

**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: KELVIN LAWSON, CHAIR
 BETTYE GRABLE
 DAVE LAWRENCE
 MATTHEW CARTER
 THOMAS DORTCH
 HAROLD MILLS
 KIMBERLY MOORE
 BELVIN PERRY, JR.
 CRAIG REED
 NICOLE WASHINGTON
 ROBERT WOODY
 DAVID JACKSON, III

DATE: THURSDAY, JUNE 7, 2018

TIME: COMMENCED AT: 8:30 A.M.
 CONCLUDED AT: 1:30 P.M.

LOCATION: GRAND BALLROOM
 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**

P R O C E E D I N G S

1
2
3 CHAIRMAN LAWSON: Okay. If you could please
4 grab your seats, everyone, we would like to get
5 started. Hopefully you got your coffee and enjoyed
6 the break.

7 Good morning. Good morning, and welcome to
8 the meeting of the Florida A & M University Board
9 of Trustees.

10 At this time, Attorney Barge-Miles, will you
11 please call the roll?

12 MS. ZACKERY: Trustee Carter.

13 TRUSTEE CARTER: Here.

14 MS. ZACKERY: Trustee Dortch.

15 (NO RESPONSE).

16 MS. ZACKERY: Trustee Dortch.

17 (NO RESPONSE).

18 MS. ZACKERY: Trustee Grable.

19 TRUSTEE GRABLE: Here.

20 MS. ZACKERY: Trustee Jackson.

21 TRUSTEE JACKSON: Present.

22 MS. ZACKERY: Trustee Lawrence.

23 TRUSTEE LAWRENCE: Here.

24 MS. ZACKERY: Trustee Lawson.

25 CHAIRMAN LAWSON: Here.

1 MS. ZACKERY: Trustee Mills.

2 TRUSTEE MILLS: Here.

3 MS. ZACKERY: Trustee Moore.

4 TRUSTEE MOORE: Here.

5 MS. ZACKERY: Trustee Perry.

6 TRUSTEE PERRY: Here.

7 MS. ZACKERY: Trustee Washington.

8 TRUSTEE WASHINGTON: Here.

9 MS. ZACKERY: Trustee Woody.

10 (NO RESPONSE).

11 MS. ZACKERY: Trustee Woody.

12 (NO RESPONSE).

13 MS. ZACKERY: Mr Chair, you have a quorum.

14 CHAIRMAN LAWSON: Thank you.

15 There is one item that I would like to address
16 that's not on the agenda, and that is -- and we
17 didn't do it yesterday, but officially welcome our
18 newest trustee, Trustee David Jackson.

19 I know he is not here because he's out on
20 internship, but he is on the phone.

21 So officially, Trustee Jackson, welcome to the
22 Florida A & M University Board of Trustees.

23 TRUSTEE JACKSON: Thank you, Chairman.

24 Hello. Can you all hear me?

25 CHAIRMAN LAWSON: You're welcome to say a

1 couple of words if you would like, sir.

2 TRUSTEE JACKSON: Okay. Hello. Can everybody
3 hear me?

4 CHAIRMAN LAWSON: Yes.

5 TRUSTEE JACKSON: All right. Hello,
6 everybody. I'm very excited to work collectively
7 with this Board and help progress
8 Florida A & M University and advocate on behalf
9 of the student body. I'm just happy to be here and
10 ready to get to work.

11 Thank you.

12 CHAIRMAN LAWSON: Thank you. And, again,
13 welcome.

14 At this point, Trustees, I'd like to do
15 something -- and audience -- that I think is very
16 appropriate at this moment.

17 At this point, I would like to recognize the
18 late Doctor Clyde Ashley. Usually at this point in
19 the meeting, Doctor Ashley would be poised in the
20 back of the room preparing to make a public
21 statement in support of Florida A & M and/or
22 specifically the School of Business and Industry.

23 We mourn the loss of Doctor Ashley, and we
24 will always remember his profound love for this
25 institution. So at this point I would like to ask

1 for a moment of silence in memory of
2 Doctor Clyde Ashley.

3 (BRIEF PAUSE).

4 CHAIRMAN LAWSON: Thank you.

5 Attorney Barge-Miles -- actually, Ms. Zackery,
6 are there any individuals that have signed up for
7 public comment?

8 MS. ZACKERY: Yes. We have four.

9 CHAIRMAN LAWSON: Four? Okay. If you would
10 please call their names.

11 Individuals, as you approach the podium, you
12 will have three minutes start to finish. We will
13 put, Mr. Henry, the timer on so that you will be
14 able to see your start and end time.

15 So I would ask that you please call the first
16 presenter.

17 MS. ZACKERY: Lieutenant Colonel Fred Clark.

18 LIEUTENANT COLONEL CLARK: I need a lot more
19 time, Mr. Chair.

20 CHAIRMAN LAWSON: If you brought a check, we
21 may be able to extend.

22 MS. MOORE: We may increase your time, right?

23 LIEUTENANT COLONEL CLARK: Yes.

24 So if I've got Executive Board members,
25 Doctor Collins; 17th president of the NAA,

1 Tommy Mitchell. Come on down.

2 Chair Lawson and the members of this Board of
3 Trustees, first I want to say, you guys are doing
4 an outstanding job, and I want to stand on record
5 and let everybody know that; and this Association
6 supports the job that you guys are doing.

7 (APPLAUSE).

8 LIEUTENANT COLONEL CLARK: Doctor Robinson and
9 members of the faculty and staff of Florida A & M
10 University, we certainly appreciate the support
11 that you have given this Association so that we can
12 do the job we need to do to support this
13 institution.

14 And to the hard working and dedicated members
15 of this FAMU National Alumni Association; and to
16 the Florida A & M University Time Magazine College
17 of the Year; and all alumni far and near, I stand
18 before you today to provide you a recap of the
19 fundraising efforts around the 2018 National Alumni
20 Association convention, which was held in Orlando,
21 Florida, 24 through 27 May of 2018.

22 We marketed our convention as a weekend of
23 giving with the majority of our gifts coming from
24 our fundraising luncheon. The gift from this week
25 of giving were obtained both online and in person

1 during our Parade of Challenge.

2 We made a commitment at this year's convention
3 to support several areas, including Save Our
4 Students, the Marching 100 to the Rose Bowl and
5 Beyond. And the biggest winner in this year's
6 convention fundraising endeavors is our athletics
7 department.

8 I'm proud to report we raised \$180,000 to
9 support our athletic department, which will provide
10 summer school assistance, as well as our commitment
11 to provide \$50,000 a year to support
12 Coach Willie Simmons' salary, and other
13 professional endeavors.

14 Finally, I am happy to report to you that the
15 total amount raised from the NAA Convention was not
16 440,000. I want to ask Doctor Robinson and
17 Chairman Lawson to please come forward so we can
18 see the real amount, the audited amount.

19 Doctor Robinson, I'll let y'all come around
20 here. I'm going to let you unveil this amount.
21 And this was a commitment to ensure we could try to
22 help close this gap. And we certainly want to
23 thank everybody for what they did.

24 And in a room of about 200 people, we did this
25 in about four hours, it didn't take long. So

1 imagine -- as we start doing FAMU Rising and start
2 touching everybody out there, imagine what we can
3 raise.

4 So drum rolls, without further ado,
5 \$600,804.11.

6 (APPLAUSE) .

7 LIEUTENANT COLONEL CLARK: We've got another
8 special presentation, but now that this is over
9 with, the Association will turn its full force
10 toward FAMU Rising and support Doctor Friday-Stroud
11 and her endeavors.

12 And so we're all on board, and we're with you,
13 Doc, we're fixing to go.

14 DOCTOR COLLINS: Doctor Robinson, for those of
15 us as conventioneers, it's a personal thing between
16 us and you. We want to present to you, Larry
17 Robinson, Ph.D., President of FAMU; and this one,
18 Mrs. Sharon Robinson, First Lady of FAMU, their own
19 garment bags, monogrammed bags with their own name
20 on them.

21 (APPLAUSE) .

22 DOCTOR COLLINS: Excuse me, this is part of
23 Doctor Robinson: You are a Rattler. You do bleed
24 orange and green.

25 CHAIRMAN LAWSON: Okay. Thank you, National

1 Alumni Association, for that presentation.

2 At this point there is -- we have three more
3 people, individuals for public comment.

4 Please call the next person, Ms. Zackery.

5 MS. ZACKERY: Massaleeka Mandella,
6 (phonetics).

7 MR. MANDELLA: Mr. Chairman, President, Board
8 of Trustees, my comment concerns retention and
9 graduation rates.

10 The longer we wait, the worst our dismal
11 dilemma will get. We can no longer accept that our
12 children are the poster models for fashion, sports,
13 hairstyles, rap, and misbehavior. FAMU's four-year
14 graduation rate and retention rate are both
15 directly related to our children's kindergarten,
16 elementary, middle, and high school success rate.

17 FAMU Developmental Research School must again
18 become an elite school in Florida. This would
19 prove that FAMU knows how to successfully prepare
20 our next generations. Administrators and teachers
21 from all over Florida would flock to FAMU seeking
22 secrets to the success of our kindergarten,
23 elementary, middle, and high school students; and
24 then use our Developmental Research School as a
25 template.

1 If our children are not taught the secrets to
2 success at very early ages, catch up at FAMU is
3 difficult to impossible. We can no longer accept
4 that our children are the poster models for
5 fashion, sports, hairstyle, rap, and misbehavior.

6 Thank you.

7 CHAIRMAN LAWSON: Thank you.

8 Next person, please.

9 MS. ZACKERY: Voncell Bradford.

10 MS. BRADFORD: Good morning.

11 CHAIRMAN LAWSON: Good morning.

12 MS. BRADFORD: To the Board of Trustees and
13 the President of this great University, my name is
14 Voncell Bradford, and I am currently a student
15 enrolled in the College of Pharmacy.

16 I arrived at FAMU as a National Honor student.
17 I was ecstatic to become a part of this great
18 institution upon the recommendation of a fine man,
19 a Rattler, Doctor Solomon Badger.

20 This past year has become a nightmare as I
21 have been bullied, discriminated, and retaliated
22 against in front of my peers by specific faculty
23 members. Much of this began on questioning various
24 inconsistent grading, policies, and complaints.

25 After VP Givens from Audit and Compliance

1 reviewed my concerns, his office agreed with me in
2 regards to unfair grievance procedures, supported
3 by the current Interim Dean in the College of
4 Pharmacy, and have and continue to investigate
5 retaliation and discrimination with the help of
6 Carey Gavin from the ELC office.

7 I have been verbally assaulted during class in
8 front of my peers, given different quizzes with
9 increased difficulties, and have been offered
10 remediation that's different from other students.
11 Despite recent instructions given by the President,
12 the Interim Dean, the Provost, and
13 Assistant Provost, continue to treat me different
14 from other students.

15 Jonathan Gibbs was a man whose contributions
16 allow the University to stand today. It is his
17 passion and his commitment for the advancement of
18 our people that led me to believe that everyone
19 here holds true to the same value.

20 The bullying I am experiencing for want and
21 fairness does not represent the vision Jonathan
22 Gibbs held for State and normal colleges for
23 colored students, nor does it represent our beloved
24 FAMU today.

25 I need assistance in achieving fairness and

1 justice from the current interim administration in
2 the College. I am pleading for assistance. Will
3 you help me do this?

4 I have more, but I realize my time is limited.
5 I need your help, as I am emotionally drained -- as
6 I am emotionally drained and intimidated by power
7 and confused. I do not see the excellence with
8 caring. Help.

9 CHAIRMAN LAWSON: Next.

10 MS. ZACKERY: Carolyn Collins.

11 DOCTOR COLLINS: Chair Lawson,
12 President Robinson, I'm just speaking just briefly.
13 And this is not on behalf of the National Alumni
14 Association, but I just needed to say a couple of
15 things, particularly after I heard some comments
16 earlier.

17 The Performance Funding Model, it's real, it's
18 here to stay. We're asking our alums, our faculty,
19 our students, and everybody to come on board to
20 help work with this. We're addressing this with
21 the Government Relations Committee. But there are
22 inequities in the Performance Funding Model, and we
23 need to make sure that we're consistently
24 investigating for some efficient model as we move
25 forward.

1 There are two land grants in the State of
2 Florida: One is an 1862, and one is an 1890.
3 There are inequities; we need equities there.

4 I want to then just close out by saying thank
5 you very, very much to everyone who participated
6 with FAMU Day at the Capitol. We worked very hard.
7 We appreciate everyone who came out.

8 And all of the alums who are out there who
9 actually supported it that may not have been able
10 to be at meetings, but they certainly sent support
11 up and they were there as well, all over not just
12 in Florida, but around the United States. I want
13 to thank all of them, and look forward to FAMU Day
14 at the Capitol of 2019.

15 I want to thank the regional vice presidents
16 and everyone that participates on the first Monday
17 of every month on our Government Relations
18 Committee that are there. They are diligent, and
19 they're dedicated to making sure that Florida A & M
20 University under the President -- priorities of the
21 President, the LBR of the Board, are achieved in
22 whatever way.

23 And I have to say because of the comments that
24 you made, this is what made me come up here.
25 Ms. Barbara Pippin, Ms. Barbara Cohen Pippin,

1 actually worked us, the alumni, to no end.

2 And so on behalf of the alumni,

3 Ms. Barbara Cohen Pippin, stand up.

4 I want everybody again to give her a hand.

5 You guys don't know how hard she worked.

6 (APPLAUSE) .

7 DOCTOR COLLINS: She worked us extremely hard.

8 She called us any time of the day or night. She

9 said: I need people to call. We did what she

10 asked us to do, and then we went beyond what she

11 asked us to do, and then what we thought was best

12 for Florida A & M University.

13 And we're looking forward to her working with

14 us this summer with the legislative meet and greet

15 while we go around the state of Florida, and our

16 alumnis are doing it outside of the country.

17 And I'll take my last 15 seconds to say: You

18 couldn't ask for a better President than

19 Doctor Larry Robinson who meets us there at 8 a.m.

20 in the morning; he goes to visit with us with all

21 legislators; he's with us for the breakfast, the

22 lunch, the reception; and we leave him there at

23 8 p.m. at night.

24 CHAIRMAN LAWSON: Thank you.

25 We have had our public comment at this point.

1 It is now time to recognize President Robinson for
2 the President's report.

3 PRESIDENT ROBINSON: Thank you, Mr. Chairman
4 and members of the Board.

5 It's my pleasure to give you an update on some
6 of the activities that have taken place, some of
7 the activities that have taken place since the last
8 time we met.

9 I think it's important to note that anything
10 that's mentioned here isn't done by me alone. I
11 really have a great team of folks that I work with
12 each and every day. So I just want to make sure
13 that although this is my report, the work is
14 actually done by the various members of that team.

15 So at this time, I would like for the short
16 video to play. I'm a little bit envious at times
17 because I still think this is a strategic move by
18 the staff so that they don't have to listen to me
19 as much as they normally do.

20 But with that said, here's the video.

21 (WHEREUPON, THE VIDEO PRESENTATION WAS
22 PLAYED) .

23 PRESIDENT ROBINSON: We're going to have to
24 give amity to Trustee Lawrence; that was really
25 great.

1 But anyway, I do want to thank -- congratulate
2 both you and Trustee Washington for your
3 acknowledgements, and I'm just glad we had an
4 opportunity to share in that moment with Trustee
5 Washington and her mother, right? So
6 congratulations.

7 You know, we claim you two. So we're about,
8 if you do something good, we're going to say, well,
9 that's FAMU over there. So thank you for giving us
10 a lot more to brag about in the last 90 days.
11 Continue to do the great things that you do.

12 First of all -- well, next I would like to
13 invite all of you, friends, Famuans, and supporters
14 to visit The Hill during the week of
15 November the 8th through the 10th. The FAMU family
16 will gather for -- it's kind of hard for me to even
17 say this, but I have to -- the FAMU family will
18 gather for my inauguration activities here.

19 (APPLAUSE).

20 PRESIDENT ROBINSON: I do not have all of the
21 details at this time, but there is a committee
22 working on those. But I'm told that in the coming
23 weeks you will hear the details about special
24 guests in the evening affair and a tribute to
25 veterans during the home football game against

1 South Carolina State University on that weekend.
2 And we'll keep you abreast as this develops.

3 So just pencil that into your calendars now,
4 those of you who might think it's worth your time
5 to come back to The Hill on that -- during those
6 days.

7 I guess the next thing I want to do,
8 Mr. Chairman, is to give an update on some of my
9 goals. I don't want to be too redundant with some
10 of the things you've heard about already, but I do
11 want to take a few moments to elaborate on some of
12 those issues that Doctor Edington talked about
13 earlier. And I'm going to focus on the four-year
14 graduation rates, the licensure pass rates, the
15 area of strategic emphasis for baccalaureate
16 degrees. And, of course, I'm concerned about
17 graduate degrees as well.

18 One of the things that we didn't talk about,
19 there's a lot that we can do with students arriving
20 in August, but we are accountable for the ones that
21 are already here as well. This clock has already
22 started ticking.

23 And so all of the unique, innovative, and
24 industry standards because we benchmark what we're
25 doing against what the best are doing out there

1 with regard to student retention, progression, and
2 graduation rates. But applying those, we will see
3 some changes. But as Doctor Edington alluded to,
4 there are going to have to be some major cultural
5 changes in this whole scheme of things.

6 I think the gentleman who spoke in the public
7 comment section sort of got at the issue that I
8 think we're going to have to work on, because I've
9 often talked about the University having to change
10 over our recruitment, you know, just what --
11 you know, where we can't just focus on the
12 so-called best and brightest that are coming out of
13 the funnel, we have to acknowledge that there
14 aren't enough coming out of that funnel for
15 everybody to -- the competition for students who
16 rise above a certain level of accomplishment in
17 high school is really, really fierce.

18 A statistic that I've shared about my team and
19 others, and in speeches that I've given is that if
20 you look at the -- just in one area, science and
21 engineering, if you look at the percentage of
22 baccalaureate degrees that we as a nation have
23 created in science and engineering from 2010 to
24 2014, as a nation we've seen about a 53-percent
25 increase. In the Republic of China, they've seen a

1 350-percent increase. In fact, we exceeded them in
2 the number of baccalaureate degrees in 2000 when
3 that study started.

4 This is a study done by the National Science
5 Board or the National Science Foundation. But they
6 have nearly -- in fact, they have more than doubled
7 the output that we have as a nation at this point.

8 And so the success that FAMU has in this arena
9 isn't just about us meeting performance metrics
10 that the system has dictated for us, it's about
11 increasing the competitiveness of this state and of
12 this nation.

13 And so our recruitment strategy, a part of
14 that has to be communicating with parents and
15 teachers and counselors and ministers and alumni
16 about what is it students need to be really
17 prepared for some of those types of careers or
18 those types of disciplines, in science and
19 engineering in particular.

20 We just don't think we can sit here and offer
21 them a very competitive scholarship package and
22 expect that to be the end of the solution or the
23 problem. We've got to work more with our
24 constituents along that path to get more students
25 prepared for that.

1 You've heard about the aggressive steps being
2 taken to address the licensure pass rates. The
3 same thing applies here. One of the elements of
4 that has to be, who do we -- and what mechanisms or
5 criteria do we use for admission into those
6 programs. We really have to take a look at that
7 very seriously to make sure that on the front end,
8 as well as on the back end, we're providing the
9 students a realistic chance of them being
10 successful.

11 We've heard a lot about what we're doing for
12 students who are, you know, getting towards the
13 end, or near the end in terms of things like BOP
14 (phonetics) or test preparation and so forth; but
15 we also have to think about what their foundational
16 skills are at the start of their careers as they
17 enter those programs.

18 We also have to spend a little bit more time
19 on this area of PSE programs, or strategic
20 emphasis. Although we are in the excellence
21 category, I think FAMU has done a remarkable job of
22 moving students into those areas. But at the same
23 time as we develop a mechanism for students who
24 were sort of out there accumulating, you know,
25 credit hours with no place to go in terms of

1 degree, we need to make sure that those types of
2 things are prematurely incentivizing students who
3 go into majors that aren't in these categories.

4 And then we also have to understand that in
5 addition to this metric, there are two others at
6 least associated with what degrees that they have.
7 One is their ability to find employment within a
8 year graduating, that's a metric; and then the
9 other one is those who do find employment,
10 you know, who among them find what's defined as
11 gainful employment.

12 And so there's no easy way. You know, this
13 system is fairly comprehensive, and you have to
14 look at all of these metrics comprehensively. So
15 the charts that you see down at the bottom are the
16 things you've heard about already. I was just
17 trying to put these issues in a different
18 perspective, okay.

19 And so these are my goals. And, you know, as
20 Trustee Mills alluded, we were sort of, you know,
21 trying to define what's the timeline; but I think
22 we're all on the same -- in the same place with
23 regard to what it actually is, and you can see some
24 of these are yet to be determined. I've got a long
25 way to go.

1 I really want to thank the alumni for helping
2 me with Goal Number 4. You know, I need a
3 little bit more help there, as you can see, but I
4 think we're off to a really great start.

5 But anyway, these just show you some of those
6 goals. In most of them it appears that I'm on
7 Trustee Jackson, but there are some that we're
8 going to have to really work hard on.

9 It gives you no pleasure for me to meet these
10 goals and we're not moving the University forward,
11 and that's one of the things I want to continue to
12 drill down on. Everybody plays a role in these, as
13 you've heard earlier; and it's our job to help them
14 understand the importance of what they do
15 contributing to the overall success of this
16 institution.

17 Okay. And so one of the things that we're
18 working on is, you know, sort of aligning our
19 organization to improved performance. As you know,
20 a year ago, a year and a half ago now, we developed
21 a new vision. That was just a start. We're not
22 done there.

23 I really think there's a lot more opportunity
24 that -- in the restructuring to allow us to focus
25 our access more -- you know, differently on the

1 outcomes that we wish to achieve. But in the
2 meantime, each of the units will have a performance
3 target similar to what I have, all of them being
4 aligned to strategic priorities and goals. And at
5 the same time we're developing on the right-hand
6 side score cards, dashboards, and giving them
7 opportunity to come to the Senior Leadership Team.

8 You know, we have a brief meeting every
9 Tuesday. That was supposed to be a joke, but
10 anyway.

11 And, you know, we invite various members of
12 the community to come and tell us how we're doing
13 so that they're not just out there in isolation,
14 and they can hear from us, and we can hear from
15 them.

16 And then on the flip side of that, I want to
17 get out more and hear from our constituents. We
18 started it out -- this year Ms. Barge-Miles kicked
19 off what they called the Fireside Chats. You know,
20 that worked in January and February, but by March
21 we were trying to figure out a new name.

22 But we invited constituents, student, faculty,
23 staff to, you know, rather intimate sessions with
24 me; and what we used to drive those conversations
25 to get this sort of line of sight, where we were

1 going as an institution pushed down into the
2 organization. We actually started with the
3 strategic goal and the Strategic Plan -- I mean the
4 Strategic Plan, and the goals are in that plan.
5 We're going to continue those meetings throughout
6 the next academic year.

7 The other thing that I do, I rarely miss, if
8 I'm on campus, I'm going to take advantage of going
9 to the Faculty Senate and speaking with them and
10 hearing from them and communicating with them about
11 where we are and where we're going on major
12 initiatives. I want to, you know, really thank
13 Doctor Grable for allowing us to come, and I'm
14 going to do that.

15 I know they're not meeting for a while, but by
16 the time they get back, we'll probably have a whole
17 lot to talk about.

18 But in the end, and I think we talked about
19 this earlier, is that, you know, Doctor Grable, we
20 have to make sure that everybody is evaluated
21 against something, right? And that "something"
22 here will be the goals that we establish for each
23 one of these units and each person individually.

24 And that faculty, they have a fairly mature
25 evaluation process. But I think what we don't do

1 for faculty's benefit is communicate to them how
2 that really matters in the overall scheme of
3 things. We're going to make sure and continue to
4 make that connect as well, okay?

5 All right. So here's where we sort of kicked
6 things off. And the gentleman down there with the
7 gray hair and the beard trying to put the puzzle
8 together, shame on him. You know, that's Tim
9 Moore.

10 We had a large -- you know, I can talk about
11 this one for hours, right? But I don't have that
12 amount of time, Mr. Chairman.

13 But the first President's retreat that I've
14 had, I modeled this on what Doctor Humphries did.
15 The only thing different is I invited all
16 designated managers. So we probably would have 20
17 to 30 people in a typical management retreat. But
18 I just wanted to make sure in the spirit of getting
19 it pushed down, Mr. Chairman, we actually had over
20 180 people.

21 And, of course, then I said, well, if we have
22 this many managers, maybe we have an opportunity
23 here, Trustee Washington. We've got some
24 efficiencies here we can work on.

25 But anyway, I don't want anybody afraid to

1 come back, you know, but I did want to take
2 advantage of this opportunity to kick off,
3 you know, this fiscal year with everybody sort of
4 buying in, with the emphasis on, you know, customer
5 service, as you've heard earlier.

6 Then we took the traditional Leadership Team
7 from that, and we had a half day session on
8 accountability at the senior leadership level: How
9 do we hold ourselves accountable, and how do I hold
10 each one of those members of the team accountable?

11 And so, as you can see, the survey results
12 were pretty impressive. You can't do much better
13 than a hundred percent, but obviously somebody on
14 my team is not getting the message. I don't know
15 who that is, Doctor Friday-Stroud, but I want to
16 know who that one person is so that we didn't get
17 to a hundred percent.

18 But anyway, this is very serious. We want to
19 know if one of the things we're doing are really
20 meaningful, and are people getting anything out of
21 them. And so in terms of our staff assessment,
22 too, we're going to continue to assess the type of
23 events that's typically done so that we can tweak
24 them as needed.

25 I bet that there will be a lot of enthusiasm

1 about this retreat in the future, and then we can
2 take what we've learned there and build into the
3 preplanning as we used to call it, the faculty
4 preplanning as they come back in August.

5 All right. I believe that's all I had.

6 Mr. Chairman, thank you very much for your
7 patience. And I'll entertain any questions at this
8 time if you have them.

9 CHAIRMAN LAWSON: Thank you, Mr. President,
10 for that report.

11 Board, are there any questions of the
12 President?

13 Yes, sir, Trustee Carter.

14 TRUSTEE CARTER: Not a question, just a
15 recognition of the outstanding work he's been doing
16 since coming on board. I know he hasn't had a
17 break, but I'll tell you what a fantastic job. You
18 can see it all in the data points that we do for
19 him too.

20 And I just wanted to say publicly,
21 Doctor Robinson, we sure do appreciate your efforts
22 to go here, there, and everywhere on behalf of
23 FAMU, as well as making the students feel part of
24 the team.

25 I like the way you go around campus so they

1 get to see their President. And that's a
2 significant thing to do, and it means a lot. You
3 may not think about it, but a lot of kids who are
4 over here wandering around the bookstore and all
5 like that, you know, the President comes in, he's
6 pretty cool. You know, as a pastor of a church,
7 you want to have people say you're pretty cool.

8 But I think you're doing a fantastic job in a
9 very short period of time under some very severe
10 circumstances, but still as a true Rattler you've
11 risen to the occasion. We really appreciate it.

12 PRESIDENT ROBINSON: Thank you for that.

13 TRUSTEE CARTER: Thank you, Mr. Chair.

14 CHAIRMAN LAWSON: Thank you, Trustee Carter.
15 Yes, Trustee Grable, you're recognized.

16 TRUSTEE GRABLE: I also want to congratulate
17 Doctor Robinson on his excellent listening skills.

18 If you mention any issue or concern to
19 Doctor Robinson, I can honestly say that he does
20 not forget it; and I hear it come back as you heard
21 this morning regarding several of our discussions,
22 and that is appreciated. Sometimes people just
23 want to be heard. And Doctor Robinson has shown
24 that in attendance to every Faculty Senate meeting
25 and listening to issues of concern to faculty

1 members who represent their various units. We
2 appreciate that.

3 Thank you, Doctor Robinson.

4 PRESIDENT ROBINSON: Thank you.

5 CHAIRMAN LAWSON: Thank you, Trustee Grable.
6 Are there other comments?

7 (NO RESPONSE) .

8 CHAIRMAN LAWSON: I just had one comment on
9 the presentation.

10 I know a lot of hands went into it, but I
11 think everybody will see that we're clearly moving
12 toward a more metric focus, dashboard-driven
13 organization, as far as how we evaluate
14 performance; how we set goals; and then, in turn,
15 how we evaluate those goals.

16 So much appreciated, Doctor Edington, for the
17 work that you guys have been doing in this area,
18 Ms. Barrington, and others who have helped us
19 really build up this framework coming out of the
20 work that Trustee Washington and others have done
21 on the Strategic Plan.

22 So with that, Mr. President, thank you. We
23 definitely appreciate all of your efforts and all
24 of your travels. And the only complaint that I
25 have is I've seen very few requests for time off.

1 So at some point I think you're going to have to
2 recharge the battery. So we do appreciate all the
3 things that you're doing.

4 At this point I'd like to move into committee
5 meetings -- committee reports I should say, and I
6 would ask the first report be given by -- I'd like
7 to move into committee reports; and,
8 Trustee Carter, you're first up.

9 TRUSTEE CARTER: Thank you, Mr. Chairman. I
10 was using a stalling tactic, but once again it
11 didn't work.

12 Mr. Chairman and members, we met yesterday.
13 The Academic and Student Affairs Committee met
14 yesterday.

15 We dealt with the tenure for 18 faculty
16 members. We dealt with two honorary degrees: One
17 for Lieutenant Colonel David E. Pollard, Sr., which
18 is posthumously; and Shelia McClure. We dealt with
19 a new degree program of Bachelor of Science in
20 Biomechanical Engineering, which is a fantastic
21 STEM major for us.

22 We dealt with the four-year graduation rate
23 improvement plan, the accountability plan, and
24 revised the Master of Science in Systems
25 Engineering degree program.

1 That was all of our action items. And if you
2 don't mind, I'd like to forego the informational
3 items.

4 CHAIRMAN LAWSON: Sure.

5 TRUSTEE CARTER: Thank you.

6 CHAIRMAN LAWSON: The next report is from the
7 Special Committee on Athletics, and that's myself.

8 I'll top line it quickly with, you know,
9 everyone had an opportunity to participate in the
10 discussion. You saw the challenges that we're up
11 against; you saw the budget that we formulated for
12 the coming year; you know that on an ongoing basis
13 we have these monthly reviews with the Board of
14 Governors. Obviously before that we have an
15 internal review.

16 We are committed to doing the best we can to
17 manage expenses to revenue; and at the same time,
18 with the help of people like Mr. Alexander, work to
19 grow revenue.

20 Trustee Washington, great question. Right now
21 there is no room for error. We're working on
22 trying to create some room by generating more
23 revenue. But I think that the leadership team
24 between our Athletic Director and Doctor Ford are
25 duly committed to help us get that done.

1 So that concludes my report.

2 The next report would be from Audit and
3 Compliance. Trustee Reed, you're recognized.

4 TRUSTEE REED: Yes. Thank you, Mr. Chair.

5 The Audit and Compliance Committee meeting met
6 on yesterday. We had one action item. It was
7 pertaining to the approval of the Compliance and
8 Ethics Program Plan that was presented; and might I
9 say, very well done also.

10 We also got the three-year plan from the Chief
11 Compliance and Ethics Officer around the goals for
12 that program. That was strictly aligned to a BOG
13 regulation.

14 We also had several informational items: One
15 around the status of audit findings, athletics
16 review, operational audit, and several others.

17 That concludes my report.

18 CHAIRMAN LAWSON: Thank you, Mr. Chair.

19 Next we'll hear a committee report from Budget
20 and Finance. Trustee Moore, you're recognized.

21 TRUSTEE MOORE: The Budget, Finance, and
22 Facilities Committee met on June 6th, 2018. The
23 agenda consisted of one consent item, five action
24 items, and two discussion items, and numerous
25 information items.

1 Items identified for follow-up include the
2 Center for Access and Student Success, as well as
3 the housing project plan. Notice was also given of
4 an anticipated called meeting.

5 Mr. Chair, this concludes my report.

6 CHAIRMAN LAWSON: Thank you, Trustee Moore.

7 At this point we will hear a report out from
8 our Direct Support Organizations, and I would ask
9 Trustee Lawrence to present in place of
10 Chairman Dortch.

11 TRUSTEE LAWRENCE: So we had an issue
12 involving getting squared away with a Senate bill
13 piece of legislation mandating certain behaviors,
14 requirements. We passed it unanimously.

15 And what I would say beyond that is, everybody
16 came away with real enthusiasm for
17 Doctor Friday-Stroud's leadership and what is
18 happening. I am praying that Doctor Friday-Stroud
19 continues in that role for a very significant
20 length of time.

21 A TRUSTEE: I would second that.

22 CHAIRMAN LAWSON: Are you referring to Interim
23 Vice President Friday-Stroud?

24 TRUSTEE LAWRENCE: I do not like the word
25 "interim."

1 CHAIRMAN LAWSON: Okay. Thank you.

2 Thank you, Trustee Lawrence.

3 Interim President Stroud, thank you for
4 sitting at the table. We appreciate you, as
5 always.

6 Next we will have a report from Trustee Mills
7 from our Governance Committee.

8 TRUSTEE MILLS: Good morning, everyone. I
9 think it's still morning.

10 Mr. Chair, the Governance Committee met
11 earlier today, and we had three action items for
12 the Board's consideration.

13 The Committee heard presentations and are
14 recommending the following: Approval of the
15 legislative budget request; approval of
16 Regulation 5.005, which is the Freedom of
17 Expression and Assembly Rights and Responsibilities
18 in compliance to the new regulations.

19 Policy 2008-01, which is the University
20 Communications and Media Policy.

21 And then we also voted to approve FAMU as a
22 smoke-free institution.

23 These are all items on the consent agenda. We
24 also considered updates on the Board of Trustees'
25 survey, as well as President Robinson's

1 self-evaluation for his 2018/2019 goals, which you
2 all should be receiving sometime early to mid July.

3 Mr. Chair, that completes my report.

4 CHAIRMAN LAWSON: Thank you, Trustee Mills.

5 Trustee Perry, you are now recognized to
6 present an update on the Special Committee of the
7 College of Law.

8 TRUSTEE PERRY: Thank you, Chair Lawson.

9 The Special Committee on the College of Law
10 met yesterday. There were presentations by
11 Dean Pernell and Associate Dean Jackson. They
12 discussed the Bar passage rate and the steps that
13 were being taken to address that. They outlined
14 various programs that have been instituted and new
15 programs that will be instituted.

16 Doctor Robinson, in an effort to make sure
17 that no stones are left unturned to make sure we
18 get the School of Law to where we all want it to
19 be, is going to look at hiring a consultant to
20 review our entire law school program to make sure
21 that we are headed in the right step.

22 That concludes my report.

23 CHAIRMAN LAWSON: Thank you, Trustee Perry,
24 for that.

25 Next is we were supposed to talk Strategic

1 Planning and Performance Measures, and that was to
2 be Trustee Washington. Is anyone --

3 TRUSTEE REED: I'm taking that.

4 CHAIRMAN LAWSON: I'm sorry, Trustee Reed is
5 going to step in and give the report.

6 TRUSTEE REED: Great. Thank you, Mr. Chair.

7 The Strategic Planning and Performance
8 Measures Committee met earlier today. We really
9 had two items: An update on the Strategic Plan
10 implementation, and Vice President Edington
11 provided us an update on that; along with
12 Ms. Joyce Ingram on the customer service initiative
13 that's currently in the process of being
14 implemented.

15 We also had an update on performance measures.
16 And Vice President Edington provided an update on
17 the changes of the performance measures, which
18 included a report on the 2018 performance outcomes
19 for FAMU.

20 That concludes my report.

21 CHAIRMAN LAWSON: Thank you, Trustee Reed.

22 Next we will move into -- is there a question
23 on the line?

24 (NO RESPONSE).

25 CHAIRMAN LAWSON: No, okay.

1 Next we'll move into the consent agenda.

2 Trustees, is there anything that needs to be
3 removed from the consent agenda, or are there any
4 items that need to be added to the consent agenda.

5 TRUSTEE MOORE: Mr. Chair?

6 CHAIRMAN LAWSON: Yes.

7 TRUSTEE MOORE: Items BFF2 under Budget,
8 Finance, and Facilities Committee, as well as BFF4,
9 those were heard as discussion items.

10 CHAIRMAN LAWSON: They are -- yes, they are
11 discussion items, Trustee Moore. Thank you for
12 that clarification.

13 And Vice President Wanda Ford will update us
14 on when the team is ready. And we will schedule a
15 called meeting with the appropriate legal notice to
16 review those two items so that we can keep those
17 projects moving forward. So those two items are
18 removed from the consent agenda, and they're
19 informational items.

20 Yes, Trustee Lawrence.

21 TRUSTEE MILLS: Mr. Chair.

22 CHAIRMAN LAWSON: Trustee Lawrence, and then
23 Trustee Mills.

24 TRUSTEE LAWRENCE: Mr. Chair, the action we
25 took on the DSO committee about getting squared

1 away with the Florida legislation, does this need
2 to be on the consent agenda?

3 CHAIRMAN LAWSON: It is on the consent agenda.

4 TRUSTEE LAWRENCE: It is on it?

5 CHAIRMAN LAWSON: Yes, sir, it is on the
6 consent agenda.

7 Trustee Mills.

8 TRUSTEE MILLS: Mr. Chair, I don't have it in
9 front of me right now, but is the smoke-free
10 environment item on the list for the consent --

11 CHAIRMAN LAWSON: I'm sorry, Trustee Mills,
12 could you repeat that one more time, please?

13 TRUSTEE MILLS: It's not in front of me at
14 this point, but is the smoke-free environment vote
15 that the Committee recommended, is that on the
16 consent agenda?

17 CHAIRMAN LAWSON: Yes, sir. The question from
18 Trustee Mills is is the recommendation to make the
19 campus a smoke-free environment on the consent
20 agenda, and the answer is yes.

21 TRUSTEE MILLS: Excellent. Thank you.

22 CHAIRMAN LAWSON: Yes, sir.

23 Trustee Carter.

24 TRUSTEE CARTER: Mr. Chairman, if there is no
25 more, I would move the consent agenda.

1 TRUSTEE LAWRENCE: I'll second.

2 CHAIRMAN LAWSON: The motion is made and
3 properly seconded.

4 Are there any questions?

5 (NO RESPONSE).

6 CHAIRMAN LAWSON: All those in favor.

7 (AFFIRMATIVE INDICATIONS).

8 CHAIRMAN LAWSON: The motion carries.

9 Thank you, Board members.

10 The next item on the agenda is a special
11 presentation by the entomology department in the
12 College of Agriculture and Food Sciences. And I'd
13 like to recognize Doctor Robert (sic) and Doctor
14 Lambert Kanga -- hopefully I pronounced that
15 correctly -- for the presentation.

16 (WHEREUPON, DOCTOR TAYLOR AND DOCTOR KANGA
17 APPROACHED THE TABLE).

18 CHAIRMAN LAWSON: I'm sorry, you are
19 recognized to present. Thank you.

20 DOCTOR KANGA: Good afternoon.

21 CHAIRMAN LAWSON: Good afternoon.

22 DOCTOR KANGA: President and distinguished
23 Trustees and --

24 TRUSTEE CARTER: Pull your mike a little
25 closer to you.

1 DOCTOR KANGA: I'm Doctor Lambert Kanga,
2 Professor of Entomology and Director of the
3 Center of Biological Control.

4 This is Doctor Paul Shirk. He's a research
5 leader at the USDA ARS. He initiated the proposal,
6 so Doctor Shirk is going to make the presentation.

7 DOCTOR SHIRK: Good afternoon as well.

8 TRUSTEE MOORE: Good afternoon.

9 CHAIRMAN LAWSON: Good afternoon.

10 DOCTOR SHIRK: What I am bringing before you
11 is an initiative that has been building for a long
12 time out of the Department of Entomology in my unit
13 at USDA ARS; and that is, to put a joint facility
14 for these two units here on the campus of
15 Florida A & M.

16 A little over a year ago I submitted a
17 proposal to the ARS Infrastructure Improvement
18 Strategy Program which was called for by
19 President Trump to replace and restore the
20 facilities on our campuses. The preliminary
21 designs were conducted by the Cheryl Collaborative
22 Group (phonetics) and supported by the FAMU CAFS
23 and Entomology Departments.

24 And the initiative is to co-locate the
25 faculty, students, and scientists of not only

1 Florida A & M entomology, but the ARS scientists
2 that I have here at Florida A & M, and the Aphis
3 facilities of USDA, too.

4 The Center for Biological Control is the focus
5 of this. It is on the basis of a U.S.
6 Congressional-initiated program that placed the
7 center here, and it is an internationally
8 recognized center of excellence. And it's the
9 first of its kind on a historically black land
10 grant institution.

11 So this center provides opportunity for
12 research, education, and outreach. It has
13 Doctor Kanga as the director, Doctor Legaspi of my
14 unit as co-director; and through this collaboration
15 we end up providing important components to the
16 people of Florida, the students of Florida A & M,
17 and the nation overall.

18 One of the main components that comes out of
19 this is there has been a long-term educational
20 program for the pest control industry that has been
21 supported by the -- at FAMU that can be augmented
22 through this. All of these components can be more
23 directly addressed through the location of this
24 Center for Biological Control Laboratory here at
25 Florida A & M to help everybody fulfill their

1 missions.

2 Many of you may know that we are increasingly
3 pressured by the introduction of insects into
4 Florida. There are approximately 26 new species a
5 year coming here as an invasive species. We know
6 the consequences of those through the issues of the
7 Florida Greening -- the citrus greening, and the
8 Zika Virus, and the West Nile Virus.

9 Those issues could be addressed best by having
10 a really state of the art facility that can address
11 those components. That's why it is being proposed
12 through this center through this new initiative.

13 The idea is to place this facility on
14 Pender Avenue, and you can see the location is
15 there beside the USDA communication center here on
16 campus. And the design idea is to provide for a
17 lecture hall, teaching facilities, and museum to
18 house the unique specimens of the aquatic insects
19 that are already managed by the
20 entomology department, and then a research
21 facility, state of the art for that.

22 And these components can come together to
23 position Florida A & M as one of the premier
24 entomological centers in the world that address
25 these issues.

1 What it takes is support. This is currently
2 on the list of facilities being considered by USDA.
3 It requires support from stakeholders such as
4 yourselves, the pest control industry so that this
5 can move forward and be a real center of excellence
6 here at Florida A & M.

7 Thank you.

8 CHAIRMAN LAWSON: Are there questions for the
9 team?

10 (NO RESPONSE) .

11 CHAIRMAN LAWSON: Gentlemen, thank you for the
12 presentation.

13 TRUSTEE MOORE: I would just share -- it's not
14 necessarily a question, it's a comment.

15 I had the pleasure of visiting the college,
16 and I got to visit each floor and learn about all
17 of the great work that's underway.

18 It is a crown jewel, as there are in the other
19 colleges and schools, too. But I got to spend a
20 significant time there and seeing the great work
21 underway and the fact that we are considered a --
22 not only within the United States but outside as
23 well -- as a resource that others look to and how
24 we can add additional prominence to it.

25 So I committed to making sure that each of you

1 had a chance to hear that tidbit as well.

2 CHAIRMAN LAWSON: Thank you, Trustee Moore.
3 Gentlemen, thank you for your presentation.
4 Questions?

5 Yes, Trustee Carter.

6 TRUSTEE CARTER: I just wanted to say, this is
7 the perfect example of collaboration. We are able
8 to utilize our dynamic faculty, of course our
9 traditional research that we've had for ages in
10 terms of agriculture; but also it shows us in a
11 dynamic process.

12 As you were saying about the pests, we've got
13 all of these invasive species coming to Florida and
14 all like that. Politicians are talking about it,
15 but nobody is really doing anything.

16 I think tis (this is) going to put us head and
17 shoulders above the rest because now we're becoming
18 more and more of an international center for this.
19 And once you establish yourself on that level, I
20 think that we'll be able to bring in additional
21 resources for greater collaboration, both with
22 governmental and foundational funders.

23 I just wanted to say, it's a great opportunity
24 for us and a great example of collaboration.

25 Thank you.

1 CHAIRMAN LAWSON: I think it's also one of
2 those unique things that's going on on campus that
3 maybe a lot of us don't know about, and
4 Trustee Moore was kind enough to bring it to our
5 attention. So we wanted to give these gentlemen a
6 time to expose it to the Board so that we can get a
7 better sense for some of the good things that are
8 going on on campus that we may not always see.

9 Gentlemen, thank you very much.

10 DOCTOR SHIRK: Thank you for the opportunity.

11 CHAIRMAN LAWSON: Board, there is one order of
12 correction that we need to make. The DSO item I
13 don't believe made the consent agenda, so we need
14 to motion it.

15 TRUSTEE LAWRENCE: I did raise the question,
16 and you did say it was included.

17 CHAIRMAN LAWSON: I did say it was included,
18 but I was challenged by legal counsel. So to be
19 safe --

20 TRUSTEE LAWRENCE: Oh, oh, oh. Okay.

21 CHAIRMAN LAWSON: You're correct, I did say it
22 was on; but to be safe, if we can --

23 TRUSTEE LAWRENCE: I so move it.

24 TRUSTEE CARTER: Second.

25 CHAIRMAN LAWSON: That motion is made and

1 properly seconded.

2 Is there any discussion?

3 (NO RESPONSE).

4 CHAIRMAN LAWSON: There being none, all in
5 favor, aye.

6 (AFFIRMATIVE INDICATIONS).

7 CHAIRMAN LAWSON: So it has come before the
8 full Board, Attorney Thomas, for the motion, and
9 agreed-upon. So it was not on the consent agenda
10 per the discussion, but we did take it in front of
11 the full Board.

12 Okay. Great. We are ready to move forward.

13 But before we move forward with our last
14 presentation, I did want to recognize one person, I
15 think he's still here.

16 And this person is a long-term Rattler,
17 long-time Rattler, has held numerous positions
18 around the University and is just an overall
19 supporter of the University.

20 And at this point I would like to use the
21 Chairman's privilege to say Happy Birthday to
22 Mr. Tommy Mitchell.

23 (APPLAUSE).

24 CHAIRMAN LAWSON: And this is our last
25 presentation, and I would like to ask

1 Doctor Ziegler to come forward. And what we're
2 doing with this presentation -- and, you know, we
3 worked this through the Provost -- is we're
4 rotating through all of the deans to bring them to
5 the podium for them to talk to us specifically
6 about what they're doing in their area of focus to
7 improve graduation and retention rates.

8 DOCTOR ZIEGLER: Thank you, Mr. Chairman,
9 President Robinson, and members of the Board of
10 Trustees. Thank you so much for the opportunity to
11 share some strategies and ideas on the improvement
12 plan.

13 Could you go to the next slide, please?

14 Let me first of all say that the information,
15 the data that you see here comes directly from our
16 academic score cards and aligns with the
17 University's goals. So right now we're standing at
18 12.22 percent as it relates to graduation rates,
19 and our goal for 2022 is 45 percent.

20 Our six-year graduation rate is now 44.34
21 percent, with a goal of 65 percent by 2022.

22 Now some of the strategies are to enhance
23 coordination of academic advisors with the SJGC
24 Curriculum Committee to ensure students follow the
25 curriculum maps of academic programs. This is

1 extremely important because if they don't follow
2 the maps and take the courses in sequence, it puts
3 them behind and they will get off course; and it
4 will also generate excess credit hours.

5 Secondly, we want to monitor student progress
6 in Blackboard for early intervention for students
7 who are having difficulties, to provide support
8 services where needed.

9 Now we already do some of that, but this will
10 even help us to flag students even earlier,
11 especially in their freshmen year, and so that we
12 can get them to the Writing Resource Center if we
13 need it, for example. And, of course, our QEP,
14 hash tag, righonFAMU definitely supports our
15 initiative as well.

16 Enhance recruitment efforts to attract
17 high-performing students. We have to get out there
18 in the high schools and identify students early.
19 We have a lot of high schools that even have
20 journalism programs, and students who are really
21 doing well in the English language, which is,
22 you know, tantamount as to what we need to do as it
23 relates to journalism.

24 So one of the things that we're also doing,
25 we're increasing our social media presence. And I

1 would also like to enhance our website presence and
2 come up with ways to make sure we drive students to
3 our social media, as well as our website; and
4 develop online classes and online tutorials to
5 assist students with matriculation through distance
6 learning.

7 A lot of our students work, so they need some
8 choices as it relates to when they take classes.
9 So we need to develop some more online classes, as
10 well as tutorials.

11 In addition, students want flexibility.
12 Students coming out of high school now have to take
13 an online course, so this is what they're used to.
14 So they expect to have the same experience when
15 they come to college, and also offer additional
16 sections of high-traffic required courses.

17 Now our accrediting body sort of requires a
18 cap of 20 on our skill courses, so we must provide
19 more sections so that students will not have to
20 again wait another semester because they cannot get
21 into our skill courses that are already capped.

22 Okay. Next slide please.

23 As you see, our retention rates are pretty
24 good, 88.8 percent; and by 2022, 90 percent, so
25 we're almost there.

1 Also to increase APR from 77.78 percent to
2 88 percent by 2022.

3 Again, you have to have a 2.5 GPA to be in our
4 program, so that -- I think that that has to do
5 also with our retention rates.

6 Also, the way our students -- the
7 institutional culture in the School of Journalism,
8 the students push each other. They work together,
9 and they encourage each other. So they sort of
10 stay together in this process when they're trying
11 to get through our program.

12 And, you know, a couple of our strategies:
13 Enhance customer service on all levels to create a
14 culture of excellence with caring. Customer
15 service, you know, correlates with student success.
16 So we have to make sure that students are having a
17 good experience throughout their matriculation:
18 From the classroom, the hallways, the advisors,
19 whoever they're coming in contacts with.

20 Constantly upgrade our curriculum, facilities,
21 and technology to mirror industry. Our field is
22 heavily dependent on technology, having the right
23 hardware, having the right software. And industry
24 expects our students to come out with a certain
25 amount of skill sets so that they're ready to enter

1 the field, to be able to package news in the field
2 the same way that they would be able to package
3 news in a studio, et cetera.

4 So we even have an Electronic News Production
5 System, which is a software system that was
6 developed by Associated Press that the students use
7 so they can package their news out there on their
8 iPads when they're out there in the field.

9 Ensure students have professional development
10 opportunities through internships and exposure to
11 industry professionals to provide employment
12 opportunities after graduation.

13 Again, this is an area I think that we do
14 pretty well and we excel because we require an
15 internship. We also have now some companies coming
16 to actually recruit our students and offer them
17 jobs on the spot. Raycom Media was one company
18 that has stations all across the country.

19 And we have a student who actually last week
20 has taken a job in Tupelo, Mississippi. So the
21 President told me that he's coming back next year
22 to recruit our students because they were so
23 impressive.

24 TRUSTEE REED: Excuse me, Dean.

25 DOCTOR ZIEGLER: Yes.

1 TRUSTEE REED: What does APR mean on this?

2 DOCTOR ZIEGLER: Progress rate, annual
3 progress rate -- academic progress rate, sorry.
4 But it has a lot to do with their GPA and how
5 they're progressing.

6 All right. The degree production, increase
7 annual production of bachelor's degrees from 97 to
8 175 by 2022.

9 We're right now, even with the fall and
10 spring, we have awarded 90. So I would expect that
11 we will exceed that number, that 97 this year.

12 Our strategies for that is to strengthen
13 relationships with junior colleges, to attract
14 transfer students. We have a good relationship
15 with TCC, but I would venture that we have to go to
16 the I-10 corridor, the I-75 corridor, the I-4
17 corridor and hit all of the junior colleges around
18 the state so that we can recruit students.

19 We have on the agenda, and I understand that
20 there may be some support for this, to develop a
21 new degree program in digital media for
22 undergraduates. That's what our field is.

23 This is a digital environment; it's a digital
24 world. This is going to increasingly keep
25 evolving, so that we need to make sure that we are

1 providing the skill sets for the future, not just
2 the present, because we have some digital courses
3 and we are definitely integrating the technology.
4 But we need to come up with a package that's going
5 to not only be attractive to students coming who
6 may want to go into music and film and animation
7 and all of the different aspects of digital media,
8 but they can also -- we can also perhaps provide a
9 certificate program for industry who may need to
10 return to learn certain skill sets.

11 And then, of course, in order to be successful
12 in that, we have to add new faculty with these
13 digital media skill sets so that they can enhance
14 what we do and make sure that we ensure success.

15 So that is the condensed version. I know it's
16 been a long day, but --

17 CHAIRMAN LAWSON: So this is good, so
18 thank you.

19 So I think to me, like the questions --
20 you know, and I think you've really already
21 answered it -- is how many students do you need to
22 graduate your program in order for the President to
23 achieve his goal?

24 Based on the number in your cohort, how
25 many -- well, you don't even need to answer it

1 because you already have it. But that's the
2 question, that's what we want to get across: What
3 are the tactics and strategies you're putting in
4 place to improve, and are you -- and do you know
5 the number of students you need to move to in order
6 to help the President keep his goal; and then
7 consequently, how are you identifying any student
8 that might be having challenges along the way?
9 Which you touched on already as well.

10 DOCTOR ZIEGLER: Right.

11 CHAIRMAN LAWSON: So that's really what we're
12 trying to get at: What are the tactics and
13 strategies, how you're identifying kids, and then
14 how many students from where you are now do you
15 need to move to? Because I noticed, and you put it
16 in your chart already, your four-year graduation
17 rate was around 12.2 percent. It's not really
18 where we want it to be.

19 So you talked about where you need to get to.
20 The question I think we'll need to work backwards
21 on, Provost Wright, is that 2020 target. Is that
22 soon enough for us to hit the target that we have
23 based on the number of students in your cohort?

24 DOCTOR ZIEGLER: I think that you're right at
25 19 percent or something, and we're at 12, so we're

1 a little bit lower than that.

2 CHAIRMAN LAWSON: We need to do the backward
3 math based on the number of students in your cohort
4 to see if 2020 is soon enough.

5 DOCTOR ZIEGLER: And I think the LLC is
6 helping us, too, because then we can track those
7 students and really measure their academic profile
8 progress rate and also ensure that they stay on
9 task. But again, our students work together
10 closely, and they push each other, and they support
11 each other.

12 CHAIRMAN LAWSON: Thank you.

13 Thank you, Dean, you did a good job.

14 TRUSTEE CARTER: I was just going to make a
15 comment --

16 CHAIRMAN LAWSON: Carter, Grable, and
17 Lawrence.

18 TRUSTEE CARTER: -- Lady Ziegler, how pleased
19 I am that you are tying it all into our metrics.
20 And that's what we've really been -- we've been
21 talking about this forever, is we want to get it
22 down to the root of our systems so our entire DNA
23 reflects metrics, performance metrics, and all like
24 that because that's how we live and survive.

25 I appreciate that, because you put on there

1 where you are; you put on there where you want to
2 go; and you put a specific time/date to it; and you
3 tied it into the metrics.

4 That's pretty much really what we need to do,
5 Doctor Robinson. We're pleased that you're having
6 the Leadership Team to kind of embrace that and
7 push it out there.

8 Also, Trustee Grable, the faculty, and you've
9 talked to them about it, and the President. I
10 think when we all get it into our DNA at FAMU,
11 then, you know, we're really going to be able to
12 see things.

13 I like the fact, Mr. Chairman, you could
14 identify about how many more students you need to
15 get there. It's very succinct, to the point, and
16 tied into our performance metrics, which is tied
17 into our Strategic Plan.

18 Thank you, Doctor Ziegler.

19 CHAIRMAN LAWSON: Trustee Grable.

20 TRUSTEE GRABLE: I want to commend my dean,
21 Doctor Dhyana Ziegler, for a very thorough and
22 complete report.

23 But as a dean, there are issues when you make
24 these presentations that you may not want to
25 mention, but I do think one that Doctor Ziegler has

1 brought to our faculty is worth mentioning here.

2 When you look at that number of
3 bachelor's degrees, as she indicated, journalism is
4 a very highly focused, intense curriculum that
5 depends on good written communication, there is
6 just no doubt about it; and the ability to write on
7 deadline, period.

8 Most of our students will face an exam by
9 their future employers to prove that you can write
10 on deadline and succinctly and grammatically
11 correct. That is part of an interview process for
12 students who leave our program. They will be
13 tested, period. That is just how it works, so you
14 don't just walk in the door with a degree.

15 With that said, I think it's important, and
16 the Dean has shared this with our faculty -- I know
17 that the Provost is aware of this -- based on your
18 approach to intrusive advisement, when students do
19 not do well in this program, we lose students to
20 the interdisciplinary program when they can't meet
21 the criteria in journalism.

22 Because, again, we're trying to put out there
23 and market our program as graduating students who
24 are highly skilled as writers, those who can
25 communicate with anyone around the world based on

1 their skill and the vetting through our faculty.

2 So it is a tough program to come out of, but
3 that is what Florida A & M is about. We are about
4 moving students out into the marketplace who can
5 secure a job in their chosen field.

6 So I did want to add that and to thank my
7 dean. I thought it was a very on-point and very
8 honest report, and I want to thank her again.

9 DOCTOR ZIEGLER: Well, thank you,
10 Trustee Grable.

11 Let me just add that while we had it on the
12 agenda to create that digital media program, it
13 would be the goal to create an interdisciplinary
14 program in the middle of this because we can borrow
15 from both sides of the house: Our graphics, as
16 well as our journalism. So we can retain our
17 students in the meantime before the other program
18 becomes fully approved and adopted.

19 CHAIRMAN LAWSON: Thank you. Let's go to
20 Trustee Lawrence, Trustee Moore, and then back to
21 Trustee Reed.

22 TRUSTEE LAWRENCE: So I want you to prove me
23 wrong, and I'm serious about this. I was in the
24 business for 35 years. I was a paid skeptic but
25 not a cynic.

1 To go from 12 to 45 percent, boy is that a
2 hurdle. And we'll need -- and we will on all of
3 these keep up closely on how we're doing. But it
4 stuns me that we could get from there to
5 45 percent; what a distance that is.

6 DOCTOR ZIEGLER: I'll tell you, on academic
7 score cards, this was determined. We had a lot of
8 discussion in our meeting about these goals and
9 stuff. So, you know, a lot is going to depend on
10 what type of students we recruit, how we retain
11 them, and getting them out the door in that period
12 of time.

13 So, yes, it may be a little bit, you know,
14 ambitious. The targets were set for us; but,
15 you know, we are willing to run the race.

16 TRUSTEE LAWRENCE: Thank you.

17 CHAIRMAN LAWSON: Thank you, Trustee Lawrence.
18 Trustee Moore and then Trustee Reed.

19 TRUSTEE MOORE: Thank you.

20 Great presentation relative to the goals and
21 outlining where we are and where we want to be. A
22 question specific to the strategies, because I saw
23 throughout some low hanging fruit; but I also saw
24 some of those that -- some that carry a price tag,
25 and others that --

1 What is our timeline for implementation? What
2 does implementation look like for those key
3 strategies? Because if it's contingent upon
4 reaching those goals, I would make the assumption
5 that you're saying the key strategies have to be
6 implemented.

7 DOCTOR ZIEGLER: Well, I believe that we have
8 started working on the strategies this year. We,
9 of course, were open for -- we had two
10 accreditation visits in between.

11 But as far as flagging our students,
12 for example, we started that early, thanks to
13 really an initiative in Academic Affairs to make
14 sure that our faculty are putting their information
15 on Blackboard so we can flag those students early.

16 And I'd like to say the faculty, especially in
17 the writing courses. They do an excellent job on
18 identifying students weaknesses and working with
19 them to try to strengthen them and sending them to
20 the other entities, such as the Writing Resource
21 Center, et cetera.

22 As far as recruitment, Mr. William Jowls, who
23 is an assistant to me, has been going out and
24 recruiting. And Professor Kenneth Jones went to
25 TCC. So, again, we'll have to get a little bit

1 more of our faculty involved because we don't have
2 a recruiter.

3 So we're having to, you know, take the
4 connections that we have in the high schools. And
5 whoever has that connection with that principal or
6 whatever, that's where we're going.

7 So some of these as far as developing the
8 digital media program, about three or four years
9 ago in my endowed chair, the Goth Reeves
10 (phonetics) chair, I'd already begun to develop a
11 digital media master's program. So some of --
12 you know, some of those same type courses can be
13 developed on the undergraduate level. It also
14 helps that on the graphics side of the house.

15 A lot of what we need for digital media, such
16 as the animation, the Adobe suites, the web design,
17 and all of that stuff, we have in place; and we
18 have been adding some electives.

19 And on the writing side in journalism, we have
20 the video; we have the audio; you know, and all of
21 those different elements that go into digital
22 media. So we would be integrating what we already
23 have and adding to it.

24 CHAIRMAN LAWSON: Trustee Reed.

25 TRUSTEE REED: Thank you very much, Dean, and

1 very good presentation as well.

2 One of the key things that, you know, I really
3 liked about the presentation was the discussion
4 around the online or distance learning, that
5 portion of it. When I think about this four-year
6 graduation rate, kind of going back to my fellow
7 Trustees and the discussion here just from members
8 speaking earlier today, it is paramount, it's where
9 we are.

10 And I do feel that we're going to have to take
11 a look at how we've developed the curriculum and
12 restructure it in support of being able to achieve
13 that four-year rate. It doesn't mean taking
14 anything out of it, but really we have to take a
15 look at how we've established the curriculum and
16 how we've actually been flowing out the information
17 on a year-by-year basis to make sure we can achieve
18 those goals.

19 I would say that for all of the deans, that's
20 going to be very important for us going forward.

21 DOCTOR ZIEGLER: Right.

22 And I have 17 years as a Trustee on the
23 Florida Virtual School and have been the
24 Past Chair. So that any time, anywhere, any place,
25 any pace I understand; and I'm trying to, you know,

1 create that same -- bring that experience with our
2 curriculum so that we can develop those courses.

3 The other challenge in that is just giving the
4 faculty time to really develop these courses. And
5 I mean it really would be ideal if I could have a
6 course developer in my shop to assist with that,
7 and we can run the race a lot faster.

8 CHAIRMAN LAWSON: Thank you.

9 All right. I heard two requests --

10 (MULTIPLE CONVERSATIONS).

11 CHAIRMAN LAWSON: I like the way you kind of,
12 you know, kind of slid that in there with the
13 question.

14 But, Dean, thank you for the presentation.
15 But, again, this is the kind of discussion that we
16 want to have, because Dave hit the nail on the
17 head, to go from 12.2 to 44.5 is a pretty big
18 stretch. So how will we get there? You know, and
19 I think you've talked us through some of the
20 strategies.

21 And I think it's incumbent upon all of the
22 deans to look at the size of their cohort to
23 determine based on that number of students, what do
24 you need to go from to get to your desired goal in
25 your department that ladders up to the goals we

1 said for the President?

2 So I think your presentation was spot on. So
3 thank you for this afternoon.

4 DOCTOR ZIEGLER: Thank you.

5 CHAIRMAN LAWSON: Board, I was told by
6 Attorney Thomas that there's some lack of clarity
7 around whether or not the engineering MOU actually
8 made the consent agenda; therefore, to avoid any
9 confusion or controversy --

10 TRUSTEE LAWRENCE: So moved.

11 TRUSTEE CARTER: Second.

12 CHAIRMAN LAWSON: -- to take this item to
13 vote.

14 It's been properly moved and seconded. Any
15 discussion?

16 TRUSTEE CARTER: Question.

17 CHAIRMAN LAWSON: Question. Call the
18 question.

19 Call for the vote.

20 All those in favor, aye.

21 (AFFIRMATIVE INDICATIONS).

22 CHAIRMAN LAWSON: The motion carries.

23 Thank you.

24 Attorney Thomas, am I out of the penalty box?

25 (AFFIRMATIVE INDICATIONS).

1 CHAIRMAN LAWSON: Thank you very much.

2 One item has been added at the request --
3 well, the only person who can change it at this
4 point is the President. So we're bringing in our
5 Director of Bands for a very brief presentation.

6 Doctor Chipman.

7 DOCTOR CHIPMAN: Good morning, Trustee Lawson,
8 and Chair -- Mr. President, and all assembled.

9 My name is Doctor Chipman. I am Director of
10 Bands. I will be very brief, but I would like to
11 update everyone with regards to the Marching 100's
12 status.

13 Right now, of course, we've had a great year
14 in terms of the academic progress, as well as the
15 general outline of what our mission is, to provide
16 entertainment and make sure, of course, our
17 students are receiving a quality education.

18 And as we prepare now for our summer band
19 camp, we have as of today 225 students who have
20 registered for our summer band camp that will be
21 held on campus July 7th through the 14th.

22 These are students from all over the country,
23 9th grade to 12th grade, and some students who are
24 graduated. Forty of those students will be coming
25 from San Antonio, Texas, graduating from the Sam

1 Houston High School. And 20 students are coming
2 all the way from MLK High School in Detroit,
3 Michigan.

4 So that's just some of the population. So
5 we're gearing up for those students. And in
6 addition to that, I did disseminate a flyer to the
7 Trustee members others, and we have copies for you,
8 if you would like, with those dates.

9 And also, as we embark upon the 130th edition
10 of the Tournament of Roses Parade in Pasadena,
11 California, first of all, I'd like to thank
12 everyone here assembled for everything that you're
13 doing to support us, particularly the President and
14 Provost Wright, as well as Friday-Stroud -- or
15 Dean Friday-Stroud -- sorry, VP Friday Stroud. And
16 I didn't say that other word before. I was here
17 earlier, that I-word I won't use.

18 And, of course, our Dean Valencia Matthews and
19 so many others who are on that committee as we're
20 gearing up and putting all the logistics together.

21 Yesterday I provided to them a tentative
22 itinerary with us departing on I think the 28th.
23 Students will come back on the 27th of December.
24 And of course, we'll be coming back following the
25 parade.

1 So it will be more itemized, and we'll provide
2 that to you during the fall semester.

3 But more importantly, with the fundraising
4 initiatives, I couldn't go another breath without
5 thanking -- I don't know if he's here. I came
6 in -- again, I was sitting at the back --
7 Lieutenant Colonel Greg Clark.

8 The members of the alumni chapter a couple of
9 weeks ago in Orlando, with all of the initiatives
10 and support agendas that they have before them, I
11 want to thank them and all the persons who
12 assisted us in the fundraising efforts, and I know
13 we'll be getting the data reports, as mentioned by
14 VP Friday-Stroud at a later time and give everyone
15 a report in terms of where we are financially.

16 We know it's going to take a lot of money to
17 get out there. I've heard from several individuals
18 in the California area, to include an individual
19 named -- it slips my mind right now -- who wants us
20 to rehearse out there, as well as Bernard Kenzie,
21 who are gearing up for us to come out there.

22 We are planning performances at Disney Land,
23 as well as a battle of bands or a festival of bands
24 that is required for all of the participating
25 schools. Of course the FAMU band is the featured

1 band at 11:30 on that particular day. We've gotten
2 that tentative schedule. And, of course, the big
3 parade at 8 a.m. They have not provided us our
4 scheduled times for the performance, but we'll get
5 that.

6 And in addition to that, we are selling
7 shirts, one of which I have here. So, you know,
8 I'm AME, and, you know, we know how to pass the
9 collection plate.

10 So if any of you would like to donate, we did
11 this at the alumni meeting, of course, in Orlando
12 last week, but I do have envelopes that have been
13 disseminated all across the country that we sent
14 out to donors, as well as T-shirts if you'll be
15 interested in purchasing a Keep It.

16 In case you're wondering what this Keep It is,
17 it's a slang our students came up with. It just
18 means like: Keep it real, or keep it all about the
19 Marching 100 in terms of our trip to Pasadena,
20 California. So that's what this T shirt is all
21 about.

22 In addition -- thank you, Provost Wright -- in
23 addition to that, the research we're tying in at
24 the request, of course, of our academic focus and
25 our initiatives that we have on campus.

1 All of the students that are traveling, before
2 they get off of that plane and we return back to
3 Tallahassee, will have to research a paper that's
4 going to be provided to them with some of the
5 bullet points of the experience and the intangibles
6 that relate to the experience of going to Pasadena
7 and the, of course, collaboration we're going to
8 have with the public schools there during one of
9 our rehearsal settings, as well as the alumni.

10 So that will be part of the research project
11 that we're putting together. And we'll get you the
12 actual document that we're going to provide to them
13 at the appropriate time during the fall semester.

14 CHAIRMAN LAWSON: Doctor Chipman, how many
15 eyes will see the Marching 100 during the parade?

16 DOCTOR CHIPMAN: Thank you.

17 There will be 70 million individuals that's
18 been broadcast historically. Of course it's the
19 130th year. This year they have the first
20 African-American President of the Tournament of
21 Roses Parade. His name is Gerald Freeny
22 (phonetics) and his wife. They will be visiting
23 all of the schools, to include the schools that
24 will be represented, or programs, from China.
25 There's a school from Costa Rica; Sweden; of course

1 Alabama State University Band has been invited; and
2 several -- there's a total of 20 bands.

3 And the first thing that they're going to read
4 when it flashes across that screen is not the
5 incomparable Marching 100. It's going to say:
6 Florida A & M University. We feel as though that's
7 huge in terms of the recruitment, the rebranding;
8 and, of course, all of the students that will
9 opportunity to engage with, as well as parents.

10 But 70 million students and parents and guests
11 will see the band on that particular day, and so
12 we're very excited. And if there's anything I can
13 answer for you -- again, I've been providing
14 several documents to the Leadership Team as we've
15 gone through this journey.

16 I'll also be going down to south Florida.
17 I've spoken with the presidents of the Miami,
18 Ft. Lauderdale, and Palm Beach. We'll be having a
19 fundraising drive in July at Gwentary (phonetics)
20 establishment.

21 I'll be also conducting -- directing the
22 Atlanta Precision Band Camp in two weeks. And so
23 also the Atlanta alumni chapter is also sponsoring
24 a fundraising campaign for us at that time.

25 And, of course, you've heard from the

1 FAMU Rising we launched a couple of weeks ago, and
2 also I was on WTXL last week and WCI -- CTV,
3 excuse me, I'll be on that station; so I've been
4 working with the Office of Communication.

5 CHAIRMAN LAWSON: Thank you, Doctor Chipman.
6 Thank you. Congratulations on your selection to
7 go.

8 All right. Ladies and gentlemen, at this
9 point I believe -- I'll ask Attorney Thomas just to
10 be sure -- there is no further business, we've
11 covered all of the questions that you've had.

12 Before we conclude, I would like to take a
13 minute and thank the Committee chairs of each of
14 the committees. I think that you guys have done
15 stellar work in preparing us and working with the
16 staff to get us ready for the discussion topics.
17 And as you noticed, based on that preparation, the
18 topics tend to flow a lot smoother.

19 So I'd ask that the Committee chairs continue
20 to be vigilant in your role in making sure that
21 we're well-versed and well organized before each
22 meeting.

23 I'd like to thank the University staff for
24 their prep to get us ready for today. I feel
25 comfortable, I think you all do as well, with the

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

business that we've conducted here.

And there being no further business to come
before this Board, I call this meeting adjourned.

(WHEREUPON, THE MEETING WAS ADJOURNED).

* * * *

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

CERTIFICATE

STATE OF FLORIDA)
COUNTY OF LEON)

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

DATED this 19th day of June, 2018.

NANCY S. METZKE, RPR, FPR
Court Reporter

\$	4	
\$180,000 [1] - 7:8 \$50,000 [1] - 7:11 \$600,804.11 [1] - 8:5	4 [1] - 22:2 44.34 [1] - 47:20 44.5 [1] - 63:17 440,000 [1] - 7:16 45 [3] - 47:19, 59:1, 59:5	accrediting [1] - 49:17 accumulating [1] - 20:24 achieve [4] - 23:1, 53:23, 62:12, 62:17 achieved [1] - 13:21 achieving [1] - 11:25 acknowledge [1] - 18:13 acknowledgements [1] - 16:3 action [5] - 31:1, 32:6, 32:23, 34:11, 37:24 activities [3] - 15:6, 15:7, 16:18 actual [1] - 69:12 add [4] - 43:24, 53:12, 58:6, 58:11 added [2] - 37:4, 65:2 adding [2] - 61:18, 61:23 addition [6] - 21:5, 49:11, 66:6, 68:6, 68:22, 68:23 additional [3] - 43:24, 44:20, 49:15 address [5] - 3:15, 20:2, 35:13, 42:10, 42:24 addressed [2] - 41:23, 42:9 addressing [1] - 12:20 adjourned [1] - 72:3 ADJOURNED [1] - 72:4 administration [1] - 12:1 administrators [1] - 9:20 admission [1] - 20:5 ado [1] - 8:4 Adobe [1] - 61:16 adopted [1] - 58:18 advancement [1] - 11:17 advantage [2] - 24:8, 26:2 advisement [1] - 57:18 advisors [2] - 47:23, 50:18 advocate [1] - 4:8 affair [1] - 16:24 Affairs [2] - 30:13, 60:13 AFFIRMATIVE [4] - 39:7, 46:6, 64:21, 64:25 afraid [1] - 25:25 African [1] - 69:20 African-American [1] - 69:20 afternoon [6] - 39:20, 39:21, 40:7, 40:8, 40:9, 64:3 agenda [19] - 3:16, 32:23, 34:23, 37:1, 37:3, 37:4, 37:18, 38:2, 38:3, 38:6, 38:16, 38:20, 38:25, 39:10, 45:13, 46:9, 52:19, 58:12, 64:8 agendas [1] - 67:10 ages [2] - 10:2, 44:9 aggressive [1] - 20:1 ago [6] - 22:20, 40:16, 61:9, 67:9, 71:1 agreed [2] - 11:1, 46:9 agreed-upon [1] - 46:9 Agriculture [1] - 39:12 agriculture [1] - 44:10 Alabama [1] - 70:1 Alexander [1] - 31:18 aligned [2] - 23:4, 32:12 aligning [1] - 22:18
1	5	
100 [4] - 7:4, 68:19, 69:15, 70:5 100's [1] - 65:11 10th [1] - 16:15 11:30 [1] - 68:1 12 [2] - 54:25, 59:1 12.2 [2] - 54:17, 63:17 12.22 [1] - 47:18 12th [1] - 65:23 130th [2] - 66:9, 69:19 14th [1] - 65:21 15 [1] - 14:17 17 [1] - 62:22 175 [1] - 52:8 17th [1] - 5:25 18 [1] - 30:15 180 [1] - 25:20 1862 [1] - 13:2 1890 [1] - 13:2 19 [1] - 54:25 19th [1] - 73:7 1:30 [1] - 1:15	5.005 [1] - 34:16 53-percent [1] - 18:24	
2	6	
2.5 [1] - 50:3 20 [4] - 25:16, 49:18, 66:1, 70:2 200 [1] - 7:24 2000 [1] - 19:2 2008-01 [1] - 34:19 2010 [1] - 18:23 2014 [1] - 18:24 2018 [6] - 1:13, 6:19, 6:21, 32:22, 36:18, 73:7 2018/2019 [1] - 35:1 2019 [1] - 13:14 2020 [2] - 54:21, 55:4 2022 [5] - 47:19, 47:21, 49:24, 50:2, 52:8 225 [1] - 65:19 24 [1] - 6:21 26 [1] - 42:4 27 [1] - 6:21 27th [1] - 66:23 28th [1] - 66:22	65 [1] - 47:21 697-8314 [1] - 1:23 697-8715 [1] - 1:23 6th [1] - 32:22	
3	7	
30 [1] - 25:17 3093 [1] - 1:22 32315-3093 [1] - 1:23 35 [1] - 58:24 350-percent [1] - 19:1	7 [1] - 1:13 70 [2] - 69:17, 70:10 77.78 [1] - 50:1 7th [1] - 65:21	
	8	
	8 [3] - 14:19, 14:23, 68:3 850 [2] - 1:23 88 [1] - 50:2 88.8 [1] - 49:24 8:30 [1] - 1:15 8th [1] - 16:15	
	9	
	90 [3] - 16:10, 49:24, 52:10 97 [2] - 52:7, 52:11 9th [1] - 65:23	
	A	
	A.M [1] - 1:15 a.m [2] - 14:19, 68:3 ability [2] - 21:7, 57:6 able [9] - 5:14, 5:21, 13:9, 44:7, 44:20, 51:1, 51:2, 56:11, 62:12 abreast [1] - 17:2 Academic [2] - 30:13, 60:13 academic [9] - 24:6, 47:16, 47:23, 47:25, 52:3, 55:7, 59:6, 65:14, 68:24 accept [2] - 9:11, 10:3 Access [1] - 33:2 access [1] - 22:25 accomplishment [1] - 18:16 accountability [2] - 26:8, 30:23 accountable [3] - 17:20, 26:9, 26:10 accreditation [1] - 60:10	

aligns [1] - 47:16
allow [2] - 11:16, 22:24
allowing [1] - 24:13
alluded [2] - 18:3, 21:20
almost [1] - 49:25
alone [1] - 15:10
Alumni [4] - 6:15, 6:19, 9:1, 12:13
alumni [9] - 6:17, 14:1, 14:2, 19:15, 22:1, 67:8, 68:11, 69:9, 70:23
alumnis [1] - 14:16
alums [2] - 12:18, 13:8
ambitious [1] - 59:14
AME [1] - 68:8
American [1] - 69:20
amity [1] - 15:24
amount [6] - 7:15, 7:18, 7:20, 25:12, 50:25
AND [1] - 39:16
animation [2] - 53:6, 61:16
annual [2] - 52:2, 52:7
answer [3] - 38:20, 53:25, 70:13
answered [1] - 53:21
anticipated [1] - 33:4
Antonio [1] - 65:25
anyway [5] - 16:1, 22:5, 23:10, 25:25, 26:18
Aphis [1] - 41:2
APPLAUSE [6] - 6:7, 8:6, 8:21, 14:6, 16:19, 46:23
applies [1] - 20:3
applying [1] - 18:2
appreciate [9] - 6:10, 13:7, 27:21, 28:11, 29:2, 29:23, 30:2, 34:4, 55:25
appreciated [2] - 28:22, 29:16
approach [2] - 5:11, 57:18
APPROACHED [1] - 39:17
appropriate [3] - 4:16, 37:15, 69:13
approval [3] - 32:7, 34:14, 34:15
approve [1] - 34:21
approved [1] - 58:18
APR [2] - 50:1, 52:1
aquatic [1] - 42:18
area [7] - 17:15, 18:20, 20:19, 29:17, 47:6, 51:13, 67:18
areas [2] - 7:3, 20:22
arena [1] - 19:8
arrived [1] - 10:16
arriving [1] - 17:19
ARS [4] - 40:5, 40:13, 40:17, 41:1
art [2] - 42:10, 42:21
Ashley [4] - 4:18, 4:19, 4:23, 5:2
aspects [1] - 53:7
assaulted [1] - 11:7
assembled [2] - 65:8, 66:12
Assembly [1] - 34:17
assess [1] - 26:22
assessment [1] - 26:21
assist [2] - 49:5, 63:6
assistance [3] - 7:10, 11:25, 12:2

Assistant [1] - 11:13
assistant [1] - 60:23
assisted [1] - 67:12
Associate [1] - 35:11
Associated [1] - 51:6
associated [1] - 21:6
Association [7] - 6:5, 6:11, 6:15, 6:20, 8:9, 9:1, 12:14
assumption [1] - 60:4
AT [2] - 1:15, 1:15
Athletic [1] - 31:24
athletic [1] - 7:9
Athletics [1] - 31:7
athletics [2] - 7:6, 32:15
Atlanta [2] - 70:22, 70:23
attendance [1] - 28:24
attention [1] - 45:5
Attorney [6] - 2:10, 5:5, 46:8, 64:6, 64:24, 71:9
attract [2] - 48:16, 52:13
attractive [1] - 53:5
audience [1] - 4:15
audio [1] - 61:20
audit [2] - 32:15, 32:16
Audit [3] - 10:25, 32:2, 32:5
audited [1] - 7:18
augmented [1] - 41:21
August [2] - 17:20, 27:4
authorized [1] - 73:5
Avenue [1] - 42:14
avoid [1] - 64:8
awarded [1] - 52:10
aware [1] - 57:17
aye [2] - 46:5, 64:20

B

baccalaureate [3] - 17:15, 18:22, 19:2
Bachelor [1] - 30:19
bachelor's [2] - 52:7, 57:3
backward [1] - 55:2
backwards [1] - 54:20
Badger [1] - 10:19
bags [2] - 8:19
BALLROOM [1] - 1:17
Band [2] - 70:1, 70:22
band [5] - 65:18, 65:20, 67:25, 68:1, 70:11
Bands [2] - 65:5, 65:10
bands [3] - 67:23, 70:2
Bar [1] - 35:12
Barbara [3] - 13:25, 14:3
Barge [3] - 2:10, 5:5, 23:18
Barge-Miles [3] - 2:10, 5:5, 23:18
Barrington [1] - 29:18
based [7] - 53:24, 54:23, 55:3, 57:17, 57:25, 63:23, 71:17
basis [3] - 31:12, 41:5, 62:17
battery [1] - 30:2
battle [1] - 67:23
BBF2 [1] - 37:7
Beach [1] - 70:18
beard [1] - 25:7
become [3] - 9:18, 10:17, 10:20
becomes [1] - 58:18
becoming [1] - 44:17
began [1] - 10:23
begun [1] - 61:10
behalf [4] - 4:8, 12:13, 14:2, 27:22
behaviors [1] - 33:13
behind [1] - 48:3
beloved [1] - 11:23
BELVIN [1] - 1:10
benchmark [1] - 17:24
benefit [1] - 25:1
Bernard [1] - 67:20
beside [1] - 42:15
best [5] - 14:11, 17:25, 18:12, 31:16, 42:9
bet [1] - 26:25
better [3] - 14:18, 26:12, 45:7
BETTYE [1] - 1:7
between [3] - 8:15, 31:24, 60:10
Beyond [1] - 7:5
beyond [2] - 14:10, 33:15
BFF4 [1] - 37:8
big [2] - 63:17, 68:2
biggest [1] - 7:5
bill [1] - 33:12
Biological [3] - 40:3, 41:4, 41:24
Biomechanical [1] - 30:20
Birthday [1] - 46:21
bit [6] - 15:16, 20:18, 22:3, 55:1, 59:13, 60:25
black [1] - 41:9
Blackboard [2] - 48:6, 60:15
bleed [1] - 8:23
Board [21] - 2:8, 3:22, 4:7, 5:24, 6:2, 9:7, 10:12, 13:21, 15:4, 19:5, 27:11, 31:13, 34:24, 39:9, 45:6, 45:11, 46:8, 46:11, 47:9, 64:5, 72:3
BOARD [2] - 1:1, 1:3
board [3] - 8:12, 12:19, 27:16
Board's [1] - 34:12
body [2] - 4:9, 49:17
BOG [1] - 32:12
bookstore [1] - 28:4
BOP [1] - 20:13
borrow [1] - 58:14
bottom [1] - 21:15
Bowl [1] - 7:4
box [1] - 64:24
BOX [1] - 1:22
boy [1] - 59:1
Bradford [2] - 10:9, 10:14
BRADFORD [2] - 10:10, 10:12
brag [1] - 16:10
break [2] - 2:6, 27:17

<p>breakfast [1] - 14:21 breath [1] - 67:4 brief [3] - 23:8, 65:5, 65:10 BRIEF [1] - 5:3 briefly [1] - 12:12 brightest [1] - 18:12 bring [4] - 44:20, 45:4, 47:4, 63:1 bringing [2] - 40:10, 65:4 broadcast [1] - 69:18 brought [2] - 5:20, 57:1 Budget [3] - 32:19, 32:21, 37:7 budget [2] - 31:11, 34:15 build [2] - 27:2, 29:19 building [1] - 40:11 bullet [1] - 69:5 bullied [1] - 10:21 bullying [1] - 11:20 Business [1] - 4:22 business [4] - 58:24, 71:10, 72:1, 72:2 buying [1] - 26:4 BY [1] - 1:19</p>	<p>center [7] - 41:7, 41:8, 41:11, 42:12, 42:15, 43:5, 44:18 centers [1] - 42:24 certain [4] - 18:16, 33:13, 50:24, 53:10 certainly [3] - 6:10, 7:22, 13:10 CERTIFICATE [1] - 73:1 certificate [1] - 53:9 certify [1] - 73:5 cetera [2] - 51:3, 60:21 chair [4] - 32:4, 32:18, 61:9, 61:10 Chair [16] - 3:13, 5:19, 6:2, 12:11, 28:13, 33:5, 34:10, 35:3, 35:8, 36:6, 37:5, 37:21, 37:24, 38:8, 62:24, 65:8 CHAIR [1] - 1:6 CHAIRMAN [72] - 2:3, 2:25, 3:14, 3:25, 4:4, 4:12, 5:4, 5:9, 5:20, 8:25, 10:7, 10:11, 12:9, 14:24, 27:9, 28:14, 29:5, 29:8, 31:4, 31:6, 32:18, 33:6, 33:22, 34:1, 35:4, 35:23, 36:4, 36:21, 36:25, 37:6, 37:10, 37:22, 38:3, 38:5, 38:11, 38:17, 38:22, 39:2, 39:6, 39:8, 39:18, 39:21, 40:9, 43:8, 43:11, 44:2, 45:1, 45:11, 45:17, 45:21, 45:25, 46:4, 46:7, 46:24, 53:17, 54:11, 55:2, 55:12, 55:16, 56:19, 58:19, 59:17, 61:24, 63:8, 63:11, 64:5, 64:12, 64:17, 64:22, 65:1, 69:14, 71:5 Chairman [14] - 3:23, 7:17, 9:7, 15:3, 17:8, 25:12, 25:19, 27:6, 30:9, 30:12, 33:10, 38:24, 47:8, 56:13 Chairman's [1] - 46:21 chairs [2] - 71:13, 71:19 Challenge [1] - 7:1 challenge [1] - 63:3 challenged [1] - 45:18 challenges [2] - 31:10, 54:8 chance [2] - 20:9, 44:1 change [2] - 18:9, 65:3 changes [3] - 18:3, 18:5, 36:17 chapter [2] - 67:8, 70:23 chart [1] - 54:16 charts [1] - 21:15 Chats [1] - 23:19 check [1] - 5:20 Cheryl [1] - 40:21 Chief [1] - 32:10 children [3] - 9:12, 10:1, 10:4 children's [1] - 9:15 China [2] - 18:25, 69:24 Chipman [4] - 65:6, 65:9, 69:14, 71:5 CHIPMAN [2] - 65:7, 69:16 choices [1] - 49:8 chosen [1] - 58:5 church [1] - 28:6 circumstances [1] - 28:10 citrus [1] - 42:7 claim [1] - 16:7 clarification [1] - 37:12 clarity [1] - 64:6</p>	<p>Clark [2] - 5:17, 67:7 CLARK [4] - 5:18, 5:23, 6:8, 8:7 class [1] - 11:7 classes [3] - 49:4, 49:8, 49:9 classroom [1] - 50:18 clearly [1] - 29:11 clock [1] - 17:21 close [2] - 7:22, 13:4 closely [2] - 55:10, 59:3 closer [1] - 39:25 Clyde [2] - 4:18, 5:2 co [2] - 40:24, 41:14 co-director [1] - 41:14 co-locate [1] - 40:24 Coach [1] - 7:12 coffee [1] - 2:5 Cohen [2] - 13:25, 14:3 cohort [4] - 53:24, 54:23, 55:3, 63:22 collaboration [5] - 41:14, 44:7, 44:21, 44:24, 69:7 Collaborative [1] - 40:21 collection [1] - 68:9 collectively [1] - 4:6 college [2] - 43:15, 49:15 College [7] - 6:16, 10:15, 11:3, 12:2, 35:7, 35:9, 39:12 colleges [4] - 11:22, 43:19, 52:13, 52:17 COLLINS [4] - 8:14, 8:22, 12:11, 14:7 Collins [2] - 5:25, 12:10 Colonel [3] - 5:17, 30:17, 67:7 COLONEL [4] - 5:18, 5:23, 6:8, 8:7 colored [1] - 11:23 comfortable [1] - 71:25 coming [17] - 6:23, 16:22, 18:12, 18:14, 27:16, 29:19, 31:12, 42:5, 44:13, 49:12, 50:19, 51:15, 51:21, 53:5, 65:24, 66:1, 66:24 COMMENCED [1] - 1:15 commend [1] - 56:20 comment [8] - 5:7, 9:3, 9:8, 14:25, 18:7, 29:8, 43:14, 55:15 comments [3] - 12:15, 13:23, 29:6 commitment [4] - 7:2, 7:10, 7:21, 11:17 committed [3] - 31:16, 31:25, 43:25 Committee [17] - 12:21, 13:18, 30:13, 31:7, 32:5, 32:22, 34:7, 34:10, 34:13, 35:6, 35:9, 36:8, 37:8, 38:15, 47:24, 71:13, 71:19 committee [7] - 16:21, 30:4, 30:5, 30:7, 32:19, 37:25, 66:19 committees [1] - 71:14 communicate [2] - 25:1, 57:25 communicating [2] - 19:14, 24:10 communication [2] - 42:15, 57:5 Communication [1] - 71:4 Communications [1] - 34:20 community [1] - 23:12</p>
C		
<p>CAFS [1] - 40:22 calendars [1] - 17:3 California [3] - 66:11, 67:18, 68:20 Camp [1] - 70:22 camp [2] - 65:19, 65:20 campaign [1] - 70:24 CAMPUS [1] - 1:17 campus [9] - 24:8, 27:25, 38:19, 40:14, 42:16, 45:2, 45:8, 65:21, 68:25 campuses [1] - 40:20 candnreporters.com [1] - 1:24 cannot [1] - 49:20 cap [1] - 49:18 Capitol [2] - 13:6, 13:14 capped [1] - 49:21 cards [3] - 23:6, 47:16, 59:7 careers [2] - 19:17, 20:16 Carey [1] - 11:6 caring [2] - 12:8, 50:14 Carolina [1] - 17:1 Carolyn [1] - 12:10 carries [2] - 39:8, 64:22 carry [1] - 59:24 CARTER [1] - 55:16 CARTER [14] - 1:8, 2:13, 27:14, 28:13, 30:9, 31:5, 38:24, 39:24, 44:6, 45:24, 55:14, 55:18, 64:11, 64:16 Carter [6] - 2:12, 27:13, 28:14, 30:8, 38:23, 44:5 case [1] - 68:16 catch [1] - 10:2 categories [1] - 21:3 category [1] - 20:21 Center [6] - 33:2, 40:3, 41:4, 41:24, 48:12, 60:21</p>		

companies [1] - 51:15
company [1] - 51:17
competition [1] - 18:15
competitive [1] - 19:21
competitiveness [1] - 19:11
complaint [1] - 29:24
complaints [1] - 10:24
complete [2] - 56:22, 73:6
completes [1] - 35:3
Compliance [5] - 10:25, 32:3, 32:5, 32:7, 32:11
compliance [1] - 34:18
components [5] - 41:15, 41:18, 41:22, 42:11, 42:22
comprehensive [1] - 21:13
comprehensively [1] - 21:14
concern [2] - 28:18, 28:25
concerned [1] - 17:16
concerns [2] - 9:8, 11:1
conclude [1] - 71:12
CONCLUDED [1] - 1:15
concludes [5] - 32:1, 32:17, 33:5, 35:22, 36:20
condensed [1] - 53:15
conducted [2] - 40:21, 72:1
conducting [1] - 70:21
confused [1] - 12:7
confusion [1] - 64:9
congratulate [2] - 16:1, 28:16
Congratulations [1] - 71:6
congratulations [1] - 16:6
Congressional [1] - 41:6
Congressional-initiated [1] - 41:6
connect [1] - 25:4
connection [1] - 61:5
connections [1] - 61:4
consent [16] - 32:23, 34:23, 37:1, 37:3, 37:4, 37:18, 38:2, 38:3, 38:6, 38:10, 38:16, 38:19, 38:25, 45:13, 46:9, 64:8
consequences [1] - 42:6
consequently [1] - 54:7
consideration [1] - 34:12
considered [3] - 34:24, 43:2, 43:21
consisted [1] - 32:23
consistently [1] - 12:23
constantly [1] - 50:20
constituents [3] - 19:24, 23:17, 23:22
consultant [1] - 35:19
contacts [1] - 50:19
contingent [1] - 60:3
continue [8] - 11:4, 11:13, 16:11, 22:11, 24:5, 25:3, 26:22, 71:19
continues [1] - 33:19
contributing [1] - 22:15
contributions [1] - 11:15
control [2] - 41:20, 43:4
Control [3] - 40:3, 41:4, 41:24
controversy [1] - 64:9
convention [4] - 6:20, 6:22, 7:2, 7:6

Convention [1] - 7:15
conventioners [1] - 8:15
conversations [1] - 23:24
CONVERSATIONS [1] - 63:10
cool [2] - 28:6, 28:7
coordination [1] - 47:23
copies [1] - 66:7
correct [2] - 45:21, 57:11
correction [1] - 45:12
correctly [1] - 39:15
correlates [1] - 50:15
corridor [3] - 52:16, 52:17
Costa [1] - 69:25
counsel [1] - 45:18
counselors [1] - 19:15
country [4] - 14:16, 51:18, 65:22, 68:13
COUNTY [1] - 73:3
couple [5] - 4:1, 12:14, 50:12, 67:8, 71:1
course [22] - 17:16, 25:21, 44:8, 48:3, 48:13, 49:13, 53:11, 60:9, 63:6, 65:13, 65:16, 66:18, 66:24, 67:25, 68:2, 68:11, 68:24, 69:7, 69:18, 69:25, 70:8, 70:25
courses [9] - 48:2, 49:16, 49:18, 49:21, 53:2, 60:17, 61:12, 63:2, 63:4
COURT [1] - 1:20
Court [1] - 73:11
covered [1] - 71:11
CRAIG [1] - 1:10
create [5] - 31:22, 50:13, 58:12, 58:13, 63:1
created [1] - 18:23
credit [2] - 20:25, 48:4
criteria [2] - 20:5, 57:21
crown [1] - 43:18
CTV [1] - 71:2
cultural [1] - 18:4
culture [2] - 50:7, 50:14
current [2] - 11:3, 12:1
Curriculum [1] - 47:24
curriculum [6] - 47:25, 50:20, 57:4, 62:11, 62:15, 63:2
customer [4] - 26:4, 36:12, 50:13, 50:14
cynic [1] - 58:25

D

dashboard [1] - 29:12
dashboard-driven [1] - 29:12
dashboards [1] - 23:6
data [3] - 27:18, 47:15, 67:13
DATE [1] - 1:13
DATED [1] - 73:7
dates [1] - 66:8
Dave [1] - 63:16
DAVE [1] - 1:7
David [2] - 3:18, 30:17

DAVID [1] - 1:12
days [2] - 16:10, 17:6
deadline [2] - 57:7, 57:10
dealt [4] - 30:15, 30:16, 30:18, 30:22
Dean [11] - 11:3, 11:12, 35:11, 51:24, 55:13, 57:16, 61:25, 63:14, 66:15, 66:18
dean [3] - 56:20, 56:23, 58:7
deans [3] - 47:4, 62:19, 63:22
December [1] - 66:23
dedicated [2] - 6:14, 13:19
define [1] - 21:21
defined [1] - 21:10
definitely [3] - 29:23, 48:14, 53:3
degree [6] - 21:1, 30:19, 30:25, 52:6, 52:21, 57:14
degrees [8] - 17:16, 17:17, 18:22, 19:2, 21:6, 30:16, 52:7, 57:3
departing [1] - 66:22
Department [1] - 40:12
department [5] - 7:7, 7:9, 39:11, 42:20, 63:25
Departments [1] - 40:23
dependent [1] - 50:22
design [2] - 42:16, 61:16
designated [1] - 25:16
designs [1] - 40:21
desired [1] - 63:24
Despite [1] - 11:11
details [2] - 16:21, 16:23
determine [1] - 63:23
determined [2] - 21:24, 59:7
Detroit [1] - 66:2
develop [7] - 20:23, 49:4, 49:9, 52:20, 61:10, 63:2, 63:4
developed [4] - 22:20, 51:6, 61:13, 62:11
developer [1] - 63:6
developing [2] - 23:5, 61:7
development [1] - 51:9
Developmental [2] - 9:17, 9:24
develops [1] - 17:2
Dhyana [1] - 56:21
dictated [1] - 19:10
different [7] - 11:8, 11:10, 11:13, 21:17, 25:15, 53:7, 61:21
differently [1] - 22:25
difficult [1] - 10:3
difficulties [2] - 11:9, 48:7
digital [11] - 52:21, 52:23, 53:2, 53:7, 53:13, 58:12, 61:8, 61:11, 61:15, 61:21
dilemma [1] - 9:11
diligent [1] - 13:18
Direct [1] - 33:8
directing [1] - 70:21
directly [3] - 9:15, 41:23, 47:15
Director [4] - 31:24, 40:2, 65:5, 65:9
director [2] - 41:13, 41:14
disciplines [1] - 19:18

<p>discriminated [1] - 10:21 discrimination [1] - 11:5 discussed [1] - 35:12 discussion [12] - 31:10, 32:24, 37:9, 37:11, 46:2, 46:10, 59:8, 62:3, 62:7, 63:15, 64:15, 71:16 discussions [1] - 28:21 dismal [1] - 9:10 Disney [1] - 67:22 disseminate [1] - 66:6 disseminated [1] - 68:13 distance [3] - 49:5, 59:5, 62:4 distinguished [1] - 39:22 DNA [2] - 55:22, 56:10 Doc [1] - 8:13 doctor [1] - 65:6 Doctor [44] - 4:18, 4:19, 4:23, 5:2, 5:25, 6:8, 7:16, 7:19, 8:10, 8:14, 8:23, 10:19, 14:19, 17:12, 18:3, 24:13, 24:19, 25:14, 26:15, 27:21, 28:17, 28:19, 28:23, 29:3, 29:16, 31:24, 33:17, 33:18, 35:16, 39:13, 40:1, 40:4, 40:6, 41:13, 47:1, 56:5, 56:18, 56:21, 56:25, 65:9, 69:14, 71:5 DOCTOR [25] - 8:14, 8:22, 12:11, 14:7, 39:16, 39:20, 39:22, 40:1, 40:7, 40:10, 45:10, 47:8, 51:25, 52:2, 54:10, 54:24, 55:5, 58:9, 59:6, 60:7, 62:21, 64:4, 65:7, 69:16 document [1] - 69:12 documents [1] - 70:14 donate [1] - 68:10 done [10] - 15:10, 15:14, 19:4, 20:21, 22:22, 26:23, 29:20, 31:25, 32:9, 71:14 donors [1] - 68:14 door [2] - 57:14, 59:11 Dortch [3] - 2:14, 2:16, 33:10 DORTCH [1] - 1:8 doubled [1] - 19:6 doubt [1] - 57:6 down [8] - 6:1, 21:15, 22:12, 24:1, 25:6, 25:19, 55:22, 70:16 drained [2] - 12:5, 12:6 drill [1] - 22:12 drive [3] - 23:24, 49:2, 70:19 driven [1] - 29:12 drum [1] - 8:4 DSO [2] - 37:25, 45:12 duly [1] - 31:25 during [9] - 7:1, 11:7, 16:14, 16:25, 17:5, 67:2, 69:8, 69:13, 69:15 dynamic [2] - 44:8, 44:11</p>	<p>36:10, 36:16 edition [1] - 66:9 education [2] - 41:12, 65:17 educational [1] - 41:19 efficiencies [1] - 25:24 efficient [1] - 12:24 effort [1] - 35:16 efforts [5] - 6:19, 27:21, 29:23, 48:16, 67:12 elaborate [1] - 17:11 ELC [1] - 11:6 electives [1] - 61:18 Electronic [1] - 51:4 elementary [2] - 9:16, 9:23 elements [2] - 20:3, 61:21 elite [1] - 9:18 embark [1] - 66:9 embrace [1] - 56:6 emotionally [2] - 12:5, 12:6 emphasis [3] - 17:15, 20:20, 26:4 employers [1] - 57:9 employment [4] - 21:7, 21:9, 21:11, 51:11 encourage [1] - 50:9 end [9] - 5:14, 14:1, 19:22, 20:7, 20:8, 20:13, 24:18, 41:15 endeavors [3] - 7:6, 7:13, 8:11 endowed [1] - 61:9 engage [1] - 70:9 Engineering [2] - 30:20, 30:25 engineering [4] - 18:21, 18:23, 19:19, 64:7 English [1] - 48:21 enhance [4] - 47:22, 49:1, 50:13, 53:13 Enhance [1] - 48:16 enjoyed [1] - 2:5 enrolled [1] - 10:15 ensure [5] - 7:21, 47:24, 51:9, 53:14, 55:8 enter [2] - 20:17, 50:25 entertain [1] - 27:7 entertainment [1] - 65:16 enthusiasm [2] - 26:25, 33:16 entire [2] - 35:20, 55:22 entities [1] - 60:20 entomological [1] - 42:24 entomology [3] - 39:11, 41:1, 42:20 Entomology [3] - 40:2, 40:12, 40:23 envelopes [1] - 68:12 envious [1] - 15:16 environment [4] - 38:10, 38:14, 38:19, 52:23 equities [1] - 13:3 error [1] - 31:21 especially [2] - 48:11, 60:16 establish [2] - 24:22, 44:19 established [1] - 62:15 establishment [1] - 70:20</p>	<p>et [2] - 51:3, 60:21 Ethics [2] - 32:8, 32:11 evaluate [2] - 29:13, 29:15 evaluated [1] - 24:20 evaluation [2] - 24:25, 35:1 evening [1] - 16:24 events [1] - 26:23 everywhere [1] - 27:22 evolving [1] - 52:25 exam [1] - 57:8 example [4] - 44:7, 44:24, 48:13, 60:12 exceed [1] - 52:11 exceeded [1] - 19:1 excel [1] - 51:14 excellence [5] - 12:7, 20:20, 41:8, 43:5, 50:14 excellent [3] - 28:17, 38:21, 60:17 excess [1] - 48:4 excited [2] - 4:6, 70:12 Excuse [1] - 51:24 excuse [2] - 8:22, 71:3 Executive [1] - 5:24 expect [3] - 19:22, 49:14, 52:10 expects [1] - 50:24 expenses [1] - 31:17 experience [5] - 49:14, 50:17, 63:1, 69:5, 69:6 experiencing [1] - 11:20 expose [1] - 45:6 exposure [1] - 51:10 Expression [1] - 34:17 extend [1] - 5:21 extremely [2] - 14:7, 48:1 eyes [1] - 69:15</p>
E		F
<p>early [6] - 10:2, 35:2, 48:6, 48:18, 60:12, 60:15 easy [1] - 21:12 ecstatic [1] - 10:17 Edington [5] - 17:12, 18:3, 29:16,</p>		<p>face [1] - 57:8 facilities [5] - 40:20, 41:3, 42:17, 43:2, 50:20 Facilities [2] - 32:22, 37:8 facility [4] - 40:13, 42:10, 42:13, 42:21 fact [4] - 19:1, 19:6, 43:21, 56:13 Faculty [2] - 24:9, 28:24 faculty [19] - 6:9, 10:22, 12:18, 23:22, 24:24, 27:3, 28:25, 30:15, 40:25, 44:8, 53:12, 56:8, 57:1, 57:16, 58:1, 60:14, 60:16, 61:1, 63:4 faculty's [1] - 25:1 fairly [2] - 21:13, 24:24 fairness [2] - 11:21, 11:25 fall [3] - 52:9, 67:2, 69:13 family [2] - 16:15, 16:17 FAMU [27] - 1:17, 6:15, 8:1, 8:10, 8:17, 8:18, 9:17, 9:19, 9:21, 10:2, 10:16, 11:24, 13:6, 13:13, 16:9, 16:15, 16:17, 19:8, 20:21, 27:23, 34:21, 36:19, 40:22, 41:21, 56:10, 67:25, 71:1 FAMU's [1] - 9:13</p>

<p>Famuans [1] - 16:13 fantastic [3] - 27:17, 28:8, 30:20 far [5] - 6:17, 29:13, 60:11, 60:22, 61:7 fashion [2] - 9:12, 10:5 faster [1] - 63:7 favor [3] - 39:6, 46:5, 64:20 FAX [1] - 1:23 featured [1] - 67:25 February [1] - 23:20 fellow [1] - 62:6 festival [1] - 67:23 few [2] - 17:11, 29:25 field [6] - 50:21, 51:1, 51:8, 52:22, 58:5 fierce [1] - 18:17 figure [1] - 23:21 film [1] - 53:6 finally [1] - 7:14 Finance [3] - 32:20, 32:21, 37:8 financially [1] - 67:15 findings [1] - 32:15 fine [1] - 10:18 finish [1] - 5:12 Fireside [1] - 23:19 First [1] - 8:18 first [12] - 5:15, 6:3, 13:16, 16:12, 25:13, 30:6, 30:8, 41:9, 47:14, 66:11, 69:19, 70:3 fiscal [1] - 26:3 five [1] - 32:23 fixing [1] - 8:13 flag [2] - 48:10, 60:15 flagging [1] - 60:11 flashes [1] - 70:4 flexibility [1] - 49:11 flip [1] - 23:16 flock [1] - 9:21 floor [1] - 43:16 FLORIDA [4] - 1:1, 1:18, 1:23, 73:3 Florida [30] - 2:8, 3:22, 4:8, 4:21, 6:9, 6:16, 6:21, 9:18, 9:21, 13:2, 13:12, 13:19, 14:12, 14:15, 38:1, 40:15, 41:1, 41:2, 41:16, 41:25, 42:4, 42:7, 42:23, 43:6, 44:13, 58:3, 62:23, 70:6, 70:16 flow [1] - 71:18 flowing [1] - 62:16 flyer [1] - 66:6 focus [7] - 17:13, 18:11, 22:24, 29:12, 41:4, 47:6, 68:24 focused [1] - 57:4 folks [1] - 15:11 follow [3] - 33:1, 47:24, 48:1 follow-up [1] - 33:1 following [2] - 34:14, 66:24 Food [1] - 39:12 football [1] - 16:25 force [1] - 8:9 Ford [2] - 31:24, 37:13 forego [1] - 31:2 foregoing [1] - 73:6</p>	<p>forever [1] - 55:21 forget [1] - 28:20 formulated [1] - 31:11 forth [1] - 20:14 Forty [1] - 65:24 forward [11] - 7:17, 12:25, 13:13, 14:13, 22:10, 37:17, 43:5, 46:12, 46:13, 47:1, 62:20 Foundation [1] - 19:5 foundational [2] - 20:15, 44:22 four [10] - 5:8, 5:9, 7:25, 9:13, 17:13, 30:22, 54:16, 61:8, 62:5, 62:13 four-year [6] - 9:13, 17:13, 30:22, 54:16, 62:5, 62:13 FPR [3] - 1:19, 73:5, 73:11 framework [1] - 29:19 Fred [1] - 5:17 free [4] - 34:22, 38:9, 38:14, 38:19 Freedom [1] - 34:16 Freeny [1] - 69:21 freshmen [1] - 48:11 Friday [9] - 8:10, 26:15, 33:17, 33:18, 33:23, 66:14, 66:15, 67:14 Friday-Stroud [7] - 8:10, 26:15, 33:18, 33:23, 66:14, 66:15, 67:14 Friday-Stroud's [1] - 33:17 friends [1] - 16:13 front [6] - 10:22, 11:8, 20:7, 38:9, 38:13, 46:10 fruit [1] - 59:23 Ft [1] - 70:18 fulfill [1] - 41:25 full [3] - 8:9, 46:8, 46:11 fully [1] - 58:18 funders [1] - 44:22 Funding [2] - 12:17, 12:22 fundraising [7] - 6:19, 6:24, 7:6, 67:3, 67:12, 70:19, 70:24 funnel [2] - 18:13, 18:14 future [3] - 27:1, 53:1, 57:9</p>	<p>gift [1] - 6:24 gifts [1] - 6:23 given [6] - 6:11, 11:8, 11:11, 18:19, 30:6, 33:3 Givens [1] - 10:25 glad [1] - 16:3 Goal [1] - 22:2 goal [7] - 24:3, 47:19, 47:21, 53:23, 54:6, 58:13, 63:24 goals [17] - 17:9, 21:19, 22:6, 22:10, 23:4, 24:4, 24:22, 29:14, 29:15, 32:11, 35:1, 47:17, 59:8, 59:20, 60:4, 62:18, 63:25 Goth [1] - 61:9 Governance [2] - 34:7, 34:10 Government [2] - 12:21, 13:17 governmental [1] - 44:22 Governors [1] - 31:14 GPA [2] - 50:3, 52:4 grab [1] - 2:4 GRABLE [4] - 1:7, 2:19, 28:16, 56:20 Grable [9] - 2:18, 24:13, 24:19, 28:15, 29:5, 55:16, 56:8, 56:19, 58:10 grade [2] - 65:23 grading [1] - 10:24 graduate [2] - 17:17, 53:22 graduated [1] - 65:24 graduating [3] - 21:8, 57:23, 65:25 graduation [11] - 9:9, 9:14, 17:14, 18:2, 30:22, 47:7, 47:18, 47:20, 51:12, 54:16, 62:6 grammatically [1] - 57:10 GRAND [1] - 1:17 grant [1] - 41:10 grants [1] - 13:1 graphics [2] - 58:15, 61:14 gray [1] - 25:7 great [14] - 10:13, 10:17, 15:11, 15:25, 16:11, 22:4, 31:20, 43:17, 43:20, 44:23, 44:24, 46:12, 59:20, 65:13 Great [1] - 36:6 greater [1] - 44:21 green [1] - 8:24 Greening [1] - 42:7 greening [1] - 42:7 greet [1] - 14:14 Greg [1] - 67:7 grievance [1] - 11:2 Group [1] - 40:22 grow [1] - 31:19 guess [1] - 17:7 guests [2] - 16:24, 70:10 guys [5] - 6:3, 6:6, 14:5, 29:17, 71:14 Gwentary [1] - 70:19</p>
G		
<p>gainful [1] - 21:11 game [1] - 16:25 gap [1] - 7:22 garment [1] - 8:19 gather [2] - 16:16, 16:18 Gavin [1] - 11:6 gearing [3] - 66:5, 66:20, 67:21 general [1] - 65:15 generate [1] - 48:4 generating [1] - 31:22 generations [1] - 9:20 gentleman [2] - 18:6, 25:6 gentlemen [4] - 43:11, 45:5, 45:9, 71:8 Gentlemen [1] - 44:3 Gerald [1] - 69:21 Gibbs [2] - 11:15, 11:22</p>	<p>hair [1] - 25:7 hairstyle [1] - 10:5</p>	H

<p> hairstyles [1] - 9:13 half [2] - 22:20, 26:7 hall [1] - 42:17 hallways [1] - 50:18 hand [2] - 14:4, 23:5 hands [1] - 29:10 hanging [1] - 59:23 Happy [1] - 46:21 happy [2] - 4:9, 7:14 hard [6] - 6:14, 13:6, 14:5, 14:7, 16:16, 22:8 hardware [1] - 50:23 HAROLD [1] - 1:9 hash [1] - 48:14 head [2] - 44:16, 63:17 headed [1] - 35:21 hear [10] - 3:24, 4:3, 16:23, 23:14, 23:17, 28:20, 32:19, 33:7, 44:1 heard [14] - 12:15, 17:10, 20:1, 20:11, 21:16, 22:13, 26:5, 28:20, 28:23, 34:13, 37:9, 63:9, 67:17, 70:25 hearing [1] - 24:10 heavily [1] - 50:22 held [4] - 6:20, 11:22, 46:17, 65:21 Hello [3] - 3:24, 4:2, 4:5 help [14] - 4:7, 7:22, 11:5, 12:3, 12:5, 12:8, 12:20, 22:3, 22:13, 31:18, 31:25, 41:25, 48:10, 54:6 helped [1] - 29:18 helping [2] - 22:1, 55:6 helps [1] - 61:14 Henry [1] - 5:13 high [9] - 9:16, 9:23, 18:17, 48:17, 48:18, 48:19, 49:12, 49:16, 61:4 High [2] - 66:1, 66:2 high-performing [1] - 48:17 high-traffic [1] - 49:16 highly [2] - 57:4, 57:24 Hill [2] - 16:14, 17:5 hiring [1] - 35:19 historically [2] - 41:9, 69:18 hit [3] - 52:17, 54:22, 63:16 hold [2] - 26:9 holds [1] - 11:19 home [1] - 16:25 honest [1] - 58:8 honestly [1] - 28:19 Honor [1] - 10:16 honorary [1] - 30:16 hopefully [2] - 2:5, 39:14 hours [4] - 7:25, 20:25, 25:11, 48:4 house [3] - 42:18, 58:15, 61:14 housing [1] - 33:3 Houston [1] - 66:1 huge [1] - 70:7 Humphries [1] - 25:14 hundred [2] - 26:13, 26:17 hurdle [1] - 59:2 </p>	<p style="text-align: center;">I</p> <p> I-10 [1] - 52:16 I-4 [1] - 52:16 I-75 [1] - 52:16 I-word [1] - 66:17 idea [2] - 42:13, 42:16 ideal [1] - 63:5 ideas [1] - 47:11 identified [1] - 33:1 identify [2] - 48:18, 56:14 identifying [3] - 54:7, 54:13, 60:18 Ill [1] - 1:12 imagine [2] - 8:1, 8:2 implementation [3] - 36:10, 60:1, 60:2 implemented [2] - 36:14, 60:6 importance [1] - 22:14 important [5] - 15:9, 41:15, 48:1, 57:15, 62:20 importantly [1] - 67:3 impossible [1] - 10:3 impressive [2] - 26:12, 51:23 improve [2] - 47:7, 54:4 improved [1] - 22:19 Improvement [1] - 40:17 improvement [2] - 30:23, 47:11 IN [1] - 1:3 inauguration [1] - 16:18 incentivizing [1] - 21:2 include [3] - 33:1, 67:18, 69:23 included [3] - 36:18, 45:16, 45:17 including [1] - 7:3 incomparable [1] - 70:5 inconsistent [1] - 10:24 increase [5] - 5:22, 18:25, 19:1, 50:1, 52:6 increased [1] - 11:9 increasing [2] - 19:11, 48:25 increasingly [2] - 42:2, 52:24 incumbent [1] - 63:21 indicated [1] - 57:3 INDICATIONS [4] - 39:7, 46:6, 64:21, 64:25 individual [1] - 67:18 individually [1] - 24:23 individuals [4] - 5:6, 9:3, 67:17, 69:17 Individuals [1] - 5:11 industry [7] - 17:24, 41:20, 43:4, 50:21, 50:23, 51:11, 53:9 Industry [1] - 4:22 inequities [2] - 12:22, 13:3 information [4] - 32:25, 47:14, 60:14, 62:16 informational [3] - 31:2, 32:14, 37:19 Infrastructure [1] - 40:17 Ingram [1] - 36:12 initiated [2] - 40:5, 41:6 initiative [6] - 36:12, 40:11, 40:24, 42:12, 48:15, 60:13 </p>	<p> initiatives [4] - 24:12, 67:4, 67:9, 68:25 innovative [1] - 17:23 insects [2] - 42:3, 42:18 instituted [2] - 35:14, 35:15 institution [7] - 4:25, 6:13, 10:18, 22:16, 24:1, 34:22, 41:10 institutional [1] - 50:7 instructions [1] - 11:11 intangibles [1] - 69:5 integrating [2] - 53:3, 61:22 intense [1] - 57:4 interdisciplinary [2] - 57:20, 58:13 interested [1] - 68:15 Interim [3] - 11:3, 11:12, 33:22 interim [3] - 12:1, 33:25, 34:3 internal [1] - 31:15 international [1] - 44:18 internationally [1] - 41:7 internship [2] - 3:20, 51:15 internships [1] - 51:10 intervention [1] - 48:6 interview [1] - 57:11 intimate [1] - 23:23 intimidated [1] - 12:6 introduction [1] - 42:3 intrusive [1] - 57:18 invasive [2] - 42:5, 44:13 investigate [1] - 11:4 investigating [1] - 12:24 invite [2] - 16:13, 23:11 invited [3] - 23:22, 25:15, 70:1 involved [1] - 61:1 involving [1] - 33:12 iPads [1] - 51:8 isolation [1] - 23:13 issue [3] - 18:7, 28:18, 33:11 issues [7] - 17:12, 21:17, 28:25, 42:6, 42:9, 42:25, 56:23 item [8] - 3:15, 32:6, 32:23, 38:10, 39:10, 45:12, 64:12, 65:2 itemized [1] - 67:1 Items [1] - 37:7 items [16] - 31:1, 31:3, 32:14, 32:24, 32:25, 33:1, 34:11, 34:23, 36:9, 37:4, 37:9, 37:11, 37:16, 37:17, 37:19 itinerary [1] - 66:22 </p> <p style="text-align: center;">J</p> <p> JACKSON [5] - 1:12, 2:21, 3:23, 4:2, 4:5 Jackson [5] - 2:20, 3:18, 3:21, 22:7, 35:11 January [1] - 23:20 jewel [1] - 43:18 job [11] - 6:4, 6:6, 6:12, 20:21, 22:13, 27:17, 28:8, 51:20, 55:13, 58:5, 60:17 jobs [1] - 51:17 </p>
--	--	---

<p>joint ^[1] - 40:13 joke ^[1] - 23:9 Jonathan ^[2] - 11:15, 11:21 Jones ^[1] - 60:24 journalism ^[6] - 48:20, 48:23, 57:3, 57:21, 58:16, 61:19 Journalism ^[1] - 50:7 journey ^[1] - 70:15 Jowls ^[1] - 60:22 Joyce ^[1] - 36:12 JR ^[1] - 1:10 July ^[3] - 35:2, 65:21, 70:19 June ^[2] - 32:22, 73:7 JUNE ^[1] - 1:13 junior ^[2] - 52:13, 52:17 justice ^[1] - 12:1</p>	<p>LAWRENCE ^[13] - 1:7, 2:23, 33:11, 33:24, 37:24, 38:4, 39:1, 45:15, 45:20, 45:23, 58:22, 59:16, 64:10 Lawson ^[6] - 2:24, 6:2, 7:17, 12:11, 35:8, 65:7 LAWSON ^[73] - 1:6, 2:3, 2:25, 3:14, 3:25, 4:4, 4:12, 5:4, 5:9, 5:20, 8:25, 10:7, 10:11, 12:9, 14:24, 27:9, 28:14, 29:5, 29:8, 31:4, 31:6, 32:18, 33:6, 33:22, 34:1, 35:4, 35:23, 36:4, 36:21, 36:25, 37:6, 37:10, 37:22, 38:3, 38:5, 38:11, 38:17, 38:22, 39:2, 39:6, 39:8, 39:18, 39:21, 40:9, 43:8, 43:11, 44:2, 45:1, 45:11, 45:17, 45:21, 45:25, 46:4, 46:7, 46:24, 53:17, 54:11, 55:2, 55:12, 55:16, 56:19, 58:19, 59:17, 61:24, 63:8, 63:11, 64:5, 64:12, 64:17, 64:22, 65:1, 69:14, 71:5 LBR ^[1] - 13:21 leader ^[1] - 40:5 leadership ^[3] - 26:8, 31:23, 33:17 Leadership ^[4] - 23:7, 26:6, 56:6, 70:14 learn ^[2] - 43:16, 53:10 learned ^[1] - 27:2 learning ^[2] - 49:6, 62:4 least ^[1] - 21:6 leave ^[2] - 14:22, 57:12 lecture ^[1] - 42:17 led ^[1] - 11:18 left ^[1] - 35:17 legal ^[2] - 37:15, 45:18 Legaspi ^[1] - 41:13 legislation ^[2] - 33:13, 38:1 legislative ^[2] - 14:14, 34:15 legislators ^[1] - 14:21 length ^[1] - 33:20 LEON ^[1] - 73:3 level ^[4] - 18:16, 26:8, 44:19, 61:13 levels ^[1] - 50:13 licensure ^[2] - 17:14, 20:2 lieutenant ^[1] - 5:17 Lieutenant ^[2] - 30:17, 67:7 LIEUTENANT ^[4] - 5:18, 5:23, 6:8, 8:7 limited ^[1] - 12:4 line ^[3] - 23:25, 31:8, 36:23 list ^[2] - 38:10, 43:2 listen ^[1] - 15:18 listening ^[2] - 28:17, 28:25 live ^[1] - 55:24 LLC ^[1] - 55:5 locate ^[1] - 40:24 LOCATION ^[1] - 1:17 location ^[2] - 41:23, 42:14 logistics ^[1] - 66:20 long-term ^[2] - 41:19, 46:16 long-time ^[1] - 46:17 look ^[12] - 13:13, 18:20, 18:21, 20:6, 21:14, 35:19, 43:23, 57:2, 60:2, 62:11,</p>	<p>62:15, 63:22 looking ^[1] - 14:13 lose ^[1] - 57:19 loss ^[1] - 4:23 love ^[1] - 4:24 low ^[1] - 59:23 lower ^[1] - 55:1 lunch ^[1] - 14:22 luncheon ^[1] - 6:24</p>
K	<p>Kanga ^[3] - 39:14, 40:1, 41:13 KANGA ^[4] - 39:16, 39:20, 39:22, 40:1 keep ^[7] - 17:2, 37:16, 52:24, 54:6, 59:3, 68:18 Keep ^[2] - 68:15, 68:16 KELVIN ^[1] - 1:6 Kenneth ^[1] - 60:24 Kenzie ^[1] - 67:20 key ^[3] - 60:2, 60:5, 62:2 kick ^[1] - 26:2 kicked ^[2] - 23:18, 25:5 kids ^[2] - 28:3, 54:13 KIMBERLY ^[1] - 1:9 kind ^[8] - 16:16, 41:9, 45:4, 56:6, 62:6, 63:11, 63:12, 63:15 kindergarten ^[2] - 9:15, 9:22 knows ^[1] - 9:19</p>	M
L	<p>Laboratory ^[1] - 41:24 lack ^[1] - 64:6 ladders ^[1] - 63:25 Ladies ^[1] - 71:8 Lady ^[2] - 8:18, 55:18 Lambert ^[2] - 39:14, 40:1 Land ^[1] - 67:22 land ^[2] - 13:1, 41:9 language ^[1] - 48:21 large ^[1] - 25:10 Larry ^[2] - 8:16, 14:19 last ^[8] - 14:17, 15:7, 16:10, 46:13, 46:24, 51:19, 68:12, 71:2 late ^[1] - 4:18 Lauderdale ^[1] - 70:18 launched ^[1] - 71:1 Law ^[3] - 35:7, 35:9, 35:18 law ^[1] - 35:20 Lawrence ^[9] - 2:22, 15:24, 33:9, 34:2, 37:20, 37:22, 55:17, 58:20, 59:17</p>	<p>Magazine ^[1] - 6:16 main ^[1] - 41:18 major ^[3] - 18:4, 24:11, 30:21 majority ^[1] - 6:23 majors ^[1] - 21:3 man ^[2] - 10:18, 11:15 manage ^[1] - 31:17 managed ^[1] - 42:19 management ^[1] - 25:17 managers ^[2] - 25:16, 25:22 mandating ^[1] - 33:13 Mandella ^[1] - 9:5 MANDELLA ^[1] - 9:7 maps ^[2] - 47:25, 48:2 March ^[1] - 23:20 Marching ^[5] - 7:4, 65:11, 68:19, 69:15, 70:5 market ^[1] - 57:23 marketed ^[1] - 6:22 marketplace ^[1] - 58:4 Massaleeka ^[1] - 9:5 Master ^[1] - 30:24 master's ^[1] - 61:11 math ^[1] - 55:3 matriculation ^[2] - 49:5, 50:17 matters ^[1] - 25:2 MATTHEW ^[1] - 1:8 Matthews ^[1] - 66:18 mature ^[1] - 24:24 McClure ^[1] - 30:18 mean ^[4] - 24:3, 52:1, 62:13, 63:5 meaningful ^[1] - 26:20 means ^[2] - 28:2, 68:18 meantime ^[2] - 23:2, 58:17 measure ^[1] - 55:7 Measures ^[2] - 36:1, 36:8 measures ^[2] - 36:15, 36:17 mechanism ^[1] - 20:23 mechanisms ^[1] - 20:4 Media ^[2] - 34:20, 51:17 media ^[10] - 48:25, 49:3, 52:21, 53:7, 53:13, 58:12, 61:8, 61:11, 61:15, 61:22 meet ^[3] - 14:14, 22:9, 57:20 MEETING ^[2] - 1:3, 72:4 meeting ^[13] - 2:8, 4:19, 19:9, 23:8, 24:15, 28:24, 32:5, 33:4, 37:15, 59:8, 68:11, 71:22, 72:3</p>

<p>meetings [3] - 13:10, 24:5, 30:5 meets [1] - 14:19 members [17] - 5:24, 6:2, 6:9, 6:14, 10:23, 15:4, 15:14, 23:11, 26:10, 29:1, 30:12, 30:16, 39:9, 47:9, 62:7, 66:7, 67:8 MEMBERS [1] - 1:6 memory [1] - 5:1 mention [2] - 28:18, 56:25 mentioned [2] - 15:10, 67:13 mentioning [1] - 57:1 message [1] - 26:14 met [8] - 15:8, 30:12, 30:13, 32:5, 32:22, 34:10, 35:10, 36:8 metric [3] - 21:5, 21:8, 29:12 metrics [7] - 19:9, 21:14, 55:19, 55:23, 56:3, 56:16 METZKE [3] - 1:19, 73:5, 73:11 Miami [1] - 70:17 Michigan [1] - 66:3 mid [1] - 35:2 middle [3] - 9:16, 9:23, 58:14 might [3] - 17:4, 32:8, 54:8 mike [1] - 39:24 Miles [3] - 2:10, 5:5, 23:18 million [2] - 69:17, 70:10 MILLS [7] - 1:9, 3:2, 34:8, 37:21, 38:8, 38:13, 38:21 Mills [8] - 3:1, 21:20, 34:6, 35:4, 37:23, 38:7, 38:11, 38:18 mind [2] - 31:2, 67:19 ministers [1] - 19:15 minute [1] - 71:13 minutes [1] - 5:12 mirror [1] - 50:21 misbehavior [2] - 9:13, 10:5 miss [1] - 24:7 mission [1] - 65:15 missions [1] - 42:1 Mississippi [1] - 51:20 Mitchell [2] - 6:1, 46:22 MLK [1] - 66:2 Model [2] - 12:17, 12:22 model [1] - 12:24 modeled [1] - 25:14 models [2] - 9:12, 10:4 moment [3] - 4:16, 5:1, 16:4 moments [1] - 17:11 Monday [1] - 13:16 money [1] - 67:16 monitor [1] - 48:5 monogrammed [1] - 8:19 month [1] - 13:17 monthly [1] - 31:13 MOORE [9] - 1:9, 3:4, 5:22, 32:21, 37:5, 37:7, 40:8, 43:13, 59:19 Moore [9] - 3:3, 25:9, 32:20, 33:6, 37:11, 44:2, 45:4, 58:20, 59:18 morning [9] - 2:7, 10:10, 10:11, 14:20,</p>	<p>28:21, 34:8, 34:9, 65:7 most [2] - 22:6, 57:8 mother [1] - 16:5 motion [6] - 39:2, 39:8, 45:14, 45:25, 46:8, 64:22 MOU [1] - 64:7 mourn [1] - 4:23 move [13] - 12:24, 15:17, 30:4, 30:7, 36:22, 37:1, 38:25, 43:5, 45:23, 46:12, 46:13, 54:5, 54:15 moved [2] - 64:10, 64:14 moving [5] - 20:22, 22:10, 29:11, 37:17, 58:4 MR [1] - 9:7 MS [22] - 2:12, 2:14, 2:16, 2:18, 2:20, 2:22, 2:24, 3:1, 3:3, 3:5, 3:7, 3:9, 3:11, 3:13, 5:8, 5:17, 5:22, 9:5, 10:9, 10:10, 10:12, 12:10 MULTIPLE [1] - 63:10 museum [1] - 42:17 music [1] - 53:6 must [2] - 9:17, 49:18</p>	<p>Nile [1] - 42:8 NO [9] - 2:15, 2:17, 3:10, 3:12, 29:7, 36:24, 39:5, 43:10, 46:3 nobody [1] - 44:15 none [1] - 46:4 normal [1] - 11:22 normally [1] - 15:19 note [1] - 15:9 notes [1] - 73:6 notice [2] - 33:3, 37:15 noticed [2] - 54:15, 71:17 November [1] - 16:15 Number [1] - 22:2 number [8] - 19:2, 52:11, 53:24, 54:5, 54:23, 55:3, 57:2, 63:23 numerous [2] - 32:24, 46:17</p>
N	N	O
<p>NAA [2] - 5:25, 7:15 nail [1] - 63:16 name [5] - 8:19, 10:13, 23:21, 65:9, 69:21 named [1] - 67:19 names [1] - 5:10 NANCY [3] - 1:19, 73:5, 73:11 nancy@metzke.com [1] - 1:24 nation [5] - 18:22, 18:24, 19:7, 19:12, 41:17 National [7] - 6:15, 6:19, 8:25, 10:16, 12:13, 19:4, 19:5 near [2] - 6:17, 20:13 nearly [1] - 19:6 necessarily [1] - 43:14 need [33] - 5:18, 6:12, 11:25, 12:5, 12:23, 13:3, 14:9, 19:16, 21:1, 22:2, 37:4, 38:1, 45:12, 45:13, 48:13, 48:22, 49:7, 49:9, 52:25, 53:4, 53:9, 53:21, 53:25, 54:5, 54:15, 54:19, 54:20, 55:2, 56:4, 56:14, 59:2, 61:15, 63:24 needed [3] - 12:14, 26:24, 48:8 needs [1] - 37:2 new [9] - 22:21, 23:21, 30:19, 34:18, 35:14, 42:4, 42:12, 52:21, 53:12 newest [1] - 3:18 news [3] - 51:1, 51:3, 51:7 News [1] - 51:4 Next [1] - 49:22 next [17] - 9:4, 9:20, 10:8, 12:9, 16:12, 17:7, 24:6, 31:6, 32:2, 32:19, 34:6, 35:25, 36:22, 37:1, 39:10, 47:13, 51:21 NICOLE [1] - 1:11 night [2] - 14:8, 14:23 nightmare [1] - 10:20</p>	<p>obtained [1] - 6:25 obviously [2] - 26:13, 31:14 occasion [1] - 28:11 OF [3] - 1:1, 73:3, 73:3 offer [3] - 19:20, 49:15, 51:16 offered [1] - 11:9 Office [1] - 71:4 office [2] - 11:1, 11:6 OFFICE [1] - 1:22 Officer [1] - 32:11 officially [2] - 3:17, 3:21 often [1] - 18:9 on-point [1] - 58:7 once [2] - 30:10, 44:19 one [33] - 3:15, 8:17, 13:2, 17:18, 18:20, 20:3, 21:7, 21:9, 22:11, 22:17, 24:23, 25:11, 26:10, 26:16, 26:19, 29:8, 32:6, 32:14, 32:23, 38:12, 41:18, 42:23, 45:1, 45:11, 46:14, 48:24, 51:17, 56:25, 62:2, 65:2, 68:7, 69:8 One [1] - 30:16 ones [1] - 17:20 ongoing [1] - 31:12 online [6] - 6:25, 49:4, 49:9, 49:13, 62:4 open [1] - 60:9 operational [1] - 32:16 opportunities [2] - 51:10, 51:12 opportunity [11] - 16:4, 22:23, 23:7, 25:22, 26:2, 31:9, 41:11, 44:23, 45:10, 47:10, 70:9 orange [1] - 8:24 order [4] - 45:11, 53:11, 53:22, 54:5 organization [3] - 22:19, 24:2, 29:13 Organizations [1] - 33:8 organized [1] - 71:21 Orlando [3] - 6:20, 67:9, 68:11 ourselves [1] - 26:9 outcomes [2] - 23:1, 36:18 outline [1] - 65:15</p>	

<p>outlined [1] - 35:13 outlining [1] - 59:21 output [1] - 19:7 outreach [1] - 41:12 outside [2] - 14:16, 43:22 outstanding [2] - 6:4, 27:15 overall [4] - 22:15, 25:2, 41:17, 46:18 own [2] - 8:18, 8:19</p>	<p>Performance [4] - 12:17, 12:22, 36:1, 36:7 performances [1] - 67:22 performing [1] - 48:17 perhaps [1] - 53:8 period [4] - 28:9, 57:7, 57:13, 59:11 Pernell [1] - 35:11 Perry [3] - 3:5, 35:5, 35:23 PERRY [3] - 1:10, 3:6, 35:8 person [8] - 6:25, 9:4, 10:8, 24:23, 26:16, 46:14, 46:16, 65:3 personal [1] - 8:15 persons [1] - 67:11 perspective [1] - 21:18 pertaining [1] - 32:7 pest [2] - 41:20, 43:4 pests [1] - 44:12 Ph.D [1] - 8:17 Pharmacy [2] - 10:15, 11:4 phone [1] - 3:20 phonetics [5] - 20:14, 40:22, 61:10, 69:22, 70:19 phonetics [1] - 9:6 piece [1] - 33:13 Pippin [3] - 13:25, 14:3 place [9] - 15:6, 15:7, 20:25, 21:22, 33:9, 42:13, 54:4, 61:17, 62:24 placed [1] - 41:6 Plan [6] - 24:3, 24:4, 29:21, 32:8, 36:9, 56:17 plan [6] - 24:4, 30:23, 32:10, 33:3, 47:12 plane [1] - 69:2 Planning [2] - 36:1, 36:7 planning [1] - 67:22 plate [1] - 68:9 play [1] - 15:16 PLAYED [1] - 15:22 plays [1] - 22:12 pleading [1] - 12:2 pleased [2] - 55:18, 56:5 pleasure [3] - 15:5, 22:9, 43:15 podium [2] - 5:11, 47:5 point [16] - 4:14, 4:17, 4:18, 4:25, 9:2, 14:25, 19:7, 30:1, 30:4, 33:7, 38:14, 46:20, 56:15, 58:7, 65:4, 71:9 points [2] - 27:18, 69:5 poised [1] - 4:19 policies [1] - 10:24 policy [1] - 34:19 Policy [1] - 34:20 politicians [1] - 44:14 Pollard [1] - 30:17 population [1] - 66:4 portion [1] - 62:5 position [1] - 42:23 positions [1] - 46:17 POST [1] - 1:22 poster [2] - 9:12, 10:4</p>	<p>posthumously [1] - 30:18 power [1] - 12:6 praying [1] - 33:18 Precision [1] - 70:22 preliminary [1] - 40:20 prematurely [1] - 21:2 premier [1] - 42:23 prep [1] - 71:24 preparation [2] - 20:14, 71:17 prepare [2] - 9:19, 65:18 prepared [2] - 19:17, 19:25 preparing [2] - 4:20, 71:15 preplanning [2] - 27:3, 27:4 presence [2] - 48:25, 49:1 present [6] - 2:21, 8:16, 33:9, 35:6, 39:19, 53:2 presentation [17] - 8:8, 9:1, 29:9, 39:11, 39:15, 40:6, 43:12, 44:3, 46:14, 46:25, 47:2, 59:20, 62:1, 62:3, 63:14, 64:2, 65:5 PRESENTATION [1] - 15:21 presentations [3] - 34:13, 35:10, 56:24 presented [1] - 32:8 presenter [1] - 5:16 PRESIDENT [5] - 15:3, 15:23, 16:20, 28:12, 29:4 president [2] - 5:25, 39:22 President [31] - 8:17, 9:7, 10:13, 11:11, 12:12, 13:20, 13:21, 14:18, 15:1, 27:9, 27:12, 28:1, 28:5, 29:22, 33:23, 34:3, 34:25, 36:10, 36:16, 37:13, 40:19, 47:9, 51:21, 53:22, 54:6, 56:9, 64:1, 65:4, 65:8, 66:13, 69:20 President's [2] - 15:2, 25:13 presidents [2] - 13:15, 70:17 Press [1] - 51:6 pressured [1] - 42:3 pretty [7] - 26:12, 28:6, 28:7, 49:23, 51:14, 56:4, 63:17 price [1] - 59:24 principal [1] - 61:5 priorities [2] - 13:20, 23:4 privilege [1] - 46:21 problem [1] - 19:23 procedures [1] - 11:2 proceedings [1] - 73:6 process [5] - 24:25, 36:13, 44:11, 50:10, 57:11 Production [1] - 51:4 production [2] - 52:6, 52:7 professional [2] - 7:13, 51:9 professionals [1] - 51:11 Professor [2] - 40:2, 60:24 profile [1] - 55:7 profound [1] - 4:24 program [21] - 30:19, 30:25, 32:12, 35:20, 41:6, 41:20, 50:4, 50:11, 52:21, 53:9, 53:22, 57:12, 57:19, 57:20, 57:23,</p>
P		
<p>p.m [1] - 14:23 P.M [1] - 1:15 pace [1] - 62:25 package [5] - 19:21, 51:1, 51:2, 51:7, 53:4 paid [1] - 58:24 Palm [1] - 70:18 paper [1] - 69:3 parade [3] - 66:25, 68:3, 69:15 Parade [3] - 7:1, 66:10, 69:21 paramount [1] - 62:8 parents [3] - 19:14, 70:9, 70:10 part [6] - 8:22, 10:17, 19:13, 27:23, 57:11, 69:10 participate [1] - 31:9 participated [1] - 13:5 participates [1] - 13:16 participating [1] - 67:24 particular [3] - 19:19, 68:1, 70:11 particularly [2] - 12:15, 66:13 Pasadena [3] - 66:10, 68:19, 69:6 pass [3] - 17:14, 20:2, 68:8 passage [1] - 35:12 passed [1] - 33:14 passion [1] - 11:17 past [1] - 10:20 Past [1] - 62:24 pastor [1] - 28:6 path [1] - 19:24 patience [1] - 27:7 Paul [1] - 40:4 PAUSE [1] - 5:3 peers [2] - 10:22, 11:8 penalty [1] - 64:24 pencil [1] - 17:3 Pender [1] - 42:14 people [11] - 7:24, 9:3, 11:18, 14:9, 25:17, 25:20, 26:20, 28:7, 28:22, 31:18, 41:16 per [1] - 46:10 percent [14] - 26:13, 26:17, 47:18, 47:19, 47:21, 49:24, 50:1, 50:2, 54:17, 54:25, 59:1, 59:5 percentage [1] - 18:21 perfect [1] - 44:7 performance [10] - 19:9, 22:19, 23:2, 29:14, 36:15, 36:17, 36:18, 55:23, 56:16, 68:4</p>	<p>Performance [4] - 12:17, 12:22, 36:1, 36:7 performances [1] - 67:22 performing [1] - 48:17 perhaps [1] - 53:8 period [4] - 28:9, 57:7, 57:13, 59:11 Pernell [1] - 35:11 Perry [3] - 3:5, 35:5, 35:23 PERRY [3] - 1:10, 3:6, 35:8 person [8] - 6:25, 9:4, 10:8, 24:23, 26:16, 46:14, 46:16, 65:3 personal [1] - 8:15 persons [1] - 67:11 perspective [1] - 21:18 pertaining [1] - 32:7 pest [2] - 41:20, 43:4 pests [1] - 44:12 Ph.D [1] - 8:17 Pharmacy [2] - 10:15, 11:4 phone [1] - 3:20 phonetics [5] - 20:14, 40:22, 61:10, 69:22, 70:19 phonetics [1] - 9:6 piece [1] - 33:13 Pippin [3] - 13:25, 14:3 place [9] - 15:6, 15:7, 20:25, 21:22, 33:9, 42:13, 54:4, 61:17, 62:24 placed [1] - 41:6 Plan [6] - 24:3, 24:4, 29:21, 32:8, 36:9, 56:17 plan [6] - 24:4, 30:23, 32:10, 33:3, 47:12 plane [1] - 69:2 Planning [2] - 36:1, 36:7 planning [1] - 67:22 plate [1] - 68:9 play [1] - 15:16 PLAYED [1] - 15:22 plays [1] - 22:12 pleading [1] - 12:2 pleased [2] - 55:18, 56:5 pleasure [3] - 15:5, 22:9, 43:15 podium [2] - 5:11, 47:5 point [16] - 4:14, 4:17, 4:18, 4:25, 9:2, 14:25, 19:7, 30:1, 30:4, 33:7, 38:14, 46:20, 56:15, 58:7, 65:4, 71:9 points [2] - 27:18, 69:5 poised [1] - 4:19 policies [1] - 10:24 policy [1] - 34:19 Policy [1] - 34:20 politicians [1] - 44:14 Pollard [1] - 30:17 population [1] - 66:4 portion [1] - 62:5 position [1] - 42:23 positions [1] - 46:17 POST [1] - 1:22 poster [2] - 9:12, 10:4</p>	<p>posthumously [1] - 30:18 power [1] - 12:6 praying [1] - 33:18 Precision [1] - 70:22 preliminary [1] - 40:20 prematurely [1] - 21:2 premier [1] - 42:23 prep [1] - 71:24 preparation [2] - 20:14, 71:17 prepare [2] - 9:19, 65:18 prepared [2] - 19:17, 19:25 preparing [2] - 4:20, 71:15 preplanning [2] - 27:3, 27:4 presence [2] - 48:25, 49:1 present [6] - 2:21, 8:16, 33:9, 35:6, 39:19, 53:2 presentation [17] - 8:8, 9:1, 29:9, 39:11, 39:15, 40:6, 43:12, 44:3, 46:14, 46:25, 47:2, 59:20, 62:1, 62:3, 63:14, 64:2, 65:5 PRESENTATION [1] - 15:21 presentations [3] - 34:13, 35:10, 56:24 presented [1] - 32:8 presenter [1] - 5:16 PRESIDENT [5] - 15:3, 15:23, 16:20, 28:12, 29:4 president [2] - 5:25, 39:22 President [31] - 8:17, 9:7, 10:13, 11:11, 12:12, 13:20, 13:21, 14:18, 15:1, 27:9, 27:12, 28:1, 28:5, 29:22, 33:23, 34:3, 34:25, 36:10, 36:16, 37:13, 40:19, 47:9, 51:21, 53:22, 54:6, 56:9, 64:1, 65:4, 65:8, 66:13, 69:20 President's [2] - 15:2, 25:13 presidents [2] - 13:15, 70:17 Press [1] - 51:6 pressured [1] - 42:3 pretty [7] - 26:12, 28:6, 28:7, 49:23, 51:14, 56:4, 63:17 price [1] - 59:24 principal [1] - 61:5 priorities [2] - 13:20, 23:4 privilege [1] - 46:21 problem [1] - 19:23 procedures [1] - 11:2 proceedings [1] - 73:6 process [5] - 24:25, 36:13, 44:11, 50:10, 57:11 Production [1] - 51:4 production [2] - 52:6, 52:7 professional [2] - 7:13, 51:9 professionals [1] - 51:11 Professor [2] - 40:2, 60:24 profile [1] - 55:7 profound [1] - 4:24 program [21] - 30:19, 30:25, 32:12, 35:20, 41:6, 41:20, 50:4, 50:11, 52:21, 53:9, 53:22, 57:12, 57:19, 57:20, 57:23,</p>

<p>58:2, 58:12, 58:14, 58:17, 61:8, 61:11 Program [2] - 32:8, 40:18 programs [8] - 20:6, 20:17, 20:19, 35:14, 35:15, 47:25, 48:20, 69:24 progress [6] - 4:7, 48:5, 52:3, 55:8, 65:14 Progress [1] - 52:2 progressing [1] - 52:5 progression [1] - 18:1 project [2] - 33:3, 69:10 projects [1] - 37:17 prominence [1] - 43:24 pronounced [1] - 39:14 properly [3] - 39:3, 46:1, 64:14 proposal [2] - 40:5, 40:17 proposed [1] - 42:11 proud [1] - 7:8 prove [3] - 9:19, 57:9, 58:22 provide [11] - 6:18, 7:9, 7:11, 42:16, 48:7, 49:18, 51:11, 53:8, 65:15, 67:1, 69:12 provided [5] - 36:11, 36:16, 66:21, 68:3, 69:4 provides [1] - 41:11 providing [4] - 20:8, 41:15, 53:1, 70:13 Provost [7] - 11:12, 11:13, 47:3, 54:21, 57:17, 66:14, 68:22 PSE [1] - 20:19 public [6] - 4:20, 5:7, 9:3, 14:25, 18:6, 69:8 publicly [1] - 27:20 pull [1] - 39:24 purchasing [1] - 68:15 push [3] - 50:8, 55:10, 56:7 pushed [2] - 24:1, 25:19 put [10] - 5:13, 21:17, 25:7, 40:13, 44:16, 54:15, 55:25, 56:1, 56:2, 57:22 puts [1] - 48:2 putting [4] - 54:3, 60:14, 66:20, 69:11 puzzle [1] - 25:7</p>	<p>rate [13] - 9:14, 9:16, 30:22, 35:12, 47:20, 52:2, 52:3, 54:17, 55:8, 62:6, 62:13 rates [9] - 9:9, 17:14, 18:2, 20:2, 47:7, 47:18, 49:23, 50:5 rather [1] - 23:23 Rattler [5] - 8:23, 10:19, 28:10, 46:16, 46:17 Raycom [1] - 51:17 RE [1] - 1:3 reaching [1] - 60:4 read [1] - 70:3 ready [6] - 4:10, 37:14, 46:12, 50:25, 71:16, 71:24 real [5] - 7:18, 12:17, 33:16, 43:5, 68:18 realistic [1] - 20:9 realize [1] - 12:4 really [31] - 15:11, 15:24, 18:17, 19:16, 20:6, 22:1, 22:4, 22:8, 22:23, 24:12, 25:2, 26:19, 28:11, 29:19, 36:8, 42:10, 44:15, 48:20, 53:20, 54:11, 54:17, 55:7, 55:20, 56:4, 56:11, 60:13, 62:2, 62:14, 63:4, 63:5 rebranding [1] - 70:7 recap [1] - 6:18 receiving [2] - 35:2, 65:17 recent [1] - 11:11 reception [1] - 14:22 recharge [1] - 30:2 recognition [1] - 27:15 recognize [4] - 4:17, 15:1, 39:13, 46:14 recognized [6] - 28:15, 32:3, 32:20, 35:5, 39:19, 41:8 recommendation [2] - 10:18, 38:18 recommended [1] - 38:15 recommending [1] - 34:14 record [2] - 6:4, 73:6 recruit [4] - 51:16, 51:22, 52:18, 59:10 recruiter [1] - 61:2 recruiting [1] - 60:24 recruitment [5] - 18:10, 19:13, 48:16, 60:22, 70:7 redundant [1] - 17:9 REED [7] - 1:10, 32:4, 36:3, 36:6, 51:24, 52:1, 61:25 Reed [6] - 32:3, 36:4, 36:21, 58:21, 59:18, 61:24 Reeves [1] - 61:9 referring [1] - 33:22 reflects [1] - 55:23 regard [2] - 18:1, 21:23 regarding [1] - 28:21 regards [2] - 11:2, 65:11 regional [1] - 13:15 registered [1] - 65:20 Regulation [1] - 34:16 regulation [1] - 32:13</p>	<p>regulations [1] - 34:18 rehearsal [1] - 69:9 rehearse [1] - 67:20 relate [1] - 69:6 related [1] - 9:15 relates [3] - 47:18, 48:23, 49:8 Relations [2] - 12:21, 13:17 relationship [1] - 52:14 relationships [1] - 52:13 relative [1] - 59:20 remarkable [1] - 20:21 remediation [1] - 11:10 remember [1] - 4:24 removed [2] - 37:3, 37:18 repeat [1] - 38:12 replace [1] - 40:19 report [23] - 7:8, 7:14, 15:2, 15:13, 27:10, 30:6, 31:6, 32:1, 32:2, 32:17, 32:19, 33:5, 33:7, 34:6, 35:3, 35:22, 36:5, 36:18, 36:20, 56:22, 58:8, 67:15, 73:5 REPORTED [1] - 1:19 Reporter [1] - 73:11 REPORTER [1] - 1:20 REPORTERS [1] - 1:22 reports [3] - 30:5, 30:7, 67:13 represent [3] - 11:21, 11:23, 29:1 represented [1] - 69:24 Republic [1] - 18:25 request [3] - 34:15, 65:2, 68:24 requests [2] - 29:25, 63:9 require [1] - 51:14 required [2] - 49:16, 67:24 requirements [1] - 33:14 requires [2] - 43:3, 49:17 research [7] - 40:4, 41:12, 42:20, 44:9, 68:23, 69:3, 69:10 Research [2] - 9:17, 9:24 resource [1] - 43:23 Resource [2] - 48:12, 60:20 resources [1] - 44:21 RESPONSE [9] - 2:15, 2:17, 3:10, 3:12, 29:7, 36:24, 39:5, 43:10, 46:3 Responsibilities [1] - 34:17 rest [1] - 44:17 restore [1] - 40:19 restructure [1] - 62:12 restructuring [1] - 22:24 results [1] - 26:11 retain [2] - 58:16, 59:10 retaliated [1] - 10:21 retaliation [1] - 11:5 retention [6] - 9:8, 9:14, 18:1, 47:7, 49:23, 50:5 retreat [3] - 25:13, 25:17, 27:1 return [2] - 53:10, 69:2 revenue [3] - 31:17, 31:19, 31:23 review [4] - 31:15, 32:16, 35:20, 37:16 reviewed [1] - 11:1</p>
Q		
<p>QEP [1] - 48:13 quality [1] - 65:17 questioning [1] - 10:23 questions [6] - 27:7, 27:11, 39:4, 43:8, 53:19, 71:11 Questions [1] - 44:4 quickly [1] - 31:8 quizzes [1] - 11:8 quorum [1] - 3:13</p>		
R		
<p>race [2] - 59:15, 63:7 raise [2] - 8:3, 45:15 raised [2] - 7:8, 7:15 rap [2] - 9:13, 10:5 rarely [1] - 24:7</p>		

reviews [1] - 31:13
revised [1] - 30:24
Rica [1] - 69:25
right-hand [1] - 23:5
rightonFAMU [1] - 48:14
Rights [1] - 34:17
rise [1] - 18:16
risen [1] - 28:11
Rising [3] - 8:1, 8:10, 71:1
ROBERT [1] - 1:11
Robert [1] - 39:13
Robinson [18] - 6:8, 7:16, 7:19, 8:14, 8:17, 8:18, 8:23, 12:12, 14:19, 15:1, 27:21, 28:17, 28:19, 28:23, 29:3, 35:16, 47:9, 56:5
ROBINSON [5] - 15:3, 15:23, 16:20, 28:12, 29:4
Robinson's [1] - 34:25
role [3] - 22:12, 33:19, 71:20
roll [1] - 2:11
rolls [1] - 8:4
room [4] - 4:20, 7:24, 31:21, 31:22
root [1] - 55:22
Rose [1] - 7:4
Roses [2] - 66:10, 69:21
rotating [1] - 47:4
RPR [3] - 1:19, 73:5, 73:11
run [2] - 59:15, 63:7

S

safe [2] - 45:19, 45:22
salary [1] - 7:12
Sam [1] - 65:25
San [1] - 65:25
Save [1] - 7:3
saw [4] - 31:10, 31:11, 59:22, 59:23
schedule [2] - 37:14, 68:2
scheduled [1] - 68:4
scheme [2] - 18:5, 25:2
scholarship [1] - 19:21
school [8] - 7:10, 9:16, 9:18, 9:23, 18:17, 35:20, 49:12, 69:25
School [8] - 4:22, 9:17, 9:24, 35:18, 50:7, 62:23, 66:1, 66:2
schools [8] - 43:19, 48:18, 48:19, 61:4, 67:25, 69:8, 69:23
science [3] - 18:20, 18:23, 19:18
Science [4] - 19:4, 19:5, 30:19, 30:24
Sciences [1] - 39:12
scientists [2] - 40:25, 41:1
score [3] - 23:6, 47:16, 59:7
screen [1] - 70:4
seats [1] - 2:4
second [4] - 33:21, 39:1, 45:24, 64:11
seconded [3] - 39:3, 46:1, 64:14
secondly [1] - 48:5
seconds [1] - 14:17
secrets [2] - 9:22, 10:1

section [1] - 18:7
sections [2] - 49:16, 49:19
secure [1] - 58:5
see [19] - 5:14, 7:18, 12:7, 18:2, 21:15, 21:23, 22:3, 26:11, 27:18, 28:1, 29:11, 42:14, 45:8, 47:15, 49:23, 55:4, 56:12, 69:15, 70:11
seeing [1] - 43:20
seeking [1] - 9:21
selection [1] - 71:6
self [1] - 35:1
self-evaluation [1] - 35:1
selling [1] - 68:6
semester [3] - 49:20, 67:2, 69:13
Senate [3] - 24:9, 28:24, 33:12
sending [1] - 60:19
Senior [1] - 23:7
senior [1] - 26:8
sense [1] - 45:7
sent [2] - 13:10, 68:13
sequence [1] - 48:2
serious [2] - 26:18, 58:23
seriously [1] - 20:7
service [4] - 26:5, 36:12, 50:13, 50:15
services [1] - 48:8
session [1] - 26:7
sessions [1] - 23:23
set [2] - 29:14, 59:14
sets [4] - 50:25, 53:1, 53:10, 53:13
settings [1] - 69:9
several [7] - 7:3, 28:21, 32:14, 32:16, 67:17, 70:2, 70:14
severe [1] - 28:9
shame [1] - 25:8
share [3] - 16:4, 43:13, 47:11
shared [2] - 18:18, 57:16
Sharon [1] - 8:18
Shelia [1] - 30:18
Shirk [2] - 40:4, 40:6
SHIRK [3] - 40:7, 40:10, 45:10
shirt [1] - 68:20
shirts [2] - 68:7, 68:14
shop [1] - 63:6
short [2] - 15:15, 28:9
shoulders [1] - 44:17
show [1] - 22:5
shown [1] - 28:23
shows [1] - 44:10
sic [1] - 39:13
side [4] - 23:6, 23:16, 61:14, 61:19
sides [1] - 58:15
sight [1] - 23:25
signed [1] - 5:6
significant [3] - 28:2, 33:19, 43:20
silence [1] - 5:1
similar [1] - 23:3
Simmons' [1] - 7:12
sit [1] - 19:20
sitting [2] - 34:4, 67:6

six [1] - 47:20
six-year [1] - 47:20
size [1] - 63:22
SJGC [1] - 47:23
skeptic [1] - 58:24
skill [7] - 49:18, 49:21, 50:25, 53:1, 53:10, 53:13, 58:1
skilled [1] - 57:24
skills [2] - 20:16, 28:17
slang [1] - 68:17
slid [1] - 63:12
slide [2] - 47:13, 49:22
slips [1] - 67:19
smoke [4] - 34:22, 38:9, 38:14, 38:19
smoke-free [4] - 34:22, 38:9, 38:14, 38:19
smoother [1] - 71:18
so-called [1] - 18:12
social [2] - 48:25, 49:3
software [2] - 50:23, 51:5
Solomon [1] - 10:19
solution [1] - 19:22
sometime [1] - 35:2
sometimes [1] - 28:22
soon [2] - 54:22, 55:4
sorry [5] - 36:4, 38:11, 39:18, 52:3, 66:15
sort [9] - 18:7, 20:24, 21:20, 22:18, 23:25, 25:5, 26:3, 49:17, 50:9
south [1] - 70:16
South [1] - 17:1
speaking [3] - 12:12, 24:9, 62:8
Special [3] - 31:7, 35:6, 35:9
special [3] - 8:8, 16:23, 39:10
species [3] - 42:4, 42:5, 44:13
specific [3] - 10:22, 56:2, 59:22
specifically [2] - 4:22, 47:5
specimens [1] - 42:18
speeches [1] - 18:19
spend [2] - 20:18, 43:19
spirit [1] - 25:18
spoken [1] - 70:17
sponsoring [1] - 70:23
sports [2] - 9:12, 10:5
spot [2] - 51:17, 64:2
spring [1] - 52:10
squared [2] - 33:12, 37:25
Sr [1] - 30:17
staff [6] - 6:9, 15:18, 23:23, 26:21, 71:16, 71:23
stakeholders [1] - 43:3
stalling [1] - 30:10
stand [4] - 6:4, 6:17, 11:16, 14:3
standards [1] - 17:24
standing [1] - 47:17
start [7] - 5:12, 5:14, 8:1, 20:16, 22:4, 22:21
started [7] - 2:5, 17:22, 19:3, 23:18, 24:2, 60:8, 60:12

<p>state [5] - 14:15, 19:11, 42:10, 42:21, 52:18</p> <p>State [4] - 11:22, 13:1, 17:1, 70:1</p> <p>STATE [1] - 73:3</p> <p>statement [1] - 4:21</p> <p>States [2] - 13:12, 43:22</p> <p>station [1] - 71:3</p> <p>stations [1] - 51:18</p> <p>statistic [1] - 18:18</p> <p>status [2] - 32:15, 65:12</p> <p>stay [3] - 12:18, 50:10, 55:8</p> <p>stellar [1] - 71:15</p> <p>STEM [1] - 30:21</p> <p>stenographic [1] - 73:6</p> <p>stenographically [1] - 73:5</p> <p>step [2] - 35:21, 36:5</p> <p>steps [2] - 20:1, 35:12</p> <p>still [4] - 15:17, 28:10, 34:9, 46:15</p> <p>stones [1] - 35:17</p> <p>Strategic [7] - 24:3, 24:4, 29:21, 35:25, 36:7, 36:9, 56:17</p> <p>strategic [5] - 15:17, 17:15, 20:19, 23:4, 24:3</p>	<p>successfully [1] - 9:19</p> <p>succinct [1] - 56:15</p> <p>succinctly [1] - 57:10</p> <p>suites [1] - 61:16</p> <p>summer [4] - 7:10, 14:14, 65:18, 65:20</p> <p>support [16] - 4:21, 6:10, 6:12, 7:3, 7:9, 7:11, 8:10, 13:10, 43:1, 43:3, 48:7, 52:20, 55:10, 62:12, 66:13, 67:10</p> <p>Support [1] - 33:8</p> <p>supported [4] - 11:2, 13:9, 40:22, 41:21</p> <p>supporter [1] - 46:19</p> <p>supporters [1] - 16:13</p> <p>supports [2] - 6:6, 48:14</p> <p>supposed [2] - 23:9, 35:25</p> <p>survey [2] - 26:11, 34:25</p> <p>survive [1] - 55:24</p> <p>Sweden [1] - 69:25</p> <p>System [1] - 51:5</p> <p>system [3] - 19:10, 21:13, 51:5</p> <p>Systems [1] - 30:24</p> <p>systems [1] - 55:22</p>	<p>they've [1] - 18:25</p> <p>THOMAS [1] - 1:8</p> <p>Thomas [4] - 46:8, 64:6, 64:24, 71:9</p> <p>thorough [1] - 56:21</p> <p>three [5] - 5:12, 9:2, 32:10, 34:11, 61:8</p> <p>three-year [1] - 32:10</p> <p>throughout [3] - 24:5, 50:17, 59:23</p> <p>THURSDAY [1] - 1:13</p> <p>ticking [1] - 17:22</p> <p>tidbit [1] - 44:1</p> <p>tied [3] - 56:3, 56:16</p> <p>Tim [1] - 25:8</p> <p>TIME [1] - 1:15</p> <p>time/date [1] - 56:2</p> <p>timeline [2] - 21:21, 60:1</p> <p>timer [1] - 5:13</p> <p>tis [1] - 44:16</p> <p>today [8] - 6:18, 11:16, 11:24, 34:11, 36:8, 62:8, 65:19, 71:24</p> <p>together [7] - 25:8, 42:22, 50:8, 50:10, 55:9, 66:20, 69:11</p> <p>Tommy [2] - 6:1, 46:22</p> <p>took [2] - 26:6, 37:25</p> <p>top [1] - 31:8</p>
T		
<p>strategies [11] - 47:11, 47:22, 50:12, 52:12, 54:3, 54:13, 59:22, 60:3, 60:5, 60:8, 63:20</p> <p>strategy [1] - 19:13</p> <p>Strategy [1] - 40:18</p> <p>strengthen [2] - 52:12, 60:19</p> <p>stretch [1] - 63:18</p> <p>strictly [1] - 32:12</p> <p>Stroud [9] - 8:10, 26:15, 33:18, 33:23, 34:3, 66:14, 66:15, 67:14</p> <p>Stroud's [1] - 33:17</p> <p>student [9] - 4:9, 10:14, 10:16, 18:1, 23:22, 48:5, 50:15, 51:19, 54:7</p> <p>Student [2] - 30:13, 33:2</p> <p>students [71] - 9:23, 11:10, 11:14, 11:23, 12:19, 17:19, 18:15, 19:16, 19:24, 20:9, 20:12, 20:22, 20:23, 21:2, 27:23, 40:25, 41:16, 47:24, 48:6, 48:10, 48:17, 48:18, 48:20, 49:2, 49:5, 49:7, 49:11, 49:12, 49:19, 50:6, 50:8, 50:16, 50:24, 51:6, 51:9, 51:16, 51:22, 52:14, 52:18, 53:5, 53:21, 54:5, 54:14, 54:23, 55:3, 55:7, 55:9, 56:14, 57:8, 57:12, 57:18, 57:19, 57:23, 58:4, 58:17, 59:10, 60:11, 60:15, 60:18, 63:23, 65:17, 65:19, 65:22, 65:23, 65:24, 66:1, 66:5, 68:17, 69:1, 70:8, 70:10</p> <p>Students [2] - 7:4, 66:23</p> <p>studio [1] - 51:3</p> <p>study [2] - 19:3, 19:4</p> <p>stuff [2] - 59:9, 61:17</p> <p>stuns [1] - 59:4</p> <p>submitted [1] - 40:16</p> <p>Success [1] - 33:2</p> <p>success [7] - 9:16, 9:22, 10:2, 19:8, 22:15, 50:15, 53:14</p> <p>successful [2] - 20:10, 53:11</p>	<p>T-shirts [1] - 68:14</p> <p>table [1] - 34:4</p> <p>TABLE [1] - 39:17</p> <p>tactic [1] - 30:10</p> <p>tactics [2] - 54:3, 54:12</p> <p>tag [2] - 48:14, 59:24</p> <p>TALLAHASSEE [2] - 1:18, 1:23</p> <p>Tallahassee [1] - 69:3</p> <p>tantamount [1] - 48:22</p> <p>target [3] - 23:3, 54:21, 54:22</p> <p>targets [1] - 59:14</p> <p>task [1] - 55:9</p> <p>taught [1] - 10:1</p> <p>TAYLOR [1] - 39:16</p> <p>TCC [2] - 52:15, 60:25</p> <p>teachers [2] - 9:20, 19:15</p> <p>teaching [1] - 42:17</p> <p>team [9] - 15:11, 15:14, 18:18, 26:10, 26:14, 27:24, 31:23, 37:14, 43:9</p> <p>Team [4] - 23:7, 26:6, 56:6, 70:14</p> <p>technology [3] - 50:21, 50:22, 53:3</p> <p>template [1] - 9:25</p> <p>tend [1] - 71:18</p> <p>tentative [2] - 66:21, 68:2</p> <p>tenure [1] - 30:15</p> <p>term [2] - 41:19, 46:16</p> <p>terms [8] - 20:13, 20:25, 26:21, 44:10, 65:14, 67:15, 68:19, 70:7</p> <p>test [1] - 20:14</p> <p>tested [1] - 57:13</p> <p>Texas [1] - 65:25</p> <p>thanking [1] - 67:5</p> <p>THE [3] - 15:21, 39:17, 72:4</p> <p>therefore [1] - 64:8</p>	<p>topics [2] - 71:16, 71:18</p> <p>total [2] - 7:15, 70:2</p> <p>touched [1] - 54:9</p> <p>touching [1] - 8:2</p> <p>tough [1] - 58:2</p> <p>Tournament [2] - 66:10, 69:20</p> <p>toward [2] - 8:10, 29:12</p> <p>towards [1] - 20:12</p> <p>track [1] - 55:6</p> <p>traditional [2] - 26:6, 44:9</p> <p>traffic [1] - 49:16</p> <p>transcript [1] - 73:6</p> <p>transfer [1] - 52:14</p> <p>traveling [1] - 69:1</p> <p>travels [1] - 29:24</p> <p>treat [1] - 11:13</p> <p>tribute [1] - 16:24</p> <p>trip [1] - 68:19</p> <p>true [3] - 11:19, 28:10, 73:6</p> <p>Trump [1] - 40:19</p> <p>Trustee [63] - 2:12, 2:14, 2:18, 2:20, 2:22, 2:24, 3:1, 3:3, 3:5, 3:7, 3:9, 3:11, 3:18, 3:21, 15:24, 16:2, 16:4, 21:20, 22:7, 25:23, 27:13, 28:14, 28:15, 29:5, 29:20, 30:8, 31:20, 32:3, 32:20, 33:6, 33:9, 34:2, 34:6, 35:4, 35:5, 35:23, 36:2, 36:4, 36:21, 37:11, 37:20, 37:22, 37:23, 38:7, 38:11, 38:18, 38:23, 44:2, 44:5, 45:4, 56:8, 56:19, 58:10, 58:20, 58:21, 59:17, 59:18, 61:24, 62:22, 65:7, 66:7</p> <p>TRUSTEE [56] - 1:6, 2:13, 2:19, 2:21, 2:23, 3:2, 3:4, 3:6, 3:8, 3:23, 4:2, 4:5, 27:14, 28:13, 28:16, 30:9, 31:5, 32:4, 32:21, 33:11, 33:21, 33:24, 34:8, 35:8,</p>

<p>36:3, 36:6, 37:5, 37:7, 37:21, 37:24, 38:4, 38:8, 38:13, 38:21, 38:24, 39:1, 39:24, 40:8, 43:13, 44:6, 45:15, 45:20, 45:23, 45:24, 51:24, 52:1, 55:14, 55:18, 56:20, 58:22, 59:16, 59:19, 61:25, 64:10, 64:11, 64:16</p> <p>trustee [2] - 2:16, 3:18</p> <p>TRUSTEES [1] - 1:1</p> <p>Trustees [10] - 2:9, 3:22, 4:14, 6:3, 9:8, 10:12, 37:2, 39:23, 47:10, 62:7</p> <p>Trustees' [1] - 34:24</p> <p>try [2] - 7:21, 60:19</p> <p>trying [9] - 21:17, 21:21, 23:21, 25:7, 31:22, 50:10, 54:12, 57:22, 62:25</p> <p>Tuesday [1] - 23:9</p> <p>Tupelo [1] - 51:20</p> <p>turn [2] - 8:9, 29:14</p> <p>tutorials [2] - 49:4, 49:10</p> <p>tweak [1] - 26:23</p> <p>two [12] - 13:1, 16:7, 21:5, 30:16, 32:24, 36:9, 37:16, 37:17, 40:14, 60:9, 63:9, 70:22</p> <p>tying [2] - 55:19, 68:23</p> <p>type [3] - 26:22, 59:10, 61:12</p> <p>types [3] - 19:17, 19:18, 21:1</p> <p>typical [1] - 25:17</p> <p>typically [1] - 26:23</p>	<p style="text-align: center;">V</p> <p>Valencia [1] - 66:18</p> <p>value [1] - 11:19</p> <p>various [5] - 10:23, 15:14, 23:11, 29:1, 35:14</p> <p>venture [1] - 52:15</p> <p>verbally [1] - 11:7</p> <p>versed [1] - 71:21</p> <p>version [1] - 53:15</p> <p>veterans [1] - 16:25</p> <p>vetting [1] - 58:1</p> <p>Vice [4] - 33:23, 36:10, 36:16, 37:13</p> <p>vice [1] - 13:15</p> <p>video [3] - 15:16, 15:20, 61:20</p> <p>VIDEO [1] - 15:21</p> <p>vigilant [1] - 71:20</p> <p>Virtual [1] - 62:23</p> <p>Virus [2] - 42:8</p> <p>vision [2] - 11:21, 22:21</p> <p>visit [3] - 14:20, 16:14, 43:16</p> <p>visiting [2] - 43:15, 69:22</p> <p>visits [1] - 60:10</p> <p>Voncell [2] - 10:9, 10:14</p> <p>vote [3] - 38:14, 64:13, 64:19</p> <p>voted [1] - 34:21</p> <p>VP [3] - 10:25, 66:15, 67:14</p>	<p>wish [1] - 23:1</p> <p>wondering [1] - 68:16</p> <p>WOODY [1] - 1:11</p> <p>Woody [2] - 3:9, 3:11</p> <p>word [3] - 33:24, 66:16, 66:17</p> <p>words [1] - 4:1</p> <p>works [1] - 57:13</p> <p>world [3] - 42:24, 52:24, 57:25</p> <p>worst [1] - 9:10</p> <p>worth [2] - 17:4, 57:1</p> <p>Wright [3] - 54:21, 66:14, 68:22</p> <p>write [2] - 57:6, 57:9</p> <p>writers [1] - 57:24</p> <p>Writing [2] - 48:12, 60:20</p> <p>writing [2] - 60:17, 61:19</p> <p>written [1] - 57:5</p> <p>WTXL [1] - 71:2</p>
<p style="text-align: center;">U</p>	<p style="text-align: center;">W</p>	<p style="text-align: center;">Y</p> <p>y'all [1] - 7:19</p> <p>Year [1] - 6:17</p> <p>year [28] - 7:11, 9:13, 10:20, 17:13, 21:8, 22:20, 23:18, 24:6, 26:3, 30:22, 31:12, 32:10, 40:16, 42:5, 47:20, 48:11, 51:21, 52:11, 54:16, 60:8, 62:5, 62:13, 62:17, 65:13, 69:19</p> <p>year's [2] - 7:2, 7:5</p> <p>year-by-year [1] - 62:17</p> <p>years [3] - 58:24, 61:8, 62:22</p> <p>yesterday [6] - 3:17, 30:12, 30:14, 32:6, 35:10, 66:21</p> <p>yourself [1] - 44:19</p> <p>yourselves [1] - 43:4</p>
<p>U.S [1] - 41:5</p> <p>unanimously [1] - 33:14</p> <p>under [3] - 13:20, 28:9, 37:7</p> <p>undergraduate [1] - 61:13</p> <p>undergraduates [1] - 52:22</p> <p>underway [2] - 43:17, 43:21</p> <p>unfair [1] - 11:2</p> <p>unique [3] - 17:23, 42:18, 45:2</p> <p>unit [2] - 40:12, 41:14</p> <p>United [2] - 13:12, 43:22</p> <p>units [4] - 23:2, 24:23, 29:1, 40:14</p> <p>University [18] - 2:8, 3:22, 4:8, 6:10, 6:16, 10:13, 11:16, 13:20, 14:12, 17:1, 18:9, 22:10, 34:19, 46:18, 46:19, 70:1, 70:6, 71:23</p> <p>UNIVERSITY [1] - 1:1</p> <p>University's [1] - 47:17</p> <p>unturned [1] - 35:17</p> <p>unveil [1] - 7:20</p> <p>up [18] - 5:6, 10:2, 13:11, 13:24, 14:3, 29:19, 30:8, 31:10, 33:1, 41:15, 49:2, 53:4, 59:3, 63:25, 66:5, 66:20, 67:21, 68:17</p> <p>update [9] - 15:5, 17:8, 35:6, 36:9, 36:11, 36:15, 36:16, 37:13, 65:11</p> <p>updates [1] - 34:24</p> <p>upgrade [1] - 50:20</p> <p>USDA [5] - 40:5, 40:13, 41:3, 42:15, 43:2</p> <p>utilize [1] - 44:8</p>	<p>wait [2] - 9:10, 49:20</p> <p>walk [1] - 57:14</p> <p>Wanda [1] - 37:13</p> <p>wandering [1] - 28:4</p> <p>wants [1] - 67:19</p> <p>WAS [2] - 15:21, 72:4</p> <p>WASHINGTON [2] - 1:11, 3:8</p> <p>Washington [7] - 3:7, 16:2, 16:5, 25:23, 29:20, 31:20, 36:2</p> <p>ways [1] - 49:2</p> <p>WCI [1] - 71:2</p> <p>weaknesses [1] - 60:18</p> <p>web [1] - 61:16</p> <p>website [2] - 49:1, 49:3</p> <p>week [5] - 6:24, 16:14, 51:19, 68:12, 71:2</p> <p>weekend [2] - 6:22, 17:1</p> <p>weeks [4] - 16:23, 67:9, 70:22, 71:1</p> <p>welcome [5] - 2:7, 3:17, 3:21, 3:25, 4:13</p> <p>well-versed [1] - 71:21</p> <p>West [1] - 42:8</p> <p>WHEREUPON [3] - 15:21, 39:16, 72:4</p> <p>whole [2] - 18:5, 24:16</p> <p>wife [1] - 69:22</p> <p>William [1] - 60:22</p> <p>Willie [1] - 7:12</p> <p>willing [1] - 59:15</p> <p>winner [1] - 7:5</p>	<p style="text-align: center;">Z</p> <p>ZACKERY [19] - 2:12, 2:14, 2:16, 2:18, 2:20, 2:22, 2:24, 3:1, 3:3, 3:5, 3:7, 3:9, 3:11, 3:13, 5:8, 5:17, 9:5, 10:9, 12:10</p> <p>Zackery [2] - 5:5, 9:4</p> <p>Ziegler [5] - 47:1, 55:18, 56:18, 56:21, 56:25</p> <p>ZIEGLER [11] - 47:8, 51:25, 52:2, 54:10, 54:24, 55:5, 58:9, 59:6, 60:7, 62:21, 64:4</p> <p>Zika [1] - 42:8</p>