me, but I'm
3 thankful to be here. We're having a good time.

4 And I want to say this: We've got great
5 faculty, great students, and we've got people in
6 this community that are pulling for us. And what
7 I'm trying to do is get out of their way and let
8 them do what they do best which is excel.

9 Sir, over to you.

10 CHAIRMAN WARREN: Thank you, VP Moore.

11 Any questions or comments.

12 TRUSTEE MOORE: Just a comment, Mr. Chair.

13 CHAIRMAN WARREN: Trustee Moore.

14 VICE PRESIDENT MOORE: Do I have to recognize
15 you, ma'am, since you stole the show, honestly? Is
16 that -- are you going to rub it in now?

17 TRUSTEE MOORE: What I was going to say is
18 actually a compliment for you.

19 VICE PRESIDENT MOORE: Okay. Yes, ma'am.

20 TRUSTEE MOORE: It is great to hear throughout
21 this community how engaged you are and the
22 impression that you are leaving with all of the
23 facets of our community, including the President
24 and others. So thank you for the good work that
25 you're doing.

1 VICE PRESIDENT MOORE: Thank you, ma'am.

2 TRUSTEE MOORE: And certainly it's cascading
3 down to the leadership that you hire and certainly
4 our students with being offered opportunities.
5 All of this seems so far away and now it's present,
6 so thank you for your leadership.

7 VICE PRESIDENT MOORE: Thank you, ma'am. I
8 appreciate the kind comments, but it takes a team
9 to make an idiot look good, so please understand
10 that.

11 TRUSTEE LAWSON: I just had one comment.

12 VICE PRESIDENT MOORE: Yes, sir.

13 CHAIRMAN WARREN: Trustee Lawson.

14 TRUSTEE LAWSON: I also echo what Trustee
15 Moore said. Tim has a way of calling you at about
16 5:15 on a Friday and just saying: I want to give
17 you some good news. And he's typically talking
18 about money that's being brought into the
19 University. So, Tim, thank you for your
20 contribution.

21 VICE PRESIDENT MOORE: Yes, sir, yes, sir. My
22 pleasure, you know that.

23 Again, Mr. Chairman, it's an honor to be here,
24 and this is a storied University with a unique
25 history, with a unique trajectory in the future,

1 with great kids. And I want you to understand that
2 the Division of Research is here to make these kids
3 and this faculty absolutely shine. And if we get
4 their names out there, then we've succeeded. If
5 you're talking about me, then I've done something
6 wrong. So thank you for the opportunity to serve,
7 and I continue to look forward to a great 2016. I
8 wish you all a safe and happy holidays.

9 CHAIRMAN WARREN: VP Moore, before you step
10 down, someone stated the color of money is?

11 VICE PRESIDENT MOORE: Green.

12 CHAIRMAN WARREN: And the other side of it is?

13 VICE PRESIDENT MOORE: Green. My monopoly
14 money just says, you know, whatever it is.

15 CHAIRMAN WARREN: Thank you for your hard
16 work.

17 VICE PRESIDENT MOORE: Yes sir. Like I said,
18 we're excited, so we're having a good year, but the
19 faculty are the ones doing it; and the kids are the
20 ones that are going to benefit from it. So thank
21 you, sir. Thank you, Madam President.

22 CHAIRMAN WARREN: Thank you.

23 We're going to take a five-minute, exactly
24 five-minute break. When we reconvene we will hear
25 from the Strategic Planning Task Force, and that

1 will take us up to the end of our meeting, so five
2 minutes, please.

3 (BRIEF RECESS).

4 CHAIRMAN WARREN: We will -- I apologize,
5 running my mouth, so much to talk about here. My
6 friend, Doctor Robinson, at the podium impatiently
7 waiting on us to get started. So I will turn this
8 over to our Board liaison to the Strategic Planning
9 Task Force, Trustee Lawson.

10 TRUSTEE LAWSON: Great. Thank you, Mr.
11 Chair. And welcome to the last and final piece of
12 our meeting today, and we want to give the Board an
13 update on where the team is regarding the work on
14 the Strategic Plan that Doctor Robinson and a
15 larger team are leading, but what I'd like to do is
16 give you just a quick lead-in to kind of where we
17 are from a bigger picture standpoint.

18 We were asked or tasked with really also
19 engaging a number of stakeholders, including the
20 Board of Governors, in our process. Alan Levine
21 from the Board of Governors has been assigned to
22 work with us in this venture. We have had a couple
23 of conversations with Governor Levine as well as we
24 are inviting him to the University in January to
25 see and be a part of the work, because our approach

1 and process is we want everyone along the journey
2 so that when we get to the final product it's
3 already well known and that there are no surprises
4 with that.

5 And what I've asked is the Task Force to come
6 today to give the Board a brief update on where we
7 are, but equally as important, and this is a big
8 part of our process as well, any additional input
9 that any Board member has, we'd welcome that as
10 well. We've done the stakeholder survey with the
11 Board, but at the same time, part of our mission is
12 to gain ongoing support from all of our
13 stakeholders, this being a big one. And the one
14 thing that Governor Levine really challenged me on
15 is making sure that your Board is actively engaged
16 throughout the process.

17 So with that, I welcome Doctor Robinson to
18 lead off the discussions. Good morning.

19 DOCTOR ROBINSON: Thank you, Vice Chair
20 Lawson. And congratulations, Chairman Warren, on
21 your selection as chair of the Board.

22 CHAIRMAN WARREN: Thank you.

23 DOCTOR ROBINSON: And you look pretty good in
24 your green and orange tie.

25 To other members of the Board and Doctor

1 Mangum, it's my pleasure to give you a brief
2 overview of where we are with regards to the
3 Strategic Planning Task Force since our last
4 encounter the day after homecoming down on
5 Tennessee Street.

6 You will see not just from me in here, from
7 colleagues, that a lot of work has been going on.
8 And just for a moment I would like to, you know,
9 question the President about the fun that we were
10 having in those discussions about the time -- it
11 was fun for her, right? But not necessarily for
12 everyone else.

13 But anyway, what I've done here is emphasized
14 on this timeline more or less what -- where we are
15 now and what are some of the major activities that
16 are on the horizon, and you will hear a little bit
17 more about this from my subcommittee chairs. So
18 we've had a lot of focus group sessions, and we
19 hope to finalize those between -- in fact, we have
20 a couple scheduled for next week, and we're looking
21 at some possibilities for the early January time
22 frame once we return from the holiday period.

23 I want to thank Trustee Graham for organizing
24 a student session earlier this month, but we want
25 to go back to the students again, Trustee Graham,

1 and we're thinking about doing that through some of
2 the forums that are held within the various
3 colleges and schools but then catching some of the
4 faculty in their faculty meetings throughout the
5 colleges and schools as well.

6 Meanwhile, we're in the process, and you'll
7 hear a preliminary update on this today, reviewing
8 and analyzing the data that we began to receive
9 from the stakeholder meetings and the focus group
10 sessions as well as our on-line survey; and then
11 we're looking at a mechanism to validate that so
12 that's it's not just our opinion. We have a great
13 team at the University in terms of the Office of
14 Assessment, but we want to make sure that we get
15 another set of eyes on those data as well.

16 And then sometime in the mid to late part of
17 January, early February, we hope to have a retreat
18 of the Task Force so we can now start condensing or
19 crystalizing all of that we're hearing into some
20 more formal strategies, goals and objectives to
21 databases for the Strategic Plan itself. And as we
22 promised the President, we're trying to change the,
23 you know, the date of spring; but we have agreed to
24 complete this process in the spring of this year.
25 So we're trying to figure out is that the first day

1 of spring or the last day of spring.

2 PRESIDENT MANGUM: A March date.

3 DOCTOR ROBINSON: So I need some clarity
4 there, but we're going to get there, Madam
5 President. Our team is working hard to do so.

6 Just to let you know that this is really a
7 collection of outstanding individuals. I think all
8 of you know that as well.

9 You're going to hear first from our co-chair,
10 Doctor Cynthia Hughes-Harris, but also the
11 subcommittee chairs. But I want to also note just
12 for the record the other members of the committee
13 who have contributed to this process.

14 You'll hear today from Doctor Donald Palm, but
15 also we have on the Task Force Doctor David
16 Jackson, Doctor Charles Weatherford. You'll hear
17 from Doctor Maurice Holder. We also have City
18 Manager, Anita Favors Thompson, former City
19 Manager. She has been very, very active in our
20 activities. We have our student representative,
21 Trustee Graham; Ariel Henderson who has been
22 actively engaged. We have the dean of the School
23 of Business and Industry, Doctor Friday Stroud.
24 Doctor Wanda Ford, who couldn't join us today,
25 chairs one of our subcommittees; and president of

1 the National Alumni Association, Doctor Tommy --
2 Mr. Tommy Mitchell will give her presentation.

3 You'll hear from the chair of our engagement
4 subcommittee, stakeholder engagement subcommittee
5 Doctor Maurice Edington. They've done a tremendous
6 amount of work over the last three months.

7 And then I want to commend our staff who have
8 also provided very useful input and guidance in
9 organizing our numerous meetings and activities,
10 Mr. Funmi Ojetayo and Ms. Beverly Barrington.

11 And so with that, Mr. Chairman, I'm going to
12 ask Doctor Edington to just give you a sense for
13 some of the things we're hearing and what we have
14 coming up with regards to stakeholder engagement.
15 Thank you, and we'll entertain questions at the end
16 of these presentations.

17 CHAIRMAN WARREN: Thank you, Doctor Robinson.

18 DOCTOR ROBINSON: As usual, keep me on track,
19 Doctor Hughes-Harris is going to give a brief
20 presentation prior to Doctor Edington.

21 DOCTOR HUGHES-HARRIS: Thank you, Doctor
22 Robinson. That is quite a job, keeping him on
23 track.

24 Mr. Chairman, members of the Board, Madam
25 President, thank you for the opportunity to serve

1 on this committee. And I just wanted to give a
2 little more detail of the processes we have chosen
3 to use to reach the goal of performing boldly as we
4 move forward.

5 There are many approaches to strategic
6 planning, we know that. Some groups go into a
7 room, work together, use their experiences, their
8 thoughts, their beliefs, and they come out with a
9 strategic plan and they present it. Other groups
10 hire experts to go in a room, put together their
11 thoughts and ideas and emerge with a strategic
12 plan.

13 Sometimes those plans are developed and
14 presented but not necessarily used or implemented
15 to guide the direction of the institution. Our
16 approach is slightly different. Our goal is for
17 everyone, everyone within the University community,
18 all of our constituent groups, all of our
19 stakeholders, to have the opportunity to truly
20 contribute to our Strategic Plan. Everyone having
21 the opportunity to know what it's about, everyone
22 having the opportunity to have their thoughts
23 included.

24 Our stakeholders, our constituent groups,
25 truly will be able to say that they have had the

1 opportunity to contribute. They may or may not
2 have taken advantage of the opportunity, but our
3 goal is to make sure that there are many
4 approaches, many avenues available to them to
5 contribute. We are using, for the most part, two
6 different approaches: One more quantifiable in
7 nature. The surveys have been mentioned. Everyone
8 has been asked to complete the surveys. Surveys
9 are online. We've a good return. We know we can
10 have a better return on responses to the surveys.
11 But the responses that we will end up with truly
12 will represent quantifiable data. Our office of
13 assessment has already begun the process of looking
14 at some of those processes. But that data will
15 really allow us to ascertain, based on the
16 responses to the questions we have presented, how
17 people think, feel, react, want to give feedback in
18 certain arenas.

19 We have another arena called -- which is the
20 qualitative data. These are the meetings that
21 everyone is referring to: Focus groups, task
22 groups, select meetings with retirees, alums, Board
23 of Trustees, leadership teams, using those
24 opportunities to find out what people are saying
25 from their words, not the words we're giving them

1 in the surveys, but how are our constituents
2 feeling, thinking, their responses, their words,
3 their expressions that tell us where we are today.

4 This includes what is working currently, why
5 is the current plan -- what is it about the current
6 plan that we may want to keep? What is no longer
7 relevant. But we're getting it from the wide
8 community.

9 In actuality, these two arenas of input,
10 quantitative data, qualitative data will eventually
11 merge. And it's important that we know that that
12 merger is really going to lead to clusters of
13 information as we begin to analyze that data.
14 We're going to get like information, common pieces
15 of information that hang together.

16 Those clusters are going to eventually lead us
17 to themes, and those themes are critical because
18 it's those themes that are going to provide the
19 framework for the Strategic Plan. It's those
20 themes that really will represent all of the data,
21 all of the words, all of the responses that this
22 entire community has given.

23 So we're not at the point of talking about
24 themes. You will hear us saying themes, but in
25 actuality, they're observations because it's

1 premature, we haven't analyzed the data yet to call
2 them officially themes. But we know we're hearing
3 things, we're hearing things repeatedly, and we
4 suspect but we're not going to jump in and say it
5 yet, but we suspect that there are some things that
6 will emerge as themes. But for now, they're
7 premature concepts that we will use; and as we move
8 towards data analysis in the next couple of months,
9 in the next month or so -- change that timeline
10 some, in the next month or so, we have a few more
11 face-to-face meetings. We are encouraging
12 everyone, everyone, Board members, leadership
13 members, students, faculty, everybody who is
14 hearing about strategic planning to, please, go
15 online complete the survey.

16 That data is truly important. We are using
17 the thousands of words that we have received, and
18 we are going to end up with the opportunity to say
19 that we have -- through the input of the University
20 community, we have the framework, we have the
21 goals, we indeed have the Strategic Plan beginning
22 in the year of 2016.

23 So that is just an overview of the processes
24 that we are using, and Doctor Edington will go into
25 more detail regarding the -- regarding the

1 stakeholder groups that we have been involved with
2 to date and we'll proceed from there. So we'll
3 wait for questions unless there are emerging right
4 now.

5 TRUSTEE LAWSON: We'll do them at the end.

6 PROVOST HUGHES-HARRIS: At the end, all right.
7 Thank you.

8 DOCTOR EDINGTON: Good morning, members of the
9 Board, Madam President. I'm going to give you an
10 overview, a little more detailed overview of the
11 stakeholder engagement process.

12 Our subcommittee has worked extremely hard to
13 make sure that all of the FAMU stakeholders are
14 engaged in this process. As I'll describe in a
15 little bit, we've taken special care to make sure
16 that we scheduled sessions on days and times that
17 are convenient to our stakeholders. We've had
18 evening meetings, we've had a weekend meeting with
19 this Board, teleconference sessions during the day
20 and in the evening; and we also made a trip down to
21 the law school in Orlando.

22 We began by identifying key stakeholder groups
23 that we wanted to target, those include: The
24 Board, student, faculty, staff, alumni, the
25 community, retirees, employers and campus

1 administrators. And as you've heard, we've used
2 three main mechanisms to generate or solicit the
3 feedback: Surveys, town hall meetings, and focus
4 groups.

5 Looking at the surveys, we've conducted
6 surveys with this Board. We've also conducted
7 surveys of employers. We took advantage of the
8 fact that we had an on-campus career fair that took
9 place right when our committees were getting going.
10 So we did some surveys, and we had 88 companies
11 respond, and I'll just share a few tidbits with
12 you: 97 percent of those respondents are satisfied
13 or very satisfied with the quality of FAMU
14 graduates. Business and STEM are areas that they
15 report are in high demand for employment. When you
16 look at the skills that are most critical for
17 college graduates entering the workforce, they
18 identified oral communications, critical thinking,
19 and teamwork as the top three. When you look at
20 areas in which FAMU graduates need improvement,
21 they identified oral communication, written
22 communication, and critical thinking as the top
23 three areas.

24 We also have an online survey and that's for
25 all stakeholders. We've had 142 responses to date.

1 Of those 142, 99 have been from alumni; and we've
2 also had faculty, staff and students respond. 91%
3 of those respondents are satisfied with the quality
4 of FAMU graduates. Again, looking at critical
5 skills for students entering the workforce,
6 critical thinking, professionalism, and oral
7 communication. And I want to highlight that
8 professionalism is a constant theme that has come
9 up in many of the focus groups sessions. And so as
10 Doctor Hughes-Harris said, we can kind of see where
11 that's pointing to us as a task force because
12 that's come up over and over again.

13 We looked at areas that were reported in terms
14 of what's needed for improvement for our graduates,
15 written communication, critical thinking, and oral
16 communication. Of those 142 respondents, we asked
17 the question about threats to FAMU's future. 60%
18 said that it is the external perception of the
19 University that is the most significant threat to
20 FAMU's future.

21 So I really appreciated the discussion this
22 morning about the branding and the tone of the
23 meeting because it really made me think about this
24 response. I really think we're on the right path
25 here.

1 When you look at what they reported as FAMU's
2 top strength, it's our academic programs. When you
3 look at the most important factor influencing their
4 decision to give is great pride and appreciation
5 for the University. So that's a little snapshot of
6 some of the preliminary data from the online
7 survey.

8 Looking at the town halls and focus groups,
9 we've had three general town hall meetings: One
10 was on campus. We did it all day long. We had 220
11 participants. We also had a conference call in the
12 evening back in November. We worked with the
13 Alumni Association to have this conference call for
14 the general public and alumni. And then we also
15 went down to the law school in November and had
16 another town hall for the general public trying to
17 engage with attendees at the events during The
18 Classic.

19 With respect to focus groups, we've had focus
20 groups obviously with this Board, we've had one
21 with the President's senior leadership team, the
22 Faculty Senate Steering Committee, one with general
23 faculty, one with retirees. We had a conference
24 call to engage the College of Law. We had a
25 student focus group; we had a staff focus group;

1 and next week we're going to have a focus group
2 with the deans and the provost, other leadership
3 team members; and we're also going to have one with
4 campus administrators next week. And then we're
5 going to follow that up with engaging high school
6 guidance counselors, so attorney -- excuse me,
7 Ms. Anita Favors Thompson is working with Leon
8 County to coordinate something so we can get some
9 feedback from that group; and also, we will engage
10 DRS directly.

11 The next step is we're going to come back
12 after the break and probably enlist another round
13 of engagement to get some of our responses, so
14 we're going to talk with our assessment office
15 about some strategies that we can employ when we
16 get back, so we can get a little more aggressive to
17 get further feedback, but we've been very pleased
18 with the process.

19 And as you heard earlier, we really have made
20 sure that anyone who wanted an opportunity to
21 participate, they had -- even letting participants
22 in our meetings engage in -- some of them actually
23 made their own committees, a good thing. I won't
24 say any names. But we appreciated that feedback,
25 so that's an overview of where we are with respect

1 to our stakeholder meetings.

2 DOCTOR PALM: Good morning, Mr. Chair, Board
3 of Trustee members, Madam President.

4 I am Donald Palm. I am the chair of the
5 Strategic Initiatives 1 in 5 Subcommittee. And our
6 charge was really to go and take a look at those
7 strategic initiatives to really see where we're at
8 at that particular time and see if they are really
9 applicable to where we want to be in the future
10 with regards to the strategic planning.

11 What we found, and these are some preliminary
12 thoughts, is that those strategic initiatives are
13 very good initiatives but they don't really take us
14 to where we want to be; and so we've identified
15 four destinations and where we want to be with
16 regard to those initiatives. And really extending
17 those initiatives to those destinations.

18 And the first destination is going to be
19 distinctive and exceptional student experience.
20 And so we wanted to take a look at the life cycle
21 of our students from recruitment to graduation,
22 progression, retention, as well as becoming alumni
23 of this University, how do we get there? And make
24 sure that they have a distinctive and exceptional
25 student experience.

1 The other destination is a distinguished and
2 renowned faculty, the life cycle of the faculty,
3 how do we recruit faculty, how do we maintain them,
4 how do we provide them professional development,
5 research as well as to become retirees, and how do
6 we go through that particular process and make sure
7 that they are renowned as far as providing
8 professional development for that.

9 Also, destination would be high-impact
10 research. We want to be the destination where CNN
11 is calling on FAMU to resolve some of these real
12 issues, and so some of the high-impact research,
13 how do we get there with regards to providing
14 high-impact research to our country.

15 Another one is community engagement and
16 business engagement. This is one of the areas in
17 which we have to really ramp up. Some of the
18 faculty -- since the 2010/2020 Strategic Plan was
19 developed, was that the Board of Governors had
20 really developed another strategic initiative; and
21 we need to realign our strategic initiative with
22 the Board of Governors. And one of their
23 initiatives is community engagement and business
24 engagement, so we really need to bring that into
25 the fold.

1 The other thing is that before -- the 2010 and
2 2020 Strategic Plan, as it was being developed,
3 there was a different performance -- excuse me, a
4 different funding model which really focused on
5 head count. So as we know, that perform -- the
6 funding model has now changed to performance
7 funding where now we have to really demonstrate
8 that we are performing as far as graduation rates,
9 retention progression, all of that, in order to
10 really get our funding for the University. So
11 these things need to be taken into consideration
12 with regards to the strategic initiatives.

13 Now the other thing is that with participating
14 in a lot of the stakeholders and focus groups,
15 there are several themes that are coming out that I
16 think are going to have an impact on these
17 particular destinations, and one is communication.
18 We're finding that a lot of the stakeholders are
19 indicating that there's a lot of area for
20 improvement with communication.

21 The other is customer service, and customer
22 service can really come back in a lot of different
23 ways. But when you think about customer service,
24 when you talk about the life cycle of the student,
25 from the recruitment of the student, how they're

1 handled once they get on campus, classrooms,
2 services for the students, that customer service
3 really makes an impact, even for the retention and
4 progression, having the student come back because
5 of their experience. And so that's why we're
6 talking about this distinctive and exceptional
7 student experience, and we mix in there customer
8 service as well as coming back to giving for the
9 University. If they've had a good experience, then
10 they're going to give back to the University.

11 So those are a few themes that we have come
12 across with regards to focus groups and our
13 stakeholder groups. And as we continue on, those
14 are things that we're going to mix into the actual
15 plan itself. So thank you.

16 CHAIRMAN WARREN: Doctor Holder, there's one
17 formal action we need to take before you speak. We
18 have agreed as a body that when we set a time frame
19 for our meetings, if we move beyond that time
20 limit, we'll make a public announcement about that.
21 So we're at that point where we had intended to
22 have concluded our meeting by noon, and we will run
23 a bit over, in fact, another 15 minutes, if that
24 long, for the Strategic Planning Task Force to
25 finish its presentation. And so if you would allow

1 us -- I don't know if we need a motion, but we'll
2 take one anyway, a motion to extend the meeting for
3 another 15 minutes.

4 TRUSTEE ALSTON: Mr. Chair, I was going to
5 ask maybe Trustee Washington maybe to do the
6 inaugural -- oh, I'm sorry.

7 CHAIRMAN WARREN: So it's been moved?

8 TRUSTEE WASHINGTON: So moved.

9 TRUSTEE WOODY: Second.

10 CHAIRMAN WARREN: And seconded by Trustee
11 Woody.

12 All in favor of moving the meeting another 15
13 minutes signify by saying aye.

14 (AFFIRMATIVE INDICATIONS).

15 CHAIRMAN WARREN: Those opposed.

16 (NO RESPONSE).

17 CHAIRMAN WARREN: Thank you.

18 Doctor Holder.

19 TRUSTEE HOLDER: Mr. Chairman, members of the
20 Board, Madam President. I don't know what
21 15 minutes means in terms of my delivery, my
22 presentation. On this task force, they have
23 labeled me as the one who talks the most, so I hope
24 I can finish in that time.

25 CHAIRMAN WARREN: I have confidence in you,

1 Doctor Holder.

2 TRUSTEE HOLDER: Thank you.

3 The subcommittee which I chair is Subcommittee
4 Number 2. This subcommittee was charged to review,
5 analyze and recommend additions and changes to
6 Strategic Initiatives Number 3 of the current
7 Strategic Plan, 2020 Vision with Courage.

8 Strategic Initiative 1 -- Strategic
9 Initiative 2, speaks about enabling excellence in
10 the University processes and procedures while
11 Strategic Initiative 3 talks about developing and
12 enhance the routine in the appropriate physical,
13 human, technological, research and fiscal resources
14 to achieve the University's mission.

15 Each of these two initiatives is tied to what
16 we call in their situational context a kind of
17 background to guide and support them. So the
18 operational plan of our subcommittee was to carry
19 out this charge by a thorough investigation of the
20 situational context and then look at the initiative
21 itself, the goals and strategies. And the way we
22 went about that is having weekly meetings,
23 stakeholder meetings, regular reports back to the
24 main committee and discussions with heads of key
25 institutional components of the University, and

1 then to advance -- to promote in the subcommittee,
2 as you can hear from what Doctor Palm just
3 presented, that there is a lot of overlap.

4 And so we thought that in our committee we
5 will promote that there will be a solidarity in the
6 planning by us implementing two and three and one
7 and equal with five.

8 The actions that are brought forth by our
9 review process so far has shown that one clear
10 evidence; and that is, that since 2009, there are
11 campus local, state and national and global factors
12 that affect where the University is. Out of those
13 activities, we have several suggested items that
14 will promote these bold and necessary steps to
15 revise and invigorate institutional strategic
16 initiatives.

17 I didn't bother to bring all of them with me,
18 but there are some 19 of them so far that we've
19 tabulated with several subheadings. So it's a long
20 list that has already been done; however, I thought
21 that I would summarize those to let you get a feel
22 for where we are in the process of establishing
23 where we go with Strategic Initiative 2 and 3.

24 I have formulated that there are certain key
25 FAMU-related initiatives that will help strengthen

1 the University. The first of them is improving all
2 aspects of customer service, meaning those things
3 that are necessary for training to accommodate
4 students as well as faculty and staff in this
5 process.

6 We have to do something that implies
7 understanding of their role in the entire operation
8 of the University would be better at here.
9 Employee performance must be a part of this
10 Strategic Initiative. Management systems must be
11 developed, and then we have to pay attention to
12 customer expectations.

13 Secondly, reorganization and a realigning of
14 the organization itself might come out of some of
15 the suggestions we are hearing in our discussions.
16 Accountability and compliance and maintaining rigid
17 ties to the proven Strategic Initiative -- the
18 Strategic Plan, especially as it relates to five
19 areas: Research and facilities and infrastructure
20 necessary to meet those goals; student
21 accommodation, appropriate to the directional plan
22 as it's put forward in the Strategic Plan of the
23 University and according to the Master Plan of the
24 University. We've had members of the Master Plan
25 committee come and talk to us to see how we can do

1 that kind of development.

2 The finer quality of faculty, how they're
3 hired, how they're -- how they're hired, how
4 they're retained, and what is the expectation under
5 a new mandate for a research intuition such as we
6 propose; and then finally, supporting staff,
7 continue that process.

8 One of the principal things that we have been
9 looking at in our last meeting is how we can put
10 the key area in its correct perspective such that
11 it does not impose on the delivery service in a
12 different than needed -- and that goes across all
13 areas. If you are going to stress caring, then
14 caring might be something that you want to develop
15 such that it doesn't impose an actual promise.

16 At this point we are --

17 DOCTOR ROBINSON: Doctor Holder, thank you
18 very much.

19 DOCTOR HOLDER: We are convinced we are on the
20 right track and you will hear more from us.

21 TRUSTEE LAWSON: Thank you, Doctor Holder.

22 MR. MITCHELL: Mr. Chair, Board members and
23 Madam President, I'll try not to be as fast as
24 Doctor Holder, so I'll just read mine.

25 Strategic Initiative 4 relates to University

1 relations and development. Our members also
2 include Doctor Robinson and Chair Wanda -- Doctor
3 Wanda Ford.

4 Doctor Robinson has mentioned several
5 environmental factors that has impacted the
6 University since the development of FAMU 2010/2020
7 Strategic Plan. Some of those factors include
8 performance-based funding, the financial impact of
9 the changes in the parent, plus loan criteria in
10 the college score card. I would venture to say
11 that all of these factors have a direct link to a
12 particular initiative.

13 Because an increase in term funding allows for
14 additional resources needed to meet and exceed the
15 University's overall performance which will result
16 in a positive impact on all of the aforementioned
17 factors. During the various stakeholders and focus
18 group meetings that have taken place to date, one
19 of the most consistent concerns related to
20 fundraising is transparency in the giving process.

21 Various stakeholders express the need to know
22 the following as it relates to giving transparency:
23 What are we asking for? What are the needs? How
24 will the monies be used? How much have we
25 received? How do we celebrate and acknowledge

1 donors? What is the impact of gift or donations?
2 Why aren't we telling the FAMU history and story to
3 build relationships and encourage giving?

4 Other preliminary feedback includes the impact
5 of customer service in the fundraising process. In
6 addition, several stakeholders noted that their
7 reason for giving was closely tied to pride and
8 appreciation and the mission of the University. As
9 a result of the preliminary stakeholders' feedback,
10 we're proposing the following: Incorporate a
11 strategy or initiative related to customer service
12 which would include training and accountability
13 measures; add another aspect to the existing
14 initiative to include friend raising in addition to
15 fundraising.

16 Friend raising in this building (sic) entails
17 building relationships to encourage individuals to
18 contribute to FAMU. Relationship building and/or,
19 in some cases, relationship repairing, is a very
20 important component of the fundraising process. To
21 effectively implement friend raising, the
22 strengthening of our communication strategy to more
23 broadly and consistently convey the true excellence
24 of FAMU is suggested.

25 We need to make sure that the positive stories

1 are communicated more broadly and consistently. We
2 need ambassadors and/or champions to tell the FAMU
3 story to encourage others to want to give to the
4 University. These individuals could also assist in
5 the monitoring and follow-up process. Establish
6 sub-strategies for each potential donor group, such
7 as the alumni, corporate, private, and business
8 partnerships. This will allow the opportunity to
9 provide strategic -- specific strategic efforts for
10 each category.

11 We also suggest that there is involvement of
12 faculty and staff in the fundraising process, in
13 addition to those individuals in the Division of
14 Advancement, perhaps including the training and
15 involvement of deans and directors. This will
16 assist in creating an institutional cultural
17 giving. This process should also result in a
18 partnership between academic units and development
19 as it relates to fundraising.

20 Another recommendation is to add a strategy
21 for an initiative in an annual giving fund. An
22 annual giving fund will determine the priorities
23 annually and also a promote a culture of giving
24 before initiating a capital campaign. We've also
25 discussed the elevating community engagement to a

1 strategic initiative to ensure alignment with the
2 BOG plan. This will also allow a mechanism for
3 infusing FAMU into the community to ensure that we
4 have the right people at the right table, at the
5 right time when decisions are made.

6 Also, there's a strategy needed to focus on
7 governmental relations in addition to community
8 engagement. Again, the securing of external
9 funding can have a significant impact in moving the
10 University forward. There is also a goal within
11 this initiative related to athletics; however, the
12 current strategies only include a Rattler booster
13 and corporate sponsorship. So another
14 recommendation is to not only increase our friend
15 raising and fundraising but also increase the fan
16 raising. We want to make sure that we are
17 maximizing every opportunity to increase the
18 revenues generated for the athletic programs.

19 These are just some our observations,
20 suggestions and preliminary recommendations.

21 TRUSTEE LAWSON: Thank you, Mr. Mitchell.

22 DOCTOR ROBINSON: Thank you, Vice Chairman
23 Lawson, members of the Board, that was our
24 five-minute overview of the Strategic Planning Task
25 Force activities and we will entertain any

1 questions that you have of the remaining time.

2 TRUSTEE LAWSON: And I know we are drawing
3 near on the 15-minute interval, but we did want to
4 get any feedback, and it doesn't have to be today.
5 It could be via a survey; it could be via placing a
6 phone call to Doctor Robinson; it could be via
7 sitting in one of our meetings; it could be via
8 sitting in on one of the town hall workshops, et
9 cetera. But, again, a part of the process, and I
10 hope you all will appreciate, is full engagement
11 with all of our constituents with the Board being
12 one of the major constituency groups.

13 And I know there has been discussions with
14 President's leadership team, the due date has been
15 revised, which I believe we're all online to
16 achieve. But this is the process that we're
17 employing and I know that there have been a number
18 of questions around how closely are we aligned to
19 the Board of Governors' Strategic Plan. We're
20 doing what we think is the right thing by engaging
21 Governor Levine to try to stay in step with that
22 group, as well as deal with our own unique
23 environmental factors as well.

24 So with that, if there aren't any comments, I
25 will -- Doctor Robinson, thank you, thank the

1 entire Task Force for the presentation this
2 afternoon. I will ask the Chair if there are any
3 additional remarks.

4 CHAIRMAN WARREN: Just one. Doctor Robinson,
5 I also want to applaud you and the Task Force for
6 the work that you're doing and thank you for it,
7 quite frankly.

8 DOCTOR ROBINSON: You're welcome.

9 CHAIRMAN WARREN: I did have one question
10 though, Doctor Robinson.

11 DOCTOR ROBINSON: Okay.

12 CHAIRMAN WARREN: As you talked about the
13 surveys and the gathering of this data that will
14 lead you to recommendations or contribute to your
15 recommendations, I've always viewed FAMU as being a
16 national or international institution; and so I
17 wondered if the information that you're soliciting
18 goes beyond the borders of Tallahassee, or even the
19 State of Florida for that matter, and into those
20 corporate sanctums where our students live, they
21 work there, and we have organizations nationally
22 that support us financially through various things.
23 Have we surveyed them as well?

24 DOCTOR ROBINSON: Yes, we've done a lot about
25 that. And, actually, that first group, when we had

1 the opportunity to get to those companies that were
2 here, including during the career fair, not only
3 did we send the survey to them, but we also did it
4 with our industry cluster. We had hoped in that
5 joint session, that joint meeting that was planned
6 in order to get not only those persons who were
7 part of the Board of Trustees and National Alumni
8 Association leadership, we were looking forward to
9 members of our Foundation board of directors who
10 are out there in the world.

11 So the other thing that has happened is that
12 Mr. Miller and his staff have put our survey, the
13 link to the survey -- really the home page of the
14 Task Force on FAMU's home page. So we're right
15 there front and center, so anyone who ventures upon
16 FAMU's web page can get it that way.

17 But we're not just relying upon that, the
18 National Alumni meeting that we had was actually
19 broadcast, you know, throughout the nation. That's
20 why we had it at the time of day, so that the
21 persons on the west coast would have an opportunity
22 to participate at the end of the work day, just
23 like people on the east coast. So we through our
24 cluster, through the National Alumni and our
25 website, we're making it known that we're in the

1 process of generating, garnering input into this
2 process.

3 Now there are some special people some of us
4 want to target that's outside of the normal realm;
5 and that is, we have a lot of stakeholders in
6 Washington, for example, in funding agencies. You
7 have to be careful, there are certain people that
8 you may want to get that to, who you want to hear
9 from because they have done a lot to assist the
10 University in its, you know, research efforts over
11 the years. So we've actually reached out to some
12 key people and some fellow agencies to get their
13 feedback as well.

14 CHAIRMAN WARREN: Thank you, Doctor Robinson.

15 TRUSTEE LAWSON: That concludes --

16 CHAIRMAN WARREN: The presentation?

17 TRUSTEE LAWSON: -- the presentation, yes.

18 DOCTOR ROBINSON: Thank you. Thank you very
19 much.

20 CHAIRMAN WARREN: Well, we are just a few
21 minutes over our 15-minute extension. But after
22 today's meeting, we will have a -- for some it's
23 called holiday and others it's called Christmas,
24 but we'll have a luncheon; and it will be located
25 at the School of Architectural's atrium. And all

1 are invited; I trust you will come and spend a few
2 moments with us socializing and enjoying today's
3 lunch. I'm looking forward to it because I'm
4 hungry.

5 But I want to say as we conclude the day, that
6 it has been one exciting day for me. The
7 experience is good and I hope it has been good for
8 you as well, the value that you add to what we do
9 here, and hopefully what we do adds to the value of
10 what you do as you implement these policies and
11 regulations that we've talked about today in
12 running this great University.

13 So, Doctor Robinson, I want to -- I mean --
14 Doctor Robinson -- Doctor Mangum, I want to thank
15 you and your leadership team for all of the work
16 you guys are doing here, and we just look forward
17 to the coming year. Well, the coming year will be
18 interesting for us as trustees.

19 It's no news to you as it is certainly not to
20 us, that for many of us our terms have expirations
21 to them, and we'll be curious to see how all of
22 that turns out in January. Our ranks are also
23 thinning, so we're looking forward to some
24 appointments, new appointments to the Board by the
25 Board of Governors and by the Governor's office so

1 that we can spread the work out amongst us, because
2 in total, when we're at full staff, there are 13 of
3 us. And with the work that we have to do,
4 particularly as it's been described and our vision
5 through the strategic planning process there is a
6 lot to do. And if we're going to be engaged with
7 you, the more hands we have to disperse ourselves
8 and be involved, I think we'll end up in a place we
9 want.

10 The strategic planning process can be made
11 complicated, but I think -- this is Cleve talking
12 again -- if we keep in mind the Stephen Covey
13 approach to begin with the end in mind and,
14 everything that we do prior to that leads us to
15 that end. If we have a great vision about what we
16 want to be when we get to be big boys and big
17 girls, then we'll start thinking about action steps
18 that we need to implement to do that and just that.

19 And from what I can tell, what we're leaning
20 towards is being, as I said earlier, greater
21 institution. We're already great, and the world
22 knows that. That's why they get out of the way
23 when we come, but we want to make more room.

24 For those of us in the world of science,
25 Doctor Robinson in physics, there's a thing that

1 says that matter is anything that has weight and
2 occupies space. And we matter. So when we show
3 up, we own the space.

4 I look forward to the work that we're doing
5 through the strategic planning process as we take
6 Florida A & M to a greater space. Thank you very
7 much. We'll see you at lunch.

8 (WHEREUPON, THE MEETING WAS ADJOURNED).

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 6th day of January, 2015.

NANCY S. METZKE, RPR, FPR
Court Reporter

\$	2010 [2] - 50:3, 132:1 2010/2020 [2] - 131:18, 139:6 2011 [1] - 91:5 2015 [13] - 1:13, 13:11, 16:18, 16:20, 19:16, 24:24, 49:13, 72:14, 78:10, 82:13, 82:17, 94:23, 150:7 2015/16 [5] - 13:19, 26:16, 73:20, 73:25, 75:11 2015/2016 [2] - 82:22, 82:25 2016 [5] - 16:12, 17:9, 94:24, 114:7, 124:22 2016/17 [1] - 19:24 2016/2017 [2] - 52:7, 52:16 2017 [3] - 49:17, 50:9, 94:25 2017/2018 [2] - 52:7, 52:16 2018 [1] - 94:25 2018/2019 [2] - 52:7, 52:16 2020 [2] - 132:2, 135:7 21st [5] - 19:14, 26:21, 71:21, 79:8, 86:5 220 [1] - 128:10 221 [1] - 24:7 23 [1] - 5:4 25 [1] - 108:18	4	4 [1] - 138:25 40 [2] - 21:12, 107:2 40% [1] - 90:20 400 [2] - 14:18, 16:3 42 [2] - 19:11, 21:10 431 [1] - 91:9 47% [1] - 88:22	850 [2] - 1:23 85th [1] - 28:9 88 [1] - 126:10	25:22 accelerator [1] - 19:2 accept [1] - 8:24 acceptance [3] - 36:22, 37:1, 37:6 accepted [2] - 72:24, 79:10 accepts [1] - 74:22 Access [1] - 50:1 access [3] - 22:19, 34:12, 94:10 accommodate [1] - 137:3 accommodation [1] - 137:21 accomplish [1] - 58:12 accordance [3] - 45:20, 52:8, 80:9 according [1] - 137:23 accountability [2] - 137:16, 140:12 accounts [1] - 18:4 accuracy [1] - 23:22 achieve [3] - 24:16, 135:14, 143:16 achieved [2] - 56:9, 90:20 achievements [3] - 13:21, 22:3, 25:17 achieving [1] - 24:21 acknowledge [4] - 6:16, 31:4, 101:18, 139:25 acknowledging [1] - 53:19 acquired [1] - 106:2 acquisition [1] - 24:24 act [2] - 44:17, 44:20 action [32] - 18:25, 34:22, 35:2, 38:3, 38:23, 40:5, 44:14, 47:1, 47:3, 48:14, 51:14, 52:21, 53:4, 54:13, 71:9, 75:8, 75:19, 79:6, 79:8, 79:12, 79:15, 79:18, 79:19, 79:22, 79:24, 80:11, 81:6, 82:14, 82:18, 83:15, 133:17, 148:17 actions [2] - 10:12, 136:8 active [1] - 119:19 actively [2] - 116:15, 119:22 Activities [1] - 103:17
1	1 [4] - 58:13, 91:1, 130:5, 135:8 10 [2] - 91:1, 95:9 100 [2] - 11:12, 17:3 100% [4] - 23:2, 24:7, 24:22, 27:14 10th [1] - 77:6 11 [1] - 1:13 12 [2] - 94:7, 95:7 12% [1] - 91:13 120 [1] - 77:23 128 [1] - 14:25 12:30 [1] - 1:15 13 [1] - 148:2 13% [1] - 91:10 14 [2] - 21:10, 88:20 14% [1] - 91:9 142 [3] - 126:25, 127:1, 127:16 15 [4] - 133:23, 134:3, 134:12, 134:21 15-minute [2] - 143:3, 146:21 15.5% [1] - 91:1 150 [1] - 78:12 157,000 [1] - 77:13 17 [2] - 72:15, 82:13 18 [1] - 108:17 180% [1] - 105:10 188,000 [1] - 75:25 18th [1] - 77:7 19 [1] - 136:18 1st [1] - 15:6	5	5 [1] - 130:5 5,000 [1] - 87:9 5.2 [1] - 94:25 5.5 [1] - 76:5 5.8 [1] - 76:8 50 [1] - 107:1 50% [3] - 22:6, 27:7, 105:14 50th [1] - 21:12 585,000 [1] - 76:1 59% [1] - 105:15 5:15 [1] - 113:16	9	9 [1] - 45:20 9% [1] - 91:14 90-day [1] - 76:10 900 [1] - 15:1 91% [1] - 127:2 96 [1] - 88:21 97 [1] - 126:12 99 [1] - 127:1 9:00 [1] - 1:15
2	2 [10] - 36:19, 57:10, 58:8, 63:6, 86:16, 86:23, 94:23, 135:4, 135:9, 136:23 2(a) [3] - 59:15, 63:6, 63:10 2(a)(i) [1] - 63:6 2.030 [2] - 79:19, 80:4 2.3 [1] - 94:24 2.8 [1] - 94:25 20 [1] - 14:6 20% [1] - 105:22 200 [1] - 77:1 2009 [1] - 136:10	6	60 [1] - 55:1 60% [1] - 127:17 60th [1] - 25:16 65% [1] - 25:8 65,000 [1] - 76:25 697-8314 [1] - 1:23 697-8715 [1] - 1:23 6A-10.019 [1] - 52:10 6th [2] - 82:16, 150:7	A	A&P [1] - 24:7 a.D [1] - 103:9 A.M [1] - 1:15 AA2 [6] - 35:7, 37:4, 38:6, 38:8, 46:15, 47:2 AB [1] - 57:15 Abernathy [1] - 109:13 ability [2] - 61:21, 111:16 able [9] - 31:11, 32:14, 54:15, 56:23, 65:25, 67:10, 67:17, 67:23, 121:25 Abroad [1] - 53:11 absence [1] - 44:22 Absolutely [1] - 84:24 absolutely [1] - 114:3 academic [19] - 17:20, 22:9, 28:25, 29:21, 52:7, 52:15, 52:22, 52:25, 53:15, 56:6, 63:15, 65:18, 65:21, 68:2, 95:20, 96:9, 98:10, 128:2, 141:18 Academic [14] - 21:22, 22:13, 23:15, 48:7, 51:11, 51:14, 53:6, 53:13, 54:4, 54:6, 56:11, 56:15, 70:1, 111:6 Academic-Affairs-led [1] - 23:15 academics [4] - 85:15, 86:15, 88:19, 96:24 Academy [1] - 23:16 accelerate [1] -
	3	7			
	3 [5] - 36:19, 90:11, 135:6, 135:11, 136:23 3,200 [1] - 91:5 3,600 [1] - 91:6 3,677 [1] - 91:7 3.0 [3] - 88:20, 88:21 3.4 [2] - 44:16, 44:19 3.5 [1] - 90:22 3.9 [1] - 94:25 30 [3] - 59:25, 66:12, 77:16 30% [2] - 86:17, 91:15 30-day [1] - 80:7 3093 [1] - 1:22 31st [3] - 49:13, 49:17, 50:9 32315-3093 [1] - 1:23 33% [1] - 92:7 377,000 [1] - 91:9	7 [2] - 77:24, 90:11 70% [3] - 30:8, 86:17, 86:20 70th [1] - 24:1 73% [1] - 105:16 74% [1] - 105:17 75 [1] - 108:17 75% [2] - 19:21, 20:5 7th [1] - 81:6	8		
		8% [1] - 91:12 8.001 [1] - 52:9 8.6 [1] - 90:23 8.7 [1] - 95:9 8.8 [1] - 95:10 80% [1] - 23:10 800 [5] - 8:23, 9:1, 9:14, 10:4, 14:1 82% [1] - 94:8			

<p>activities [12] - 4:25, 30:25, 53:12, 56:15, 75:22, 78:9, 104:24, 117:15, 119:20, 120:9, 136:13, 142:25</p> <p>activity [1] - 28:9</p> <p>Activity [1] - 73:23</p> <p>actual [2] - 133:14, 138:15</p> <p>actuality [2] - 123:9, 123:25</p> <p>Ad [1] - 27:19</p> <p>AD [3] - 84:12, 99:7, 101:20</p> <p>ad [2] - 104:4, 104:6</p> <p>add [4] - 70:23, 140:13, 141:20, 147:8</p> <p>added [4] - 34:23, 91:16, 92:9, 92:15</p> <p>addendum [1] - 30:13</p> <p>adding [1] - 44:21</p> <p>addition [7] - 24:10, 25:25, 34:8, 140:6, 140:14, 141:13, 142:7</p> <p>additional [9] - 63:2, 72:9, 73:21, 74:1, 84:20, 95:1, 116:8, 139:14, 144:3</p> <p>additionally [3] - 20:19, 77:19, 83:8</p> <p>Additionally [1] - 24:25</p> <p>additions [2] - 83:4, 135:5</p> <p>address [8] - 56:18, 63:22, 63:24, 74:4, 87:17, 87:21, 97:17, 109:16</p> <p>addressed [3] - 12:17, 37:8, 75:19</p> <p>addresses [1] - 96:5</p> <p>addressing [1] - 82:14</p> <p>adds [2] - 44:17, 147:9</p> <p>adequate [1] - 56:8</p> <p>adjourn [1] - 43:11</p> <p>ADJOURNED [1] - 149:8</p> <p>adjustments [1] - 93:2</p> <p>administration [4] - 4:4, 36:11, 57:22, 61:23</p> <p>administration's [1] - 61:21</p> <p>administrators [3] - 23:17, 126:1, 129:4</p> <p>admire [1] - 11:20</p>	<p>admissions [1] - 20:6</p> <p>Adobe [2] - 92:15</p> <p>adopt [1] - 52:11</p> <p>adoption [1] - 80:7</p> <p>advance [1] - 136:1</p> <p>advanced [1] - 15:13</p> <p>Advancement [1] - 141:14</p> <p>advancement [1] - 27:18</p> <p>advantage [2] - 122:2, 126:7</p> <p>advice [1] - 13:6</p> <p>advisors [1] - 70:11</p> <p>Affairs [23] - 21:22, 22:13, 23:15, 34:22, 48:7, 51:11, 51:14, 53:13, 54:4, 56:12, 56:15, 70:2, 76:20, 76:22, 79:2, 79:5, 79:13, 80:2, 80:13, 80:16, 80:19, 103:16, 111:6</p> <p>Affairs' [1] - 53:6</p> <p>affect [2] - 91:23, 136:12</p> <p>AFFIRMATIVE [10] - 5:20, 37:23, 39:25, 43:1, 44:9, 45:11, 46:10, 47:24, 68:15, 134:14</p> <p>AFFIRMATIVELY [1] - 74:11</p> <p>affordability [1] - 17:14</p> <p>aforementioned [2] - 39:14, 139:16</p> <p>afternoon [1] - 144:2</p> <p>AGB [1] - 40:12</p> <p>agencies [3] - 21:6, 146:6, 146:12</p> <p>agency [1] - 72:18</p> <p>agenda [18] - 34:20, 34:24, 35:1, 35:19, 35:25, 36:15, 37:8, 37:10, 37:21, 46:16, 47:1, 49:2, 50:12, 52:20, 73:14, 75:20, 80:12, 83:12</p> <p>ages [1] - 108:17</p> <p>aggravated [1] - 111:18</p> <p>aggressive [5] - 87:1, 87:3, 87:9, 94:15, 129:16</p> <p>aggressively [1] - 95:14</p> <p>ago [5] - 5:4, 8:13, 11:6, 11:17, 105:23</p>	<p>agree [4] - 41:13, 49:16, 60:21, 61:1</p> <p>agreed [3] - 61:7, 118:23, 133:18</p> <p>Agreement [5] - 49:5, 49:13, 49:17, 49:19, 50:9</p> <p>agreement [7] - 5:11, 15:24, 45:21, 49:8, 49:20, 50:7</p> <p>agreements [3] - 25:2, 26:1, 39:9</p> <p>Agricultural [1] - 13:9</p> <p>agriculture [1] - 22:3</p> <p>ahead [3] - 26:14, 59:5, 101:2</p> <p>aimed [1] - 17:7</p> <p>Akille [1] - 90:14</p> <p>Alabama [2] - 76:24, 97:5</p> <p>Alan [1] - 115:20</p> <p>Albany [1] - 109:11</p> <p>aligned [1] - 143:18</p> <p>alignment [2] - 41:1, 142:1</p> <p>all-sports [1] - 98:10</p> <p>allegations [1] - 72:15</p> <p>allied [1] - 19:19</p> <p>allocate [2] - 9:10, 23:5</p> <p>allow [8] - 48:23, 49:18, 84:17, 106:3, 122:15, 133:25, 141:8, 142:2</p> <p>allowed [1] - 5:6</p> <p>allowing [2] - 18:16, 23:5</p> <p>allows [1] - 139:13</p> <p>almost [7] - 11:5, 76:8, 96:14, 97:22, 101:8, 101:11, 105:10</p> <p>alone [1] - 13:22</p> <p>Alsberry [1] - 106:12</p> <p>ALSBERY [2] - 106:17, 106:20</p> <p>Alston [26] - 2:8, 33:4, 34:1, 35:4, 37:19, 37:20, 38:7, 38:19, 42:15, 43:4, 44:12, 45:15, 47:2, 65:4, 68:23, 74:16, 79:9, 79:14, 79:16, 79:20, 79:25, 82:2, 82:3, 84:10, 99:1, 100:17</p> <p>ALSTON [35] - 1:9, 2:9, 32:1, 33:5, 35:3, 35:5, 37:12, 37:15,</p>	<p>37:19, 38:8, 38:12, 38:15, 38:21, 40:4, 41:5, 41:11, 41:16, 42:16, 43:5, 43:22, 44:13, 45:18, 47:4, 65:3, 65:5, 68:24, 81:3, 84:8, 84:11, 87:24, 88:1, 88:4, 98:18, 99:2, 134:4</p> <p>Alston's [1] - 74:20</p> <p>alumna [1] - 29:15</p> <p>Alumni [10] - 75:12, 76:20, 76:22, 77:3, 77:5, 120:1, 128:13, 145:7, 145:18, 145:24</p> <p>alumni [12] - 13:13, 28:2, 29:9, 29:18, 31:9, 34:11, 76:23, 125:24, 127:1, 128:14, 130:22, 141:7</p> <p>alumnus [1] - 29:15</p> <p>alums [2] - 77:1, 122:22</p> <p>ambassadors [1] - 141:2</p> <p>AME [1] - 14:15</p> <p>amend [2] - 25:6, 111:8</p> <p>amended [4] - 39:15, 40:15, 43:25, 45:2</p> <p>amendment [3] - 44:16, 73:20, 73:24</p> <p>amendments [2] - 79:19, 80:3</p> <p>America's [1] - 16:17</p> <p>American [4] - 16:25, 109:5, 109:10, 109:11</p> <p>amount [2] - 91:23, 120:6</p> <p>analysis [2] - 49:22, 124:8</p> <p>analytics [1] - 27:16</p> <p>analyze [2] - 123:13, 135:5</p> <p>analyzed [1] - 124:1</p> <p>analyzing [1] - 118:8</p> <p>Anderson [2] - 110:5, 110:23</p> <p>Andrew [1] - 14:16</p> <p>Anita [2] - 119:18, 129:7</p> <p>announcement [2] - 43:9, 133:20</p> <p>annual [12] - 14:23, 19:22, 22:6, 23:3, 23:10, 24:2, 24:20, 27:14, 52:12, 105:21, 141:21, 141:22</p> <p>annually [2] - 39:3, 141:23</p>	<p>anticipating [2] - 6:3, 11:10</p> <p>anyway [6] - 60:15, 60:18, 60:21, 61:23, 117:13, 134:2</p> <p>apologies [1] - 63:9</p> <p>apologize [4] - 35:19, 110:6, 110:7, 115:4</p> <p>app [8] - 17:24, 18:15, 92:17, 92:18, 106:15, 106:23, 107:4, 107:20</p> <p>apparent [1] - 107:20</p> <p>appear [1] - 38:5</p> <p>applaud [1] - 144:5</p> <p>applause [1] - 14:11</p> <p>APPLAUSE [3] - 13:1, 14:12, 26:12</p> <p>applicable [1] - 130:9</p> <p>application [3] - 18:2, 24:11, 107:15</p> <p>applied [1] - 64:3</p> <p>appointments [4] - 45:22, 45:24, 147:24</p> <p>appreciate [12] - 10:20, 57:8, 59:8, 70:4, 70:13, 84:2, 85:1, 89:1, 89:23, 105:11, 113:8, 143:10</p> <p>appreciated [4] - 13:18, 31:2, 127:21, 129:24</p> <p>appreciation [2] - 128:4, 140:8</p> <p>apprehensive [1] - 6:6</p> <p>approach [5] - 11:25, 104:10, 115:25, 121:16, 148:13</p> <p>approaches [3] - 121:5, 122:4, 122:6</p> <p>appropriate [10] - 26:5, 39:6, 52:24, 54:23, 56:17, 60:8, 67:24, 74:10, 135:12, 137:21</p> <p>approval [34] - 36:21, 37:1, 37:6, 37:9, 38:18, 39:13, 40:13, 43:24, 44:15, 45:1, 49:5, 50:10, 51:15, 52:5, 52:8, 52:15, 53:3, 61:11, 73:15, 73:20, 75:13, 75:18, 79:7, 79:9, 79:15, 79:20, 79:24, 80:3, 80:4, 80:5, 80:11, 81:14, 83:11,</p>
--	---	---	---	--

83:18 approve [11] - 45:25, 49:1, 50:6, 60:18, 64:16, 66:3, 73:17, 73:24, 75:16, 79:18, 79:22 approved [14] - 30:12, 38:24, 40:3, 43:7, 43:19, 50:11, 51:2, 58:5, 74:15, 75:14, 81:7, 82:23, 83:13 approving [1] - 39:3 apps [1] - 107:12 Architectural's [1] - 146:25 architecture [1] - 22:3 area [6] - 15:2, 67:19, 84:5, 106:9, 132:19, 138:10 areas [20] - 19:6, 19:24, 20:9, 21:14, 22:2, 23:6, 31:1, 83:6, 85:14, 99:16, 100:3, 100:7, 102:1, 126:14, 126:20, 126:23, 127:13, 131:16, 137:19, 138:13 arena [1] - 122:19 arenas [2] - 122:18, 123:9 Ariel [1] - 119:21 arrived [1] - 11:17 Article [1] - 45:20 articulation [1] - 25:1 ascertain [1] - 122:15 ash [1] - 105:25 ash-and-trash [1] - 105:25 Ashley [2] - 11:9, 18:1 aside [1] - 107:17 aspect [2] - 58:9, 140:13 aspects [1] - 137:2 assess [1] - 26:23 assessment [3] - 82:25, 122:13, 129:14 Assessment [1] - 118:14 assessments [1] - 23:4 Asset [1] - 16:8 assigned [1] - 115:21 assignments [2] - 23:22, 42:5	assist [6] - 24:21, 27:5, 56:12, 141:4, 141:16, 146:9 assistance [1] - 31:2 Assistant [1] - 76:20 assistants [2] - 5:2, 5:3 associate [2] - 7:24, 76:14 Associate [1] - 48:16 associated [2] - 62:8, 98:22 association [1] - 34:11 Association [7] - 75:12, 77:3, 77:5, 109:10, 120:1, 128:13, 145:8 assuming [2] - 6:8, 32:18 assured [1] - 10:17 AT [2] - 1:15, 1:15 athlete [1] - 22:18 athletes [11] - 85:7, 88:21, 88:24, 89:2, 89:8, 89:16, 96:13, 96:25, 97:2, 103:22, 103:24 athletes' [1] - 22:15 Athletic [7] - 78:16, 84:6, 85:22, 86:12, 86:16, 90:4, 92:11 athletic [9] - 22:7, 50:21, 78:9, 86:6, 101:9, 102:21, 103:4, 104:17, 142:18 Athletics [4] - 50:20, 84:14, 84:19, 86:4 athletics [15] - 26:20, 26:22, 27:2, 27:5, 49:25, 78:17, 87:6, 88:11, 94:7, 96:16, 97:23, 99:11, 99:16, 104:5, 142:11 atrium [1] - 146:25 attendance [2] - 31:16, 91:11 attendees [1] - 128:17 attending [1] - 21:1 attention [4] - 56:3, 82:15, 104:9, 137:11 attorney [2] - 2:7, 129:6 ATTORNEY [30] - 2:8, 2:10, 2:12, 2:14, 2:16, 2:18, 2:20, 2:23, 2:25, 3:2, 3:4, 3:6, 3:12, 4:11, 61:24, 63:1, 66:11, 66:15,	68:23, 68:25, 69:2, 69:4, 69:6, 69:8, 69:10, 69:12, 69:14, 69:16, 69:18, 69:21 Attorney [2] - 3:8, 3:10 audience [1] - 31:6 Audit [4] - 71:10, 71:13, 72:8 audit [3] - 71:18, 71:21, 72:3 audits [1] - 26:25 August [3] - 24:24, 32:10, 82:16 Authority [1] - 14:16 authority [3] - 57:25, 73:21, 74:1 authorization [1] - 50:6 authorized [1] - 150:5 authorizes [1] - 52:23 authorizing [1] - 57:17 available [2] - 26:6, 122:4 Avenue [1] - 14:20 avenues [1] - 122:4 average [2] - 91:12, 95:10 averages [2] - 76:6, 76:9 Avinash [1] - 50:16 avoid [1] - 22:20 Avon [1] - 18:21 award [1] - 8:13 awarded [1] - 20:9 awarding [2] - 63:16, 63:20 awards [3] - 105:9, 105:15 aware [3] - 3:17, 3:19, 61:4 awareness [1] - 18:21 aye [11] - 37:22, 39:24, 42:25, 44:8, 45:10, 46:9, 47:23, 68:14, 68:17, 68:18, 134:13	barely [1] - 110:16 bargaining [2] - 5:11, 5:13 Bargaining [1] - 39:9 Barge [3] - 2:7, 3:9, 3:10 BARGE [26] - 2:8, 2:10, 2:12, 2:14, 2:16, 2:18, 2:20, 2:23, 2:25, 3:2, 3:4, 3:6, 3:12, 4:11, 68:23, 68:25, 69:2, 69:4, 69:6, 69:8, 69:10, 69:12, 69:14, 69:16, 69:18, 69:21 Barge-Miles [3] - 2:7, 3:9, 3:10 BARGE-MILES [26] - 2:8, 2:10, 2:12, 2:14, 2:16, 2:18, 2:20, 2:23, 2:25, 3:2, 3:4, 3:6, 3:12, 4:11, 68:23, 68:25, 69:2, 69:4, 69:6, 69:8, 69:10, 69:12, 69:14, 69:16, 69:18, 69:21 Barrington [1] - 120:10 base [2] - 7:15, 108:7 baseball [1] - 98:7 based [15] - 16:7, 18:4, 27:16, 27:19, 40:12, 43:14, 45:1, 58:21, 66:24, 85:14, 87:12, 91:18, 94:6, 122:15, 139:8 basis [1] - 63:18 basketball [3] - 89:5, 98:7, 103:24 BE [1] - 67:4 became [1] - 14:8 become [3] - 10:22, 61:2, 131:5 becoming [2] - 13:24, 130:22 began [2] - 118:8, 125:22 begin [5] - 13:10, 97:20, 102:11, 123:13, 148:13 beginning [5] - 52:12, 54:16, 106:9, 107:5, 124:21 begins [1] - 84:12 begun [1] - 122:13 behalf [1] - 36:24 behavior [2] - 27:16, 27:19 behavior-based [2] - 27:16, 27:19 behind [2] - 102:4,	106:14 belief [1] - 8:17 beliefs [1] - 121:8 BELINDA [1] - 1:11 Bend [1] - 15:2 beneficial [1] - 59:23 benefit [2] - 6:13, 114:20 Bennett [1] - 18:1 best [17] - 7:23, 10:16, 13:24, 14:6, 16:9, 16:12, 16:13, 16:16, 16:18, 16:21, 17:9, 17:12, 23:12, 42:11, 54:19, 88:17, 112:8 best-colleges-for-your-buck [1] - 17:12 best-in-class [1] - 13:24 best-in-the-south [1] - 16:18 Bethel [1] - 14:15 better [10] - 55:3, 55:17, 88:21, 96:8, 101:24, 101:25, 102:1, 103:22, 122:10, 137:8 BETTYE [1] - 1:9 Bettye [2] - 79:6, 80:5 between [8] - 15:5, 30:13, 78:3, 83:2, 84:3, 108:17, 117:19, 141:18 Beverly [1] - 120:10 beyond [2] - 133:19, 144:18 bids [1] - 71:19 big [6] - 99:25, 103:14, 116:7, 116:13, 148:16 Big [1] - 15:2 big-picture [1] - 99:25 bigger [1] - 115:17 billion [1] - 92:16 Birmingham [1] - 76:24 bit [6] - 6:6, 6:15, 87:16, 117:16, 125:15, 133:23 Black [1] - 53:7 black [1] - 17:18 blank [1] - 5:15 Blanton [1] - 90:15 blind [1] - 106:8 Blount [1] - 90:15 Blue [2] - 78:11, 78:14
B				
background [4] - 110:2, 110:11, 110:18, 135:17 backup [1] - 40:8 BAND [1] - 1:17 band [1] - 11:11				

<p>Board [112] - 2:5, 2:6, 3:23, 4:3, 6:4, 6:9, 7:1, 8:1, 9:20, 11:19, 12:13, 12:19, 13:12, 21:20, 30:17, 30:21, 31:12, 31:23, 32:9, 36:11, 38:18, 39:4, 39:5, 39:7, 39:10, 44:14, 44:25, 45:21, 48:25, 50:5, 50:24, 52:8, 52:9, 52:10, 52:11, 53:4, 53:16, 55:6, 55:25, 56:24, 57:17, 58:2, 60:21, 62:16, 63:19, 64:9, 64:16, 70:2, 70:25, 71:23, 71:24, 72:10, 72:21, 73:17, 73:24, 75:18, 77:9, 77:13, 77:17, 77:21, 78:15, 80:9, 80:18, 81:4, 81:13, 81:14, 81:20, 82:16, 82:17, 82:18, 82:24, 83:6, 83:7, 83:17, 84:3, 84:16, 84:22, 102:10, 102:12, 104:15, 108:4, 111:22, 115:8, 115:12, 115:20, 115:21, 116:6, 116:9, 116:11, 116:15, 116:21, 116:25, 120:24, 122:22, 124:12, 125:9, 125:19, 125:24, 126:6, 128:20, 130:2, 131:19, 131:22, 134:20, 138:22, 142:23, 143:11, 143:19, 145:7, 147:24, 147:25</p> <p>board [6] - 7:14, 8:4, 27:3, 75:15, 77:17, 145:9</p> <p>BOARD [2] - 1:2, 1:4</p> <p>Board's [4] - 39:6, 75:20, 81:25, 83:18</p> <p>BOARD [1] - 53:21</p> <p>boards [6] - 28:2, 45:22, 45:24, 46:1, 70:18, 70:19</p> <p>Bodes [1] - 77:15</p> <p>body [9] - 8:8, 41:2, 42:11, 43:19, 59:23, 61:19, 62:1, 103:23, 133:18</p> <p>body's [1] - 14:24</p> <p>BOG [5] - 20:9, 101:1, 102:24, 103:4, 142:2</p>	<p>bold [1] - 136:14</p> <p>boldly [1] - 121:3</p> <p>bonus [1] - 71:18</p> <p>book [1] - 6:21</p> <p>books [2] - 58:15, 58:18</p> <p>booster [1] - 142:12</p> <p>Booster [3] - 27:3, 27:4, 78:12</p> <p>Boosters [6] - 75:13, 78:8, 78:10, 78:13, 78:17</p> <p>Boosters' [1] - 78:15</p> <p>borders [1] - 144:18</p> <p>bother [1] - 136:17</p> <p>bottom [1] - 96:14</p> <p>box [1] - 91:8</p> <p>BOX [1] - 1:22</p> <p>boxing [1] - 12:1</p> <p>boys [1] - 148:16</p> <p>Bragg [3] - 50:2, 92:22, 92:23</p> <p>brand [1] - 29:4</p> <p>branding [2] - 34:6, 127:22</p> <p>Brazil [3] - 29:2, 30:10, 30:13</p> <p>breadth [1] - 59:2</p> <p>break [4] - 46:22, 46:24, 114:24, 129:12</p> <p>breakthroughs [1] - 13:22</p> <p>breast [1] - 15:18</p> <p>brief [6] - 3:24, 32:5, 105:3, 116:6, 117:1, 120:19</p> <p>BRIEF [2] - 46:23, 115:3</p> <p>bring [10] - 11:22, 31:12, 42:10, 71:5, 81:13, 106:23, 107:12, 107:25, 131:24, 136:17</p> <p>broad [7] - 55:6, 57:12, 57:25, 59:12, 60:14, 62:5, 84:18</p> <p>broadcast [3] - 28:20, 110:3, 145:19</p> <p>broadly [3] - 64:3, 140:23, 141:1</p> <p>broke [1] - 91:4</p> <p>Brooks [1] - 97:4</p> <p>Brooksville [1] - 24:18</p> <p>brought [6] - 5:13, 82:15, 97:4, 109:8, 113:18, 136:8</p> <p>BS [5] - 51:20, 51:22, 51:23, 51:24</p> <p>buck [1] - 17:12</p>	<p>Buddies [1] - 89:12</p> <p>Budget [6] - 73:9, 73:13, 73:21, 73:25, 74:17, 74:25</p> <p>budget [13] - 73:21, 74:1, 75:17, 86:11, 86:18, 90:20, 90:23, 94:5, 94:8, 95:8, 97:15, 102:15, 102:21</p> <p>budgets [2] - 75:11, 75:14</p> <p>build [2] - 68:6, 140:3</p> <p>building [4] - 88:8, 140:16, 140:17, 140:18</p> <p>Building [1] - 17:17</p> <p>bullets [1] - 75:23</p> <p>bus [1] - 85:10</p> <p>business [18] - 19:19, 21:15, 25:21, 70:17, 86:7, 87:14, 87:19, 94:12, 96:4, 100:23, 101:16, 101:17, 104:10, 107:5, 126:14, 131:16, 131:23, 141:7</p> <p>Business [3] - 16:25, 77:12, 119:23</p> <p>business-like [1] - 104:10</p> <p>businesses [1] - 94:7</p> <p>busy [1] - 31:8</p> <p>Butts [1] - 18:1</p> <p>buy [1] - 55:7</p> <p>buy-in [1] - 55:7</p> <p>BY [2] - 1:11, 1:19</p> <p>bye [1] - 4:21</p>	<p>128:10, 129:4, 133:1, 136:11</p> <p>CAMPUS [1] - 1:17</p> <p>cancer [2] - 15:17, 15:18</p> <p>candidates [1] - 15:17</p> <p>candnreporters.</p> <p>com [1] - 1:24</p> <p>cannot [1] - 96:22</p> <p>capable [1] - 28:13</p> <p>capacity [2] - 8:11, 26:24</p> <p>Capital [1] - 93:6</p> <p>capital [1] - 141:24</p> <p>capture [1] - 25:20</p> <p>card [1] - 139:10</p> <p>cards [2] - 93:25, 94:2</p> <p>care [5] - 15:13, 89:2, 89:9, 111:4, 125:15</p> <p>career [3] - 17:24, 126:8, 145:2</p> <p>careful [1] - 146:7</p> <p>caring [2] - 138:13, 138:14</p> <p>Carmen [1] - 76:22</p> <p>carried [1] - 82:16</p> <p>carry [3] - 28:24, 73:22, 135:18</p> <p>carry-forward [1] - 73:22</p> <p>carving [1] - 32:20</p> <p>cascading [1] - 113:2</p> <p>case [1] - 72:25</p> <p>cases [1] - 140:19</p> <p>cash [1] - 94:1</p> <p>Cassidy [2] - 74:6, 100:24</p> <p>catalog [3] - 25:20, 67:25, 68:3</p> <p>catching [1] - 118:3</p> <p>categories [1] - 83:9</p> <p>category [2] - 83:4, 141:10</p> <p>celebrate [1] - 139:25</p> <p>celebrated [1] - 24:17</p> <p>cell [2] - 110:1, 110:2</p> <p>Center [2] - 22:16, 50:1</p> <p>center [3] - 20:4, 98:10, 145:15</p> <p>century [2] - 26:21, 86:5</p> <p>Century [1] - 19:14</p> <p>ceremonies [1] -</p>	<p>4:19</p> <p>ceremony [1] - 14:3</p> <p>certain [6] - 43:15, 43:16, 61:24, 122:18, 136:24, 146:7</p> <p>certainly [5] - 31:18, 92:19, 113:2, 113:3, 147:19</p> <p>CERTIFICATE [1] - 150:1</p> <p>certify [1] - 150:5</p> <p>cetera [1] - 143:9</p> <p>CHAIR [1] - 1:7</p> <p>chair [20] - 2:5, 6:4, 6:17, 7:25, 31:21, 38:21, 41:6, 51:3, 59:4, 64:15, 71:15, 74:16, 74:20, 79:13, 104:7, 116:21, 119:9, 120:3, 130:4, 135:3</p> <p>Chair [7] - 3:6, 32:1, 32:2, 32:17, 33:5, 35:3, 36:17, 39:13, 40:4, 40:13, 41:3, 41:6, 41:20, 43:5, 43:23, 44:13, 44:17, 44:18, 44:19, 44:20, 44:22, 45:18, 47:4, 57:2, 57:4, 59:17, 61:12, 65:3, 66:6, 73:11, 73:13, 74:18, 79:4, 80:5, 80:20, 82:1, 82:11, 82:14, 83:1, 83:3, 83:8, 83:20, 84:8, 98:18, 99:2, 99:6, 99:20, 111:21, 112:12, 115:11, 116:19, 130:2, 134:4, 138:22, 139:2, 144:2</p> <p>CHAIRMAN [112] - 2:3, 2:24, 3:8, 3:14, 4:10, 5:19, 5:25, 13:2, 31:22, 33:1, 34:1, 34:16, 34:19, 35:4, 35:14, 36:16, 37:2, 37:13, 37:20, 37:24, 38:11, 39:17, 39:19, 39:23, 40:1, 40:3, 40:17, 40:19, 40:23, 41:21, 42:1, 42:15, 42:21, 43:2, 44:2, 44:4, 44:7, 44:10, 45:5, 45:9, 45:14, 46:4, 46:8, 46:11, 46:13, 46:19, 47:18, 47:25, 51:6, 51:10, 52:17, 53:17, 56:25, 57:3, 59:5, 59:18, 60:9, 60:24, 61:13,</p>
---	---	--	--	---

<p>64:4, 64:7, 64:22, 64:24, 66:7, 66:16, 66:20, 68:10, 68:16, 69:11, 69:20, 69:23, 70:4, 73:3, 74:19, 74:24, 75:3, 78:21, 78:25, 80:21, 80:25, 82:2, 82:6, 83:21, 83:25, 84:9, 84:23, 98:19, 98:24, 100:17, 100:20, 103:6, 104:1, 104:4, 109:23, 110:9, 112:10, 114:12, 114:15, 114:22, 115:4, 116:22, 120:17, 133:16, 134:10, 134:15, 134:17, 134:25, 144:4, 144:9, 144:12, 146:14, 146:20</p> <p>chairman [35] - 3:20, 5:21, 32:3, 35:22, 37:16, 37:18, 38:1, 38:13, 38:16, 42:19, 42:24, 43:4, 44:12, 45:12, 45:19, 46:24, 47:15, 47:22, 48:2, 48:9, 48:11, 64:18, 65:4, 66:4, 68:19, 68:22, 73:8, 75:5, 109:25, 110:17, 112:13, 113:13, 114:9, 134:7, 146:16</p> <p>Chairman [28] - 3:22, 48:12, 51:4, 51:13, 52:4, 52:14, 53:14, 60:25, 64:6, 68:8, 71:12, 73:1, 75:7, 78:19, 80:2, 81:3, 105:1, 105:19, 108:4, 110:15, 111:21, 113:23, 116:20, 120:11, 120:24, 134:19, 142:22</p> <p>chairs [4] - 65:23, 117:17, 119:11, 119:25</p> <p>challenge [7] - 7:1, 8:21, 17:25, 74:23, 106:15, 106:24, 107:20</p> <p>challenged [1] - 116:14</p> <p>challenges [3] - 85:12, 87:20, 95:12</p> <p>challenging [3] - 54:24, 55:2, 86:2</p> <p>champion [2] - 8:13, 86:11</p> <p>champions [3] -</p>	<p>14:9, 88:8, 141:2</p> <p>championship [1] - 90:7</p> <p>change [21] - 6:16, 15:23, 15:25, 39:16, 40:16, 44:1, 45:3, 49:25, 56:1, 56:17, 58:15, 58:19, 63:22, 67:10, 84:15, 91:23, 92:11, 93:5, 96:6, 118:22, 124:9</p> <p>changed [3] - 6:14, 70:12, 132:6</p> <p>changes [15] - 26:25, 57:18, 72:3, 72:7, 81:13, 84:14, 85:5, 85:13, 85:17, 86:3, 86:24, 87:11, 87:13, 135:5, 139:9</p> <p>changing [3] - 36:25, 37:5, 55:10</p> <p>Channel [1] - 53:8</p> <p>chapter [1] - 14:2</p> <p>chapters [1] - 28:3</p> <p>charge [5] - 81:22, 93:19, 105:8, 130:6, 135:19</p> <p>charged [1] - 135:4</p> <p>Charles [1] - 119:16</p> <p>chart [2] - 26:20, 85:4</p> <p>charter [1] - 39:3</p> <p>charters [2] - 72:9, 81:24</p> <p>checklists [1] - 63:12</p> <p>chem [1] - 106:2</p> <p>chemical [1] - 106:4</p> <p>Chief [1] - 32:23</p> <p>childhood [1] - 51:20</p> <p>children [1] - 9:9</p> <p>chime [1] - 32:15</p> <p>China [2] - 29:2, 30:7</p> <p>Choice [1] - 16:20</p> <p>choice [1] - 17:8</p> <p>choices [1] - 60:7</p> <p>chose [1] - 17:8</p> <p>chosen [1] - 121:2</p> <p>Christmas [1] - 146:23</p> <p>chronic [1] - 15:13</p> <p>churn [1] - 54:20</p> <p>churning [1] - 55:19</p> <p>circumstances [1] - 56:7</p> <p>CIS [1] - 107:12</p> <p>City [10] - 16:25, 49:6, 49:16, 49:19, 49:21, 50:7, 93:6, 108:22, 119:17,</p>	<p>119:18</p> <p>city [1] - 109:19</p> <p>Civil [2] - 109:5, 109:11</p> <p>clarification [1] - 61:15</p> <p>clarifying [1] - 44:25</p> <p>clarity [4] - 70:23, 83:10, 119:3</p> <p>class [3] - 13:24, 22:19, 88:17</p> <p>Classic [7] - 28:11, 78:11, 78:14, 91:8, 91:10, 101:25, 128:18</p> <p>classics [1] - 95:2</p> <p>classification [2] - 24:5, 24:12</p> <p>classroom [1] - 88:8</p> <p>classrooms [1] - 133:1</p> <p>cleaner [1] - 59:10</p> <p>clear [6] - 5:14, 101:6, 101:8, 109:15, 111:1, 136:9</p> <p>clearly [2] - 33:9, 63:16</p> <p>Cleve [2] - 8:2, 148:11</p> <p>CLEVE [1] - 1:7</p> <p>client [1] - 111:13</p> <p>climate [3] - 15:23, 15:24, 18:25</p> <p>close [5] - 5:21, 13:11, 30:15, 38:9, 77:7</p> <p>closed [2] - 72:16, 72:25</p> <p>closely [3] - 56:15, 140:7, 143:18</p> <p>closing [1] - 10:23</p> <p>club [2] - 92:5, 92:6</p> <p>Club [3] - 27:3, 27:5, 103:13</p> <p>clubs [1] - 103:17</p> <p>cluster [2] - 145:4, 145:24</p> <p>clusters [2] - 123:12, 123:16</p> <p>Clyburn [1] - 14:4</p> <p>CNN [1] - 131:10</p> <p>co [2] - 17:24, 119:9</p> <p>co-chair [1] - 119:9</p> <p>co-hosting [1] - 17:24</p> <p>Coach [2] - 14:9, 90:6</p> <p>coaches [3] - 85:7, 90:2, 101:22</p> <p>Coaches [1] - 78:14</p> <p>coast [2] - 145:21,</p>	<p>145:23</p> <p>code [1] - 107:6</p> <p>codification [1] - 63:2</p> <p>codified [1] - 71:5</p> <p>coexist [1] - 9:12</p> <p>cohesive [1] - 18:4</p> <p>Colby [1] - 90:15</p> <p>collaboration [1] - 20:13</p> <p>collaborative [1] - 27:5</p> <p>colleague [1] - 110:21</p> <p>colleagues [1] - 117:7</p> <p>collect [1] - 14:18</p> <p>collection [1] - 119:7</p> <p>collective [6] - 5:11, 5:13, 8:3, 8:7, 42:11</p> <p>Collective [1] - 39:9</p> <p>collectively [1] - 32:11</p> <p>college [10] - 8:18, 16:20, 17:18, 20:18, 70:9, 70:19, 89:6, 93:12, 126:17, 139:10</p> <p>College [7] - 17:2, 18:9, 25:7, 51:17, 53:10, 77:11, 128:24</p> <p>colleges [12] - 16:9, 16:12, 16:14, 16:17, 16:18, 17:2, 17:9, 17:12, 25:3, 58:18, 118:3, 118:5</p> <p>collegial [2] - 4:15, 8:8</p> <p>collegiate [2] - 20:6, 22:9</p> <p>Collins [1] - 6:21</p> <p>Colonel [1] - 77:15</p> <p>color [1] - 114:10</p> <p>combination [1] - 104:8</p> <p>combined [2] - 88:19, 88:20</p> <p>comfort [2] - 60:5, 71:2</p> <p>comfortable [3] - 57:10, 57:13, 59:13</p> <p>coming [18] - 11:6, 11:11, 36:4, 76:8, 84:10, 85:12, 85:19, 87:21, 90:22, 93:20, 99:19, 107:4, 110:11, 120:14, 132:15, 133:8, 147:17</p> <p>commence [1] - 77:6</p> <p>COMMENCED [1] - 1:15</p>	<p>commencement [1] - 14:3</p> <p>commend [3] - 34:4, 99:20, 120:7</p> <p>commended [1] - 34:14</p> <p>comment [10] - 3:11, 6:4, 24:7, 32:5, 71:6, 72:1, 99:6, 99:7, 112:12, 113:11</p> <p>comments [31] - 5:22, 39:20, 40:20, 42:22, 44:5, 45:6, 46:6, 47:20, 52:18, 57:1, 62:15, 64:4, 65:1, 65:5, 65:8, 65:10, 66:5, 66:11, 73:5, 74:25, 78:22, 80:8, 80:22, 82:3, 83:22, 98:25, 99:22, 100:8, 112:11, 113:8, 143:24</p> <p>commercial [1] - 15:9</p> <p>commercialization [2] - 19:2, 25:23</p> <p>Commissioner [1] - 14:4</p> <p>commitment [4] - 10:16, 55:21, 96:3, 98:8</p> <p>committed [2] - 55:9, 111:2</p> <p>Committee [78] - 31:5, 35:18, 38:17, 38:20, 38:24, 38:25, 39:14, 40:6, 40:9, 40:14, 40:22, 41:4, 41:8, 41:20, 42:9, 43:23, 44:15, 48:3, 48:6, 48:7, 48:13, 48:15, 48:25, 49:3, 50:5, 50:13, 51:1, 51:3, 51:5, 51:12, 51:14, 52:4, 52:14, 53:3, 54:2, 54:6, 70:2, 71:5, 71:11, 71:13, 72:8, 72:10, 73:9, 73:13, 73:15, 73:17, 73:19, 73:23, 74:3, 74:14, 75:1, 75:6, 75:8, 75:13, 75:16, 78:4, 78:20, 79:2, 79:5, 79:14, 80:2, 81:2, 81:4, 81:6, 81:9, 81:24, 82:9, 82:12, 82:14, 82:19, 82:21, 83:1, 83:3, 83:8, 83:10, 83:15, 128:22</p> <p>committee [27] -</p>
---	---	--	--	---

<p>22:12, 39:2, 40:7, 40:14, 40:25, 41:2, 41:8, 41:14, 41:15, 41:23, 41:24, 43:8, 45:17, 61:11, 64:15, 64:16, 81:1, 81:22, 82:8, 104:5, 104:6, 104:7, 119:12, 121:1, 135:24, 136:4, 137:25</p> <p>committee's [1] - 78:23</p> <p>Committee's [1] - 82:15</p> <p>committees [12] - 39:4, 40:11, 42:3, 42:7, 55:8, 81:20, 81:21, 81:25, 84:2, 84:3, 126:9, 129:23</p> <p>common [2] - 106:5, 123:14</p> <p>commonly [1] - 48:21</p> <p>communicate [1] - 102:11</p> <p>communicated [1] - 141:1</p> <p>communication [12] - 28:1, 34:13, 36:12, 99:14, 126:21, 126:22, 127:7, 127:15, 127:16, 132:17, 132:20, 140:22</p> <p>Communications [1] - 14:22</p> <p>communications [6] - 29:5, 34:6, 68:4, 68:5, 68:7, 126:18</p> <p>Communities [1] - 19:18</p> <p>communities [1] - 19:23</p> <p>community [29] - 8:14, 9:25, 13:14, 13:18, 14:14, 14:17, 18:16, 21:6, 25:2, 30:24, 31:10, 88:25, 89:3, 89:8, 89:10, 107:25, 112:6, 112:21, 112:23, 121:17, 123:8, 123:22, 124:20, 125:25, 131:15, 131:23, 141:25, 142:3, 142:7</p> <p>Community [3] - 14:15, 19:15, 25:7</p> <p>companies [2] - 126:10, 145:1</p> <p>company [5] - 16:8,</p>	<p>25:22, 92:16, 92:17, 107:22</p> <p>compete [1] - 98:4</p> <p>competitive [2] - 22:9, 95:11</p> <p>compiled [1] - 32:14</p> <p>complaints [1] - 72:15</p> <p>complemented [1] - 14:22</p> <p>complete [6] - 24:22, 25:6, 118:24, 122:8, 124:15, 150:6</p> <p>completed [5] - 21:16, 25:5, 27:23, 71:22, 76:13</p> <p>completely [1] - 102:20</p> <p>completing [4] - 19:23, 23:4, 24:1, 26:25</p> <p>completion [10] - 19:22, 20:5, 23:3, 25:8, 25:17, 27:7, 30:8, 56:6, 63:12, 107:3</p> <p>complex [2] - 88:11, 98:10</p> <p>Compliance [2] - 71:11, 72:9</p> <p>compliance [13] - 72:4, 72:5, 72:7, 72:11, 85:15, 85:16, 86:15, 96:9, 96:24, 106:2, 106:14, 111:19, 137:16</p> <p>complicated [1] - 148:11</p> <p>compliment [2] - 36:1, 112:18</p> <p>compliments [1] - 101:22</p> <p>component [4] - 24:19, 50:21, 105:25, 140:20</p> <p>components [2] - 65:19, 135:25</p> <p>composite [1] - 32:12</p> <p>comprehensive [1] - 25:11</p> <p>concepts [1] - 124:7</p> <p>concern [4] - 57:21, 58:6, 58:7, 62:14</p> <p>concerned [1] - 57:7</p> <p>concerning [2] - 48:18, 55:25</p> <p>concerns [7] - 54:10, 56:19, 56:20, 56:22, 59:16, 96:5, 139:19</p>	<p>concession [2] - 91:15, 91:16</p> <p>concessions [1] - 93:20</p> <p>conclude [1] - 147:5</p> <p>concluded [1] - 133:22</p> <p>CONCLUDED [1] - 1:15</p> <p>concludes [11] - 31:21, 51:4, 73:1, 74:18, 78:19, 80:20, 82:1, 83:20, 84:1, 111:22, 146:15</p> <p>conclusions [2] - 12:7, 12:12</p> <p>concur [1] - 8:16</p> <p>condensing [1] - 118:18</p> <p>conditioning [3] - 97:1, 97:7, 98:12</p> <p>conditions [1] - 15:14</p> <p>conducted [2] - 126:5, 126:6</p> <p>confer [1] - 56:17</p> <p>conference [8] - 15:22, 81:5, 90:8, 90:12, 95:10, 128:11, 128:13, 128:23</p> <p>confidence [2] - 85:25, 134:25</p> <p>confirm [1] - 45:22</p> <p>conflict [2] - 4:18, 22:20</p> <p>congratulate [1] - 26:8</p> <p>congratulations [2] - 71:15, 116:20</p> <p>consent [15] - 34:20, 34:23, 34:25, 37:8, 37:9, 37:21, 46:16, 46:25, 49:2, 49:14, 50:12, 52:20, 75:20, 80:11, 83:12</p> <p>consenting [1] - 48:18</p> <p>consider [1] - 103:11</p> <p>consideration [2] - 49:20, 132:11</p> <p>considered [1] - 93:13</p> <p>consistency [1] - 47:10</p> <p>consistent [3] - 22:11, 88:15, 139:19</p> <p>consistently [4] - 35:10, 47:6, 140:23, 141:1</p> <p>constant [1] - 127:8</p>	<p>constituency [2] - 92:2, 143:12</p> <p>constituent [2] - 121:18, 121:24</p> <p>constituents [5] - 62:13, 62:17, 96:5, 123:1, 143:11</p> <p>Construction [2] - 48:17, 50:18</p> <p>construction [2] - 50:15, 50:20</p> <p>consulting [1] - 26:22</p> <p>contemplated [1] - 60:13</p> <p>contemplating [1] - 68:2</p> <p>contemplative [1] - 42:8</p> <p>contention [1] - 57:16</p> <p>context [2] - 135:16, 135:20</p> <p>contingent [1] - 83:18</p> <p>continue [21] - 7:2, 10:19, 18:13, 23:24, 27:10, 33:21, 36:11, 36:12, 41:3, 41:19, 56:8, 56:9, 61:9, 67:18, 67:19, 96:3, 99:10, 100:2, 114:7, 133:13, 138:7</p> <p>continued [2] - 52:25, 104:20</p> <p>continues [2] - 27:22, 36:5</p> <p>continuing [2] - 29:6, 91:25</p> <p>contract [3] - 5:5, 50:14, 73:16</p> <p>Contract [1] - 73:18</p> <p>contribute [7] - 9:15, 22:8, 121:20, 122:1, 122:5, 140:18, 144:14</p> <p>contributed [1] - 119:13</p> <p>contribution [1] - 113:20</p> <p>contributions [3] - 13:15, 14:10, 17:5</p> <p>control [1] - 95:6</p> <p>convened [2] - 79:5, 82:13</p> <p>convenient [1] - 125:17</p> <p>conversation [13] - 35:7, 38:9, 46:18, 46:20, 47:9, 59:22, 60:5, 72:1, 74:13,</p>	<p>99:10, 100:3, 103:4, 110:16</p> <p>conversations [6] - 12:11, 20:13, 55:8, 57:6, 60:3, 115:23</p> <p>convey [2] - 83:16, 140:23</p> <p>convinced [1] - 138:19</p> <p>Cooperative [1] - 48:20</p> <p>coordinate [1] - 129:8</p> <p>core [3] - 20:4, 95:18</p> <p>corner [1] - 12:9</p> <p>corporate [5] - 21:6, 94:15, 141:7, 142:13, 144:20</p> <p>Corporation [1] - 14:15</p> <p>correct [2] - 98:13, 138:10</p> <p>corrected [3] - 110:8, 110:21, 110:22</p> <p>correction [1] - 37:5</p> <p>corrective [1] - 72:25</p> <p>cost [1] - 105:21</p> <p>Cotton [7] - 75:10, 75:21, 76:10, 77:4, 77:8, 78:3, 78:7</p> <p>Cotton's [1] - 78:5</p> <p>Counsel [2] - 25:6, 50:11</p> <p>counsel [4] - 10:19, 28:1, 61:16, 61:17</p> <p>Counsel's [2] - 25:25, 30:11</p> <p>counselors [1] - 129:6</p> <p>count [2] - 84:1, 132:5</p> <p>country [10] - 9:3, 14:9, 28:17, 28:21, 29:9, 90:7, 101:12, 102:20, 109:6, 131:14</p> <p>COUNTY [1] - 150:3</p> <p>County [2] - 48:20, 129:8</p> <p>couple [6] - 4:16, 99:15, 100:18, 115:22, 117:20, 124:8</p> <p>Courage [1] - 135:7</p> <p>course [3] - 4:3, 22:17, 24:22</p> <p>courses [3] - 54:22, 63:14, 67:12</p> <p>COURT [1] - 1:20</p> <p>Court [1] - 150:11</p> <p>coverage [1] - 26:5</p> <p>Covey [1] - 148:12</p>
---	--	---	---	---

<p>craft ^[1] - 59:21</p> <p>create ^[9] - 19:14, 61:21, 86:9, 87:2, 87:3, 87:18, 89:14, 94:14, 95:1</p> <p>created ^[2] - 85:22, 92:17</p> <p>creating ^[1] - 141:16</p> <p>creation ^[1] - 26:3</p> <p>creative ^[1] - 15:7</p> <p>creativity ^[2] - 23:13, 108:10</p> <p>credit ^[2] - 93:24, 94:2</p> <p>credits ^[5] - 55:1, 55:13, 56:10, 67:15</p> <p>criteria ^[1] - 139:9</p> <p>critical ^[10] - 9:2, 85:14, 98:14, 123:17, 126:16, 126:18, 126:22, 127:4, 127:6, 127:15</p> <p>critically ^[2] - 9:5, 9:18</p> <p>cross ^[2] - 14:8, 90:7</p> <p>Crossman ^[1] - 77:13</p> <p>crutch ^[1] - 102:22</p> <p>crystalizing ^[1] - 118:19</p> <p>cultural ^[1] - 141:16</p> <p>culture ^[1] - 141:23</p> <p>cumbersome ^[1] - 63:24</p> <p>Cummings ^[1] - 76:22</p> <p>cup ^[2] - 93:17, 93:18</p> <p>curb ^[1] - 11:9</p> <p>curious ^[1] - 147:21</p> <p>current ^[8] - 5:3, 6:19, 50:8, 67:1, 123:5, 135:6, 142:12</p> <p>curve ^[2] - 26:15, 101:3</p> <p>customer ^[10] - 111:13, 132:21, 132:23, 133:2, 133:7, 137:2, 137:12, 140:5, 140:11</p> <p>cycle ^[6] - 21:15, 21:16, 87:3, 130:20, 131:2, 132:24</p> <p>Cynthia ^[1] - 119:10</p>	<p>118:15, 122:12, 122:14, 122:20, 123:10, 123:13, 123:20, 124:1, 124:8, 124:16, 128:6, 144:13</p> <p>database ^[1] - 106:6</p> <p>databases ^[1] - 118:21</p> <p>date ^[12] - 22:18, 27:21, 33:11, 49:12, 75:24, 105:15, 118:23, 119:2, 125:2, 126:25, 139:18, 143:14</p> <p>DATE ^[1] - 1:13</p> <p>dated ^[3] - 35:18, 35:25, 36:15</p> <p>DATED ^[1] - 150:7</p> <p>dating ^[1] - 18:22</p> <p>Davenport ^[1] - 4:12</p> <p>DAVENPORT ^[1] - 4:13</p> <p>DAVID ^[8] - 53:23, 53:25, 58:7, 59:14, 63:4, 63:9, 67:8, 69:25</p> <p>David ^[8] - 17:25, 53:6, 53:20, 56:25, 57:5, 70:5, 109:12, 119:15</p> <p>days ^[5] - 11:8, 59:25, 66:12, 81:15, 125:16</p> <p>deal ^[8] - 38:4, 38:5, 46:25, 56:22, 95:19, 104:14, 112:2, 143:22</p> <p>dealing ^[1] - 41:12</p> <p>dealt ^[1] - 49:2</p> <p>dean ^[2] - 20:18, 119:22</p> <p>deans ^[5] - 60:16, 65:23, 105:8, 129:2, 141:15</p> <p>dear ^[1] - 110:21</p> <p>death ^[1] - 10:20</p> <p>debate ^[2] - 42:12, 99:24</p> <p>debt ^[2] - 86:10, 101:1</p> <p>December ^[7] - 15:6, 49:13, 49:17, 50:9, 71:21, 77:7, 81:6</p> <p>DECEMBER ^[1] - 1:13</p> <p>decided ^[1] - 58:3</p> <p>decides ^[1] - 60:17</p> <p>decision ^[1] - 128:4</p> <p>decisions ^[6] - 9:8, 9:9, 9:10, 9:11, 78:1, 142:5</p>	<p>dedication ^[2] - 107:20, 111:9</p> <p>deferred ^[1] - 53:3</p> <p>deficit ^[7] - 101:5, 101:7, 101:9, 101:13, 102:14, 102:15, 102:21</p> <p>define ^[1] - 27:4</p> <p>defined ^[1] - 90:6</p> <p>definitions ^[1] - 83:9</p> <p>Degree ^[1] - 14:7</p> <p>degree ^[10] - 56:6, 56:8, 56:10, 56:17, 60:3, 60:18, 63:12, 63:20, 67:20, 108:6</p> <p>degrees ^[5] - 8:25, 20:9, 20:12, 63:16, 63:20</p> <p>delay ^[2] - 74:6, 74:12</p> <p>delegates ^[1] - 15:20</p> <p>delivery ^[3] - 23:13, 134:21, 138:11</p> <p>demand ^[1] - 126:15</p> <p>demonstrate ^[1] - 132:7</p> <p>department ^[5] - 4:22, 27:4, 65:22, 72:18, 107:13</p> <p>Department ^[7] - 18:14, 84:14, 84:19, 85:22, 86:5, 86:12, 90:5</p> <p>departments ^[2] - 24:10, 57:18</p> <p>depth ^[2] - 23:18, 53:2</p> <p>describe ^[1] - 125:14</p> <p>described ^[2] - 94:13, 148:4</p> <p>descriptions ^[4] - 23:22, 24:4, 24:5, 24:12</p> <p>deserve ^[1] - 9:7</p> <p>deserves ^[1] - 9:7</p> <p>design ^[2] - 19:20, 23:13</p> <p>designed ^[4] - 18:2, 20:24, 21:3, 21:17</p> <p>destination ^[5] - 18:19, 130:18, 131:1, 131:9, 131:10</p> <p>destinations ^[3] - 130:15, 130:17, 132:17</p> <p>detail ^[3] - 104:9, 121:2, 124:25</p> <p>detailed ^[1] - 125:10</p> <p>details ^[1] - 7:5</p> <p>determine ^[2] -</p>	<p>26:24, 141:22</p> <p>determines ^[1] - 49:9</p> <p>determining ^[2] - 15:16, 65:12</p> <p>develop ^[7] - 15:24, 20:8, 20:16, 24:20, 25:11, 70:22, 138:14</p> <p>developed ^[7] - 24:11, 50:22, 121:13, 131:19, 131:20, 132:2, 137:11</p> <p>developing ^[8] - 17:23, 20:6, 20:21, 24:15, 28:5, 49:23, 54:4, 135:11</p> <p>Development ^[6] - 14:15, 49:5, 49:13, 49:16, 50:9, 80:10</p> <p>development ^[14] - 16:24, 21:24, 23:11, 27:10, 27:12, 31:1, 49:7, 76:15, 131:4, 131:8, 138:1, 139:1, 139:6, 141:18</p> <p>developments ^[1] - 49:10</p> <p>diagnose ^[1] - 15:15</p> <p>dialogs ^[1] - 23:18</p> <p>Diamond ^[1] - 50:3</p> <p>difference ^[1] - 85:6</p> <p>different ^[16] - 58:14, 58:25, 59:1, 71:20, 88:12, 93:16, 94:20, 94:21, 96:10, 99:16, 121:16, 122:6, 132:3, 132:4, 132:22, 138:12</p> <p>difficult ^[4] - 90:8, 101:21, 102:2, 102:8</p> <p>digging ^[1] - 95:17</p> <p>digital ^[2] - 93:9, 93:15</p> <p>Dignitaries ^[1] - 20:24</p> <p>dignitaries ^[1] - 21:10</p> <p>diminish ^[1] - 9:24</p> <p>Dining ^[1] - 20:23</p> <p>dinner ^[2] - 21:1, 21:4</p> <p>diplomas ^[2] - 10:6, 14:3</p> <p>direct ^[4] - 56:3, 58:25, 99:6, 139:11</p> <p>Direct ^[5] - 26:3, 26:17, 36:23, 75:5, 79:1</p> <p>directed ^[3] - 81:23, 82:18, 100:2</p> <p>direction ^[4] - 31:19, 41:3, 41:19, 121:15</p>	<p>directional ^[1] - 137:21</p> <p>directly ^[1] - 129:10</p> <p>director ^[6] - 25:18, 27:2, 42:2, 100:5, 100:16, 106:13</p> <p>Director ^[9] - 50:17, 76:21, 78:16, 84:6, 84:7, 84:9, 86:16, 92:11, 98:19</p> <p>DIRECTOR ^[5] - 84:24, 87:25, 88:3, 88:5, 98:23</p> <p>Directors ^[3] - 8:1, 12:14, 78:16</p> <p>directors ^[6] - 8:4, 9:20, 27:3, 70:18, 141:15, 145:9</p> <p>disability ^[1] - 44:22</p> <p>disclosures ^[1] - 25:19</p> <p>Discovery ^[2] - 15:4, 108:15</p> <p>discuss ^[2] - 38:6, 84:18</p> <p>discussed ^[6] - 54:7, 70:10, 76:10, 76:17, 83:6, 141:25</p> <p>discussing ^[1] - 54:1</p> <p>discussion ^[7] - 35:16, 50:19, 53:2, 53:16, 74:7, 78:3, 127:21</p> <p>discussions ^[5] - 116:18, 117:10, 135:24, 137:15, 143:13</p> <p>diseases ^[1] - 15:15</p> <p>disperse ^[1] - 148:7</p> <p>displayed ^[2] - 33:9, 33:14</p> <p>disputable ^[1] - 67:7</p> <p>disseminated ^[1] - 70:25</p> <p>distinctive ^[3] - 130:19, 130:24, 133:6</p> <p>distinguished ^[1] - 131:1</p> <p>DISTRIBUTED ^[1] - 53:21</p> <p>district ^[1] - 70:18</p> <p>diversity ^[1] - 29:23</p> <p>divided ^[1] - 19:12</p> <p>divine ^[1] - 7:17</p> <p>Division ^[15] - 15:9, 26:8, 53:6, 53:12, 72:8, 72:14, 80:15, 90:11, 103:15, 105:5, 106:21, 109:1, 111:2, 114:2, 141:13</p>
D				
<p>D.C ^[1] - 76:25</p> <p>Darlene ^[1] - 14:9</p> <p>data ^[14] - 118:8,</p>				

<p>division [1] - 26:2 divisional [1] - 75:22 divisions [2] - 24:6, 24:14 Doctor [58] - 3:12, 4:13, 10:24, 13:2, 31:12, 31:22, 31:24, 33:6, 34:5, 45:25, 52:6, 52:22, 65:6, 66:4, 74:10, 107:10, 109:9, 110:21, 110:22, 115:6, 115:14, 116:17, 116:25, 119:10, 119:14, 119:15, 119:16, 119:17, 119:23, 119:24, 120:1, 120:5, 120:12, 120:17, 120:19, 120:20, 120:21, 124:24, 127:10, 133:16, 134:18, 135:1, 136:2, 138:17, 138:21, 138:24, 139:2, 139:4, 143:6, 143:25, 144:4, 144:10, 146:14, 147:13, 147:14, 148:25 doctor [3] - 4:11, 51:16, 110:7 DOCTOR [17] - 3:19, 3:21, 4:13, 116:19, 116:23, 119:3, 120:18, 120:21, 125:8, 130:2, 138:17, 138:19, 142:22, 144:8, 144:11, 144:24, 146:18 doctoral [1] - 13:24 doctors [1] - 5:8 document [4] - 38:25, 39:2, 59:21, 62:15 DOCUMENTS [1] - 53:21 dollar [1] - 92:16 dollars [2] - 86:22, 95:9 domestic [1] - 18:23 Domi [6] - 17:25, 25:22, 106:15, 106:22, 107:13, 107:19 Donald [3] - 52:6, 119:14, 130:4 donation [1] - 14:24 donations [1] - 140:1 done [22] - 7:12, 7:13, 11:13, 11:22,</p>	<p>31:4, 33:12, 33:20, 39:23, 90:6, 90:19, 96:1, 97:17, 97:22, 104:10, 105:24, 114:5, 116:10, 117:13, 120:5, 136:20, 144:24, 146:9 donor [1] - 141:6 donors [1] - 140:1 door [1] - 5:22 double [1] - 67:21 doubling [1] - 76:8 down [9] - 4:6, 7:19, 11:11, 77:24, 113:3, 114:10, 117:4, 125:20, 128:15 draft [5] - 81:9, 81:12, 81:24, 82:22, 83:2 drafted [1] - 26:1 drawing [1] - 143:2 drift [2] - 10:20, 12:5 drive [2] - 10:17, 14:23 driver's [1] - 23:7 DRS [5] - 18:10, 53:9, 53:10, 109:16, 129:10 drug [1] - 15:17 drunk [1] - 10:10 DSO [8] - 26:22, 75:6, 75:7, 75:11, 75:13, 78:4, 78:8, 78:20 DSO's [1] - 75:16 DSO1 [2] - 36:19, 37:5 DSO2 [1] - 37:5 DSOs [1] - 27:1 due [2] - 44:21, 143:14 Durham [1] - 34:8 during [16] - 14:3, 21:4, 28:6, 35:9, 44:21, 47:8, 51:19, 82:16, 82:25, 93:9, 106:20, 107:20, 125:19, 128:17, 139:17, 145:2 duty [1] - 44:19</p>	<p>ease [3] - 48:19, 48:22, 49:1 east [1] - 145:23 easy [4] - 33:17, 33:21 eat [2] - 87:8, 89:13 echo [1] - 113:14 economic [1] - 108:9 edify [1] - 109:4 EDINGTON [1] - 125:8 Edington [4] - 120:5, 120:12, 120:20, 124:24 editing [1] - 24:13 education [12] - 8:14, 16:2, 51:20, 51:21, 51:22, 51:23, 51:24, 51:25, 52:1, 52:2 Education [2] - 51:18, 52:10 educational [1] - 23:1 effect [1] - 58:25 effectively [1] - 140:21 effectiveness [1] - 23:25 efficiency [1] - 23:24 effort [4] - 8:7, 24:19, 27:6, 27:8 efforts [13] - 16:2, 19:14, 22:1, 22:4, 22:24, 23:21, 25:1, 27:11, 27:15, 29:6, 33:16, 141:9, 146:10 eight [2] - 71:19, 95:25 eight-point [1] - 95:25 either [2] - 6:2, 60:19 elapsed [2] - 105:15, 105:18 elect [1] - 51:2 elected [1] - 71:15 election [4] - 6:9, 7:8, 74:15, 74:20 elections [1] - 77:6 electric [2] - 48:18, 48:23 Electric [2] - 48:19, 48:23 elementary [2] - 51:21, 89:13 elevating [1] - 141:25 eleven [1] - 95:9 Eleven [1] - 88:23 eligible [2] - 60:17,</p>	<p>67:16 Elizabeth [1] - 4:11 emerge [2] - 121:11, 124:6 emergency [1] - 106:7 emerging [1] - 125:3 emeriti [1] - 77:17 emphasis [3] - 19:25, 20:10, 31:2 emphasized [1] - 117:13 emphasizing [1] - 25:19 employ [1] - 129:15 employee [1] - 137:9 employees [2] - 23:12, 39:10 employers [2] - 125:25, 126:7 employing [1] - 143:17 employment [2] - 45:21, 126:15 enable [6] - 22:21, 22:24, 27:9, 27:11, 56:11, 65:22 enabling [1] - 135:9 enamored [1] - 11:15 encounter [1] - 117:4 encourage [6] - 36:10, 99:14, 100:7, 140:3, 140:17, 141:3 encouraging [1] - 124:11 encroaching [1] - 48:20 End [1] - 103:13 end [15] - 35:13, 43:18, 71:22, 88:4, 102:6, 115:1, 120:15, 122:11, 124:18, 125:5, 125:6, 145:22, 148:8, 148:13, 148:15 endowment [1] - 77:23 ends [2] - 43:16, 77:2 engage [7] - 36:11, 89:8, 89:11, 128:17, 128:24, 129:9, 129:22 engaged [6] - 100:10, 112:21, 116:15, 119:22, 125:14, 148:6 engagement [14] - 11:25, 21:18, 120:3, 120:4, 120:14, 125:11, 129:13,</p>	<p>131:15, 131:16, 131:23, 131:24, 141:25, 142:8, 143:10 engagements [1] - 28:7 engaging [4] - 19:25, 115:19, 129:5, 143:20 engineering [1] - 20:11 English [2] - 51:22, 76:15 enhance [8] - 18:13, 20:15, 21:17, 21:19, 23:3, 24:20, 103:12, 135:12 enhanced [1] - 48:23 enhancing [2] - 24:15, 29:22 enjoy [2] - 28:10, 28:12 enjoyed [1] - 93:18 enjoying [1] - 147:2 enlist [1] - 129:12 enrichment [1] - 21:14 enrollment [1] - 80:16 enrollments [1] - 22:17 ensure [10] - 10:13, 26:4, 26:21, 52:25, 54:19, 83:10, 99:16, 100:9, 142:1, 142:3 ensuring [1] - 55:9 entails [1] - 140:16 enter [3] - 14:1, 21:2, 50:7 entering [2] - 126:17, 127:5 entertain [2] - 120:15, 142:25 entire [4] - 26:13, 123:22, 137:7, 144:1 environment [4] - 9:8, 29:22, 89:21, 102:8 environmental [3] - 106:1, 139:5, 143:23 equal [1] - 136:7 equally [1] - 116:7 era [3] - 29:1, 29:25, 30:6 Erving [1] - 18:2 escort [1] - 18:16 especially [2] - 107:14, 137:18 essential [1] - 54:18 essentially [1] - 63:19 establish [2] - 40:6,</p>
E				
	<p>early [6] - 22:17, 51:20, 76:19, 99:22, 117:21, 118:17 earn [2] - 5:3, 16:10 earned [1] - 5:4 earnest [1] - 7:4 earning [2] - 56:10</p>			

<p>141:5 establishing [2] - 20:14, 136:22 et [1] - 143:8 ethic [1] - 7:4 ethics [1] - 72:5 evaluating [1] - 39:6 evaluation [6] - 81:11, 82:21, 82:23, 83:11, 83:17, 83:19 Evaluation [3] - 82:9, 82:13, 82:19 evening [3] - 125:18, 125:20, 128:12 event [11] - 8:12, 14:21, 15:5, 15:10, 21:7, 21:11, 28:16, 77:13, 78:11, 106:6, 109:18 events [3] - 76:23, 108:20, 128:17 eventually [3] - 54:21, 123:10, 123:16 evidence [1] - 136:10 exactly [1] - 114:23 examine [1] - 15:15 example [2] - 20:12, 146:6 examples [1] - 15:25 exams [1] - 18:5 exceed [1] - 139:14 exceeded [1] - 19:7 excel [1] - 112:8 excellence [6] - 22:21, 22:24, 27:9, 27:12, 135:9, 140:23 exception [1] - 76:7 exceptional [4] - 31:4, 130:19, 130:24, 133:6 excess [1] - 56:10 exchange [1] - 30:13 excited [5] - 11:16, 11:17, 11:18, 27:13, 114:18 exciting [1] - 147:6 exclusion [1] - 37:4 excuse [3] - 58:24, 129:6, 132:3 execute [1] - 22:14 execution [1] - 104:12 Executive [2] - 50:17, 76:21 exercise [1] - 41:22 exercises [1] - 23:19 exhaust [1] - 42:4 exist [1] - 61:5 existing [1] - 140:13</p>	<p>exists [2] - 61:3, 62:25 expand [1] - 30:9 expanded [1] - 76:23 expanding [3] - 19:24, 22:8, 22:15 expansion [1] - 30:10 expect [4] - 31:11, 71:20, 89:17, 104:11 expectation [3] - 42:4, 76:17, 138:4 expectations [4] - 33:10, 33:22, 76:4, 137:12 expecting [1] - 28:22 expeditiously [2] - 54:16, 56:22 expenditures [1] - 16:24 experience [11] - 20:25, 22:10, 70:7, 70:13, 103:12, 130:19, 130:25, 133:5, 133:7, 133:9, 147:7 experiences [1] - 121:7 expertise [1] - 85:25 experts [1] - 121:10 expiration [1] - 80:7 expirations [1] - 147:20 express [2] - 30:15, 139:21 expressions [1] - 123:3 extend [5] - 43:9, 49:14, 49:16, 50:8, 134:2 extended [1] - 43:10 extending [1] - 130:16 extension [2] - 49:20, 146:21 extensive [1] - 72:2 extent [1] - 111:7 extenuating [1] - 56:7 external [5] - 28:4, 28:7, 86:17, 127:18, 142:8 extra [2] - 55:1 extremely [2] - 65:17, 125:12 eyes [1] - 118:15</p>	<p>124:11 face-to-face [1] - 124:11 faces [1] - 9:24 facets [1] - 112:23 facilitate [2] - 23:12, 56:5 facilitating [2] - 22:14, 22:17 Facilities [10] - 48:5, 48:13, 48:15, 48:17, 49:3, 50:13, 50:17, 51:3, 51:5, 73:16 facilities [7] - 14:20, 49:10, 95:24, 96:8, 97:13, 98:3, 137:19 Facilities' [1] - 73:18 facility [1] - 50:1 Facility [1] - 19:18 facing [1] - 12:21 fact [14] - 6:17, 9:23, 12:12, 16:3, 30:3, 71:3, 71:5, 71:8, 101:5, 101:10, 101:13, 117:19, 126:8, 133:23 factor [2] - 65:12, 128:3 factors [6] - 136:11, 139:5, 139:7, 139:11, 139:17, 143:23 facts [2] - 8:20, 102:23 Faculty [7] - 21:23, 54:7, 54:8, 55:9, 61:7, 61:18, 128:22 faculty [39] - 4:20, 5:1, 13:13, 15:7, 18:10, 19:3, 21:13, 21:18, 21:23, 22:2, 23:17, 23:23, 26:9, 31:9, 55:7, 62:18, 65:22, 105:8, 105:20, 106:3, 108:7, 111:3, 111:7, 112:5, 114:3, 114:19, 118:4, 124:13, 125:24, 127:2, 128:23, 131:2, 131:3, 131:18, 137:4, 138:2, 141:12 failed [1] - 10:12 fair [2] - 126:8, 145:2 fairly [1] - 105:7 fall [5] - 14:3, 16:2, 19:16, 21:17, 22:4 falls [1] - 36:23 families [2] - 14:19, 15:1 family [1] - 109:21 FAMU [54] - 1:17,</p>	<p>13:18, 14:5, 14:14, 15:5, 15:19, 16:9, 16:11, 16:13, 16:15, 16:20, 16:23, 17:1, 17:3, 17:8, 17:13, 18:10, 18:14, 19:18, 20:24, 23:15, 24:12, 25:7, 27:6, 28:21, 29:6, 29:8, 29:11, 30:14, 31:18, 31:20, 53:9, 53:10, 75:11, 77:9, 77:16, 78:5, 91:8, 106:21, 106:23, 107:25, 125:13, 126:13, 126:20, 127:4, 131:11, 136:25, 139:6, 140:2, 140:18, 140:24, 141:2, 142:3, 144:15 FAMU's [6] - 15:7, 127:17, 127:20, 128:1, 145:14, 145:16 FAMU-related [1] - 136:25 fan [7] - 6:20, 91:11, 91:16, 91:18, 96:1, 103:12, 142:15 fans [7] - 91:2, 91:19, 91:20, 92:2, 93:20, 93:21, 96:2 far [10] - 12:13, 78:10, 85:13, 90:19, 105:13, 113:5, 131:7, 132:8, 136:9, 136:18 Farm [3] - 48:22, 48:24, 49:1 fashion [2] - 58:13, 101:15 fast [1] - 138:23 faster [2] - 87:4, 97:8 fatigue [1] - 42:2 favor [10] - 37:21, 39:24, 42:24, 44:8, 45:10, 46:8, 47:23, 48:19, 68:13, 134:12 favorable [1] - 56:12 Favors [2] - 119:18, 129:7 FAX [1] - 1:23 FCC [1] - 14:4 Fe [1] - 25:6 February [1] - 118:17 fee [1] - 18:4 feedback [14] - 32:20, 50:23, 54:12, 54:14, 71:25, 122:17, 126:3, 129:9, 129:17, 129:24, 140:4, 140:9, 143:4, 146:13 fellow [3] - 32:9,</p>	<p>48:4, 146:12 few [14] - 28:23, 39:1, 42:6, 84:13, 84:20, 85:19, 90:12, 92:7, 100:3, 124:10, 126:11, 133:11, 146:20, 147:1 Field [1] - 50:20 field [2] - 88:8, 97:25 figure [1] - 118:25 figures [1] - 8:20 filling [1] - 76:16 final [6] - 52:21, 53:4, 79:22, 80:10, 115:11, 116:2 finalize [1] - 117:19 finalized [1] - 26:1 finally [5] - 17:10, 51:1, 72:22, 81:23, 138:6 Finance [4] - 73:9, 73:13, 74:17, 75:1 finance [1] - 17:11 finances [1] - 104:16 financial [2] - 16:8, 139:8 financially [1] - 144:22 findings [1] - 100:25 fine [8] - 4:15, 8:9, 38:11, 42:14, 48:10, 57:15, 60:11, 60:19 finer [1] - 138:2 finish [2] - 133:25, 134:24 finished [2] - 90:11, 96:14 firm [2] - 71:17, 71:21 firms [2] - 19:25, 71:20 first [33] - 2:4, 4:17, 6:6, 7:19, 15:4, 21:16, 26:10, 27:23, 38:6, 38:13, 38:23, 48:6, 58:9, 58:22, 58:23, 59:3, 71:14, 79:6, 84:6, 86:2, 92:18, 98:15, 106:10, 106:21, 106:23, 107:9, 108:16, 108:21, 118:25, 119:9, 130:18, 137:1, 144:25 first-of-its-kind [1] - 15:4 fiscal [6] - 13:20, 26:16, 52:13, 75:11, 99:11, 135:13 five [10] - 46:21,</p>
	F			
	face [3] - 70:10,			

<p>51:19, 71:13, 97:12, 114:23, 114:24, 115:1, 136:7, 137:18, 142:24</p> <p>five-minute [4] - 46:21, 114:23, 114:24, 142:24</p> <p>floor [1] - 42:17</p> <p>FLORIDA [4] - 1:1, 1:18, 1:23, 150:3</p> <p>Florida [27] - 2:6, 6:14, 6:23, 7:7, 8:1, 8:25, 10:2, 11:16, 12:23, 13:9, 28:18, 28:23, 48:21, 49:6, 49:15, 49:20, 52:10, 76:24, 78:11, 78:14, 80:9, 91:8, 91:10, 101:24, 109:3, 144:19, 149:6</p> <p>Florida's [1] - 17:12</p> <p>flunk [2] - 21:3, 21:4</p> <p>flying [1] - 106:8</p> <p>focus [28] - 7:4, 7:5, 17:21, 20:20, 27:24, 59:3, 86:8, 87:13, 87:18, 98:13, 100:23, 103:14, 117:18, 118:9, 122:21, 126:3, 127:9, 128:8, 128:19, 128:25, 129:1, 132:14, 133:12, 139:17, 142:6</p> <p>focused [9] - 6:12, 7:10, 7:22, 22:25, 26:16, 58:21, 86:4, 108:9, 132:4</p> <p>focuses [3] - 86:6, 94:7, 94:15</p> <p>focusing [2] - 17:23, 19:19</p> <p>fold [1] - 131:25</p> <p>folks [3] - 85:24, 89:3, 98:4</p> <p>follow [2] - 129:5, 141:5</p> <p>follow-up [1] - 141:5</p> <p>followed [1] - 78:5</p> <p>following [5] - 35:5, 73:14, 81:10, 139:22, 140:10</p> <p>followup [1] - 62:20</p> <p>foolishness [1] - 7:18</p> <p>football [10] - 89:4, 90:25, 91:13, 91:14, 94:22, 97:6, 98:6, 103:10, 103:20, 103:24</p> <p>football-game [1] -</p>	<p>91:13</p> <p>Forbes [1] - 16:16</p> <p>Force [11] - 114:25, 115:9, 116:5, 117:3, 118:18, 119:15, 133:24, 142:25, 144:1, 144:5, 145:14</p> <p>force [2] - 127:11, 134:22</p> <p>Ford [2] - 119:24, 139:3</p> <p>foregoing [1] - 150:6</p> <p>formal [5] - 21:1, 43:9, 101:1, 118:20, 133:17</p> <p>format [2] - 56:2, 62:24</p> <p>former [1] - 119:18</p> <p>formulated [1] - 136:24</p> <p>forth [5] - 58:13, 58:23, 60:7, 86:19, 136:8</p> <p>fortunate [2] - 108:7, 110:24</p> <p>forum [1] - 56:21</p> <p>forums [1] - 118:2</p> <p>forward [28] - 4:2, 7:3, 11:23, 30:20, 31:20, 36:13, 54:15, 55:3, 73:22, 76:16, 83:10, 92:4, 98:20, 99:19, 103:20, 104:20, 107:11, 107:14, 107:24, 114:7, 121:4, 137:22, 142:10, 145:8, 147:3, 147:16, 147:23, 149:4</p> <p>foster [1] - 23:19</p> <p>foundation [2] - 95:16, 98:14</p> <p>Foundation [11] - 16:22, 18:21, 27:7, 75:12, 77:9, 77:12, 77:17, 77:20, 77:21, 77:22, 145:9</p> <p>Foundation's [2] - 78:2, 78:6</p> <p>foundational [1] - 97:18</p> <p>Foundational [1] - 77:8</p> <p>four [13] - 11:6, 47:8, 71:25, 76:6, 81:6, 90:18, 94:5, 94:8, 95:20, 96:4, 106:24, 107:7, 130:15</p> <p>four-day [1] - 47:8</p> <p>four-year [3] - 76:6, 94:5, 96:4</p>	<p>fourth [1] - 90:7</p> <p>FPR [3] - 1:19, 150:5, 150:11</p> <p>fractured [1] - 96:22</p> <p>fractures [5] - 95:16, 97:18, 97:21, 97:24, 97:25</p> <p>frame [2] - 117:22, 133:18</p> <p>framework [2] - 123:19, 124:20</p> <p>France [1] - 15:21</p> <p>frankly [5] - 60:12, 60:14, 60:15, 70:8, 144:7</p> <p>French [1] - 30:4</p> <p>Friday [2] - 113:16, 119:23</p> <p>friend [8] - 11:1, 11:3, 109:8, 115:6, 140:14, 140:16, 140:21, 142:14</p> <p>friends [1] - 109:12</p> <p>front [6] - 39:1, 39:3, 54:1, 81:18, 102:24, 145:15</p> <p>fruitful [1] - 30:22</p> <p>FSU [2] - 15:5, 19:1</p> <p>full [7] - 53:4, 73:20, 73:25, 82:23, 84:18, 143:10, 148:2</p> <p>fully [2] - 59:7, 100:10</p> <p>fun [5] - 28:12, 31:13, 89:19, 117:9, 117:11</p> <p>function [3] - 24:13, 72:4, 72:7</p> <p>functional [1] - 70:23</p> <p>fund [3] - 73:23, 141:21, 141:22</p> <p>Fund [3] - 18:9, 53:10, 77:20</p> <p>fundamentally [1] - 7:22</p> <p>funded [1] - 16:3</p> <p>funding [11] - 21:20, 65:19, 66:24, 132:4, 132:6, 132:7, 132:10, 139:8, 139:13, 142:9, 146:6</p> <p>fundraiser [1] - 77:11</p> <p>fundraising [12] - 27:6, 27:14, 75:23, 76:3, 76:13, 139:20, 140:5, 140:15, 140:20, 141:12, 141:19, 142:15</p> <p>fundraising-effort</p>	<p>[1] - 27:6</p> <p>funds [3] - 73:22, 74:4, 74:8</p> <p>Funmi [1] - 120:10</p> <p>fuses [1] - 18:3</p> <p>future [8] - 4:2, 4:3, 78:17, 108:1, 113:25, 127:17, 127:20, 130:9</p>	<p style="text-align: center;">G</p> <p>Gadsden [1] - 48:20</p> <p>gain [3] - 20:25, 60:4, 116:12</p> <p>Gaither [1] - 22:16</p> <p>game [5] - 22:12, 91:12, 91:13, 93:10, 95:4</p> <p>game-day [1] - 22:12</p> <p>gap [1] - 33:19</p> <p>garner [1] - 56:23</p> <p>garnering [1] - 146:1</p> <p>gathering [1] - 144:13</p> <p>geared [1] - 101:3</p> <p>general [7] - 10:19, 61:16, 70:21, 128:9, 128:14, 128:16, 128:22</p> <p>General [4] - 25:5, 25:25, 30:11, 50:11</p> <p>generally [3] - 10:9, 47:8, 47:12</p> <p>generate [3] - 86:10, 95:6, 126:2</p> <p>generated [1] - 142:18</p> <p>generating [2] - 105:20, 146:1</p> <p>gentlemen [1] - 38:2</p> <p>George [1] - 75:10</p> <p>Georgia [1] - 109:12</p> <p>Gibbs [1] - 25:4</p> <p>gift [1] - 140:1</p> <p>gifts [3] - 13:18, 14:18, 76:2</p> <p>Gillum [1] - 14:16</p> <p>girls [1] - 148:17</p> <p>Gita [1] - 51:16</p> <p>given [8] - 13:17, 65:9, 71:3, 94:10, 95:23, 100:24, 105:21, 123:22</p> <p>Givens [2] - 72:20, 72:22</p> <p>givers [1] - 78:13</p> <p>glad [1] - 3:24</p> <p>global [3] - 13:25, 15:24, 136:11</p> <p>goal [19] - 19:22,</p>	<p>20:6, 22:6, 23:3, 23:10, 23:14, 24:2, 24:15, 25:9, 25:10, 27:10, 27:14, 30:9, 55:20, 76:5, 121:3, 121:16, 122:3, 142:10</p> <p>goals [13] - 19:7, 19:9, 19:10, 19:13, 21:13, 22:22, 31:17, 56:16, 61:10, 118:20, 124:21, 135:21, 137:20</p> <p>good-bye [1] - 4:21</p> <p>governance [4] - 21:18, 38:15, 39:8, 40:11</p> <p>Governance [14] - 38:16, 38:20, 38:24, 39:14, 40:6, 40:9, 40:13, 40:22, 41:4, 41:20, 42:9, 81:2, 81:5, 81:24</p> <p>governing [1] - 75:15</p> <p>government [1] - 30:23</p> <p>governmental [2] - 39:11, 142:7</p> <p>Governor [3] - 115:23, 116:14, 143:21</p> <p>Governor's [1] - 147:25</p> <p>Governors [9] - 71:24, 72:11, 102:12, 104:16, 115:20, 115:21, 131:19, 131:22, 147:25</p> <p>Governors' [6] - 21:20, 52:9, 71:23, 72:21, 80:9, 143:19</p> <p>GPA [1] - 54:22</p> <p>GPAs [1] - 88:19</p> <p>Grable [22] - 2:10, 34:3, 34:16, 48:8, 52:17, 52:19, 53:18, 60:24, 61:13, 62:21, 64:14, 68:10, 68:25, 79:6, 79:7, 79:10, 79:15, 79:16, 79:21, 79:25, 80:5, 80:17</p> <p>GRABLE [17] - 1:9, 2:11, 34:4, 47:17, 48:9, 51:13, 52:21, 53:19, 53:22, 53:24, 60:25, 64:6, 64:15, 64:19, 64:21, 68:8, 69:1</p> <p>gracious [1] - 13:14</p> <p>grad [1] - 11:1</p>
--	---	--	--	--	---

<p>grade [1] - 63:14 grades [1] - 54:23 graduate [7] - 5:2, 5:3, 20:12, 20:18, 67:17, 88:24, 96:14 graduates [9] - 8:24, 9:14, 16:10, 51:18, 126:14, 126:17, 126:20, 127:4, 127:14 graduating [1] - 55:12 graduation [9] - 17:15, 53:1, 63:11, 66:2, 67:16, 70:14, 88:22, 130:21, 132:8 GRAHAM [5] - 1:8, 2:13, 69:3, 79:4, 103:8 Graham [10] - 2:12, 69:2, 79:3, 80:21, 80:23, 89:22, 103:7, 117:23, 117:25, 119:21 grand [1] - 107:9 grandchild [1] - 7:21 grandmother's [1] - 7:20 grant [4] - 13:24, 18:7, 18:20, 22:14 grants [2] - 26:6, 26:10 graph [1] - 19:8 graphic [1] - 19:20 grapple [1] - 99:10 gratitude [1] - 30:16 great [37] - 5:18, 6:20, 6:23, 10:1, 11:19, 12:24, 13:5, 13:22, 19:13, 20:12, 22:23, 25:10, 30:23, 31:16, 35:24, 58:6, 85:10, 85:24, 90:6, 96:19, 98:20, 103:9, 104:11, 108:15, 109:20, 110:24, 112:4, 112:5, 112:20, 114:1, 114:7, 115:10, 118:12, 128:4, 147:12, 148:15, 148:21 Great [1] - 6:21 greater [5] - 6:25, 10:8, 12:25, 148:20, 149:6 greatest [1] - 107:16 greatly [1] - 31:2 greatness [2] - 6:19, 6:20 Green [2] - 17:17, 114:13</p>	<p>green [2] - 114:11, 116:24 greenest [1] - 17:18 ground [1] - 87:7 group [13] - 8:8, 27:24, 32:11, 117:18, 118:9, 128:25, 129:1, 129:9, 139:18, 141:6, 143:22, 144:25 groups [23] - 14:17, 17:22, 28:4, 28:8, 29:12, 31:9, 121:6, 121:9, 121:18, 121:24, 122:21, 122:22, 125:1, 125:22, 126:4, 127:9, 128:8, 128:19, 128:20, 132:14, 133:12, 133:13, 143:12 grow [3] - 94:17, 95:8, 95:11 growth [2] - 15:18, 23:20 guess [3] - 32:19, 63:1, 85:3 guidance [5] - 7:20, 65:25, 70:21, 120:8, 129:6 guide [2] - 121:15, 135:17 Guide [1] - 17:2 Guidelines [1] - 53:11 guidelines [2] - 22:11, 63:14 guy [1] - 7:16 guys [1] - 147:16 gyration [1] - 61:20</p>	<p>hard [7] - 92:8, 93:4, 105:20, 111:9, 114:15, 119:5, 125:12 hardhearted [1] - 55:15 Harris [3] - 119:10, 120:19, 127:10 HARRIS [2] - 120:21, 125:6 Hartley [1] - 77:15 hash [1] - 102:6 hate [1] - 99:23 HBCU [1] - 16:23 HBCUs [2] - 16:21, 92:20 head [1] - 132:5 HEAD [1] - 74:11 headed [3] - 31:18, 99:18, 100:11 heads [1] - 135:24 Health [2] - 14:7, 18:20 health [7] - 5:5, 5:7, 5:8, 5:16, 19:19, 80:6, 106:1 healthy [2] - 96:25, 97:8 hear [17] - 10:15, 56:19, 63:7, 69:20, 110:16, 112:20, 114:24, 117:16, 118:7, 119:9, 119:14, 119:16, 120:3, 123:24, 136:2, 138:20, 146:8 heard [12] - 47:18, 48:15, 49:3, 50:13, 54:1, 65:5, 65:10, 73:15, 73:19, 84:14, 126:1, 129:19 hearing [7] - 46:8, 118:19, 120:13, 124:2, 124:3, 124:14, 137:15 heartwarming [1] - 109:18 heavy [1] - 85:23 heights [3] - 6:25, 10:8, 27:11 held [4] - 15:6, 76:24, 77:10, 118:2 help [10] - 29:19, 30:7, 66:25, 86:14, 87:23, 109:4, 111:8, 111:16, 136:25 helped [1] - 7:21 helpful [5] - 71:2, 84:21, 110:4, 110:13, 110:19 helping [1] - 22:14</p>	<p>Henderson [1] - 119:21 herself [1] - 65:7 high [12] - 17:7, 21:14, 24:9, 25:2, 105:20, 105:21, 108:6, 126:15, 129:5, 131:9, 131:12, 131:14 High [1] - 25:4 high-cost [1] - 105:21 high-impact [3] - 131:9, 131:12, 131:14 higher [3] - 6:19, 23:5, 88:23 highest [2] - 16:10, 97:10 highlight [3] - 77:10, 108:12, 127:7 highlighted [1] - 15:11 highlighting [1] - 17:4 hire [3] - 106:12, 113:3, 121:10 hired [4] - 25:17, 85:5, 138:3 hiring [2] - 21:17, 76:14 historic [2] - 24:18, 109:7 historical [1] - 99:12 historically [1] - 17:18 history [4] - 109:5, 109:6, 113:25, 140:2 hit [3] - 19:21, 23:2, 103:14 hoc [2] - 104:4, 104:6 hold [2] - 88:4, 109:25 HOLDER [3] - 134:19, 135:2, 138:19 Holder [7] - 119:17, 133:16, 134:18, 135:1, 138:17, 138:21, 138:24 holding [1] - 54:21 holiday [3] - 4:9, 117:22, 146:23 holidays [3] - 5:18, 111:24, 114:8 holistically [1] - 64:2 home [6] - 5:10, 10:17, 10:18, 18:17, 145:13, 145:14 homecoming [1] - 117:4 homeless [1] - 14:24</p>	<p>honestly [1] - 112:15 honor [3] - 14:7, 111:25, 113:23 honors [1] - 19:20 hope [12] - 9:19, 9:23, 10:12, 12:8, 54:21, 71:8, 74:20, 117:19, 118:17, 134:23, 143:10, 147:7 hoped [1] - 145:4 hopeful [1] - 8:23 hopefully [2] - 4:5, 147:9 hoping [2] - 55:5, 56:18 honor [1] - 117:16 hosted [1] - 77:12 hosting [2] - 17:24, 78:11 hours [1] - 22:16 House [1] - 50:20 house [2] - 24:12, 71:19 Housing [2] - 14:16, 19:18 housing [2] - 14:20, 49:24 Hudson [6] - 10:24, 80:14, 109:9, 110:6, 110:21, 110:22 Hughes [3] - 119:10, 120:19, 127:10 HUGHES [2] - 120:21, 125:6 Hughes-Harris [3] - 119:10, 120:19, 127:10 HUGHES-HARRIS [2] - 120:21, 125:6 human [1] - 135:13 hungry [1] - 147:4 Hyundai [2] - 92:15, 93:6</p>
H		I		
<p>half [5] - 11:5, 11:17, 86:22, 95:9, 105:18 hall [4] - 126:3, 128:9, 128:16, 143:8 HALL [1] - 1:17 hallmarks [1] - 111:15 Halls [1] - 50:4 halls [1] - 128:8 hand [2] - 95:15, 105:13 handled [1] - 133:1 hands [1] - 148:7 hang [1] - 123:15 happy [9] - 4:8, 5:18, 19:21, 23:9, 23:25, 70:1, 107:23, 111:24, 114:8</p>				<p>idea [1] - 107:4 ideas [1] - 121:11 identified [3] - 126:18, 126:21, 130:14 identifies [1] - 19:9 identify [1] - 25:11 identifying [1] - 125:22 idiot [1] - 113:9 imagination [1] - 8:3 imaging [1] - 15:14 immediately [1] - 62:16</p>

<p>impact [10] - 131:9, 131:12, 131:14, 132:16, 133:3, 139:8, 139:16, 140:1, 140:4, 142:9</p> <p>impacted [3] - 62:17, 67:2, 139:5</p> <p>impacts [2] - 49:9, 99:11</p> <p>impatiently [1] - 115:6</p> <p>impede [1] - 61:21</p> <p>imperfect [1] - 7:16</p> <p>implement [12] - 20:8, 52:24, 61:22, 62:3, 62:6, 62:9, 92:14, 97:20, 97:23, 140:21, 147:10, 148:18</p> <p>implementation [6] - 7:11, 22:5, 27:17, 27:19, 70:3, 98:21</p> <p>implemented [6] - 50:23, 60:1, 62:16, 66:9, 94:2, 121:14</p> <p>implementing [3] - 20:20, 70:24, 136:6</p> <p>implies [1] - 137:6</p> <p>import/export [1] - 106:13</p> <p>importance [1] - 66:23</p> <p>important [20] - 5:14, 5:16, 7:10, 13:23, 29:14, 29:17, 65:17, 90:3, 92:10, 92:12, 102:12, 104:15, 106:1, 109:6, 111:19, 116:7, 123:11, 124:16, 128:3, 140:20</p> <p>importantly [2] - 7:5, 67:3</p> <p>impose [3] - 72:3, 138:11, 138:15</p> <p>impression [1] - 112:22</p> <p>impressions [1] - 27:21</p> <p>improve [4] - 18:11, 23:21, 66:2, 87:12</p> <p>improvement [3] - 126:20, 127:14, 132:20</p> <p>improving [1] - 137:1</p> <p>IN [1] - 1:4</p> <p>in-depth [2] - 23:18, 53:2</p> <p>inaudible [1] - 85:10</p> <p>inaugural [4] - 14:25,</p>	<p>15:3, 21:11, 134:6</p> <p>include [14] - 53:7, 55:10, 55:24, 57:11, 57:18, 58:17, 58:21, 125:23, 139:2, 139:7, 140:12, 140:14, 142:12</p> <p>included [12] - 15:13, 19:22, 23:6, 30:2, 55:23, 59:11, 75:23, 76:11, 80:16, 81:17, 83:4, 121:23</p> <p>includes [11] - 20:10, 22:11, 25:3, 26:19, 27:17, 28:1, 48:13, 58:16, 71:13, 123:4, 140:4</p> <p>including [9] - 17:23, 20:4, 21:7, 24:23, 54:20, 112:23, 115:19, 141:14, 145:2</p> <p>inclusiveness [1] - 29:24</p> <p>income [1] - 111:5</p> <p>inconsistent [1] - 59:2</p> <p>incorporate [1] - 140:10</p> <p>increase [8] - 20:8, 25:1, 94:8, 94:21, 139:13, 142:14, 142:15, 142:17</p> <p>increased [11] - 15:16, 27:15, 90:25, 91:9, 91:10, 91:11, 91:13, 91:14, 92:5, 92:6</p> <p>increasing [1] - 25:14</p> <p>incubator [1] - 25:22</p> <p>indeed [3] - 28:17, 29:9, 124:21</p> <p>independent [1] - 108:20</p> <p>India [3] - 28:19, 28:22, 29:2</p> <p>indicated [2] - 108:5, 108:23</p> <p>indicates [1] - 105:19</p> <p>indicating [1] - 132:19</p> <p>INDICATIONS [11] - 5:20, 37:23, 39:25, 43:1, 44:9, 45:8, 45:11, 46:10, 47:24, 68:15, 134:14</p> <p>individual [3] - 63:25, 83:17, 86:13</p> <p>individuals [5] -</p>	<p>17:22, 119:7, 140:17, 141:4, 141:13</p> <p>industrial [2] - 51:25, 52:2</p> <p>Industry [2] - 77:12, 119:23</p> <p>industry [2] - 21:1, 145:4</p> <p>influencing [1] - 128:3</p> <p>information [20] - 17:11, 18:22, 30:4, 30:18, 32:6, 32:16, 40:8, 40:12, 45:23, 50:14, 51:1, 60:20, 83:7, 99:8, 100:6, 100:12, 123:13, 123:14, 123:15, 144:17</p> <p>informational [7] - 48:14, 53:5, 71:14, 74:14, 75:9, 80:13, 80:19</p> <p>informed [1] - 5:6</p> <p>infrastructure [2] - 96:7, 137:19</p> <p>infusing [1] - 142:3</p> <p>inhibiting [1] - 15:18</p> <p>initiating [2] - 39:5, 141:24</p> <p>initiation [1] - 25:3</p> <p>initiative [11] - 23:15, 24:20, 131:20, 131:21, 135:20, 139:12, 140:11, 140:14, 141:21, 142:1, 142:11</p> <p>Initiative [8] - 17:17, 135:8, 135:9, 135:11, 136:23, 137:10, 137:17, 138:25</p> <p>initiatives [14] - 19:5, 20:15, 30:25, 92:7, 130:7, 130:12, 130:13, 130:16, 130:17, 131:23, 132:12, 135:15, 136:16, 136:25</p> <p>Initiatives [2] - 130:5, 135:6</p> <p>injuries [1] - 90:12</p> <p>innovation [2] - 15:7, 108:19</p> <p>innovations [1] - 25:13</p> <p>innovative [2] - 20:17, 92:13</p> <p>input [8] - 28:6, 30:19, 62:19, 116:8, 120:8, 123:9, 124:19,</p>	<p>146:1</p> <p>inside [1] - 89:10</p> <p>insight [2] - 30:23, 43:13</p> <p>installation [1] - 80:4</p> <p>installed [1] - 93:25</p> <p>instance [2] - 94:22, 94:25</p> <p>Institute [1] - 15:20</p> <p>institution [6] - 85:8, 89:18, 91:4, 121:15, 144:16, 148:21</p> <p>institutional [3] - 135:25, 136:15, 141:16</p> <p>instructed [2] - 71:1, 81:9</p> <p>insurance [9] - 5:5, 5:7, 5:8, 5:16, 5:17, 26:5, 34:23, 79:23, 80:6</p> <p>intact [2] - 96:22, 97:12</p> <p>integral [1] - 15:10</p> <p>intellectual [4] - 8:11, 25:19, 25:20, 25:23</p> <p>intended [1] - 133:21</p> <p>intending [1] - 62:23</p> <p>intent [3] - 43:11, 59:8, 66:22</p> <p>intention [1] - 8:6</p> <p>interactions [1] - 30:21</p> <p>interactive [1] - 23:18</p> <p>intercollegiate [3] - 26:21, 86:6, 87:6</p> <p>Interdisciplinary [1] - 53:8</p> <p>interest [2] - 72:22, 80:17</p> <p>interested [3] - 16:5, 28:23, 29:11</p> <p>interesting [2] - 4:8, 147:18</p> <p>interim [1] - 50:19</p> <p>interject [1] - 65:7</p> <p>internal [5] - 23:2, 23:24, 28:7, 86:17, 86:20</p> <p>international [3] - 15:23, 16:2, 144:16</p> <p>internationalization [1] - 29:23</p> <p>internationally [1] - 16:6</p> <p>interval [1] - 143:3</p> <p>intervention [1] - 7:17</p>	<p>interview [2] - 21:4, 28:20</p> <p>introduce [1] - 106:11</p> <p>introduced [2] - 35:6, 81:16</p> <p>intuition [1] - 138:5</p> <p>inventors [1] - 19:3</p> <p>inventory [3] - 93:9, 93:14, 106:4</p> <p>investigation [4] - 72:17, 72:19, 72:23, 135:19</p> <p>investigations [1] - 72:13</p> <p>investment [2] - 77:19, 98:2</p> <p>investments [1] - 78:6</p> <p>invigorate [1] - 136:15</p> <p>invite [1] - 108:24</p> <p>invited [1] - 147:1</p> <p>inviting [1] - 115:24</p> <p>involved [6] - 62:13, 89:23, 109:20, 109:21, 125:1, 148:8</p> <p>involvement [3] - 22:12, 141:11, 141:15</p> <p>involving [1] - 106:15</p> <p>issue [11] - 5:2, 12:2, 12:9, 12:16, 12:17, 67:7, 72:20, 101:10, 101:11, 104:16</p> <p>issues [14] - 12:4, 12:21, 70:10, 72:16, 85:15, 85:21, 95:18, 95:22, 97:18, 99:12, 102:6, 104:18, 104:21, 131:12</p> <p>item [29] - 34:24, 35:2, 38:23, 40:5, 43:6, 43:12, 44:14, 46:25, 47:2, 47:13, 51:1, 52:20, 71:17, 71:23, 72:13, 74:2, 74:7, 74:14, 75:8, 75:19, 79:6, 79:12, 79:18, 79:22, 82:14, 83:12, 83:15, 94:17, 99:21</p> <p>Item [6] - 35:7, 37:4, 38:4, 38:6, 46:15, 47:2</p> <p>items [24] - 14:18, 34:25, 36:19, 37:7, 38:3, 38:5, 38:14, 38:18, 38:19, 48:14, 51:14, 71:14, 73:14,</p>
--	---	--	--	---

75:9, 80:13, 80:19, 81:6, 81:16, 91:16, 98:14, 99:25, 136:13 itself [5] - 10:3, 118:21, 133:15, 135:21, 137:14 iv [2] - 63:17, 63:20	90:18, 92:18, 93:4, 98:12, 103:13, 103:14, 105:25, 106:8, 108:14, 113:8, 115:16, 127:10, 135:16, 138:1 kinds [2] - 63:5, 63:10 King [1] - 109:13 known [3] - 111:15, 116:3, 145:25 knows [2] - 47:7, 148:22 kudos [1] - 33:19	Law [1] - 128:24 Lawson [15] - 2:14, 35:14, 40:23, 66:20, 69:4, 73:10, 74:19, 75:3, 100:20, 104:7, 104:21, 113:13, 115:9, 116:20, 142:23 LAWSON [34] - 1:7, 2:15, 35:15, 35:21, 35:24, 40:21, 40:24, 41:10, 41:13, 41:17, 41:25, 42:14, 42:20, 46:3, 66:18, 66:21, 68:21, 69:5, 73:11, 74:12, 74:22, 75:4, 100:18, 100:21, 106:19, 113:11, 113:14, 115:10, 125:5, 138:21, 142:21, 143:2, 146:15, 146:17 layers [1] - 88:12 lead [8] - 55:17, 82:20, 95:5, 115:16, 116:18, 123:12, 123:16, 144:14 lead-in [1] - 115:16 leader [1] - 109:10 leaders [2] - 9:6, 15:23 Leadership [1] - 23:16 leadership [16] - 14:23, 23:1, 26:23, 30:16, 33:16, 77:5, 100:1, 113:3, 113:6, 122:23, 124:12, 128:21, 129:2, 143:14, 145:8, 147:15 leading [2] - 105:8, 115:15 leads [1] - 148:14 leaning [1] - 148:19 learn [1] - 9:24 Learning [2] - 19:14, 19:17 learning [3] - 11:7, 18:11, 19:23 least [4] - 34:7, 71:6, 84:21, 85:17 leave [2] - 99:3, 102:5 leaving [1] - 112:22 led [1] - 23:15 Lee [1] - 76:21 left [4] - 90:23, 94:18, 94:19, 95:15 left-hand [1] - 95:15 legacy [1] - 76:23 legal [1] - 61:16	legally [1] - 111:8 legislation [1] - 57:20 lens [1] - 108:8 Leon [1] - 129:7 LEON [1] - 150:3 less [3] - 5:3, 75:25, 117:14 letting [1] - 129:21 level [9] - 6:19, 6:20, 9:25, 24:9, 36:9, 36:12, 60:5, 85:25, 99:17 Levine [4] - 115:20, 115:23, 116:14, 143:21 liaison [1] - 115:8 license [1] - 26:1 licenses [1] - 23:7 licensing [2] - 25:23, 87:14 life [7] - 7:6, 7:17, 10:14, 88:9, 130:20, 131:2, 132:24 lifelong [1] - 109:12 lifting [1] - 85:23 likelihood [1] - 15:16 likely [1] - 61:5 limit [2] - 3:17, 133:20 limited [1] - 91:23 limiting [2] - 57:21, 63:13 line [5] - 14:6, 18:11, 22:4, 94:17, 118:10 lines [2] - 28:6, 95:8 link [2] - 139:11, 145:13 list [5] - 16:12, 16:21, 17:3, 17:12, 136:20 listed [5] - 16:17, 16:22, 16:25, 45:16, 58:16 listen [4] - 88:1, 91:22, 92:1, 92:2 listened [1] - 91:20 listening [2] - 33:8, 96:2 live [3] - 9:13, 10:14, 144:20 Live [1] - 18:15 lives [1] - 14:2 Living [2] - 19:14, 19:17 living [1] - 19:23 loading [1] - 12:5 loan [1] - 139:9 loathe [1] - 6:5 loathing [1] - 6:3 local [2] - 28:3,	136:11 locally [1] - 108:16 located [1] - 146:24 LOCATION [1] - 1:17 logical [1] - 26:23 logos [1] - 28:5 long-term [1] - 98:15 longtime [1] - 11:16 look [20] - 4:2, 81:21, 96:16, 98:20, 104:19, 107:11, 107:24, 113:9, 114:7, 116:23, 126:16, 126:19, 128:1, 128:3, 130:6, 130:20, 135:20, 147:16, 149:4 looked [2] - 44:23, 127:13 looking [23] - 22:24, 32:19, 35:18, 35:25, 40:10, 59:21, 59:24, 63:25, 66:9, 77:21, 82:20, 97:10, 107:13, 117:20, 118:11, 122:13, 126:5, 127:4, 128:8, 138:9, 145:8, 147:3, 147:23 looks [2] - 59:20, 87:5 lose [1] - 9:22 love [5] - 10:20, 54:14, 56:19, 91:3, 92:23 low [2] - 51:18, 90:9 lunch [3] - 21:3, 147:3, 149:7 Lunch [1] - 89:12 luncheon [1] - 146:24 Luncheon [1] - 78:14 Luther [1] - 109:13
J	L			
Jackson [1] - 119:16 Jacksonville [2] - 8:12, 10:18 January [7] - 71:22, 76:18, 115:24, 117:21, 118:17, 147:22, 150:7 jealous [1] - 108:14 Jeremy [1] - 18:1 job [12] - 9:4, 11:22, 23:22, 24:5, 24:7, 90:1, 90:6, 96:8, 108:10, 111:16, 111:17, 120:22 jobs [1] - 108:10 John [3] - 6:20, 76:21, 77:13 join [1] - 119:24 joint [2] - 145:5 journalism [1] - 19:20 Journals [1] - 16:25 journey [1] - 116:1 July [2] - 72:14, 79:8 jump [1] - 124:4 June [1] - 11:6	lab [2] - 22:15, 106:8 labeled [1] - 134:23 laboratories [1] - 106:5 labs [1] - 15:12 ladies [1] - 38:1 land [2] - 13:24, 24:23 land-grant [1] - 13:24 language [11] - 33:17, 44:25, 54:9, 54:10, 55:22, 57:6, 57:8, 59:10, 81:10, 81:12, 102:13 languages [1] - 30:2 lapse [1] - 5:6 lapsed [2] - 5:7, 5:9 large [2] - 12:20, 12:21 larger [1] - 115:15 laser [1] - 17:20 laser-like [1] - 17:20 last [23] - 4:20, 5:12, 13:16, 14:5, 14:22, 26:13, 44:14, 67:5, 75:25, 76:3, 76:4, 76:7, 91:5, 97:5, 97:6, 105:16, 105:17, 111:11, 115:11, 117:3, 119:1, 120:6, 138:9 Last [1] - 14:14 lastly [4] - 30:15, 78:7, 78:15, 83:14 lasts [1] - 57:23 Latarence [1] - 18:1 late [1] - 118:16 launch [1] - 19:1 launched [3] - 18:14, 19:17, 20:23 law [3] - 77:11, 125:21, 128:15			
K				
K-12 [1] - 8:18 Kapileshwari [3] - 48:16, 49:4, 50:16 KARL [1] - 1:8 keep [3] - 120:18, 123:6, 148:12 keeping [1] - 120:22 KELVIN [1] - 1:7 key [9] - 22:24, 23:14, 31:1, 101:21, 125:22, 135:24, 136:24, 138:10, 146:12 kidding [1] - 102:17 kids [5] - 89:9, 89:20, 114:1, 114:2, 114:19 KIMBERLY [1] - 1:10 kind [25] - 4:1, 15:4, 28:13, 34:12, 41:6, 55:5, 55:18, 65:9, 84:12, 85:4, 89:20,				
			M	
			ma'am [4] - 112:15, 112:19, 113:1, 113:7 Madam [12] - 65:13, 100:8, 105:1, 111:21, 112:1, 114:21, 119:4, 120:24, 125:9, 130:3, 134:20, 138:23 Magazine [2] - 16:16, 93:15 main [2] - 126:2, 135:24 mainstream [1] - 25:13 maintain [2] - 104:6, 131:3 maintaining [2] -	

<p>22:7, 137:16 maintenance [1] - 50:14 Maintenance [2] - 73:16, 73:18 major [14] - 19:9, 54:20, 54:25, 55:11, 55:18, 56:8, 63:22, 64:1, 65:18, 67:21, 70:12, 85:12, 117:15, 143:12 majors [2] - 56:17, 67:11 man [1] - 110:24 manage [1] - 9:8 managed [2] - 78:1, 101:4 management [4] - 23:1, 23:4, 80:16, 137:10 Management [3] - 26:4, 73:16, 73:18 Manager [3] - 77:20, 119:18, 119:19 Mandarin [1] - 30:6 mandate [1] - 138:5 mandatory [3] - 34:23, 79:23, 80:6 MANGUM [13] - 13:4, 14:13, 21:10, 26:13, 28:14, 33:25, 34:15, 35:20, 35:23, 36:18, 65:14, 74:11, 119:2 Mangum [20] - 3:23, 4:3, 13:2, 31:22, 31:24, 32:6, 32:13, 32:16, 33:6, 34:5, 46:1, 65:6, 66:4, 74:10, 82:24, 83:2, 90:5, 107:10, 117:1, 147:14 Mangum's [2] - 45:21, 88:16 Manual [1] - 81:17 Marcella [1] - 53:5 march [2] - 7:3, 11:10 March [2] - 76:19, 119:2 Marching [1] - 11:12 marching [2] - 62:9, 62:10 mark [13] - 19:22, 20:5, 22:6, 23:3, 23:10, 24:1, 25:8, 25:17, 27:7, 27:14, 28:9, 30:8, 32:18 marked [1] - 15:3 market [2] - 15:9, 107:12</p>	<p>marketing [4] - 27:20, 34:5, 92:14, 107:5 marketplace [1] - 108:9 marks [1] - 21:12 Marshall [2] - 18:9, 53:9 Martin [1] - 109:13 Master [4] - 49:19, 50:3, 137:23, 137:24 Master's [1] - 14:6 mastermind [1] - 106:14 match [1] - 12:1 materials [2] - 45:23, 80:18 math [1] - 20:11 mathematics [1] - 51:23 matter [7] - 91:3, 96:23, 100:15, 103:23, 144:19, 149:1, 149:2 Maurice [2] - 119:17, 120:5 maximizing [1] - 142:17 maximum [1] - 63:13 Mayor [1] - 14:16 mayor [1] - 109:18 McGuinn [1] - 50:4 MEAC [4] - 14:8, 90:12, 90:16, 92:19 Meals [1] - 89:11 meals [1] - 15:1 mean [9] - 57:19, 60:6, 61:25, 62:2, 63:16, 65:8, 87:8, 89:3, 147:13 meaning [1] - 137:2 means [3] - 60:1, 63:25, 134:21 meant [3] - 11:7, 55:14, 63:4 meanwhile [1] - 118:6 measures [2] - 72:25, 140:13 Mechanical [1] - 13:10 mechanism [3] - 99:15, 118:11, 142:2 mechanisms [1] - 126:2 MED [1] - 51:21 MEd [1] - 52:1 medical [2] - 25:15, 79:23 Medical [1] - 109:10</p>	<p>meet [4] - 17:21, 111:13, 137:20, 139:14 meeting [43] - 2:4, 2:5, 4:18, 4:24, 12:19, 20:21, 26:22, 27:25, 28:2, 28:3, 31:8, 32:10, 32:19, 32:22, 34:10, 35:7, 35:9, 35:13, 43:10, 43:11, 43:14, 43:16, 43:17, 74:3, 77:9, 79:5, 79:8, 81:14, 81:15, 82:17, 83:1, 101:2, 115:1, 115:12, 125:18, 127:23, 133:22, 134:2, 134:12, 138:9, 145:5, 145:18, 146:22 MEETING [2] - 1:4, 149:8 Meeting [1] - 78:16 meetings [23] - 5:1, 22:11, 27:25, 30:21, 83:7, 84:4, 118:4, 118:9, 120:9, 122:20, 122:22, 124:11, 125:18, 126:3, 128:9, 129:22, 130:1, 133:19, 135:22, 135:23, 139:18, 143:7 member [2] - 84:22, 116:9 Member [1] - 77:13 Members [1] - 81:4 members [51] - 3:23, 4:6, 4:20, 9:20, 13:12, 18:16, 21:23, 29:8, 30:17, 30:22, 31:6, 31:10, 31:23, 32:9, 34:2, 34:12, 39:21, 40:9, 51:7, 52:19, 55:25, 57:1, 64:5, 65:1, 66:5, 70:6, 71:3, 73:5, 74:25, 78:4, 80:18, 80:22, 83:17, 98:25, 103:6, 108:4, 111:22, 116:25, 119:12, 120:24, 124:12, 124:13, 125:8, 129:3, 130:3, 134:19, 137:24, 138:22, 139:1, 142:23, 145:9 MEMBERS [1] - 1:7 Memorial [1] - 50:2 mentioned [5] - 100:14, 102:9, 107:10, 122:7, 139:4 menu [1] - 91:16 Merge [1] - 18:2</p>	<p>merge [3] - 107:10, 107:15, 123:11 merger [1] - 123:12 message [1] - 10:25 met [5] - 5:15, 27:2, 63:21, 78:17, 81:5 methods [1] - 15:16 metrics [2] - 100:9, 101:21 METZKE [3] - 1:19, 150:5, 150:11 Michael [1] - 76:21 Michelle [1] - 76:15 Michigan [1] - 5:4 mid [2] - 19:7, 118:16 mid-year [1] - 19:7 midway [1] - 13:19 might [10] - 6:5, 26:11, 54:20, 58:14, 58:18, 58:19, 58:25, 111:20, 137:14, 138:14 Mignon [1] - 14:4 Miles [3] - 2:7, 3:9, 3:10 MILES [26] - 2:8, 2:10, 2:12, 2:14, 2:16, 2:18, 2:20, 2:23, 2:25, 3:2, 3:4, 3:6, 3:12, 4:11, 68:23, 68:25, 69:2, 69:4, 69:6, 69:8, 69:10, 69:12, 69:14, 69:16, 69:18, 69:21 milestones [3] - 33:8, 33:9, 33:22 Miller [1] - 145:12 million [14] - 26:9, 26:14, 27:21, 75:24, 76:5, 76:6, 76:8, 77:23, 77:24, 86:22, 90:22, 94:23, 94:24, 95:9 Milton [1] - 78:16 Mind [1] - 107:18 mind [4] - 8:15, 48:4, 148:12, 148:13 mindful [3] - 101:13, 102:23, 103:3 minds [1] - 8:20 mine [2] - 109:8, 138:24 minuses [1] - 41:18 minute [7] - 3:17, 33:3, 46:21, 110:1, 114:23, 114:24, 142:24 minutes [10] - 79:8, 79:10, 84:13, 84:20, 115:2, 133:23, 134:3,</p>	<p>134:13, 134:21, 146:21 misfortune [1] - 10:6 missing [1] - 74:2 mission [8] - 9:17, 24:16, 24:21, 88:7, 96:1, 116:11, 135:14, 140:8 Mitchell [3] - 77:4, 120:2, 142:21 MITCHELL [1] - 138:22 Mitchell's [1] - 77:2 mix [2] - 133:7, 133:14 mixed [1] - 49:24 mobile [1] - 18:2 mobility [2] - 17:6, 18:3 model [13] - 21:21, 86:4, 86:6, 86:7, 87:5, 87:17, 87:19, 89:15, 92:12, 94:6, 97:17, 132:4, 132:6 models [3] - 89:16, 89:17, 94:20 modern [1] - 20:22 modification [1] - 71:7 modifications [1] - 24:13 moment [3] - 46:21, 109:22, 117:8 moments [1] - 147:2 Monday [1] - 81:5 money [4] - 101:4, 113:18, 114:10, 114:14 monies [1] - 139:24 monitoring [1] - 141:5 monopoly [1] - 114:13 month [7] - 13:22, 15:3, 32:18, 36:4, 117:24, 124:9, 124:10 month's [1] - 14:23 Monthly [1] - 17:2 months [6] - 85:20, 90:18, 90:23, 92:21, 120:6, 124:8 Moore [31] - 2:16, 14:10, 21:7, 21:8, 32:4, 33:1, 36:3, 36:18, 37:3, 37:7, 59:18, 60:9, 61:14, 66:7, 69:6, 78:21, 78:23, 81:12, 81:16, 82:10, 83:21, 83:22, 90:6, 104:24, 108:13,</p>
--	--	---	---	---

<p>108:23, 109:23, 112:10, 112:13, 113:15, 114:9</p> <p>MOORE [40] - 1:10, 2:17, 21:9, 32:2, 32:5, 36:17, 36:19, 37:17, 40:18, 44:3, 59:17, 59:20, 61:12, 61:15, 62:20, 66:6, 66:8, 66:14, 68:17, 69:7, 75:7, 82:11, 104:25, 108:3, 109:24, 110:5, 110:20, 112:12, 112:14, 112:17, 112:19, 112:20, 113:1, 113:2, 113:7, 113:12, 113:21, 114:11, 114:13, 114:17</p> <p>morale [1] - 47:12</p> <p>morning [20] - 2:3, 3:15, 3:22, 3:25, 4:13, 13:7, 36:25, 38:22, 53:23, 53:24, 74:21, 81:7, 104:19, 105:1, 106:17, 106:19, 116:18, 125:8, 127:22, 130:2</p> <p>most [11] - 60:7, 85:13, 91:17, 104:14, 107:7, 122:5, 126:16, 127:19, 128:3, 134:23, 139:19</p> <p>mostly [1] - 57:16</p> <p>Motion [1] - 42:19</p> <p>motion [35] - 37:9, 39:24, 40:3, 42:16, 42:17, 42:18, 42:24, 43:9, 43:18, 43:24, 44:5, 45:7, 45:25, 46:6, 47:14, 47:18, 47:20, 47:23, 64:9, 64:10, 65:2, 68:13, 69:18, 69:21, 69:23, 79:7, 79:12, 79:17, 79:18, 79:21, 79:22, 79:25, 82:15, 134:1, 134:2</p> <p>motioned [3] - 37:13, 46:4, 75:16</p> <p>MOU [3] - 25:3, 25:6, 30:12</p> <p>mouth [1] - 115:5</p> <p>move [35] - 6:1, 10:8, 12:19, 25:12, 30:20, 31:19, 34:19, 34:21, 36:12, 38:3, 39:13, 40:13, 45:1, 48:3, 48:5, 48:6, 51:11, 54:15, 64:16, 65:13,</p>	<p>70:14, 71:10, 73:8, 75:5, 79:1, 80:25, 84:5, 86:1, 95:14, 98:1, 98:15, 104:23, 121:4, 124:7, 133:19</p> <p>moved [12] - 37:11, 39:19, 45:5, 46:2, 47:14, 64:24, 79:9, 79:15, 79:20, 79:24, 134:7, 134:8</p> <p>movement [3] - 32:8, 109:7, 109:12</p> <p>Movement [2] - 109:5, 109:11</p> <p>moving [10] - 22:17, 41:8, 76:16, 82:6, 83:10, 92:4, 103:20, 109:22, 134:12, 142:9</p> <p>MR [1] - 138:22</p> <p>MS [2] - 51:21, 52:1</p> <p>multi [1] - 92:16</p> <p>multi-billion-dollar [1] - 92:16</p> <p>multimedia [1] - 28:5</p> <p>multiple [1] - 28:5</p> <p>must [4] - 45:22, 81:15, 137:9, 137:10</p> <p>mute [3] - 110:3, 110:12, 110:19</p> <p>mutual [1] - 49:14</p>	<p>145:24</p> <p>nationally [1] - 144:21</p> <p>Nations [1] - 15:22</p> <p>nature [1] - 122:7</p> <p>navigate [1] - 68:1</p> <p>NCAA [6] - 22:10, 22:14, 72:23, 85:15, 85:19, 95:21</p> <p>near [2] - 50:2, 143:3</p> <p>nearly [2] - 15:1, 26:9</p> <p>necessarily [6] - 57:22, 61:20, 67:9, 101:4, 117:11, 121:14</p> <p>necessary [5] - 42:13, 88:10, 136:14, 137:3, 137:20</p> <p>need [40] - 4:6, 9:2, 12:1, 14:19, 15:1, 20:7, 30:2, 37:8, 38:18, 65:25, 68:19, 71:7, 78:1, 85:5, 85:17, 86:10, 86:22, 87:7, 87:8, 87:12, 94:4, 94:11, 98:2, 100:22, 101:6, 101:8, 101:12, 101:13, 102:3, 119:3, 126:20, 131:21, 131:24, 132:11, 133:17, 134:1, 139:21, 140:25, 141:2, 148:18</p> <p>needed [6] - 36:21, 86:1, 127:14, 138:12, 139:14, 142:6</p> <p>needs [8] - 17:21, 20:21, 26:24, 34:11, 43:18, 102:9, 111:13, 139:23</p> <p>NEGATIVE [1] - 45:8</p> <p>Nerd [1] - 17:10</p> <p>New [1] - 16:7</p> <p>new [43] - 4:6, 4:9, 6:10, 6:17, 15:14, 15:15, 15:17, 15:24, 19:1, 20:4, 20:6, 20:16, 20:18, 22:2, 27:11, 29:1, 29:25, 30:6, 34:8, 41:1, 63:14, 76:14, 76:18, 86:4, 87:5, 87:17, 87:19, 91:16, 92:7, 92:9, 92:12, 92:13, 93:13, 94:6, 97:6, 97:17, 98:9, 98:11, 106:13, 108:10, 138:5, 147:24</p> <p>newly [1] - 16:7</p> <p>news [3] - 104:23,</p>	<p>113:17, 147:19</p> <p>News [2] - 16:15, 53:7</p> <p>next [27] - 4:20, 7:16, 26:23, 28:1, 32:19, 32:23, 40:5, 43:6, 49:3, 52:6, 54:17, 58:1, 72:13, 72:20, 81:1, 81:14, 82:8, 85:19, 103:10, 108:24, 117:20, 124:8, 124:9, 124:10, 129:1, 129:4, 129:11</p> <p>Nice [1] - 17:7</p> <p>nice [1] - 14:7</p> <p>NICOLE [1] - 1:11</p> <p>night [1] - 108:14</p> <p>NO [26] - 2:19, 5:24, 34:18, 37:25, 39:22, 40:2, 42:23, 43:3, 44:6, 44:11, 45:13, 46:7, 46:12, 47:21, 48:1, 51:9, 69:17, 73:2, 73:7, 75:2, 78:24, 80:24, 82:5, 83:24, 104:3, 134:16</p> <p>NODDED [1] - 74:11</p> <p>noise [2] - 110:11, 110:18</p> <p>nominate [1] - 79:13</p> <p>nominated [2] - 74:15, 79:14</p> <p>nomination [1] - 51:2</p> <p>non [3] - 56:10, 67:7, 67:20</p> <p>non-degree [2] - 56:10, 67:20</p> <p>non-disputable [1] - 67:7</p> <p>none [9] - 5:25, 34:19, 44:7, 45:9, 46:8, 47:22, 55:14, 73:8, 80:25</p> <p>nonprofit [1] - 21:6</p> <p>noon [1] - 133:22</p> <p>normal [1] - 146:4</p> <p>normally [1] - 43:15</p> <p>note [3] - 34:21, 57:10, 119:11</p> <p>noted [1] - 140:6</p> <p>notes [1] - 150:6</p> <p>nothing [3] - 6:22, 29:13, 45:15</p> <p>notice [5] - 63:2, 67:24, 80:6, 80:7</p> <p>noticed [2] - 66:13, 68:3</p> <p>noticing [2] - 59:25, 66:8</p>	<p>notification [1] - 66:25</p> <p>notifying [1] - 49:21</p> <p>notion [1] - 89:15</p> <p>November [6] - 20:23, 77:6, 82:13, 106:21, 128:12, 128:15</p> <p>number [13] - 16:23, 17:17, 20:9, 51:18, 63:13, 81:21, 90:3, 101:20, 103:1, 104:13, 105:24, 115:19, 143:17</p> <p>Number [5] - 63:20, 86:16, 86:23, 135:4, 135:6</p> <p>numbers [8] - 42:6, 76:3, 101:24, 101:25, 102:1, 105:12, 105:16, 105:17</p> <p>numerous [1] - 120:9</p>
O				
<p>Obama's [1] - 18:25</p> <p>objection [1] - 71:4</p> <p>objective [1] - 86:21</p> <p>objectives [5] - 19:10, 19:12, 22:21, 82:20, 118:20</p> <p>observations [2] - 123:25, 142:19</p> <p>obviously [30] - 57:5, 85:5, 85:7, 86:14, 86:21, 87:12, 87:20, 88:7, 88:11, 88:23, 89:22, 89:24, 90:5, 90:10, 90:23, 91:6, 93:1, 93:5, 93:15, 93:23, 93:25, 95:24, 96:6, 96:12, 96:13, 97:13, 97:14, 98:3, 98:7, 128:20</p> <p>occupies [1] - 149:2</p> <p>occur [1] - 80:11</p> <p>occurring [1] - 15:12</p> <p>October [1] - 78:15</p> <p>OF [3] - 1:2, 150:3, 150:3</p> <p>offer [1] - 13:20</p> <p>offered [2] - 107:21, 113:4</p> <p>Office [5] - 14:21, 25:5, 50:10, 76:22, 118:13</p> <p>OFFICE [1] - 1:22</p> <p>office [9] - 25:25, 30:12, 34:6, 34:7,</p>				

<p>91:8, 111:12, 122:12, 129:14, 147:25 officer [2] - 72:11, 77:6 offices [3] - 58:14, 58:16, 59:1 official [1] - 72:12 officially [1] - 124:2 offline [1] - 35:8 often [1] - 55:1 Ojetayo [1] - 120:10 older [1] - 86:7 on-campus [1] - 126:8 on-line [3] - 14:6, 18:11, 118:10 once [3] - 98:12, 117:22, 133:1 one [72] - 6:15, 9:12, 12:10, 15:25, 16:13, 16:17, 16:18, 16:23, 17:13, 18:4, 18:17, 18:18, 22:18, 22:21, 23:13, 26:15, 27:10, 27:21, 28:15, 30:19, 32:10, 40:21, 46:25, 57:6, 57:8, 57:19, 65:18, 66:6, 66:18, 72:16, 72:18, 74:2, 75:8, 82:14, 85:15, 86:2, 89:7, 94:19, 100:22, 101:10, 104:14, 104:18, 107:18, 110:18, 111:14, 113:11, 116:13, 119:25, 122:6, 128:9, 128:20, 128:22, 128:23, 129:3, 131:15, 131:16, 131:22, 132:17, 133:16, 134:2, 134:23, 136:6, 136:9, 138:8, 139:18, 143:7, 143:8, 143:12, 144:4, 144:9, 147:6 ones [3] - 57:15, 114:19, 114:20 ongoing [3] - 20:13, 41:12, 116:12 online [5] - 122:9, 124:15, 126:24, 128:6, 143:15 onus [1] - 6:24 open [1] - 23:16 opening [1] - 105:6 operate [2] - 23:7, 88:14 operating [4] - 39:5, 39:15, 40:15, 43:25 Operating [4] -</p>	<p>44:16, 45:2, 73:21, 73:25 operation [2] - 58:24, 137:7 operational [5] - 26:24, 58:9, 67:9, 106:9, 135:18 operationalize [1] - 58:23 operations [2] - 22:12, 26:19 opinion [1] - 118:12 opportunities [6] - 22:8, 23:11, 95:2, 108:10, 113:4, 122:24 opportunity [24] - 6:3, 11:18, 13:8, 20:25, 62:14, 62:19, 65:15, 85:2, 94:10, 105:2, 106:11, 114:6, 120:25, 121:19, 121:21, 121:22, 122:1, 122:2, 124:18, 129:20, 141:8, 142:17, 145:1, 145:21 opposed [11] - 37:24, 40:1, 43:2, 44:10, 45:12, 46:11, 47:25, 64:2, 64:12, 68:16, 134:15 options [5] - 22:19, 55:15, 61:4, 93:21, 93:22 oral [4] - 126:18, 126:21, 127:6, 127:15 Orange [1] - 14:19 orange [2] - 19:15, 116:24 order [10] - 2:4, 21:19, 54:23, 58:11, 86:9, 95:11, 97:8, 97:9, 132:9, 145:6 orders [2] - 62:9, 62:10 Organization [2] - 26:4, 75:6 organization [3] - 6:18, 9:19, 137:14 organizational [5] - 23:1, 26:20, 26:25, 85:4, 86:3 Organizations [2] - 26:17, 36:23 organizations [2] - 103:17, 144:21 organize [1] - 24:11 organized [2] - 14:21, 101:14 organizing [3] - 15:10, 117:23, 120:9</p>	<p>Orientation [1] - 81:17 Orlando [3] - 36:10, 50:15, 125:21 Osteopathic [1] - 109:10 ourselves [3] - 42:7, 102:17, 148:7 outbound [2] - 87:2, 94:14 outcome [2] - 55:17, 56:13 outcomes [1] - 54:19 outline [1] - 60:12 outlined [5] - 83:1, 83:8, 104:13, 104:19, 105:6 outlines [2] - 39:1, 60:17 outside [3] - 45:22, 111:14, 146:4 outsourcing [1] - 97:16 outstanding [3] - 13:8, 36:8, 119:7 overall [3] - 83:16, 91:10, 139:15 overarching [3] - 62:1, 62:2, 62:8 overcome [1] - 104:17 overlap [1] - 136:3 overrun [1] - 16:4 overseeing [2] - 39:8, 39:11 OVERTON [5] - 84:24, 87:25, 88:3, 88:5, 98:23 Overton [6] - 78:16, 84:7, 84:9, 98:19, 102:5, 104:5 overview [7] - 36:2, 117:2, 124:23, 125:10, 129:25, 142:24 own [6] - 9:3, 9:24, 11:24, 129:23, 143:22, 149:3 ownership [1] - 95:3</p>	<p>136:2 PALM [1] - 130:2 paper [1] - 4:1 parade [1] - 11:14 Parade [2] - 15:4, 108:15 Paragraph [4] - 56:4, 57:9, 58:13, 59:15 paragraph [5] - 58:9, 58:11, 58:22, 58:24, 59:3 parent [2] - 70:9, 139:9 parents [1] - 67:4 Paris [1] - 15:21 Parker [1] - 97:4 parking [2] - 49:25, 78:12 part [15] - 5:10, 10:21, 29:7, 29:24, 33:18, 66:1, 111:11, 115:25, 116:8, 116:11, 118:16, 122:5, 137:9, 143:9, 145:7 participants [3] - 23:20, 128:11, 129:21 participate [4] - 107:2, 107:3, 129:21, 145:22 participated [3] - 21:7, 21:11, 108:18 participating [2] - 15:22, 132:13 participation [1] - 45:25 particular [15] - 11:21, 25:9, 27:8, 28:9, 28:16, 29:11, 65:16, 67:19, 85:18, 94:16, 99:16, 130:8, 131:6, 132:17, 139:12 particularly [7] - 7:25, 9:3, 34:5, 54:24, 70:8, 90:9, 148:4 parties [2] - 49:7, 49:14 partner [2] - 103:15, 106:22 partnered [2] - 14:14, 18:25 partnership [8] - 8:5, 9:21, 15:5, 20:1, 20:2, 49:24, 50:22, 141:18 partnerships [2] - 20:7, 141:8 passed [4] - 11:13, 79:17, 79:21, 80:1 passes [3] - 69:18, 69:21, 69:23</p>	<p>passing [1] - 54:22 passport [2] - 16:1, 16:4 passports [2] - 16:3, 16:5 past [11] - 16:2, 40:25, 41:14, 51:19, 76:5, 77:24, 86:7, 87:4, 90:14, 93:9, 109:9 patent [1] - 26:1 patents [1] - 25:13 path [1] - 127:24 pause [1] - 46:20 pay [1] - 137:11 payments [1] - 71:18 peacefully [1] - 9:12 peers [1] - 6:9 penalties [1] - 72:24 pending [1] - 72:19 people [22] - 7:23, 7:24, 9:1, 9:5, 9:18, 11:20, 12:3, 12:6, 29:10, 85:9, 85:11, 87:8, 96:16, 109:20, 112:5, 122:17, 122:24, 142:4, 145:23, 146:3, 146:7, 146:12 per [3] - 76:7, 91:12, 91:16 per-game [1] - 91:12 percent [4] - 21:12, 102:14, 102:15, 126:12 percentile [3] - 24:1, 25:16, 28:9 perception [2] - 59:21, 127:18 perfectly [3] - 4:23, 14:22, 43:21 perform [1] - 132:5 performance [12] - 21:19, 21:20, 39:7, 65:19, 66:24, 89:24, 90:4, 132:3, 132:6, 137:9, 139:8, 139:15 performance-based [2] - 66:24, 139:8 performing [2] - 121:3, 132:8 perhaps [1] - 141:14 period [6] - 66:8, 80:8, 91:18, 91:21, 92:9, 117:22 periodically [2] - 39:4, 39:7 permanent [2] - 25:18, 107:21</p>
		P		
		<p>P.M [1] - 1:15 P3 [1] - 30:25 packages [1] - 94:15 page [3] - 145:13, 145:14, 145:16 Paige [1] - 109:17 Palm [5] - 52:6, 52:22, 119:14, 130:4,</p>		

<p>perpetuity [1] - 57:24</p> <p>Perry [2] - 94:1, 109:17</p> <p>Perry-Paige [1] - 109:17</p> <p>Persian [1] - 11:10</p> <p>persist [1] - 55:2</p> <p>persistence [1] - 20:16</p> <p>person [1] - 12:15</p> <p>personal [2] - 17:10, 23:19</p> <p>personnel [1] - 72:9</p> <p>persons [2] - 145:6, 145:21</p> <p>perspective [6] - 10:1, 65:10, 92:15, 96:7, 102:25, 138:10</p> <p>persuaded [1] - 56:20</p> <p>pertaining [2] - 39:10, 83:2</p> <p>pharmacy [1] - 22:2</p> <p>phase [1] - 111:24</p> <p>philosophy [1] - 95:4</p> <p>Phoenix [1] - 18:10</p> <p>PHONE [1] - 1:11</p> <p>phone [8] - 10:25, 83:1, 110:2, 110:3, 110:10, 143:6</p> <p>phones [3] - 110:11, 110:12, 110:18</p> <p>phonetics [2] - 90:15, 90:16</p> <p>physical [1] - 135:12</p> <p>physician [1] - 110:7</p> <p>physics [1] - 148:25</p> <p>picture [6] - 84:18, 93:19, 97:3, 99:3, 99:25, 115:17</p> <p>pictures [2] - 89:20, 93:3</p> <p>piece [5] - 62:22, 87:14, 94:12, 106:2, 115:11</p> <p>pieces [1] - 123:14</p> <p>pillars [6] - 95:14, 96:15, 96:21, 96:23, 97:12, 98:13</p> <p>pinning [1] - 4:19</p> <p>pipeline [2] - 20:14, 76:1</p> <p>Pls [1] - 111:16</p> <p>pitch [1] - 29:16</p> <p>Pitter [1] - 51:16</p> <p>place [15] - 4:24, 58:4, 62:22, 67:6, 76:14, 76:19, 78:3, 94:12, 96:20, 107:8,</p>	<p>107:9, 126:9, 139:18, 148:8</p> <p>placed [1] - 17:20</p> <p>places [1] - 29:2</p> <p>placing [1] - 143:5</p> <p>plain [1] - 33:17</p> <p>plainly [1] - 33:12</p> <p>plan [29] - 22:5, 31:12, 55:3, 68:5, 68:7, 76:10, 83:5, 95:23, 96:1, 97:20, 97:23, 98:21, 101:1, 101:14, 102:16, 104:12, 104:18, 107:5, 111:5, 121:9, 121:12, 123:5, 123:6, 133:15, 135:18, 137:21, 142:2</p> <p>Plan [16] - 49:19, 50:3, 115:14, 118:21, 121:20, 123:19, 124:21, 131:18, 132:2, 135:7, 137:18, 137:22, 137:23, 137:24, 139:7, 143:19</p> <p>planned [1] - 145:5</p> <p>Planning [16] - 31:5, 35:17, 48:6, 48:13, 48:15, 48:17, 49:3, 50:13, 50:17, 51:3, 51:5, 114:25, 115:8, 117:3, 133:24, 142:24</p> <p>planning [9] - 30:24, 104:11, 121:6, 124:14, 130:10, 136:6, 148:5, 148:10, 149:5</p> <p>plans [4] - 50:19, 92:22, 94:11, 121:13</p> <p>platforms [1] - 93:16</p> <p>played [1] - 15:9</p> <p>players [2] - 89:4, 89:5</p> <p>pleased [1] - 129:17</p> <p>pleasure [2] - 113:22, 117:1</p> <p>pledge [1] - 18:25</p> <p>pledged [1] - 76:1</p> <p>plus [1] - 139:9</p> <p>pluses [1] - 41:18</p> <p>podium [1] - 115:6</p> <p>point [15] - 13:19, 34:20, 41:6, 57:16, 59:12, 61:15, 65:7, 95:25, 98:3, 105:12, 107:3, 109:1, 123:23, 133:21, 138:16</p> <p>pointed [2] - 32:11, 83:3</p> <p>pointing [1] - 127:11</p>	<p>Police [1] - 18:14</p> <p>polices [1] - 58:10</p> <p>policies [15] - 21:25, 54:4, 55:24, 56:5, 57:11, 58:12, 62:1, 62:4, 62:6, 64:12, 68:1, 70:17, 70:22, 147:10</p> <p>policy [24] - 54:2, 54:3, 54:5, 55:6, 55:22, 57:9, 57:20, 58:3, 61:2, 61:3, 61:18, 61:19, 61:25, 62:15, 62:21, 62:24, 63:19, 64:12, 64:17, 65:16, 71:4, 71:7, 79:23, 99:24</p> <p>Policy [1] - 54:6</p> <p>policy-making [2] - 61:19, 61:25</p> <p>portfolio [1] - 77:22</p> <p>portions [1] - 86:7</p> <p>Portuguese [1] - 30:5</p> <p>position [3] - 7:9, 24:4, 85:18</p> <p>positions [3] - 76:18, 107:21</p> <p>positive [5] - 22:9, 99:13, 102:7, 139:16, 140:25</p> <p>positively [1] - 34:10</p> <p>possibilities [1] - 117:21</p> <p>possible [6] - 54:13, 54:16, 60:4, 67:13, 67:14, 111:8</p> <p>possibly [1] - 61:16</p> <p>POST [1] - 1:22</p> <p>posted [1] - 76:18</p> <p>posture [2] - 56:11, 99:23</p> <p>potential [4] - 29:14, 107:8, 107:16, 141:6</p> <p>power [1] - 48:24</p> <p>practice [7] - 22:20, 54:3, 70:7, 70:15, 70:17, 71:8</p> <p>practices [1] - 23:12</p> <p>prayer [1] - 9:13</p> <p>praying [1] - 10:7</p> <p>pre [4] - 51:20, 54:20, 54:25, 55:18</p> <p>pre-K [1] - 51:20</p> <p>pre-major [3] - 54:20, 54:25, 55:18</p> <p>predicament [1] - 55:16</p> <p>preferably [1] - 8:8</p> <p>preference [2] -</p>	<p>41:21, 41:22</p> <p>preferences [1] - 18:5</p> <p>pregame [1] - 78:11</p> <p>preliminary [6] - 118:7, 128:6, 130:11, 140:4, 140:9, 142:20</p> <p>premature [2] - 124:1, 124:7</p> <p>premium [2] - 78:13, 92:5</p> <p>preparation [2] - 8:10, 17:24</p> <p>prepare [1] - 7:6</p> <p>prepared [1] - 9:1</p> <p>preparing [2] - 9:4, 15:21</p> <p>preregistration [1] - 22:18</p> <p>prescriptive [1] - 55:14</p> <p>presence [1] - 13:25</p> <p>present [6] - 38:19, 100:25, 101:14, 102:24, 113:5, 121:9</p> <p>presentation [15] - 48:15, 49:4, 52:22, 78:5, 88:2, 98:20, 103:9, 111:23, 120:2, 120:20, 133:25, 134:22, 144:1, 146:16, 146:17</p> <p>presentations [1] - 120:16</p> <p>presented [19] - 43:6, 50:16, 51:16, 52:6, 53:6, 54:6, 54:9, 54:11, 55:23, 75:10, 75:17, 75:22, 77:8, 78:7, 79:11, 80:14, 121:14, 122:16, 136:3</p> <p>President [45] - 3:22, 7:2, 8:5, 9:21, 18:24, 32:6, 32:13, 32:16, 32:21, 35:8, 36:1, 36:5, 38:10, 45:21, 47:6, 48:16, 50:6, 65:13, 72:12, 75:10, 75:21, 76:21, 77:3, 80:14, 82:24, 83:2, 88:15, 90:5, 100:6, 100:9, 102:5, 105:2, 105:5, 111:21, 112:1, 112:23, 114:21, 117:9, 118:22, 119:5, 120:25, 125:9, 130:3, 134:20, 138:23</p> <p>president [2] - 109:9, 119:25</p> <p>PRESIDENT [29] -</p>	<p>13:4, 14:13, 21:10, 26:13, 28:14, 33:25, 34:15, 35:20, 35:23, 36:18, 65:14, 74:11, 104:25, 106:17, 106:20, 108:3, 109:24, 110:5, 110:20, 112:14, 112:19, 113:1, 113:7, 113:12, 113:21, 114:11, 114:13, 114:17, 119:2</p> <p>President's [6] - 13:3, 65:11, 71:19, 82:9, 128:21, 143:14</p> <p>Presidential [4] - 81:10, 82:12, 82:19, 83:11</p> <p>presidential [3] - 82:21, 82:22, 83:19</p> <p>pretty [4] - 57:12, 89:25, 105:4, 116:23</p> <p>prevent [1] - 12:12</p> <p>prevention [1] - 18:22</p> <p>previously [3] - 33:13, 76:17, 108:20</p> <p>pride [2] - 128:4, 140:7</p> <p>primary [1] - 51:20</p> <p>Princeton [1] - 16:11</p> <p>principal [1] - 138:8</p> <p>principles [1] - 55:21</p> <p>printed [2] - 35:16, 81:18</p> <p>priorities [1] - 141:22</p> <p>priority [1] - 21:14</p> <p>private [1] - 141:7</p> <p>prize [3] - 9:22, 9:23, 107:9</p> <p>probation [2] - 95:21, 95:22</p> <p>problem [4] - 5:12, 5:15, 5:17, 106:6</p> <p>problems [1] - 25:16</p> <p>procedure [1] - 58:3</p> <p>Procedure [1] - 80:10</p> <p>Procedures [2] - 44:17, 45:2</p> <p>procedures [13] - 22:22, 22:25, 39:5, 39:15, 40:15, 43:25, 52:24, 56:5, 57:11, 61:22, 62:7, 70:22, 135:10</p> <p>proceed [1] - 125:2</p> <p>proceeded [1] - 11:11</p>
--	--	---	--	---

<p>proceedings [1] - 150:6</p> <p>process [45] - 11:7, 20:2, 21:5, 27:23, 27:24, 28:5, 30:24, 31:11, 49:23, 60:19, 63:11, 66:25, 72:17, 111:6, 111:12, 111:18, 115:20, 116:1, 116:8, 116:16, 118:6, 118:24, 119:13, 122:13, 125:11, 125:14, 129:18, 131:6, 136:9, 136:22, 137:5, 138:7, 139:20, 140:5, 140:20, 141:5, 141:12, 141:17, 143:9, 143:16, 146:1, 146:2, 148:5, 148:10, 149:5</p> <p>processes [7] - 22:22, 25:12, 81:11, 121:2, 122:14, 124:23, 135:10</p> <p>proclamation [1] - 109:19</p> <p>produce [1] - 10:4</p> <p>produced [3] - 8:9, 101:24, 102:7</p> <p>producing [1] - 107:4</p> <p>product [4] - 8:9, 10:3, 106:7, 116:2</p> <p>professional [4] - 23:11, 23:20, 131:4, 131:8</p> <p>professionalism [2] - 127:6, 127:8</p> <p>professionals [1] - 21:2</p> <p>professors [1] - 15:19</p> <p>program [28] - 16:1, 16:4, 19:2, 19:20, 19:24, 21:13, 23:13, 25:7, 26:22, 27:18, 30:11, 51:22, 51:23, 51:24, 52:1, 52:3, 52:5, 63:25, 65:23, 78:10, 78:18, 97:7, 101:9, 102:14, 103:5, 104:17, 106:3</p> <p>Program [2] - 20:24, 53:9</p> <p>programs [14] - 14:7, 18:14, 20:7, 20:20, 22:7, 28:25, 29:21, 51:17, 51:19, 54:24, 72:6, 90:1, 128:2,</p>	<p>142:18</p> <p>progress [16] - 19:13, 22:23, 25:10, 31:11, 32:8, 33:11, 52:23, 52:25, 53:15, 55:11, 56:6, 56:9, 65:21, 65:25, 68:2, 104:20</p> <p>progressing [1] - 65:20</p> <p>progression [6] - 50:25, 65:18, 66:2, 130:22, 132:9, 133:4</p> <p>project [5] - 14:25, 24:22, 43:16, 50:20, 50:25</p> <p>Project [1] - 53:10</p> <p>projected [1] - 43:17</p> <p>projecting [2] - 94:6, 94:22</p> <p>projection [1] - 94:5</p> <p>projections [2] - 90:21, 101:20</p> <p>projects [5] - 15:8, 15:11, 15:13, 23:14, 107:6</p> <p>promise [1] - 138:15</p> <p>promised [1] - 118:22</p> <p>promote [6] - 25:12, 29:22, 136:1, 136:5, 136:14, 141:23</p> <p>promotes [1] - 18:15</p> <p>promotion [1] - 34:13</p> <p>promptly [1] - 48:3</p> <p>promulgate [1] - 56:4</p> <p>propagation [1] - 109:7</p> <p>proper [1] - 102:25</p> <p>properly [3] - 39:19, 45:5, 46:5</p> <p>property [4] - 24:18, 25:19, 25:21, 25:24</p> <p>proposal [1] - 105:10</p> <p>proposals [2] - 105:18, 105:21</p> <p>propose [1] - 138:6</p> <p>proposed [4] - 24:4, 49:9, 71:24, 71:25</p> <p>proposing [1] - 140:10</p> <p>prospective [1] - 26:3</p> <p>prospects [3] - 97:5, 97:6, 98:6</p> <p>prostate [1] - 15:17</p> <p>protect [1] - 25:20</p> <p>protocols [1] - 21:25</p>	<p>proud [2] - 13:20, 107:22</p> <p>proven [1] - 137:17</p> <p>provide [11] - 20:24, 22:19, 23:10, 40:8, 48:23, 62:19, 84:20, 108:8, 123:18, 131:4, 141:9</p> <p>provided [12] - 15:1, 30:23, 40:12, 50:22, 50:24, 75:21, 77:20, 80:8, 80:15, 81:15, 89:21, 120:8</p> <p>provides [1] - 70:21</p> <p>providing [2] - 131:7, 131:13</p> <p>Provost [13] - 22:13, 35:8, 38:10, 47:6, 53:5, 53:20, 56:25, 57:5, 61:1, 61:8, 65:6, 65:9, 70:5</p> <p>PROVOST [9] - 53:23, 53:25, 58:7, 59:14, 63:4, 63:9, 67:8, 69:25, 125:6</p> <p>provost [2] - 21:22, 129:2</p> <p>public [13] - 3:11, 5:22, 14:20, 17:1, 17:5, 17:18, 39:11, 49:10, 49:11, 80:8, 128:14, 128:16, 133:20</p> <p>Public [1] - 14:6</p> <p>public/private [3] - 19:25, 49:24, 50:21</p> <p>publishing [1] - 36:6</p> <p>pulling [1] - 112:6</p> <p>Punter [1] - 90:15</p> <p>purchased [2] - 78:12, 78:13</p> <p>purpose [2] - 25:14, 52:23</p> <p>purposeful [1] - 103:3</p> <p>purposes [1] - 53:5</p> <p>pursue [1] - 67:21</p> <p>pursued [1] - 54:2</p> <p>put [13] - 29:17, 54:7, 57:23, 58:3, 61:9, 68:3, 76:13, 85:9, 94:16, 121:10, 137:22, 138:9, 145:12</p> <p>puts [1] - 76:2</p> <p>putting [1] - 58:24</p>	<p>quality [3] - 126:13, 127:3, 138:2</p> <p>quantifiable [2] - 122:6, 122:12</p> <p>quantitative [1] - 123:10</p> <p>quarter [1] - 26:10</p> <p>questioning [1] - 62:23</p> <p>questions [27] - 31:24, 32:23, 39:20, 40:20, 44:5, 45:6, 46:5, 47:19, 51:7, 52:18, 64:25, 66:12, 73:5, 74:24, 78:22, 80:22, 82:3, 83:22, 98:17, 98:25, 111:20, 112:11, 120:15, 122:16, 125:3, 143:1, 143:18</p> <p>quick [5] - 66:18, 88:18, 93:1, 97:4, 115:16</p> <p>quickly [5] - 5:12, 5:17, 9:24, 88:6, 110:24</p> <p>quiet [1] - 4:2</p> <p>Quincy [3] - 48:22, 48:24, 49:1</p> <p>quite [10] - 28:23, 57:15, 60:11, 60:14, 60:15, 70:8, 89:18, 90:12, 120:22, 144:7</p> <p>quorum [1] - 3:7</p>	<p>41:23, 44:15, 60:13, 60:14, 82:7</p> <p>rating [1] - 83:9</p> <p>rational [4] - 12:3, 12:6, 12:7</p> <p>Rattler [7] - 11:3, 11:8, 75:12, 78:8, 93:19, 142:12</p> <p>RE [1] - 1:4</p> <p>re [1] - 82:20</p> <p>re-looking [1] - 82:20</p> <p>reach [6] - 13:19, 27:11, 28:25, 61:10, 97:10, 121:3</p> <p>reached [10] - 20:5, 21:12, 22:6, 23:9, 25:16, 27:7, 27:13, 28:8, 30:8, 146:11</p> <p>react [1] - 122:17</p> <p>read [3] - 33:17, 33:21, 138:24</p> <p>readily [1] - 74:22</p> <p>real [3] - 31:11, 88:18, 131:11</p> <p>realign [1] - 131:21</p> <p>realigning [2] - 26:17, 137:13</p> <p>realize [2] - 4:17, 5:15</p> <p>really [49] - 8:21, 33:7, 36:14, 41:7, 56:19, 85:11, 86:1, 86:3, 87:5, 89:1, 89:14, 89:19, 89:23, 92:8, 92:12, 92:25, 94:3, 95:17, 99:24, 100:22, 101:3, 101:6, 101:8, 101:18, 108:14, 115:18, 116:14, 119:6, 122:15, 123:12, 123:20, 127:21, 127:23, 127:24, 129:19, 130:6, 130:7, 130:8, 130:13, 130:16, 131:17, 131:20, 131:24, 132:4, 132:7, 132:10, 132:22, 133:3, 145:13</p> <p>realm [1] - 146:4</p> <p>reason [2] - 62:12, 140:7</p> <p>rebranding [3] - 27:22, 27:25, 28:10</p> <p>receive [2] - 14:2, 118:8</p> <p>received [10] - 18:7, 18:8, 18:20, 24:1, 25:8, 26:14, 72:15,</p>
			R	
			<p>R.J [1] - 14:17</p> <p>Rahurkar [1] - 50:17</p> <p>raise [3] - 7:21, 9:9, 9:25</p> <p>raised [5] - 12:16, 35:10, 76:7, 76:25, 77:14</p> <p>raising [7] - 54:22, 86:21, 140:14, 140:16, 140:21, 142:15, 142:16</p> <p>Ralph [1] - 109:12</p> <p>ramp [1] - 131:17</p> <p>range [1] - 15:11</p> <p>ranked [1] - 16:9</p> <p>ranking [3] - 16:13, 17:7, 17:13</p> <p>ranks [1] - 147:22</p> <p>rate [2] - 88:22, 105:22</p> <p>rates [4] - 65:18, 66:2, 66:3, 132:8</p> <p>rather [6] - 4:7,</p>	
		Q		
		<p>qualitative [2] - 122:20, 123:10</p>		

<p>83:7, 124:17, 139:25 receiving [4] - 8:13, 26:9, 30:19, 60:18 recent [8] - 13:21, 19:4, 23:6, 25:4, 26:19, 30:21, 106:12, 106:15 recently [8] - 16:21, 17:11, 18:7, 18:24, 27:23, 30:12, 77:10, 109:8 reception [1] - 77:11 RECESS [2] - 46:23, 115:3 recognize [8] - 4:25, 26:7, 32:3, 34:8, 38:19, 107:7, 109:19, 112:14 recognized [3] - 14:5, 17:16, 107:18 recommend [4] - 66:3, 72:10, 75:18, 135:5 recommendation [10] - 40:5, 41:7, 43:6, 43:8, 43:23, 64:8, 64:10, 64:11, 141:20, 142:14 recommendations [5] - 42:12, 71:9, 142:20, 144:14, 144:15 recommended [7] - 37:6, 38:23, 48:25, 50:5, 73:17, 73:24, 83:11 recommending [2] - 39:9, 61:11 recommends [5] - 43:24, 44:15, 52:4, 52:14, 80:3 reconvene [1] - 114:24 record [6] - 12:19, 32:24, 47:5, 91:5, 119:12, 150:6 recruit [5] - 21:13, 22:2, 29:3, 30:7, 131:3 recruiting [1] - 96:8 recruitment [4] - 20:17, 27:15, 130:21, 132:25 redevelopment [1] - 20:3 reduce [2] - 86:9, 102:16 reduction [4] - 97:15, 101:1, 101:14, 103:5</p>	<p>reference [1] - 58:4 referred [2] - 48:22, 72:18 referring [1] - 122:21 reflect [6] - 36:21, 39:16, 40:15, 43:25, 45:2, 111:9 reflecting [1] - 19:4 reflections [1] - 13:20 reflective [1] - 81:12 regard [3] - 6:12, 10:13, 130:16 regarding [22] - 31:24, 44:5, 45:7, 45:23, 46:6, 47:20, 49:4, 51:8, 52:22, 73:6, 74:25, 78:6, 78:23, 80:23, 81:10, 82:4, 83:5, 83:23, 104:23, 115:13, 124:25 regards [8] - 20:7, 23:21, 117:2, 120:14, 130:10, 131:13, 132:12, 133:12 Region [2] - 16:12 regional [1] - 28:3 registered [1] - 67:12 regular [3] - 63:18, 81:14, 135:23 Regulation [4] - 52:9, 79:19, 80:3, 80:10 regulation [23] - 52:23, 53:2, 53:3, 53:16, 56:1, 56:11, 56:14, 57:23, 58:4, 58:8, 59:25, 61:3, 61:9, 62:4, 62:11, 64:11, 64:13, 64:19, 64:20, 64:21, 65:16, 70:25, 71:4 regulations [11] - 39:10, 62:3, 62:5, 67:25, 70:16, 70:20, 70:23, 71:24, 71:25, 72:2, 147:11 REHEARSAL [1] - 1:17 Reis [4] - 106:12, 106:14, 106:16, 108:5 related [7] - 21:25, 24:5, 62:4, 136:25, 139:19, 140:11, 142:11 relates [5] - 66:23, 137:18, 138:25, 139:22, 141:19</p>	<p>relating [1] - 50:25 relations [8] - 23:2, 27:9, 27:12, 30:23, 39:12, 76:23, 139:1, 142:7 relationship [3] - 30:9, 140:18, 140:19 relationships [4] - 30:10, 89:14, 140:3, 140:17 relative [9] - 87:1, 87:13, 88:16, 90:20, 92:11, 95:2, 97:11, 97:23 released [3] - 16:7, 16:21, 17:11 relevant [1] - 123:7 relying [1] - 145:17 remain [1] - 111:2 remaining [2] - 19:6, 143:1 remarks [4] - 13:11, 31:21, 105:6, 144:3 remind [4] - 3:15, 4:15, 32:9, 52:19 reminded [1] - 8:14 reminder [1] - 32:25 remiss [1] - 31:3 removed [1] - 35:1 renovations [2] - 71:18, 74:4 renowned [2] - 131:2, 131:7 reorganization [3] - 23:24, 76:12, 137:13 repair [3] - 97:21, 97:24, 97:25 repairing [1] - 140:19 repeatedly [1] - 124:3 replace [1] - 92:22 replay [3] - 93:3, 93:7, 93:11 replete [1] - 67:25 Report [1] - 16:15 report [3] - 13:3, 16:22, 19:21, 23:9, 23:25, 27:13, 31:25, 48:12, 51:4, 51:8, 71:13, 72:11, 73:1, 73:6, 73:12, 74:18, 75:1, 77:19, 78:19, 78:23, 80:20, 80:23, 81:1, 82:1, 82:4, 82:8, 83:20, 83:23, 84:1, 126:15, 150:5 REPORTED [1] - 1:19 reported [2] -</p>	<p>127:13, 128:1 Reporter [1] - 150:11 REPORTER [1] - 1:20 REPORTERS [1] - 1:22 reports [5] - 32:13, 48:4, 70:1, 72:16, 135:23 represent [2] - 122:12, 123:20 representation [1] - 13:23 representative [1] - 119:20 representatives [2] - 21:5, 21:24 represented [1] - 89:9 represents [1] - 89:18 request [5] - 51:16, 52:5, 73:15, 73:19, 91:17 requested [3] - 49:15, 50:23, 72:10 require [6] - 34:22, 43:8, 58:25, 64:9, 72:6, 104:18 required [2] - 52:11, 54:22 requirement [1] - 101:2 requirements [2] - 63:21, 72:5 requires [1] - 59:25 reread [1] - 81:8 research [18] - 13:25, 15:6, 15:11, 16:24, 17:6, 26:2, 26:3, 26:9, 104:24, 108:19, 131:5, 131:10, 131:12, 131:14, 135:13, 137:19, 138:5, 146:10 Research [7] - 15:9, 26:8, 105:5, 106:22, 109:2, 111:3, 114:2 researchers [1] - 26:6 resistance [1] - 55:4 resolution [1] - 48:18 resolve [2] - 12:4, 131:11 resolved [1] - 12:17 resources [12] - 9:11, 18:11, 23:5, 24:16, 24:21, 78:1, 78:2, 90:9, 90:22,</p>	<p>95:6, 135:13, 139:14 respect [4] - 70:16, 104:16, 128:19, 129:25 respond [4] - 34:9, 58:7, 126:11, 127:2 respondents [3] - 126:12, 127:3, 127:16 response [3] - 11:3, 104:15, 127:24 RESPONSE [26] - 2:19, 5:24, 34:18, 37:25, 39:22, 40:2, 42:23, 43:3, 44:6, 44:11, 45:13, 46:7, 46:12, 47:21, 48:1, 51:9, 69:17, 73:2, 73:7, 75:2, 78:24, 80:24, 82:5, 83:24, 104:3, 134:16 responses [8] - 71:20, 122:10, 122:11, 122:16, 123:2, 123:21, 126:25, 129:13 responsibility [3] - 6:18, 23:23, 109:2 responsible [1] - 70:24 rest [1] - 10:17 restructuring [5] - 26:20, 63:11, 72:6, 76:12, 111:12 result [4] - 93:22, 139:15, 140:9, 141:17 resulted [2] - 14:25, 27:20 results [5] - 30:22, 83:16, 97:11, 102:8, 104:11 retain [1] - 24:20 retained [1] - 138:4 retaining [1] - 24:16 retention [3] - 130:22, 132:9, 133:3 retired [2] - 77:15, 77:16 retirees [5] - 31:10, 122:22, 125:25, 128:23, 131:5 retreat [1] - 118:17 return [4] - 15:21, 117:22, 122:9, 122:10 revamping [1] - 27:17 revenue [15] - 86:4, 86:10, 87:12, 87:17, 91:14, 92:12, 93:23, 94:6, 94:20, 94:21, 94:24, 95:8, 95:22,</p>
---	--	--	---	--

<p>97:17, 101:20 revenues [2] - 25:14, 142:18 review [12] - 19:6, 23:6, 24:6, 25:5, 36:4, 50:10, 66:25, 71:25, 80:18, 81:19, 135:4, 136:9 Review [1] - 16:11 reviewed [3] - 54:5, 77:25, 82:22 reviewing [4] - 24:10, 39:4, 39:7, 118:7 revise [1] - 136:15 revised [3] - 22:5, 49:18, 143:15 revising [1] - 63:11 revisions [1] - 66:12 revitalize [1] - 16:1 rewarded [1] - 111:7 rid [1] - 60:22 rifles [1] - 11:11 right-hand [1] - 105:13 Rights [2] - 109:5, 109:11 rigid [1] - 137:16 Risk [1] - 26:4 risk [3] - 23:3, 23:4, 23:5 ROBERT [1] - 1:10 Robert [1] - 51:2 ROBINSON [10] - 116:19, 116:23, 119:3, 120:18, 138:17, 142:22, 144:8, 144:11, 144:24, 146:18 Robinson [16] - 31:12, 115:6, 115:14, 116:17, 120:17, 120:22, 139:2, 139:4, 143:6, 143:25, 144:4, 144:10, 146:14, 147:13, 147:14, 148:25 role [11] - 6:9, 7:25, 11:20, 15:10, 38:24, 39:14, 89:15, 89:16, 89:17, 109:7, 137:7 Role [1] - 27:19 roles [1] - 39:1 roll [4] - 2:7, 46:15, 68:22, 70:2 Roll [1] - 68:21 roll-call [1] - 68:22 rolled [1] - 24:6 room [9] - 10:10, 10:15, 54:1, 96:24,</p>	<p>98:11, 110:1, 121:7, 121:10, 148:23 roughly [2] - 76:1, 77:24 round [3] - 14:11, 27:23, 129:12 routine [1] - 135:12 RPR [3] - 1:19, 150:5, 150:11 rub [1] - 112:16 Rule [1] - 52:10 run [2] - 43:17, 133:22 running [4] - 101:5, 101:10, 115:5, 147:12 runs [2] - 101:9, 102:14</p> <p style="text-align: center;">S</p> <p>SA2 [1] - 34:24 Safe [1] - 18:15 safe [2] - 89:21, 114:8 Safety [1] - 48:17 safety [3] - 18:13, 18:15, 106:1 salaries [2] - 16:11, 111:9 sales [12] - 87:2, 87:3, 90:25, 91:4, 91:8, 91:10, 91:12, 91:14, 92:7, 94:13, 94:14, 101:25 Sameer [1] - 48:16 sanctums [1] - 144:20 Sante [1] - 25:6 satisfaction [1] - 24:9 satisfactory [1] - 65:20 satisfied [3] - 126:12, 126:13, 127:3 satisfy [1] - 59:16 saw [3] - 19:15, 41:1, 101:19 SBI [1] - 25:4 scenes [1] - 102:4 schedule [1] - 5:1 scheduled [2] - 117:20, 125:16 schedules [1] - 63:12 scheduling [1] - 95:4 School [4] - 25:4, 77:12, 119:22, 146:25 school [6] - 17:7, 60:17, 101:12, 125:21, 128:15, 129:5</p>	<p>schools [9] - 16:10, 17:13, 25:2, 89:13, 102:19, 108:16, 108:18, 118:3, 118:5 science [3] - 20:10, 51:24, 148:24 Science [1] - 16:22 scope [3] - 56:2, 62:6, 84:19 score [2] - 93:10, 139:10 scoreboard [2] - 92:23, 93:4 season [5] - 87:9, 90:25, 91:4, 101:25, 103:11 seasons [1] - 89:7 seats [3] - 85:10, 92:5, 92:6 Second [1] - 134:9 second [24] - 5:2, 37:12, 38:17, 39:17, 39:18, 40:17, 40:18, 42:18, 42:19, 44:2, 44:3, 45:4, 46:3, 47:16, 47:17, 47:19, 58:11, 64:18, 64:22, 64:23, 71:17, 79:12, 90:11, 107:8 seconded [10] - 37:18, 39:20, 45:6, 46:5, 64:25, 79:9, 79:16, 79:20, 79:25, 134:10 secondly [1] - 137:13 Section [1] - 44:16 sector [1] - 21:6 securing [1] - 142:8 see [41] - 3:24, 4:1, 8:25, 10:23, 28:22, 29:14, 31:5, 54:12, 59:9, 63:5, 63:10, 71:6, 86:13, 86:24, 87:11, 87:13, 87:16, 89:20, 91:2, 93:2, 93:3, 93:4, 93:20, 94:3, 94:4, 95:15, 95:17, 95:25, 96:17, 96:18, 98:7, 99:21, 105:13, 115:25, 117:6, 127:10, 130:7, 130:8, 137:25, 147:21, 149:7 seeing [1] - 22:23 seek [1] - 28:6 seeking [2] - 63:18, 67:20 segue [1] - 108:13 select [2] - 71:21,</p>	<p>122:22 selection [3] - 20:2, 71:17, 116:21 selections [1] - 90:16 self [1] - 82:25 self-assessment [1] - 82:25 sell [3] - 87:7, 87:9, 93:14 sellers [1] - 87:7 semester [5] - 19:16, 24:17, 54:17, 67:9, 67:23 Senate [7] - 21:24, 54:7, 54:8, 55:9, 61:7, 61:18, 128:22 send [2] - 28:16, 145:3 sending [1] - 29:20 senior [3] - 14:23, 30:16, 128:21 sense [2] - 60:4, 120:12 sentiments [1] - 100:14 September [1] - 72:14 seriously [1] - 109:3 serve [10] - 9:19, 11:19, 14:4, 17:22, 42:3, 44:20, 74:16, 103:22, 114:6, 120:25 Service [1] - 73:23 service [13] - 17:6, 17:11, 77:16, 88:25, 132:21, 132:22, 132:23, 133:2, 133:8, 137:2, 138:11, 140:5, 140:11 services [4] - 20:4, 49:10, 63:15, 133:2 Services [1] - 18:20 servicing [1] - 42:7 session [3] - 5:13, 117:24, 145:5 sessions [5] - 117:18, 118:10, 125:16, 125:19, 127:9 set [12] - 33:23, 43:11, 47:5, 58:13, 58:23, 70:20, 76:11, 88:12, 88:13, 111:18, 118:15, 133:18 setting [3] - 58:10, 63:14, 64:2 settle [1] - 5:17 seven [4] - 72:17, 81:15, 91:16, 93:22 several [18] - 4:18,</p>	<p>19:6, 30:21, 31:1, 38:17, 42:7, 51:17, 75:8, 77:8, 80:13, 81:16, 92:9, 93:21, 132:15, 136:13, 136:19, 139:4, 140:6 sewage [1] - 49:22 sexual [1] - 18:22 SFC [1] - 25:7 SGA [1] - 103:21 shall [2] - 44:20, 56:4 Shannon [5] - 2:18, 2:21, 36:24, 69:8, 110:9 SHANNON [5] - 1:11, 2:22, 63:7, 69:9, 110:14 share [6] - 27:3, 31:7, 32:15, 94:18, 101:11, 126:11 shared [7] - 21:18, 32:7, 32:20, 32:22, 36:20, 61:1, 83:15 sharing [1] - 30:18 shelter [1] - 14:24 shine [1] - 114:3 short [4] - 73:12, 91:18, 91:21, 92:9 show [9] - 28:12, 29:10, 29:17, 33:11, 91:22, 108:13, 108:24, 112:15, 149:2 showcase [1] - 108:19 showcased [2] - 15:6, 108:21 showing [2] - 31:16, 91:2 shown [2] - 50:2, 136:9 shows [3] - 10:3, 94:19, 96:12 sic [2] - 19:1, 140:16 side [5] - 94:18, 94:19, 95:15, 95:25, 114:12 sight [1] - 9:22 sign [3] - 3:10, 46:11, 107:1 signed [1] - 18:24 significant [4] - 66:1, 72:3, 127:19, 142:9 significantly [1] - 94:17 signify [9] - 37:21, 39:24, 42:25, 44:8, 45:10, 46:9, 47:23, 68:13, 134:13 similar [6] - 40:10, 99:15, 99:22, 100:7,</p>
---	---	---	---	---

<p>100:8, 103:13 single [3] - 89:7, 91:13, 94:12 sit [3] - 54:25, 55:18 site [2] - 49:25, 50:3 sitting [4] - 11:8, 99:9, 143:7, 143:8 situation [3] - 54:21, 85:23, 103:2 situational [2] - 135:16, 135:20 six [8] - 32:18, 36:4, 69:18, 69:21, 69:23, 72:17, 90:23, 96:21 six-month [2] - 32:18, 36:4 size [2] - 41:23, 42:10 skills [3] - 11:21, 126:16, 127:5 skin [1] - 15:13 slash [1] - 51:25 slide [1] - 105:14 slides [1] - 110:23 slightly [2] - 75:24, 121:16 slogan [1] - 8:15 small [1] - 12:20 smaller [4] - 41:2, 41:20, 41:23, 42:9 Smart [1] - 16:8 smoothly [1] - 82:7 snapshot [2] - 75:22, 128:5 sober [1] - 10:11 soberness [1] - 11:24 social [3] - 17:5, 18:3, 25:15 socializing [1] - 147:2 society [2] - 9:15, 9:16 software [3] - 27:16, 27:20, 30:3 sold [1] - 91:6 solicit [2] - 10:8, 126:2 soliciting [1] - 144:17 solidarity [1] - 136:5 solutions [1] - 25:15 solve [1] - 5:12 someone [2] - 110:1, 114:10 sometime [1] - 118:16 sometimes [3] - 12:10, 55:2, 121:13 somewhere [1] -</p>	<p>12:15 son [1] - 70:9 sorry [7] - 47:14, 63:6, 63:7, 63:9, 94:20, 94:23, 134:6 sounds [1] - 94:9 south [1] - 16:18 southeastern [1] - 16:13 Southern [1] - 90:11 souvenir [2] - 93:17, 93:18 space [3] - 149:2, 149:3, 149:6 Spanish [1] - 30:1 speaker [2] - 14:5, 63:8 speaking [2] - 3:16, 74:5 speaks [1] - 135:9 special [4] - 20:14, 41:8, 125:15, 146:3 Special [5] - 81:2, 81:4, 82:8, 82:12, 82:18 specific [5] - 39:1, 56:16, 57:12, 60:13, 141:9 specifically [2] - 81:21, 103:16 specifications [1] - 24:8 spend [4] - 86:19, 94:1, 95:16, 147:1 spirit [2] - 35:6, 43:12 spiritual [1] - 7:15 spiritually [1] - 7:19 sponsored [1] - 26:6 sponsors [3] - 92:10, 92:14, 107:19 sponsorship [1] - 142:13 sports [3] - 89:6, 93:12, 98:10 spots [1] - 78:12 spread [2] - 18:21, 148:1 Spring [1] - 107:18 spring [9] - 31:13, 60:1, 66:14, 67:9, 67:23, 118:23, 118:24, 119:1 Springfield [1] - 14:19 Sr [1] - 75:10 stability [1] - 98:16 stadium [2] - 92:23, 92:24 Stadium [2] - 50:2,</p>	<p>92:22 staff [28] - 13:13, 23:17, 23:23, 26:23, 30:16, 34:14, 36:21, 47:11, 62:3, 64:8, 65:22, 70:21, 81:9, 81:19, 81:23, 92:8, 101:22, 101:23, 103:11, 120:7, 125:24, 127:2, 128:25, 137:4, 138:6, 141:12, 145:12, 148:2 Staff [2] - 32:23, 81:11 stage [3] - 8:24, 9:14, 10:5 stagnant [1] - 96:7 stakeholder [13] - 27:24, 28:8, 31:8, 116:10, 118:9, 120:4, 120:14, 125:1, 125:11, 125:22, 130:1, 133:13, 135:23 stakeholders [13] - 115:19, 116:13, 121:19, 121:24, 125:13, 125:17, 126:25, 132:14, 132:18, 139:17, 139:21, 140:6, 146:5 stakeholders' [1] - 140:9 stand [4] - 7:19, 105:14, 110:8, 110:20 standard [7] - 87:5, 88:13, 88:14, 89:6, 89:25, 93:12, 97:9 standards [1] - 64:2 standing [7] - 39:4, 40:7, 40:14, 41:10, 41:11, 41:14, 81:25 standpoint [7] - 62:11, 84:16, 95:24, 100:23, 101:16, 101:17, 115:17 stands [2] - 40:3, 77:23 star [2] - 89:4, 89:5 stares [1] - 5:15 start [9] - 3:16, 3:25, 4:15, 19:16, 35:6, 85:3, 88:9, 118:18, 148:17 started [2] - 11:6, 115:7 starting [2] - 16:11, 76:14 starts [1] - 43:15 state [3] - 72:4, 105:6, 136:11</p>	<p>STATE [1] - 150:3 State [2] - 5:4, 144:19 state's [1] - 17:13 statement [6] - 55:6, 57:9, 57:14, 63:19, 88:7, 96:1 stating [1] - 62:21 Station [6] - 17:25, 25:22, 106:15, 106:22, 107:13, 107:19 station [1] - 28:19 status [5] - 55:18, 70:3, 72:13, 72:23, 77:18 statuses [1] - 54:25 stay [4] - 7:10, 7:22, 41:19, 143:21 Steele's [1] - 109:20 Steering [1] - 128:22 STEM [3] - 19:19, 20:14, 126:14 stenographic [1] - 150:6 stenographically [1] - 150:5 step [5] - 9:1, 28:1, 114:9, 129:11, 143:21 Stephen [1] - 148:12 steps [9] - 26:23, 55:25, 59:1, 63:23, 67:22, 77:21, 136:14, 148:17 stick [1] - 11:2 still [9] - 46:19, 57:11, 57:12, 57:13, 57:15, 58:6, 58:21, 59:9, 111:11 stole [3] - 108:13, 108:23, 112:15 storied [1] - 113:24 stories [1] - 140:25 story [9] - 28:20, 28:24, 29:4, 29:6, 29:13, 29:15, 102:25, 140:2, 141:3 straight [2] - 90:7, 98:1 strategic [24] - 12:21, 19:5, 20:10, 21:14, 30:24, 31:17, 121:5, 121:9, 121:11, 124:14, 130:7, 130:10, 130:12, 131:20, 131:21, 132:12, 135:8, 136:15, 141:9, 142:1, 148:5, 148:10, 149:5 Strategic [27] - 31:5,</p>	<p>35:17, 114:25, 115:8, 115:14, 117:3, 118:21, 121:20, 123:19, 124:21, 130:5, 131:18, 132:2, 133:24, 135:6, 135:7, 135:8, 135:11, 136:23, 137:10, 137:17, 137:18, 137:22, 138:25, 139:7, 142:24, 143:19 strategically [1] - 26:18 strategies [11] - 7:11, 20:8, 20:17, 77:25, 92:13, 98:22, 118:20, 129:15, 135:21, 141:6, 142:12 strategy [8] - 25:11, 66:1, 87:10, 96:4, 140:11, 140:22, 141:20, 142:6 streams [1] - 94:21 Street [3] - 11:9, 94:1, 117:5 street [1] - 11:12 strength [4] - 96:25, 97:6, 98:11, 128:2 strengthen [2] - 77:22, 136:25 strengthening [2] - 78:18, 140:22 stress [2] - 36:2, 138:13 stretch [1] - 8:2 strides [2] - 13:23, 24:25 strike [1] - 59:15 Strike [1] - 93:15 striking [1] - 44:20 strong [3] - 6:5, 36:9, 97:2 stronger [1] - 97:8 Stroud [1] - 119:23 structural [1] - 87:11 structure [4] - 40:10, 65:23, 81:20, 87:19 structured [2] - 27:6, 56:14 student [47] - 14:24, 17:14, 17:23, 18:11, 18:13, 20:4, 20:16, 20:21, 20:22, 21:25, 22:10, 22:15, 22:18, 29:14, 30:12, 30:25, 55:10, 56:12, 63:15, 67:3, 67:20, 68:5, 85:6, 88:21, 88:24, 89:2, 89:8, 89:16, 96:13, 96:25, 97:2,</p>
---	--	---	---	---

<p>103:12, 103:22, 103:23, 108:6, 117:24, 119:20, 125:24, 128:25, 130:19, 130:25, 132:24, 132:25, 133:4, 133:7, 137:20</p> <p>Student [13] - 18:20, 34:22, 50:1, 73:23, 79:2, 79:5, 79:13, 80:2, 80:13, 80:15, 80:19, 103:16</p> <p>students [61] - 4:21, 7:6, 8:9, 8:20, 10:4, 13:13, 14:1, 15:19, 16:4, 17:8, 17:25, 18:7, 20:25, 21:11, 28:23, 30:7, 31:9, 34:9, 53:1, 54:19, 54:20, 55:15, 56:7, 56:12, 61:6, 61:10, 62:18, 63:3, 65:20, 65:24, 67:1, 67:11, 67:15, 68:1, 68:4, 70:14, 79:23, 80:6, 89:1, 103:15, 103:19, 107:1, 107:2, 107:14, 107:17, 108:11, 108:17, 109:4, 109:14, 109:16, 109:17, 112:5, 113:4, 117:25, 124:13, 127:2, 127:5, 130:21, 133:2, 137:4, 144:20</p> <p>students' [3] - 56:5, 65:17, 67:10</p> <p>Studies [1] - 53:8</p> <p>Study [2] - 22:16, 53:11</p> <p>study [1] - 16:7</p> <p>studying [1] - 67:19</p> <p>stuff [2] - 8:19, 104:10</p> <p>Sub [1] - 57:10</p> <p>sub [1] - 141:6</p> <p>sub-strategies [1] - 141:6</p> <p>subcommittee [9] - 117:17, 119:11, 120:4, 125:12, 135:3, 135:4, 135:18, 136:1</p> <p>Subcommittee [2] - 130:5, 135:3</p> <p>subcommittees [1] - 119:25</p> <p>subheadings [1] - 136:19</p> <p>subject [2] - 50:10, 111:20</p> <p>submission [1] -</p>	<p>105:17</p> <p>submit [2] - 49:18, 62:15</p> <p>Submitted [1] - 91:19</p> <p>Subparagraph [1] - 58:8</p> <p>subscribe [1] - 89:15</p> <p>subsequently [1] - 81:7</p> <p>subset [1] - 64:13</p> <p>succeeded [1] - 114:4</p> <p>Success [1] - 50:1</p> <p>success [12] - 16:1, 17:14, 18:12, 20:16, 22:1, 22:10, 22:15, 22:25, 53:1, 55:10, 65:17, 68:6</p> <p>successes [2] - 19:4, 108:1</p> <p>successful [3] - 22:1, 29:15, 61:6</p> <p>successfully [1] - 19:17</p> <p>suffer [1] - 42:2</p> <p>sufficient [2] - 55:11, 55:12</p> <p>sufficiently [1] - 56:2</p> <p>suggest [1] - 141:11</p> <p>suggested [2] - 136:13, 140:24</p> <p>suggestions [2] - 137:15, 142:20</p> <p>summarize [1] - 136:21</p> <p>summary [1] - 83:14</p> <p>summer [1] - 47:9</p> <p>supplemental [1] - 111:5</p> <p>support [19] - 10:9, 26:18, 27:14, 31:17, 36:9, 47:10, 47:13, 56:24, 63:15, 86:11, 87:11, 87:19, 87:20, 96:19, 97:9, 103:23, 116:12, 135:17, 144:22</p> <p>Support [5] - 26:3, 26:17, 36:23, 75:6, 79:2</p> <p>supported [1] - 78:10</p> <p>supporters [1] - 13:14</p> <p>supporting [2] - 22:7, 138:6</p> <p>supports [1] - 78:9</p> <p>surfaced [1] - 99:21</p> <p>surpass [1] - 76:4</p> <p>surprise [1] - 74:21</p>	<p>surprises [1] - 116:3</p> <p>surround [1] - 11:20</p> <p>survey [11] - 27:24, 91:19, 116:10, 118:10, 124:15, 126:24, 128:7, 143:5, 145:3, 145:12, 145:13</p> <p>surveyed [1] - 144:23</p> <p>surveys [12] - 96:2, 122:7, 122:8, 122:10, 123:1, 126:3, 126:5, 126:6, 126:7, 126:10, 144:13</p> <p>SUS [2] - 40:11, 72:5</p> <p>suspect [2] - 124:4, 124:5</p> <p>sustain [1] - 86:12</p> <p>sustainability [1] - 90:3</p> <p>Sustainability [1] - 15:20</p> <p>system [7] - 8:18, 65:21, 70:7, 70:19, 70:20, 96:19</p> <p>systemic [2] - 85:21, 87:22</p> <p>systems [2] - 15:15, 137:10</p>	<p>134:22</p> <p>Task [11] - 114:25, 115:9, 116:5, 117:3, 118:18, 119:15, 133:24, 142:24, 144:1, 144:5, 145:14</p> <p>tasked [1] - 115:18</p> <p>Tatum [1] - 18:19</p> <p>TCC [2] - 15:5, 20:13</p> <p>teach [2] - 8:21, 9:17</p> <p>teacher [3] - 51:22, 51:23, 51:24</p> <p>team [28] - 8:6, 14:10, 21:22, 22:13, 29:5, 30:16, 32:14, 33:16, 33:20, 35:12, 76:13, 87:2, 88:19, 89:24, 94:14, 100:2, 107:9, 107:10, 113:8, 115:13, 115:15, 118:13, 119:5, 128:21, 129:3, 143:14, 147:15</p> <p>teams [7] - 88:20, 95:20, 106:24, 107:3, 107:7, 107:8, 122:23</p> <p>teamwork [1] - 126:19</p> <p>tech [1] - 106:13</p> <p>techniques [1] - 27:16</p> <p>technological [3] - 25:15, 34:12, 135:13</p> <p>technologies [1] - 15:14</p> <p>technology [10] - 16:8, 18:18, 19:1, 20:11, 25:12, 25:18, 51:25, 52:1, 92:16, 92:18</p> <p>teleconference [1] - 125:19</p> <p>Television [1] - 53:7</p> <p>ten [3] - 4:6, 86:6, 86:8</p> <p>tend [1] - 62:6</p> <p>tends [2] - 43:17, 62:7</p> <p>Tennessee [1] - 117:5</p> <p>term [7] - 36:22, 49:8, 50:8, 66:14, 77:2, 98:15, 139:13</p> <p>termination [3] - 49:12, 51:17, 52:5</p> <p>terms [8] - 90:4, 93:2, 95:22, 96:18, 118:13, 127:13, 134:21, 147:20</p> <p>terrible [1] - 8:15</p>	<p>text [1] - 10:25</p> <p>thanked [1] - 77:4</p> <p>thankful [3] - 13:7, 29:4, 112:3</p> <p>THE [2] - 53:21, 149:8</p> <p>theme [1] - 127:8</p> <p>themes [10] - 123:17, 123:18, 123:20, 123:24, 124:2, 124:6, 132:15, 133:11</p> <p>themselves [2] - 29:16, 55:16</p> <p>they've [3] - 90:14, 120:5, 133:9</p> <p>thinkers [1] - 9:2</p> <p>thinking [9] - 10:11, 47:11, 118:1, 123:2, 126:18, 126:22, 127:6, 127:15, 148:17</p> <p>thinning [1] - 147:23</p> <p>third [4] - 7:21, 71:23, 79:18, 107:8</p> <p>THOMAS [4] - 61:24, 63:1, 66:11, 66:15</p> <p>Thompson [2] - 119:18, 129:7</p> <p>thorough [1] - 135:19</p> <p>thoughts [5] - 74:8, 121:8, 121:11, 121:22, 130:12</p> <p>thousand [1] - 108:17</p> <p>thousands [1] - 124:17</p> <p>threat [1] - 127:19</p> <p>threats [1] - 127:17</p> <p>three [22] - 3:17, 4:7, 11:5, 45:24, 48:14, 51:14, 70:12, 71:20, 75:24, 76:6, 83:9, 86:8, 88:20, 94:23, 108:16, 108:18, 120:6, 126:2, 126:19, 126:23, 128:9, 136:6</p> <p>three-minute [1] - 3:17</p> <p>throughout [4] - 112:20, 116:16, 118:4, 145:19</p> <p>Thurgood [3] - 18:8, 18:9, 53:9</p> <p>THURSDAY [1] - 1:13</p> <p>ticket [6] - 90:25, 91:4, 91:12, 91:13, 94:13, 101:25</p> <p>ticketing [2] - 86:25, 87:1</p>
T				
		<p>table [2] - 11:22, 142:4</p> <p>tables [1] - 78:13</p> <p>tabulated [1] - 136:19</p> <p>tag [3] - 28:6, 93:3, 93:11</p> <p>tail [1] - 95:5</p> <p>talent [4] - 34:6, 107:19, 108:6, 108:9</p> <p>talents [1] - 13:17</p> <p>talks [3] - 91:3, 134:23, 135:11</p> <p>Tallahassee [6] - 14:16, 49:7, 50:8, 108:22, 109:21, 144:18</p> <p>TALLAHASSEE [2] - 1:18, 1:23</p> <p>Talquin [2] - 48:19, 48:23</p> <p>Tampa [2] - 25:4, 76:24</p> <p>target [4] - 76:2, 76:11, 125:23, 146:4</p> <p>targeted [1] - 20:17</p> <p>task [4] - 70:13, 122:21, 127:11,</p>		

<p>tickets [4] - 87:7, 87:10, 91:6</p> <p>tidbits [1] - 126:11</p> <p>tie [3] - 7:19, 10:24, 116:24</p> <p>tied [3] - 56:16, 135:15, 140:7</p> <p>ties [1] - 137:17</p> <p>tim [1] - 113:15</p> <p>Tim [1] - 113:19</p> <p>TIME [1] - 1:15</p> <p>timeline [4] - 31:14, 66:10, 117:14, 124:9</p> <p>tirelessly [1] - 30:18</p> <p>TO [1] - 53:21</p> <p>today [18] - 10:24, 11:18, 13:21, 18:5, 31:6, 34:20, 34:24, 54:13, 83:13, 88:24, 115:12, 116:6, 118:7, 119:14, 119:24, 123:3, 143:4, 147:11</p> <p>today's [2] - 146:22, 147:2</p> <p>together [16] - 7:13, 12:22, 12:23, 14:25, 30:20, 32:12, 33:23, 36:9, 94:16, 103:18, 106:23, 108:22, 121:7, 121:10, 123:15</p> <p>Tommy [3] - 77:2, 120:1, 120:2</p> <p>tone [1] - 127:22</p> <p>tonight [4] - 8:23, 9:15, 10:4, 14:1</p> <p>TONNETTE [1] - 1:8</p> <p>Tonya [1] - 18:19</p> <p>took [5] - 11:8, 47:1, 105:23, 126:7, 126:8</p> <p>tool [8] - 82:21, 82:23, 82:25, 83:3, 83:4, 83:12, 83:14, 83:19</p> <p>top [11] - 14:6, 16:10, 16:17, 17:1, 17:3, 17:9, 17:13, 96:17, 126:19, 126:22, 128:2</p> <p>topics [2] - 72:21</p> <p>TOREY [1] - 1:9</p> <p>Torey [1] - 74:16</p> <p>total [4] - 16:23, 102:15, 105:17, 148:2</p> <p>touchdown [1] - 93:11</p> <p>tough [7] - 9:7, 9:9, 9:10, 9:11, 9:12, 101:19, 103:2</p> <p>toward [2] - 13:24, 24:1</p> <p>towards [6] - 19:11,</p>	<p>22:4, 31:17, 56:6, 124:8, 148:20</p> <p>town [5] - 126:3, 128:8, 128:9, 128:16, 143:8</p> <p>track [3] - 120:18, 120:23, 138:20</p> <p>tracker [1] - 106:2</p> <p>trade [2] - 51:25, 52:2</p> <p>train [1] - 18:10</p> <p>training [7] - 23:18, 39:6, 96:24, 98:11, 137:3, 140:12, 141:14</p> <p>trajectory [1] - 113:25</p> <p>transcript [1] - 150:6</p> <p>transfer [6] - 24:18, 24:23, 25:1, 25:12, 25:18, 106:13</p> <p>transitioned [1] - 77:17</p> <p>translated [3] - 29:25, 30:5, 30:6</p> <p>translates [1] - 30:3</p> <p>translating [1] - 30:1</p> <p>transparency [2] - 139:20, 139:22</p> <p>transportation [1] - 49:11</p> <p>trash [1] - 105:25</p> <p>travel [2] - 18:19, 29:12</p> <p>treasure [1] - 13:17</p> <p>Treat [1] - 89:19</p> <p>tremendous [1] - 120:5</p> <p>trip [1] - 125:20</p> <p>true [2] - 140:23, 150:6</p> <p>truly [5] - 100:10, 121:19, 121:25, 122:11, 124:16</p> <p>Trunk [1] - 89:19</p> <p>trust [3] - 42:8, 42:10, 147:1</p> <p>Trustee [131] - 2:8, 2:10, 2:12, 2:14, 2:16, 2:18, 2:21, 2:23, 2:25, 3:2, 3:4, 21:7, 21:8, 32:3, 33:1, 33:4, 34:1, 34:2, 34:16, 35:4, 35:14, 36:3, 36:14, 36:18, 36:24, 37:2, 37:7, 37:16, 37:17, 37:20, 38:7, 38:19, 40:23, 42:15, 43:4, 43:7, 43:12, 43:20, 44:12, 45:15, 47:2, 48:8, 48:11, 51:2,</p>	<p>51:6, 51:7, 52:17, 52:19, 53:17, 57:3, 59:5, 59:18, 59:19, 60:9, 60:10, 60:24, 61:13, 61:14, 62:21, 64:14, 65:4, 66:7, 66:20, 68:10, 68:23, 68:25, 69:2, 69:4, 69:6, 69:8, 69:10, 69:12, 69:14, 69:16, 71:14, 71:16, 73:3, 73:6, 73:10, 74:16, 74:19, 74:20, 75:3, 78:21, 78:22, 79:3, 79:6, 79:7, 79:9, 79:10, 79:14, 79:16, 79:20, 79:21, 79:24, 79:25, 80:4, 80:17, 80:21, 80:23, 81:11, 81:16, 82:2, 82:3, 82:10, 83:21, 83:22, 84:10, 89:22, 99:1, 100:17, 100:20, 103:7, 104:7, 104:21, 108:13, 108:23, 110:9, 112:13, 113:13, 113:14, 115:9, 117:23, 117:25, 119:21, 130:3, 134:5, 134:10</p> <p>trustee [1] - 78:5</p> <p>TRUSTEE [144] - 1:7, 2:9, 2:11, 2:13, 2:15, 2:17, 2:22, 3:1, 3:3, 3:5, 21:9, 32:1, 32:2, 32:5, 33:5, 34:4, 35:3, 35:5, 35:15, 35:21, 35:24, 36:17, 36:19, 37:11, 37:12, 37:15, 37:17, 37:19, 38:8, 38:12, 38:15, 38:21, 39:18, 40:4, 40:18, 40:21, 40:24, 41:5, 41:10, 41:11, 41:13, 41:16, 41:17, 41:25, 42:14, 42:16, 42:18, 42:20, 43:5, 43:21, 43:22, 44:3, 44:13, 45:4, 45:18, 46:2, 46:3, 46:17, 47:4, 47:17, 48:9, 48:12, 51:13, 52:21, 53:19, 53:22, 53:24, 57:2, 57:4, 59:4, 59:7, 59:17, 59:20, 60:11, 60:25, 61:12, 61:15, 62:20, 63:7, 64:6, 64:15, 64:19, 64:20, 64:21, 64:23, 65:3, 65:5, 66:6, 66:8, 66:14, 66:18, 66:21,</p>	<p>68:8, 68:17, 68:18, 68:21, 68:24, 69:1, 69:3, 69:5, 69:7, 69:9, 69:13, 69:15, 71:12, 73:11, 74:12, 74:22, 75:4, 75:7, 79:4, 81:3, 82:11, 84:8, 84:11, 87:24, 88:1, 88:4, 98:18, 99:2, 100:18, 100:21, 103:8, 106:19, 110:14, 110:15, 112:12, 112:17, 112:20, 113:2, 113:11, 113:14, 115:10, 125:5, 134:4, 134:8, 134:9, 134:19, 135:2, 138:21, 142:21, 143:2, 146:15, 146:17</p> <p>trustees [5] - 48:5, 57:7, 65:11, 70:19, 147:18</p> <p>Trustees [12] - 2:5, 2:6, 6:10, 9:20, 11:19, 12:19, 30:17, 50:24, 52:11, 81:20, 122:23, 145:7</p> <p>TRUSTEES [1] - 1:2</p> <p>Trustees' [2] - 39:8, 81:17</p> <p>try [9] - 7:18, 10:9, 10:11, 63:24, 67:20, 91:23, 92:3, 138:23, 143:21</p> <p>trying [11] - 54:19, 64:1, 70:14, 108:8, 110:22, 110:23, 111:4, 112:7, 118:22, 118:25, 128:16</p> <p>Tucker [2] - 3:13, 4:14</p> <p>TUCKER [2] - 3:19, 3:21</p> <p>turkey [1] - 14:23</p> <p>turn [2] - 78:2, 115:7</p> <p>turns [2] - 56:1, 147:22</p> <p>tutor [1] - 22:16</p> <p>Two [1] - 103:10</p> <p>two [29] - 11:13, 11:17, 17:17, 21:16, 26:1, 48:13, 49:17, 55:21, 56:16, 57:15, 65:11, 69:19, 69:22, 69:24, 71:3, 72:15, 77:24, 78:13, 86:9, 92:21, 100:25, 102:19, 104:8, 107:8, 107:17, 122:5, 123:9, 135:15, 136:6</p>	<p>type [2] - 36:7, 86:11</p> <p>types [1] - 108:1</p> <p>typically [2] - 89:6, 113:17</p> <p style="text-align: center;">U</p> <p>U.S. [1] - 16:15</p> <p>UFF [1] - 21:24</p> <p>ultimately [1] - 55:17</p> <p>unanimously [1] - 75:17</p> <p>UNCF [2] - 8:12, 8:15</p> <p>under [9] - 21:20, 23:14, 33:16, 36:23, 54:3, 63:5, 63:10, 86:18, 138:4</p> <p>undergraduate [1] - 20:11</p> <p>underline [1] - 44:21</p> <p>underneath [1] - 93:3</p> <p>understaffed [1] - 86:18</p> <p>understood [1] - 59:24</p> <p>underway [4] - 20:3, 20:15, 32:8, 92:22</p> <p>unfortunately [1] - 108:23</p> <p>unintrusively [1] - 111:17</p> <p>unique [4] - 17:21, 113:24, 113:25, 143:22</p> <p>unison [1] - 31:19</p> <p>unit [1] - 106:9</p> <p>United [1] - 15:22</p> <p>united [1] - 15:23</p> <p>units [1] - 141:18</p> <p>universities [7] - 16:14, 16:16, 17:1, 17:4, 44:24, 72:4, 81:19</p> <p>university [7] - 8:17, 13:25, 17:19, 28:19, 30:13, 52:11, 70:20</p> <p>University [83] - 2:6, 5:4, 6:13, 6:14, 6:23, 7:2, 7:3, 8:1, 8:4, 8:5, 8:25, 9:21, 10:2, 12:1, 12:9, 12:15, 12:22, 12:24, 13:10, 13:15, 16:17, 17:4, 17:16, 18:8, 18:9, 18:24, 20:20, 22:22, 23:7, 26:16, 26:18, 27:9, 27:12, 27:18, 27:22, 28:18, 28:24, 30:4, 30:20, 34:13, 39:8,</p>
--	--	---	---	---

<p>39:11, 48:21, 49:6, 49:15, 49:18, 49:21, 52:24, 55:21, 56:4, 61:6, 72:24, 76:2, 105:7, 106:5, 111:14, 113:19, 113:24, 115:24, 118:13, 121:17, 124:19, 127:19, 128:5, 130:23, 132:10, 133:9, 133:10, 135:10, 135:25, 136:12, 137:1, 137:8, 137:23, 137:24, 138:25, 139:6, 140:8, 141:4, 142:10, 146:10, 147:12</p> <p>UNIVERSITY [1] - 1:1</p> <p>University's [9] - 13:21, 15:8, 21:19, 30:24, 54:5, 72:7, 83:5, 135:14, 139:15</p> <p>University-wide [1] - 20:20</p> <p>unless [2] - 49:14, 125:3</p> <p>up [42] - 3:10, 5:13, 5:14, 12:5, 22:18, 35:2, 44:24, 48:6, 55:3, 64:1, 82:20, 85:12, 87:21, 88:20, 90:21, 91:2, 92:24, 93:23, 93:24, 94:8, 99:3, 101:21, 105:9, 105:10, 105:13, 105:22, 106:25, 107:1, 107:4, 111:4, 111:18, 115:1, 120:14, 122:11, 124:18, 127:9, 127:12, 129:5, 131:17, 141:5, 148:8, 149:3</p> <p>upcoming [1] - 28:7</p> <p>update [21] - 13:8, 33:6, 33:7, 35:17, 36:7, 53:7, 53:8, 53:9, 53:10, 53:11, 72:20, 72:22, 76:20, 78:7, 90:19, 100:16, 105:14, 115:13, 116:6, 118:7</p> <p>updated [3] - 24:4, 24:8, 86:5</p> <p>updates [13] - 32:7, 36:7, 50:14, 50:15, 50:24, 53:12, 75:21, 77:9, 80:14, 80:15, 84:5, 85:3, 88:19</p>	<p>upload [1] - 106:3</p> <p>urge [2] - 5:11, 5:16</p> <p>USDA [1] - 24:19</p> <p>useful [1] - 120:8</p> <p>users' [1] - 18:3</p> <p>USP [1] - 24:7</p> <p>usual [1] - 120:18</p> <p>utility [2] - 48:19, 49:1</p> <p>utilize [1] - 19:5</p> <p>utilizes [1] - 23:17</p> <p>utilizing [1] - 92:17</p> <hr/> <p style="text-align: center;">V</p> <hr/> <p>vacancies [1] - 76:16</p> <p>vacancy [2] - 44:18, 44:22</p> <p>validate [1] - 118:11</p> <p>value [3] - 16:9, 147:8, 147:9</p> <p>various [13] - 14:17, 21:5, 24:6, 28:2, 31:8, 42:5, 55:8, 55:24, 67:25, 118:2, 139:17, 139:21, 144:22</p> <p>vehicles [1] - 23:8</p> <p>vein [1] - 36:5</p> <p>venture [2] - 115:22, 139:10</p> <p>ventures [1] - 145:15</p> <p>verbatim [1] - 81:8</p> <p>versus [2] - 36:21, 91:9</p> <p>via [6] - 62:2, 81:5, 143:5, 143:6, 143:7</p> <p>vice [6] - 51:3, 71:15, 74:16, 74:20, 75:10, 79:13</p> <p>Vice [12] - 44:17, 44:19, 48:16, 75:21, 76:20, 80:5, 80:14, 105:1, 111:21, 116:19, 142:22</p> <p>VICE [16] - 104:25, 106:17, 106:20, 108:3, 109:24, 110:5, 110:20, 112:14, 112:19, 113:1, 113:7, 113:12, 113:21, 114:11, 114:13, 114:17</p> <p>video [5] - 18:17, 28:11, 29:25, 30:6, 36:7</p> <p>videos [5] - 28:15, 28:16, 29:8, 29:10, 29:20</p> <p>view [1] - 54:18</p> <p>viewed [1] - 144:15</p>	<p>Village [1] - 19:18</p> <p>violence [3] - 18:22, 18:23</p> <p>Virginia [1] - 7:20</p> <p>virtually [1] - 18:17</p> <p>Vision [1] - 135:7</p> <p>vision [7] - 27:3, 78:18, 88:13, 88:15, 88:16, 148:4, 148:15</p> <p>visioning [1] - 23:19</p> <p>visiting [1] - 78:4</p> <p>visual [1] - 97:22</p> <p>voice [1] - 65:11</p> <p>voices [1] - 9:25</p> <p>volleyball [1] - 90:10</p> <p>volume [2] - 105:10, 105:21</p> <p>vote [6] - 54:8, 56:21, 62:23, 65:1, 68:12, 68:22</p> <p>voted [1] - 75:17</p> <p>VP [12] - 72:20, 72:22, 76:10, 76:15, 77:4, 77:8, 78:3, 78:5, 78:7, 104:24, 112:10, 114:9</p> <hr/> <p style="text-align: center;">W</p> <hr/> <p>wait [1] - 125:3</p> <p>waiting [1] - 115:7</p> <p>walk [3] - 8:24, 9:14, 10:5</p> <p>Wallet [1] - 17:10</p> <p>Wanda [3] - 119:24, 139:2, 139:3</p> <p>wants [1] - 96:17</p> <p>WARREN [147] - 1:7, 2:3, 2:24, 3:8, 3:14, 3:20, 4:10, 5:19, 5:21, 5:25, 13:2, 31:22, 32:3, 33:1, 34:1, 34:16, 34:19, 35:4, 35:14, 35:22, 36:16, 37:2, 37:13, 37:16, 37:18, 37:20, 37:24, 38:1, 38:11, 38:13, 38:16, 39:17, 39:19, 39:23, 40:1, 40:3, 40:17, 40:19, 40:23, 41:21, 42:1, 42:15, 42:19, 42:21, 42:24, 43:2, 43:4, 44:2, 44:4, 44:7, 44:10, 44:12, 45:5, 45:9, 45:12, 45:14, 45:19, 46:4, 46:8, 46:11, 46:13, 46:19, 46:24, 47:15, 47:18, 47:22, 47:25, 48:2, 48:11, 51:6,</p>	<p>51:10, 52:17, 53:17, 56:25, 57:3, 59:5, 59:18, 60:9, 60:24, 61:13, 64:4, 64:7, 64:18, 64:22, 64:24, 65:4, 66:4, 66:7, 66:16, 66:20, 68:10, 68:16, 68:19, 68:22, 69:11, 69:20, 69:23, 70:4, 73:3, 73:8, 74:19, 74:24, 75:3, 75:5, 78:21, 78:25, 80:21, 80:25, 82:2, 82:6, 83:21, 83:25, 84:9, 84:23, 98:19, 98:24, 100:17, 100:20, 103:6, 104:1, 104:4, 109:23, 109:25, 110:9, 110:17, 112:10, 112:13, 113:13, 114:9, 114:12, 114:15, 114:22, 115:4, 116:22, 120:17, 133:16, 134:7, 134:10, 134:15, 134:17, 134:25, 144:4, 144:9, 144:12, 146:14, 146:16, 146:20</p> <p>Warren [7] - 2:23, 3:22, 36:14, 36:17, 41:7, 69:10, 116:20</p> <p>WAS [1] - 149:8</p> <p>WASHINGTON [11] - 1:11, 3:1, 43:21, 57:2, 57:4, 59:4, 59:7, 68:18, 69:13, 71:12, 134:8</p> <p>Washington [12] - 2:25, 17:2, 43:7, 43:13, 43:20, 57:3, 59:6, 69:12, 73:4, 76:25, 134:5, 146:6</p> <p>Washington's [1] - 73:6</p> <p>waste [1] - 8:16</p> <p>watch [1] - 18:18</p> <p>watching [1] - 11:9</p> <p>water [1] - 49:22</p> <p>ways [4] - 17:21, 29:19, 55:10, 132:23</p> <p>Weatherford [1] - 119:16</p> <p>web [2] - 24:10, 145:16</p> <p>website [2] - 30:3, 145:25</p> <p>Wednesday [1] - 89:12</p>	<p>week [9] - 8:12, 14:5, 14:14, 32:23, 97:5, 97:6, 117:20, 129:1, 129:4</p> <p>weekend [2] - 106:21, 125:18</p> <p>weekly [2] - 36:6, 135:22</p> <p>weight [1] - 149:1</p> <p>welcome [7] - 2:4, 21:9, 77:10, 115:11, 116:9, 116:17, 144:8</p> <p>west [1] - 145:21</p> <p>wheel [2] - 19:9, 19:12</p> <p>Wheels [1] - 89:11</p> <p>WHEREUPON [1] - 149:8</p> <p>White [10] - 3:2, 37:15, 37:16, 37:17, 48:11, 51:6, 51:8, 59:19, 60:10, 69:14</p> <p>WHITE [12] - 1:8, 3:3, 37:11, 39:18, 42:18, 45:4, 46:2, 48:12, 60:11, 64:20, 64:23, 69:15</p> <p>whole [7] - 7:18, 17:23, 20:21, 41:1, 41:15, 41:24, 59:22</p> <p>wide [3] - 15:11, 20:20, 123:7</p> <p>wife [2] - 10:15, 14:17</p> <p>William [4] - 3:12, 109:9, 110:5, 110:6</p> <p>win [6] - 96:10, 96:18, 96:19, 97:8, 105:22, 111:18</p> <p>window [1] - 60:2</p> <p>wipe [1] - 102:18</p> <p>wiped [1] - 102:20</p> <p>wisdom [1] - 13:5</p> <p>wish [3] - 4:8, 56:7, 114:8</p> <p>women's [1] - 14:8</p> <p>won [1] - 90:7</p> <p>wondered [1] - 144:17</p> <p>wonderful [1] - 32:7</p> <p>Woody [7] - 3:4, 51:2, 69:16, 71:14, 71:16, 110:10, 134:11</p> <p>WOODY [5] - 1:10, 3:5, 46:17, 110:15, 134:9</p> <p>word [5] - 6:5, 36:22, 36:25, 60:7, 60:22</p> <p>wording [1] - 36:20</p> <p>words [9] - 13:5,</p>
--	---	---	---	---

<p>37:6, 55:23, 57:20, 122:25, 123:2, 123:21, 124:17 workforce [3] - 8:10, 126:17, 127:5 workplace [1] - 21:2 works [1] - 15:7 workshops [1] - 143:8 workweek [1] - 47:8 World [1] - 16:15 world [11] - 9:1, 9:2, 9:7, 9:13, 9:15, 28:18, 28:21, 29:10, 145:10, 148:21, 148:24 worth [1] - 12:5 worthy [1] - 12:10 written [3] - 62:5, 126:21, 127:15</p>	<p>yourselves [1] - 42:4 youthful [1] - 11:8</p>
<p>Y</p>	<p>Z</p>
<p>Year [1] - 75:24 year [54] - 4:9, 13:16, 13:20, 17:20, 19:7, 19:11, 26:10, 26:14, 26:17, 47:7, 52:13, 73:20, 73:25, 75:11, 75:25, 76:3, 76:4, 76:6, 76:7, 76:8, 76:9, 82:25, 90:13, 91:7, 91:9, 91:12, 91:17, 92:6, 92:7, 93:16, 94:5, 96:4, 101:19, 101:21, 102:2, 105:4, 105:7, 105:10, 105:15, 105:18, 105:22, 105:23, 106:10, 108:25, 112:1, 114:18, 118:24, 124:22, 147:17 year's [3] - 20:6, 105:16, 105:17 Year-to-date [1] - 75:24 years [12] - 5:4, 11:5, 11:6, 11:17, 49:17, 51:19, 52:15, 77:16, 77:25, 90:3, 94:9, 146:11 yesterday [10] - 34:22, 54:9, 54:11, 55:23, 59:24, 62:24, 66:21, 74:3, 84:4, 100:24 yielded [1] - 30:22 York [1] - 16:7 young [1] - 9:17 yourself [1] - 11:24</p>	<p>zip [1] - 110:23 Zone [1] - 103:13</p>