

**Florida Agricultural and Mechanical University  
Board of Trustees**



**MEETING MINUTES  
November 18, 2016  
8:30 A.M.**

**CALL TO ORDER AND WELCOME**

*Kelvin Lawson, Chair*

Chair Lawson called the meeting to order. Attorney Barge-Miles called the roll and a quorum was established. The following trustees were present: Carter, Dortch, Grable, Lawrence, Lawson, McCoy, Mills, Moore, Perry, Reed, Washington, and Woody. Trustees Smith joined the meeting after the roll call.

**PUBLIC COMMENTS**

Dr. Carolyn Jones addressed the Board during the public comments phase of the meeting.

Next, Chair Lawson recognized the presence of the FAMU Foundation Board and the National Alumni Association Board.

**PRESIDENT'S REPORT**

*Dr. Larry Robinson, Interim President*

Chair Lawson recognized President Robinson his report. President Robinson thanked Trustees Lawrence and Mills for hosting student recruitment receptions in their homes. He also noted that Trustees Dortch and Lawson plan to host similar receptions before the end of the year. He indicated that the University won a grant from Home Depot's "Re-tool your School" competition.

President Robinson informed that Board that the University signed an historic agreement at Kennedy Space Center with Lockheed-Martin. The five-million dollar contract with Lockheed-Martin is in association with the Orion vehicle which will be the manned vehicle to Mars. FAMU is the only university involved in this initiative. He stated that "the pathway to Mars goes through FAMU" and that this is a major opportunity for our faculty to do research and for our graduates and students to gain exposure.

FAMU alumnus Ibram X. Kendi received a prize for non-fiction at the National Book Award ceremony in New York City, for his book entitled "Stamped from the Beginning: The Definitive History of Racist Ideas in America."

Lastly, President Robinson shared that major gifts would be announced during the FAMU v. Bethune-Cookman University football game.

**PRESIDENTIAL GOALS**

*Kelvin Lawson, Board Chair*

Chair Lawson reminded the Board that during its September 15, 2016 meeting, the Board indicated that President Robinson should submit his proposed goals by November 1, 2016. He said that President Robinson met that

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deadline and the goals were then forwarded to the full Board. Chair Lawson asked President Robinson to highlight the goals.

President Robinson highlighted several of his proposed goals, including the following:

1. Improve retention and graduation rates
2. Maintain regional accreditation
3. Improve performance on licensure examinations (Corrective action plans)
4. Enhance the quality of academic programs
  - i. Percentage of Bachelor's graduates employed within one-year and earning \$25,000 or more
5. Increase faculty, student, and staff buy-in and engagement with student success initiatives
6. Increase student enrollment (FTIC, Florida AA transfers, 2+2 transfer articulation agreements and total graduate student enrollment)

President Robinson indicated that he plans to create a dashboard to track the University's progress on the goals and metrics, so that the Board can see the ongoing progress. He also added that the goals are aligned with the strategies. President Robinson confirmed that he would continue to enhance the University's 2+2 program. Additionally, he indicated that he believed the university could raise its graduation rate to 50% over the next few years, ensuring that the students receive the support that they need to progress.

The Board raised questions regarding the University's current enrollment and asked for a written document providing the enrollment numbers and the categories of the enrollment numbers. President Robinson assured them that he would provide unofficial enrollment numbers for 2016, as the university has not received the official verified numbers from the Board of Governors.

Trustee Washington indicated that she would like to see a goal that specifically deals with how the University is going to balance our cost controls in expenses, aligned with our revenues. Chair Lawson stated that it could be added to the goals, either looking at a balanced budget or creating action steps to address any gaps in the budget. Chair Lawson also recognized Trustee Mills' point that organizations don't get rated on revenue, they get rated on profitability and the focus on quality has to outweigh revenue. He stated that according to the status of the University regarding enrollment, there may be the need for another discussion regarding structure and size of the University.

Chair Lawson asked for a motion to approve the goals. The motion for approval was offered by Trustee Dortch and seconded by Trustee Woody. The motion carried.

## **STANDING COMMITTEE REPORTS**

Chair Lawson recognized the Committee chairs to present their respective reports.

### **Strategic Planning Task Force**

*Trustee Nicole Washington*

Trustee Washington shared with the Board that Drs. Ford and Edington have gone back to the stakeholders and received their input to ensure that what is in the actual draft plan aligns with the BOG's performance funding metrics and the BOG's strategic plan. They will also identify any

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preeminent metrics that may apply to FAMU. Dr. Edington indicated that the work group of administrators and staff have worked on well-defined measurable goals that are quantifiable, related strategies, and metrics that describe how the University will be transformed.

The six strategic priorities are:

- Exceptional Student Experience
- High Impact Research, Commercialization, and Public Service
- Excellent and Renowned Faculty
- Transformative Alumni, Community and Business Engagement
- First-Class Business Processes
- Exceptional Customer Service (*New*)

Key events in plan develop:

Phase 1:

September 2015 – February 2016

Task Force formation

Stakeholder engagement

Submission of report to President: “*Performing Boldly Beyond Measure*”

Phase 2:

February – September 2016

Development of draft plan by administration

Stakeholder engagement on draft plan

Phase 3:

October 2016 – June 2017

Formation of Workgroup and Committees to complete plan

Stakeholder Awareness

BOT engagement on revised draft

Presentation of final plan to BOT

Feedback from stakeholders indicated the following:

**Valuing Faculty** – Need for increased institutional support.

**Customer Service** – General agreement that customer service levels need to improve.

**Realigning Student Body** – Clarity is needed on meaning of the term “right-size” the student body.

**Heritage and Multiculturalism** – Stakeholders want to preserve a diverse environment while honoring FAMU’s heritage.

The work group envisions that in five years FAMU will have stronger performance against state targets for higher education, better student experiences increased support for student success, improved faculty support and engagement, a more effective and efficient administration with a focus on customer service, and a more active engaged alumni base.

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The work group plans to present a draft plan to the Board at its March 2017 meeting and present the final plan at the June 2017 Board meeting. Chair Lawson suggested that the group keep the BOG engaged.

## **Academic Affairs**

*Trustee Thomas Dortch, Member*

Trustee Dortch presented the Academic Affairs Committee report. He indicated that the committee had one action item and it was included on the consent agenda. He also shared that several committee members expressed concern regarding the law school, so an update will be provided during the March BOT meeting.

## **Direct Support Organizations**

*Trustee Thomas Dortch, Chair*

Trustee Dortch presented updates on the DSO Committee, which included a recommendation for the approval of the National Alumni Association budget and the FAMU Foundation budget, which are included on the consent agenda. He stated that the Rattler Boosters budget was received and several other documents have been received, as well.

Trustee Dortch then moved that the Board of Trustees authorize the DSO committee to work with the Athletic Director Milton Overton, Vice president George Cotton of the Foundation, the Rattler Booster Board with overseeing and advisement from President Robinson to do a comprehensive reorganization and enhancement of the FAMU Booster Club. To take all appropriate steps to bring the club totally in compliance, as set out in the governing document that created the Booster Club. Bring to the Board in the March meeting the final document of reorganization and proof of total compliance. It was seconded by Trustee Lawrence. Chair Lawson offered a friendly amendment to the motion – that during the reorganization the audit concerns that were raised in the last audit report should be addressed. Trustee Dortch accepted the amendment. The motion carried.

## **Budget and Finance**

*Trustee Kelvin Lawson, Chair*

Chair Lawson reported that the Budget and Finance Committee recommended approval of an amendment to the FY 2016-17 Operating Budget. The Committee also heard updates regarding the DSO budgets, property write-offs, student accounts write-offs and an Athletics update. VP Angela Poole provided further information regarding the Moody's bond rating, which was downgraded from A3 to BAA1. Factors that affect the rating include enrollment decline, decline in reserve balances, and multiple leadership changes.

## **Facilities Planning**

*Trustee Kimberly Moore, Chair*

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Chair Lawson recognized Trustee Moore for the Facilities Planning Committee report. Trustee Moore reported that the Committee recommended approval of the transfer of on-site natural gas distribution system from the City of Tallahassee to FAMU. The cost analysis indicated that the transfer would benefit the University.

Trustees Moore informed the Board that she is proposing a ½ day facilities workshop in December 2016 to discuss the P3, the CASS, the Master Plan, and associated budget matters.

## **Audit and Compliance**

*Trustee Washington, Chair*

Trustee Washington informed the Board that the Audit Committee met on November 7, 2016 and recommends approval of two internal audits and an amendment of the Division's 2016-2017 work plan, which are included on the consent agenda. The committee also heard updates regarding:

- A potential external audit of the Rattler Boosters
- A review of the status of the follow-up of prior audit findings
- An overview of the current status of significant findings
- An update on the corrective action plan for the Athletic Department budget deficit

## **Special Committee on Governance**

*Trustee Gary McCoy, Chair*

Trustee McCoy reported that the committee recommended approval of the following items which are included on the consent agenda:

- The new committee structure:
  - Academic and Student Affairs
  - Budget/Finance and Facilities
  - Audit and Compliance
  - Governance
  - Strategic Planning and Performance Measures
- Notice of emergency meetings with reasonable notice and notice on the website.
- Approval of tentative agreements with three collective bargaining units:
  - American Federation of State, County and Municipal Employees (AFSCME) provides a 2% wage increase, a non-recurring one-time bonus equal to 1% of their base pay, and making oral reprimands invalid after a discipline-free work record for at least two (2) years.
  - Police Benevolent Association agreement provides a 1% recurring wage increase retroactive to July 22, 2016 and a one-time non-recurring bonus payment equal to 1% of their base pay.
  - The United Faculty of Florida-FAMU Developmental Research School agreement formed a joint committee to review promotion criteria, approved funding for two substitutes for UFF members

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to attend the FEA Delegate Assembly, a one-time bonus of \$500, and advancing employees on the salary schedule.

Chair Lawson reiterated that the new committee structure and committee assignments are effective immediately.

**Special Committee on Athletics**

*Trustee Kelvin Lawson, Chair*

Trustee Lawson reported that the Committee heard updates regarding the 2016-2017 budget, the status of the corrective action plan regarding the Athletics deficit, the football season and an update regarding fundraising.

**Student Affairs**

*Trustee Nicole Washington, Chair*

Trustee Washington stated that the Student Affairs Committee did not meet, but was actively involved with Academic Affairs in developing the 2+2 Plan.

**CONSENT AGENDA**

Chair Lawson asked for a motion to approve the Consent Agenda. It was moved for approval by Trustee Moore and seconded by Trustee Perry and the motion carried. The consent agenda included the following items:

**Board of Trustees (BT)**

BT1 September 15, 2016 Minutes

**Academic Affairs Committee (AA)**

AA1 Approval of Leave of Absence without Pay

**Audit and Compliance (AC)**

AC1 Acceptance of Rattler Boosters Audit Report

AC2 Acceptance of Financial Aid Process Review Audit Report

AC3 Amend 2016-2017 Work Plan

**Budget and Finance Committee (BF)**

BF1 Amendment to the FY 2016-17 Operating Budget

**Direct Support Organizations**

DSO1 Acceptance of FAMU Foundation Budget

DSO2 Acceptance of FAMU National Alumni Association Budget

**Facilities Planning (FP)**

FP1 Approval for Transfer of On-site Natural Gas Distribution System

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## Governance (GC)

- GC1 Approval of Amendment to Article 4
- GC2 Approval of Amendment to Article 5
- GC3 Approval of Collective Bargaining Agreements
  - a. American Federation of State, County and Municipal Employees
  - b. Police Benevolent Association
  - c. United Faculty of Florida-FAMU Developmental Research School

Chair Lawson recognized Trustees for comments:

Trustee Perry urged the Board to not forget about those potential students that are not National Merit Scholar, but are “unpolished diamonds”. FAMU has historically provided a place for such students.

Trustee Woody suggested that the Chair establish a special committee on the FAMU College of Law. Chair Lawson asked instead that Provost Wright include time on the March Academic and Student Affairs Committee agenda to discuss the College of Law.

Trustee Carter stated that the Board needed to resolve the faculty contract. Assistant General Counsel Ana McDonald reported that the University has offered a 2% wage increase, retroactive to July 1, 2016 and a 2% one-time bonus to all in-unit faculty. They are still in negotiations.

Trustee Grable agreed with Trustee Carter and gave accolades to the FAMU faculty for their work and commended President Robinson for engaging the faculty. Trustee Grable also recognized the the Board staff – Pamela Zackery, Alfreda Parker, and Linda Barge-Miles, for their work with the Board.

Trustee Jaylen Smith asked for an update on all satellite campuses.

Trustee Moore informed the Board that the Board of Governors is looking at delegations of authority tied to university presidents.

Chair Lawson closed the meeting by informing the Board that he and the other State university BOT chairs will meet with Governor Rick Scott on November 21, 2016. He will have 15 minutes to talk about what is being done to move FAMU forward.

With there being no further business, the meeting adjourned.