

**INFORMATION SUBMITTED
BY TRUSTEE MONTGOMERY TO
FAMU BOT SPECIAL COMMITTEE ON
GOVERNANCE**

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AUGUST 11, 2014

**TRANSCRIPT OF BOARD OF
TRUSTEES' MEETING**

FLORIDA A & M UNIVERSITY
BOARD OF TRUSTEES

IN RE: BOARD MEETING

TRUSTEE MEMBERS: SOLOMON BADGER, CHAIR
NARAYAN PERSAUD
TOREY L. ALSTON
BELINDA SHANNON
SPURGEON McWILLIAMS
RUFUS MONTGOMERY
KARL WHITE
KELVIN LAWSON
KIMBERLY MOORE
LUCAS BOYCE
TONETTE GRAHAM

DATE: MONDAY, AUGUST 11, 2014

TIME: COMMENCED AT:
CONCLUDED AT:

LOCATION: PRESIDENT'S CONFERENCE ROOM
LEE HALL
TALLAHASSEE, FLORIDA

TRANSCRIBED 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 BADGER: Okay. Thank you everyone.
4 Thanks for coming right back so soon to help us
5 deal with our agenda at Florida A & M University.
6 I think I heard someone else come on?

7 TRUSTEE GRAHAM: Yes, sir, this is Trustee
8 Graham.

9 CHAIRMAN BADGER: Trustee Graham is on.

10 Okay. Now we are here today to deal with just
11 one agenda item, and it's an action item and it's a
12 continuation and follow-up of something that we've
13 done some preliminary work on. We have to approve
14 the 2014/2015 final operating budget, and at this
15 time I would like to ask the vice chairman of the
16 Board and a committee chairperson, Trustee
17 Montgomery, to introduce the fiscal year 2014/2015
18 operating budget.

19 TRUSTEE MONTGOMERY: Mr. Chair, I believe a
20 roll call would be in order, roll call --

21 CHAIRMAN BADGER: I thought I was calling the
22 roll when I was ringing them off.

23 Okay. Thank you. Let's retrogress and call
24 the roll, please.

25 MS. ABDI: Thank you, Chair Badger.

1 CHAIRMAN BADGER: Here.
2 MS. ABDI: Trustee Alston.
3 TRUSTEE ALSTON: Yes, I'm here.
4 CHAIRMAN BADGER: Chair Badger?
5 (NO RESPONSE).
6 MS. ABDI: Trustee Boyce.
7 TRUSTEE BOYCE: Here.
8 MS. ABDI: Trustee Graham.
9 TRUSTEE GRAHAM: Here.
10 MS. ABDI: Trustee Lawson.
11 TRUSTEE LAWSON: I'm here.
12 MS. ABDI: Trustee McWilliams.
13 TRUSTEE MCWILLIAMS: I'm here.
14 MS. ABDI: Vice Chair Montgomery.
15 TRUSTEE MONTGOMERY: Here.
16 MS. ABDI: Trustee Moore.
17 TRUSTEE MOORE: Here.
18 MS. ABDI: Trustee Persaud.
19 TRUSTEE PERSAUD: Here.
20 MS. ABDI: Trustee Shannon.
21 (NO RESPONSE).
22 MS. ABDI: Trustee Turnbull.
23 (NO RESPONSE).
24 MS. ABDI: Trustee Warren.
25 (NO RESPONSE).

1 MS. ABDI: Trustee White.

2 TRUSTEE WHITE: Here.

3 TRUSTEE SHANNON: Trustee Shannon is here. I
4 was muted, sorry.

5 MS. ABDI: Thank you.

6 Mr. Chair, you do have a quorum. Thank you.

7 CHAIRMAN BADGER: Okay. Thank you.

8 Then I'll ask again if Trustee Montgomery will
9 go ahead and introduce the 2014/2015 operating
10 budget item.

11 Trustee Montgomery.

12 TRUSTEE MONTGOMERY: Thank you, Mr. Chairman.

13 Trustees, we have on today's agenda a
14 request regarding approval of the final operating
15 budget for fiscal year 2014/2015. A preliminary
16 operating budget was approved at our June 4, 2014,
17 meeting.

18 I would like to ask Doctor Mangum to make her
19 introductory comments and to have her staff make
20 any necessary presentation.

21 CHAIRMAN BADGER: Doctor Mangum.

22 PRESIDENT MANGUM: Thank you, Chairman Badger
23 and Trustee Montgomery.

24 One or two of the opening comments that I
25 have prior to staff entertaining any questions

1 that you have is that I think we have a very
2 important budget that we're implementing this
3 year that requires and that introduces several
4 changes that we're interested in with regard to
5 becoming more efficient and effective in our
6 operations. You will notice that in looking at
7 this particular budget where the variances are
8 and some of the changes that have been made in
9 our budget for 2013/14 as compared to 2014/15.

10 We think that the resources that we have will
11 allow us to meet our operating needs and that our
12 budget at the end of the year, as we have planned
13 it, will be balanced; however, because it is at the
14 beginning of the year, we would like the
15 flexibility to be able to make decisions within
16 this budget to address any issues as they arise
17 with the goal of maintaining a balanced budget at
18 the end of the year.

19 So with that, I'd like to have the VP for
20 finance and the Director of Budget entertain any
21 questions that you might have about the budget as
22 it has been proposed.

23 CHAIRMAN BADGER: Thank you, Doctor Mangum.

24 Are there any questions? Any questions on the
25 budget?

1 (NO RESPONSE).

2 PRESIDENT MANGUM: So hearing no questions,
3 we'd like to propose that you move forward with
4 approval.

5 TRUSTEE MONTGOMERY: Mr. Chairman.

6 CHAIRMAN BADGER: Yes, sir.

7 TRUSTEE MONTGOMERY: I have a question that I
8 guess in its semblance would be related to the
9 budget. I've asked the administration and
10 Doctor Mangum a number of questions that are
11 budget related and I haven't received answers to
12 those questions. I'll preface my comments by
13 saying that I do believe we need to pass the budget
14 today, but I also feel it would be irresponsible to
15 continue in that posture while there are open
16 questions, at a minimum, to have a defined period
17 of time in which we'll have answers to those
18 questions.

19 On July 22nd, I asked Doctor Mangum to provide
20 a copy of the current operating procedures for
21 donor development, engagement -- engagement in
22 maintenance. I also asked for a written monthly
23 snapshot of fundraising activity, including a
24 year-to-date and an actual (inaudible), and that's
25 related to the challenges that we've had in the

1 areas of fundraising and how that impacts our
2 budget.

3 On July 31st, I asked Doctor Mangum to be
4 prepared to discuss questions that were asked
5 during the June 2014 budget discussion in
6 Crestview. As you recall, we passed the
7 preliminary budget, and that was subject to
8 adjustment in final Board approval, which is why
9 we're here today.

10 I asked for a list of questions and answers
11 from that Budget and Finance meeting, and I asked
12 for a summary just to be provided to the members of
13 the Committee.

14 I asked Doctor Mangum -- I had some problems
15 with grammar and spelling and the way we were
16 getting documents. I asked, you know, if she
17 allowed (inaudible) to communicate with Board
18 members that way, aren't they likely to follow in
19 the same pattern in communication with external
20 stakeholders. I also asked would your governing
21 body, the Board of Trustees, be embarrassed if
22 official communication goes out from FAMU to the
23 Board of Governors or the legislature with basic
24 spelling or grammatical errors.

25 A week later I asked when can we expect a

1 working solution to this problem. That was
2 August 2nd. On August 7th I did get a call back
3 from CFO and the President to discuss these
4 things and I felt, well, okay, maybe they have
5 this under control. And then I get an email
6 announcing the President's inaugural that has
7 more spelling and grammar errors. I had a
8 document from the VP for communications, and we
9 had improper subject and verb agreement and maybe
10 ten errors that I spent almost an hour walking
11 the person through.

12 So you may ask how this ties to the budget
13 fund. I want to ensure that whatever is
14 transmitted from this point is something that's
15 reflective of the excellence that we've come to
16 know at Florida A & M. I think it's a serious -- I
17 wrote on August 7th that this is a serious problem
18 that requires an immediate solution, and my
19 question was: Do we need a discussion about
20 spelling and improper grammar during an upcoming
21 committee or Board meeting to fix the problem? I
22 did not get a response.

23 The next day I sent an email, which you were
24 all in receipt of, and I asked several additional
25 questions. The first one was a response to the

1 email with a clarifying statement about the
2 problem. So far I keep hearing: Well, we're doing
3 our best, or we're pursuing excellence. And to me,
4 at this point, that's unacceptable.

5 I also requested answers to several additional
6 questions, one is: What's the total annual budget
7 for all communications activity? And just give me
8 an estimate. I said, an estimate will suffice for
9 now. I asked: What's the total of the
10 communications-related expenditures for the fourth
11 quarter of fiscal year 2013/2014 and separately for
12 July 2014?

13 This data should be readily available. It
14 should be somewhere where it's instant and upon
15 demand. And for the last quarter it should already
16 be recorded somewhere, so I thought it was a
17 reasonable request that could be responded to prior
18 to this meeting.

19 I asked how many FTE are involved in direct
20 communication with the Board of Trustees and the
21 total salary and benefits attributed to this group.
22 That question has not been responded to or answered
23 in the form of that email. I asked how many FTE
24 are assigned to communications-related activity and
25 the total salary and benefits attributed to this

1 group. And the idea is if we are spending millions
2 to be able to communicate with people, why aren't
3 specific problems that are being addressed by a
4 board member being addressed and, you know, what's
5 the date at which this will be done? So, you know,
6 what level of excellence are we looking to achieve?

7 Oh, and I forgot, I asked for a detailed
8 verbal or written briefing on the athletics
9 department plan for deficit reduction and a summary
10 of actions taken as a result in the fourth quarter
11 of fiscal year 2013/2014 and also in July. So I
12 find it within my scope as chairman of the Budget
13 and Finance Committee and as Vice Chairman of the
14 Board to request a briefing in the form of a call
15 from the University President, our only employee,
16 prior to any called or scheduled meetings of my
17 committee or of the full board.

18 I had this level of communication prior to
19 this new administration, and it led us to not
20 having to have these type of public discussions
21 because we could have discussions directly with the
22 individuals who are responsible. I played phone
23 tag with the athletic director almost a week ago,
24 but we've not been able to connect and to have a
25 communication with regard to my concerns.

1 So, again, I will vote to approve the budget
2 today because I think it would be irresponsible for
3 us not to, but I also think it would be
4 irresponsible for us to continue to operate from a
5 position where questions are being asked by members
6 of the Board, particularly in the area of the
7 budget, and then there's failure on the
8 administration's behalf to respond.

9 If you're looking to me from a leadership role
10 with the responsibility in budget and finance, if
11 you're looking for me to be informed and to make
12 informed decisions, I am not in a position to do so
13 if I do not have prompt and a free-flowing,
14 transparent exchange of information with the
15 administration.

16 I wanted to bring that to the Board's
17 attention prior to the vote. Again, I will urge my
18 colleagues to vote in approval of the budget, as it
19 would create another -- a myriad of additional
20 problems if it was not approved. But going forward
21 and in the next Budget and Finance Committee, I am
22 just requesting that these questions be answered.
23 And if there's any problem or if it's a funding
24 issue where the funds aren't available or it's not
25 adequately being funded with regard to the ability

1 to respond to these questions, that the
2 administration let us know right now so that we
3 can, as a board, from our governance capacity, our
4 fiduciary responsibility, be informed about why
5 these things aren't getting done.

6 CHAIRMAN BADGER: Okay, Trustee Montgomery.

7 TRUSTEE MONTGOMERY: As I said, I'd move that
8 we approve -- or for final approval of this budget.

9 CHAIRMAN BADGER: Okay. You've heard the
10 motion.

11 TRUSTEE PERSAUD: Mr. Chairman, before we do,
12 can I just ask a question to them?

13 CHAIRMAN BADGER: Trustee Persaud.

14 TRUSTEE PERSAUD: My concern is that I
15 understand some dorms will be closed or refurbished
16 and the new dorm open, and I was wondering how
17 would this impact the budget, the closing of dorms
18 or even the refurbishing of dorms if --

19 CHAIRMAN BADGER: Doctor Mangum, do you have a
20 response for that, or Mr. Bakker?

21 TRUSTEE MONTGOMERY: If I may, I think the
22 appropriate time would be during the discussion
23 phase of the motion.

24 TRUSTEE PERSAUD: Okay. Thank you.

25 CHAIRMAN BADGER: The motion is on the floor.

1 Is there a second?

2 TRUSTEE LAWSON: Second.

3 CHAIRMAN BADGER: It's motioned and seconded.
4 Those in favor, let it be known by the sign aye.

5 TRUSTEE MONTGOMERY: I think there was a
6 question on the table, Mr. Chairman.

7 CHAIRMAN BADGER: Any discussion?

8 TRUSTEE MONTGOMERY: Trustee Persaud addressed
9 a question to Doctor Mangum. If we could get her
10 response, please.

11 CHAIRMAN BADGER: Okay. I'm sorry. I'm
12 sorry, you're right.

13 Doctor Mangum, you are -- Mr. Bakker or
14 someone on your staff, do you have a response to
15 Trustee Montgomery's request for responses to a
16 numerous amount of questions?

17 PRESIDENT MANGUM: We do, and then we can
18 ask -- we will also, if permitted, answer
19 Trustee Persaud's question.

20 With regard to the various questions that
21 Trustee Montgomery listed, I don't have a record of
22 having been asked those questions specifically. So
23 I need to see them in writing and then we could get
24 responses to him directly.

25 The questions regarding the June 4th, Budget

1 and Finance Committee meeting, our tradition has
2 been to produce the answers to those questions at
3 the next committee meeting; however, in response
4 to a question to have those -- a question by
5 Trustee Montgomery to have those answers sooner,
6 they were attached to this agenda. And I think the
7 questions that most people may have a copy of, the
8 title of the document that's in this particular
9 meeting's agenda is entitled June 4th, 2014, Budget
10 and Finance Committee responses. You'll see the
11 list of questions that were asked at that meeting,
12 according to the minutes, and a list of responses
13 to each of those questions included in the material
14 that you received for this meeting today.

15 If -- so the other question with regard to
16 housing and whether or not housing, the occupancy
17 of the new facility and the closing of the other
18 facilities are included in this budget, I'll turn
19 it to Vice President Bakker, but I'm sure they are
20 there.

21 VICE PRESIDENT BAKKER: Trustee Persaud,
22 declining enrollment resulted in a reduction in
23 the demand for housing. With the opening of the
24 800-bed in a few weeks' time, we have the capacity
25 to house all of the students that have applied so

1 far for housing in the fall.

2 With regard to the women's dorms that are
3 being closed, the 800-bed residence hall has taken
4 up the slack for those residences.

5 CHAIRMAN BADGER: Okay. Thank you.

6 TRUSTEE PERSAUD: My question has to do with
7 the cost, cost of closing. You don't want -- the
8 empty buildings will still cost the University
9 money.

10 VICE PRESIDENT BAKKER: Yes.

11 TRUSTEE PERSAUD: What are the costs
12 associated with that?

13 VICE PRESIDENT BAKKER: The cost associated
14 with the closing of the buildings would be
15 primarily to maintain the heating and air
16 conditioning unit to prevent the development of
17 mold in the building. That's the primary cost that
18 would be associated with it. You're doing a
19 feasibility study at the moment to look into how
20 best to do those renovations.

21 TRUSTEE PERSAUD: So if I understand you, you
22 really don't have a figure estimate?

23 VICE PRESIDENT BAKKER: Oh, no, we don't have
24 the exact costs.

25 TRUSTEE PERSAUD: Oh, okay. All right.

1 Thank you, Mr. Chair.

2 TRUSTEE MONTGOMERY: Mr. Chair, Montgomery.

3 CHAIRMAN BADGER: Montgomery.

4 TRUSTEE MONTGOMERY: I asked for -- there was
5 a response from Doctor Mangum that she was not in
6 receipt of these questions. Every member of the
7 Board was copied on this email that was sent to her
8 Friday, so that's a patently false statement. It
9 can't be true unless she didn't read the email, and
10 maybe --

11 Mangum
12 interrupts

PRESIDENT MANGUM: I didn't read --

TRUSTEE MONTGOMERY: Madam, Madam --

CHAIRMAN BADGER: Just a minute.

TRUSTEE MONTGOMERY: Mr. Chair.

15 CHAIRMAN BADGER: Just a minute, let me get
16 order here. Finish -- go ahead and finish,
17 Trustee Montgomery.

18 TRUSTEE MONTGOMERY: Thank you. If I may,
19 Mr. Chair, thank you.

20 So this email was sent to Doctor Mangum on
21 Friday. It was copied to all members of the Board.
22 She just told the Board she wasn't aware of any of
23 these questions; you just heard her say that. But
24 yet and still, all of you have a copy of the email
25 that was sent to her on Friday. So now you clearly

1 understand what my frustration is. Either she's
2 not reading the emails or she's not responding to
3 them.

4 Every question that I asked you I just read
5 from the emails that I sent to Doctor Mangum, and
6 I'll just go ahead and forward them all to the
7 Board so we know who is telling the truth here.
8 But there is a problem, and I'm making the Board
9 aware that these questions are not being answered,
10 and we're being asked to proceed with approving a
11 budget that actually started almost a month and a
12 half ago.

13 A year ago I insisted on an approved budget --
14 well, excuse me, the last two years, I insisted
15 that we approve a budget before the start of the
16 fiscal year. In years past, my first year on the
17 Board, we didn't approve the budget until almost
18 two and a half months into the actual budget year.

19 So again, when I became chairman of the Budget
20 and Finance, I insisted on an approved budget
21 before July 1 because it doesn't make sense to
22 start the year without an actual approved budget.
23 We had one year, in '12 I think, where it was
24 subject to additional information; and then last
25 year, I think we were able to just -- to do it

1 cleanly before July 1st.

2 So, again, I urge my colleagues to approve the
3 budget, but I mean I don't have the information
4 that I need as a member of the Budget and Finance
5 Committee nor as the Vice Chairman of the Board
6 that gives me the confidence moving forward that we
7 know what we need to know. And so I'm asking --
8 I'm putting it out there for the Board's
9 understanding, but I'm also asking the
10 administration, moving forward, that they do a
11 better job of effectively and promptly
12 communicating when questions are asked of the
13 administration.

14 CHAIRMAN BADGER: Okay. Thank you.

15 PRESIDENT MANGUM: Mr. Chairman, would you
16 like me to respond, or is that necessary?

17 CHAIRMAN BADGER: If you choose.

18 PRESIDENT MANGUM: With regard to an email
19 that was sent to me Friday, he is absolutely
20 correct, I did not read it and have not read it yet
21 because of my (schedule) and I was out of town at a
22 Chamber of Commerce event where I was speaking and
23 also engaging in University work the entire
24 weekend, so I did not read that mail.

25 CHAIRMAN BADGER: Okay.

1 PRESIDENT MANGUM: And had I read it, I would
2 not have had time to prepare a response for this
3 meeting today.

4 CHAIRMAN BADGER: Okay. Thank you.

5 PRESIDENT MANGUM: If that is considered
6 unresponsive, I do apologize, but it is not likely
7 to change given the timetable I was -- the
8 questions were sent.

9 TRUSTEE MONTGOMERY: Well, Mr. Chair, in
10 closing, we have a couple of hundred University
11 employees, at least 20 or 30 people who handle or
12 deal with budgets, at least 10 or 15 who handle
13 communications. The President cannot be expected
14 to do this his or herself; that's what staff is
15 for. So to say that you would not be able --
16 Mr. Bakker is on the line right now, and if you ask
17 him how many people are in the communications area,
18 he can give you an estimate. Whoever -- your VP
19 for communications, he knows how many people work
20 for him.

21 So for the President to say that she could not
22 provide the information, again, that's
23 nonresponsive. These are simple questions: How
24 many FTEs? How much money did we spend? How many
25 staff in that particular area? These are basic

1 questions that can be responded to.

2 I've also ask --

3 *Mangum* PRESIDENT MANGUM: If I had read the --

4 *interrupts* TRUSTEE MONTGOMERY: Ma'am --

5 *again* PRESIDENT MANGUM: If I had read --

6 TRUSTEE MONTGOMERY: Mr. Chair, Mr. Chair,

7 point of --

8 CHAIRMAN BADGER: Now let me have order here
9 just a minute, please.

10 TRUSTEE MONTGOMERY: Okay.

11 *Mangum* PRESIDENT MANGUM: I didn't read --

12 *interrupts* CHAIRMAN BADGER: Trustee Montgomery, will you
13 *again* bring it to a close?

14 TRUSTEE MONTGOMERY: I will bring it to a
15 close.

16 CHAIRMAN BADGER: Okay. And --

17 CHAIRMAN MONTGOMERY: Doctor Mangum needs to
18 understand the protocol for the meeting. The
19 Board -- as a matter of fact, if necessary, we can
20 silence her microphone, but I am speaking. I've
21 been properly recognized and she needs to
22 understand that.

23 CHAIRMAN BADGER: Okay. Well, I need you to
24 continue on your journey and bring it to a close,
25 and then I'll ask Doctor Mangum to respond if

1 necessary. And we have a motion that's open on the
2 floor for --

3 TRUSTEE MONTGOMERY: Her direct -- her
4 response to the question was that she would not
5 have been able to provide a response.

6 CHAIRMAN BADGER: Okay.

7 TRUSTEE MONTGOMERY: The nature of the
8 questions are such that if we spend millions of
9 dollars for communications activity, millions of
10 dollars for communications employees, millions of
11 dollars for her staff, almost -- at least half a
12 million just in her salary and going-forth
13 benefits, they should be able to respond to a
14 simple request for information. This was a simple
15 request that can easily be answered by staff who
16 are on the phone.

17 So I don't buy that whole contention that she
18 would not have been able to respond. The President
19 is not required to do the job his or herself; they
20 have staff for that. And that's the nature of all
21 of these questions, and that's another reason why
22 the questions aren't being responded. Instead of
23 her -- we can't tell her how to do it, but the
24 question goes even further in saying: What's the
25 use of the staff if you can't get a question from a

1 Board member and then pass it on to staff, get a
2 prompt response, and then respond back to the Board
3 member's question?

4 This is what's going on. It is a problem.
5 The Board needs to be aware of it, and I'm asking
6 very specifically: When will this problem be
7 solved?

8 CHAIRMAN BADGER: Okay. Well, thank you for
9 bringing it to the entire Board's attention.

10 And, Doctor Mangum, if you don't mind, will
11 you address those with Trustee Montgomery at your
12 earliest convenience, and he will bring them to the
13 Board's attention, your responses?

14 PRESIDENT MANGUM: Certainly.

15 CHAIRMAN BADGER: Okay. Thank you.

16 Now there's a -- are there any other
17 questions? Any other person or any other Board
18 member have a reaction or response?

19 TRUSTEE MOORE: Mr. Chair, this is Trustee
20 Moore.

21 CHAIRMAN BADGER: Trustee Moore, you're
22 recognized.

23 TRUSTEE MOORE: Thank you.

24 Just one simple question directed to President
25 Mangum, and it's just tied to the budget. The

1 enrollment numbers that it was built around, I
2 believe that it's at 95 hundred. I just wanted to
3 make sure that we have an SEM, student enrollment
4 management plan, that will be shared with the Board
5 coming forward. So that's just a simple question
6 that I had.

7 PRESIDENT MANGUM: Sure, and it's part of the
8 annual work plan that we provided to the Board of
9 Governors, and if we would -- if we need to go
10 through it, we can, with individual Board members
11 or with the Board as a whole. The projections that
12 are developed for enrollment management are part of
13 the five-year plan in the planning document that we
14 submit and that's approved every year with the
15 Board.

16 TRUSTEE MOORE: Thank you.

17 CHAIRMAN BADGER: Okay.

18 TRUSTEE LAWSON: Mr. Chair, this is Lawson.

19 CHAIRMAN BADGER: Trustee Lawson.

20 TRUSTEE LAWSON: Yeah, I just had a comment.
21 You know, as we move through this process, clearly
22 we do need to approve the budget today, but I also
23 want to just echo to the CFO and the CEO that, as
24 we progress through the academic year, if there are
25 needs to make revisions, particularly around

1 recruitment, around fundraising and other areas
2 that they, you know, please come back to us, you
3 know, for those discussions because I think we're
4 approving this budget with a new administration and
5 there may be things that they learn or want to
6 adjust over time. I just want to make sure that
7 their hands are not tied to this plan; that if
8 things do need to be adjusted, that we will, you
9 know, welcome that conversation at a later date, as
10 Doctor Mangum gets deeper into her tenure.

11 CHAIRMAN BADGER: Thank you, Trustee Lawson.
12 Are there others?

13 (NO RESPONSE).

14 CHAIRMAN BADGER: Hearing none, there's a
15 motion and a second on the floor.

16 TRUSTEE ALSTON: Mr. Chairman.

17 CHAIRMAN BADGER: Trustee Alston.

18 TRUSTEE ALSTON: Alston, yes.

19 CHAIRMAN BADGER: Uh-huh.

20 TRUSTEE ALSTON: Thank you, Mr. Chair.

21 An easy question, it's actually around
22 recruitment. I think I'm going to follow up a
23 little bit from Trustee Lawson's comment. Is
24 there -- I guess the blueprint that we currently
25 have for our recruitment model, are we currently

1 expanding that? Are we staying the course as it
2 relates to recruitment, I guess, going forward?

3 I know there have been many different
4 showcases and of course stops, of course in the
5 state and of course outside the state, just a
6 general question around recruitment.

7 CHAIRMAN BADGER: And that question is to the
8 President, am I correct?

9 TRUSTEE ALSTON: To the President, it could be
10 directed to whomever is appropriate to respond.

11 PRESIDENT MANGUM: Chairman Badger, I'll ask
12 the Vice President --

13 CHAIRMAN BADGER: The Vice President of
14 Student Affairs is normally the person. Is he on
15 the line?

16 PRESIDENT MANGUM: Yes, Vice President Hudson
17 will answer the question.

18 DOCTOR HUDSON: Good afternoon, Mr. Chairman
19 and members of the Board.

20 CHAIRMAN BADGER: Good afternoon.

21 DOCTOR HUDSON: Yes, we're expanding our
22 recruitment efforts. We're looking to diversify in
23 many areas, so we are expanding our recruitment
24 efforts. We continue to do the recruitment
25 activities that have been successful, such as the

1 Atlanta area, Miami, and those other areas on the
2 map where you saw we get the majority of our
3 students, but we will expand that.

4 We're looking to increase our international
5 population and also increase our transfer students
6 as well.

7 CHAIRMAN BADGER: Thank you.

8 Trustee Alston, did that satisfy you?

9 TRUSTEE ALSTON: Yes, I'm good. Thank you.

10 CHAIRMAN BADGER: Okay. Any other Board
11 member have a question?

12 TRUSTEE GRAHAM: Mr. Chair, this is Trustee
13 Graham.

14 CHAIRMAN BADGER: Trustee Graham, you're
15 recognized.

16 TRUSTEE GRAHAM: Thank you.

17 Just two quick questions: One, correct me if
18 I'm wrong, but there will be a small recruitment
19 ceremony or reception in Mississippi, correct?

20 DOCTOR HUDSON: In Mississippi?

21 TRUSTEE GRAHAM: Yes, sir.

22 DOCTOR HUDSON: Yes, ma'am.

23 TRUSTEE GRAHAM: That Thursday evening?

24 DOCTOR HUDSON: Yes, ma'am. The reason we do
25 it on Thursday is because of Friday night football.

1 And when you have seniors, they want to attend
2 those games. So we've noted that if you have them
3 on Friday nights or Saturday morning, you tend to
4 not get a good reception or as many people showing
5 up. Hosting them on Wednesdays and Thursdays
6 produces a better turnout, specifically for our
7 scholars that we're trying to recruit.

8 TRUSTEE GRAHAM: Okay. Also realizing that
9 the Marching 100 is one of our big recruitment
10 tools, why aren't they going to this game?

11 PRESIDENT MANGUM: Permit me to respond, as we
12 have talked with Doctor Young about the Marching
13 100 attending Jacksonville. The band will not be
14 ready to travel and perform because of the timing
15 of the game and their ability to not have practiced
16 and be ready to perform.

17 CHAIRMAN BADGER: Now are you talking --

18 TRUSTEE GRAHAM: Okay.

19 CHAIRMAN BADGER: You're referencing
20 Jacksonville or Jackson State?

21 PRESIDENT MANGUM: Jackson State.

22 TRUSTEE GRAHAM: Jackson State.

23 CHAIRMAN BADGER: Okay. Okay, thank you.

24 TRUSTEE GRAHAM: Okay. So Doctor Young and
25 his staff are fully aware of this, correct?

1 PRESIDENT MANGUM: They made the decision with
2 us.

3 TRUSTEE GRAHAM: Okay. Thank you.

4 And my last question is -- I know there was
5 a cheerleading committee put together two weeks
6 ago to do some research on their funding and their
7 program. My question is: If the budget is voted
8 on today, how do you all expect for the
9 cheerleaders to be funded moving forward if
10 they're not included up under athletics right
11 now? What's the objective of the cheerleading
12 committee?

13 PRESIDENT MANGUM: Budget Director Mathis is
14 going to answer that question because she's been
15 working with the cheerleading activity.

16 DIRECTOR MATHIS: The cheerleading committee,
17 we met, but the funding I'm going to get from
18 non-E&G; I can't take it from E&G.

19 They will be traveling on two other
20 recruitment trips with Doctor Hudson, and he will
21 be taking care of their per diem and their travel
22 and the hotel. I have a place for their -- the
23 games, there are only two other games that the
24 cheerleading coach will be taking them to outside
25 of Tallahassee, and we've taken care of the travel

1 and the per diem and the hotel for that, so
2 everything is taken care of. I have also taken
3 care of the coaching staff salaries, so there is no
4 problem.

5 TRUSTEE GRAHAM: Okay. Thank you.

6 DIRECTOR MATHIS: You're welcome.

7 CHAIRMAN BADGER: Thank you.

8 Did I hear someone else?

9 (NO RESPONSE).

10 CHAIRMAN BADGER: Hearing none, the motion is
11 on the floor and the second for approval of the
12 2014/2015 operating budget and to authorize the
13 President to forward the approved budget on to the
14 Board of Governors.

15 Those in favor of the motion, let it be known
16 by the sign aye.

17 (AFFIRMATIVE INDICATIONS).

18 CHAIRMAN BADGER: Opposed the same sign.

19 (NO RESPONSE).

20 CHAIRMAN BADGER: The motion passes. There
21 being nothing else to come before this Board, I
22 declare this meeting adjourned.

23 And, again, I'd like to thank all of you for
24 taking the time out to come to this with us,
25 especially so soon after the last one.

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Thank you, and have a wonderful week.
(WHEREUPON, THE MEETING WAS ADJOURNED) .

* * * *

CERTIFICATE

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STATE OF FLORIDA)
COUNTY OF LEON)

I, NANCY S. METZKE, RPR, FPR, certify that I was authorized to and did stenographically report the foregoing tape recorded proceedings and that the transcript is a true and complete record of said recording.

DATED this 21st day of August, 2014.

NANCY S. METZKE, RPR, FPR
Court Reporter

AUGUST 23, 2014

TALLAHASSEE DEMOCRAT ARTICLE

**NEW FAMU PRESIDENT
ELMIRA MANGUM READY TO START
SCHOOL YEAR**

New FAMU president Elmira Mangum ready to start school year

Doug Blackburn, Tallahassee Democrat 11:32 p.m. EDT August 23, 2014



FAMU President Elmira Mangum congratulates a new graduate at summer commencement. (Photo: Mike Ewen/Democrat)

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Any day now, Elmira Mangum expects to name a new vice president for Administrative and Financial Services, filling a key position as her leadership team at Florida A&M University solidifies in time for Mangum's first academic year, which begins on Monday.

Since taking office April 1, Mangum has hired four accomplished professionals to fill positions on her executive staff, men and women she has known to varying degrees during her career in higher education.

With the exception of Kellen Winslow, who Mangum met at a Super Bowl party in New York last February and brought in to head the university's athletics department, there is a Cornell connection to Mangum's hires. She had been vice president of budget and planning at the Ivy League university for four years when FAMU hired Mangum in

January to be its 11th president, FAMU's first female CEO and the first in more than half a century who did not attend Florida's only public historically black college.

Mangum is leading FAMU at a critical time for the institution. The university is at a crossroads, having churned through six sitting or interim presidents in the past 13 years, struggling with an avalanche of negative publicity in the aftermath of the November 2011 hazing death of one of its marching band drum majors, coping with a reduction in resources as student enrollment has dropped by more than 25 percent during the past three years, and spending much of last year focused on successfully retaining full accreditation.

Now a new president is in place and her chosen members of her leadership team also have no ties to FAMU. Her new chief of staff, Shamis Abdi, earned her graduate degree at Cornell — where she met Mangum — and was director of a charter school in New York City when Mangum hired her at the end of April.

Her new special assistant, Funmi Ojetayo, was an attorney for Tompkins County, N.Y., where Cornell is located. The University of Maryland law school graduate is the only new addition to Mangum's executive staff who she recruited prior to coming to Tallahassee.

Jimmy Miller, the new vice president for Communications and External Affairs, was hired in mid-June. He and Mangum were graduate students together at the University of Wisconsin 40 years ago, and he has spent his professional career working for state and local government agencies in New York and Connecticut. Their connection, Mangum said, was sparked by Miller's wife, an attorney who was on the board of trustees at Cornell.

“I haven't brought in anybody close to me for my leadership team. They are professional people who I knew in passing,” Mangum said. “I was looking for people with different skill sets who have the ability to manage with different ideas and new ideas; people you could trust to take an agenda forward.”

The new CFO who Mangum expects to name in the coming days, also will come from outside the university. She worked with an internal committee to identify four finalists and Mangum was scheduled to have dinner with the fourth candidate last week.

The only key position left to fill is provost, the vice president for academic affairs and the No. 2 leader on campus. Rodner Wright, former dean of the School of Architecture, is beginning his second school year as interim provost but he has said he never intended to have the position on a permanent basis. Mangum is working with a faculty committee to recruit a provost, and said she hopes to have that person in place before the start of the spring semester in January.

FAMU National Alumni Association President Tommy Mitchell believes there is a widespread misconception that FAMU traditionally likes to “keep it in the family.” He

points to some of the university's legends, Marching 100 founder William Foster, football coach Jake Gaither and Sybil Mobley, founder of the highly regarded business school; none attended FAMU before making a mark at the institution.

"The only thing we ask is that they bring success to the table," Mitchell said. "FAMU has always been more concerned about what people bring us."

Marybeth Gasman, a higher education professor at University of Pennsylvania who is widely recognized as one of the country's foremost authorities on HBCUs, said she believes Mangum is doing exactly what needs to be done to take FAMU in a new direction.

"She's cleaning house, which is what was needed to be done and what happens at universities across the country. I think it's important for presidents to bring in people who they absolutely trust. I do not think you need to have HBCU experience to work at an HBCU," Gasman said. "I think you just have to have an appreciation for the HBCU experience and how important HBCUs are. I think it's very smart to have a cross section of various people."

Focus on students

Mangum much prefers talking about the students at FAMU than her leadership team. She has created a "customer service initiative" for students that Abdi is leading. It is designed to help students navigate sections of the university, such as the financial aid and registrar's offices that have been a source of frustration for many students.

Mangum also has established an institution-wide "efficiency and effectiveness initiative," being led by Linda Barge-Miles, who served as chief of staff under interim President Larry Robinson. The two initiatives, Mangum said, are designed to improve how the university functions.

"We're going full customer service," she said. "The students should see a change in the behavior at the offices they interact with."

Mangum earned her undergraduate degree at North Carolina Central University, an HBCU in Durham, her hometown. Coming back to an HBCU, so to speak, has given Mangum a greater appreciation for the important role they play, particularly for students who come from what she calls "low-wealth" households.

"I would say I have a better understanding and I'm learning more about the university and the importance of FAMU to historical black colleges in particular," she said.

The university's long-standing commitment to providing opportunities for students who weren't finding them elsewhere is critical, Mangum said, especially for the state of Florida.

“Without the commitment to low-wealth students, they’re gong to get lost,” she said. “It’s essential that we continue to keep these doors open, that we continue to keep these opportunities available.”

With the dramatic drop in enrollment, from about 13,300 in August 2011 to an estimated 9,500 this fall, Mangum said it is important that the university take a new approach to preparing its budget so it can properly adjust to reductions in revenue as a result of fewer students paying tuition. The decline in enrollment has been attributed to a variety of factors, particularly changes by the federal government for obtaining and retaining Pell grants and student PLUS loans. The university has also drastically reduced the number of “profile admits,” or students who did not meet minimum state standards for enrollment.

Mangum believes a new approach to budgeting will make it easier for the institution to adjust to changes in enrollment.

“I think (the budget) just needs some organization around it, more structure and some controls,” she said. “It was less systematic in approach than I would have liked.”

A challenging trustee

Presidents at public HBCUs have at times found their greatest challenge to be the board of trustees, the same men and women who hired them. At Alabama State in nearby Montgomery, Gwendolyn Boyd’s high-profile, ongoing dispute with several trustees has prompted that state’s governor to intervene. Tallahassee native George Cooper, who gave the commencement address at FAMU’s summer graduation, was fired by South Carolina State in 2010, rehired in less than a month by the same board and then fired again two years later.

Solomon Badger, chairman of the FAMU board that chose Mangum with an 11-2 vote in January, is convinced that Florida A&M hired exactly who it needed when it selected Mangum.

“I think she has a lot to offer. I think she gives 100 percent. I think she brings all the tools to move the university in the direction it should go,” Badger said. “As time has progressed, I see her as an excellent hire.”

However, FAMU’s trustees had a difficult time agreeing on a contract with Mangum. The protracted conference calls involving board members and FAMU’s chief legal counsel were at times contentious.

Mangum got a taste of just how ugly things can get on what should have been a routine conference call on Aug. 11, to approve the university’s final budget in order to submit it to the Board of Governors.

Trustee Rufus Montgomery, an Atlanta-based lobbyist, insisted that other matters be addressed before a vote on the budget. Among other things, he was incensed that

Mangum had not responded to an email he sent three days earlier; she had spent that weekend at the annual Chamber Conference in Amelia Island.

When Mangum attempted to explain, Montgomery, his voice rising, said he should not be interrupted and went so far as to announce that Mangum's microphone could be silenced.

Two days later, Mangum told the Democrat she felt "bullied" during the call. She said she was bothered by the lack of respect for the university's president.

"It is a new experience. I have worked with boards of trustees for a number of years," she said. "I think by and large this group is a good group to work with. You have exceptions who define themselves by being exceptions. Most boards have the best interests of the institution at heart."

Reminded that Montgomery is closely affiliated with Gov. Rick Scott, who appointed him to FAMU's board, Mangum responded: "What does that say about the people that appointed him?"

Gasman, at University of Pennsylvania, is on the board at Paul Quinn College, a private HBCU in Dallas. She is keenly aware of the situation at Alabama State, and is following developments at Tennessee State and FAMU, which all have black women presidents. The lack of respect that some male trustees show is blatant sexism, Gasman said.

"The history of black colleges is a history of black men. Women have been kind of swept away in terms of the history of black colleges," Gasman said. "You're seeing a number of women coming into these roles, and they're pretty powerful women. Guess what? That doesn't sit well with all men. I think a lot of this reeks of sexism."

Community connector

Mangum gets visibly excited when talking about her upcoming inauguration, which takes place Oct. 3 on Founders' Day. A gala that night will be the culmination of a weeklong series of events.

If she had her way, every citizen in Leon County and the surrounding region would find his or her way to Florida A&M University's campus at some point that week.

The events kick off the preceding Sunday afternoon, with a 5K run (or walk) from FAMU to Cascades Park, followed by a free concert. Mangum is a big fan of the new city park not far from the president's house, and has enjoyed attending the 8 p.m. water symphonies.

Alas, Mangum is afraid that far too many people in greater Tallahassee have never set foot on the university's campus — and many aren't even sure where FAMU is. She heard that time and again during the three-day Chamber Conference earlier this month, much to her surprise.

Mangum is determined to change that. She wants local business owners to be keenly aware of how much FAMU students, faculty and staff contribute to the local economy. She is eager to establish relationships with as many companies in town as possible.

Mangum also believes FAMU needs to do a better job of promoting itself, including a prominent sign or monument on South Adams for motorists coming into the city.

“There’s nothing that says you’re passing FAMU when you come north on Adams Street. It looks like another strip that went bad,” Mangum said. “What is the reason they are going to come over here? Those are things that we see that we can develop, and we will in time.”

Mangum was very visible at the Chamber Conference, meeting key community leaders who had yet to make her acquaintance during her first four months in Tallahassee. This Tuesday, Mangum is the featured speaker at a Network of Entrepreneurs & Business Advocates luncheon.

Sue Dick, president and CEO of the chamber, said she talks frequently with Mangum and Abdi, Mangum’s chief of staff.

“(Mangum) wants to be a part of the community and to communicate what the priorities are for the campus,” Dick said. “We’re trying to do whatever we can to support our higher ed institutions. People are very much impressed with her and her team.”

Mangum hopes so. She’s already presided over three commencement ceremonies, two in May and one this month. She said she is looking forward to many more.

AUGUST 25, 2014

**TALLAHASSEE DEMOCRAT
ARTICLE**

**BAND, FOOTBALL TOPICS AT QB
CLUB'S LUNCH WITH MANGUM**

Band, football topics at QB Club's lunch with Mangum

By St. Clair MurraineDemocrat staff writer@boxinbuff on Twitter 10:43 p.m. EDT August 25, 2014



FAMU president Elmira Mangum receives a rattle replica from Eddie Jackson of the 220 Quarterback Club on Monday. (Photo: Vaughn Wilson/FAMU athletics)

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The first appearance that FAMU's Marching 100 will make this season is already costing the school's athletic department and it won't participate at Tennessee State's homecoming unless the band's trip is paid in part by TSU.

FAMU president Elmira Mangum vehemently told the 220 Quarterback Club, a FAMU support organization, on Monday that she wants a share of the revenues from the TSU game for the band to show up. Mangum spoke to the club at the University Club House on FAMU's campus.

She said she's unsuccessfully tried for about three weeks to negotiate her demand, estimating that TSU will make about \$80,000 from the game.

"I need a whole lot of things before I let the band go to Tennessee State," Mangum said. "So, that's my position on it."

The band will perform in South Florida when FAMU plays the University of Miami on Sept. 6. That comes with a cost of about \$13,000 for the seats that band members will occupy at Sun Life Stadium, said athletics director Kellen Winslow, who was not too pleased with the way the contract was negotiated to include the band.

Winslow didn't negotiate that contract. FAMU will make just over \$700,000 for playing the Hurricanes, Winslow said.

In addition to Miami, the band will travel to North Carolina to face A&T on Oct. 25 and Bethune-Cookman on Nov. 22 in the Florida Classic in Orlando. It wasn't immediately known if A&T will pay for the band, but the Classic is jointly promoted by FAMU and B-CU.

Football was front and center when Mangum made her initial remarks. She said the program deserves better facilities, but if that is to happen football can't be expected to pay the way for every other sport.

"I don't know a whole lot about sports, but I do know that sometimes the weight can be too heavy," she said. "In this case, financially it's too heavy for one sport to be carrying."

Mangum and Winslow have made digging out of a \$7 million athletic department budget deficit their mission. Meeting with the 220 Quarterback Club gave them another platform make their appeal for financial support.

Just three weeks ago, they held a town meeting to get feedback on how to raise money to help with the possible reinstatement of men's tennis and golf. Both sports were suspended in a cost-cutting move.

Responding to a question about getting the budget in line, Mangum stuck to the basics.

"In a nutshell, we borrowed money from ourselves that we have used as leverage for some other debts," she said. "We need to pay it back so that the other debts can be paid with the money that belongs to that place. It's a balancing act."

The club responded by presenting a check of \$5,500 to athletics, with specific earmarks. The check included the cost of three flat-screen televisions to be installed in the football locker room.

The weekly meeting, which was moved to Monday from its usual Wednesday to accommodate Mangum's schedule, had the feeling of a town hall meeting. This audience, however, was far less emotional than the recent gathering at Lee Hall.

One of the other cuts in athletics is the cost of travel for the football team this season. The Rattlers will bus to the season-opener Saturday against Jackson State in Mississippi, as well as the game in Miami and the TSU game in Nashville. Driving to this weekend's game will save about \$40,000, Winslow said.

"If we had the money we would do it," he said. "But we just don't have the funds right now."

On an academics-related matter, Mangum was asked if she considered former president Frederick Humphries' willingness to help with recruiting at FAMU. She said she's given it some thought, but had reservations.

"I thought about it, then I went back to my same answer; these are new students," she said. "This is their type of world; we need high-impact recruiting. I'm not sure Dr. Humphries is able to do that kind of high-impact recruiting that you do when you're talking to students who get their information off Twitter, YouTube and the Internet."

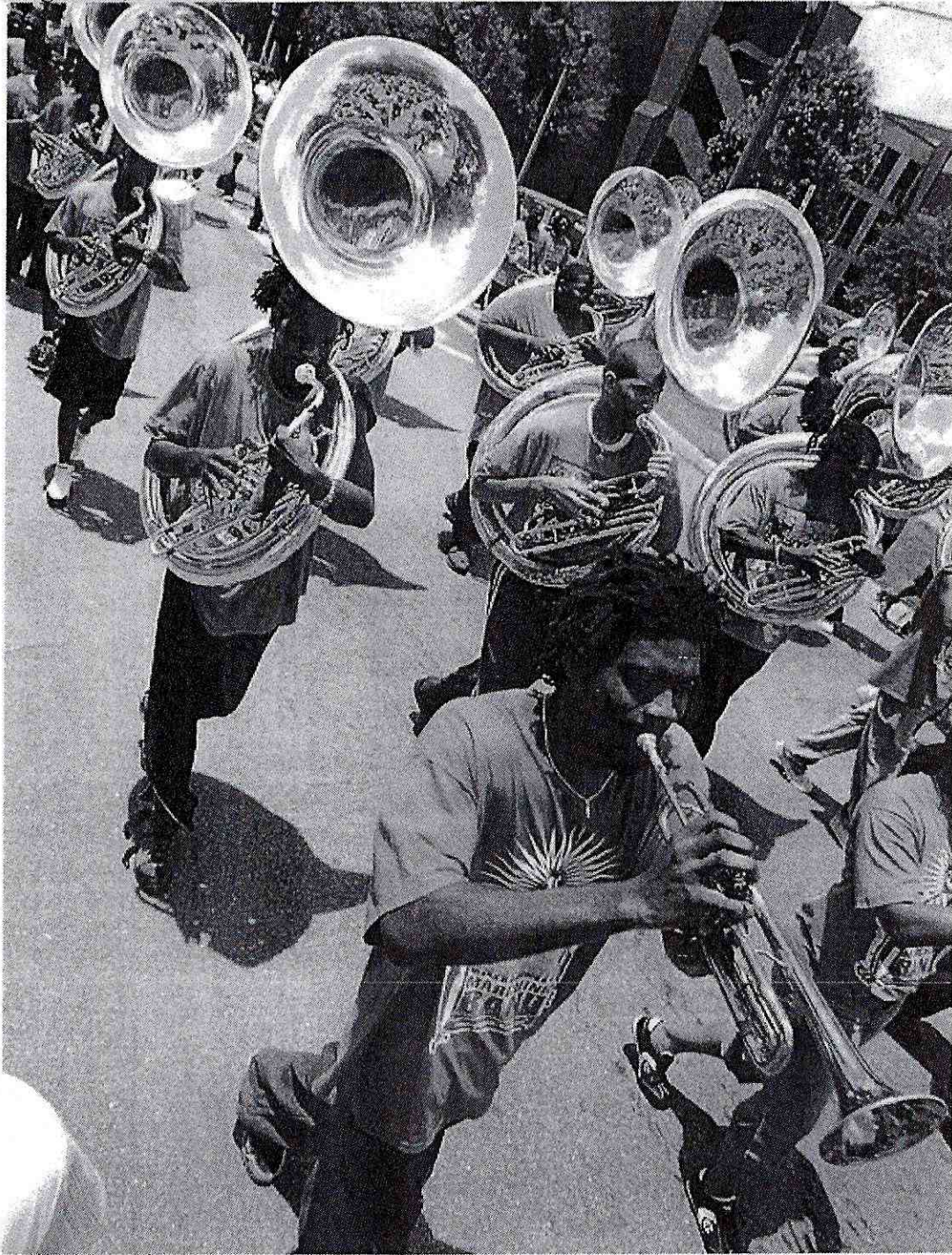
AUGUST 28, 2014

TALLAHASSEE DEMOCRAT ARTICLE

**TSU WANTS FAMU BAND IN TIGERS'
HOMECOMING**

TSU wants FAMU band in Tigers' homecoming

By St. Clair MurraineDemocrat staff writer@boxingbuff on Twitter 2:10 p.m. EDT August 28, 2014



Photo

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FAMU's Marching 100 might be performing in TSU's homecoming if the schools agree on the cost of transportation. (Photo: Glenn Beil/Democrat)Buy Photo

Tennessee State University has put three offers on the table in an attempt to have FAMU's Marching 100 band perform at the Tigers' homecoming game against FAMU on Sept. 27 in Nashville.

Terms of the proposals were outlined in a letter TSU president Glenda Baskin Glover sent to the Tallahassee Democrat. Baskin Glover sent the letter in response to a story in the Tallahassee Democrat in which FAMU president Elmira Mangum said she has been negotiating unsuccessfully for several weeks to get an agreement to "share the cost" of the band's trip.

The letter was sent to Mangum on Tuesday, according to Kelli Sharpe, who handles public relations for TSU.

Transporting the band will cost \$60,000, according to the TSU letter.

Mangum made her comments after she was asked Monday at the 220 Quarterback Club's luncheon meeting whether the band would be traveling to TSU.

"I need a whole lot of things before I let the band go to Tennessee State," Mangum said. "So, that's my position on it."

Baskin Glover's letter said she understood FAMU's financial hardship because her university faced a similar situation when it brought its band to Tallahassee last year.

"We extended two offers to you to assist with FAMU band travel. These were: (1) TSU would pay the \$60,000 cost for the FAMU band to travel to TSU this year, and FAMU would, in return, pay the same amount for the TSU band to travel to FAMU next year; or (2) TSU would extend a loan to FAMU in the amount of \$30,000 to be paid back over the course of the 2014-2015 academic year.

"You declined both offers. Instead, you made an absolutely one-sided offer and stated that FAMU could not afford to come to TSU, and that TSU had to pay all expenses for FAMU to travel to Nashville this year. You further stated that even if TSU paid the expenses this year, FAMU could not reciprocate and pay for TSU to travel to Tallahassee next year."

Next year's game will be the last in a four-game contract between the two programs, whose longtime rivalry began in 1944.

Baskin Glover said that she would like to continue talks about the possibility of the band making the trip, offering a third proposal.

"We are renewing our above offers, and we are further prepared to discuss other revenue options including TSU and FAMU sharing in the net proceeds this year at 60 percent-40 percent, respectively. In 2015, the percentage would be the same when TSU travels to Tallahassee with FAMU receiving 60 percent and TSU receiving 40 percent."

The Tigers play at LP Field, which has a capacity of nearly 69,000 spectators; FAMU's Bragg Stadium seats 25,000.

Mangum did not comment on the letter because she hasn't read it, said Jimmy Miller, vice president of communication and external relations for FAMU.

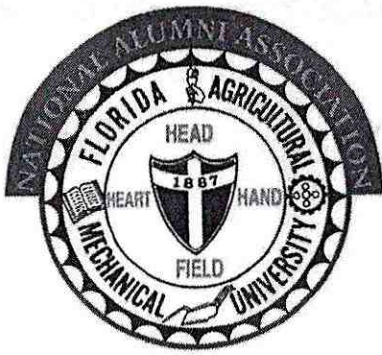
In response to the Democrat's request for comments, Miller said, "The president is on the road since (Wednesday) afternoon doing the business of the university.

"At the time of her departure she had not had a chance to read the letter. So she is not in a position to comment on a letter she has not had a chance to read. She is in meetings all day (Thursday)."

The Marching 100 will perform when the Rattlers play the University of Miami on Sept. 6; at North Carolina A&T on Oct. 25; and at the Florida Classic on Nov. 22.

SEPTEMBER 15, 2014

**LETTER FROM
MR. TOMMY MITCHELL SR. TO
MR. KELLEN WINSLOW**



Florida Agricultural and Mechanical University National Alumni Association, Inc.

(850) 893-0599

TOMMYMITCHELLSR@GMAIL.COM

WWW.FAMUNAA.ORG

TOMMY MITCHELL, SR.

PRESIDENT

NATIONAL OFFICES

P.O. Box 7351 • TALLAHASSEE, FL 32314-2351

September 15, 2014

Mr. Kellen Winslow
Director of Athletics
Florida A&M University
Tallahassee, Florida 32301

Dear Mr. Winslow

I'm writing this letter to say that your verbal confrontation with me on Saturday, August 30th, in the lobby at the Marriot Hotel in Jackson Mississippi, was inappropriate, disrespectful and very unprofessional.

You approached me while I was with a group of rattlers discussing among others things, the Marching 100 possibly performing at the FAMU-Tennessee game. You wanted to know: "the status of my proposal to FNAA for approximately \$37,000 for banners around Bragg Stadium and a twelve (12) seat press box for home games". I informed you that "the FNAA Executive Board had referred the request to our budget committee". You then wanted to know: "the reason for that decision" and I informed you "that decision was necessary to determine if funds were available if we agreed to support your request". You seemed disappointed and wanted to know: "if maybe I should move on", I assumed, to some other option. I hesitated but eventually said: "that was your choice:" You then proceeded to accuse me of having made some request of you and that I was "bad mouthing" you and "writing letters about" you. I indicated that "I had not requested anything of you and that I was not going to continue to stand in your presence and allow you to lecture me regarding your disapproval of my behavior." Someone came between us and I walked away.

While I can accept the fact that you disapprove of the letter sent to President Elmira Mangum from the FAMU National Alumni Association (FNAA) and the National Rattler "F" Club and whatever else you were told that had been said about you, your response in the hotel lobby with several FAMU fans present was totally unacceptable. I would have gladly walked away and had a private conversation with you regarding anything you may have desired to talk about. But you preferred to confront me in the presence of others, just as I was informed that you confronted my First Vice President, Greg Clark, about the proposal.

As for the letter that was written to President Mangum, that was a decision made by the FAMU National Alumni Association Executive Board as well as the board of the National Rattler "F" Club. The letter was written as a result of numerous complaints both organizations received from alumni and supporters regarding decisions you made as well as negative statements attributed to you in the press. After much discussion regarding the numerous complaints we were receiving regarding your actions as well as your condescending attitude, a letter was drafted for approval to be sent to President Mangum. The letter was sent for some of the following reasons:

- **Your acclamation in the Tallahassee Democrat that "the FAMU Athletic program is broken and cannot be fixed. It needs to be torn down and start over"** in spite of the fact that the volleyball team, the female basketball team, the baseball team and the tennis team successfully defeated Division I schools like Florida, Alabama, Navy, and other major programs during the 2013 -14 school year. The female softball won the MEAC and like the volleyball team, has at least 10 MEAC championships. The male and female track teams have cross country championships. The female track coach (Darlene Moore) was nominated for HBCU Track Coach of the Year. The tennis team that you suspended was the only program on campus that was ranked nationally. However, the one athlete that was primarily responsible for our national ranking has now enrolled at another institution because of the suspension.
- **Remarks attributed to you that appeared in the Tallahassee Democrat and Fox News that "African Americans forefathers made a mistake by designating black Colleges as HBCUs. Black colleges should focus on being great Universities rather than HBCUs". That statement implied that HBCUs cannot be great.** HBCUs are factually and appropriately designated as historically and predominantly black colleges just as most major colleges are historically and predominantly white. Today, statistics still indicate that the best education of African American students continues to occur on the campuses of HBCUs. One of the reason the National Alumni Association endorsed President Mangum was because of her acknowledged commitment to HBCUs. We feel very strongly that all employees, students and alumni of HBCUs should be committed and supportive of HBCUs.
- **The elimination of the golf team and the nationally ranked tennis team as well as eliminating two football positions without informing and allowing constituents to have input and/or contribute enough funds to save programs as is already the case with golf.** I have also participated in a discussion with a group representing a variety of organizations that want to kick off a campaign by Homecoming 2014 to raise one million dollars by Homecoming 2015. This proposal has been presented to Dr. Thomas Haynes to present to Dr. Magnum for her endorsement.
- **Allegations by individuals present at a meeting where you indicated /implied that 'you welcome different opinions to your vision but you really did not care what anyone thought; you have total control, as you requested prior to accepting the position'.**

- **Your decision to not retain Keith Miles as an announcer of the Rattler Football games. Keith Miles has been an outstanding announcer of the Rattler Football games for thirty (30) years and has tremendous support in this community. Calls have come from all over the country complaining about that decision.**

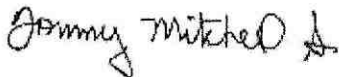
Your actions and decisions since hired as Athletic Director, seems to indicate that you have very little respect for FAMU, its rich history and current employees including the current coaches. To be here in such a short time and begin making major decisions without consulting anyone or allowing supporters to have input is unwise. You cannot disrespect a constituent and expect them to support you. Fund raisers know that "friend raising" comes first. For you to ask an organization to give you approximately \$85,000 and then disrespect its president in the presence of alumni and supporters, was not a wise decision.

The FAMU National Alumni Association has a long and distinguished history of advocacy, recruitment of students and financial support of Florida A&M University. The mission of the Association and its membership is to enhance and support the continued existence of our alma mater as one of this nation's great institutions of higher learning, by any reasonable means necessary. We take "issue" with **anyone** that will say or do **anything** that discredits or defame the image of FAMU or any **HBCU**.

Anyone associated with FAMU, in any capacity, should become aware of and cherish its rich history and pay homage to that history by being a positive advocate and public spokesman.

Finally, I hope that we can find a way to work together for the common good in the future.

Sincerely,



Tommy Mitchell Sr., President
Florida A&M University
National Alumni Association

NOVEMBER 8, 2014

**E-MAIL FROM
JOHN MICHAEL LEE, JR.
TO BOARD OF TRUSTEES**

From: "John Michael Lee, Jr." <johnlee1906@gmail.com>

Date: November 8, 2014, 2:17:11 AM EST

To: "Ms. Belinda Shannon" <belinda.shannon@famuedu>, Cleve Warren <cleve.warren@famuedu>, "Dr. Elmira Mangum" <elmira.mangum@famuedu>, "Mr. Karl E. White" <karl.white@famuedu>, "Mr. Kelvin Lawson" <kelvin.lawson@famuedu>, Kimberly Moore <kimberly.moore@famuedu>, "Lucas Boyce" <lucas.boyce@famuedu>, "Mr. Marjorie Turnbull" <marjorie.turnbull@famuedu>, "Mr. Narayan Persaud" <narayan.persaud@famuedu>, "Mr. Rufus Montgomery" <rufus.montgomery@famuedu>, "Mr. Solomon Badger" <solomon.badger@famuedu>, "Mr. Spurgeon McWilliams" <spurgeon.mcwilliams@famuedu>, "Tonnette S. Graham" <tonnette.graham@famuedu>, "Mr. Torey Alston" <torey.alston@famuedu>, <bettye.grable@famuedu>, "Dr. John Michael Lee, Jr." <JohnLee1906@gmail.com>

Cc: <1vp@famunaa.org>, <2vp@famunaa.org>, <3vp@famunaa.org>, <floridarvp@famunaa.org>, <southernrvp@famunaa.org>, <northeastrvp@famunaa.org>, <farwestrvp@famunaa.org>, <recsecretary@famunaa.org>, <corsecretary@famunaa.org>, <treasurer@famunaa.org>, <finsecretary@famunaa.org>, <pubdirector@famunaa.org>, <parliamentarian@famunaa.org>, <sergeant@famunaa.org>, <floridamal@famunaa.org>, <southernmal@famunaa.org>, <northeastmal@famunaa.org>, <midwestmal@famunaa.org>, <farwestmal@famunaa.org>, <chaplain@famunaa.org>, <counsel@famunaa.org>, <midwestrvp@famunaa.org>, "Carmen C. Cummings" <carmen.cummings@famuedu>, <joe.houston@famuedu>, <muhovej@gmail.com>, <joyce.harris@famuedu>, "Brother Artie Polk" <artiepolk@gmail.com>

Subject: RE: FAMU BOT Athletics Oversight Committee Vote of No-Confidence

Dear Members of the Florida A&M University Board of Trustees,

I am John Michael Lee, Jr, and I am a 2003 FAMU graduate from the FAMU-FSU College of Engineering in Computer Engineering; a life member of the FAMU National Alumni Association, a member of the FAMU Marching 100 Alumni Band Association, the treasurer of the Washington, DC Chapter of the FAMU National Alumni Association and a lifetime donor to Florida A&M University. I also serve as the Vice President for the Office for Access and Success at the Association of Public and Land-grant Universities. In this role, I support each of the nation's 19 historically Black land-grant institutions including FAMU.

The purpose of this letter is to express my disappointment with the no-confidence vote taken by the Florida A&M University Board of Trustees' newly formed Athletics Oversight Committee and to inform you of the potential Southern Association of Colleges and Schools violations that

could result from passing a policy to have FAMU BOT members appointed to an athletic search committee.

On Friday, November 8, 2014, the Florida A&M University Board of Trustees' Athletics Oversight Committee held a public conference-call to discuss FAMU athletics. During this meeting, the sub-committee passed a ceremonial vote of no-confidence for FAMU athletic director Kellen Winslow. Much of this stems from the firing of former Florida A&M University Head Football Coach, Earl Holmes, during the week of homecoming.

While I understand the point-of-view that the firing of Earl Holmes during homecoming was done outside of the normal "tradition" of the university, I believe that the ultimate decision to sever ties with coach Holmes- the first coach in the 127-year history of FAMU to start the football season 0-5 and lead the team to an all-time low football attendance for the university- was the right decision despite the timing. "Tradition" cannot and should not trump progress for FAMU.

President Mangum and Athletic Director Winslow has put together a stellar, first-class search committee made up of diverse FAMU (and non-FAMU) constituents and I would dare say that this is the best and most high-profile committee to be assembled at any HBCU. The process is moving forward to find the next football coach of Florida A&M University and Mr. Winslow is implementing a plan to ensure that FAMU Football returns back to the prominence it once held in HBCU football. While the action was not done in the way that some people believe it should have been done, I believe the outcome would have ultimately been the same for Coach Holmes.

I believe that those who have an issue with any decision made by the current administration of FAMU should follow the "traditional" protocol of addressing those issues with the FAMU President, Dr. Elmira Mangum. I believe that the FAMU BOT Athletic Oversight Committee's decision to issue a vote of no-confidence to athletic director Kellen Winslow- who reports directly to FAMU President Dr. Elmira Mangum- is simply "petty politics" meant to circumvent the president's oversight of athletics. Further, this single action created national, negative press that is not in the best interest of moving FAMU forward. This type of action by HBCU governing boards creates negative press for our institutions, and has the potential to permanently tarnish the image of HBCUs. FAMU has had enough negative press in the last 3-years (hazing death, decline in enrollment, resignation of presidents, SACS Probation, etc.), and the university does not need any more bad press that will further tarnish its brand

The FAMU BOT Athletic Oversight Committee's decision to issue a vote of no-confidence is not in the best interest of FAMU. I question the intentions of a committee that would make such a frivolous decision with the future of FAMU at stake. I would like to see that energy channeled into things such as ensuring the future of the FAMU-FSU College of Engineering. It is interesting that no trustee made public statements to oppose this move by the Florida legislature and that no committee was formed for the purpose of ensuring that current and future FAMU students continue to have access to engineering and other STEM fields that are vital to the State of Florida and national economy.

More troubling is the fact that the committee also voted to recommend that the full FAMU Board of Trustees pass a policy requiring two trustees be appointed to the search committee for the new head football coach. I would like to caution the board against creating such a policy as it can lead

to sanctions by the Southern Association of Colleges and Schools similar to other HBCUs such as Alabama State University and South Carolina State University.

Statutes

By Florida Statute, the FAMU Board of Trustees is only charged with the hiring of the President of the University who ultimately serves as the chief operating officer of the university responsible for all administrative decisions. Trustees serve on the search committee to choose the FAMU president and ultimately vote to hire that president. Trustees do not- and should not -sit on search committees for the head coach or any other open position at FAMU.

The Southern Association of Colleges and Schools' (SACS) *Principles of Accreditation: Foundations for Quality Enhancement* specifically states the following under SACS Principle 3.2.2:

Legal authority and operating control of the institution are clearly defined for the following areas within the institution's governance structure: (Governing board control)

- 3.2.2.1 *institution's mission;*
- 3.2.2.2 *fiscal stability of the institution; and*
- 3.2.2.3 *institutional policy.*

This means that university board of trustees should be focused in these above three areas and should not be involved in administrative-level issues.

Further, SACS Principle 3.2.6 states:

There is a clear and appropriate distinction, in writing and practice, between the policy-making functions of the governing board and the responsibility of the administration and faculty to administer and implement policy. (Board/administration distinction)

SACS Principle 3.2.7 also states:

The institution has a clearly defined and published organizational structure that delineates responsibility for the administration of policies. (Organizational structure)

Together these statutes mean that the function and responsibilities of the board should be distinct and separate from the administrative functions executed by the university president. The accreditation principles by SACS clearly define the relationship between a board and the university administration.

However, SACS Principle 3.2.11 specifically states the following specifically related to athletics:

The institution's chief executive officer has ultimate responsibility for, and exercises appropriate administrative and fiscal control over, the institution's intercollegiate athletics program. (Control of intercollegiate athletics)

SACS Principle 3.2.11 makes it clear and leaves no doubt that athletics at FAMU should solely be managed by the university president, Dr. Elmira Mangum, and should have no influence from the FAMU Board of Trustees or individual members. These statutes spell out the special relationship between the FAMU Board of Trustees and the President.

In my professional opinion, a vote to include FAMU BOT Members on the search committee for the head coach- or any other administrator or employee at FAMU other than the president- would be a violation of SACS accreditation standards and would lead to sanctions by the Southern Association of Colleges and Schools. This action could also lead to NCAA violations as well.

I urge the full FAMU Board of Trustees to vote down the proposal from the Athletics Oversight Committee, as this action could have catastrophic consequences for FAMU. I also urge the board not to take the unnecessary action of issuing any further public votes of no-confidence that continues to bring negative national press coverage to Florida A&M University. The university cannot survive with in-fighting and divisiveness among trustees and administrators.

In the future, I would also like to suggest that the FAMU BOT and the FAMU President consider engaging in a leadership retreat process facilitated by the Association of Governing Boards (AGB). An AGB consultant can be reached by e-mail at consulting@agb.org or by phone at 202-776-0824. AGB Consulting is a source for experts on advancing the work of your board. They provide individualized solutions for board members and campus leaders to respond to governance challenges and to successfully lead higher education systems, institutions, and affiliated foundations. The consultants match AGB members with experts in board governance, resulting in high-quality and meaningful outcomes by combining tested ideas and cutting-edge practices.

Additionally, I am always here to help in any way that I can. I can be reached by email at JohnLee1906@gmail.com or by phone at 202-321-6612.

With Head, Heart, Hand and Field,

John Michael Lee Jr., Ph.D.

--

John Michael Lee, Jr., PhD
Phone: 646-351-7864

E-mail: JohnLee1906@gmail.com

"If There is no Struggle, There is no Progress"

NOVEMBER 11, 2014

**E-MAIL FROM
DR. ELMIRA MANGUM TO
THE BOARD OF TRUSTEES**

----- Forwarded message -----

From: Mangum, Elmira <elmira.mangum@fam.u.edu>

Date: Tue, Nov 11, 2014 at 7:37 PM

Subject: RE: Special Called Meeting of the BOT

To: "Barge-Miles, Linda F." <linda.bargemiles@fam.u.edu>, Belinda Reed Shannon <belinda.r.shannon@gsk.com>, Cleve Warren <clwarren@fscj.edu>, "Grable, Bettye" <bettye.grable@fam.u.edu>, "Graham, Tonnette S." <tonnette1.graham@fam.u.edu>, Karl White 2 <karl@elements-capital.com>, Kelvin Lawson <kelvinlawson1@aol.com>, Kimberly Ann Moore <mooreki@tcc.fl.edu>, Lucas Boyce <lboyce@orlandomagic.com>, Marjorie Turnbull <turnbulm@tcc.fl.edu>, Rufus Montgomery <rufus.montgomery@gmail.com>, Solomon Badger <slbadger3rd@gmail.com>, Solomon Badger <slbadger3rd@bellsouth.net>, Spurgeon McWilliams <swmcwill@embarqmail.com>, Torey Alston <toreyalston@gmail.com>, Torey Alston <toreyalston@yahoo.com>

All,

I contacted the President of the SACSCC regarding accreditation issues and the appointment of Trustees to the advisory committee informing the search for the Head football coach at FAMU. While it will be seen by SACSCC as inappropriate to appointment BOT members to the committee, it is within the regulation to appointment BOT members as ex-officio (non-voting) members. Based upon this clarification I welcome the appointment and participation of ex-officio members to the search process for the football coach. This status protects the university from the appearance of violating section 3.2.6. and will avoid another probation or action from SACSCC.

Thank you. I am available to discuss details if you like.

Elmira

MAY 25, 2015

**LETTER FROM
REV. ERNEST FERRELL TO
DR. ELMIRA MANGUM**



Tallahassee Urban League Inc.
We Are Making A Difference
2012/2013 MEMBERSHIP CAMPAIGN



Chairperson of the Board
Mrs. Maggie Lewis Butler

923 Old Bainbridge Road • Tallahassee, Florida 32303
Phone: (850) 222-6111 • Fax: (850) 561-8390 • e-mail: turbanleague@yahoo.com

President & CEO
Rev. Ernest Ferrell

May 25, 2015

Dr. Elmira Mangum, President
Florida A&M University
Lee Hall Auditorium
1601 Dr. Martin Luther King Boulevard
Tallahassee, Florida 32307

Dear President Mangum:

The Tallahassee Urban League (TUL) Board of Directors met on April 21, 2015 for its monthly board meeting. One of the items discussed was your e-mail response from our meeting with Mr. Funmi Ojetayo, Special Assistant and Counsel to the President. The board was extremely disappointed with your response to the agreements that you made with the Tallahassee Urban League last year. From our meeting it was apparent that you had pre-determined your conclusion before the meeting ever started. Your decision was that Florida A&M University (FAMU) nor you would be supporting the Tallahassee Urban League in any of the agreed upon support in our meeting from last year. This action by you was a devastating blow to the Tallahassee Urban League's preparation and plans that were already in progress. The event program invitations and other printed materials were completed at a major cost to the agency. We had no reason to believe you would not honor your word.

In addition to you not keeping your word, you totally disrespected Mrs. Maggie Lewis Butler, Board of Directors Chairman, Mr. Curtis Taylor, TUL Vice President, and me by not valuing our time and honoring the meeting that you had confirmed with your staff. I was personally offended by your lack of consideration for us when you did not come out and apologize for not meeting with us, nor did you call later to explain or ask to reschedule the meeting at a later date and time.

To add insult to injury, no one from your staff informed us that you would not be meeting with us. After thirty (30) minutes of waiting, your special assistant, after apparently consulting with you on the phone while we waited and waited finally informed us that he would be meeting with us. He offered no apology on your behalf. He had no information regarding the nature of our meeting, nor had he read the e-mail that was sent prior to our meeting. He went through the motions, but the end result had already been determined by you. The meeting proved to be a complete waste of our valuable time.

I want to remind you of what you agreed to do last year and what you would do for the Tallahassee Urban League:

Dr. Elmira Mangum, President
Florida A&M University
May 25, 2015
Page 2

1. You agreed that you and Florida A&M University would support the Tallahassee Urban League's Annual Dinner Meeting and Gala. You also agreed that the gala would continue being held at the Alfred Lawson, Jr. Multi-Purpose Training Gymnasium through a mutual trade-off arrangement. FAMU would trade-off usage fees and the Urban League would trade-off equal value with a Platinum Sponsorship.
2. You agreed that Florida A&M University would support the Tallahassee Urban League's Annual Member Campaign by visiting the Tallahassee Urban League Office on a special day set aside for FAMU, FSU, and TCC. You also agreed that you would encourage the university constituents to become members of the Tallahassee Urban League. To confirm your support, you paid your Century Membership dues and said you support the National Urban League's goal and mission as well as the local affiliate. Many of those goals reflect what you wanted FAMU to mirror from your administration. You further agreed that you would continue supporting FAMU Day by bringing a delegation of faculty, staff, and students with you to the luncheon on FAMU Day.
3. You agreed that you would appoint a representative from FAMU to serve on the Tallahassee Urban League Board of Directors.

In your e-mail response to the Tallahassee Urban League's request, not only did you reverse all of your positions, but you added a response for which we did not ask. You completely closed all of the doors on supporting the Tallahassee Urban League by informing us that the university would only support United Way of which the Tallahassee Urban League is not a member.

Finally President Mangum, when you refused to meet with us, you also refused to meet with twenty-three (23) other Tallahassee Urban League board members some of which you are familiar including, Representative Alan Williams, Senator Bill Montford, Attorney Daryl Parks, Former Senator Alfred Lawson, Jr., Joe Bullard; and several retired faculty members from FAMU, and the remaining board members who have equal strength and value. Additionally, more than thirty thousand families and individuals who are a part of our community partnership network and forty-six years of providing services to this community have been affected by your refusal to meet with us. We are not alone.

Please know that we recognize the importance of FAMU maintaining a strong support link with the community it serves. We also recognize that it is essential that FAMU has the community's support considering the struggles HBCU's are having across the country. We want to be that vital link of support to FAMU; but you have closed the door without any conversation or dialogue with the Urban League. Please help me understand your reasoning. Your representative did provide one explanation as to why you would not support writing off the usage of the Alfred Lawson, Jr. Multi-Purpose Training Center. He said you did not have the funds in your budget. If that is the case, we certainly understand, but those other agreements you made and refused to support, make it hard to believe that a budget issue was the real foundation.

Dr. Elmira Mangum, President
Florida A&M University
May 25, 2015
Page 3

In the meantime on behalf of the thousands of families and individuals who depend on our services daily, we are asking that you reconsider your decision to not support the Tallahassee Urban League. I am committed to work with you to find a common ground of support that I believe will be mutually beneficial to both the Urban League and FAMU. It has worked for forty-six (46) years and together it will work again.

We have a mutual interest in FAMU and would like to work with you if we can. However, we recognize that FAMU is much bigger than you or me and with the help of loyal FAMU supporters we will find a way to implement the agreements that we mutually agreed upon. We would rather work with you, if we can. I am available to meet with you. You may reach me at (850) 222-6111 office, (850) 510-0958 cell phone, or (850) 576-0020 home. As soon as we are able to adjust our schedules for a time we can meet together, I am available and anxious to meet with you. I look forward to hearing from you, and my prayer is that the Lord will bless you and your administration to be successful in leading our great university.

Appreciatively,



Ernest Ferrell
President and CEO

EF/mj/yw

cc: Funmi Ojetayo, Esq.
Maggie Lewis-Butler
Curtis H. Taylor
File

JUNE 2, 2015

**E-MAIL FROM
VICE CHAIR KELVIN LAWSON TO
ATTORNEY LINDA BARGE-MILES**

From: Kelvinlawson1 <kelvinlawson1@aol.com>
Sent: Tuesday, June 02, 2015 2:14 PM
To: Barge-Miles, Linda F.
Cc: rufus.montgomery@gmail.com; McKnight, Avery D.; mooreki@tcc.fl.edu
Subject: Fwd: President Mangum Letters of Support - Request

Linda, Please share this with Mr. Rick Givens. My question is-- is it appropriate for someone in a leadership capacity at the University to solicit support for the President as we are about to enter into the evaluation process.

Given this persons position, it would appear they could have an intended influence on the tone and feedback received in these letters.

I will raise this issue at the meeting next week, however I would like to get Mr. Givens point of view.

Thanks,

Kelvin Lawson

Subject: Re: President Mangum Letters of Support - Request

Subject: Re: President Mangum Letters of Support - Request

Dear FAMU National Alumni Association Executive Board and NAA Chapter Presidents,

I would like to clarify the email that was sent out earlier on my behalf. I am requesting one letter of support for Dr. Mangum from Tommy Mitchell, President FAMU NAA, on behalf of the entire FAMU National Alumni Association. Separately, I am requesting letters of support for Dr. Mangum from each FAMU NAA Chapter President on behalf of their chapters. I would like to have these letters sent directly to me at John.Lee@famuedu. I apologize for the short notice, but the deadline is a hard deadline due to the pending Board of Trustees Meeting that is forthcoming in the next few weeks. If you have any questions, please direct all questions regarding this request to me by email or on my cell at [850-264-3347](tel:850-264-3347).

The purpose of the letters is to solicit alumni feedback on President Mangum's first year at the helm of Florida A&M University. Dr. Mangum is the 11th and first permanent female President of Florida A&M University. April 1, 2015 marked her first year anniversary as the President of FAMU.

Dr. Mangum has set the university on a course to be a "best-in-class land-grant, doctoral research, student-centered university that serves African-Americans and low-wealth students with an international presence." FAMU is the number 1 publicly ranked black University in America, and was named on the U.S. News and World Report list of Top 10 Best HBCUs and one of the best National Universities. FAMU was also named a 'Best in the Southeast College' by the Princeton Review for 2014.

We are simply seeking letters of support from the NAA as Dr. Mangum moves toward her first Presidential evaluation by the FAMU Board of Trustees and the Florida Board of Governors. Please note that this is a request and is not mandatory in any way. FAMU NAA President, Tommy Mitchell, will be in touch with you regarding any conference call-in information through a separate e-mail communication. Please feel free to submit letters of support only if you wish to do so. Thank you very much for all that you do on behalf of FAMU.

Sincerely,

John

John Michael Lee Jr, Ph.D.

Assistant Vice President, Alumni Affairs and Advancement

Florida Agricultural and Mechanical University

Phone: [850-599-3402](tel:850-599-3402)

Cell: [850-264-3347](tel:850-264-3347)

E-mail: john.lee@famu.edu

Sent from my iPad

On May 27, 2015, at 4:43 PM, Hill, Brandon M. <brandon.hill@famu.edu> wrote:

Greetings NAA Leadership:

Alumni Affairs Assistant Vice President, Dr. John Lee has asked that we reach out to all of our NAA Chapter Presidents to solicit letters of support for Dr. Elmira Mangum and the outstanding work that she is doing at FAMU. We are told these letters will be used in the President's annual review. Dr. Lee kindly asks that all letters be submitted via email by Friday, May 29, 2015 to our office. While this is a pending request of our chapter leadership, NAA President Tommy Mitchell has informed OAA that he plans to host a conference call regarding this request. Coordinates for the call are forthcoming and will be disseminated to the executive board when our office is advised of that call in information.

Should you have any questions, please don't hesitate to contact me.

Thanks,

Brandon M. Hill, 11'
Coordinator, Membership Services & Alumni Reunions
Florida Agricultural and Mechanical University
Office of Alumni Affairs

Sent from my iPhone

JUNE 8, 2015

**LETTER FROM
VICE PRESIDENT RICHARD GIVENS
TO DR. ELMIRA MANGUM**



Ecellence With Caring

Florida Agricultural and Mechanical University

TALLAHASSEE, FLORIDA 32307

TELEPHONE: (850) 412-5479

FAX: (850) 561-2079

TDD: (850) 561-2704

OFFICE OF THE VICE PRESIDENT
DIVISION OF AUDIT AND COMPLIANCE
406 FOOTE-HILYER ADMINISTRATION CENTER

June 8, 2015

Dr. Elmira Mangum
President
400 Lee Hall
Tallahassee, Florida 32307

Dear Dr. Mangum:

We have completed procedures related to an investigation of use of leave by Kellen Winslow. Our report on the results of the investigation is included with this letter.

If you would like to discuss the results of the investigation, please contact me at (850) 412-5479.

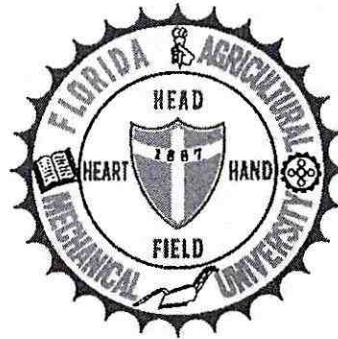
Sincerely,

Richard E. Givens
Richard E. Givens

REG:dmb

Copy: Trustee Karl White, Chair Audit Committee
FAMU Board of Trustees
Joyce Ingram, Assistant Vice President, Human Resources/Personnel
Kellen Winslow, *Former* Athletic Director

FLORIDA AGRICULTURAL AND MECHANICAL UNIVERSITY



Excellence with Caring

Investigation Report Kellen Winslow Leave Use

Richard Givens, Vice-President

Florida Agricultural and Mechanical University
Division of Audit and Compliance
Investigation Report
Kellen Winslow – Leave Use

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Florida Agricultural and Mechanical University
Investigation Report
Kellen Winslow Leave Use

Introduction

The Division of Audit and Compliance (DAC) provides investigative services to all entities of the University, including schools, colleges, administrative departments, auxiliary enterprises, and support organizations. DAC has a responsibility to conduct, supervise, and coordinate investigations designed to detect, deter, prevent, and eradicate fraud, waste, misconduct, mismanagement, and other abuses within the University.

Allegation

A complaint was made to the Governor's Inspector General that alleged Mr. Winslow was compensated for unearned leave while being on vacation after his April 2014 appointment as FAMU's athletic director. The Governor's Inspector General referred the matter to the University's Division of Audit and Compliance for review and action as deemed appropriate. No additional information was provided in the complaint. The complainant did not provide contact information; accordingly, we were unable to contact him/her to obtain additional information.

Objectives and Methodology

The objective of this investigation was to determine if, after his appointment as Athletic Director, Kellen Winslow took leave for time when he was not conducting university business during April and May 2014. The following procedures were performed to accomplish the investigation objectives:

- Reviewed the employment contract to determine the effective start date;
- Reviewed the pay summary to determine the initial pay period;
- Reviewed Board of Trustees Policy Number 2005-23 Benefits and Leaves;
- Reviewed leave records and supporting leave requests to determine the dates and hours for which approved leave was taken;
- Reviewed travel records for approved travel to establish Mr. Winslow was conducting University-related activities on those dates;
- Reviewed Mr. Winslow's outlook calendar provided by EIT for indication that Mr. Winslow was performing university-related duties on those dates;
- Reviewed emails provided by EIT for documentation that Mr. Winslow was performing university-related duties. We reviewed both e-mails sent and received from Mr. Winslow's e-mail account for April and May 2014;
- Requested and reviewed documentation from Mr. Winslow that would substantiate performance of university-related duties; and
- Inquired of University personnel as to knowledge of Mr. Winslow's start date, work schedule and University-related work activities.

Investigative Results

Section 1(a) of Board of Trustees Policy Number 2005-23 provides that benefits made available to University employees include paid and unpaid leave. Section 1(b) of this policy provides that employees are expected to work the number of hours in the employee's work

Florida Agricultural and Mechanical University
Investigation Report
Kellen Winslow Leave Use

week unless on approved leave and Section 5 requires that employees report all leave taken during the pay period in which the leave was used. Section 8(a) of this policy requires that annual leave shall be accrued prior to use.

Mr. Winslow's employment contract provided that his effective start date was April 14, 2014. Based on the above procedures performed, Mr. Winslow's University-related work activities could not be documented for 16 work days during the time period from the April 14, 2014 start date through May 31, 2014. Mr. Winslow did not have approved leave for any of these days. Since leave was used prior to being earned, the Board of Trustees Policy Number 2005-23 was not complied with and Mr. Winslow was compensated for leave which was not earned at the time the leave was taken.

Although Mr. Winslow worked on University-related business for three days prior to the April 14, 2014 start date, the University does not have a policy that allows for earning leave prior to the start date. Mr. Winslow has not been given credit for the hours worked prior to April 14, 2014.

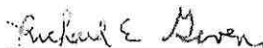
Conclusion and Recommendation

The allegation is substantiated. Leave accrued through termination of employment totaled 161 hours. Ten hours of Leave was approved, leaving 151 hours for payout. We recommend that 128 hours (the hours for the 16 days in which leave was taken but not authorized), be deducted from Mr. Winslow's leave payout.

The investigation was conducted in compliance with the standards found in the *Principles and Standards for Offices of Inspector General*, published by the Association of Inspectors General.

The Investigation was conducted by Richard Givens.

Pursuant to the provisions of the Division of Audit and Compliance Audit Charter, I have directed that this report be prepared to present the results of our investigation.



Richard E. Givens
Vice President of Audit and Compliance

June 4, 2015

DOUG BLACKBURN CONTRACT

FAMU BOT REGULATION 10.105

**RECRUITMENT, SELECTION AND
EMPLOYMENT OF UNIVERSITY
FACULTY, ADMINISTRATIVE AND
PROFESSIONAL, EXECUTIVE
SERVICE, UNIVERSITY SUPPORT
PERSONNEL SYSTEM AND OTHER
PERSONAL SERVICES EMPLOYEES**

**Regulations of
Florida A&M University**



10.105 Recruitment, Selection and Employment of University Faculty, Administrative and Professional, Executive Service, University Support Personnel System and Other Personal Services Employees.

(1) **Generally.**

(a) The Office of Human Resources (Human Resources) is responsible for the recruitment, examination, screening and selection for referral of all applicants for positions with the University. Human Resources shall make available to departments or units only those applicants who appear to meet the minimum qualifications for a vacancy and any special qualifications specific to the vacant position as outlined by the hiring department or unit. Educational qualifications and credentials, work experience, background check, fingerprinting and references must be verified as part of the job offering.

(b) Any person providing false or misleading information in order to meet the qualifications for a position shall be immediately dismissed for the position, if the person has been hired; or, the person shall be disqualified from any further consideration for the position in question.

(c) The President, or the President's designee, shall establish sanctions for the willful falsifications or willful nondisclosures related to job qualifications or responsibilities. The discipline imposed shall be based upon the circumstances.

(2) **Announcement of Vacant Positions.**

Human Resources will review and authorize job vacancy announcements and distribute such announcements to reach as diverse an applicant group as possible in accordance with all University policies.

(a) The University will announce all Faculty, A&P and USPS position vacancies for a minimum of seven (7) calendar days. The President, or the President's designee, will determine which positions have special advertising requirements to meet the

University Affirmative Action Plan or Equity Accountability Plan. The University President or designee may waive the announcement of a position when a waiver is in the best interest of the University.

(b) All applicants must meet the minimum qualifications listed in the University's class specifications and the additional competencies required for the specific position, unless a waiver has been requested and approved by the Office of Human Resources. The applicant must have education, training, and experience deemed to be equivalent and appropriate for a waiver to be approved. The applicant must also meet any occupational requirements or special qualifications established for the position. The University will determine the required level of education, training, and experience appropriate for a specific position.

(c) An applicant's consideration will be discontinued when it is determined that the applicant does not meet the minimum requirements, has falsified or failed to complete an application accurately, has an unsatisfactory employment record, has a criminal history related to the position for which the applicant has applied, or which may jeopardize the safety of students, faculty, staff, or the safekeeping of confidential records and university accounts.

(d) Any person who has been convicted of a felony involving the sale of or trafficking in, or conspiracy to sell or traffic in, a controlled substance as described in Chapter 893, F.S., is disqualified from employment unless conditions outlined in Section 775.16, F.S., are met. Failure to disclose such conviction is cause for dismissal.

(e) Employees hired into positions requiring random drug testing are subject to dismissal upon the return of positive test results.

(f) The University seeks to ensure the spoken English language competence of all prospective and current Faculty involved in classroom instruction, other than courses conducted primarily in a foreign language.

(3) **Appointments.**

(a) The President or President's designee shall have the authority to:

(1) Authorize and establish positions within the employee group classifications of Faculty, A & P and USPS. However, no position shall be filled until it has been

authorized and classified.

(2) Hire Faculty, A & P and USPS employees in accordance with these provisions;

(3) Assign Administrative and Professional positions to an appropriate pay range;
and

(4) Reclassify current authorized and established positions.

(b) The offer of employment to a Faculty, Executive Service, A & P, or USPS employee shall be made by the President or President's designee.

(a) Appointments to the Executive Service, however, shall be made only by the President. The offer of employment to Faculty and A & P employees shall be made by means of a contract or appointment document, and conditioned on the return of a duly executed copy of the contract or written acceptance of the appointment by a specified date.

(b) Employees appointed to the Executive Service shall not have tenure and no expectation of appointment beyond a 60 days notice period. Executive Service positions shall be policy-making at the executive level and report directly to the President.

(c) OPS employees may be appointed to meet temporary or non-permanent employment needs. OPS employees have no right, interest or expectancy of continued employment. OPS employees shall not be assigned to a specific classification other than exempt (salaried) or non-exempt (hourly).

(d) The President or President's designee may for the best interest of the University, and at any time, assign a faculty to other institutional assignment(s). This change in assignment will take place only after consultation with the employee and the departments or other affected units. Regardless of the change in assignment, however, the University is committed to compensate the employee. Change in assignments in conjunction with a nonreappointment shall be made pursuant to Regulation 10.207.

(e) No appointment shall create any right, interest, or expectancy of continued employment. At any time during any appointment, faculty, A & P, and Executive Service employees may be non-renewed upon written notice in compliance with these regulations and consistent with any relevant collective bargaining agreement.

(4) **Appointment Modifiers.**

The University shall use the following appointment modifiers, which define the conditions of an employee's appointment. Such appointment modifiers apply to the appointment of a qualified employee unless otherwise stated. Appointments shall be made only to positions that have been established in accordance with the University's Classification Plan.

- a. Regular - A continuing appointment or an original temporary appointment, which may be followed by a continuing appointment. The appointment modifier is not included in the title.
- b. Acting/Interim - A limited time appointment to a position primarily assigned administrative duties until a regular appointment is made.
- c. Adjunct - An appointment paid from OPS. Adjunct appointments may not be for more than 50% of the time throughout an academic year or full-time for more than twenty-six weeks of a fiscal year, unless approved by the President. Such appointments are for temporary or part-time employment and the term of employment is only for the period specified in the offer.
- d. Permanent - The status earned in a class after successful completion of the designated probationary period where applicable.
- e. Visiting - An appointment of a person as a faculty member who have distinguished professional qualifications, when either the person or the position is not expected to be available for more than a limited period of time. No person shall be appointed to be visiting position beyond four (4) years.
- f. Joint - An appointment when the person is regularly participating in the teaching and/or graduate supervision responsibilities of more than one academic department/unit.
- g. Research - An appointment when the person is engaged primarily in research.
- h. Clinical - An appointment in conjunction with a professional position in a hospital or other clinical environment.
- i. Courtesy - An unpaid appointment which may include special academic privileges such as voting in departmental affairs. Persons appointed with this status may or may not be otherwise affiliated with the University.
- j. Honorary/Honoris Causa - An unpaid appointment of an individual having

distinction and honor in his/her field, but who does not possess the normal requirements for the position.

- k. Emeritus - An honorary title which may be conferred at retirement in recognition of distinguished service.
- l. Affiliate - An appointment when a person participates in some functions of other academic departments/units.
- m. Joint College - An appointment to a college/unit administered jointly by more than one university. Although appointed and employed by only one of the participating universities, each person so designated is considered an employee of the other participating universities for purposes of carrying out the teaching, research, and service responsibilities of the college/unit.
- n. Phased Retirement - An appointment under the provisions of the Phased Retirement Program.
- o. Regular - A continuing appointment after successful completion of the designated probationary period for the class.
- p. Probationary - An appointment to a position in a class for the designated period, where the employee meets the minimum qualifications for the position.
- q. Temporary - An appointment to provide a nonpermanent assignment to a vacant position; to replace an employee on leave, temporarily promoted or reassigned; or to overlap one employee with another for training purposes.
- r. Time-limited - An appointment to a position funded by contract and grant, auxiliaries, or local funds, as appropriate, for a particular project, enterprise, or specified period. Such designation must be made to the position at the time of recruitment. A time-limited position shall have the same rights as a position with a regular appointment modifier, except such position shall not have rights provided for layoff and recall.

(5) **Probationary Period for A&P and USPS employees.**

(a) The initial appointment for of a new employee to an A&P or a USPS position shall be for a probationary period of six (6) months, with the exception of employees in law enforcement positions who shall serve an initial twelve (12) month probationary period. During this probationary period, the appointment may be terminated at any time without any

requirements of notice and without any rights of appeal or access to any complaint procedure as provided in these regulations.

(b) Probationary employees are not eligible to apply for promotion or transfer until they have been employed continuously for 180 days.

Specific Authority 1001.74(4)FS. Law Implemented 1001.74(4), (19, 1001.75(3) FS. History—New 5-6-82, Amended 7-15-87, 6-27-96, 12-1-05, _____.

JOHN MICHAEL LEE, JR. CONTRACT

**FLORIDA A&M UNIVERSITY BOARD OF TRUSTEES
ADMINISTRATIVE AND PROFESSIONAL EMPLOYEES (NON-UNIT)
E&G EMPLOYMENT CONTRACT**

This Employment Contract is between Florida A&M University Board of Trustees (FAMU) and the below-named Administrative and Professional (A&P) Employee. This Employment Contract is not final and binding until fully executed by the President or President's designee and the Employee. The performance of any obligations by FAMU under this Employment Contract shall be subject to and contingent upon the availability of funds appropriated by the Florida Legislature or appropriate funding agency.

1. General:

Employee Name:	John Michael Lee, Jr.	Employee ID:	100032265
Position Title:	Assistant Vice-President, Advancement/AA	Class Code:	9378
Position #:	18977	FTE:	1.00
Appt. Status:	Regular	Budgeted Wks:	52.20
Division:	University Advancement	Dept. Name:	Advancement Services
Pay Dept. #:	050500	Work Dept. #:	050500
Ann. Salary Rate:	\$130,000.00	Bi-wkly Rate:	\$4,980.84

2. Effective Date of Employment: May 1, 2015

The Employee: (a) serves at the will of the President or President's designee; (b) does not have tenure; and (c) has no expectation of employment beyond the sixty (60) days notice period as set forth in FAMU Regulation 10.106. Therefore, no ending appointment date is shown.

3. Duties:

The Employee accepts this employment and agrees to perform all duties as described on the Employee's Position Description, Performance Objectives and other duties as assigned by the supervisor and/or the President or President's designee.

4. Separation from Employment:

Non-reappointment, separation or termination of employment by the President or President's designee may occur pursuant to the regulations, policies and procedures of FAMU, as now existing or hereafter promulgated.

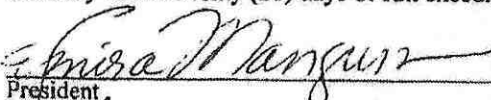
5. Governing Provisions:

This Employment Contract, including without limitation separation from employment, is subject to the U.S. and Florida Constitutions and laws as constitutionally permissible, and the regulations, policies and procedures of the Florida Board of Governors and FAMU, as now existing or hereafter promulgated.

6. Entire Employment Contract:

This Employment Contract supersedes any and all prior agreements, contracts, understandings, and communications between the Employee and FAMU, whether written or oral, expressed or implied, relating to the subject matter of this Employment Contract and is intended as a complete and final expression of the terms of the Employment Contract between FAMU and the Employee and shall not be changed or subject to change orally.

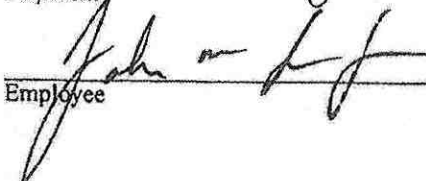
Neither this Employment Contract nor any action or commitment taken pursuant to it is final or binding upon the parties until and unless all signatures have been affixed and the Employment Contract has been returned to the appropriate authority within twenty (20) days of full execution.



President

5/1/15

Date



Employee

5/1/15

Date

**FAMU BOT OPERATING
PROCEDURES (ARTICLE 2.3)**

FLORIDA
AGRICULTURAL AND MECHANICAL
UNIVERSITY



BOARD OF TRUSTEES

**OPERATING
PROCEDURES**

*Adopted September 24, 2001
Amendment Notes are provided as Appendix B*

ARTICLE 1: STATEMENT OF PURPOSE

The Florida Agricultural and Mechanical University Board of Trustees (hereinafter referred to as the "Board") is vested with all powers and the authority to govern and set policy for "The Florida Agricultural and Mechanical University," as necessary to provide proper governance in accordance with the Constitution and laws of the State of Florida and with rules, regulations, and policies of the Florida Board of Governors, now existing or hereinafter established. In order to promote the effective discharge of its obligations and achieve its stated objectives, the Board hereby adopts these Board Operating Procedures.

ARTICLE 2: THE BOARD

- 2.1 CORPORATION/CORPORATE NAME** - The Board is a public body corporate entitled "The Florida Agricultural and Mechanical University Board of Trustees" with all the powers of a body corporate.

The Board is a corporation primarily acting as an instrumentality or agency of the State, pursuant to Section 768.28, Florida Statutes.

- 2.2 COMPOSITION/TRUSTEES** - The Board shall be comprised of thirteen (13) members, six (6) of whom shall be appointed by the Governor and five (5) of whom shall be appointed by the Florida Board of Governors. The President of the Student Government Association and the University Faculty Senate shall serve as trustees during their terms of office. The appointed members of the Board shall be confirmed by the Florida Senate.

2.2.1 Trustees shall serve for staggered 5-year terms, and may be reappointed for additional terms.

2.2.2 The Governor or Florida Board of Governors may remove a Trustee for cause. Failure of a Trustee to attend three consecutive regular Board Meetings in any fiscal year may also be grounds for removal by the Governor or Florida Board of Governors, as appropriate.

2.2.3 The Governor or Florida Board of Governors shall fill Board vacancies by appointment, as appropriate.

2.2.4 Trustees shall serve without compensation, but may be reimbursed for travel and per diem expenses in accordance with Section 112.061, Florida Statutes.

- 2.3 POWERS AND DUTIES** - The Board shall serve as the governing body of "The Florida Agricultural and Mechanical University." It shall select the President of "The Florida Agricultural and Mechanical University" to serve at the pleasure of the Board and shall hold the President responsible for the university's operation and management, performance, its fiscal accountability, and its compliance with

federal and state laws and rules and regulations of the Board of Governors. The Board shall have the power to carry out all lawful functions permitted by these operating procedures, by regulation and policies of the Board of Governors, and by the Constitution and laws of the State of Florida, as now or hereafter established.

The Board may adopt rules, regulations, and policies consistent with the University's mission, with law and with the rules and regulations of the Board of Governors, to fulfill its obligations under the law.

- 2.4 **CORPORATE SEAL** - The Corporate Seal shall be used only in connection with the transaction of business of the Board and of the University. The Corporate Secretary may affix the seal on any document signed on behalf of the Board.

ARTICLE 3: OFFICERS OF THE BOARD

- 3.1 **OFFICERS** - The Corporate Officers of the Board are the Chair, Vice Chair, and Executive Officer/Corporate Secretary.
- 3.2 **SELECTION and REMOVAL** - The Board shall select its Chair and Vice Chair from the appointed members at its first regular meeting after July in odd numbered years. The Chair shall serve for two (2) years and may be reselected for one (1) additional term. Officers may be removed after reasonable notice by an affirmative vote of no less than two-thirds (2/3) of the members of the Board.
- 3.3 **CHAIR** - The duties of the Chair shall include presiding at all meetings of the Board, calling special meetings of the Board, attesting to actions of the Board, appointing members of standing or other committees, accepting service of process in all suits filed against the Board, and serving as the spokesperson for the Board.
- 3.4 **VICE CHAIR** - The duty of the Vice Chair shall be to act as Chair during the absence or disability of the Chair.
- 3.5 **EXECUTIVE OFFICER/CORPORATE SECRETARY** - the University President shall serve as Executive Officer and Corporate Secretary of the Board. The Corporate Secretary shall be responsible for providing notice of all meetings of the Board and its Committees; setting the agenda and compiling pertinent documents for meetings of the Board, in consultation with the Board Chair; recording and maintaining the minutes of any Board or Committee meeting, including a record of all votes cast in accordance with Section 286.011(2), Florida Statutes; executing or attesting to all documents which have been approved by the Board and/or executed by the Chair, file and preserve all minutes, rules, orders, papers, and documents pertaining to the business and proceedings of the Board; be the custodian of the corporate seal; be the Board's records custodian; and in the absence of the Board Chair, accept service of process in all suits filed against the