

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

2011 BOT Conference Calls

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2012 BOT Conference Calls

1. January 2, 2012
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5. March 12, 2012
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**SUMMARY MINUTES
BOARD OF TRUSTEES MEETING
Via Teleconference Call
Wednesday, August 24, 2011**

Chairman Solomon Badger called the meeting to order at or about 4:05 p.m. Mrs. Fuse-Hall called the roll and the following Trustees were present: Chairman Badger, Trustee Torey Alston, Trustee Richard Dent, Trustee Breyon Love, Trustee Spurgeon McWilliams, Trustee Narayan Persaud, Trustee Belinda Shannon, and Trustee Karl White. A quorum of the board was established.

Other guests on the call included: President James H. Ammons, Provost Cynthia Hughes Harris, Vice President and CFO Teresa Hardee, Attorney Avery McKnight and Chief of Staff Rosalind Fuse-Hall, Ms. Nancy Metzke, the court reporter, Mr. Carl Sterling from Telecommunications, Dr. Robin Kennedy, Physics Department, Attorney Sniffen and Attorney Logan from Sniffen and Spellman Law firm.

Chairman Badger greeted everyone and welcomed them to the emergency called meeting of the FAMU Board of Trustees. He noted that the emergency meeting was being called for the board to consider the next steps regarding the anonymous complaints which were initially received by the Board of Governor's Office of the Inspector General.

Trustee Alston moved that the Board:

1. Accept the recommendation submitted by the law firm of Sniffen and Spellman;
2. Authorize the law firm to proceed with a full investigation of the anonymous complaints as statutorily required; and
3. Authorize the Chairman to provide written approval to cover projected fees and costs in the amount not to exceed \$20,000.

The motion was seconded by Trustee Karl White. The chairman opened the floor for discussion and a trustee inquired about the cost. It was reiterated that the cost should not exceed \$20,000. There being no further discussion, the motion passed.

Chairman Badger reminded everyone that the next meeting of the Board will occur on September 29-30 in Tallahassee.

Trustee Alston inquired about the approval of the 2011-12 goals. Chairman Badger noted that some goals were to be vetted with the faculty and he asked Trustee Persaud if that had occurred. Trustee Persaud responded it had not been vetted yet since school was just commencing. Chairman Badger noted that the goals would be approved at the board meeting in September.

There being no further business to come before the board, the meeting adjourned at 4:16 p.m.

Respectfully submitted,

Rosalind Fuse-Hall

Rosalind Fuse-Hall
Assistant Corporate Secretary

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**Summary Minutes
FAMU BOARD OF TRUSTEES CALLED MEETING
Via Teleconference Call
Thursday, October 27, 2011**

Chairman Solomon Badger called the meeting to order at 5:35 p.m. Chairman Badger asked Attorney Fuse-Hall to call the roll and the following trustees were present: Chairman Badger, Trustee Torey Alston, Trustee Charles Langston, Trustee Kelvin Lawson, Trustee Breyon Love, Trustee Spurgeon McWilliams, Trustee Rufus Montgomery, Trustee Marjorie Turnbull. A quorum was established.

Chairman Badger recognized Trustee Kelvin Lawson for his report from the *Ad Hoc* Committee to review the President's Contract. Trustee Lawson reminded every one of the members of the committee, who included Trustee Marjorie Turnbull, Trustee Charles Langston and Trustee Rufus Montgomery. He thanked each of the members for their commitment to the process and their insightful feedback.

Also, he thanked President Ammons, who cooperated fully with the committee in a very congenial manner. Trustee Lawson was grateful for the president's candor and thoughtful suggestions, all of which contributed to the committee reaching an amicable agreement that the ad hoc committee recommended to the Board. "The result of our collaborative work is an amendment that fairly compensates the president for his efforts, permits him to operate with the flexibility that he needs to be an effective leader, and aligns with other SUS presidential contracts."

Since the committee's update at the September meeting, it met with President Ammons and convened public meetings until they reached a working amendment that only required a few one-on-one conversations between the President and the committee chair to finalize the amendment. "Once again, I appreciate the confidence of the committee that permitted these negotiations to proceed to an efficient conclusion."

Next, Committee Chairman Lawson highlighted the elements of the amendment:

1. A term of five years beginning July 1, 2011, and ending on July 31, 2016, which may be renewed or extended by a 2/3rd vote of the sitting board and the consent of Dr. Ammons.
2. Within the powers and duties clause, language was added regarding fund-raising as a specific goal. The fund-raising amount will be determined in relation to a five-year trend.
3. An annual performance bonus is based upon the achievement of specific annual goals and objectives that are mutually agreed upon in writing between the

President and the board. Further, the bonus shall not exceed 10%, except for exceptional merit.

4. The evaluation period begins with the President submitting a self-appraisal by May 15 and the board will conclude the evaluation process by October 31st of the same year. Once the bonus is approved, then payment will occur within 90 days.
5. Also by May 15th each year, the president will propose goals and expectations for the next year.
6. The annuity clause is increased from 12% to 15%, an increase of 3%.
7. There is a retention bonus that permits payment of \$55,000/annually after completing three and five years of service to the University.
8. He reminded the Board that Dr. Ammons holds two positions at the University—one as president and the other as a tenured faculty member in the College of Arts & Sciences. This is noted in the “whereas” clause of this amendment. Therefore, the agreement and amendment govern his service as president. Within the Termination clause, Termination “for Cause” is specified and Termination “without cause” permits the President to receive either:
 - a. Severance benefits equal to his annual base salary, health insurance and any performance bonus due at the time for twelve months; **or**
 - b. If he elects to return to the faculty, where he currently holds the rank of professor in the Department of Political Science, he is entitled to a sabbatical equal to twelve months of salary and benefits at his then existing presidential base salary.

Following his report, Trustee Lawson moved that the board approve the amendment to the President’s contract as recommended by the ad hoc committee. Trustee Turnbull seconded the motion.

Although Chairman Badger opened the floor for discussion, there were no questions or comments. Therefore, he noted that an amendment to the current contract requires a 2/3rds vote; therefore, he asked Attorney Fuse-Hall to conduct a roll call vote.

Chairman Badger announced that the nine affirmative votes were casted and was unanimous therefore, the motion carried with the required 2/3rd vote.

He acknowledged and thanked Trustee Lawson for his leadership with this delicate matter and commended the work of the ad hoc committee for their thorough and thoughtful service. Further, he noted the hard, preparatory work by Trustee Jennings and others that preceded the work of the Ad Hoc Committee. “This entire board should take pride in the smooth manner in which these negotiations have occurred in such a business-like manner.”

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Also, Chairman Badger thanked President Ammons for working with the *ad hoc* committee to accomplish the task. "This amendment reflects the support that this board has for the Office of the President and provides the flexibility for you to continue to provide the strong leadership that you have since 2007. We are grateful for your professionalism and understanding in working through what I know was an uncomfortable situation for you. On behalf of the board, we want to express our gratitude and continued support of you and the University going forward."

The Chairman recognized President Ammons for his comments. President Ammons first thanked Trustee Lawson and the *ad hoc* committee for their hard work and understanding. Also, he thanked Chairman Badger and former Chairman Jennings for their dedication and commitment to FAMU. The President thanked all the members of the board for the confidence shown in him to head Florida A&M University over the next five years. "I believe the highest honor I have received is to lead this outstanding group of faculty, staff and students." He appreciated their continued support.

Before we end this meeting, Chairman Badger congratulated Trustee Montgomery for his recent recognition in the October edition of the prestigious *Georgia Trend Magazine's* annual "40 Under 40" list "for his service to the state and beyond."

Finally, the chairman reminded everyone that the Board of Trustees will meet on December 7-8th in Orlando at the College of Law.

There being no further business for the board, the meeting adjourned.

Respectfully submitted,
Rosalind Fuse-Hall
Rosalind Fuse-Hall
Assistant Corporate Secretary

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**SUMMARY MINUTES
FAMU BOARD OF TRUSTEES MEETING
Via Telephone Conference Call
January 2, 2012**

Chairman Badger wished everyone "Happy New Year and good morning." He called the meeting to order and thanked members for participating on the call. He noted that there was one important item to discuss and that the board would receive an update from President Ammons. Attorney Fuse-Hall called the roll.

The following Trustees were present: Chairman Solomon Badger, Vice Chairman Richard Dent, Torey Alston, Charles Langston, Kelvin Lawson, Breyon Love, Spurgeon McWilliams, Narayan Persaud, Belinda Shannon, Marjorie Turnbull, and Karl White. A quorum was established.

The first agenda item introduced by Chairman Badger was consideration of the Communications Plan developed by DKC, Inc., the public relations firm, working in collaboration with members of the Board of Trustees. "We are grateful to Trustee Shannon for her work with the firm and she will present this information."

Trustee Shannon wished everyone happy new year and said:

Chairman Badger, thank you for permitting me to represent my colleagues and serve as the liaison between the Board of Trustees and DKC, Inc., the firm hired by the board to assist with crisis communication and crisis management.

First, I want to note that this plan represents the collective interest of the University, including the Board, the administration, the students, and all of our constituents and supporters. Over the next few months, our efforts mark the initial unified steps to address the myriad issues that we face in light of the Champion incident. Even as we discuss our plan, our hearts and prayers go out to Mr. Champion's family and others who have been impacted by the events surrounding his death.

We have made some good progress with the firm as we worked to provide the public with information and feedback that has helped to focus the public's attention on the need to address the national implications of the issues associated with hazing. Further, this work will assist the board and

the university in its efforts to develop a course of action to address the issues that make hazing an insidious activity at universities across the country and FAMU is not exempt from these issues. I know that as an institution, we would like to continue recruiting America's best and brightest students and faculty; therefore, we have to be concerned about how the university is perceived. Long-term, we will work on that issue in light of what has happened. Right now, however, our main focus has to be how we can address hazing at FAMU.

Each member of the FAMU Board of Trustees has had an opportunity to speak with executives from DKC, Inc., namely Dave Donovan, Senior Vice President, and Ed Tagliaferri, Executive Vice President, as they developed the crisis management plan.

The plan seeks to establish an independent Blue Ribbon Anti-Hazing Committee. The FAMU Anti-Hazing Committee, as it would be called, will be created by the Board of Trustees, would be forward-looking and would be charged with seeking solutions to hazing. It will **not** examine or investigate the circumstances of recent hazing incidents at FAMU, or matters under investigation by law enforcement. Therefore, their work should not interfere with any on-going reviews or investigations.

The committee should have five (5) members who are independent of FAMU. The plan suggests members who have some background in law, academia and public policy, psychology, and experience leading businesses or other large organizations. A member could also have experience in a similar college marching band or with a national band organization. Committee members would have background in "group think", hazing and the culture of organizations; therefore, they would quickly develop recommendations for the board's consideration.

The FAMU Anti-Hazing Committee would be asked to look into the following issues:

- How do we best govern the Marching 100 and their activities?
- Hazing at other universities and how has it been handled?
- Getting students to resist hazing; what has worked?

Their work would result in recommendations to the FAMU Board of Trustees for consideration and approval.

Atty. Fuse-Hall sent each board member a copy of the plan. In that email, we asked for your comments and recommendations. Thank you for responding and speaking with Dave and Ed about the plan.

Based on the feedback received, I am recommending that the board approve the plan with the following revisions:

- (1) The board approves the elements of the plan, namely, the memorial, the scholarship and the establishment of the FAMU Anti-Hazing Committee. As for the committee, we would use the next 30 days to determine how they will work together and the expectations for their output, which would be shared with the board at the February meeting.
- (2) The timeline be revised and updated based on the Anti-Hazing Committee Members' ability to provide a thorough assessment and recommendations.
- (3) The proposed "listening tours" are tabled until a general consensus is achieved regarding the desired outcomes and format of the tours.

I am asking this board to approve the plan and permit me to establish the Anti-hazing Committee. In making the selection, I will review recommendations from the board, the firm, and the university. I will inform the board of the members and their backgrounds prior to convening the first committee meeting. As I mentioned earlier, the intent is to convene an independent group with expertise that would provide guiding principles for the board and the university as it works to rid the campus of hazing.

Trustee Shannon moved that this board approve the Crisis Plan submitted by DKC, Inc. with the knowledge that the timelines will be revised and that as the liaison, she may select and convene the FAMU Anti-Hazing Committee so that the board can receive a realistic timeline by the February 9th meeting. The motion was properly seconded and it carried.

Trustee Shannon continued her presentation on a related matter. "As the board may remember, the DKC, Inc. firm was contracted for a 30-day period of time. That contract ends on January 12, 2012."

As an informational item, Trustee Shannon asked Vice President Hardee to provide an update regarding the solicitation efforts to hire a public relations firm which will provide long-term assistance to the board.

Vice President Hardee reported that a Request for Proposal (RFP) was released on December 13, 2011. The University sought to partner with a vendor that would provide a range of services in the following areas:

- Plan and develop a crisis management plan
- Advise and support in dealing with media and other key stakeholders
- Meet regularly with the FAMU Board of Trustees and Senior Level Officials on public relations strategies
- Offers assistance with reputation management, messaging, relation management and media outreach.

The deadline to receive responses is January 4, 2012, at 11:00 a.m. Staff will begin evaluating the responses on January 5th and post the Intent to Award notice on January 6th.

Chairman Badger thanked Trustee Shannon for her work on this effort and her very thorough report.

The chairman explained that when the Board last met on December 19th, it took action to receive weekly updates over the next 60 days from the President, the general counsel, the chief of police, and any other subject experts needed. Since the University was closed last week on a winter break approved by the board, no meeting was convened; however, board members did receive updates via emails about the crisis management plan and information related to an investigation at DRS.

Chairman Badger recognized President Ammons to provide an update to the board.

President Ammons offered holiday well wishes to the members of the board. He noted that since the board's last meeting, there have been three (3) matters to highlight. You received information regarding these matters since the last meeting. President Ammons noted:

- On December 21, the board received a copy of the letter from SACS regarding a site visit in the spring to review the Physical Therapy Program.

In preparation for this visit, Provost Hughes Harris has contacted Dr. Joseph Silver to serve as our consultant in preparation for this visit. He has agreed to assist the University in reviewing the information that we prepare in response to the SACS visit. You may remember that Dr. Silver was our SACS liaison before he retired from SACS. We are grateful for his assistance in this matter.

- Next, on December 21, the board received information regarding an investigation into another matter involving the same suspect in another molestation matter. Please note that this was a **recently reported case of an incident that occurred sometime between August 2010 and May 2011**. On December 28, the suspect was re-arrested and is being held in the Leon County Jail without bond.
- Since, the last board meeting, the university has not received any additional information on the investigation regarding the Robert Champion incident. Chief Ross is on the line to discuss details of the last two matters.
- As you know the University will use Ballard & Partners to assist Tola Thompson with the Legislative Session. This is a one-year contract from April 2011-April 2012 at a cost \$6000/month. Mr. Thompson raised \$429,000 from private funds to support this contract. Any additional funds needed for this contract will come from the Foundation.
- I am happy to report that we are in the final stages of negotiating with a finalist for the Dean of the College of Engineering. The search firm has worked with an identified finalist which the presidents and provosts, all agree upon. The FAMU and FSU Provosts have been working together to finalize these negotiations. Our goal is to extend an offer letter by the end of this week.

Chairman Badger thanked the president for his updates. He alerted the trustees to information sent by Professor Gina Kinchlow about the Communication Plan. She raised several good points and "I know that Trustee Shannon will keep these in mind as the PR firm's plans evolve."

Also, the chairman informed the board that he has worked with Dr. Penson to arrange a date for the President's evaluation. After looking at several potential dates and other work that he has rescheduled to focus on FAMU since

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Thanksgiving, we could not find any dates before the February meeting.
“Therefore, I’ve asked Attorney Fuse-Hall to plan for the session on Wednesday,
February 8th on campus.”

There being no other business, the meeting adjourned.

Respectfully submitted,
Rosalind Fuse-Hall
Rosalind Fuse-Hall
Assistant Corporate Secretary

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**SUMMARY MINUTES
FAMU Board of Trustees Meeting
Via Telephone Conference Call
Monday, January 9, 2012**

Chairman Badger called the meeting to order and thanked everyone for participating on the call. He asked Attorney Fuse-Hall to call the roll.

The following Trustees were present: Chairman Solomon Badger, Vice Chairman Richard Dent, Torey Alston, William Jennings, Charles Langston, Kelvin Lawson, Breyon Love, Narayan Persaud, Belinda Shannon, Marjorie Turnbull, and Karl White. A quorum was established.

Chairman Badger recognized President Ammons to provide any update on the Robert Champion matter.

President Ammons noted there was no additional information from law enforcement regarding the Robert Champion matter.

Dr. Ammons referenced an editorial in the *Orlando Sentinel* over the weekend entitled, "For years, angry FAMU parents warned Ammons, others of hazing" by Denise-Marie Balona and Jeff Kunerth. He noted:

I want to assure the members of the board and the public that any hazing reports that were sent to me were promptly reported to University police and for two sets of parents, I responded promptly to email, met with the parents immediately following the Thanksgiving holiday and had the police (both campus and local police) patrol their apartment complex to ensure that student's safety was protected. I've asked Chief Ross to prepare a report from their investigation of the matter for you and staff will forward it to you once I receive it.

The president informed the board last week of an impending announcement about the selection of the Dean of the FAMU-FSU College of Engineering. He recognized Provost Hughes Harris to provide an update at this time on the status of the search. She reported that the search was progressing well and a she may have more information next week.

Chairman Badger thanked President Ammons and Provost Hughes Harris. Next, he recognized Trustee Shannon for her report.

Trustee Shannon updated the board on the following matters:

- This weekend DKC, Inc. (the public relations firm) was asked to reach out to members of the Board of Trustees to let them know that we are still working to secure the names of experts in law enforcement, sociology, anti-hazing organizations, and academia to serve on the anti-hazing panel. We have extended the deadline for the submission of possible members until Wednesday, January 11, 2012. Please submit any recommendations of individuals for the panel to DKC, Inc.
- The firm for the long-term Crisis Management contract was to be announced on Friday. The quantitative part of the process generated points that were very close for three of the eight firms. Due to this, CFO Teresa Hardee asked the committee to further evaluate the top three (3) firms through a qualitative interview process and to ultimately make a selection. The three firms are: Melody Services; DKC, Inc; and Uniworld Group. Each firm will be interviewed by the committee comprised of Ms. Sharon Saunders, the University's Chief Communications Officer; Prof. of Public Relations Gina Kinchlow, in the School of Journalism and Graphic Communications; and Benjamin Davis, holder of the Harold Dow Distinguished Professor Chair in the School of Journalism, and who has a distinguished record as a news reporter. Ms. Hardee asked that Ms. Saunders serve as the point person to coordinate the process of this committee. Interviews are scheduled with the firms on Wednesday, January 11, 2012, and the committee was delegated the task of selecting the firm on Wednesday after the interviews.
- The internal Crisis Management Team summarized critical points from their calls to sister institutions. In diagnosing the campus culture as it relates to hazing, "I believe this presentation would be useful in terms of perspective. The Blue Ribbon Committee will benefit from this initial ground work also."

Dr. Larry Robinson, chair of the Internal Crisis Management Committee, and Dr. Cynthia Hughes Harris, provost and vice president for Academic Affairs provided background information regarding information they received from their colleagues around the State University System.

Trustee Shannon thanked Provost Hughes Harris and Dr. Robinson for sharing that information with the board. "I know that your connections with these colleagues at

other campuses across the nation will benefit our work to address this issue of hazing at FAMU.”

The chairman thanked everyone for their work on this matter.

Since the University was closed on Monday in observance of the Martin Luther King Holiday; therefore, he noted that the next update occur on Monday morning January 23rd at 10:00 a.m. The board members agreed.

There being no further business, the meeting adjourned.

Respectfully submitted,

Rosalind Fuse-Hall

Rosalind Fuse-Hall
Assistant Corporate Secretary

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**SUMMARY MINUTES
FAMU BOARD OF TRUSTEE MEETING
Via Telephone Conference Call
January 23, 2012**

Chairman Solomon Badger called the meeting to order shortly after 10:00 a.m. He thanked the members for participating on the call. He noted that President James H. Ammons will provide an update as well as receive an update from Trustee Shannon regarding the work with the public relations firm.

Chairman Badger asked Attorney Fuse-Hall to call the roll and the following Trustees were present: Chairman Solomon Badger, Trustee Torey Alston, Trustee Richard Dent, Trustee Bill Jennings, Trustee Kelvin Lawson, Trustee Breyon Love, Rufus Montgomery, Trustee Spurgeon McWilliams, Trustee Narayan Persaud, Trustee Belinda Shannon, Trustee Marjorie Turnbull, and Trustee Karl White. A quorum was established.

Chairman Badger informed the board of his recent attendance at the Board of Governors meeting. He noted:

Before I call upon the President, let me inform the board that last Wednesday, I spoke to the Academic Affairs and Student Affairs Committee of the Board of Governors (BOG). I updated the Board on the anti-hazing workshop we held in December, the assistance we are receiving on our communication and crisis management plan, as well as the Blue Ribbon Committee that we will convene. The staff provided the BOG with a copy of our handout from the workshop. Also, Trustee Love updated the BOG on the efforts by the students, after leading everyone in a moment of silence for Mr. Champion. President Ammons confirmed the University's commitment to providing a safe environment for all our students. Committee Chair Anne Duncan and BOG Chairman Dean Colson commended the Trustees for their work and offered their support of our University efforts to end hazing on our college campus.

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Also, on Tuesday, President Ammons, Interim Vice President Rick Givens, Attorney Avery McKnight and I met with Chancellor Frank Brogan and Inspector General (IG) Derry Harper regarding their review. On Friday, I received a letter from IG Harper which notified me that the Board (of Governors) was commencing its review into FAMU's anti-hazing program. A copy of this letter was provided to the board via email.

I asked the president to appoint a point person on the campus as requested by Atty. Harper. He has appointed Mr. Rick Givens, who will work with other leadership team members to comply with the request for information. Further, the president has identified office and parking space for the IG on campus to come and review documents as requested. The deadline for providing the requested information is February 7th.

The chairman recognized President Ammons to provide any update on the Robert Champion matter.

President Ammons noted that since the last meeting the University had not received any additional information from law enforcement regarding the Robert Champion matter.

In another matter involving members of the band, he informed the board about the investigation which found **first-degree misdemeanor incidents of college hazing** by four (4) FAMU students in conjunction with an initiation process into a subsection of the clarinet section, known as "The Clones." Arrest warrants for hazing were issued last week and three of the four suspects were arrested and the fourth suspect turned himself into the county jail. Bail was set at \$500. In accordance with the policy, following the investigation, the matter was referred to the Student Judicial Office for any disciplinary action that may be warranted.

Also, last week he alerted the BOT members to another matter involving members of the band. A student reported incidents to the interim Music Department Chair, who contacted the FAMU Police Department. The Police investigated this matter; however, it was noted as harassment and not hazing. This matter has been referred to the Student Judicial Office for any disciplinary action that may be warranted also.

Chairman Badger thanked President Ammons. Next, he recognized Trustee Shannon for her update on the long-term contract and the Blue Ribbon Committee.

Trustee Belinda Shannon reported that she had been working with DKC Public Relations and the university to ensure that a healthy and safe environment remains “our focus as we manage this crisis.”

First, she thanked the board for their confidence and trust in permitting her to work with the staff to finalize the selection process for the long-term contract. She reminded the board that DKC was the selected firm and said that she had continued to work with them on matters as they arise.

In terms of the Blue Ribbon Anti-hazing Committee, significant progress had occurred. She appreciated all the board members who met the January 11 deadline in submitting their recommendations to DKC, which resulted in a list of 20 recommended experts who are being considered for the committee. She noted that:

Our next step involves DKC reaching out to you again individually to get your feedback as we work to narrow the list down to a workable number. Over the next few days, DKC will be getting in touch with you. The deadline to share your final recommendations with DKC is Wednesday, January 25. We must then reach out to those selected to determine if they are willing to serve and submit the final list to you at our next board meeting. We have an impressive list of individuals that range from hazing experts to psychologists to military strategists.

Next, Trustee Shannon recognized Dr. Larry Robinson, chair of the Internal Crisis Management Committee, to provide information on the Campus Safety Forum that the university plans for January 31 and for Dr. William Hudson to provide an update on the forums that occurred on January 13 and 14.

{Following the two presentations by Dr. Robinson and Dr. Hudson}

Chairman Badger thanked each person for their report. He announced that the board would convene again next Monday, January 30 at 10:00 a.m. for the next update.

There being no further business, the meeting adjourned.

Respectfully submitted,

Rosalind Fuse-Hall

Rosalind Fuse-Hall

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**SUMMARY MINUTES
CALLED MEETING
FAMU BOARD OF TRUSTEES
Monday, January 30, 2012**

Chairman Solomon Badger convened the meeting at 10:00 a.m. He noted there were two items for the meeting today—an update from President Ammons and Trustee Shannon.

Chairman Badger asked Attorney Fuse-Hall to call the roll and the following Trustees were present: Chairman Badger, Trustee Torey Alston, Trustee Bill Jennings, Trustee Kelvin Lawson, Trustee Breyon Love, Trustee Narayan Persaud, Trustee Belinda Shannon, Trustee Marjorie Turnbull, and Trustee Karl White. A quorum was established.

Chairman Badger recognized President James Ammons for his update on matters related to the Champion incident. Since the last meeting, the University has not received any additional information from law enforcement regarding the Robert Champion matter.

In another matter involving members of the band, the board was alerted last week to a matter that involved members of the band. It was reported among the list of hazing cases being investigated. This matter is related to an alleged incident or incidents that occurred in Spring 2011 in conjunction with initiation into Kappa Kappa Psi, a fraternity within the Music Department. The incident was reported to Dr. White on November 21st and he, in turn, reported it to the FAMU Police Department on November 22nd. Although the alleged incident(s) occurred off-campus, the FAMU Police began investigating it immediately. Currently, this is a joint investigation and an on-going investigation between the FAMU and Tallahassee Police Departments.

As Dr. Robinson discussed last week, we have scheduled a mandatory forum on Campus Safety in which we will discuss the services available to the campus community when safety issues arise and what the reporting responsibilities are of students, faculty and staff. Our goal is to have a campus where the theme of

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“respect and dignity,” guides our interactions. The forum will occur on Tuesday, January 31st and will consist of a panel discussion of the appropriate offices that handle certain issues related to safety. Representatives from key offices such as EEO, Student Counseling, Student Health Services, the Provost’s Office, Student Activities, the FAMU Police Department as well as the General Counsel’s office are among the panelists. During this forum, the Harold Dow Professor in the School of Journalism, Benjamin Davis, will serve as moderator.

Chairman Badger recognized Trustee Shannon for her update on the Blue Ribbon Committee. Trustee Belinda Shannon noted that since the last update, she has continued working with DKC Public Relations and the university to ensure effective crisis management and more importantly having a healthy and safe environment remains the focus.

After receiving the board’s input regarding the list of recommended experts for the Anti-hazing committee, we have narrowed the list of experts and professionals to a workable number. We are reaching out to these individuals this week to determine their willingness and availability to serve on the Anti-Hazing Committee. My plans are to present this list of individuals who would serve on the committee during the Feb. 9th board meeting as previously agreed.

Base on some of the questions that have surfaced during these updates, some board members want to receive more. Therefore, I’ve asked DKC contact each of you and provide an update on our communications plan. Further, I have worked with the staff regarding the campus safety forum that President Ammons mentioned during his update.

The chairman thanked the presenters. He noted that since the board will meet for its February meeting next week in Tallahassee; the next update will occur during the President’s Report on Thursday, February 9th.

There being no further business, the meeting adjourned at 10:10 a.m.

Respectfully submitted,

Rosalind Fuse-Hall

Rosalind Fuse-Hall

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**SUMMARY MINUTES
FAMU BOARD OF TRUSTEES MEETING
Via Telephone Conference Call
March 12, 2012**

Chairman Solomon Badger called the meeting to order at 9:34 a.m. He welcomed and thanked everyone for joining the call.

He asked Attorney Fuse-Hall to call the roll. Trustees present were: Chairman Solomon Badger, Torey Alston, William Jennings, Charles Langston, Kelvin Lawson, Breyon Love, Spurgeon McWilliams, Rufus Montgomery, Narayan Persaud, Belinda Shannon, Marjorie Turnbull, and Karl White. A quorum was established.

Chairman Badger informed the board members that the legislature adjourned on Friday and he asked the staff to update the board on the budget. "Since this has just occurred, this is just an informational meeting and it was not my intent for the staff to have an action plan today." He recognized President Ammons for his presentation.

President Ammons greeted the board members. First, he noted that the University had not received any information from the Orange County Sherriff's Department since the last board meeting. Please know that we will contact the board with any news on the Robert Champion matter.

Also, I'd like to acknowledge that FAMU has received its 5th consecutive unqualified audit opinion. In this last audit as in the last three, there are no audit findings. There were no audit findings for the last four years. These results speak extremely well of our financial stewardship and we are very proud of our performance in this area. I'd like to specifically acknowledge the efforts of Vice President Hardee and members of the Administrative and Financial Services Division, whose hard work and diligence associated with this effort is greatly appreciated.

Next, President Ammons provided information about the legislative session. He noted that everyone knew this would be another difficult session for the legislature and it was. Last week the Senate and the House agreed upon a State budget for 2012-13. This budget was forwarded to Governor Scott for approval. The approved budget contains a gross reduction of \$19.8 million for FAMU. The president asked CFO Hardee to go through the specifics of FAMU's 2012-13 budget and some of its implications.

Vice President Hardee went through several slides that were sent to the Trustees on Sunday evening. Following her presentation, the vice president noted that "as a bit of good news, we got \$1.5 million in operational dollars for the Crestview project and we got \$1.2 million to assist with FAMU students attending existing medical and dental programs."

President Ammons emphasized that at July 1, we will be at the funding level that we were in 1997-98. As you look at the PowerPoint, tuition exceeds General Revenue appropriations. As you heard, FAMU has to accommodate the reductions that CFO Hardee presented; we have worked hard to build the enrollment as noted in the \$2.4 million in enrollment growth. Without that growth the impact would have been greater. It's important for us to continue to grow the enrollment and avoid going back as we were a few years ago. While the cuts represent a challenge, over the next several weeks we will put together a solid plan of action for managing the effects of these reductions. As we look at our game plan, several points will be uppermost in our minds. We will:

- Seek input from all key stakeholders as a prominent part of our deliberations.
- Adhere to our guiding principles that guided us through the development of our strategic plan and the restructuring plan as we made these critical decisions for the University.

- Keep the BOT fully informed of developments and progress of this plan.

Moreover, the president noted that state employees will not receive a salary increase for the fifth straight year and yet assume that tuition increases will occur for undergraduate residents and graduate and professional students. “We will work with these concerns that are on our minds also.”

The chairman opened the floor for any questions from board members.

Trustee Lawson inquired of the President and Vice President Hardee, how do our cuts look as a percentage of others in the SUS system? The president answered that, “This cut includes reductions to our base budget, reserves and assumes tuition increases; therefore, I can’t give you the specifics until we see how enrollment will appear in the fall.” He noted that the University’s cut is 22%, compared to 11% for New College and for Florida State University of 27%. We are in the upper end, along with the University of South Florida which is 27%, and the University Central Florida is 24%. We are in the upper range.”

Trustee Alston asked the president that “With recent judicial ruling, have we considered this adjustment in our future?” President Ammons responded, “It’s still ongoing. CFO Hardee, the employees will get the funds back; however, I’m concerned that this was used to balance the budget.”

Mr. Tola Thompson noted that “Conventional wisdom is that if the case is won and the state has to refund the money, then the legislature would allocate those funds.”

Trustee Alston asked with the legislature permitting the use of reserves to balance the budget, “How has the University’s reserves been impacted?” Vice President Hardee remarked, “We have about \$49

million in the reserve and as we review this we will look at how we will use these funds.”

Trustee Alston inquired if the university had “hard data to show the impact of improved quality of education with the increase of tuition?”

President Ammons answered, “Yes, one of the requirements for the differential increase is a report that has been prepared of how these funds have increased the quality of the education. For FAMU, we have offered courses that keep students on track for graduation. These funds assist with keeping courses open for them to remain eligible for financial aid. Also, 30% of tuition has to be used for need-based financial aid students, protecting them from the tuition increases.”

Trustee Montgomery commented to the president and Mr. Thompson, “The budget is a direct result of the governmental affairs on the University’s behalf. The reserves were adversely impacted as punishment.” Mr. Thompson remarked that the reduction results from the overall base of the reserves.

Trustee Montgomery continued, “My question is that we were punished by the size of our reserves.” Further, he asked, “Will the differential tuition be permitted for the other campuses also?” The response was that “There are 14 factors and you must meet 11 of those elements to be considered for tuition increases.”

Trustee Langston expressed concern for the non-resident tuition, in terms of total cost for this tuition and asked, “Have we seen an impact on out-of-state students?” The President responded that the increase covers the full cost for these students. “We’ve seen an impact on our out-of-state enrollment; but, more importantly on the retention.”

Trustee Langston noted that he was questioning the raising costs of out-of-state tuition.

President Ammons responded the legislature has built these assumptions into the budget and “we have not raised tuition over the last few years for out-of-state students.”

Trustee Love added, “We need to publicize what we have done with these funds. Financial aid has not been increasing at the same rate of 15% as tuition increases have. You will see more students taking 12 hours and having to work more. More students will go into state colleges instead of 4-year institutions.”

Chairman Badger noted that if there were no more questions, he thanked the staff for informing the board about the budget. “We will await your plan of action as you prepare for next year’s budget.”

Chairman Badger further noted:

I want to thank the members of the Board of Trustees, President Ammons, and members of the Leadership Team for participating in and working to prepare the Monday morning update meetings that occurred throughout the two months authorized by board action on December 19th for 60 days. These meetings were productive and informative. As the president noted at the beginning of this meeting, he will keep the board informed of matters related to the Champion matter.

Moreover, the first meeting of the Anti-Hazing Committee will occur this Friday, March 16th, from 9:00 am until 11:00 am. The meeting will occur via a teleconference call. Each of you has received the draft agenda and the call-in information. As soon as the schedule of subsequent meetings is available, the staff will provide the board with dates and meeting information for each meeting. I would strongly encourage board members to join these meetings via telephone conference call.

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Further, I remind everyone that we will convene our April meeting in Tallahassee on Wednesday, April 4 and Thursday, April 5. I look forward to seeing everyone at that time.

There being no further business, the meeting adjourned at 10:13 a.m.

Respectfully submitted,

Rosalind Fuse-Hall

Rosalind Fuse-Hall

**SUMMARY MINUTES
FAMU BOARD OF TRUSTEES MEETING
TELEPHONE CONFERENCE CALL
Monday, March 23, 2012**

Chairman Solomon Badger called the meeting to order at 8:40 a.m. He recognized Attorney Fuse-Hall for the roll. The following trustees were present: Chairman Badger, Trustee Torey Alston, Trustee Charles Langston, Trustee Kelvin Lawson, Trustee Breyon Love, Trustee Rufus Montgomery, Trustee Narayan Persaud, Trustee Belinda Reed Shannon, Trustee Marjorie Turnbull, and Trustee Karl White. A quorum was established.

Chairman Badger introduced Trustee Belinda Shannon, who is liaison to the FAMU Anti-Hazing Committee. She has been working diligently to facilitate the work of the committee. The Anti-Hazing Committee (AHC) had an organizational meeting on Friday, March 16, 2012, via a teleconference call. During the discussion, the committee asked Trustee Shannon to bring a recommendation to this Board of Trustees that the committee believes will allow it to conduct its work in a more effective manner. He recognized Trustee Shannon to present this matter.

Trustee Shannon provided background information about the AHC organizational meeting. She noted that during that meeting the committee members reaffirmed their commitment to help FAMU develop short and long-term strategies to address hazing. She noted that there was 100% attendance by committee members on the call. This meeting allowed members to learn more about each others' backgrounds and areas of expertise, and they also discussed how they might work together to complete their critically important work.

Specifically, the committee, with Judge Stephen Robinson serving as chairman, addressed the following issues:

1. Discussed specific focus areas of the committee, primarily the three goals outlined in the Crisis Management Plan;
2. Preliminarily assigned tasks among committee members grouped around the three goals; and
3. Discussed the best operational approach to meet the goals of the committee.

It was during the discussion of the latter issue that the committee expressed its desire – unanimously – to request a change in its original charge, which the Board of Trustees provided on January 2, 2012. The committee sought the change to reflect that the committee will be one in which they conduct fact-finding results instead of recommendations to the Board of Trustees. It was stated during the committee’s deliberations that “In order for the AHC to take full advantage of the talents and expertise of all its members, and to accomplish its work in as expeditious a fashion as possible, the AHC members need the ability to speak with one another spontaneously and on a continuous basis. Members must be able to quickly share their research and other work products. She said, “Members need to be able to, on a regular and ongoing basis, communicate with each other and share ideas and additional tasks. There needs to be the ability to exchange ideas among members, often on a one-on-one basis or between one or two committee members and me as information is accumulated and organized for the Board of Trustees. Communication among AHC members will be vital for the efficient completion of the committee's work.” The committee understands the need to move quickly and efficiently to provide findings of fact to the Board of Trustees.

Trustee Shannon reiterated that it was clearly stated during the committee meeting that the FAMU Board of Trustees and the university administration firmly respects and strictly adheres to the Florida Sunshine Laws. Furthermore, it has been confirmed by legal counsel that the proposed new mode of operation is consistent with the provisions of the public meetings laws and that the Board of Trustees has the authority to make this change. It was also noted that the university has a strong desire for as much openness and transparency as possible and that the

committee will operate with those goals in mind. The AHC will discuss its process and report at a public meeting upon completing its work.

Trustee Shannon moved that the board change the charge of the FAMU Anti-Hazing Committee from “recommending action” to “fact-finding.” Trustee Karl White seconded the motion. The floor was open for discussion.

Several board members spoke against the motion, including Trustee Persaud, Trustee Montgomery and Trustee Lawson. Trustee Persaud outlined several disturbing factors associated with changing the charge. Trustee Montgomery agreed and noted that the University should not be perceived as working in secrecy.

Trustee Lawson had technical difficulty during this segment of the meeting and offered the following information, which the Chairman asked, be made a part of the record:

All, due to phone difficulties I was not able to vote or voice an opinion. I do not agree with the change in the charter. This is not consistent with the board’s direction and represents a strategy/scope change. I do not agree with allowing the committee to operate outside the Sunshine Law. This has serious implications for the University.

I would ask that we work with the committee on a firm timeline for delivery of their work. We have an expectation of seeing work at the April meeting.*

Following the discussion, the vote was taken by roll call:

Trustee Alston	For
Trustee Badger	For

Trustee Langston	For
Trustee Lawson	Against
Trustee Love	For
Trustee Montgomery	Against
Trustee Persaud	Against
Trustee Shannon	For
Trustee Turnbull	For
Trustee White	For

The motion carried.

Chairman Badger thanked Trustee Shannon and the Anti-Hazing Committee for its work and noted his confidence that she will continue to provide the needed leadership.

There being no further business the meeting adjourned.

Respectfully submitted,

Rosalind Fuse-Hall

Rosalind Fuse-Hall
Assistant Corporate Secretary

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**SUMMARY MINUTES
CALLED BOARD OF TRUSTEES MEETING
May 14, 2012**

Chairman Solomon Badger called the meeting to order at or about 11:00 a.m. He recognized Attorney Fuse-Hall for the roll call. The following trustees were present: Chairman Badger, Trustee Torey Alston, Trustee William Jennings, Trustee Charles Langston, Trustee Kelvin Lawson, Trustee Spurgeon McWilliams, Trustee Rufus Montgomery, Trustee Narayan Persaud, Trustee Belinda Reed Shannon, Trustee Marjorie Turnbull, Trustee Marrison West and Trustee Karl White. A quorum was established.

Chairman Badger welcomed the newest board member, Trustee Marissa West, President of the FAMU Student Government Association and thanked her for joining the call.

He noted that the issues related to the Champion matter are very complex ones that will continue to unfold over the next months. Six months later, the board received critical news from the staff; and, he encouraged everyone to remain patient with the investigation.

There has been much activity at the University over the last week and he asked President Ammons to provide an update on the band.

President James H. Ammons added his welcome to Trustee Marrison West. These continue to be difficult days for the University family and the issues related to the Champion matter. "Several young people have been charged and arrested in connection with the Robert's death. Our hearts go out to their Champion family as well as the family and friends of all those who were involved."

Further, President Ammons informed the board that on Thursday, Dr. Julian White, long-time director of the Marching "100", retired from the University. He wished him well in his future endeavors; however, we are now without a band director or a permanent chair of the Music Department. Prior to his retirement, two faculty members in the Music Department were terminated also.

The President noted that an immediate concern at the University is the status of the marching band for the fall 2012 football season. President Ammons continued:

I would like to provide a little background on the process that we have used and the role of the Crisis Management Committee in developing a recommendation to me on this matter. In December 2011, I established the Crisis Management Committee to assist with the management of issues related to the Robert Champion crisis.

In terms of some of our immediate concerns, Trustee Belinda Shannon asked the internal crisis management committee to identify short-term issues and propose recommendations for the Board to review and discuss at its June meeting.

- One of the concerns the committee feels should be addressed immediately is when the marching band should return. Last week on Monday and Tuesday, we met with several key stakeholder groups, such as the leadership members of the FAMU Faculty Senate, the executive committee of the National Alumni Association, members of the FAMU Rattler Boosters' Board of Directors, and the new executive leadership in the FAMU Student Government Association. I listened intently to their concerns.
- Further, I received input from the Board of Governors and Chancellor Brogan as well as other state leaders.
- We received very good ideas and recommended guidelines from all of those groups. A common theme among all groups is that a new set of guidelines should be in place before reinstating the band. Many suggested that the band requirements include:
 - Academic standards to be eligible to participate in the band.
 - Length of time an individual is allowed to participate.
 - The length of practice time.
 - The number of adults accompanying the band on out-of-town trips.
 - Enforcing travel procedures.
- Also, there were differing recommendations regarding when to

reinstate the band. Suggestions ranged from continuing the current suspension, to a call for the return of the band this fall.

- After thoughtful consideration of all this information, I have decided that the suspension of the band will continue through the 2012-13 academic year for the following reasons:
 - I was heavily influenced by the need to be respectful of Mr. Champion's family and other alleged victims. A young man lost his life and others suffered serious injuries.
 - The impact on the Music staff is yet to be determined since there are other outstanding investigations ongoing that involve the band.
 - The band became iconic because of its commitment to excellence in every aspect of its on-field performance. I agree with the common theme expressed by our constituents, the band must be restructured. There is a limited timeframe between now and the fall in which to adequately implement any recommendations that are adopted for the organizational and managerial restructuring of the band.
 - We are working with groups on alternative entertainment for the classics as well as home games. Further, we are in conversations with our sponsors of the two classics—the Florida Classic and the Atlanta Football Classic--regarding this matter and will have more information to share at the BOT retreat in June.
 - Also, at the June meeting, we will present our plan on how we will bring the band back and the strategy for the music department. In addition, we will also provide details about the guidelines for new membership intake for all student organizations on the campus.
- This decision was not made lightly and with full appreciation of the various perspectives on this matter.
- Further, the band's return is predicated upon the implementation of

the corrective actions that are developed. As president, my goal is to implement the best conditions by which we can create a safe environment for teaching, learning and research to take place and to ensure that such safety carries through to all of our student organizations, including the band.

The president concluded his report and was open to answering questions. Chairman Badger thanked President Ammons for his decision about the band. He opened the floor for comments and questions.

Trustee Shannon noted that she could not support a decision until academic excellence was assured to occur.

Trustee Turnbull inquired how students and especially band students were involved in resolving the matters related to the band. President Ammons responded that he and others have met with the band members and students and those meetings will continue to occur.

Trustee Alston thanked the president for his decision. He noted that this is a “hard pill to swallow during this rehabilitation period.” He inquired about the potential impact to the classic contracts (seeks information at the June meeting), band scholarships and other items in place to ensure that performance requirements are met, including band classes and those related performances; as well as potential ticket sales. President Ammons noted that he hoped people would support the football team, especially in light of the 15 members that recently graduated. “They have been model citizens” and he hoped these citizens would be supported.

Trustee Persaud said that the Faculty Senate would like to know who is responsible for verifying the “sponsorship of these non-participating students.” President Ammons responded the instructors are responsible for the attendance and enrollment of students in the courses.

Trustee Persaud added that the feedback from faculty was “hopefully, in the decision making, we pay keen attention to that aspect” of the improvements.

Trustee Lawson thought that it was absolutely the right decision at the right time and asked how other bands are impacted by this decision. President Ammons

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noted that all other bands composed of members of the Marching "100" are suspended also.

Trustee West noted that all agree that steps must be taken before the band is reinstated; she asked the president to examine when with concrete timelines for changes to occur. President Ammons assured Trustee West that "we will work with students and to implement those in place." Trustee West emphasized, "This is a student issue and more than enough students who want to be a solution to this problem."

Trustee McWilliams inquired about the hold on the intake process for student organizations. President Ammons replied that there are two separate issues. The Division of Student Affairs has led on the intake matter and will work over the summer with these student organizations.

Since there were no further comments or questions, Chairman Badger reminded the board that the annual retreat will occur June 6-7th and the location is being determined and the details would be sent shortly.

There being no further business, the meeting adjourned.

Respectfully submitted,

Rosalind Fuse-Hall

Rosalind Fuse-Hall
Assistant Corporate Secretary

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**SUMMARY MINUTES
CALLED BOARD OF TRUSTEES MEETING
June 27, 2012**

Chairman Solomon Badger called the meeting to order at or about 9:00 a.m. Chairman Badger noted that at the Board of Governors meeting last week, the vacancy on the board, they appointed Mr. Cleve Warren to fill the vacancy. He is a Jacksonville native and CEO of Essential Capital. President Ammons shared this information with FAMU board members in a memorandum sent last week. The chairman noted, "Trustee Warren looks forward to joining the board; however, a prior commitment prevents him from joining the call today."

He recognized Attorney Fuse-Hall for the roll call. The following trustees were present: Chairman Badger, Trustee Torey Alston, Trustee William Jennings, Trustee Charles Langston, Trustee Kelvin Lawson, Trustee Spurgeon McWilliams, Trustee Rufus Montgomery, Trustee Narayan Persaud, Trustee Belinda Reed Shannon, Trustee Marissa West and Trustee Karl White. A quorum was established.

Chairman Badger noted that although the board requested the meeting today, recent changes in the University's budget requires that the board review the budget matter in a slightly different perspective. He recognized President Ammons to present information regarding the budget. Materials were sent to the members yesterday.

President Ammons thanked the Chairman and added his welcome to Trustee Warren. He informed the board that he had spoken with Trustee Warren last week after his appointment. "He's ready to go and looking forward to joining this board" and the president looked forward to meeting with Mr. Warren soon.

The president informed the board that last week the Board of Governors reviewed all requests for tuition differential increases. Although the FAMU Board of Trustees approved a 15% increase, the Board of Governors approved a 12% increase for FAMU, subject to the submission of a plan on retention, graduation and student indebtedness.

President Ammons asked the staff to revise the 2012-13 budget in light of the decrease in tuition revenue. Further, although the president discussed goals associated with the budget, in light of the changes, “there are fewer goals that we can focus upon. I will ask CFO Teresa Hardee to present the budget and note the four areas that we can address with the reallocation of internal funds and/or tuition differential.” Further the divisions had to take additional cuts to their respective budgets in order to keep a balanced budget. Therefore, the president proposed the funding of the following items with the limited resources allocated to the University:

1. Graduation and Retention Rates (a BOT goal)
2. Student Safety (Hazing personnel in the President’s Office and the Music Department—Special Assistant to the President and Compliance Officer in Music)
3. Audit and Compliance (1 investigator) as requested by Vice President Richard Givens
4. Comprehensive Campaign (5 positions) as requested by Vice President Haynes

President Ammons asked Vice President and CFO Teresa Hardee to walk the board through the revised budget.

CFO Hardee noted several actions that transpired over the last couple of weeks regarding the University's budget. Although the Board of Trustees approved a tuition increase of 15% at the April meeting, the Board of Governors approved a lower tuition differential of 12%, subject to the submission of a detailed plan denoting how the University will increase graduation and retention rates along with solution for lowering student debt loans. The 12% tuition increase represents approximately \$3.6 million in tuition revenue. However this is \$923,186 less than the amount budgeted by the Legislative Session, which allocated 15% in FAMU's original budget. The University would recommend using its reserves to absorb the \$19.8 million reduction to its 2012-13 operating budget.

In addition, the decline in enrollment has not materially changed since the last board meeting. Therefore, an adjustment (reduction) in the amount of \$2.5 million has been applied to each division. This will be a “current year” reduction in anticipation of enrollment return (or increasing) in 2013-14.

The CFO noted that in order to capture the additional reductions to the University's budget, each division absorbed a dollar amount of this reduction based on the

percentage of the division to the total E&G budget. For example, if the EIT represents 6% of the University's E&G budget then this division absorbed 6% of the reduction. "Most divisions will absorb their respective reductions through re-alignment of their budgets, re-allocation of resources -- especially through the freezing of vacant or unfilled positions. Again a 3 percentage point decrease in tuition differential will be absorbed through reduction of vacant positions across the university. Although this will curtail some plans for each division, the University must balance its budget."

So how do we meet our goals? How do we maintain academic quality with limited resources? At this junction, when tuition contributes more to the cost of educating our students than state appropriation, we must strategically allocate our resources for the best interest of FAMU.

No other funding has been re-allocated. Based on the requested list submitted at the last BOT meeting, if a division implemented any request on that list, it must be done within the confinement of its budget, which means that the divisions must strategically align and/or re-align its resources to accomplish its request(s). The University will recommend the approval of the 2012-13 budget which you have before you on the legal sheet representing E&G, Auxiliaries, Contracts and Grants, etc did not significantly change from the last BOT meeting.

President Ammons added that the Board of Governors (BOG) asked the University to provide a detailed plan for graduation, retention and student indebtedness. He spoke with Chancellor Brogan on Tuesday and discussed how quickly the BOG would respond to the submission. The chancellor noted that the 12% increase is approved. He also noted that the tuition appeals committee, which consists of the BOG chairman and the respective committee chairs, will meet on "tomorrow to discuss an appeal. During that meeting the appeals committee will meet and discuss the plan FAMU submitted after this meeting today."

President Ammons recognized Provost Larry Robinson to highlight information about the plan that will be submitted. Provost Robinson walked the members through a PowerPoint regarding the Work Plan and the Annual Report. Together, the Work Plan and the Annual Report, form one of the primary vehicles for accountability for each University. "They go hand in hand." The Work Plan and its updates lay out various accountability metrics related to the Board of Governors' goals. Each university establishes targets to improve performance on these goals. The Work Plan also includes the individual university's primary initiatives for a three year window. He covered the strengths, proposed key

initiatives, key performance indicators, fiscal information, enrollment planning, and proposed new degree programs.

President Ammons concluded the presentation about the University budget and was prepared to respond to any questions.

Trustee Alston asked about the debt presentation and inquired if hiring a new debt counselor was needed because current financial aid personnel lack the training to do this work. Vice President Hudson replied that some are trained; however, “this person will be dedicated to one-on-one attention to this matter.”

Trustee Alston asked what percentage of personnel doesn't have training among the financial aid counselors. Vice President Hudson replied that they could get that number.

Trustee Alston asked in reference to Athletics, and the commitment to reduce the deficit, “Are adequate resources of OPS and Athletic personnel available? Or, do we need realignment of the current staff?”

President Ammons noted that the 3% salary increases permits the staff to remain that is needed. Further, he noted that “we have intensified efforts with ticket sales and marketing and we are working hard to make progress” in Athletics.

Trustee Alston commented that in regards to the organizational structure, he commended the president for approving some positions, such as the Associate Vice President for Advancement. Is this a move to divert positions from the Foundation to the E&G budget? President Ammons noted that the search is on-going for that position. He informed the board that the Communications Office will not transfer to the Division of University Advancement at this time; but, these offices will work together. He noted how essential for these two offices to work collaboratively in preparation for the campaign. President Ammons noted that he is still considering moving the Provost to the Executive Vice President level; however, he has to work through the budget. He'd like to align the position with other SUS positions and to yield to faculty advancement. This is still in the planning stages.

Trustee Lawson moved approval of the budget with the 12% tuition increase. Trustee Shannon seconded the motion and it carried.

Chairman Badger recognized the President for the presentation of the Direct Support Organizations (DSO) budgets. President Ammons noted that each year the Board of Trustees reviews and approves these budgets. He asked Vice President Haynes to present the budgets.

Vice President Haynes asked Trustee Shannon to speak on these budgets. Trustee Shannon acknowledged that the DSOs 2012-13 operating budgets were submitted to the board for approval and asked if there were any questions.

Trustee Shannon moved that the board approve the DSO budgets. Trustee Alston seconded the motion and the chairman opened the floor for discussion.

Trustee Persaud asked what was the rationale for shifting the financial burden of certain positions from the Foundation to the E&G budget. Vice President Haynes responded that these positions were moved to the University and that market returns on investment had not been strong.

Trustee Jennings asked if the Foundation took any other steps to reduce its budget. Vice President Haynes responded yes, noting that the acquisition of the building will cut some costs.

Trustee Langston noted in response to Trustee Persaud's question that University support in every institution is to be included in the E&G budget. "In most instances, these positions are in E&G, and I applaud this move." He added that the administrative fee is flat and slightly down for the budget.

Trustee Jennings asked about the percentage of the increase from revenue associated with the building and the response was between \$10,000 to \$15,000.

Chairman Badger asked about the building's space capacity. Vice President Haynes responded that it depended on the request for needed space. He added that the Boosters will move into the space.

Trustee Langston asked if they could separate the three items within the motion. Trustee Shannon withdrew her motion.

Trustee Langston moved that the board approve the budgets of the Foundation, Inc. and the National Alumni Association. Trustee Montgomery seconded the motion and it carried.

The board discussed the FAMU Boosters' budget in conjunction with the current deficit in the Athletics Department. Trustee Montgomery asked about the plan for reducing the deficit in Athletics; "Are the Boosters and Alumni are working together?" Vice President Haynes noted that they are working collaboratively, especially on the season ticket sales. "Coach Taylor is visiting alumni chapters and raising funds." Trustee Montgomery asked, "Where's the evidence that something different will happen this year, to address the budget deficit?" They asked to see these two budgets at a subsequent meeting. President Ammons noted that the fiscal year for the Boosters would end on June 30, 2012 and the Boosters pay for the scoreboard and other items. Trustee Jennings noted, "Not sure the intent is to hold up the Boosters' budget; but, we want answers to the questions about the deficit." Trustee Alston inquired how soon could the staff return with a plan. Trustee Lawson asked if waiting two weeks would jeopardize the actions of the staff. President Ammons asked for a continuation budget to permit the Boosters to operate and submit a deficit reduction report within two weeks.

Trustee Montgomery moved that the Boosters' budget continue at its current level funding until the board met on July 11, 2012 to reconsider the budget and consider the deficit reduction plan of the Athletics Department. Trustee Lawson seconded the motion and it carried.

Trustee Lawson asked if the staff could explain head count and to distinguish what is new versus funding that fills positions. Trustee Turnbull added some denotation of which positions is administrative, faculty or for student support.

Chairman Badger asked Dr. Ammons to present the information regarding the marketing and communications plan.

President Ammons noted that at the June board retreat, the board asked to see a detailed plan and budget for the marketing and communications plan. Please note that the initial budget was increased and that amount is what is reflected in the current plan. Originally the request was for \$840,000 and was then increased to \$1 million and reflected in documents distributed to the board members yesterday. Dr. Ammons asked Mrs. Sharon Saunders, the Chief Communications Officer, to present this information.

Mrs. Saunders outlined the highlights of the communications plan. She noted that several factor require a structured communications plan. In light of the adverse publicity regarding the November hazing death of drum major Robert Champion;

the need to continue existing enrollment trends; as well as the need to garner support from alumni and other stakeholders for a successful \$50 million campaign, Florida A&M University (FAMU) will engage in several campaigns designed to promote and highlight the University's unique qualities and strengths. She noted five (5) goals to achieve these objectives.

Trustee Langston inquired if the staff used an outside firm to develop the plan. Mrs. Saunders responded not at this time. At the conclusion of the investigations, may need to employ an outside agency. Trustee Lawson thought the plan was comprehensive and well done; however, in light of the impending negative press, some additional public relations experts should be consulted about the timing to launch this campaign.

Trustee Montgomery supported Trustee Lawson's comments to spend more money on this. He inquired whether the Communications office was adequately staffed, especially in light of the increased requests over the last six (6) months and the timeliness of the responses to public records requests. Trustee Jennings also asked if the Communications Office was the only entity handling these requests. Trustee Persaud asked about the role of the public relations firm, DKC, Inc. Mrs. Saunders noted that the University is working with DKC; however, the requests are very time-consuming.

Trustee Turnbull asked about the value of spending the proposed costs; "it looks like we backed into these numbers." Trustee Alston asked how legal affairs impact this plan. Mrs. Saunders outlined the system for legal review before responding to the requests.

Trustee West asked about the value of the communication plan and to ensure that "we get what we pay for." She encouraged that the plan unite stakeholders and that we invest in these groups. For internal communications, she noted that students can help also.

Trustee Lawson asked that when the plan is vetted with outside consultants that we inquire if the right components are contained in the plan.

Trustee Jennings noted that the university needed to respond to the requests quickly and more positive stories were needed. He noted that "it's up to the president." Trustee Persaud agreed.

Trustee Montgomery agreed with Trustee West to use the student body and need to clear up the log jam. Timely responses “to the press permits us to tell our story.”

Trustee Turnbull moved that the board approve the communications plan subject to the comments made by the trustees and confirmed in a written response. Trustee Alston seconded the motion and it carried.

Trustee Lawson moved that the plan include:

- **Seek assistance from other offices to respond with to public records requests.**
- **Consult with internal offices.**
- **Vet with public relations firms regarding strategy, tactics and timing.**

The motion was seconded by West and it carried.

Chairman Badger thanked the President and the staff for getting “us to this moment.” Trustee Alston noted that President Ammons, the First Lady, and Vice President Hudson, Jr. were featured at the Broward Alumni Chapter meeting. They did a good job! The president thanked Trustee Alston for supporting the event.

Chairman Badger asked the staff to poll the board about a July 11th meeting.

There being no further business, the meeting adjourned.

Respectfully submitted,

Rosalind Fuse-Hall

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