

UNIVERSITY OF  
THE DISTRICT OF COLUMBIA

+ + + + +

BOARD OF TRUSTEES

+ + + + +

REGULAR MEETING

+ + + + +

Tuesday,  
April 28, 2015

The meeting convened at 5:00 p.m.,  
Elaine Crider, Chair, presiding.

BOARD OF TRUSTEES MEMBERS PRESENT:

ELAINE CRIDER, Chair  
CHRISTOPHER BELL, Vice-Chair  
ALEJANDRA CASTILLO, Secretary  
JOSEPH ASKEW  
KENDRICK CURRY  
JAMES DYKE  
GABRIELA LEMUS  
JEROME SHELTON  
ERROL SCHWARTZ  
MARY THOMPSON  
JOSHUA WYNER  
ANTHONY TARD D  
NATASHA BENNETT  
JAMES LYONS, Acting President

ALSO PRESENT:

BEVERLY FRANKLIN, Executive Secretary  
ERIK THOMPSON, Senior Project Manager for  
Capital Construction  
MICHAEL ROGERS, VP of University Advancement  
RACHEL PETTY, Provost, Vice President for  
Academic Affairs

WILLIE FAYE GARRETT, Professor

VALERIE EPPS, Vice President for Student Affairs

JACKIE XU, Director of the Office of

Institutional Research

DIANNA PHILLIPS, CEO of the Community College

MYRTHO BLANCHARD, Vice President of Human

Resources

DARYAO KHATRI, Professor

ARUAIA VANLAL, Student

LISA POINER, Student

DAVID BARDIN, Member of the Community

# TABLE OF CONTENTS

I.	Call to Order and Roll Call	4
II.	Approval of Minutes - January 27, 2015	5
III.	Report of the President - Dr. Lyons	7
III.	Action Items	
a.	Resolution - Notice of Proposed Rulemaking, Amendments to Chapter 7, Updating Tuition Rates for AY 2016-2017	17
b.	Resolution - 801 North Capitol Street Location	45
c.	Executive appointments	134
IV.	Testimony (Mr. Bardin, Mr. Vanlal, Dr. Khatri)	121
V.	Election of Officers (May 15, 2015 - May 15, 2016)	128
a.	Chairperson	
b.	Vice-Chairperson	
c.	Secretary	
d.	Treasurer	
VI.	Unfinished Business	154
VII.	Presidential Search Committee Update	
	- Mr. Askew and General Schwartz	158
XI.	Closing Remarks	169

1 P-R-O-C-E-E-D-I-N-G-S

2 5:29 p.m.

3 CHAIR CRIDER: I'd like to call the  
4 meeting to order.

5 Ms. Franklin, if you can call the  
6 roll.

7 MS. FRANKLIN: Mr. Askew.

8 MR. ASKEW: Present.

9 MS. FRANKLIN: Mr. Bell.

10 VICE CHAIR BELL: Present.

11 MS. FRANKLIN: Ms. Bennett.

12 MS. BENNETT: Yes.

13 MS. FRANKLIN: Ms. Castillo. Dr.  
14 Crider.

15 CHAIR CRIDER: Here.

16 MS. FRANKLIN: Dr. Curry. Mr. Dyke.

17 MR. DYKE: Here.

18 MS. FRANKLIN: Mr. Felton. Dr. Lemus.

19 MS. LEMUS: Here.

20 MS. FRANKLIN: Dr. Lyons.

21 PRESIDENT LYONS: Here.

22 MS. FRANKLIN: General Schwartz.

1 MR. SCHWARTZ: Here.

2 MS. FRANKLIN: Mr. Shelton.

3 MR. SHELTON: Here.

4 MS. FRANKLIN: Dr. Tardd.

5 MR. TARDD: Here.

6 MS. FRANKLIN: Mr. Thompson.

7 MR. THOMPSON: Here.

8 MS. FRANKLIN: Mr. Wyner.

9 MR. WYNER: Here.

10 MS. FRANKLIN: Madam Chair, you have  
11 a quorum.

12 CHAIR CRIDER: Thank you, Ms.  
13 Franklin. I'd like to have a motion for approval  
14 of the minutes.

15 I'd like to entertain a motion for  
16 approval of the minutes of the January 27, 2015  
17 meeting.

18 (Moved and seconded.)

19 It's been moved and seconded. All in  
20 favor of approval vote aye.

21 (Chorus of ayes.)

22 Any nays or abstentions?

1 Motion carries.

2 Ms. Franklin, I'd like to entertain a  
3 motion to make a change to the agenda. The first  
4 change I'd like to make is to move up the Report  
5 of the President to follow the approval of the  
6 minutes. And then I'd like to add to the agenda  
7 resolutions for four executive appointments.

8 MS. POINER: Motion is so moved, Madam  
9 Chair.

10 MS. CASTILLO: Seconded.

11 CHAIR CRIDER: It's been moved and  
12 seconded. Any discussion? All in favor, vote  
13 aye?

14 (Chorus of ayes.)

15 Any opposed or abstentions? Okay,  
16 that one carries. Thank you, so much for that.

17 So Dr. Lyons, we're going to do your  
18 report and then -- and the reason I wanted to  
19 move this is because he has some students that he  
20 wants to introduce to us that made us proud and  
21 those students have class tonight and we don't  
22 want to keep them out of their class.

1                   PRESIDENT LYONS: Thank you, Madam  
2 Chair and members of the Board. A few weeks ago,  
3 Mrs. Lyons and I traveled to Torrance, California  
4 to attend the Honda Campus All-Star Challenge  
5 sponsored by American Honda. And I do want the  
6 record to be clear, Madam Chair, that American  
7 Honda paid for my coach fare. And I paid for  
8 Mrs. Lyons' coach fare. So I want the record  
9 clear.

10                   It was an outstanding opportunity to  
11 travel and witness our students who were part of  
12 the great 48 schools that attended. Some of you  
13 are familiar with in the days of the College  
14 Bowl, that competition. And our students just  
15 represented us so well that I wanted to introduce  
16 them to you tonight. There is a conflict with  
17 their schedules, but I wanted to ask someone who  
18 came up here a few moments ago and claimed that  
19 he was retiring after 47 years. I don't know if  
20 that's really the case or not, but this person  
21 has been our face in the Honda All-Star Challenge  
22 Competition and I wanted to ask Dr. Willie Faye

1 Garrett if she would come forward and introduce  
2 the coach and the team members who are here.

3 (Applause.)

4 DR. GARRETT: I am delighted to have  
5 this opportunity mostly because I've had a  
6 wonderful time. I can talk loud. I've had an  
7 enjoyable time being a member of the University  
8 of the District of Columbia faculty. This has  
9 been my dream job. Even though I've gotten other  
10 degrees, I'm an attorney and all that. I've  
11 never left this. This has been my base. I've  
12 loved being a member of university community.  
13 And you can count on me to still be here. I'm  
14 not leaving. I'm on a leave because I have a  
15 100-year-old mother who is going on 101. And  
16 somebody has to go to California to take care of  
17 her and I'm the only divorced member of the  
18 family. So I got the job.

19 But we had a great time in California.  
20 I did, while I was in California, take time out  
21 and fly down to be with the team. And the team  
22 members here today are -- not all, we have two



1 more here, but I'll give you a list of everyone  
2 and then introduce who is here.

3 First of all, the replacement coach of  
4 the team is now Mr. Ebert Burwell.

5 (Applause.)

6 He is an alumni of the university and  
7 a former member of the Honda team who spent 11  
8 years assisting me. So you might say I set him  
9 up to have this job. And he is doing an  
10 excellent job. Our captain this year is Mr.  
11 Andreas Smith. Right here in the front.

12 (Applause.)

13 The other three team members were  
14 Robin Gilbreath, who is a graduating senior. We  
15 will miss her. Nequil Taborn and Ally Walton.  
16 Our institution rep this year was Dr. Elgloria  
17 Harrison who went to California with the team and  
18 our campus coordinator was Professor Maxine  
19 LeGall. You will be losing Dr. LeGall this year,  
20 too. While we're doing a rebuilding of the Honda  
21 Campus All-Star Challenge whole management thing,  
22 we know that as members of the university you

1 will work to keep this team functioning. We have  
2 had a team Honda for 24 of the 25 years that this  
3 competition has been in existence and we have  
4 taken a lot of great prizes. We hope to continue  
5 to do so and you can count on me to continue to  
6 support this university and this team. Thank  
7 you.

8 (Applause.)

9 PRESIDENT LYONS: Thank you, Dr.  
10 Garrett. Two of the other team members that she  
11 mentioned were here and they elect to return to  
12 class.

13 A few items. I did want to report to  
14 you about the Million Dollar Match campaign. The  
15 university did achieve its goal of matching the  
16 D.C. Council's million dollars and, in fact, we  
17 raised \$1,070,000 by the April 10th deadline.

18 (Applause.)

19 And while we will provide you with  
20 some -- with the breakdown of the contributors  
21 and participation rates, etcetera, I did want to  
22 indicate that the University of the District of

1 Columbia Foundation collected \$303,000 of that  
2 and the David L. Clark School of Law collected  
3 \$706,000 of that.

4 (Applause.)

5 So we're happy to have met the match  
6 and we do hope that the Council will put at least  
7 another \$2 million on the table to challenge the  
8 university. And I want to thank Mike Rogers and  
9 his team for providing leadership on that.

10 The budget here and I do want to  
11 personally on the record, Madam Chair, thank the  
12 faculty, staff, and students who went down to the  
13 City Council and made the case for the  
14 restoration of the \$3.5 million. It was  
15 important to us that when we left the budget  
16 hearing that the Council understood that that was  
17 a real hit to the university. We also lost  
18 money, as you know, in our operating budget.  
19 They zeroed out next year. And I was very  
20 pleased because nearly everybody really took care  
21 of business and said the kind of things that the  
22 Council members needed to hear about this. And

1 we cannot dress this up in any way. A \$3.5  
2 million hit will hurt. And so our goal now is to  
3 try to get it restored. The Council chair seems  
4 to be supportive, but he's got to find enough  
5 votes on the Council to restore that money.

6 We intend to have meetings with some  
7 of the Council members between now and the time  
8 that the committee will vote on the budget and  
9 then argue our case. As you probably understand,  
10 in order to add \$3.5 million for us, they have  
11 got to take it from somewhere else and that's  
12 where it gets difficult because nobody will want  
13 to give up their money. But we're going to  
14 continue to make the case until the Council has  
15 finished its budget.

16 As we have been saying for a while  
17 now, the Tom Joyner Foundation has identified the  
18 University of the District of Columbia to be the  
19 College of the Month for the month of May. But  
20 more recently, we learned that Tom Joyner and  
21 Sybil and Jay Anthony and company will do their  
22 show from the Dennard Plaza on May 14th. They

1 will actually come to campus and set up and the  
2 show will be there. I hope that when they used  
3 to have this show, people just came out of the  
4 woodwork with checks for the University of the  
5 Month, making presentations. And I hope that the  
6 Washington, D.C. community will follow. But it's  
7 going to be a real feather in the cap of this  
8 university to actually have the Tom Joyner  
9 Morning Show broadcast live from this campus on  
10 the 14th. So please stay tuned with that.

11 Michael Rogers, sir, would you come  
12 forward and make comments about the trustee  
13 election?

14 MR. ROGERS: Mr. President, Madam  
15 Chair, members of the Board of Trustees, it's  
16 over. That's a good thing. We conducted the  
17 alumni trustee election from January 5th. Votes  
18 were in on March 20th. There were four  
19 candidates for three positions. In this  
20 election, we had 1103 votes cast. That's more  
21 than last time, five years ago, which is an  
22 improvement. We also had -- that was three

1 percent of the alumni participated.

2 It's not where we wanted to be, but  
3 it's going in the right direction. It's moving  
4 up.

5 So after ten days, there were no  
6 protests. This was a clean election and so we  
7 have three candidates eligible for installation  
8 on May 15th, I believe is the day. Trustee  
9 Jerome Shelton was elected. Ms. Gwendolyn  
10 Hubbard Lewis was elected. And Mr. Barrington  
11 Scott was elected. Those are the three that are  
12 eligible. We provided the information to the  
13 secretary of the Board and at the appropriate  
14 time, the new trustees will be eligible to be  
15 sworn in by the Office of Protocol of the  
16 District of Columbia.

17 PRESIDENT LYONS: Before you leave, I  
18 wanted to -- you have the names there?

19 MR. ROGERS: Yes.

20 PRESIDENT LYONS: As part of the Tom  
21 Joyner activity, in honor of his father, he  
22 identifies a group called Hercules Scholars. His

1 father's first name was Hercules and so they ask  
2 each institution to identify four male persons to  
3 be recognized and they will recognize a Hercules  
4 Scholar per week during that month.

5 Would you identify the persons?

6 MR. ROGERS: I would assert  
7 additionally that one of the requirements that  
8 the nominees for the Hercules Scholarship have a  
9 3.5 or above, be involved in community  
10 activities, leadership activities. After  
11 consultation with the deans and the provost, we  
12 had more nominees than four, but the ones that  
13 were selected were Andreas Smith, a GPA of 3.93,  
14 majoring in Business Management, a junior, Class  
15 of '16; Joseph Baggett, GPA 4.0, Early Childhood  
16 Education, junior, Class of 2016; Melvin Bogart,  
17 GPA 4.0, Journalism Communication. He's a  
18 junior. And Haro Ya Tua. If he's in the room,  
19 if I messed it up. I'm sorry. But he has a 4.0  
20 and he's in Water Resources Management and he's  
21 also a junior. So we have four great  
22 representatives who will be profiled on the Tom

1 Joyner Show during the month of May.

2 We are doing a taping here on campus  
3 of each Hercules Scholar. We will put those  
4 interviews on our website and they will also go  
5 on the Tom Joyner Foundation website during that  
6 month.

7 PRESIDENT LYONS: Thank you. All  
8 right. Madam Chair, the final item I want to --  
9 we've talked a lot about the importance of  
10 enrollment and we've had our assistant provosts  
11 for enrollment management come and visit. But I  
12 wanted to let you know that our deans and our  
13 athletic director are working very hard in the  
14 area of recruitment and retention and so I wanted  
15 you to know the kinds of things that they have  
16 been doing on this important item. Take it with  
17 you. You will have the opportunity to raise any  
18 questions you might have, but our deans and our  
19 athletic director are doing an awful lot as you  
20 can see, some very creative ideas and activities,  
21 but to also contribute to the big challenge that  
22 we have for enrollment and retention. At another



1 time, I would certainly be happy to talk with you  
2 about their efforts and activities and direct you  
3 appropriately. So thank you very much, Madam  
4 Chair.

5 CHAIR CRIDER: Thank you. Next item  
6 on the agenda, we'll move to a resolution. There  
7 are two action items. Actually, there are three  
8 including the executive appointments that we'll  
9 deal with.

10 The first resolution is Notice of  
11 Proposed Rulemaking, amendments to Chapter 7  
12 updating tuition rates for Academic Year 2016-  
13 '17.

14 Are you doing that?

15 PRESIDENT LYONS: No, Madam Chair, I  
16 am not.

17 CHAIR CRIDER: Is this coming from  
18 you? Okay, the Notice of Proposed Rulemaking,  
19 this is coming out of -- is it coming out of a  
20 committee? Out of Audit, Budget, and Finance.  
21 And you want to handle this Jerome?

22 MR. SHELTON: Yes.

1 CHAIR CRIDER: I'm sorry Trustee  
2 Shelton.

3 MR. SHELTON: Can I paraphrase? Okay,  
4 Notice of Proposed Rulemaking amendments to  
5 Chapter 7, updating tuition rates for AY 2016-17.  
6 Whereas, the District of Columbia law provides  
7 for the Board of Trustees of the University of  
8 the District of Columbia to fix tuition to be  
9 paid by residents and non-resident students  
10 attending the university, provided that such  
11 tuition is adopted by the trustees in accordance  
12 with the provisions of D.C. Official Code 2-  
13 505(a); and whereas the university consists of a  
14 flagship, urban, land grant university offering a  
15 broad range of academic and professional programs  
16 including a community college, offering workforce  
17 development opportunities, academic  
18 certifications, and academic associate degrees,  
19 and a law school's mission is to recruit and  
20 enroll students from groups under represented at  
21 the bar, provide a well-rounded, theoretical, and  
22 practical legal education that will enable

1 students to be effective, ethical advocates and  
2 represent the legal needs of low income District  
3 of Columbia residents through the school's legal  
4 clinics.

5 And whereas, this university is trying  
6 to avoid sporadic significant tuition increases  
7 and trying instead to maintain existing cost  
8 structures consistent with the rate of inflation  
9 by implementing consistent incremental increases.

10 And whereas, the academic year, 2016-  
11 17 tuition rate will be increased by 2.6 percent  
12 based on the Calendar Year 2014 rate of consumer  
13 price index of 1.6.

14 Be it resolved that the Board of  
15 Trustees of the University of the District of  
16 Columbia and I'm sorry I'm not paraphrasing, but  
17 I think it's important to go through it, hereby  
18 takes proposed rulemaking action to amend Chapter  
19 7 of the university rules, Title 8(b) DCMR to  
20 increase tuition to the rates as indicated in the  
21 attached Notice of Proposed Rulemaking.

22 Be it further resolved that the

1 general counsel is hereby directed to publish  
2 this notice of proposed rulemaking in the D.C.  
3 Register as soon as is practical for a comment  
4 period of not less than 30 days in accordance  
5 with the provisions of the D.C. Official Code 2-  
6 505(a). Submitted for appropriate action and  
7 approval by the Board.

8 I make the motion as the presenter and  
9 it needs a second, Madam Chair.

10 MR. TARDD: I'll second.

11 CHAIR CRIDER: It's been moved and  
12 seconded. Discussion? Mr. Askew.

13 MR. ASKEW: Madam Chair, just a quick  
14 question. So what is -- so it's being moved on  
15 based on the index which I know we voted, but I'm  
16 just trying to figure out what was the overall  
17 effect of how much in absolute dollars? What  
18 does that really mean?

19 MR. SHELTON: It's a chart here.  
20 There's a chart for residents, increased amount  
21 per credit hour is \$7.37. For Metropolitan  
22 members, it's \$8.52 per credit hour. And for

1 non-residents it's \$15.45 per credit hour. And  
2 there will be a chart that's published with the  
3 presentation for the public which will allow them  
4 to review the information and respond, but for  
5 the information of the Board, it is included in  
6 our packet and all the supporting are present  
7 that we need in order to go forward.

8 MR. ASKEW: Just one last other  
9 question, and so the proposed increase will  
10 result of how much in additional revenue?

11 CHAIR CRIDER: Jackie?

12 MS. XU: Jackie Xu, Director of  
13 Institutional Research. So the question was how  
14 much total tuition revenue increase this will  
15 bring?

16 MR. ASKEW: Yes.

17 MS. XU: The estimated number is about  
18 \$700,000.

19 MR. ASKEW: Okay. \$700,000.

20 CHAIR CRIDER: Trustee Tardd.

21 MR. TARDT: If I remember correctly,  
22 you raised tuition last year for this year and

1 enrollment went down. One of the things that the  
2 Admissions Office said is that they were going to  
3 survey students to find out why they were not  
4 returning to the institution. I'm just curious  
5 as to what impact having raised tuition had on  
6 how they responded, what impact it had on the  
7 decrease in enrollment?

8 CHAIR CRIDER: Do we know that?

9 MS. XU: Historically, back to '09 and  
10 '10, the university doubled the tuition rate  
11 compared to what we had before that. However,  
12 the enrollment number actually increased after we  
13 significantly increased tuition rates. And after  
14 that, we had two or three small increases because  
15 of the CPI Class 1 resolution.

16 The enrollment number in recent years  
17 slightly decreased in some programs, but  
18 increased in other programs. So we do not see a  
19 clear correlation between the CPI Class 1 and the  
20 enrollment changes. Therefore, for this proposed  
21 resolution, we assume the enrollment is flat. We  
22 use that assumption to be the base for the

1 estimated tuition revenue increase because we  
2 have no other reason to say this is going to  
3 increase or decrease enrollment numbers. Our  
4 enrollment numbers basically has been pretty flat  
5 in the last two or three years with small  
6 increases at some programs and small increases at  
7 others.

8 CHAIR CRIDER: Trustee Wyner.

9 MR. WYNER: So I think the bigger  
10 decrease we see is not enrollment in the first  
11 year, but is, in fact, is students who leave  
12 without getting a degree, who don't persist. Do  
13 we have -- have we surveyed, have we talked to  
14 students who are leaving about the reasons  
15 they're leaving and the role that finances are  
16 playing in that? I understand that the  
17 correlations, I mean with the economy we know  
18 that there are decreases in enrollment across the  
19 country, as the economy heats up, enrollment goes  
20 down. So that's a pretty standard thing. But in  
21 terms of our completion rate, I'm curious whether  
22 we know anything about why students are leaving

1 and what the connection might be to finances.

2 MS. XU: The only such follow-up I  
3 know in the university is actually when students  
4 graduate. We survey their experience. But when  
5 the students leave us, they often don't give us  
6 notification, so we don't know that they left  
7 until after the fact. I'm not sure if we ever  
8 did any follow-up on those groups of students.  
9 Our office did some study where they went after  
10 they left us. Did they go to other institutions?  
11 Or they actually went to work for us or did they  
12 just drop out of higher education? The data  
13 actually shows very small percentage of them went  
14 to other institutions, none of any of the local  
15 institutions, not more than three of our  
16 students. Most of them dropped out of the higher  
17 education system based on the National Student  
18 Clearinghouse Data.

19 MR. WYNER: So when they're leaving  
20 us, what I'm hearing you say is that, in fact,  
21 they are not completing their degrees elsewhere?

22 MS. XU: No, most of them.



1 MR. WYNER: So it's significant that  
2 we find out why they are leaving us because it  
3 sounds as though we are, in essence, in their  
4 experience, really the only opportunity at higher  
5 ed. that they're going to have immediately. Now  
6 they may return two, three, four, five years down  
7 the clearinghouse data, depending on how long  
8 you've tracked. It may not show that. But we  
9 know that the longer that period of time between  
10 enrollment is, the less chance they're going to  
11 return to higher ed.

12 MS. XU: We do have a high number of  
13 re-admit students every year and the retention  
14 rate for re-admit students is lower than other  
15 groups. So they repeatedly drop out from us.

16 MR. WYNER: Thank you.

17 CHAIR CRIDER: Mr. Shelton?

18 MR. SHELTON: One of the triggers that  
19 disrupted the flow of increasing tuition and the  
20 re-enrollment is that we went through a process  
21 where we had to take into consideration the  
22 healthcare programs that were being instituted

1 and we thought that that would have a significant  
2 impact. And so we didn't have consistent  
3 increases. So yes, we had an increase and then  
4 we had a stop of the increase, and now we're re-  
5 starting again because of necessity. So those  
6 are all factors when they talk about dropping  
7 out.

8 The students were challenged about  
9 their healthcare and it was a kind of gray area  
10 for a while until it shook itself out. And I  
11 think the staff did a good job of holding us in  
12 check until we could get an idea of what was  
13 going on. And now we're back to following the  
14 plan that we had laid out in order to support the  
15 university.

16 MR. TARDD: I understand. Would it be  
17 appropriate to propose that we follow up to find  
18 out why students are dropping out? That there be  
19 some survey or something of the students who fail  
20 to return and then we can answer these questions  
21 to find out whether it's finances, whether it's  
22 something else.

1                   MR. WYNER: There are practices and  
2 the parallel so there are colleges around the  
3 country that are doing this and doing it well.  
4 The parallel is surveys of students after they  
5 graduate to find out what their workforce  
6 outcomes are. And many of those surveys will  
7 only have a 10 or 15 percent return rate, but  
8 there are community colleges like Monroe and  
9 Rochester, New York that have a 70 percent return  
10 rate on those surveys. So there are ways of  
11 getting that information through surveys that we  
12 might replicate.

13                   And it's important that we really make  
14 an effort to try to get a reasonable return rate  
15 because often the people who will first return  
16 those surveys, as you know, you're the  
17 researcher, are the ones who are actually in the  
18 best shape. And people don't want to report I'm  
19 on public assistance or I'm unemployed or I'm  
20 homeless. I'm not suggesting they are, we just  
21 don't know. But those are the least likely to  
22 report back. So I think a rigorous assessment of

1 the students who are not succeeding will be  
2 welcome.

3 PRESIDENT LYONS: I will follow up  
4 with Jackie and her staff. I think that's an  
5 excellent idea.

6 CHAIR CRIDER: Let me just ask also do  
7 we know if there's a difference in the rate of  
8 dropping out for community college versus the  
9 flagship students?

10 MS. XU: The retention rate for  
11 flagship and community college students are about  
12 the same.

13 CHAIR CRIDER: About the same.

14 MS. XU: Yes.

15 CHAIR CRIDER: Okay.

16 MS. XU: First year retention rate.

17 MR. WYNER: And what is that?

18 MS. XU: It's about between, around  
19 60.

20 CHAIR CRIDER: Sixty percent?

21 MS. XU: Yes. Retention rate, 60  
22 percent.

1 MR. SHELTON: Retention rate.

2 MS. XU: Return rate, 60 percent.

3 MS. BENNETT: I just have pretty much  
4 two questions. Do you know how many meetings  
5 where held with students about the proposed  
6 increase, about how many town halls or  
7 information sessions or something?

8 MS. XU: I personally don't have any  
9 knowledge on the student activity side.

10 PRESIDENT LYONS: Dr. Epps, would you  
11 respond?

12 MS. BENNETT: The reason I ask is  
13 because we have to find out -- some of the  
14 questions that we are asking here today about why  
15 people leave, if you're talking to the students  
16 when this is in the process, I think you'll get  
17 some insightful information as to some of those  
18 things.

19 DR. EPPS: Initially, when we decided  
20 on the CPI+1, we did hold town hall meetings both  
21 on our campus, on the flagship campus, as well as  
22 the community college. However, this past year,

1       there were not any meetings in regard to the  
2       increase for this year.

3               We did hold meetings in regard to the  
4       proposed fee increases, both at the community  
5       college and here on the flagship, but we did not  
6       in terms of the tuition increase this year.

7               MS. BENNETT:   Thank you.

8               CHAIR CRIDER:   I thought you had one  
9       more question, right?

10              MS. BENNETT:   I did actually.   I think  
11       Ms. Xu, you mentioned that we will get \$700,000  
12       in revenue from this proposed increase.   Do we  
13       have any match with that as to the rationale as  
14       to how -- will we increase services effort to  
15       students?   How will we be using this revenue from  
16       tuition to impact student retention and their  
17       persistence in finishing?

18              MS. XU:   At this time, we haven't  
19       started Fiscal Year '17 budget formulation  
20       process yet.   So I don't know if I can answer  
21       that question until the Budget Committee gets  
22       together to review the overall revenue situation

1 and protected expenditure, all of that pieces  
2 together in order to answer that question.

3 CHAIR CRIDER: Trustee Askew and then  
4 Trustee Bell.

5 MR. ASKEW: And this may be for Dr.  
6 Epps, and maybe the provost can answer. Do we  
7 when we put out our information on tuition, is  
8 there a section in there that says that tuition  
9 will increase based upon CPI? I mean do we  
10 provide notice so that students who are entering  
11 into the institution know on the front end that  
12 tuition will increase? I think there are other  
13 institutions that do the exact same thing to be  
14 quite honest with you.

15 So I'm just wondering if that is a  
16 form of notice to entering as well as existing  
17 students. Because it is something that we passed  
18 a resolution that basically said that's what  
19 we're going to do each year. And the only reason  
20 it won't happen is if the Board decides that it  
21 doesn't want to do that. So I'm just wondering  
22 do we provide some notice of that? And if not,

1 maybe we can think about how we can do that.

2 MS. XU: I don't know if we provide  
3 personal notice about it, but I think our website  
4 the tuition page says university reserves the  
5 right to make changes to tuition rates. I think  
6 that's what it says.

7 MS. BENNETT: Well, I think what  
8 Trustee Askew is pointing out is that that's just  
9 a vague statement, the university can raise it.  
10 But we already have something concrete that we  
11 know for certainty that it will be that number.  
12 So I think we should find a way how to include  
13 that into the packets for our incoming students.

14 MS. PETTY: I'll have to check to see  
15 whether we disclose. There's no reason that we  
16 can't, although I remember having this discussion  
17 with Dwight and it was my impression that we  
18 brought it back to the Board for approval each  
19 year and so to disclose it, I don't know. But we  
20 can certainly have discussions internally and if  
21 that's helpful I don't see a reason that we  
22 won't.



1 MR. ASKEW: And again, I think it  
2 would just be helpful and again, you can put a  
3 statement about the Board because right now the  
4 policy is you know, I think there's a way and  
5 that may address some of the questions that may  
6 come up related to did we really know?

7 CHAIR CRIDER: Right, the Board can  
8 choose not to implement the fee increase like we  
9 did two years ago when the insurance rates went  
10 up. But it is our policy that we will increase  
11 CPI+1 percent each year. I think that's what  
12 you're looking for in student handbook or  
13 recruiting materials that may go out to students  
14 wherever it is appropriate to put that.

15 MS. PETTY: We can work internally to  
16 draft something and bring it back to Academic  
17 Affairs and Student Affairs to look at.

18 CHAIR CRIDER: Any other discussion?

19 VICE CHAIR BELL: I have a question.  
20 Jackie, can you tell us, I think that when we  
21 increased tuition last time we expected about  
22 \$700,000 in revenue from that increase and I'm

1 just wondering, this is in response to Trustee  
2 Bennett's question, how much of that did we  
3 actually realize because tuition -- I mean  
4 enrollment did go down.

5 Do you have a sense of against that  
6 anticipated \$700,000 where we actually came out?

7 MS. XU: Well, because the projection  
8 tuition revenue increase is totally based on a  
9 model, assuming all your students pay the amount  
10 they're supposed to pay you, right?

11 VICE CHAIR BELL: Right.

12 MS. XU: So the actual collection  
13 often is less than that projected number.

14 VICE CHAIR BELL: Right.

15 MS. XU: So it's hard to determine  
16 what comes from the tuition increase, what comes  
17 from the better collection or whatever. So I  
18 have never done any analysis to try to  
19 differentiate these two. But overall tuition  
20 revenue did go down because the enrollment went  
21 down.

22 CHAIR CRIDER: Trustee Wyner.

1 MR. WYNER: So, correct me if I'm  
2 wrong. Am I to understand that we don't discount  
3 -- that \$700,000 is based on an assumption that  
4 every student will pay the full amount? It's not  
5 discounted by the historical rate of the  
6 students' discount rate?

7 MS. XU: Based on the historical data,  
8 it's about eight percent discount rate. So when  
9 I compared last year to this year to get the  
10 \$700,000, that total amount was discounted by  
11 eight percent. So the difference -- yes.

12 MR. WYNER: Thank you.

13 CHAIR CRIDER: Other questions or  
14 discussion?

15 MR. WYNER: Call for the question,  
16 Madam Chair.

17 CHAIR CRIDER: All in favor of the  
18 tuition increase, vote aye.

19 (Chorus of ayes.)

20 Any opposed? Or abstentions?

21 MR. WYNER: I'm going to abstain. If  
22 I could just say that last year I was new to the

1 Board, voted for this, but did ask that we think  
2 about the impact on student success and given the  
3 lack of information we have about that, I'm not  
4 comfortable voting for this tuition increase.

5 At the same time, I recognize that the  
6 institution is now, if we were to vote against  
7 this, could be put in a bind. But I would  
8 strongly urge that the Board and the leadership  
9 of the institution provide us that information  
10 with any future requests for tuition increases.  
11 I think we need to understand just on the pure  
12 revenue side, I think we need to understand what  
13 we believe the impact on enrollment might be,  
14 right? I mean our revenues are enrollment times  
15 tuition minus the discount rate, minus how much  
16 students don't either get scholarships or don't  
17 actually, we can't collect. So just on the  
18 revenue side.

19 And the second is I think the students  
20 that we're serving, this is their only  
21 opportunity for public education. And I think  
22 it's really important that we understand what the

1 impact on completion might be. It's not just  
2 about enrollment. It's on their opportunity to  
3 finish their degrees.

4 The one other thing I will say is I  
5 would be interested, a lot of colleges around the  
6 country will front load scholarship support to  
7 get students in the door. And so sophomores or  
8 juniors or seniors are actually paying not just  
9 the tuition increase, but they're seeing their  
10 scholarships come down and that's a recruiting  
11 methodology. And so I don't know the extent to  
12 which we do that, but I would be interested in  
13 those facts as well because that also could have  
14 an impact on completion.

15 But I do think we know that the  
16 biggest reasons students don't complete from all  
17 of the surveys done has to do with money. It has  
18 to do with the fact that they have to earn money  
19 in jobs and that that combination of the foregone  
20 revenue from not working and of tuition is  
21 causing them not to complete. I think we've got  
22 to have the information to make these decisions

1 if we're here to serve students. So I will stop  
2 with that, but I am abstaining in this vote and  
3 would ask that in all future tuition increase  
4 requests that we have good information about what  
5 we know about the impact on students.

6 CHAIR CRIDER: I think in addition to  
7 that --

8 MS. LEMUS: Can I say something? This  
9 is Gabby.

10 CHAIR CRIDER: Yes, Trustee Lemus.

11 MS. LEMUS: I concur with what's just  
12 been stated. I myself am very uncomfortable with  
13 continually raising rates without a real  
14 assessment of where we are.

15 It seems clear that people's wages  
16 aren't going up in the same levels as our rates.  
17 And even if people are working while in school, I  
18 shouldn't say even if, I should say because  
19 people while they're in school, it just puts them  
20 in an awkward situation that unless overall wages  
21 raise in the country, they're stuck between a  
22 rock and a hard place. And I really just want to

1 see us be sensitive to that until there is an  
2 adjustment in the economy, which could take a  
3 while, but it may be unreasonable from the  
4 perspective of the university. But I think it's  
5 reasonable for the students and for the value  
6 that we're bringing to this community in the  
7 District of Columbia.

8 CHAIR CRIDER: Thank you. I think the  
9 other thing that we were to measure goes to one  
10 of the areas in the strategic plan which had to  
11 do with a projected increase in enrollment. And  
12 we haven't seen that as I recall, correct?

13 MR. TARDD: Yes.

14 CHAIR CRIDER: And so in addition to  
15 looking at the impact of the tuition increases,  
16 we also need to have some information back in  
17 terms of enrollment growth so we can look at all  
18 of these pictures together.

19 Trustee Dyke.

20 MR. DYKE: I just want to make one  
21 observation and this falls in the category of  
22 gratuitous, but I think all these questions and

1 concerns are very, very legitimate. But we also  
2 have to put them into context of the fact that  
3 literally every higher ed. institution in the  
4 country is having to raise tuition because for  
5 whatever reason governments that generally  
6 support them are backing off. And at some point  
7 we're going to have to have some adjustment made  
8 because we can't keep reducing how much we  
9 subsidize higher ed. and basically leaving it to  
10 the institution to make the cuts because the  
11 students are the ones that are suffering as a  
12 result of that.

13           So I think all these questions are  
14 very legitimate, but it also points out the fact  
15 that we are having to deal now with a situation  
16 in the District where we're taking a hit at a  
17 time when we're trying to deal with some of our  
18 own issues and addressing questions like how do  
19 we keep the tuition at a rate that people can  
20 afford, especially at a time when students are  
21 looking for options? But it also emphasizes the  
22 fact that we need to focus on -- I gather there's



1 going to be a hearing, maybe in June, there's  
2 some legislation the Council is looking at having  
3 to do with free community college tuition which  
4 obviously would have a significant impact on what  
5 we're doing, but we need to be looking at all  
6 these other options that play into what the cost  
7 of higher ed. is.

8 CHAIR CRIDER: Well, it clearly --

9 MS. LEMUS: I'd like to --

10 CHAIR CRIDER: Can you give a second,  
11 just one second? I think that part of the  
12 question becomes where do they get the free  
13 tuition?

14 MR. DYKE: Yes.

15 CHAIR CRIDER: So we've certainly got  
16 to make sure that we're all for anything that  
17 benefits the students at the community college,  
18 but it can't come --

19 MR. DYKE: It can't come from our  
20 heart.

21 CHAIR CRIDER: Exactly. It can't come  
22 as a result of some decreases or things that

1 might hurt the flagship students. We've got two  
2 sets of students, three sets including the law  
3 school and we've got to make sure that we take  
4 care of. So I always get a little nervous when  
5 they start to talk about doing something that in  
6 the past has led to reductions for the flagship  
7 location.

8 MR. DYKE: Well, that's why when that  
9 particular issue was discussed, we need to be  
10 there making that case.

11 CHAIR CRIDER: Absolutely.

12 MR. DYKE: To the extent you're going  
13 to step up, if you're going to give us a mandate,  
14 then you need to provide the funds to pay for it.

15 CHAIR CRIDER: Exactly. Trustee  
16 Lemos?

17 MS. LEMUS: Yes, thank you. So my  
18 reaction to that comment is I concur that we  
19 should not pit the community college against the  
20 university first. And second, obviously, we  
21 can't -- we have to figure out a way to ensure  
22 that whatever the approach is is balanced.

1                   However, I also think it's incumbent  
2                   upon us as trustees, as leaders of this  
3                   university, to figure out alternative ways to  
4                   raise additional funds, not just depend on the  
5                   government. Unfortunately, as much as I -- I pay  
6                   my taxes. My real estate is going up and all  
7                   going to education, I hope. But if it isn't,  
8                   then what are we going to do as leaders to ensure  
9                   that we can raise more money? And I do believe  
10                  it's possible.

11                  I think we just need to really focus  
12                  on a strategic plan of about how we're going to  
13                  do this. And I know how difficult it is. On the  
14                  other hand, I just hesitate right now, given  
15                  current economic circumstances in the city where  
16                  the people at large -- nobody's wages are going  
17                  up in this town, nobody's. And that's a problem.  
18                  Unless you're part of the 1 percent, you're the  
19                  only one that's making your cash.

20                  So I don't mean to be overly  
21                  political, but it just strikes me that we should  
22                  be thinking more broadly about where our

1 resources are coming from.

2 CHAIR CRIDER: Trustee Bell.

3 VICE CHAIR BELL: I was going to say,  
4 Trustee Lemos, I mean I think we all agree. No  
5 one likes to do these tuition increases. I think  
6 the 2020 plan speaks to opportunities for rev.  
7 regeneration and I think also seriously we have  
8 to look at cost-cutting measures and also ways to  
9 contain unfunded mandates that get put upon us.  
10 So we're actively looking at all of those as well  
11 as the alumni contributions and seeing how we can  
12 increase those so that we don't have to do these  
13 tuition increases. It's not fun for anybody.

14 MS. LEMUS: Understood.

15 CHAIR CRIDER: Trustee Shelton.

16 MR. SHELTON: The administrative  
17 ventured an option of planning a three year, a  
18 prolonged budget over a period of time. We have  
19 not resisted that. One of the strategies that  
20 when you're trying to manage your money is to  
21 have a plan over a period of years that you're  
22 trying to implement for just money. We have not

1       been able to pull that together and I encourage  
2       the administration to go back to that concept and  
3       look at a three or five-year plan based on a  
4       fixed amount of money so that we can begin to  
5       baseline the university and then do the other  
6       outreach resource development activities to  
7       supplement. But we don't have a three-year  
8       baseline. We've been jerked every year up and  
9       down. So we have to find our own core and work  
10      from there.

11                   And that idea was floated by  
12      administration. We weren't quite ready to  
13      investigate it, but I encourage them to go back  
14      to that concept because it's very effective for  
15      long range money management.

16                   CHAIR CRIDER: Thank you, Trustee  
17      Shelton. Okay, and speaking of unfunded  
18      mandates, the next resolution on the agenda is  
19      801 North Capitol Street location.

20                   Trustee Askew?

21                   MR. ASKEW: Yes, we voted. The vote  
22      was taken and it was not confirmed by the

1 chairman. You did not say it carried or it  
2 didn't carry.

3 CHAIR CRIDER: That motion carried.  
4 I'm sorry.

5 MR. ASKEW: Thank you, Madam Chair.  
6 Let me just say just a few words and I'll try to  
7 keep this as short as possible. The Government  
8 Operations Committee in February voted to begin  
9 to transition programs from the 801 North Capitol  
10 location to a university-owned location. The  
11 context that I want to give is that from the very  
12 beginning, we have no desire to move from 801  
13 North Capitol Street. However, as has been  
14 alluded to a little earlier, we do have some  
15 unfunded mandates and that means that we have a  
16 community college at 801 North Capitol Street  
17 where we are paying approximately and I think  
18 it's over \$5 million per year and we do not have  
19 the finances to support that. In fact, we don't  
20 have \$4 million. We don't have \$5 million to  
21 support our presence at 801 North Capitol Street.

22 We all understand that it is a prime

1 location. I think that there are people who are  
2 in this room who worked to get us a location that  
3 would support our desire to have branch campus  
4 status, but it's also true that what was planned  
5 did not happen. What was planned was that the  
6 university would be in a position to actually  
7 purchase the building. We were going to do that  
8 by getting the -- the administration was going to  
9 work with the chief financial officer to take the  
10 university outside of the budget cap of the  
11 District of Columbia. Well, although the  
12 leadership had expressed that there was buy-in  
13 for that by the CFO, the CFO came back, whether  
14 it was political pressure or not, and said that  
15 they were not willing to do that.

16 And so we also had a strategy that if,  
17 in fact, we were able to not be included in the  
18 District's debt cap that we would go secure  
19 favorable funding from the Department of  
20 Education, the HBCU section to get favorable  
21 interest rates on the purchase of the building.  
22 And again, it did not happen.

1                   Now what was the result of that? You  
2 know, our first year or two and Mr. Thompson can  
3 provide the better numbers, the more accurate  
4 numbers, but the result of that is that we  
5 started in a building where we were getting  
6 credits. We were getting rent abatement. Later  
7 on, our abatements ran out and not only were we  
8 subject to paying a lease on a monthly basis, but  
9 we were subject to increasing lease space  
10 expense.

11                   So we have as the institution sought  
12 to get the District to recognize the position  
13 that we are in. In fact, last year, we went to  
14 the administration and we asked in our  
15 supplemental budget for their support to pay our  
16 lease for the year. We received no response.  
17 And no response isn't no in the District of  
18 Columbia. This year we are faced with a \$3.5  
19 million shortfall at the District of Columbia  
20 which means they're reducing our total amount of  
21 the budget that we are getting, despite the fact  
22 that inflation continues to go up. Market rates



1 continue to go up. And in addition to that, for  
2 2016, it looks like they zeroed out our capital  
3 budget.

4 So again, this brings us to the point  
5 where we're not talking about leaving a place  
6 just to leave it. We are in the position where  
7 we have to really think about what are our  
8 options? And so tasked, the committee tasked the  
9 administration and particularly our real estate  
10 department and eventually our CEO, the community  
11 college, the provost, and there may be one other  
12 person to come up with some options.

13 I will just remind you all that we  
14 started talking about the relocation of the 801  
15 community college programs way back when we  
16 started Vision 20-20. And for those of you who  
17 don't recall, just take a look at Vision 20-20.  
18 It was an issue then.

19 We then had committee meetings on --  
20 we didn't make any immediate decisions and we may  
21 be paying some of the price for that. But in  
22 December of 2014, we had a committee meeting. We

1       went through options. In February of 2015, we  
2       had another presentation and we eventually took  
3       some action. And now we are -- and then we have  
4       another committee meeting just again to perfect  
5       and to give greater detail as to what the plan  
6       would be in April. And I think in April we have  
7       reached a point where we can demonstrate that we  
8       looked at, one, we've talked to the appropriate  
9       parties, the CEO, the CEO of the community  
10      college who was at the meeting in December. She  
11      was at the meeting in February. And I can't  
12      remember whether she was at the meeting in May  
13      and actually the CEO represented the institution,  
14      I believe, at the December meeting.

15               And so now we're at a point where  
16      we've looked at -- we've evaluated, the  
17      administration has evaluated three options and  
18      what we wanted to make clear and what we didn't  
19      make clear at our last Government Operations  
20      meeting, the ask was to help us look at other  
21      options that would lead to some efficiencies for  
22      the university. Right? Do we have space at our

1 other locations? And the answer is yes. We're  
2 not fully utilizing these spaces we have here at  
3 4200 North Capitol Street. We're not utilizing  
4 all of our space that we are building at Bertie  
5 Backus. And I won't even mention P.R. Harris  
6 because we're not going to go there. But we have  
7 explored all of those options and we've looked at  
8 potentially relocating to Building 41. We asked  
9 the administration to really give us a  
10 recommendation again that focuses on cost  
11 savings, but that could deliver really a better  
12 product than what we offer today. And I think  
13 that we've seen in the past when we look at our  
14 movement from with the law school and the school  
15 of business that sometimes when you're moving, it  
16 actually works out better than what it was  
17 before.

18 The goal is not to move people into a  
19 facility that is not up to par or is not better  
20 than what you may be receiving today. And I  
21 think we all, those of us who have been to the  
22 community college on a crowded day and those of

1 us who have talked to community college students,  
2 those of us who have talked to community college  
3 faculty members, I understand that sometimes  
4 things can get a little tight from the parking  
5 lot to inside the building.

6 So I think that when you look at the  
7 proposals that we had today and again, our  
8 recommendation is to begin to transition the  
9 community college programs into university-owned  
10 facilities.

11 When we look at the numbers and again,  
12 we can all get into the specifics. Everyone had  
13 had access to the specifics from probably day one  
14 that we started having conversations about this,  
15 but the level of detail now that's available, I  
16 mean, it's so much further, so much beyond where  
17 we first started. And if you want data, again,  
18 you can bring up Eric Thompson to give you some  
19 more information. But again, what we're looking  
20 at today is not only transitioning, keeping in  
21 mind that there are some accreditation matters  
22 that through this transition, we will have to

1 work out.

2 Today, we have branch campus status  
3 with Middle States full knowledge that we operate  
4 out of different locations, Bertie Backus, Van  
5 Ness, and 801 North Capitol Street. The Middle  
6 States fully understands and wants us to be  
7 financially prudent, right? And to stay in a  
8 facility that we can afford and we have space and  
9 we can deliver on an even better product or at  
10 least create a better environment in my mind is  
11 what Middle States would want to see that we're  
12 managing and leveraging our resources the best  
13 that we possibly can.

14 Again, I apologize for going on about  
15 that, but I did want to give some context because  
16 sometimes there's these rumors that just because  
17 you're trying to do the right thing for the  
18 institution, you're trying to harm something and  
19 that's just not the case. It hasn't been the  
20 case. This has been an inclusive process from  
21 day one to the time that we are today. And  
22 again, I know that there is some sensitivities

1 associated with this. I would just ask folks  
2 just to focus on not necessarily the structure or  
3 the structure of the building, but what happens  
4 inside the building and I believe we've got the  
5 talent at this institution. Whether the program  
6 is here or whether it's at Backus or if, in fact,  
7 somehow the District comes up with the \$5 million  
8 per year and they have it today and they haven't  
9 said that they're even considering it, then you  
10 know, we may be able to have another  
11 conversation.

12 Members of the Board, again, there is  
13 a whole lot of detail that's included in your  
14 packet and if you want even more detail we can  
15 certainly provide that. I would just ask Mr.  
16 Thompson, if he could just give us some brief  
17 information on the proposed recommendation by the  
18 administration as it relates to the building that  
19 we're primarily looking at and we're moving into,  
20 recognizing that none of these plans are perfect.

21 So if you're looking for a perfect  
22 plan, this is not where you need to be. Our

1 plans for our law school and our school of  
2 business, they haven't been perfect, however, we  
3 are so far along and much better and in a much  
4 better position than we are today. So if you're  
5 looking for something perfect, it just doesn't  
6 exist.

7 The student center is not perfect.  
8 The student center, as we all know, we overran  
9 our costs and it has taken us a little longer,  
10 but we have the talent to adjust and I think we  
11 are in a position, in a forced position almost  
12 where are having to look at how to more  
13 effectively utilize the assets that are available  
14 to us.

15 MR. THOMPSON: Good evening, Dr.  
16 Lyons, Dr. Crider, Board Members. My name is  
17 Eric Thompson. I'm the Director of Real Estate  
18 and Capital Construction for the University. If  
19 I could piggyback on the Trustee's comments. The  
20 evolution of his evaluation started from just  
21 looking at this from a bricks and mortar  
22 standpoint to including a much more diverse group

1 of people on our investigation team to look at  
2 how the bricks and mortar can make sense. But in  
3 some ways more importantly, how we can minimize  
4 the impact on the academic side of the house.

5 We investigated multiple options to  
6 satisfy the directive given from the Operations  
7 Committee. The option that we are recommending  
8 this evening is the Building 41/Library  
9 renovation option. I'll give a brief summary of  
10 what is included inside of that plan. At 801  
11 North Capitol, there's approximately 54,000 net  
12 assignable square feet of space, separate from  
13 restrooms with the walls, mechanical areas,  
14 elevators, just the actual program with  
15 classrooms, offices, and meeting spaces,  
16 approximately 54,000 net assignable square feet.

17 Building 41, within the building the  
18 LRB or library area is approximately 56,000  
19 square feet. This plan would utilize roughly  
20 40,000 square feet within that space at the  
21 existing library and take 14,000 square feet, the  
22 net result of removing 40,000 square from 801.



1 That 14,000 square that's left over is mostly  
2 dedicated to nursing space and would be moved to  
3 the Backus campus.

4 There's an existing floor within the  
5 Backus building that is currently leased to the  
6 Department of Employment and Services that is  
7 exactly 14,000 square feet. The nursing space  
8 would take over that with a renovational net  
9 floor to help it support the exact programs that  
10 are offered at 801. The library in Building 41  
11 now will be relocated and consolidated to the B  
12 level of Buildings 38 and 39. What is currently  
13 in that location is the Law School library and  
14 the Firebird Inn and the 4.0 Lounge. The Law  
15 School library would be relocated to Building 52,  
16 closer to the law school. And the occupants  
17 currently of the Firebird Inn and the 4.0 Lounge  
18 move into the student center when that building  
19 is complete.

20 The end result of the library  
21 relocation would take out 56,000 square feet of  
22 library space that is within building 41 and

1 consolidate that to what we're estimating to be  
2 roughly 27,000 square feet of space on that B  
3 level of Buildings 38 and 39.

4 The proposal we identify will cost  
5 roughly between \$12.3 and \$17 million and we're  
6 looking a span of time based on the information  
7 that's available right now of 12 to 38 months.  
8 The difference in the span of time and the  
9 difference in the costs is based mostly on our  
10 unknowns right now about the available capital  
11 dollars with the Mayor's proposed reduction in  
12 capital funding. But whether we keep the  
13 proposed -- the exact \$64 million we have right  
14 now through the six years or it is truly reduced  
15 to the \$55, working with the chief financial  
16 officer, we've identified the availability of  
17 funds within that window of costs to support the  
18 project.

19 I think it's important to note with  
20 the estimated cost of design services which will  
21 be the very next step, to take our in-house  
22 estimates based on costs per square foot, looking

1 at how much we're spending on classrooms,  
2 nursing, science space on existing projects to  
3 help develop these numbers, getting a design team  
4 and engineering team to developing drawings to  
5 actually look at the renovations in Building 41,  
6 to actually look at the renovation and  
7 supplemental activities that need to happen in  
8 Backus. We will finalize those actual  
9 construction numbers and at that time come back  
10 to the Board for approval of those contracts  
11 which we anticipate the largest one, that being  
12 in Building 41 to exceed the \$4 million range.

13 I am open for any questions that you  
14 may have. I think that's a brief version of the  
15 more longer conversations we've had as this  
16 investigation has evolved over time. I am  
17 comfortable that that dollar range and that  
18 schedule is the most educated guess we can give  
19 you right now and is one that is informed by the  
20 Office of the CEO and community college, the  
21 Division of Capital Construction, the Office of  
22 the Provost and has been vetted, if you will, as

1 much as it can be.

2 MR. ASKEW: Erik, can you just -- this  
3 is all about cost savings, so can you give that  
4 number as well?

5 MR. THOMPSON: So right now -- yes, I  
6 actually can. Right now, as the Trustee alluded  
7 to, the structure of the lease gave us 18 months  
8 of rent abatement. So on the first 18 months, we  
9 were paying essentially operating costs and a  
10 very small amount for actually rent in the  
11 building with the idea being that we would have  
12 two purchase options. Both purchase options  
13 passed and at the end of that second purchase  
14 option, the rent in the building was intended to  
15 go up to not only hit an identified estimate of  
16 market value, but to recover the abatement that  
17 was experienced in the first couple of years. So  
18 there was an initial spike we saw where at one  
19 point we were paying even more than market value.  
20 Then the lease would level out to go back to what  
21 is market value and I believe Year 5, the year  
22 we're in now, and then it would go up on an

1 estimated percentage amount every year throughout  
2 the remaining, at this point 12 years in the  
3 lease.

4 The analysis we've completed suggests  
5 that should we complete a project in 2017 which  
6 is where -- is our best case scenario with  
7 capital funding and construction contracts and  
8 design contacts starting after an approval this  
9 evening, we will say somewhere between \$41 and  
10 \$46 million in lease payments alone. I separate  
11 from that lease payment the operating costs  
12 because while we're averaging approximately \$2  
13 million a year in operating costs, we do know  
14 additional analysis will identify how much of  
15 that \$2 million would still be an operating cost  
16 here at the Van Ness Campus and at Backus. But I  
17 think we are comfortable in saying it would not  
18 remain a total \$2 million because some of the  
19 cost in that \$2 million is the cost of operating  
20 a space that is remote from the Van Ness Campus.

21 CHAIR CRIDER: Can we do the motion  
22 and then take questions and then get into the

1 discussion?

2 MR. ASKEW: Yes, I move the  
3 resolution, Madam Chair.

4 CHAIR CRIDER: Is there a second?

5 MR. TARDD: Second.

6 CHAIR CRIDER: Moved and seconded.

7 Discussion?

8 MR. TARDD: Okay, you said there's a  
9 \$2 million operating cost. Of that \$5 million  
10 that you're talking about in terms of rent, are  
11 we really talking \$3 million or are we talking \$5  
12 million? If you back out the operating costs,  
13 what are we talking?

14 MR. THOMPSON: Trustee Askew alluded  
15 to a second ago, as the rent number goes up,  
16 which is approximately \$3 million today, we will  
17 get times through the course of the remaining 12  
18 years where even if we keep the estimated \$2  
19 million in operating costs, there are years and  
20 going from the top of my head, I could look at  
21 the actual numbers from the lease, where the  
22 lease payment would be \$4 million plus. So in

1       those years, if we're keeping an operating cost  
2       of say \$2 million and the lease payment for that  
3       year is \$4.5, we would be actually paying \$6.4  
4       million in that year.

5               MR. WYNER: But I think you said that  
6       not all of those \$2 million operating costs would  
7       be foregone based on the move?

8               MR. THOMPSON: Yes. That is a true  
9       statement.

10              MR. WYNER: So how much of the \$2  
11       million would we have here after the move? You  
12       said some, but not all?

13              MR. THOMPSON: So my statement is if  
14       we stayed in the building. What would be a part  
15       of our ongoing analysis is to truly look at if  
16       we're recommending Building 41 and we would start  
17       looking at operations, the academic operation  
18       within 41 to identify what the operating costs  
19       would be for that scenario. In large part, to  
20       truly answer that question, a full design of how  
21       we would function in the building would be needed  
22       and then we would take the \$2 million estimated

1 costs for every year at 801 and show the delta  
2 between the two of those that are --

3 MR. WYNER: So we don't know.

4 MR. THOMPSON: We do not know at this  
5 point how much of the \$2 million we would  
6 actually continue to pay.

7 MR. WYNER: And similarly, as you  
8 talked about the wide range of costs, and we  
9 don't know about overruns, what I'm hearing you  
10 say also is that \$12 to \$17 million which is a  
11 pretty wide range, given that we haven't done the  
12 design work makes sense. But we actually don't  
13 know if \$12 to \$17 is about right until we've  
14 done the design costs. Right? I mean you could  
15 come back and it could be \$25, right?

16 MR. THOMPSON: It is true that we  
17 don't know exactly what the number would be. The  
18 design contract would be such that the architect  
19 would be required to work with the stakeholders  
20 in the project and design to a bid number. So  
21 they would have to identify for us reasons why we  
22 would not be in that range. And because the



1 construction contracts associated with that  
2 design, we would be coming back to you to  
3 discuss. It would be at that time we would have  
4 to justify that (a) the funding is available and  
5 they would provide a fiscal impact statement.

6 But then also specifically identify  
7 any reasons why we were off from this range. I  
8 think you bring up a very good point that the  
9 range we're identifying is based on the  
10 information we know today. Costs for other  
11 projects on campus that have similar scopes of  
12 work. Costs for projects in the Backus Building  
13 that we know more about what's behind the walls  
14 at Backus. Educational -- what we know what's  
15 behind the walls here on the Van Ness campus.  
16 But there's a certain level that we won't know at  
17 10,000 feet where we are right now.

18 CHAIR CRIDER: Trustee Bennett.

19 MS. BENNETT: I have a few questions  
20 in that regard. How much will it cost to break  
21 the lease, do you know?

22 MR. THOMPSON: We do not know how much

1 it would cost to break the lease. In that  
2 evolution I spoke of where we started -- we're  
3 just thinking of bricks and mortar. And now  
4 we've brought in different areas of the  
5 university. I think our next steps, assuming we  
6 receive approval this evening, would be to bring  
7 in even more stakeholder groups to talk about the  
8 project. We've recently started working with the  
9 Office of the General Counsel. We have a  
10 solicitation on the street that I believe is due  
11 this Thursday for Real Estate Brokerage Services  
12 for the university. So some time after approval  
13 of the resolution, we would bring in general  
14 counsel and work with a real estate broker to  
15 start the conversations with the owner and talk  
16 about what it would truly cost to break the  
17 lease. Because that is something we also do not  
18 know at this time.

19 The thought has been it has not been  
20 appropriate just yet to talk to the owner about  
21 breaking the lease when we truly have not had a  
22 directive to do that just yet.

1 VICE CHAIR BELL: And point of  
2 information, we're not going to break the lease.

3 MR. THOMPSON: You're right. That's  
4 the wrong terminology.

5 VICE CHAIR BELL: We will have the  
6 lease assigned to someone else or we will sublet  
7 portions of it, but it will not be broken.

8 MR. THOMPSON: I apologize. Breaking  
9 the lease is not the right way for me to capture  
10 what we will be doing. The lease gives us  
11 provision.

12 CHAIR CRIDER: Okay.

13 MR. THOMPSON: For finding someone to  
14 sublease the building to. The lease gives us  
15 provision that if we wanted to have someone take  
16 over the lease there's a way in which we can do  
17 that with the terms that's in our current  
18 agreement.

19 MS. BENNETT: Okay. So that was  
20 important. So what are you asking us to do  
21 today? Just to be clear, just to give a go ahead  
22 as to moving? Is that what I'm hearing? I'm

1 hearing that you're not asking us to approve a  
2 budget for this project, neither are you asking  
3 us to decide pretty much anything.

4 MR. THOMPSON: No, no.

5 MR. ASKEW: So let me as a member of  
6 the Government Operations Committee, we took a  
7 vote to transition the community college programs  
8 over to 801 North Capitol Street. That now has  
9 to come to the full Board. What we did in  
10 committee was just --

11 MS. BENNETT: So this is just a move?

12 MR. ASKEW: Right, so he's providing  
13 with -- exactly, so this is really just a move.  
14 But because there were people who wanted  
15 additional information as to what would the move  
16 really entail and where and what were some of the  
17 financial consequences associated with it? Did  
18 we have the right people talking as we went  
19 through this process? That's why our goal was to  
20 provide more information so that we had at least  
21 an idea of what direction.

22 So you're right, he's not -- the

1 recommendation is really more so the transition  
2 out and also the recommendation is is that we --  
3 I think the recommendation is is that we agree on  
4 kind of almost like the dollar associated, like  
5 the \$12 to \$17 million associated with that  
6 particular one. Because that's what it would  
7 cost in order to make the most.

8 MS. BENNETT: Well, we don't know.

9 MR. ASKEW: No, no, no. I don't know  
10 that that's true either. I think Erik did a  
11 pretty good job at explaining to you how we would  
12 go about managing the process so that we got what  
13 we needed based upon the budget that we actually  
14 have. I'm not quite sure that that's any  
15 different than any other capital project that  
16 we've had. And when we said \$30 million for the  
17 student center, that was it, right?

18 MS. BENNETT: You didn't go above  
19 that?

20 MR. ASKEW: Like I said, we won't know  
21 -- to answer your question is yes, but you really  
22 won't know that until we really get the process

1 started. Now I will say that this is  
2 distinguished between the student center because  
3 we're not dealing with votes and stuff like that.  
4 So the infrastructure is not as complicated.

5 MR. THOMPSON: And I think it's good  
6 to note that the significant differences between  
7 the two scenarios is when a budget was identified  
8 for the student center, we didn't have a site  
9 identified, so we didn't know we were going to be  
10 over the Metro. The decision to go LEED Platinum  
11 had not been confirmed, so we did not have that  
12 challenge. And there were the unknowns of the  
13 site itself. We're talking about going to two  
14 buildings that we currently operate within, that  
15 we've done renovations at some point in time.  
16 And we've used that information to base the  
17 estimates we're giving you on.

18 Now it is construction. There is the  
19 possibility for some unknowns to be discovered  
20 when we truly get into the walls, when we truly  
21 start to repair, if not replace mechanical  
22 systems for Building 41 and the work that would

1 need to be done at Backus. But it would be at  
2 that time that I would be coming back before you  
3 much like I feel confident I can do now and  
4 explain the difference between a \$40 million  
5 project thought and the actual construction costs  
6 we have for the student center.

7 In this case, explaining to you the  
8 difference between the \$12 to \$17 million range  
9 we're giving based on cost per square foot that  
10 we tried to clearly identify and an actual  
11 project that is based on an architect going  
12 inside the walls, looking at the mechanical  
13 systems within both buildings, working with the  
14 stakeholders on the academic side, to truly go  
15 from looking at okay, a space within the building  
16 would be 14,000 square feet for nursing and  
17 changing that into -- within that 14,000 square  
18 feet, there are two labs, there are 13 offices,  
19 there are 6 classrooms. They need to have gas.  
20 And that continued evolution of the process is  
21 how we are refining them.

22 MR. ASKEW: But they're --

1 CHAIR CRIDER: Trustee Wyner.

2 MR. WYNER: So I just want to be  
3 really clear that at this stage what you  
4 understand is the due diligence to be done is  
5 significant. This is not recognizing where we  
6 are in the process. This is not a criticism of  
7 that. I appreciate the documentation you  
8 provided as well.

9 But it sounds to me that we're not  
10 sure what the operational savings will be. The  
11 costs are still pretty unclear. There is some  
12 range. And the exposure associated with  
13 subleasing 801, we're not too sure about. We  
14 hadn't really investigated what our exposure is.  
15 In other words, we can sublease, but we haven't  
16 evaluated, I assume, the market associated with  
17 subleases in that area. So there are some  
18 uncertainty on three different variables on the  
19 cost side. Is that a fair statement?

20 MR. THOMPSON: It is a fair statement.  
21 I will say that of the positives that could have  
22 come out of recent news stories after the vote to



1 investigate this, there have been many entities  
2 to contact the university interested in  
3 subleasing the building. And we've had  
4 conversations with those entities, both municipal  
5 entities and otherwise. And because of that,  
6 feel comfortable that when we get to that point  
7 some sort of deal can be struck to backfill the  
8 space we're currently within.

9 MR. WYNER: But that makes us fully  
10 whole where there might be some costs associated  
11 with that?

12 MR. THOMPSON: It would be well beyond  
13 where we are to say I know we can get to fully  
14 whole. I think we have enough information that  
15 suggests we can get to offsetting any costs that  
16 currently paying for the lease with a different  
17 occupant or someone taking over this.

18 MR. WYNER: I do want to ask one more  
19 question though because you talked a little bit  
20 about how the space is here and classrooms being  
21 built that should suffice. I trust that that's  
22 the case. But I'm assuming there was an original

1 purpose behind 801 North Capitol Street and I  
2 wasn't here at the time that would have something  
3 to do with tracking students, that would have  
4 something to do with the location of the space.  
5 I'm assuming there was some purpose there and I'm  
6 curious whether we've done any investigations of  
7 the students at all about their willingness to  
8 come from 801 here. I mean after all, you can  
9 build a classroom, but if you build it sometimes  
10 they don't come. And I'm curious how much we  
11 know about the students' experience and the  
12 likelihood that location matters here.

13 We know that a lot of our students  
14 actually are closer to that location. I don't  
15 know whether coming six or seven more stops off  
16 the Red Line is going to have an impact on  
17 students as compared to here.

18 In our investigation, have we talked  
19 to students or investigated the likely impact on  
20 enrollment at the community college? And have we  
21 looked historically at what has happened at North  
22 Capitol Street and how much we might attribute

1 that to location versus many of the other things  
2 that are very important to the provision of  
3 education. Is that part of the investigation?

4 MR. THOMPSON: And to add on that, the  
5 impact on tuition.

6 MR. ASKEW: So let me just say this  
7 from a numbers standpoint. I think Jackie gave  
8 you the numbers. Jackie told you that the  
9 enrollment in the community college, well, I  
10 would say the community college has been a roller  
11 coaster. Right? That's what she said. So I'm  
12 not sure whether it's the location piece either  
13 because we've actually seen a reduction in people  
14 just as we've seen in the very beginning we may  
15 have seen a little increase. I'm not sure that  
16 location, this particular location, based upon  
17 the data says that the location will lend to us  
18 having more students.

19 MR. WYNER: Right, no. I think there  
20 is a correlation that's part of the economy that  
21 we've had. I completely agree with you, Trustee  
22 Askew. I think the question I'm having is

1 whether we've investigated the likely impact.

2 What information have we gathered in  
3 regard to demand and in regard to what students,  
4 in fact, want and what might happen as a result  
5 of that from moving the nursing program from one  
6 location to another the rest from one location to  
7 --

8 CHAIR CRIDER: But there was a plan to  
9 move the nursing program from 801 over to Bertie  
10 Backus. That plan is still the plan. And so  
11 that hasn't changed. And what we're talking  
12 about here, you know. As I understood it, and --  
13 I'm trying to remember whether they have moved.  
14 I think when I came on the Board they had just  
15 moved to 801. The intent at that time was  
16 different than I think what the intent is now and  
17 that was to have a completely independent  
18 community college, not separately accredited, but  
19 totally an independent community college. So the  
20 first step supposedly in doing that was to get  
21 them their own building across town.

22 So the university goes about,

1 identifies a building across town, moves the  
2 community college there, with no additional  
3 funding to support that move. So the university  
4 each year has faced budget overruns, I'll call it  
5 that for lack of the other term is trying to come  
6 into my brain, but I can't think of right now,  
7 declining fund balance. We've spent out of the  
8 fund balance every year to make up this delta  
9 between what our budget is and what we needed to  
10 support what is really \$8 million in real estate  
11 that we never had. We never had money to support  
12 that.

13 At some point, the Board has got to be  
14 responsible to say we can't continue to do that.  
15 And how do we support the education for all of  
16 our students, whether it is 801 North Capitol,  
17 whether it's Bertie Backus, whether it's P.R.  
18 Harris, or whether it's Van Ness, is we continue  
19 to have at least an \$8 million hole every year.  
20 But now because of the \$3.5 million reduction and  
21 no capital funds is really \$11.5 million this  
22 year. We've already run an \$8 million a year is

1        what historically we've run. So now we've got --  
2        I'm saying \$11 because the cost of the real  
3        estate that we don't have money to pay for is \$8  
4        million.

5                MR. WYNER: I've seen \$41 million as  
6        the estimate for 12 years.

7                CHAIR CRIDER: That's one year.  
8        That's one building. We've got four buildings  
9        plus an airfield strip.

10               MR. WYNER: The delta here is this \$41  
11        million.

12               CHAIR CRIDER: That's only because  
13        we're talking about one building. Now if we  
14        wanted to add the other buildings in there, I can  
15        go for that.

16               MR. WYNER: I'm just trying to get my  
17        arms around the numbers of what we're dealing  
18        with --

19               CHAIR CRIDER: These numbers are  
20        strictly 802 North Capitol Street.

21               MR. WYNER: Thank you.

22               CHAIR CRIDER: But I'm trying to get

1       you to understand the broader picture of the  
2       financial hole that the university has faced each  
3       year because we've got to manage these buildings  
4       and we have not had the money to pay for them.  
5       We visited downtown. This didn't start this  
6       year. We have been dealing with this for the  
7       five years that I've been on the Board to say we  
8       were mandated to right size. We right sized. We  
9       can't right size our way out of this any more.

10               And so what we've asked for and I'm  
11       going to thank Joe and the Operations Committee  
12       because they took on this tough issue of looking  
13       at this, coming back, bringing options to us so  
14       that this Board can take some action and not just  
15       continue to sit here and let money go out of here  
16       without any control or act like we're blind that  
17       this is costing us every year.

18               So I'm going to thank the Operations  
19       Committee for taking this on. I know it's  
20       unpopular. But it's something that we have to do  
21       contrary to popular belief, this is not a bluff.  
22       This is not about I'm going to call your bluff

1 about us moving. If, in fact, we don't have  
2 money to support it, we're going to have to do  
3 something. So that's kind of where it is.

4 I'm sorry, don't get me on a roll.  
5 But let me just say, you asked a question about  
6 tuition. Remember, those students were here. I  
7 know it's a different set of students because  
8 many of those students that started out here have  
9 graduated or they've come into the flagship and  
10 some of them are coming up here anyway, but they  
11 were here before. And so we needed a community  
12 college. I believe in the community college. I  
13 don't know that we necessarily needed to be  
14 across town. And as we have revisited this whole  
15 idea of an independent community college, I think  
16 it gives us some flexibility. We will keep these  
17 separate accreditations and the branch campus  
18 status. We're not trying to get rid of that.

19 Tony and Jim, and then I'm going to be  
20 quiet for a minute.

21 MR. TARDD: I'll ask a question and  
22 you'll get back into it. My question is I



1 believe you said in your presentation that we  
2 have gone to the mayor. We have gone to this  
3 mayor.

4 MR. ASKEW: We've gone to the previous  
5 mayor and this mayor.

6 MR. TARDD: Okay.

7 MR. ASKEW: As recently as last week.

8 MR. TARDD: And we've asked the city  
9 to pick up the cost.

10 MR. ASKEW: Yes, and they said no, so  
11 far. Because no one answers no.

12 MR. TARDD: We went last week.

13 MR. ASKEW: No, no, no. So two  
14 things. So let me respond two ways. One,  
15 there's not \$9 million in a 2016 budget for us,  
16 right? Right? What we have is a \$3.5 million  
17 reduction in our budget, right? And there is  
18 not, in recognition of what we asked for last  
19 year, there's nothing in the budget that  
20 recognizes that we need the \$5 million to stay at  
21 801.

22 Number two, so let's be clear, though

1       this was not -- though the current mayor was not  
2       the mayor last year, she certainly was on the  
3       Council, and she did not advocate for it then.  
4       Like Phil is trying to advocate to make us whole  
5       this year. We've gone to them this year. And so  
6       let me be politically correct. So we didn't talk  
7       to the mayor because despite some efforts that  
8       are being made from the Board as well as the  
9       President that meeting has not been successful.  
10      However, we have talked to the deputy mayor of  
11      Education and she was very firm that she cannot  
12      make a commitment. And she has also spoken to  
13      the mayor and the mayor has said she's not  
14      willing to make a commitment at this particular  
15      time.

16                   And it's too late in the budget cycle.  
17      At this stage, if you know how D.C. works and  
18      their budget process works, the mayor is going to  
19      pretty much stay consistent of what -- where she  
20      is. And you look at historic -- you guys have  
21      done that. It's not going to magically appear in  
22      this particular budget. Maybe if we're

1       successful for 2017, it's a thought, but let me  
2       tell you based on history, and based upon some of  
3       the information that we got in our meeting, I'm  
4       not quite sure that the mayor is ready to rush to  
5       assume our obligation in the form of assignment  
6       or lease. We're not quite sure.

7               CHAIR CRIDER: Jim.

8               MR. DYKE: As I think all of you know,  
9       this has been a troubling issue for me. And I,  
10      on the one hand, am fully understanding the  
11      fiscal responsibility we have. We can't let  
12      money go out the door. You've got to step up and  
13      deal with it. I guess my concern is is how do we  
14      do that.

15              So I had two things in mind that I  
16      thought we ought to do and the first one is to --  
17      it's a proposed amendment to the resolution.  
18      After your first whereas, because you were  
19      talking about there's some concern about bluffing  
20      and all those other things. I think what's been  
21      lost here is that -- let me just read the  
22      proposal and I think that will be self-

1 explanatory.

2 "Whereas, the University of the  
3 District of Columbia Board of Trustees remains  
4 fully committed to development of a comprehensive  
5 community college with hubs located throughout  
6 the District that address our academic mission  
7 and are fiscally feasible." Which in the  
8 resolution makes it clear. So for anybody who  
9 wants to read its action if, in fact, it's taken,  
10 as stepping back from the community college, I  
11 think we need to make it clear that that is not  
12 the case. I think that's what Joe has said. And  
13 I think that's how you feel. And I think it's  
14 important that we make that part of what ever  
15 fiscal action we have to take.

16 The second has to do with the timing.

17 MR. ASKEW: Can you say that one more  
18 time? Whereas --

19 MR. DYKE: It would right after the  
20 second one, before you start -- where you talk  
21 about March 2010, you start talking about 801  
22 there. It would be after the first whereas. It

1 would be "Whereas, the University of the District  
2 of Columbia Board of Trustees remains fully  
3 committed to development of a comprehensive  
4 community college with hubs located throughout  
5 the District that address our academic mission  
6 and are fiscally feasible."

7 Now that is a general statement of our  
8 support for the community college, locations  
9 beyond Van Ness, whatever is there. And we've  
10 had some discussion about destination of hubs,  
11 things of that nature. It's not getting into  
12 that other than to say whatever we're doing is to  
13 be consistent with our academic mission. And the  
14 fiscally feasible part means we have to be able  
15 to afford it. In other words, there's money  
16 there to support that. And I think it's  
17 important that we send that signal. And I would  
18 hope that the maker of the motion would be  
19 amenable to accepting that as a friendly  
20 amendment, just to send a clear signal.

21 MR. ASKEW: Let me just say when we  
22 looked at this to be quite frank with you, it

1 just happens to be that a community college is in  
2 this building, right? 801 North Capitol Street.  
3 Had there been bachelor degree programs or  
4 graduate degree programs, we would have had to  
5 make the same tough decision because at the end  
6 of the day we were focused more so on the cost  
7 associated with being there in a building.

8 If there is a thought that -- I mean  
9 I'm not quite sure that I get that there is a  
10 feeling that we're backing away from the  
11 community college and having a presence as a hub  
12 in the District of Columbia. And again, maybe  
13 that is true that people are feeling that way.  
14 So in my mind, I guess if -- I just don't want to  
15 lock us into -- I think we all want to be a hub.  
16 I don't want to just to be for the community  
17 college to be quite frankly. If we could get  
18 bachelors' programs in places where we are not  
19 now graduate programs to make things more  
20 accessible, I'm down for that, too.

21 CHAIR CRIDER: Let me just say, I  
22 think -- Jerome, you wanted to say something.

1 You can go ahead and then I'll --

2 MR. SHELTON: Again, for the  
3 information of the Board, I think this is  
4 appropriate. The hub concept has been fully  
5 endorsed by the CEO of the community college as a  
6 new concept which we have not had a chance to  
7 discuss. I don't think knee-jerk nobody  
8 disagrees from the university to the community  
9 college. But I think putting it in this  
10 particular effort makes a commitment that we're  
11 not sure we'll be able to follow up on as we move  
12 to the decision about 801.

13 I think 801 requires us to make a  
14 specific call about 801 and we need to  
15 investigate the costing of the idea so that we  
16 can determine whether or not we should go forward  
17 or retreat. But right now, the full costing  
18 impact is what we owe. And we need to know what  
19 we owe, how we can make it work for us to best  
20 benefit the whole system. And that's the issue,  
21 not any future design models that we're  
22 interested in, not any things that we fully

1 believe are right, but the decision is about 801  
2 and the cost of moving it, dealing with it and  
3 paying for it so that we can support the students  
4 at the whole university.

5 CHAIR CRIDER: Let me just say,  
6 though, I'm sorry, Jim, do you want to?

7 I just want to say a couple of things  
8 because I personally don't have issues with this  
9 language, this provision. Why? Because one, we  
10 already have hubs. Whether we call it a hub or  
11 not, we already have hubs. We're at P.R. Harris.  
12 We're at Bertie Backus. We're at the airport  
13 hangar. We are at Shadd and moving across the  
14 street from Shadd or somewhere. So technically,  
15 we already have hubs.

16 I don't know whether we want to -- if  
17 you think about it, people are going to perceive  
18 this as us backing away from the community  
19 college. That's been the fear all along. Every  
20 time we have raised this issue of moving out of  
21 801, this isn't the first time we've talked about  
22 moving out of 801. Remember, Vince Gray standing



1 up in a meeting say "over his dead body" and I  
2 told him I'll walk over it then. You know? That  
3 was his position, would we move out of 801.

4 I understand David Grosso has said the  
5 same thing, over their dead body will we move out  
6 of 801 because they perceive it as backing away  
7 from the college.

8 If this sends a message that we're not  
9 backing away from the community college, that we  
10 believe in the community college and we will stay  
11 committed to what we have with the community  
12 college and only expand into other locations if  
13 it is needed and if we have money to fund it, I'm  
14 good with this. But if there's something in this  
15 -- I'm not the lawyer here, so now I'm talking  
16 between these two lawyers. I'm called a lawyer  
17 sometimes, but you know, if there is something in  
18 that language -- I'm not a lawyer yet, I'm  
19 working on it. But if there's something in that  
20 language that makes you feel that this is saying  
21 more than the way I'm reading it, I want to  
22 understand that, because I'm reading it very

1       simple that we will continue to have that  
2       community college and that we would commit to  
3       having it in the communities, as long as we have  
4       money to pay for it.

5               MR. DYKE: That's the specific intent  
6       that I had when I put it forth. You hit it right  
7       on the head.

8               MR. ASKEW: So again, and I appreciate  
9       that, Madam Chair, your insight on that. I guess  
10      I'm looking at it from a university-wide  
11      standpoint. And I'm looking at it that there may  
12      be some programs that we may want to offer that  
13      are part of the hub. I don't think the hub is  
14      not visionary to me because that is what we do  
15      already. I mean some people are saying it's just  
16      not -- because we're already doing it. I mean  
17      that's a visionary or something that really in my  
18      mind we're not doing that's going to create and  
19      help us grow and prosper.

20              I don't want us to get locked down  
21      into -- because right now, we do have a hub, but  
22      we also know there are at least, there's P.R.

1 Harris right now and to be quite frank with you,  
2 it's part of the hub, that we need to make some  
3 more tough decisions on and I'll leave the next  
4 Operations person to deal with that.

5 MR. ASKEW: This amendment would not  
6 preclude that.

7 MR. DYKE: Okay, right. Okay, well,  
8 I mean again, I just want to be clear because  
9 when we say a hub, that doesn't necessarily mean  
10 that we're -- again, I don't want to mean that  
11 we're in every ward because we don't necessarily  
12 have the finances to do that.

13 So Madam Chair, I do understand what  
14 Trustee Shelton was saying as well. Again, we  
15 really were focused on 801 North Capitol Street.  
16 We weren't really trying to back away from  
17 community college offerings at all. That's not  
18 what this is about.

19 It is true, you're right, you reminded  
20 me that there are people who think we are walking  
21 away and even in my intro statement I said what I  
22 said because I want to make sure people from the

1 community college don't think that this is an  
2 effort to back away from our ongoing support and  
3 my personal advocacy for leadership and structure  
4 changes at the community college.

5 CHAIR CRIDER: Gabby, can you mute,  
6 please, mute your line.

7 MR. ASKEW: So having said that, you  
8 know, I will accept the language as a friendly  
9 amendment, as long as there are no objections.

10 MR. DYKE: She's thank you for that.

11 CHAIR CRIDER: Trustee Wyner.

12 MR. WYNER: So for me, I guess, I'm a  
13 little bit concerned that when I look at the  
14 numbers, it's entirely possible we see \$3 million  
15 in savings and \$4 or \$5 or \$6 million in costs  
16 over the next few years. So we're losing  
17 facilities money. I know that there may be long-  
18 term savings. And I absolutely am interested in  
19 the efficiency of the institution and making sure  
20 that we're not spending money where money is ill  
21 spent. I mean we have to make choices.

22 I am concerned that with a lack of

1       certainty, recognizing that in our current  
2       circumstances, that we've been given good  
3       information, given where we are in the process.  
4       So I just wanted to be real clear about that. I  
5       think given where we are in the process we  
6       couldn't get there. And I appreciate the candor  
7       on that. That's the best we've got for now. But  
8       I think given the information we have, I'm not  
9       sure that I'm comfortable that we would be  
10      fulfilling our fiduciary responsibility to make  
11      this vote now just on the fiscal side, let alone  
12      on the academic side. And when the options are  
13      if we leave 801 and move here, those are the  
14      options we've been presented and I recognize I'm  
15      not part of the -- I haven't been at the  
16      Facilities Committee meeting. I may have been  
17      available, I could have come.

18               But the information gaps that I'm  
19      seeing here, can certainly feel to me like we're  
20      not quite ready for that. What worries me is we  
21      make a vote here today to make this change and  
22      then we get more information on subleasing. We

1 get more information on the costs and the  
2 equation doesn't look quite as favorable and is  
3 presented in this resolution. And I would -- I  
4 am just not really comfortable making this vote  
5 today given what we know today and I do think  
6 that a decision of this magnitude where we are,  
7 this is a new institution, the community college,  
8 new in the sense that we tried to create it as  
9 something connected to, but now different in some  
10 ways from the other elements of UDC or as part  
11 of.

12 And I think this kind of relocation  
13 can have a significant impact. And I'm not sure  
14 that I'm comfortable with the full range of what  
15 we know either on the fiscal side or on the  
16 academic side for us to be making this decision.  
17 I understand we'll have a second chance to  
18 approve Backus, but we're deciding today to  
19 relocate and I don't see us undoing that once  
20 that's done.

21 CHAIR CRIDER: If there was new  
22 information presented, one of the things that we

1       said before is that if the city were to step up  
2       which I don't believe they will, I hope they do,  
3       but you know, so far, we haven't had any success  
4       in getting them to say we will, in fact, increase  
5       your budget by \$5 to \$8 million to cover the cost  
6       of these facilities for the community college.  
7       We have been at this for five years and they have  
8       not stepped up. We're into the second mayor now.  
9       And --

10               MS. LEMUS: They're not going to step  
11       up.

12               CHAIR CRIDER: Right, thank you,  
13       Gabby. So that's why we haven't seen then a  
14       willingness to do that. We're going through the  
15       motion. We keep asking and asking and in the  
16       meantime our budgets keep getting cut, you know.  
17       We don't get the money that we need to support  
18       our operations. I mean Jim made a very  
19       impassioned comment about the impact of reducing  
20       our budget in a year where we're expecting an  
21       accreditation visit. I don't know that that fell  
22       on fertile ground. But I am concerned -- and let

1 me ask a different question of you. What does it  
2 take to make you comfortable? Because what we  
3 know is that we're continuing to pay this money  
4 every year and that we don't have the budget to  
5 support this on an ongoing basis every year.

6 We needed to empower them to be able  
7 to go out and answer some of the questions that  
8 you're looking for. So without this action they  
9 can't go out and begin to talk about who they can  
10 sublet to and have some earnest conversations  
11 with the landlord because they're not empowered  
12 to do that unless we have some action here.

13 So if there's something specific that  
14 you want that would help crystalize a decision,  
15 you know, I think we're willing to hear that. I  
16 see your uneasiness. I am not trying to be flip  
17 or anything about that.

18 MR. WYNER: And I appreciate the  
19 question. I think for me the \$12 to \$17 and  
20 being a little more advanced in terms of  
21 understanding what the real constructions are  
22 going to be, that would be helpful. I think



1 understanding the components of the operations  
2 that, in fact would be saved as a result of this  
3 move and what wouldn't because that's a big  
4 delta. That \$2 million, right? We don't really  
5 know that.

6 CHAIR CRIDER: But we do know that  
7 something here would be less than \$2 million. We  
8 do know that.

9 MR. WYNER: Right, but is it \$100,000  
10 less or is it \$1.9 million less or somewhere in  
11 between? I understand we haven't gotten there  
12 yet.

13 CHAIR CRIDER: Right. But we know  
14 it's something less than \$2 million.

15 MR. WYNER: Significantly less.

16 CHAIR CRIDER: Right. It's something  
17 less than \$2 million.

18 MR. WYNER: But I'd like to see what  
19 that savings is. And then the flip side of it is  
20 some conversation, because everything is  
21 tradeoffs, right? It's all about tradeoffs.

22 And the academic side of this, I'm not

1 hearing a lot of conversation. What I'm hearing  
2 is we could build classrooms here. I believe  
3 that. We don't know what the costs will be. But  
4 on the academic side in terms of whether this is  
5 the right location for those programs, I don't  
6 know the answer to that.

7 And so I would want more information  
8 on that side, understanding what the potential  
9 downside would be for a move and what the upside  
10 might be.

11 You know, Dr. Crider, Chairperson  
12 Crider, I am comfortable -- I'm open minded on  
13 this. I do want to learn the information, but I  
14 feel as though we're making a vote to make a move  
15 with a lot of uncertainty here and what concerns  
16 me most is that the conversation has been  
17 importantly we've got fiscal considerations and  
18 facilities considerations, but what I'm not  
19 hearing is the academic students' success  
20 questions and what the impact might be.

21 CHAIR CRIDER: But have we had  
22 greater, any more or less -- I mean I believe

1       that the greatest growth and I may be wrong, but  
2       I think the greatest growth in terms of numbers  
3       of students at the community college has actually  
4       come from Workforce Development. I believe that  
5       to be more a function of that team over there  
6       that is very zealous about bringing people in to  
7       workforce development programs. I think they  
8       deserve kudos for how they have grown that  
9       program.

10                (Applause.)

11                But the academic in terms of the  
12       associate degree programs, I don't know that they  
13       have grown any more than what they were when they  
14       were here. So the move there or the move here, I  
15       don't know that it's had an impact on that at  
16       all.

17                MR. WYNER: Fair enough.

18                CHAIR CRIDER: And they weren't here  
19       before, you know.

20                MR. WYNER: Right, so the workforce  
21       programs. We want to know what is the impact of  
22       moving all of the workforce programs?

1 CHAIR CRIDER: Many of those -- let me  
2 ask the question though because P.R. Harris is  
3 not at 801. Many of the workforce folks are at  
4 P.R. Harris, at Shadd, at the airport hangar, and  
5 at Bertie Backus. Am I correct?

6 MR. WYNER: Are there only associate  
7 degree programs at 801?

8 CHAIR CRIDER: I don't know if it's  
9 only associate degree programs, but I'm telling  
10 you, you've got these folks looking at me in the  
11 audience, they know what their numbers are,  
12 right? So are the majority of -- somebody from  
13 the community college can get up the mic, are the  
14 majority of the workforce programs out in the  
15 communities and when I say communities, I mean  
16 P.R. Harris, Shadd, Bertie Backus and the airport  
17 hangar, and St. E's and United Medical Center.  
18 Or are they at 801?

19 PARTICIPANT: They're not at 801.

20 CHAIR CRIDER: Exactly. So it would  
21 have minimal impact or where the growth at the  
22 community college has been which has been in the

1 Workforce Development Program.

2 Yes, Jim.

3 MR. DYKE: I understand the  
4 uneasiness. I also understand the fact that  
5 we've got to take some action, but what I think  
6 I'm hearing and I had chatted with you about one  
7 process we might follow to bring it back to the  
8 Board, but it sounds to me like if we would agree  
9 here that we would get an update maybe at our  
10 July meeting as to what has happened in the  
11 interim as far as getting answers to some of  
12 these questions and also to see whether or not  
13 the Council has taken any action and then  
14 hopefully in that time period we also will be  
15 announcing a selection of a new president. And  
16 it may well be that there could be some who  
17 knows, good will that people would want to say  
18 well, maybe we ought to do something to give this  
19 particular person an opportunity to get off to a  
20 good start. And maybe that might be a way of  
21 addressing these concerns that would come back  
22 and take a hard look at it and see what has

1 transpired in the interim, including checking out  
2 the negotiations with the landlord into that  
3 nature.

4 CHAIR CRIDER: And there are two other  
5 caveats that we've always said and I don't know  
6 that anybody here is advocating backing away from  
7 that. What we said from the beginning when we  
8 had these discussions is one, if it threatened  
9 our accreditation, we wouldn't do it. And if the  
10 city steps up and helps us out on this issue, we  
11 wouldn't have to do it. And so if those two  
12 things were to happen then I think that the  
13 resolution gets revisited and I don't know -- you  
14 vote a resolution in, but here I go again trying  
15 to step into territory that's not mine, but I  
16 assume that if you decide that -- that this  
17 resolution is no longer relevant to what you need  
18 to do that there's a process where you vote  
19 something else in. You take this back. And so  
20 to the extent that I think we do have some  
21 caveats that we've always said that we would  
22 honor, the independent accreditation and if the

1 city gives us money, then that is protection that  
2 we don't -- we're not going to move about this  
3 foolishly.

4 MR. DYKE: I'm in agreement with those  
5 two caveats and I've added the third one now  
6 which is getting as much information as we can to  
7 some of these unanswered questions.

8 CHAIR CRIDER: Right.

9 MR. DYKE: And get an update on that  
10 in July.

11 CHAIR CRIDER: Absolutely.

12 MR. DYKE: Once again, I'm the  
13 optimist as far as whether or not the city is  
14 going to be responding to us.

15 MR. ASKEW: Madam Chair, let me just  
16 -- so that's what the Operations Committee is  
17 tasked to do. The updates are what we're going  
18 to go through today. I mean that's nothing  
19 different. So I'm okay with that. As long as we  
20 understand that that's nothing different than had  
21 I continued to be the Operations chair, I would  
22 have done the exact same thing. Erik's got to go

1 out and find somebody who is an expert in this  
2 stuff who as we go along, he's going to give more  
3 data to Josh. That's absolutely the way the  
4 process works, right?

5 And if the numbers are way off, the  
6 Board has an opportunity to redirect. But I do  
7 believe we can't -- we are the Board. We've got  
8 to make some decisions here. You can sit here  
9 and not make these decisions and again, we are  
10 hopefully, we will have a new president.

11 I remember talking to our acting  
12 president and he said to us that I need the Board  
13 to make a decision so that he can determine how  
14 best to work with us and set his priorities and  
15 his vision. I think we've got to do this -- I  
16 want to take this, I want to help, you know, so  
17 where he can concentrate and we can say this is  
18 the direction we're going to go. Like any other  
19 thing, the committee will come out. It will  
20 report it. If that's what you want, that's what  
21 you ask for. And that's what you will get.

22 The reason you have all this data,



1 believe me, I mean, Erik, Mr. Rogers, I'm sure  
2 Barbara Jumper, the CFO, I mean they have spent a  
3 tremendous amount of effort to get us to this  
4 point so we can answer, so that we can respond in  
5 a way that we've been responding today. So we've  
6 listened to you throughout this process. And  
7 again, willing to accept your original  
8 recommendations.

9 I know again, the chairman is thorough  
10 and I know she's going to give direction to the  
11 new Operations Committee and you will get the  
12 information that you want. As I said before, I  
13 mean, we're going to have every detail today.  
14 And my experience as an institution, this  
15 institution just doesn't work like that. My  
16 experience in corporate America and dealing with  
17 these types of things, it doesn't always work  
18 like this. There's always these things that are  
19 uncertain or may be unknown, but we manage  
20 through those and I think that this Board is well  
21 equipped, well equipped, to work their way  
22 through those as we have other issues here at the

1 institution.

2 CHAIR CRIDER: Absolutely. And I  
3 think that the language, Jim, your friendly  
4 amendment. I do think that it's important that  
5 it's in here because it does reflect that ongoing  
6 commitment to the community college. We need to  
7 make sure that people understand that, that  
8 that's out there, and I do believe that that  
9 gives this some additional stuff that it needs  
10 here.

11 I understand the discomfort over here,  
12 but we need to empower these guys to be able to  
13 get answers for us and we can't do it unless we  
14 have some plans to do something.

15 Mr. Thompson.

16 MR. THOMPSON: If I could just make  
17 sure I would capture the friendly amendment  
18 appropriately. "Whereas, the University of the  
19 District of Columbia Board of Trustees remains  
20 fully committed to developing a comprehensive  
21 community college with hubs located throughout  
22 the District that address our academic mission

1 and are fiscally feasible."

2 CHAIR CRIDER: And I think --

3 (Simultaneous speaking.)

4 MR. ASKEW: How are you going to  
5 interpret that?

6 MR. DYKE: They can be located in the  
7 District.

8 MR. ASKEW: Does that mean in every  
9 ward?

10 MR. DYKE: I wouldn't say in every  
11 ward. They're throughout the District now. I'm  
12 not sure I understood --

13 (Simultaneous speaking.)

14 CHAIR CRIDER: I think it's okay.

15 MR. DYKE: I'll let you know.

16 VICE CHAIR BELL: Was there a second  
17 one that you were going to make, a second  
18 modification?

19 MR. DYKE: As I mentioned to the  
20 chair, I was thinking of something to deal with  
21 the timing question, but I think the way we  
22 discussed it --

1 VICE CHAIR BELL: Okay, I just wanted  
2 to be sure.

3 MR. WYNER: I just -- in decisions  
4 that I've made in the corporate world and in the  
5 nonprofit world, I would have better information  
6 than this. And given the lack of information  
7 we've gotten at times when we've asked for it,  
8 and the slow pace at which information comes to  
9 us on some other issues, this is good information  
10 for where we are, but I am not confident that we  
11 have the information we need today to make this  
12 decision. And so I would recommend that we  
13 postpone this decision given that. I'm not sure  
14 given the fact that we will not see any cost  
15 savings for three years as far as minimum, why  
16 the difference between now and July makes a  
17 difference. And I do think that Trustee Dyke  
18 makes a good case that a new president will be  
19 coming in and there's an opportunity for the  
20 mayor to potentially respond to this idea. And I  
21 understand that I haven't been part of those  
22 conversations.

1           I think this is a significant decision  
2   and I don't think this is easy to just undo it  
3   when we discover other fiscal information. I  
4   think making this decision will have  
5   ramifications in terms of the expectations of  
6   lots of folks in terms of what's going to happen.  
7   And to make that kind of decision to me should be  
8   based, for me, on more significant information.  
9   I'm coming late to the party. I've been here a  
10   year. But I'm not comfortable that we have the  
11   information that we need today. And I have to  
12   say that in other contexts, I've gotten better  
13   information for something this significant, prior  
14   to making a decision. I'm not saying we should  
15   have it here today, but I am saying we should  
16   have it prior to making a decision.

17           CHAIR CRIDER: I appreciate that. On  
18   the other hand, you know, again, I think those of  
19   us that have been dealing with this for a much  
20   longer period of time have a different  
21   perspective and that's what makes us all unique  
22   and contributing members of the board, these

1 different perspectives.

2 I just think that we have to take some  
3 action and you know, maybe I'm being naive or  
4 Pollyannaish now to believe that if, in fact, we  
5 find out additional information that is not  
6 favorable that we can undo this. I do believe  
7 that. I think folks sitting around this table  
8 would hold us to that. But right now, this is  
9 the information that we have to get more  
10 information. I'm going to ask Board members to  
11 step up and to give us what information you want  
12 them to get that makes us feel more comfortable  
13 as we get to the next decision or point that we  
14 have to do something so that they know  
15 specifically what we want from them.

16 I think sometimes the Board is at  
17 fault and that we are not always clear and are  
18 not always giving them good direction in terms of  
19 what we're looking for. Let's not do that this  
20 time by giving them very specific, very clear  
21 information about the data or the information  
22 that we need to have them bring back to us that

1 gives us more comfort with moving this decision  
2 forward. But we're going to vote on this  
3 resolution today. I'm just saying that.

4 MR. DYKE: I call for the question,  
5 Madam Chair.

6 CHAIR CRIDER: Yes?

7 MS. BENNETT: Thank you, Madam Chair.  
8 I think through all this discussion we talked a  
9 lot about and I'm going to go back to Trustee --  
10 Josh's point about the students' portion of this.  
11 One of the impacts on the students moving from  
12 801 back to here, I was here when they were here,  
13 so I know full well. But were the students  
14 consulted after we had spoken to the committee  
15 and we were sure that we wanted to submit this to  
16 the Board from February? Were students at any  
17 point as to the move and how they felt about it?  
18 Would it be accessible for them to get to class  
19 and everything like that here? I just wanted to  
20 find out if that was ever done.

21 MS. PETTY: A survey was developed and  
22 it's out now. It hasn't closed yet, I

1 understand. But the survey was developed.  
2 Survey questions are very specific. They ask  
3 students the impact on their continued attendance  
4 on moving and asked a lot of questions about the  
5 pluses and minuses, not just do you want to move  
6 or don't you want to move? There was a survey, I  
7 understand from the community college and has not  
8 been closed. We also have it open on this campus  
9 to see potential impact here.

10 MS. BENNETT: Okay.

11 MR. WYNER: Can I just ask why the  
12 survey, is there a concern about what students  
13 may feel about this move? Presumably, the survey  
14 was done for a reason and if we don't have the  
15 results that might suggest something.

16 MS. PHILLIPS: I'm Dianna Phillips,  
17 the chief executive Officer of the community  
18 college, Yes, we did develop a survey. It is  
19 out. We looked at -- we didn't look at the data.  
20 We've got 176 responses to date. Yes, we are  
21 concerned about the impact on the students which  
22 is why we determined to conduct the survey in the



1 first place. It took us a little while. We  
2 distributed it through Urban Monkey. We actually  
3 moved it forward a pace so that students can  
4 actually vote using their smart phones. So we're  
5 hoping the final results will be in the end of  
6 next week. I'm looking at Dean Hamilton and Dean  
7 Ford, because we distributed it throughout the  
8 community college.

9 I do want to make one statement about  
10 enrollment. I need to clarify a little bit about  
11 enrollment at the community college between  
12 workforce development and the academic side of  
13 the house. So the community college has been in  
14 operation since the fall of 2009. My  
15 understanding is yes, there has been ebbs and  
16 flows on the credit side and the noncredit side  
17 with enrollment. My current understanding and I  
18 wasn't here in 2009 was that we started -- the  
19 community college started with about 1700 credit  
20 students and about 900 noncredit students. I  
21 think that's the right ballpark figure. Right  
22 now, today, we have about 1700 noncredit students

1 and we have about 2500 credit students.

2 CHAIR CRIDER: Right, and at one point  
3 you had 2700 credit students.

4 MS. PHILLIPS: Correct. To be  
5 brutally honest with you, part of our enrollment  
6 challenges at the community college is that  
7 students have to come here to register at the  
8 community college. So we are not in complete  
9 control everyone in management. So there are  
10 some barriers for that perspective.

11 We do not have -- we do have noncredit  
12 programs in all the locations that you mentioned  
13 except the hangar. The hangar is aviation  
14 maintenance and it's only a credit program.  
15 About 95 percent of our enrollment on the credit  
16 side of the house is at 801 North Capitol Street.  
17 We've got students out at the hangar and we've  
18 got credit students at Backus. We also offer  
19 some classes sporadically at some of the other  
20 sites. It depends on what kinds of enrollment  
21 that we can encourage there.

22 One of the reasons that the model came

1 forward for the destination campuses to be very  
2 honest with you is that we are modeling -- we  
3 looked at the success that we were having on the  
4 noncredit side of the house. A lot of that  
5 success is also tied to the fact that noncredit  
6 programs are at no cost to enrollees and the  
7 noncredit side of the house has a lot less  
8 restrictions on the things that we can do. For  
9 example, we can pick up and take a team of folks  
10 to P.R. Harris and register people for a week if  
11 we want to on the noncredit side. We cannot do  
12 that on the credit side of the house.

13 The other thing that we provided to  
14 the Board and to the Community College Committee  
15 was a breakdown of enrollment at the community  
16 college and the flagship and the law school by  
17 ward for the fall 2014 semester. And there are  
18 significant differences if you look at  
19 enrollment. Across the institution, across the  
20 system, each component of the system has a  
21 different population demographic. And we pull  
22 from different areas and that information was

1 made available as well. Thank you.

2 CHAIR CRIDER: Any further questions  
3 or discussion?

4 MR. ASKEW: Call for the question,  
5 Madam Chair.

6 CHAIR CRIDER: All in favor of  
7 approving the resolution to recommend the  
8 relocation of community college from 801 North  
9 Capitol to Building 41 at Van Ness, vote aye.

10 (Chorus of ayes.)

11 CHAIR CRIDER: Opposed.

12 (Chorus of nays.)

13 CHAIR CRIDER: We've got two nays.  
14 Abstentions? One abstention. That motion  
15 carries. Thank you for that.

16 MR. SHELTON: Madam Chair, to my  
17 fellow trustees, for the first two years of my  
18 tenure here, we have what could be considered a  
19 stable budget. For the next three years, we had  
20 continuous runs on our budget from the plan that  
21 we just finished, the money for specific items  
22 without any increases in budget. We were

1 involved with 801 as a budget cost with promises  
2 of support.

3 We have received no support for the  
4 last three years and we now have another assault  
5 on our budget. And these budget assaults  
6 threaten the whole university and have been a  
7 special fear for the alumni of the institution,  
8 that the opportunity to go to college was very  
9 important to us and the university filled that  
10 gap. The community college gives the least of us  
11 an opportunity to get into the process, so we  
12 endorse it. But no alumni from the areas that  
13 I'm familiar with is interested in losing the  
14 university because of under funding. Let me  
15 finish.

16 The District of Columbia Public  
17 Schools follow the same model that has been used  
18 on the university. Under funding and then  
19 challenging the problems that occur because of  
20 under funding. We have been under funded  
21 consistently for the last three years with a  
22 major under funding when we go before the Middle

1 States people. When they challenge our  
2 accreditation, the whole city is going to suffer.  
3 And they seem to not understand Middle States and  
4 the gentleman from the consortium tried to make  
5 it clear. If you do nothing else, you give them  
6 money the year they show up. You don't take away  
7 money. That says you don't believe in the  
8 institution.

9 Our mayor publicly told us the story.  
10 But when it came down to dollars and cents, she  
11 again assaulted the budget of the university.  
12 And if you watch our history and I wish I were a  
13 better history student, you would see that these  
14 assaults have consistently denigrated the  
15 professionals and the people trying to provide a  
16 quality education to the most needy people that  
17 apply. If they can get in here, one of our gifts  
18 is we'll try to get you through to the end. We  
19 lost some of that because we lost some people.  
20 But we have people committed, but we need the  
21 financial resources and although you say you're  
22 not up to speed, understand when you take the

1 budget, you cripple the institution. And all the  
2 buildings, the different programs that we've had  
3 to pay for it. And they were mandated by our  
4 biggest contributor.

5 MS. BENNETT: Madam Chair, if I may  
6 make a brief comment?

7 CHAIR CRIDER: Okay, but then I want  
8 to move on because we have a long agenda left and  
9 I think we had a healthy discussion that we  
10 needed to have, so make your statement and then  
11 we're moving on.

12 MS. BENNETT: I want to say from a  
13 student perspective that I do support a move  
14 because I understand the budget hole that we're  
15 in. I abstained because of the fact that I don't  
16 have the survey of the students in front of me  
17 and what they think about the move and that's  
18 critical for my vote. Thank you.

19 CHAIR CRIDER: At the end of the day,  
20 everybody needs to vote their own conscience.  
21 And so you don't have to explain why you  
22 abstained or why you voted no. You vote what you

1 believe is the right thing to do. I think that's  
2 what we've always tried to do here. So don't  
3 feel that you need to do that. Just you voted.  
4 I'm comfortable with everybody's vote. Because  
5 you voted what you believed. I have much more  
6 respect when you do that, so don't ever feel like  
7 you need to do that.

8 MR. ASKEW: Madam Chair --

9 CHAIR CRIDER: And then we're moving  
10 on.

11 MR. ASKEW: This won't take but a  
12 minute. I just --

13 MR. ASKEW: Just a second. You're  
14 signing off? Okay.

15 MR. ASKEW: All I want to do is just  
16 reemphasize that I know we don't have the student  
17 survey, but I will have to emphasize that we  
18 started this process with Vision 20-20 that my  
19 committee started in December of 2014. So from  
20 December 2014 to what's the date today? A voting  
21 day, April 28th, so --

22 VICE CHAIR BELL: Point of



1 clarification, this was in right sizing.

2 MR. ASKEW: Absolutely. So I mean I  
3 know we don't have the survey and maybe there's  
4 to a point again, we could have had it. There's  
5 plenty of times to have that done and ready for  
6 today, just to have it. It just didn't happen.

7 CHAIR CRIDER: Thank you all. I'm  
8 going to move on. We have three people that have  
9 requested to testify. They have two minutes.  
10 And I want somebody to keep time strictly because  
11 we've got to get through this whole agenda.

12 The first Mr. Bardin.

13 MR. BARDIN: Thank you, Chair Crider.  
14 Committee Chair Askew, I didn't catch what you  
15 said about me, but everybody thought it was  
16 funny, so I think so, too. And Chairperson Dyke  
17 and all the rest of you, thank you for letting me  
18 talk. I was told I should confine myself to  
19 items on the agenda. So there are other things I  
20 would love to talk to you about, but I will not.

21 You have coming up the election of  
22 officers to take office March 15. And I have

1 some respectful suggestions for them,  
2 particularly your chairperson and your treasurer,  
3 which I think will make you more effective in the  
4 move you've been making, certainly over the last  
5 year, but really over several years toward  
6 stronger governance and more effective governance  
7 by the Board and I think in your relations, what  
8 we call city hall or Wilson Building.

9           Here are my suggestions for you. One  
10 is to ask the D.C. Chief Financial Officer, Mr.  
11 DeWitt, to meet with the full Board to discuss  
12 how he and you can best carry out your respective  
13 duties for governing the university. This is, in  
14 fact, governance shared between the Board of  
15 Trustees which originally was the only governor  
16 and the D.C. CFOs since Congress created that  
17 post, he is a partner, but he doesn't meet with  
18 you.

19           Number two, invite CFO DeWitt to meet  
20 with your Audit, Budget, and Finance Committee  
21 for open discussion of the outside auditors'  
22 Yellow Book report dated February 3, 2015 which

1 KPMG addressed to this Board of Trustees and I  
2 want to let you know that at the CFO's budget  
3 hearing last week, Mr. DeWitt said that he has  
4 entered into an agreement with the City  
5 Administrator and the Inspector General on a  
6 joint process to follow up on all the Yellow  
7 Books, including this --

8 CHAIR CRIDER: Twenty seconds.

9 MR. BARDIN: -- special UDC Yellow  
10 Book. And I suggest you seek out and implement  
11 the best practices as to the Board's interaction  
12 with both the outside auditor and the internal  
13 auditor including what's public and nonpublic.

14 Now I was going to talk about 801. I  
15 hope you have it. You just voted on 801. I have  
16 to get a hold of your resolution. I don't know  
17 if you realize, but you've spent an hour and 20  
18 minutes talking about a resolution which is in  
19 front of you, but none of us has it --

20 CHAIR CRIDER: Your time is actually  
21 up, Mr. Bardin. We thank you for your testimony.

22 MR. BARDIN: Thank you for your

1 attention and for your service to the university  
2 and the people of the District of Columbia as a  
3 whole.

4 CHAIR CRIDER: Thank you. The next  
5 person to testify is Mr. Vanlal. And just for  
6 the record, all of these testimony will be a part  
7 of the written record.

8 MR. VANLAL: Thank you, Trustees,  
9 Members. I'm Vanlal. I'm the Secretary of the  
10 Student Government Association of the community  
11 college. Years ago, the UDC Trustees made a  
12 disastrous mistake in the selection of UDC's  
13 president. They did not select a successful  
14 leader who understands the District of Columbia  
15 and cares about D.C. students. Instead, the  
16 Trustees inexplicably chose a controversial  
17 failure, Dr. Sessoms, who had reportedly been  
18 removed from City University of New York by  
19 Trustees, admits allegations of misuse of funds.  
20 Sessoms proved to be an unmitigated disaster at  
21 UDC and had to be removed by the UDC Trustees  
22 amidst allegations of misuse of funds.

1                   Why were the Trustees surprised to see  
2 history repeat itself so perfectly? After all,  
3 what students and the faculty could see that  
4 Sessoms was a disaster before he was hired? The  
5 UDC Faculty Senate and the UDC Student Government  
6 unanimously opposed Sessoms. Virtually, the  
7 entire student body and the faculty stood united  
8 in vigorous opposition, but our advice was  
9 ignored, our recommendations were rebuffed and  
10 our dissent was disrespected.

11                   Are the UDC Trustees about to make a  
12 similar mistake again? We at the community  
13 college are disturbed by the rumor that the most  
14 qualified candidate for the UDC president, UDC  
15 honorary holding degree, Dr. Malveaux, has been  
16 removed from consideration. We are doubly  
17 concerned that Trustee Lyon appears to favor of  
18 his fraternity associates, Dr. Mason, a non-DC  
19 resident. Like Sessoms, Mason has lost the trust  
20 of his faculty who recommended he be fired.  
21 Mason lost unanimous vote of no confidence amidst  
22 allegations of mismanagement of funds.

1                   Why do UDC Trustees favor  
2       controversial failures from the cities instead of  
3       backing someone as successful as Dr. Malveaux who  
4       has a long history with D.C. Dr. Malveaux, by  
5       contrast, was successful at Bennett College which  
6       grew under her leadership and she was called by  
7       Dr. West as the most public intellectual person  
8       in the country.

9                   Will the Trustees let us have a great  
10      UDC leader or will they import another  
11      controversial failure. Thank you very much.

12                  CHAIR CRIDER: Thank you for your  
13      testimony.

14                  And then last person to give testimony  
15      is Dr. Khatri.

16                  DR. KHATRI: Good evening, Trustees.  
17      And thank you for providing me the opportunity to  
18      testify and I'm so glad the Board of Trustees  
19      changed their mind and allowed us to testify this  
20      time.

21                  My testimony is in three -- I'm Dr.  
22      Daryao Khatri, Professor of Physics. And my

1 testimony is in three parts, an opportunity of  
2 decades, Vision 20-20, maybe I should call it  
3 Delusion 20-20, and membership of a faculty  
4 member on the Board of Trustees.

5 For the first time in a long while the  
6 Faculty Senate has unanimously endorsed a  
7 presidential candidate, Dr. Malveaux for the  
8 president of the university. The UDC Board of  
9 Trustees should act on this endorsement  
10 favorably. In that way, we can move on to handle  
11 the serious business of the university in terms  
12 of budget, shared governance, and accreditation.  
13 This has not happened in decades. The faculty  
14 organization unanimously endorsed the candidacy  
15 of a single presidential candidate. The Board  
16 should consider taking the opportunity, take the  
17 high road and forget about petty politics.

18 Vision 20-20 should be labeled as  
19 Delusion 20-20, in my opinion. By now you know,  
20 the student enrollment of the university is down  
21 for the fall semester 2014 and 2015 by 3.5  
22 percent in both semesters. If we are to meet the

1 goal of achieving protected student enrollment of  
2 5,737 students for the fall semester of 2015, we  
3 need to increase the current enrollment by 11.4  
4 percent.

5 I'll repeat myself, is it achievable?  
6 Not really, if I may answer this question myself.  
7 The Board should consider especially hiding the  
8 Vision 20-20 in a box and never look at it again.  
9 In this context I will say in student enrollment  
10 projections, the Middle States noted in 2011 and  
11 somebody should take a serious note of that, the  
12 leaders recommend that UDC develop a realistic  
13 enrollment projection model based on past  
14 performance, rather than hope.

15 CHAIR CRIDER: That's time, Dr.  
16 Khatri.

17 DR. KHATRI: I'll finish my last area.  
18 And the last one is I will ask the Board to  
19 support the recommendation of the Faculty Senate  
20 and request the City Council to appoint a faculty  
21 member as a Board member. Thank you very much.

22 CHAIR CRIDER: Thank you. The next



1 item on the agenda is the election of officers  
2 for the year May 15, 2015 through May 15, 2016.

3 MR. ASKEW: Madam Chair, I'd like to  
4 nominate Dr. Elaine Crider to serve in this  
5 position for yet another year.

6 MR. TARDD: Second.

7 MR. SHELTON: I suggest the  
8 nominations be closed.

9 MR. ASKEW: Well, let me just say this  
10 because this will be my last opportunity to  
11 participate in such an important vote. Dr.  
12 Crider, I think has won the heart, in respect,  
13 probably most importantly than I would assume all  
14 the members of the Board. She has been driven to  
15 make sure that we are making decisions based upon  
16 the information. She has consulted us as a  
17 Board. She has consulted us individually. She  
18 carries herself and is really a true member of  
19 the Firebird University of the District of  
20 Columbia family. I have not met another alumni  
21 in my tenure who is dedicated to this institution  
22 than Dr. Crider.

1           I could not also think of a better  
2 chair of the Board to help us transition whoever  
3 our next leader will be at this institution. I  
4 think that she will not only be respectful and a  
5 number one supporter of whoever the president is,  
6 but I also think she will be an ear and a  
7 supporter to the university stakeholders as a  
8 whole. I think a number of you in this room have  
9 worked with her and again, our job, our role as  
10 Board members coming in from the outside is  
11 really to give you a perspective of what we  
12 believe, based upon the market and based upon our  
13 experiences that will help make this place a  
14 better place. I don't think anybody -- there are  
15 folks here that think that the next president is  
16 going to get away without being accountable.  
17 With her leadership, her vocal leadership, I just  
18 don't see -- I can't see a better person if she  
19 is willing to serve in this capacity. She has  
20 served in this capacity, she's served for two  
21 years now and I think is able to carry a message  
22 that I don't think has been carried as

1 effectively in the past.

2 So with that and again, I know this is  
3 hopefully a foregone conclusion, but I did want  
4 to at least take this very last opportunity to  
5 say you are certainly the number one person on my  
6 list to continue to lead this Board. And I hope  
7 that if she is -- if the decision is made to make  
8 her the chair, that everybody in this room, that  
9 the Board members will lend their full support in  
10 making her and making this institution a success.  
11 Thank you. Call for the question.

12 CHAIR CRIDER: Am I supposed to do  
13 this? All this in favor -- Vice Chair?

14 VICE CHAIR BELL: So we will now have  
15 a vote on whether or not Dr. Elaine A. Crider  
16 shall remain as chair of the UDC Board of  
17 Trustees. All those in favor, please say --

18 MR. ASKEW: Are there any other  
19 nominations?

20 VICE CHAIR BELL: We're not going to  
21 ask for that. All those in favor -- do you  
22 accept the nomination for formality's sake?

1 CHAIR CRIDER: Okay.

2 VICE CHAIR BELL: Okay, good. Now you  
3 can't say why did I do this. All those in favor,  
4 please signify by saying aye.

5 (Chorus of ayes.)

6 VICE CHAIR BELL: Those opposed? Any  
7 abstentions? It is the opinion of the Vice  
8 Chair, that the motion passes. Congratulations.

9 CHAIR CRIDER: Thank you.

10 (Applause.)

11 I'm just going to say one thing.

12 Thank you all on the Board for again your  
13 confidence and you know, you guys work a system  
14 for real. The job is hard, but because I have  
15 your support, it does make it a lot easier to  
16 bear.

17 I can't say no to Joe and I'm going to  
18 tell you why. I meant to say this earlier, but  
19 Joe came to me about nine months ago and Joe  
20 said, Elaine -- in fact, Joe called me and wanted  
21 to have lunch with me. And in fact, it was this  
22 time last year, this time last year. I thought

1 Joe was calling me because he was going to strong  
2 arm me to be chair again. So I'm preparing my  
3 stuff to combat Joe to say no, I'm not doing that  
4 again. And Joe shocked me because that wasn't  
5 what he wanted. What Joe wanted was to tell me  
6 that he was tired and that he had worked a long  
7 time on this Board and he was ready to step down.

8 I think I said I don't believe that or  
9 some kind of way, I just wasn't ready to accept  
10 that. And so when I left Joe, I tried to think  
11 of a way that I could get him to stay. So I'm  
12 going to trick Joe because I've got to have -- he  
13 has got to stay. So I was able to come up -- I  
14 asked Joe, well, could you do this for me? And I  
15 know you want to go, but can you agree to stay  
16 and do this? And Joe agreed to stay and do this.  
17 And then one day he told me he said, you know,  
18 you're kind of slick because before I know it,  
19 you've got me staying the whole year.

20 So that's why I can't say no to Joe.  
21 I owe him big time because I kept him here and I  
22 think we're all the better for it. And I thank

1       you guys again for your trust.

2                   I would like to keep my officers if  
3       they are amenable to that. Reggie is not here.  
4       But I'll ask him. Chris, if you're willing. You  
5       don't have a say because you forced me, so you  
6       don't get a say. Gabbie, are you willing to stay  
7       as the secretary? Did she leave? Okay, I'll  
8       check with them, but I'd like to keep the slate  
9       that I have.

10                   Take a vote and stick them with it, is  
11       that what you said?

12                   So can we vote on the slate then,  
13       provisionally, upon their acceptance.

14                   MR. SHELTON: Second.

15                   CHAIR CRIDER: Moved and seconded.

16       All in favor vote aye.

17                   (Chorus of ayes.)

18                   Any opposed or abstentions? That  
19       carries as well.

20                   Okay, thank you all again. We now --  
21       I'd like to go into executive session. I needed  
22       to push the executive appointments back because

1       there's one issue that we need to deal with in  
2       executive session for these four executive  
3       appointments.

4                       Yes, Mr. President?

5                       PRESIDENT LYONS:   Madam Chair, before  
6       you go into executive session, I'd like to ask  
7       are the students still here who authored this --  
8       this is a teachable moment.   The students are  
9       still here?   Well, may I educate?

10                      CHAIR CRIDER:   Yes.

11                      PRESIDENT LYONS:   Because this is a  
12       teachable moment.   You have student leadership  
13       which I respect has submitted a statement and I  
14       want to just correct, students, so that you'll  
15       know and you can return and spread the word  
16       appropriately.   First of all, James E. Lyons has  
17       never chaired this Board, okay?   And you have a  
18       statement in here, "instead, the Trustees, under  
19       the chairmanship of James E. Lyons" --just a  
20       minute, let me finish.   You made a presentation,  
21       now let me finish, please, because this is what  
22       is on the record.

1           And secondly, I'm very happy and can  
2       say under oath that I had no idea that Dr. Mason  
3       was a fraternity brother of mine. And I look  
4       forward, if we go to court, I can testify under  
5       oath that I had no idea about that. So I don't  
6       know who feeds you information, but I would hope  
7       that they would feed you correct information if  
8       you're going to come before this distinguished  
9       body and make statements. Thank you very much.

10           CHAIR CRIDER: Thank you, Dr. Lyons.  
11       I'll make one other statement for the record.  
12       Dr. Lyons was not on the Search Committee. And  
13       so he had no vote in any of the three candidates  
14       that stood up to be the three finalists. So  
15       whoever again gave information that would show  
16       Dr. Lyons favoring any other candidates has the  
17       information wrong. He wasn't on the committee.

18           MR. WYNER: I would also like to add  
19       that in my conversations with Dr. Lyons  
20       throughout the presidential search process, he  
21       has never once -- and he's been really very  
22       clear, never once endorsed any candidate, nor



1 actually made comments on any candidates to me as  
2 a member and I do think that it's important that  
3 -- and we had a couple of disagreements here  
4 today, that we agree to discuss the facts and  
5 that we agree to -- that we may disagree. And I  
6 really do appreciate the opinions of those coming  
7 forward with regard to the leadership of the  
8 institution and any other issues. And we be  
9 careful not to insinuate by repeating rumors that  
10 are unsubstantiated.

11 MS. POINER: My name is Lisa Poiner.  
12 I'm a student at the community college. I am not  
13 a member of the SGA, but after speaking with my  
14 fellow classmates, it was also said to be  
15 rumored. We never said this was a concrete fact  
16 or anything and we stand by the leadership of the  
17 District of Columbia.

18 And another thing, from the student  
19 perspective, it would be very beneficial if the  
20 members, all members of the Board would come to  
21 the locations, the various locations and visit  
22 and become more comfortable with what's going on

1 and more in touch with the student population.

2 Thank you.

3 MR. WYNER: I accept the invitation.

4 Thank you.

5 CHAIR CRIDER: I do think though that  
6 we need to encourage our students and that they  
7 should be more engaged in what the process is  
8 here. So I want to commend them for stepping up  
9 and providing that.

10 (Applause.)

11 MR. SHELTON: The law school is  
12 waiting.

13 CHAIR CRIDER: But do it in a way  
14 that's appropriate and that your information is  
15 accurate. So thank you for that.

16 And let me just say one other thing as  
17 we get ready to go into executive committee  
18 because I heard when I said we were going into  
19 executive committee, I heard some rumors, not  
20 rumors, I heard some grumbling about what we were  
21 getting ready to do.

22 We are not announcing a presidential

1 selection tonight. You saw an update to the  
2 process that's on the agenda. You never saw that  
3 we were announcing anything. So for those of you  
4 that groaned about that, we are going into  
5 executive committee to deal with executive  
6 appointments that we have in front of us and it's  
7 our prerogative to go into executive committee  
8 when we need to. So we're going to recess to do  
9 that.

10 The Search Committee itself has worked  
11 hard. The Board is deliberating and we will, in  
12 fact, make a decision and when we make that  
13 decision you all will know about it. It has been  
14 transparent. It has been open. The  
15 deliberations that we're having now shall result  
16 in some pick of one of the two remaining  
17 candidates and again, we'll make you aware of  
18 that. Our deliberations are confidential and we  
19 will keep them confidential. But I think it's  
20 important for you all to know that this is the  
21 most important job that the Board of Trustees has  
22 to do and that is selecting a president. That's

1 our job. That's the only real job we have and  
2 we've taken that job on and that is selecting the  
3 president. Other than that, it is up to the  
4 president to run the university. It is our job  
5 to pick the president and we oversee the  
6 performance of the president. The president does  
7 everything else.

8 So I'm sorry for those of you that  
9 were disappointed that we don't have that  
10 announcement to make tonight, but we will be  
11 making that announcement soon enough and soon as  
12 we know, we'll let you know. Okay?

13 I would like to in accordance --

14 PARTICIPANT: Madam Chair, excuse me.  
15 One of the two candidates?

16 CHAIR CRIDER: Yes, we did. And you  
17 need to learn -- excuse me, you need to learn  
18 order. Okay? You're out of order. Okay. So  
19 thank you.

20 Executive session. In accordance with  
21 -- oh, I need a roll call and a motion to go into  
22 executive session.

1 MR. SHELTON: Motion to go into  
2 executive session made, offered.

3 PARTICIPANT: Second.

4 CHAIR CRIDER: It's been moved and  
5 seconded. May we have a roll call vote please?

6 MS. FRANKLIN: Mr. Askew?

7 MR. ASKEW: Yes.

8 MS. FRANKLIN: Mr. Bell?

9 VICE CHAIR BELL: Yes.

10 MS. FRANKLIN: Ms. Castillo. Dr.  
11 Crider.

12 CHAIR CRIDER: Yes.

13 MS. FRANKLIN: Dr. Curry. Mr. Dyke.

14 MR. DYKE: Yes.

15 MS. FRANKLIN: Mr. Felton. Dr. Lemus.  
16 Dr. Lemus.

17 MS. LEMUS: Yes.

18 MS. FRANKLIN: Dr. Lyons.

19 PRESIDENT LYONS: Yes.

20 MS. FRANKLIN: General Schwartz? Mr.  
21 Shelton.

22 MR. SHELTON: Yes.

1 MS. FRANKLIN: Dr. Tardd.

2 MR. TARDD: Yes.

3 MS. FRANKLIN: Ms. Thompson.

4 MR. THOMPSON: Yes.

5 MS. FRANKLIN: Mr. Wyner.

6 MR. WYNER: Yes.

7 CHAIR CRIDER: Okay, I've got to read  
8 this little statement real fast, right?

9 In accordance with Section 2-575.10 of  
10 the D.C. Code, the Board of Trustees hereby gives  
11 notice that it may conduct an executive session  
12 for the purpose of discussing the appointment,  
13 employment, assignment, promotion, performance  
14 evaluation, compensation, discipline, demotion,  
15 removal or resignation of government appointees,  
16 employees, or officials. And we'll now go into  
17 executive session.

18 (Whereupon, the above-entitled matter  
19 went off the record at 8:02 p.m. and resumed at  
20 9:29 p.m.)

21 CHAIR CRIDER: So let's call the  
22 meeting back to order. And the Board held an

1 Executive Session and all things acted upon were  
2 proper.

3 We go back to the agenda and we have  
4 one additional action item that we needed to take  
5 and that was the four executive appointments.

6 So Trustee Askew, as the operations  
7 can I ask you to do that, those four resolutions  
8 for us? This will be your last duty as chair of  
9 the Operations Committee.

10 MR. ASKEW: So let's start off with,  
11 this is for the extension, the appointment of Ms.  
12 Marilyn Hamilton as the acting dean of Academic  
13 Affairs of the community college. This  
14 resolution is extending, there's a recommendation  
15 that she continue to serve as the acting dean for  
16 the Academic Affairs of the community college for  
17 the University of the District of Columbia, based  
18 on her knowledge, past performance, and extensive  
19 experience. Whereas, Ms. Hamilton is currently  
20 serving as the acting dean for the Academic  
21 Affairs at the community college and the Board  
22 has determined that the acting appointment should

1 be extended based on an extenuating circumstance.

2 There will be more to come with that.

3 Board members have a copy of the  
4 resolution in hand, as well as the job  
5 description and you also have a copy of her  
6 resume.

7 Madam Chair, I'd like to move the  
8 recommendation for the extension of the  
9 appointment of Ms. Marilyn Hamilton as acting  
10 dean of Academic Affairs of the community  
11 college.

12 MR. WYNER: Second.

13 CHAIR CRIDER: It's been moved and  
14 seconded. Questions?

15 I do have a couple of questions. I  
16 hope somebody is here to answer them. One of  
17 them is this is Dean Hamilton's second  
18 appointment. And I believe the language is that  
19 they can be appointed for one year and then have  
20 a one-year -- is this correct, counsel? They can  
21 be one year and then a one-year extension? Up to  
22 one year.



1 Does anybody know where we are in  
2 terms of a search? Because this anticipates her  
3 holding the appointment until a suitable  
4 replacement has been found. So is there a search  
5 being done for this dean?

6 MS. BLANCHARD: Myrtho Blanchard, Vice  
7 President for Human Resources. The CEO of the  
8 community college is currently reviewing the  
9 position descriptions and is looking at some  
10 restructure of the department. And she's looking  
11 at this position and she's asked that we extend  
12 that until she decides and puts the search out.  
13 The job description came to us and we're just  
14 classifying them now.

15 CHAIR CRIDER: Okay, so we would  
16 anticipate that within the next year --

17 MS. BLANCHARD: Absolutely.

18 CHAIR CRIDER: Okay. That's the only  
19 question I had. Any other questions, concerns,  
20 anyone?

21 All in favor of the extension of the  
22 appointment of Ms. Marilyn Hamilton as acting

1 dean for Academic Affairs at the community  
2 college of the University of the District of  
3 Columbia vote aye.

4 (Chorus of ayes.)

5 Any opposed or abstention? That  
6 motion carries. Thank you.

7 MR. ASKEW: Madam Chair, I'd like to  
8 now advance the executive appointment for Mr.  
9 Erik Thompson as the acting vice president for  
10 Facilities and Real Estate here at the University  
11 of the District of Columbia.

12 Whereas, after the review of his  
13 credentials, it has been determined that Mr.  
14 Thompson is qualified for such position and has  
15 been recommended to serve as the acting vice  
16 president for Facilities and Real Estate at the  
17 University of the District of Columbia based on  
18 his knowledge, past accomplishments, and  
19 extensive experience.

20 I'm going to also say, Board members,  
21 that Mr. Thompson has been one of those  
22 individuals that I believe most of us have seen

1 really grow into this position. He has certainly  
2 been the right-hand person of our former vice  
3 president of Real Estate and Facilities and it is  
4 without a doubt that he will be able to perform  
5 in these duties, given the fact that he's shown  
6 leadership for multiple projects here at the  
7 university which is reflected in what you see on  
8 our campus today.

9 So it is with great pleasure that we  
10 offer to you this Board this resolution in  
11 support of the appointment of Mr. Erik Thompson  
12 as the acting vice president for Facilities and  
13 Real Estate here at the University of the  
14 District of Columbia.

15 MR. WYNER: Seconded.

16 CHAIR CRIDER: It's been moved and  
17 seconded. All in favor?

18 (Chorus of ayes.)

19 Any nays or abstentions? That motion  
20 carries as well. Thank you.

21 (Applause.)

22 MR. ASKEW: Madam Chair, I now move

1 the appointment of Ms. Smruti Radkar as the  
2 acting general counsel of the University of the  
3 District of Columbia. Ms. Radkar had been  
4 recommended to serve as the acting general  
5 counsel of the University of the District of  
6 Columbia based on her current experience as  
7 assistant general counsel at the university and  
8 her previous accomplishments and experience  
9 serving as a labor and employment and defense  
10 litigator in the private sector.

11           Whereas, it has been determined that  
12 she is well qualified for such position and that  
13 the recommended salary adequately reflects the  
14 job duties and experience. Again, I would just  
15 add that this would be Ms. Radkar's second tour  
16 of being the acting general counsel for the  
17 university. We all know the quality of her work.  
18 She and her team have worked tirelessly for this  
19 institution over the years and I most certainly  
20 agree that based upon her knowledge of the  
21 institution, based upon her knowledge of District  
22 law, based upon her knowledge of labor law and

1 her overall experience that we -- that you  
2 support the recommendation for the appointment of  
3 Ms. Radkar as our acting general counsel. I so  
4 move.

5 MR. WYNER: Second.

6 CHAIR CRIDER: It's been moved and  
7 seconded. Any discussion? All in favor, vote  
8 aye.

9 (Chorus of ayes.)

10 Any opposed or abstentions? Then that  
11 carries as well. Congratulations.

12 (Applause.)

13 Our last one.

14 MR. ASKEW: Madam Chair, now I'm going  
15 to have to ask Dr. Lyons to help me with his last  
16 name. I think I can get past the Doctor and  
17 Mohamad.

18 CHAIR CRIDER: Sepehri.

19 PRESIDENT LYONS: Sepehri.

20 MR. ASKEW: Sepehri. This is for the  
21 appointment of Dr. Mohamad Sepehri as dean of the  
22 School of Business and Public Administration.

1                   Whereas, it requires that the  
2 president shall provide for a formal search and  
3 selection process to fill the position as the  
4 dean of academic colleges' positions. So it has  
5 been -- he has been recommended to serve as the  
6 dean of the School of Business and Public  
7 Administration at the university. Based upon his  
8 knowledge, past accomplishments, and experience  
9 serving as associate dean and director of  
10 graduate business programs, the division chair of  
11 professional management and international  
12 business at Davis College of Business which I  
13 believe is in Jacksonville, Florida.

14                   Whereas, after review of his  
15 credentials, it has been determined that he is  
16 well qualified for such position and that the  
17 recommended salary adequately reflects the job  
18 duties and the experience. His resume is  
19 attached, along with the fiscal impact statement  
20 which reflects that there is adequate funds in  
21 the budget to support his salary.

22                   Madam Chair, let me ask before I move

1 it, the appointment letter separate, right? This  
2 is not part of the resolution.

3 CHAIR CRIDER: Right.

4 MR. ASKEW: So I'm just going to keep  
5 it at that.

6 CHAIR CRIDER: Yes.

7 MR. ASKEW: So having said that,  
8 members of the Board, I so move the  
9 recommendation for the appointment of Dr. Mohamad  
10 Sepehri as the dean of the College of the  
11 Business and Public Administration.

12 MS. BENNETT: Second.

13 CHAIR CRIDER: It's been moved and  
14 seconded. Let me just have one comment in terms  
15 of the appointment letter. We did agree to  
16 strike some language in the appointment letter in  
17 an attempt to come up with some alternate  
18 language, depending on asking the Vice President  
19 for Human Resources to do a little bit of  
20 research for us. And then we'll deal with the  
21 executive appointment letter.

22 MR. ASKEW: Well said. And I would

1 just say we certainly welcome the opportunity to  
2 have him come here. The School of Business is  
3 where I say -- because I graduated from the  
4 School of Business -- where we make stuff happen.  
5 So I just hope that this candidate brings the  
6 energy that the School of Business deserves and  
7 is typically reflected in a school of business.  
8 When you start talking about finance, marketing  
9 and computer science and all those areas, we  
10 certainly need to make sure that we have a dean  
11 who is willing and committed to help us achieve  
12 the highest level of accreditation that we  
13 possibly can. And it seems to be from the resume  
14 that has been submitted that this person has the  
15 experience to do that and I hope that we will all  
16 ensure and support him in helping the university  
17 to achieve that goal.

18 So with that Madam Chair --

19 CHAIR CRIDER: All in favor of this  
20 appointment vote aye?

21 (Chorus of ayes.)

22 Any opposed or abstentions? None.



1 And that motion carries as well. So  
2 congratulations to all four of these executive  
3 appointments.

4 Okay, we can quickly go through the  
5 rest of the agenda. I don't know that there's  
6 anything that we really need to have in terms of  
7 committee reports. Any aching or burning reports  
8 that anybody wants to make? Trustee Schwartz?

9 MR. SCHWARTZ: Is there a resolution  
10 for honorary degrees? Are you getting to that?

11 CHAIR CRIDER: Oh, it's not on the  
12 agenda.

13 MR. SCHWARTZ: Madam Chair, it's item  
14 3.

15 CHAIR CRIDER: I think you're working  
16 from an old agenda.

17 MR. SCHWARTZ: Okay, thank you Madam  
18 Chair.

19 CHAIR CRIDER: For the honorary  
20 degrees. So it has to come to the full Board for  
21 a vote.

22 So let me again just take a vote to

1 add that to the agenda.

2 MS. FRANKLIN: Dr. Crider, I would ask  
3 that Dr. Petty to come forward because that was  
4 the honorary degree for Jeb Johnson and it was my  
5 understanding --

6 CHAIR CRIDER: Okay.

7 MR. SCHWARTZ: Thank you, Madam Chair,  
8 I wasn't aware of it.

9 MS. PETTY: We had taken through  
10 Academic Affairs a resolution for approval of an  
11 honorary degree for the commencement speaker, but  
12 his staff discovered that he cannot accept the  
13 degree, so we asked to strike it from the agenda.

14 CHAIR CRIDER: Okay, well, thank you,  
15 Dr. Petty.

16 Are there any other actions or burning  
17 information to report out of committee?

18 Mr. President?

19 PRESIDENT LYONS: Yes, Madam Chair.  
20 The issue of hiring staff for the student center,  
21 as you know, I met with the CFO and talked to him  
22 about positions that were needed for that

1 building. And we talked about the position  
2 ceiling issues and so forth. And what he  
3 explained to me is that if the funds for those  
4 positions are coming from student fees, then we  
5 could go ahead on with the appointments, but we  
6 must first send the information to the mayor  
7 because she would have to adjust the FTE numbers  
8 in the budget she submitted to the Council. And  
9 the Council would also have to make the  
10 adjustment. So if they had let's say 800  
11 positions and we're going to hire eight  
12 additional positions, we'd have to go back and  
13 ask her to give us 808. But with the  
14 understanding that these positions will be funded  
15 out of student fees.

16 We met with Mr. Rickford and he has  
17 confirmed that there's sufficient dollars in the  
18 budget from what has already been collected and  
19 what would be collected going forward even if you  
20 don't take any new actions. So it's covered.

21 I'm a little concerned about what it  
22 means when you have to go to the mayor and ask

1 her to make that adjustment, but that's what has  
2 to happen in terms of the numbers. We will  
3 explain to her as she has explained to the  
4 Federal Government that the city, the District  
5 has its own money to do certain things with so we  
6 hope that that argument would be received well  
7 when we say well, this is coming out of our own  
8 funds.

9 Dr. Epps, how many positions were we  
10 talking about?

11 CHAIR CRIDER: And while she's coming,  
12 would it be our plan to keep these positions  
13 funded out of student fees or would we at some  
14 point try to transition them to the  
15 appropriation?

16 PRESIDENT LYONS: That's a judgment  
17 that the university and the Board together would  
18 need to make if student fees cover these  
19 positions. I don't know if there's any reason to  
20 make the switch. There might be some positions  
21 down the road that you might want to add which  
22 would be appropriated, funded positions and the

1 university would go through the steps to make  
2 that happen. But these X number, would in fact  
3 be funded by student fees.

4 CHAIR CRIDER: Okay.

5 DR. EPPS: Yes, there are 8.5  
6 positions, full-time positions. The director,  
7 the associate director, meeting and events -- can  
8 you hear me? I'm sorry. Meeting and events  
9 manager, the marketing coordinator and a half-  
10 time administrative assistant and budget analyst,  
11 an information desk person, a scheduler, and day  
12 and evening managers and also we have the fitness  
13 center, so we did want to have a fitness center  
14 manager, because of the risk involved in having  
15 students in there without the appropriate  
16 supervision.

17 In addition, and that would come out  
18 of the -- we have a start-up budget which will  
19 start in May and go through September and then we  
20 would have -- and we had Don, too, Don Rickford  
21 to certify that the funds were there to do that,  
22 that we shared with the president and I out of

1 those \$7.7 million, approximately, that has been  
2 collected in student fees, \$5 million went to  
3 construction and therefore, \$2.7 million would be  
4 left over in student fees and that does not  
5 include the fees that have been collected from  
6 students this year. So we definitely have the  
7 money for the start-up budget as well as the  
8 budget for the first year should we choose to use  
9 student fees and that's what we're proposing for  
10 the first year and if we bring in about a \$1  
11 million a year, there's no reason why we cannot  
12 support those positions in the succeeding years.

13 CHAIR CRIDER: Any questions? Okay.  
14 Thank you.

15 Just quickly, no other committee  
16 updates. So the last thing would be an update on  
17 the Presidential Search Committee?

18 MR. ASKEW: Madam Chair, just two  
19 things from the Operations Committee and I'll  
20 just throw this out for whoever heads the  
21 committee. I would just mention just two things,  
22 or three things that I think hopefully will get

1       some attention as the Operations Committee  
2       reconvenes and the first thing is that we have  
3       had some initial conversations on the  
4       presidential house and we had started looking at  
5       options, but decided that in order to ensure that  
6       we have the appropriate information, whether it's  
7       enough for now, what we would do is we would  
8       secure someone who can help -- who is a  
9       professional at assessing the market and based  
10      upon looking at the housing market, give us a  
11      better and truer number of recommendations that  
12      we can pursue. We did look at a couple of them  
13      initially, but there is someone who is being  
14      contracted out who will be helping us with that  
15      and I'm sure whoever the incoming president is  
16      will have an interest in what happens with that.

17               The second thing I would report on is  
18      that we through your leadership, Madam Chair,  
19      there was a procurement audit or an audit that  
20      was being taken place and it included procurement  
21      and was going to look at our procurement  
22      practices and give some recommendations as to how

1 we could improve that process. And so that audit  
2 has been completed and Ms. Harris and team will  
3 be reviewing that document and I expect that they  
4 will be bringing that to Operations Committee  
5 some time very shortly.

6 And then the last thing I would  
7 mention about the Operations Committee -- what  
8 else do we have? Well, I'll just leave it at  
9 that. Those were the two big things that I  
10 wanted to report out on.

11 As it relates to the presidential  
12 search, just a couple of things. First of all, I  
13 think everybody has seen the composition of the  
14 Presidential Search Committee. I won't really go  
15 through that, but what I will say is that through  
16 this process we received approximately 90 people  
17 who expressed an interest in becoming the  
18 president here at the University of the District  
19 of Columbia. Typically, you see that between 37  
20 and 50 people actually apply for positions at  
21 universities, so that tells you the pool of  
22 candidates that we, the Search Committee, had to



1 actually sort through. Obviously, this is an  
2 institution located in the nation's capital where  
3 there's an abundance of resources and so we were  
4 able to draw upon the strength of not only the  
5 university, but also of the jurisdiction in which  
6 we reside.

7 The publication went out to over 50  
8 organizations either by advertisement, emails,  
9 phone contacts. I think some of you saw the  
10 advertisement, not only on our website, but in  
11 the Chronicle of Higher Education, Inside Higher  
12 Education, and the American Association of  
13 Community Colleges, Middle States Association of  
14 Colleges and Schools, and again several other  
15 places.

16 We had a listing of all the attributes  
17 and the things that we were looking for in a  
18 president. What I found and I think what we  
19 found very interesting, I said we had a pool of  
20 about 90 candidates, when we asked for  
21 demographics associated with that and what we  
22 found is that 75 men applied for the position, 16

1 women. There were for position sitting  
2 presidents, there were three. Former presidents  
3 and chancellors, there were ten. Either  
4 executive vice presidents, vice presidents, vice  
5 chancellors and provosts, there were a total of  
6 26. There were associate vice presidents and  
7 associate vice chancellors, there were three.  
8 There were executive directors at colleagues and  
9 universities, there were two. There were seven  
10 deans and four former deans. There were two  
11 former University of the District of Columbia  
12 faculty and there were four University of the  
13 District of Columbia current faculty. There were  
14 three alumni of the university who applied, one  
15 of which actually made it into the final eight  
16 candidate selection.

17           Hopefully, that gives you an idea of  
18 the type of talent that we had the opportunity to  
19 kind of sort through. So there certainly wasn't  
20 any lack of talent as we look at the numbers.

21           I think -- obviously, everybody is  
22 fully aware that we got the candidates down to

1 the top four and when we got to the top four, it  
2 went from the Presidential Search Committee and  
3 then went on to the Board and so from that we had  
4 our site visits here at the university and I can  
5 tell you that the advocacy for -- there was  
6 significant advocacy for the site visits based  
7 upon comments that we received from faculty.  
8 Comments that we received from students, comments  
9 that we received from Board members and comments  
10 that we received from other presidents at other  
11 institutions when we had a conversation about  
12 campus visits. Because as you may know, just  
13 like trends, as it relates to presidential  
14 searches, are actually changing, they're  
15 evolving. So not everyone believes that that  
16 type of visit is required. In fact, when you  
17 look Howard's presidential search, you don't know  
18 who the four finalists was there. But this  
19 university listened and this chair assured that  
20 we had a very diverse group of people who were in  
21 the presidential search. And again, I want to  
22 thank her for her leadership on that.

1           I think it's pretty public now that we  
2       are down to two candidates, Dr. Ronald Mason and  
3       Dr. Anthony Monroe. So the Board again is still  
4       deliberating. We, like you, want to make sure  
5       that we select the best candidate that we believe  
6       for this institution based upon the totality of  
7       what's required here at the institution. We  
8       certainly appreciate those of you who have  
9       contributed to the survey. Again, we tried to  
10      provide avenues in which people could voice their  
11      opinions to be considered.

12           As I look at the student trustee, I do  
13      want to thank her, not only for her participation  
14      on the committee, but for her innovativeness and  
15      creativeness and really reaching out to students  
16      very early in the process before she could even  
17      convene them to get their input on what they  
18      thought were the most important attributes of our  
19      next president.

20           And so with that, I would just, this  
21      is just -- that's my report and then if I may,  
22      Madam Chair, I would just like to make just some

1 personal comments. And I think the Board chair  
2 has already said that the most important decision  
3 that this Board can make is who the next  
4 president will be.

5 I have heard a lot of this, a whole  
6 lot of that. I've heard a whole lot of rumor.  
7 I've heard a whole of speculation. I've had  
8 people tell me and I'm sure other Board members  
9 are receiving this, too, stuff about fraternities  
10 and all this stuff. We've heard a whole lot of  
11 stuff. We have done our best to intake and  
12 receive from the various stakeholder groups  
13 including our primary funders to get everyone's  
14 input so that we can make a decision that we  
15 believe is in the best interest of the  
16 institution. We recognize that we're not going  
17 to be able to satisfy everybody here.

18 But what I can tell you what won't  
19 work for this institution if you really care  
20 about this institution, regardless of who we  
21 choose, you should commit your unwavering support  
22 to them because when there are small groups or

1 individuals that separate us, we lose focus.

2 This institution needs focus, right?

3 Again, I understand some of you have your own  
4 personal views and I would hope that you  
5 understand that we may have a perspective, but  
6 based upon the amount of information that we  
7 have, we have listened to you, but what we don't  
8 want to happen is that whoever we choose, you use  
9 it as an opportunity to divide us. We have seen  
10 where that has gotten us in the past and I would  
11 hope that you as the leaders at this institution  
12 will not allow that to happen. I trust you.

13 This Board trusts you. We ask that you go out  
14 and show leadership because there are people who  
15 aren't here tonight, but it really is going to  
16 need your leadership.

17 So those students who may have had --  
18 we're proud to have students come here and  
19 testify. But somebody gave them wrong  
20 information. That's not what we teach our  
21 students. It's not what we teach our students.  
22 When people do things like that, that's a

1 reflection of us, right?

2 So again, I just want to implore you  
3 because I worked for a corporation and when we  
4 see stuff like that, we want to stay as far as we  
5 can away, right? Because we don't want the  
6 drama, right? And so again as leaders, I'm  
7 hoping that you will join us, when we announce  
8 who this president is, I hope that we see all of  
9 you and whoever else we can get and we say we are  
10 all one family. We might not agree on  
11 everything, but we're going to figure this out  
12 and we're going to do it because we believe that  
13 Trustee Natasha Bennett deserves the best  
14 education she can possibly get. So with that,  
15 that's it for me. Thank you.

16 (Applause.)

17 CHAIR CRIDER: So again, I hate to  
18 lose Joe off of this Board. He brings a great  
19 deal of passion and commitment. He really  
20 believes in this university and it is very hard  
21 to find somebody that has his passion and his  
22 commitment. He hasn't let any of the stuff --

1 and he's gone through a lot of stuff -- as the  
2 chair when he was the chair that he didn't  
3 deserve, and no matter what, he continued to  
4 fight face forward for this university and I mean  
5 in my book he's the greatest. So I hope I can be  
6 half the chair that he was.

7 MR. ASKEW: Thank you, Madam Chair.

8 CHAIR CRIDER: And with that I think  
9 we --

10 PRESIDENT LYONS: Is it serious?

11 DR. EPPS: I neglected to say that we  
12 did have student elections and I know that  
13 Trustee Askew would be interested in that and  
14 that Theodore Wilhite was here earlier and he was  
15 our past student government president and has  
16 been very active on this campus. And he is our  
17 new student member of the Board of Trustees.

18 As president we have of the  
19 undergraduate student association, we have  
20 Joniece Barnes as vice president. We have -- I  
21 hope I can pronounce this correctly, Tsholofelo  
22 Motshwane. And as secretary, we have Mulenga



1 Chileshe. As treasurer, we have Anjanette  
2 Shelby. And for Ms. University of the District  
3 of Columbia we have Tatyana Calhoun; as Ms.  
4 Firebird, Nia Williams; as Ms. Homecoming,  
5 Tiffany Bridgett. And that is it.

6 And I hope that you will allow me to  
7 bring them to the July meeting if they are  
8 available so that you all can meet them. And I  
9 know you will be here as many of you possible, as  
10 we install these future leaders. And thank you,  
11 Natasha.

12 MS. BENNETT: Thank you, Dr. Epps.

13 (Applause.)

14 CHAIR CRIDER: I thank the Board for  
15 being so patient tonight. We had a long meeting.  
16 We haven't had one of these in a long time. But  
17 we covered some important issues. I think we  
18 worked through some things and I really do  
19 appreciate your patience in sitting through this.  
20 So we are adjourned.

21 (Whereupon, the above-entitled matter  
22 went off the record at 10:02 p.m.)

A			
\$1 158:10	<b>abstain</b> 35:21	62:21 71:5,10	<b>agreement</b> 67:18 103:4
\$1,070,000 10:17	<b>abstained</b> 119:15,22	<b>add</b> 6:6 12:10 75:4	123:4
\$1.9 97:10	<b>abstaining</b> 38:2	78:14 136:18 148:15	<b>ahead</b> 67:21 87:1 155:5
\$100,000 97:9	<b>abstention</b> 116:14	154:1 156:21	<b>airfield</b> 78:9
\$11 78:2	146:5	<b>added</b> 103:5	<b>airport</b> 88:12 100:4,16
\$11.5 77:21	<b>abstentions</b> 5:22 6:15	<b>addition</b> 38:6 39:14	<b>ALEJANDRA</b> 1:12
\$12 64:10,13 69:5 71:8	35:20 116:14 132:7	49:1 157:17	<b>All-Star</b> 7:4,21 9:21
96:19	134:18 147:19 149:10	<b>additional</b> 21:10 43:4	<b>allegations</b> 124:19,22
\$12.3 58:5	152:22	61:14 68:15 77:2	125:22
\$15.45 21:1	<b>abundance</b> 161:3	106:9 110:5 143:4	<b>allow</b> 21:3 166:12 169:6
\$17 58:5 64:10,13 69:5	<b>academic</b> 1:22 17:12	155:12	<b>allowed</b> 126:19
71:8 96:19	18:15,17,18 19:10	<b>additionally</b> 15:7	<b>alluded</b> 46:14 60:6
\$2 11:7 61:12,15,18,19	33:16 56:4 63:17	<b>address</b> 33:5 84:6 85:5	62:14
62:9,18 63:2,6,10,22	71:14 84:6 85:5,13	106:22	<b>Ally</b> 9:15
64:5 97:4,7,14,17	93:12 94:16 97:22	<b>addressed</b> 123:1	<b>alternate</b> 151:17
\$2.7 158:3	98:4,19 99:11 106:22	<b>addressing</b> 40:18	<b>alternative</b> 43:3
\$25 64:15	113:12 143:12,16,20	101:21	<b>alumni</b> 9:6 13:17 14:1
\$3 62:11,16 92:14	144:10 146:1 150:4	<b>adequate</b> 150:20	44:11 117:7,12
\$3.5 11:14 12:1,10	154:10	<b>adequately</b> 148:13	129:20 162:14
48:18 77:20 81:16	<b>accept</b> 92:8 105:7	150:17	<b>amenable</b> 85:19 134:3
\$30 69:16	131:22 133:9 138:3	<b>adjourned</b> 169:20	<b>amend</b> 19:18
\$303,000 11:1	154:12	<b>adjust</b> 55:10 155:7	<b>amendment</b> 83:17
\$4 46:20 59:12 62:22	<b>acceptance</b> 134:13	<b>adjustment</b> 39:2 40:7	85:20 91:5 92:9 106:4
92:15	<b>accepting</b> 85:19	155:10 156:1	106:17
\$4.5 63:3	<b>access</b> 52:13	<b>administration</b> 45:2,12	<b>amendments</b> 3:6 17:11
\$40 71:4	<b>accessible</b> 86:20	47:8 48:14 49:9 50:17	18:4
\$41 61:9 78:5,10	111:18	51:9 54:18 149:22	<b>America</b> 105:16
\$46 61:10	<b>accomplishments</b>	150:7 151:11	<b>American</b> 7:5,6 161:12
\$5 46:18,20 54:7 62:9	146:18 148:8 150:8	<b>administrative</b> 44:16	<b>amidst</b> 124:22 125:21
62:11 81:20 92:15	<b>accountable</b> 130:16	157:10	<b>amount</b> 20:20 34:9 35:4
95:5 158:2	<b>accreditation</b> 52:21	<b>Administrator</b> 123:5	35:10 45:4 48:20
\$55 58:15	95:21 102:9,22 118:2	<b>Admissions</b> 22:2	60:10 61:1 105:3
\$6 92:15	127:12 152:12	<b>admits</b> 124:19	166:6
\$6.4 63:3	<b>accreditations</b> 80:17	<b>adopted</b> 18:11	<b>analysis</b> 34:18 61:4,14
\$64 58:13	<b>accredited</b> 76:18	<b>advance</b> 146:8	63:15
\$7.37 20:21	<b>accurate</b> 48:3 138:15	<b>advanced</b> 96:20	<b>analyst</b> 157:10
\$7.7 158:1	<b>achievable</b> 128:5	<b>Advancement</b> 1:21	<b>Andreas</b> 9:11 15:13
\$700,000 21:18,19	<b>achieve</b> 10:15 152:11	<b>advertisement</b> 161:8	<b>Anjanette</b> 169:1
30:11 33:22 34:6 35:3	152:17	161:10	<b>announce</b> 167:7
35:10	<b>achieving</b> 128:1	<b>advice</b> 125:8	<b>announcement</b> 140:10
\$706,000 11:3	<b>aching</b> 153:7	<b>advocacy</b> 92:3 163:5,6	140:11
\$8 77:10,19,22 78:3	<b>act</b> 79:16 127:9	<b>advocate</b> 82:3,4	<b>announcing</b> 101:15
95:5	<b>acted</b> 143:1	<b>advocates</b> 19:1	138:22 139:3
\$8.52 20:22	<b>acting</b> 1:18 104:11	<b>advocating</b> 102:6	<b>answer</b> 26:20 30:20
\$9 81:15	143:12,15,20,22	<b>Affairs</b> 1:22 2:10 33:17	31:2,6 51:1 63:20
<b>abatement</b> 48:6 60:8,16	144:9 145:22 146:9	33:17 143:13,16,21	69:21 96:7 98:6 105:4
<b>abatements</b> 48:7	146:15 147:12 148:2	144:10 146:1 154:10	128:6 144:16
<b>able</b> 45:1 47:17 54:10	148:4,16 149:3	<b>afford</b> 40:20 53:8 85:15	<b>answers</b> 81:11 101:11
85:14 87:11 96:6	<b>action</b> 3:5 17:7 19:18	<b>agenda</b> 6:3,6 17:6	106:13
106:12 130:21 133:13	20:6 50:3 79:14 84:9	45:18 119:8 121:11	<b>Anthony</b> 1:17 12:21
147:4 161:4 165:17	84:15 96:8,12 101:5	121:19 129:1 139:2	164:3
<b>above-entitled</b> 142:18	101:13 110:3 143:4	143:3 153:5,12,16	<b>anticipate</b> 59:11 145:16
169:21	<b>actions</b> 154:16 155:20	154:1,13	<b>anticipated</b> 34:6
<b>absolute</b> 20:17	<b>active</b> 168:16	<b>ago</b> 7:2,18 13:21 33:9	<b>anticipates</b> 145:2
<b>absolutely</b> 42:11 92:18	<b>actively</b> 44:10	62:15 124:11 132:19	<b>anybody</b> 44:13 84:8
103:11 104:3 106:2	<b>activities</b> 15:10,10	<b>agree</b> 44:4 69:3 75:21	102:6 130:14 145:1
121:2 145:17	16:20 17:2 45:6 59:7	101:8 133:15 137:4,5	153:8
	<b>activity</b> 14:21 29:9	148:20 151:15 167:10	<b>anyway</b> 80:10
	<b>actual</b> 34:12 56:14 59:8	<b>agreed</b> 133:16	<b>apologize</b> 53:14 67:8

**appear** 82:21  
**appears** 125:17  
**Applause** 8:3 9:5,12  
 10:8,18 11:4 99:10  
 132:10 138:10 147:21  
 149:12 167:16 169:13  
**applied** 161:22 162:14  
**apply** 118:17 160:20  
**appoint** 128:20  
**appointed** 144:19  
**appointees** 142:15  
**appointment** 142:12  
 143:11,22 144:9,18  
 145:3,22 146:8  
 147:11 148:1 149:2  
 149:21 151:1,9,15,16  
 151:21 152:20  
**appointments** 3:8 6:7  
 17:8 134:22 135:3  
 139:6 143:5 153:3  
 155:5  
**appreciate** 72:7 90:8  
 93:6 96:18 109:17  
 137:6 164:8 169:19  
**approach** 42:22  
**appropriate** 14:13 20:6  
 26:17 33:14 50:8  
 66:20 87:4 138:14  
 157:15 159:6  
**appropriated** 156:22  
**appropriately** 17:3  
 106:18 135:16  
**appropriation** 156:15  
**approval** 3:3 5:13,16,20  
 6:5 20:7 32:18 59:10  
 61:8 66:6,12 154:10  
**approve** 68:1 94:18  
**approving** 116:7  
**approximately** 46:17  
 56:11,16,18 61:12  
 62:16 158:1 160:16  
**April** 1:8 10:17 50:6,6  
 120:21  
**architect** 64:18 71:11  
**area** 16:14 26:9 56:18  
 72:17 128:17  
**areas** 39:10 56:13 66:4  
 115:22 117:12 152:9  
**argue** 12:9  
**argument** 156:6  
**arm** 133:2  
**arms** 78:17  
**ARUAIA** 2:18  
**asked** 48:14 51:8 79:10  
 80:5 81:8,18 108:7  
 112:4 133:14 145:11  
 154:13 161:20  
**Askew** 1:13 3:17 4:7,8  
 20:12,13 21:8,16,19

31:3,5 32:8 33:1  
 45:20,21 46:5 60:2  
 62:2,14 68:5,12 69:9  
 69:20 71:22 75:6,22  
 81:4,7,10,13 84:17  
 85:21 90:8 91:5 92:7  
 103:15 107:4,8 116:4  
 120:8,11,13,15 121:2  
 121:14 129:3,9  
 131:18 141:6,7 143:6  
 143:10 146:7 147:22  
 149:14,20 151:4,7,22  
 158:18 168:7,13  
**asking** 29:14 67:20  
 68:1,2 95:15,15  
 151:18  
**assault** 117:4  
**assaulted** 118:11  
**assaults** 117:5 118:14  
**assert** 15:6  
**assessing** 159:9  
**assessment** 27:22  
 38:14  
**assets** 55:13  
**assignable** 56:12,16  
**assigned** 67:6  
**assignment** 83:5  
 142:13  
**assistance** 27:19  
**assistant** 16:10 148:7  
 157:10  
**assisting** 9:8  
**associate** 18:18 99:12  
 100:6,9 150:9 157:7  
 162:6,7  
**associated** 54:1 65:1  
 68:17 69:4,5 72:12,16  
 73:10 86:7 161:21  
**associates** 125:18  
**association** 124:10  
 161:12,13 168:19  
**assume** 22:21 72:16  
 83:5 102:16 129:13  
**assuming** 34:9 66:5  
 73:22 74:5  
**assumption** 22:22 35:3  
**assured** 163:19  
**athletic** 16:13,19  
**attached** 19:21 150:19  
**attempt** 151:17  
**attend** 7:4  
**attendance** 112:3  
**attended** 7:12  
**attending** 18:10  
**attention** 124:1 159:1  
**attorney** 8:10  
**attribute** 74:22  
**attributes** 161:16  
 164:18

**audience** 100:11  
**audit** 17:20 122:20  
 159:19,19 160:1  
**auditor** 123:12,13  
**auditors** 122:21  
**authored** 135:7  
**availability** 58:16  
**available** 52:15 55:13  
 58:7,10 65:4 93:17  
 116:1 169:8  
**avenues** 164:10  
**averaging** 61:12  
**aviation** 114:13  
**avoid** 19:6  
**aware** 139:17 154:8  
 162:22  
**awful** 16:19  
**awkward** 38:20  
**AY** 3:7 18:5  
**aye** 5:20 6:13 35:18  
 116:9 132:4 134:16  
 146:3 149:8 152:20  
**eyes** 5:21 6:14 35:19  
 116:10 132:5 134:17  
 146:4 147:18 149:9  
 152:21

---

**B**


---

**b** 3:7,12 57:11 58:2  
**bachelor** 86:3  
**bachelors** 86:18  
**back** 22:9 26:13 27:22  
 32:18 33:16 39:16  
 45:2,13 47:13 49:15  
 59:9 60:20 62:12  
 64:15 65:2 71:2 79:13  
 80:22 84:10 91:16  
 92:2 101:7,21 102:19  
 110:22 111:9,12  
 134:22 142:22 143:3  
 155:12  
**backfill** 73:7  
**backing** 40:6 86:10  
 88:18 89:6,9 102:6  
 126:3  
**Backus** 51:5 53:4 54:6  
 57:3,5 59:8 61:16  
 65:12,14 71:1 76:10  
 77:17 88:12 94:18  
 100:5,16 114:18  
**Baggett** 15:15  
**balance** 77:7,8  
**balanced** 42:22  
**ballpark** 113:21  
**bar** 18:21  
**Barbara** 105:2  
**Bardin** 2:20 3:9 121:12  
 121:13 123:9,21,22

**Barnes** 168:20  
**barriers** 114:10  
**Barrington** 14:10  
**base** 8:11 22:22 70:16  
**based** 19:12 20:15  
 24:17 31:9 34:8 35:3  
 35:7 45:3 58:6,9,22  
 63:7 65:9 69:13 71:9  
 71:11 75:16 83:2,2  
 109:8 128:13 129:15  
 130:12,12 143:17  
 144:1 146:17 148:6  
 148:20,21,22 150:7  
 159:9 163:6 164:6  
 166:6  
**baseline** 45:5,8  
**basically** 23:4 31:18  
 40:9  
**basis** 48:8 96:5  
**bear** 132:16  
**becoming** 160:17  
**beginning** 46:12 75:14  
 102:7  
**belief** 79:21  
**believe** 14:8 36:13 43:9  
 50:14 54:4 60:21  
 66:10 80:12 81:1 88:1  
 89:10 95:2 98:2,22  
 99:4 104:7 105:1  
 106:8 110:4,6 118:7  
 120:1 130:12 133:8  
 144:18 146:22 150:13  
 164:5 165:15 167:12  
**believed** 120:5  
**believes** 163:15 167:20  
**Bell** 1:12 4:9,10 31:4  
 33:19 34:11,14 44:2,3  
 67:1,5 107:16 108:1  
 120:22 131:14,20  
 132:2,6 141:8,9  
**beneficial** 137:19  
**benefit** 87:20  
**benefits** 41:17  
**Bennett** 1:17 4:11,12  
 29:3,12 30:7,10 32:7  
 65:18,19 67:19 68:11  
 69:8,18 111:7 112:10  
 119:5,12 126:5  
 151:12 167:13 169:12  
**Bennett's** 34:2  
**Bertie** 51:4 53:4 76:9  
 77:17 88:12 100:5,16  
**best** 27:18 53:12 61:6  
 87:19 93:7 104:14  
 122:12 123:11 164:5  
 165:11,15 167:13  
**better** 34:17 48:3 51:11  
 51:16,19 53:9,10 55:3  
 55:4 108:5 109:12

118:13 130:1,14,18  
133:22 159:11  
**BEVERLY** 1:20  
**beyond** 52:16 73:12  
85:9  
**bid** 64:20  
**big** 16:21 97:3 133:21  
160:9  
**bigger** 23:9  
**biggest** 37:16 119:4  
**bind** 36:7  
**bit** 73:19 92:13 113:10  
151:19  
**Blanchard** 2:15 145:6,6  
145:17  
**blind** 79:16  
**bluff** 79:21,22  
**bluffing** 83:19  
**board** 1:3,10 7:2 13:15  
14:13 18:7 19:14 20:7  
21:5 31:20 32:18 33:3  
33:7 36:1,8 54:12  
55:16 59:10 68:9  
76:14 77:13 79:7,14  
82:8 84:3 85:2 87:3  
101:8 104:6,7,12  
105:20 106:19 109:22  
110:10,16 111:16  
115:14 122:7,11,14  
123:1 126:18 127:4,8  
127:15 128:7,18,21  
129:14,17 130:2,10  
131:6,9,16 132:12  
133:7 135:17 137:20  
139:11,21 142:10,22  
143:21 144:3 146:20  
147:10 151:8 153:20  
156:17 163:3,9 164:3  
165:1,3,8 166:13  
167:18 168:17 169:14  
**Board's** 123:11  
**body** 89:1,5 125:7  
136:9  
**Bogart** 15:16  
**book** 122:22 123:10  
168:5  
**Books** 123:7  
**Bowl** 7:14  
**box** 128:8  
**brain** 77:6  
**branch** 47:3 53:2 80:17  
**break** 65:20 66:1,16  
67:2  
**breakdown** 10:20  
115:15  
**breaking** 66:21 67:8  
**bricks** 55:21 56:2 66:3  
**Bridgett** 169:5  
**brief** 54:16 56:9 59:14

119:6  
**bring** 21:15 33:16 52:18  
65:8 66:6,13 101:7  
110:22 158:10 169:7  
**bringing** 39:6 79:13  
99:6 160:4  
**brings** 49:4 152:5  
167:18  
**broad** 18:15  
**broadcast** 13:9  
**broader** 79:1  
**broadly** 43:22  
**broken** 67:7  
**broker** 66:14  
**Brokerage** 66:11  
**brother** 136:3  
**brought** 32:18 66:4  
**brutally** 114:5  
**budget** 11:10,15,18  
12:8,15 17:20 30:19  
30:21 44:18 47:10  
48:15,21 49:3 68:2  
69:13 70:7 77:4,9  
81:15,17,19 82:16,18  
82:22 95:5,20 96:4  
116:19,20,22 117:1,5  
117:5 118:11 119:1  
119:14 122:20 123:2  
127:12 150:21 155:8  
155:18 157:10,18  
158:7,8  
**budgets** 95:16  
**build** 74:9,9 98:2  
**building** 47:7,21 48:5  
51:4,8 52:5 54:3,4,18  
56:8,17,17 57:5,10,15  
57:18,22 59:5,12  
60:11,14 63:14,16,21  
65:12 67:14 70:22  
71:15 73:3 76:21 77:1  
78:8,13 86:2,7 116:9  
122:8 155:1  
**buildings** 57:12 58:3  
70:14 71:13 78:8,14  
79:3 119:2  
**built** 73:21  
**burning** 153:7 154:16  
**Burwell** 9:4  
**business** 3:14 11:21  
15:14 51:15 55:2  
127:11 149:22 150:6  
150:10,12,12 151:11  
152:2,4,6,7  
**buy-in** 47:12

---

**C**


---

**c** 3:8,13  
**Calendar** 19:12

**Calhoun** 169:3  
**California** 7:3 8:16,19  
8:20 9:17  
**call** 3:2,2 4:3,5 35:15  
77:4 79:22 87:14  
88:10 111:4 116:4  
122:8 127:2 131:11  
140:21 141:5 142:21  
**called** 14:22 89:16  
126:6 132:20  
**calling** 133:1  
**campaign** 10:14  
**campus** 7:4 9:18,21  
13:1,9 16:2 29:21,21  
47:3 53:2 57:3 61:16  
61:20 65:11,15 80:17  
112:8 147:8 163:12  
168:16  
**campuses** 115:1  
**candidacy** 127:14  
**candidate** 125:14 127:7  
127:15 136:22 152:5  
162:16 164:5  
**candidates** 13:19 14:7  
136:13,16 137:1  
139:17 140:15 160:22  
161:20 162:22 164:2  
**candor** 93:6  
**cap** 13:7 47:10,18  
**capacity** 130:19,20  
**capital** 1:21 49:2 55:18  
58:10,12 59:21 61:7  
69:15 77:21 161:2  
**Capitol** 3:7 45:19 46:9  
46:13,16,21 51:3 53:5  
56:11 68:8 74:1,22  
77:16 78:20 86:2  
91:15 114:16 116:9  
**captain** 9:10  
**capture** 67:9 106:17  
**care** 8:16 11:20 42:4  
165:19  
**careful** 137:9  
**cares** 124:15  
**carried** 46:1,3 130:22  
**carries** 6:1,16 116:15  
129:18 134:19 146:6  
147:20 149:11 153:1  
**carry** 46:2 122:12  
130:21  
**case** 7:20 11:13 12:9,14  
42:10 53:19,20 61:6  
71:7 73:22 84:12  
108:18  
**cash** 43:19  
**cast** 13:20  
**Castillo** 1:12 4:13 6:10  
141:10  
**catch** 121:14

**category** 39:21  
**causing** 37:21  
**caveats** 102:5,21 103:5  
**ceiling** 155:2  
**center** 55:7,8 57:18  
69:17 70:2,8 71:6  
100:17 154:20 157:13  
157:13  
**cents** 118:10  
**CEO** 2:13 49:10 50:9,9  
50:13 59:20 87:5  
145:7  
**certain** 65:16 156:5  
**certainly** 17:1 32:20  
41:15 54:15 82:2  
93:19 122:4 131:5  
147:1 148:19 152:1  
152:10 162:19 164:8  
**certainty** 32:11 93:1  
**certifications** 18:18  
**certify** 157:21  
**CFO** 47:13,13 105:2  
122:19 154:21  
**CFO's** 123:2  
**CFOs** 122:16  
**chair** 1:9,11 4:3,10,15  
5:10,12 6:9,11 7:2,6  
11:11 12:3 13:15 16:8  
17:4,5,15,17 18:1  
20:9,11,13 21:11,20  
22:8 23:8 25:17 28:6  
28:13,15,20 30:8 31:3  
33:7,18,19 34:11,14  
34:22 35:13,16,17  
38:6,10 39:8,14 41:8  
41:10,15,21 42:11,15  
44:2,3,15 45:16 46:3  
46:5 61:21 62:3,4,6  
65:18 67:1,5,12 72:1  
76:8 78:7,12,19,22  
83:7 86:21 88:5 90:9  
91:13 92:5,11 94:21  
95:12 97:6,13,16  
98:21 99:18 100:1,8  
100:20 102:4 103:8  
103:11,15,21 106:2  
107:2,14,16,20 108:1  
109:17 111:5,6,7  
114:2 116:2,5,6,11,13  
116:16 119:5,7,19  
120:8,9,22 121:7,13  
121:14 123:8,20  
124:4 126:12 128:15  
128:22 129:3 130:2  
131:8,12,13,14,16,20  
132:1,2,6,8,9 133:2  
134:15 135:5,10  
136:10 138:5,13  
140:14,16 141:4,9,12

142:7,21 143:8 144:7  
144:13 145:15,18  
146:7 147:16,22  
149:6,14,18 150:10  
150:22 151:3,6,13  
152:18,19 153:11,13  
153:15,18,19 154:6,7  
154:14,19 156:11  
157:4 158:13,18  
159:18 163:19 164:22  
165:1 167:17 168:2,2  
168:6,7,8 169:14  
**chaired** 135:17  
**chairman** 46:1 105:9  
**chairmanship** 135:19  
**chairperson** 3:12 98:11  
121:16 122:2  
**challenge** 7:4,21 9:21  
11:7 16:21 70:12  
118:1  
**challenged** 26:8  
**challenges** 114:6  
**challenging** 117:19  
**chance** 25:10 87:6  
94:17  
**chancellors** 162:3,5,7  
**change** 6:3,4 93:21  
**changed** 76:11 126:19  
**changes** 22:20 32:5  
92:4  
**changing** 71:17 163:14  
**Chapter** 3:6 17:11 18:5  
19:18  
**chart** 20:19,20 21:2  
**chatted** 101:6  
**check** 26:12 32:14  
134:8  
**checking** 102:1  
**checks** 13:4  
**chief** 47:9 58:15 112:17  
122:10  
**Childhood** 15:15  
**Chileshe** 169:1  
**choices** 92:21  
**choose** 33:8 158:8  
165:21 166:8  
**Chorus** 5:21 6:14 35:19  
116:10,12 132:5  
134:17 146:4 147:18  
149:9 152:21  
**chose** 124:16  
**Chris** 134:4  
**CHRISTOPHER** 1:12  
**Chronicle** 161:11  
**circumstance** 144:1  
**circumstances** 43:15  
93:2  
**cities** 126:2  
**city** 11:13 43:15 81:8

95:1 102:10 103:1,13  
118:2 122:8 123:4  
124:18 128:20 156:4  
**claimed** 7:18  
**clarification** 121:1  
**clarify** 113:10  
**Clark** 11:2  
**class** 6:21,22 10:12  
15:14,16 22:15,19  
111:18  
**classes** 114:19  
**classifying** 145:14  
**classmates** 137:14  
**classroom** 74:9  
**classrooms** 56:15 59:1  
71:19 73:20 98:2  
**clean** 14:6  
**clear** 7:6,9 22:19 38:15  
50:18,19 67:21 72:3  
81:22 84:8,11 85:20  
91:8 93:4 110:17,20  
118:5 136:22  
**clearinghouse** 24:18  
25:7  
**clearly** 41:8 71:10  
**clinics** 19:4  
**closed** 111:22 112:8  
129:8  
**closer** 57:16 74:14  
**Closing** 3:18  
**coach** 7:7,8 8:2 9:3  
**coaster** 75:11  
**Code** 18:12 20:5 142:10  
**colleagues** 162:8  
**collect** 36:17  
**collected** 11:1,2 155:18  
155:19 158:2,5  
**collection** 34:12,17  
**college** 2:13 7:13 12:19  
18:16 28:8,11 29:22  
30:5 41:3,17 42:19  
46:16 49:11,15 50:10  
51:22 52:1,2,9 59:20  
68:7 74:20 75:9,10  
76:18,19 77:2 80:12  
80:12,15 84:5,10 85:4  
85:8 86:1,11,17 87:5  
87:9 88:19 89:7,9,10  
89:12 90:2 91:17 92:1  
92:4 94:7 95:6 99:3  
100:13,22 106:6,21  
112:7,18 113:8,11,13  
113:19 114:6,8  
115:14,16 116:8  
117:8,10 124:11  
125:13 126:5 137:12  
143:13,16,21 144:11  
145:8 146:2 150:12  
151:10

**colleges** 27:2,8 37:5  
150:4 161:13,14  
**Columbia** 1:1 8:8 11:1  
12:18 14:16 18:6,8  
19:3,16 39:7 47:11  
48:18,19 84:3 85:2  
86:12 106:19 117:16  
124:2,14 129:20  
137:17 143:17 146:3  
146:11,17 147:14  
148:3,6 160:19  
162:11,13 169:3  
**combat** 133:3  
**combination** 37:19  
**come** 8:1 13:1,11 16:11  
33:6 37:10 41:18,19  
41:21 49:12 59:9  
64:15 68:9 72:22 74:8  
74:10 77:5 80:9 93:17  
99:4 101:21 104:19  
114:7 133:13 136:8  
137:20 144:2 151:17  
152:2 153:20 154:3  
157:17 166:18  
**comes** 34:16,16 54:7  
108:8  
**comfort** 111:1  
**comfortable** 36:4 59:17  
61:17 73:6 93:9 94:4  
94:14 96:2 98:12  
109:10 110:12 120:4  
137:22  
**coming** 17:17,19,19  
44:1 65:2 71:2 74:15  
79:13 80:10 108:19  
109:9 121:21 130:10  
137:6 155:4 156:7,11  
**commencement**  
154:11  
**commend** 138:8  
**comment** 20:3 42:18  
95:19 119:6 151:14  
**comments** 13:12 55:19  
137:1 163:7,8,8,9  
165:1  
**commit** 90:2 165:21  
**commitment** 82:12,14  
87:10 106:6 167:19  
167:22  
**committed** 84:4 85:3  
89:11 106:20 118:20  
152:11  
**committee** 3:16 12:8  
17:20 30:21 46:8 49:8  
49:19,22 50:4 56:7  
68:6,10 79:11,19  
93:16 103:16 104:19  
105:11 111:14 115:14  
120:19 121:14 122:20

136:12,17 138:17,19  
139:5,7,10 143:9  
153:7 154:17 158:15  
158:17,19,21 159:1  
160:4,7,14,22 163:2  
164:14  
**Communication** 15:17  
**communities** 90:3  
100:15,15  
**community** 2:13,20  
8:12 13:6 15:9 18:16  
27:8 28:8,11 29:22  
30:4 39:6 41:3,17  
42:19 46:16 49:10,15  
50:9 51:22 52:1,2,9  
59:20 68:7 74:20 75:9  
75:10 76:18,19 77:2  
80:11,12,15 84:5,10  
85:4,8 86:1,11,16  
87:5,8 88:18 89:9,10  
89:11 90:2 91:17 92:1  
92:4 94:7 95:6 99:3  
100:13,22 106:6,21  
112:7,17 113:8,11,13  
113:19 114:6,8  
115:14,15 116:8  
117:10 124:10 125:12  
137:12 143:13,16,21  
144:10 145:8 146:1  
161:13  
**company** 12:21  
**compared** 22:11 35:9  
74:17  
**compensation** 142:14  
**competition** 7:14,22  
10:3  
**complete** 37:16,21  
57:19 61:5 114:8  
**completed** 61:4 160:2  
**completely** 75:21 76:17  
**completing** 24:21  
**completion** 23:21 37:1  
37:14  
**complicated** 70:4  
**component** 115:20  
**components** 97:1  
**composition** 160:13  
**comprehensive** 84:4  
85:3 106:20  
**computer** 152:9  
**concentrate** 104:17  
**concept** 45:2,14 87:4,6  
**concern** 83:13,19  
112:12  
**concerned** 92:13,22  
95:22 112:21 125:17  
155:21  
**concerns** 40:1 98:15  
101:21 145:19

**conclusion** 131:3  
**concrete** 32:10 137:15  
**concur** 38:11 42:18  
**conduct** 112:22 142:11  
**conducted** 13:16  
**confidence** 125:21  
 132:13  
**confident** 71:3 108:10  
**confidential** 139:18,19  
**confine** 121:18  
**confirmed** 45:22 70:11  
 155:17  
**conflict** 7:16  
**congratulations** 132:8  
 149:11 153:2  
**Congress** 122:16  
**connected** 94:9  
**connection** 24:1  
**conscience** 119:20  
**consequences** 68:17  
**consider** 127:16 128:7  
**consideration** 25:21  
 125:16  
**considerations** 98:17  
 98:18  
**considered** 116:18  
 164:11  
**considering** 54:9  
**consistent** 19:8,9 26:2  
 82:19 85:13  
**consistently** 117:21  
 118:14  
**consists** 18:13  
**consolidate** 58:1  
**consolidated** 57:11  
**consortium** 118:4  
**construction** 1:21  
 55:18 59:9,21 61:7  
 65:1 70:18 71:5 158:3  
**constructions** 96:21  
**consultation** 15:11  
**consulted** 111:14  
 129:16,17  
**consumer** 19:12  
**contact** 73:2  
**contacts** 61:8 161:9  
**contain** 44:9  
**CONTENTS** 3:1  
**context** 40:2 46:11  
 53:15 128:9  
**contexts** 109:12  
**continually** 38:13  
**continue** 10:4,5 12:14  
 49:1 64:6 77:14,18  
 79:15 90:1 131:6  
 143:15  
**continued** 71:20 103:21  
 112:3 168:3  
**continues** 48:22

**continuing** 96:3  
**continuous** 116:20  
**contract** 64:18  
**contracted** 159:14  
**contracts** 59:10 61:7  
 65:1  
**contrary** 79:21  
**contrast** 126:5  
**contribute** 16:21  
**contributed** 164:9  
**contributing** 109:22  
**contributions** 44:11  
**contributor** 119:4  
**contributors** 10:20  
**control** 79:16 114:9  
**controversial** 124:16  
 126:2,11  
**convene** 164:17  
**convened** 1:9  
**conversation** 54:11  
 97:20 98:1,16 163:11  
**conversations** 52:14  
 59:15 66:15 73:4  
 96:10 108:22 136:19  
 159:3  
**coordinator** 9:18 157:9  
**copy** 144:3,5  
**core** 45:9  
**corporate** 105:16 108:4  
**corporation** 167:3  
**correct** 35:1 39:12 82:6  
 100:5 114:4 135:14  
 136:7 144:20  
**correctly** 21:21 168:21  
**correlation** 22:19 75:20  
**correlations** 23:17  
**cost** 19:7 41:6 51:10  
 58:4,20 60:3 61:15,19  
 61:19 62:9 63:1 65:20  
 66:1,16 69:7 71:9  
 72:19 78:2 81:9 86:6  
 88:2 95:5 108:14  
 115:6 117:1  
**cost-cutting** 44:8  
**costing** 79:17 87:15,17  
**costs** 55:9 58:9,17,22  
 60:9 61:11,13 62:12  
 62:19 63:6,18 64:1,8  
 64:14 65:10,12 71:5  
 72:11 73:10,15 92:15  
 94:1 98:3  
**Council** 11:6,13,16,22  
 12:3,5,7,14 41:2 82:3  
 101:13 128:20 155:8  
 155:9  
**Council's** 10:16  
**counsel** 20:1 66:9,14  
 144:20 148:2,5,7,16  
 149:3

**count** 8:13 10:5  
**country** 23:19 27:3 37:6  
 38:21 40:4 126:8  
**couple** 60:17 88:7  
 137:3 144:15 159:12  
 160:12  
**course** 62:17  
**court** 136:4  
**cover** 95:5 156:18  
**covered** 155:20 169:17  
**CPI** 22:15,19 31:9  
**CPI+1** 29:20 33:11  
**create** 53:10 90:18 94:8  
**created** 122:16  
**creative** 16:20  
**creativity** 164:15  
**credentials** 146:13  
 150:15  
**credit** 20:21,22 21:1  
 113:16,19 114:1,3,14  
 114:15,18 115:12  
**credits** 48:6  
**Crider** 1:9,11 4:3,14,15  
 5:12 6:11 17:5,17  
 18:1 20:11 21:11,20  
 22:8 23:8 25:17 28:6  
 28:13,15,20 30:8 31:3  
 33:7,18 34:22 35:13  
 35:17 38:6,10 39:8,14  
 41:8,10,15,21 42:11  
 42:15 44:2,15 45:16  
 46:3 55:16 61:21 62:4  
 62:6 65:18 67:12 72:1  
 76:8 78:7,12,19,22  
 83:7 86:21 88:5 92:5  
 92:11 94:21 95:12  
 97:6,13,16 98:11,12  
 98:21 99:18 100:1,8  
 100:20 102:4 103:8  
 103:11 106:2 107:2  
 107:14 109:17 111:6  
 114:2 116:2,6,11,13  
 119:7,19 120:9 121:7  
 121:13 123:8,20  
 124:4 126:12 128:15  
 128:22 129:4,12,22  
 131:12,15 132:1,9  
 134:15 135:10 136:10  
 138:5,13 140:16  
 141:4,11,12 142:7,21  
 144:13 145:15,18  
 147:16 149:6,18  
 151:3,6,13 152:19  
 153:11,15,19 154:2,6  
 154:14 156:11 157:4  
 158:13 167:17 168:8  
 169:14  
**cripple** 119:1  
**critical** 119:18

**criticism** 72:6  
**crowded** 51:22  
**crystalize** 96:14  
**curious** 22:4 23:21 74:6  
 74:10  
**current** 43:15 67:17  
 82:1 93:1 113:17  
 128:3 148:6 162:13  
**currently** 57:5,12,17  
 70:14 73:8,16 143:19  
 145:8  
**Curry** 1:13 4:16 141:13  
**cut** 95:16  
**cuts** 40:10  
**cycle** 82:16

---

**D**


---

**d** 3:13  
**D.C.** 10:16 13:6 18:12  
 20:2,5 82:17 122:10  
 122:16 124:15 126:4  
 142:10  
**Daryao** 2:17 126:22  
**data** 24:12,18 25:7 35:7  
 52:17 75:17 104:3,22  
 110:21 112:19  
**date** 112:20 120:20  
**dated** 122:22  
**David** 2:20 11:2 89:4  
**Davis** 150:12  
**day** 14:8 51:22 52:13  
 53:21 86:6 119:19  
 120:21 133:17 157:11  
**days** 7:13 14:5 20:4  
**DCMR** 19:19  
**dead** 89:1,5  
**deadline** 10:17  
**deal** 17:9 40:15,17 73:7  
 83:13 91:4 107:20  
 135:1 139:5 151:20  
 167:19  
**dealing** 70:3 78:17 79:6  
 88:2 105:16 109:19  
**dean** 113:6,6 143:12,15  
 143:20 144:10,17  
 145:5 146:1 149:21  
 150:4,6,9 151:10  
 152:10  
**deans** 15:11 16:12,18  
 162:10,10  
**debt** 47:18  
**decades** 127:2,13  
**December** 49:22 50:10  
 50:14 120:19,20  
**decide** 68:3 102:16  
**decided** 29:19 159:5  
**decides** 31:20 145:12  
**deciding** 94:18

**decision** 70:10 86:5  
87:12 88:1 94:6,16  
96:14 104:13 108:12  
108:13 109:1,4,7,14  
109:16 110:13 111:1  
131:7 139:12,13  
165:2,14  
**decisions** 37:22 49:20  
91:3 104:8,9 108:3  
129:15  
**declining** 77:7  
**decrease** 22:7 23:3,10  
**decreases** 22:17  
**dedicated** 57:2 129:21  
**defense** 148:9  
**definitely** 158:6  
**degree** 23:12 86:3,4  
99:12 100:7,9 125:15  
154:4,11,13  
**degrees** 8:10 18:18  
24:21 37:3 153:10,20  
**deliberating** 139:11  
164:4  
**deliberations** 139:15  
139:18  
**delighted** 8:4  
**deliver** 51:11 53:9  
**delta** 64:1 77:8 78:10  
97:4  
**Delusion** 127:3,19  
**demand** 76:3  
**demographic** 115:21  
**demographics** 161:21  
**demonstrate** 50:7  
**demotion** 142:14  
**denigrated** 118:14  
**Dennard** 12:22  
**department** 47:19  
49:10 57:6 145:10  
**depend** 43:4  
**depending** 25:7 151:18  
**depends** 114:20  
**deputy** 82:10  
**description** 144:5  
145:13  
**descriptions** 145:9  
**deserve** 99:8 168:3  
**deserves** 152:6 167:13  
**design** 58:20 59:3 61:8  
63:20 64:12,14,18,20  
65:2 87:21  
**desire** 46:12 47:3  
**desk** 157:11  
**despite** 48:21 82:7  
**destination** 85:10 115:1  
**detail** 50:5 52:15 54:13  
54:14 105:13  
**determine** 34:15 87:16

104:13  
**determined** 112:22  
143:22 146:13 148:11  
150:15  
**develop** 59:3 112:18  
128:12  
**developed** 111:21  
112:1  
**developing** 59:4 106:20  
**development** 18:17  
45:6 84:4 85:3 99:4,7  
101:1 113:12  
**DeWitt** 122:11,19 123:3  
**Dianna** 2:13 112:16  
**difference** 28:7 35:11  
58:8,9 71:4,8 108:16  
108:17  
**differences** 70:6 115:18  
**different** 53:4 66:4  
69:15 72:18 73:16  
76:16 80:7 94:9 96:1  
103:19,20 109:20  
110:1 115:21,22  
119:2  
**differentiate** 34:19  
**difficult** 12:12 43:13  
**diligence** 72:4  
**direct** 17:2  
**directed** 20:1  
**direction** 14:3 68:21  
104:18 105:10 110:18  
**directive** 56:6 66:22  
**director** 2:11 16:13,19  
21:12 55:17 150:9  
157:6,7  
**directors** 162:8  
**disagree** 137:5  
**disagreements** 137:3  
**disagrees** 87:8  
**disappointed** 140:9  
**disaster** 124:20 125:4  
**disastrous** 124:12  
**discipline** 142:14  
**disclose** 32:15,19  
**discomfort** 106:11  
**discount** 35:2,6,8 36:15  
**discounted** 35:5,10  
**discover** 109:3  
**discovered** 70:19  
154:12  
**discuss** 65:3 87:7  
122:11 137:4  
**discussed** 42:9 107:22  
**discussing** 142:12  
**discussion** 6:12 20:12  
32:16 33:18 35:14  
62:1,7 85:10 111:8  
116:3 119:9 122:21  
149:7

**discussions** 32:20  
102:8  
**disrespected** 125:10  
**disrupted** 25:19  
**dissent** 125:10  
**distinguished** 70:2  
136:8  
**distributed** 113:2,7  
**District** 1:1 8:8 10:22  
12:18 14:16 18:6,8  
19:2,15 39:7 40:16  
47:11 48:12,17,19  
54:7 84:3,6 85:1,5  
86:12 106:19,22  
107:7,11 117:16  
124:2,14 129:19  
137:17 143:17 146:2  
146:11,17 147:14  
148:3,5,21 156:4  
160:18 162:11,13  
169:2  
**District's** 47:18  
**disturbed** 125:13  
**diverse** 55:22 163:20  
**divide** 166:9  
**division** 59:21 150:10  
**divorced** 8:17  
**Doctor** 149:16  
**document** 160:3  
**documentation** 72:7  
**doing** 9:9,20 16:2,16,19  
17:14 27:3,3 41:5  
42:5 67:10 76:20  
85:12 90:16,18 133:3  
**dollar** 10:14 59:17 69:4  
**dollars** 10:16 20:17  
58:11 118:10 155:17  
**Don** 157:20,20  
**door** 37:7 83:12  
**doubled** 22:10  
**doubly** 125:16  
**doubt** 147:4  
**downside** 98:9  
**downtown** 79:5  
**Dr** 3:4,10 4:13,16,18,20  
5:4 6:17 7:22 8:4 9:16  
9:19 10:9 29:10,19  
31:5 55:15,16 98:11  
124:17 125:15,18  
126:3,4,7,15,16,21  
127:7 128:15,17  
129:4,11,22 131:15  
136:2,10,12,16,19  
141:10,13,15,16,18  
142:1 149:15,21  
151:9 154:2,3,15  
156:9 157:5 164:2,3  
168:11 169:12  
**draft** 33:16

**drama** 167:6  
**draw** 161:4  
**drawings** 59:4  
**dream** 8:9  
**dress** 12:1  
**driven** 129:14  
**drop** 24:12 25:15  
**dropped** 24:16  
**dropping** 26:6,18 28:8  
**due** 66:10 72:4  
**duties** 122:13 147:5  
148:14 150:18  
**duty** 143:8  
**Dwight** 32:17  
**Dyke** 1:14 4:16,17  
39:19,20 41:14,19  
42:8,12 83:8 84:19  
90:5 91:7 92:10 101:3  
103:4,9,12 107:6,10  
107:15,19 108:17  
111:4 121:16 141:13  
141:14

---

**E**


---

**E** 135:16,19  
**E's** 100:17  
**ear** 130:6  
**earlier** 46:14 132:18  
168:14  
**early** 15:15 164:16  
**earn** 37:18  
**earnest** 96:10  
**easier** 132:15  
**easy** 109:2  
**ebbs** 113:15  
**Ebert** 9:4  
**economic** 43:15  
**economy** 23:17,19 39:2  
75:20  
**ed** 25:5,11 40:3,9 41:7  
**educate** 135:9  
**educated** 59:18  
**education** 15:16 18:22  
24:12,17 36:21 43:7  
47:20 75:3 77:15  
82:11 118:16 161:11  
161:12 167:14  
**Educational** 65:14  
**effect** 20:17  
**effective** 19:1 45:14  
122:3,6  
**effectively** 55:13 131:1  
**efficiencies** 50:21  
**efficiency** 92:19  
**effort** 27:14 30:14 87:10  
92:2 105:3  
**efforts** 17:2 82:7  
**eight** 35:8,11 155:11  
162:15

**either** 36:16 69:10  
 75:12 94:15 161:8  
 162:3  
**Elaine** 1:9,11 129:4  
 131:15 132:20  
**elect** 10:11  
**elected** 14:9,10,11  
**election** 3:11 13:13,17  
 13:20 14:6 121:21  
 129:1  
**elections** 168:12  
**elements** 94:10  
**elevators** 56:14  
**Elgloria** 9:16  
**eligible** 14:7,12,14  
**emails** 161:8  
**emphasize** 120:17  
**emphasizes** 40:21  
**employees** 142:16  
**employment** 57:6  
 142:13 148:9  
**empower** 96:6 106:12  
**empowered** 96:11  
**enable** 18:22  
**encourage** 45:1,13  
 114:21 138:6  
**endorse** 117:12  
**endorsed** 87:5 127:6,14  
 136:22  
**endorsement** 127:9  
**energy** 152:6  
**engaged** 138:7  
**engineering** 59:4  
**enjoyable** 8:7  
**enroll** 18:20  
**enrollees** 115:6  
**enrollment** 16:10,11,22  
 22:1,7,12,16,20,21  
 23:3,4,10,18,19 25:10  
 34:4,20 36:13,14 37:2  
 39:11,17 74:20 75:9  
 113:10,11,17 114:5  
 114:15,20 115:15,19  
 127:20 128:1,3,9,13  
**ensure** 42:21 43:8  
 152:16 159:5  
**entail** 68:16  
**entered** 123:4  
**entering** 31:10,16  
**entertain** 5:15 6:2  
**entire** 125:7  
**entirely** 92:14  
**entities** 73:1,4,5  
**environment** 53:10  
**Epps** 2:10 29:10,19  
 31:6 156:9 157:5  
 168:11 169:12  
**equation** 94:2  
**equipped** 105:21,21

**Eric** 52:18 55:17  
**Erik** 1:20 60:2 69:10  
 105:1 146:9 147:11  
**Erik's** 103:22  
**ERROL** 1:15  
**especially** 40:20 128:7  
**essence** 25:3  
**essentially** 60:9  
**estate** 43:6 49:9 55:17  
 66:11,14 77:10 78:3  
 146:10,16 147:3,13  
**estimate** 60:15 78:6  
**estimated** 21:17 23:1  
 58:20 61:1 62:18  
 63:22  
**estimates** 58:22 70:17  
**estimating** 58:1  
**etcetera** 10:21  
**ethical** 19:1  
**evaluated** 50:16,17  
 72:16  
**evaluation** 55:20  
 142:14  
**evening** 55:15 56:8  
 61:9 66:6 126:16  
 157:12  
**events** 157:7,8  
**eventually** 49:10 50:2  
**everybody** 11:20  
 119:20 121:15 131:8  
 160:13 162:21 165:17  
**everybody's** 120:4  
**everyone's** 165:13  
**evolution** 55:20 66:2  
 71:20  
**evolved** 59:16  
**evolving** 163:15  
**exact** 31:13 57:9 58:13  
 103:22  
**exactly** 41:21 42:15  
 57:7 64:17 68:13  
 100:20  
**example** 115:9  
**exceed** 59:12  
**excellent** 9:10 28:5  
**excuse** 140:14,17  
**executive** 1:20 3:8 6:7  
 17:8 112:17 134:21  
 134:22 135:2,2,6  
 138:17,19 139:5,5,7  
 140:20,22 141:2  
 142:11,17 143:1,5  
 146:8 151:21 153:2  
 162:4,8  
**exist** 55:6  
**existence** 10:3  
**existing** 19:7 31:16  
 56:21 57:4 59:2  
**expand** 89:12

**expect** 160:3  
**expectations** 109:5  
**expected** 33:21  
**expecting** 95:20  
**expenditure** 31:1  
**expense** 48:10  
**experience** 24:4 25:4  
 74:11 105:14,16  
 143:19 146:19 148:6  
 148:8,14 149:1 150:8  
 150:18 152:15  
**experienced** 60:17  
**experiences** 130:13  
**expert** 104:1  
**explain** 71:4 119:21  
 156:3  
**explained** 155:3 156:3  
**explaining** 69:11 71:7  
**explanatory** 84:1  
**explored** 51:7  
**exposure** 72:12,14  
**expressed** 47:12  
 160:17  
**extend** 145:11  
**extended** 144:1  
**extending** 143:14  
**extension** 143:11 144:8  
 144:21 145:21  
**extensive** 143:18  
 146:19  
**extent** 37:11 42:12  
 102:20  
**extenuating** 144:1

---

**F**


---

**face** 7:21 168:4  
**faced** 48:18 77:4 79:2  
**facilities** 52:10 92:17  
 93:16 95:6 98:18  
 146:10,16 147:3,12  
**facility** 51:19 53:8  
**fact** 10:16 23:11 24:7  
 24:20 37:18 40:2,14  
 40:22 46:19 47:17  
 48:13,21 54:6 76:4  
 80:1 84:9 95:4 97:2  
 101:4 108:14 110:4  
 115:5 119:15 122:14  
 132:20,21 137:15  
 139:12 147:5 157:2  
 163:16  
**factors** 26:6  
**facts** 37:13 137:4  
**faculty** 8:8 11:12 52:3  
 125:3,5,7,20 127:3,6  
 127:13 128:19,20  
 162:12,13 163:7  
**fail** 26:19  
**failure** 124:17 126:11  
**failures** 126:2  
**fair** 72:19,20 99:17  
**fall** 113:14 115:17  
 127:21 128:2  
**falls** 39:21  
**familiar** 7:13 117:13  
**family** 8:18 129:20  
 167:10  
**far** 55:3 81:11 95:3  
 101:11 103:13 108:15  
 167:4  
**fare** 7:7,8  
**fast** 142:8  
**father** 14:21  
**father's** 15:1  
**fault** 110:17  
**favor** 5:20 6:12 35:17  
 116:6 125:17 126:1  
 131:13,17,21 132:3  
 134:16 145:21 147:17  
 149:7 152:19  
**favorable** 47:19,20 94:2  
 110:6  
**favorably** 127:10  
**favoring** 136:16  
**Faye** 2:9 7:22  
**fear** 88:19 117:7  
**feasible** 84:7 85:6,14  
 107:1  
**feather** 13:7  
**February** 46:8 50:1,11  
 111:16 122:22  
**Federal** 156:4  
**fee** 30:4 33:8  
**feed** 136:7  
**feeds** 136:6  
**feel** 71:3 73:6 84:13  
 89:20 93:19 98:14  
 110:12 112:13 120:3  
 120:6  
**feeling** 86:10,13  
**fees** 155:4,15 156:13,18  
 157:3 158:2,4,5,9  
**feet** 56:12,16,19,20,21  
 57:7,21 58:2 65:17  
 71:16,18  
**fell** 95:21  
**fellow** 116:17 137:14  
**felt** 111:17  
**Felton** 4:18 141:15  
**fertile** 95:22  
**fiduciary** 93:10  
**fight** 168:4  
**figure** 20:16 42:21 43:3  
 113:21 167:11  
**fill** 150:3  
**filled** 117:9  
**final** 16:8 113:5 162:15



**finalists** 136:14 163:18  
**finalize** 59:8  
**finance** 17:20 122:20  
 152:8  
**finances** 23:15 24:1  
 26:21 46:19 91:12  
**financial** 47:9 58:15  
 68:17 79:2 118:21  
 122:10  
**financially** 53:7  
**find** 12:4 22:3 25:2  
 26:17,21 27:5 29:13  
 32:12 45:9 104:1  
 110:5 111:20 167:21  
**finding** 67:13  
**finish** 37:3 117:15  
 128:17 135:20,21  
**finished** 12:15 116:21  
**finishing** 30:17  
**Firebird** 57:14,17  
 129:19 169:4  
**fired** 125:20  
**firm** 82:11  
**first** 6:3 9:3 15:1 17:10  
 23:10 27:15 28:16  
 42:20 48:2 52:17 60:8  
 60:17 76:20 83:16,18  
 84:22 88:21 113:1  
 116:17 121:12 127:5  
 135:16 155:6 158:8  
 158:10 159:2 160:12  
**fiscal** 30:19 65:5 83:11  
 84:15 93:11 94:15  
 98:17 109:3 150:19  
**fiscally** 84:7 85:6,14  
 107:1  
**fitness** 157:12,13  
**five** 13:21 25:6 79:7  
 95:7  
**five-year** 45:3  
**fix** 18:8  
**fixed** 45:4  
**flagship** 18:14 28:9,11  
 29:21 30:5 42:1,6  
 80:9 115:16  
**flat** 22:21 23:4  
**flexibility** 80:16  
**flip** 96:16 97:19  
**floated** 45:11  
**floor** 57:4,9  
**Florida** 150:13  
**flow** 25:19  
**flows** 113:16  
**fly** 8:21  
**focus** 40:22 43:11 54:2  
 166:1,2  
**focused** 86:6 91:15  
**focuses** 51:10  
**folks** 54:1 100:3,10

109:6 110:7 115:9  
 130:15  
**follow** 6:5 13:6 26:17  
 28:3 87:11 101:7  
 117:17 123:6  
**follow-up** 24:2,8  
**following** 26:13  
**foolishly** 103:3  
**foot** 58:22 71:9  
**forced** 55:11 134:5  
**Ford** 113:7  
**foregone** 37:19 63:7  
 131:3  
**forget** 127:17  
**form** 31:16 83:5  
**formal** 150:2  
**formality's** 131:22  
**former** 9:7 147:2 162:2  
 162:10,11  
**formulation** 30:19  
**forth** 90:6 155:2  
**forward** 8:1 13:12 21:7  
 87:16 111:2 113:3  
 115:1 136:4 137:7  
 154:3 155:19 168:4  
**found** 145:4 161:18,19  
 161:22  
**Foundation** 11:1 12:17  
 16:5  
**four** 6:7 13:18 15:2,12  
 15:21 25:6 78:8 135:2  
 143:5,7 153:2 162:10  
 162:12 163:1,1,18  
**frank** 85:22 91:1  
**Franklin** 1:20 4:5,7,9,11  
 4:13,16,18,20,22 5:2  
 5:4,6,8,10,13 6:2  
 141:6,8,10,13,15,18  
 141:20 142:1,3,5  
 154:2  
**frankly** 86:17  
**fraternities** 165:9  
**fraternity** 125:18 136:3  
**free** 41:3,12  
**friendly** 85:19 92:8  
 106:3,17  
**front** 9:11 31:11 37:6  
 119:16 123:19 139:6  
**FTE** 155:7  
**fulfilling** 93:10  
**full** 35:4 53:3 63:20  
 68:9 87:17 94:14  
 111:13 122:11 131:9  
 153:20  
**full-time** 157:6  
**fully** 51:2 53:6 73:9,13  
 83:10 84:4 85:2 87:4  
 87:22 106:20 162:22  
**fun** 44:13

**function** 63:21 99:5  
**functioning** 10:1  
**fund** 77:7,8 89:13  
**funded** 117:20 155:14  
 156:13,22 157:3  
**funders** 165:13  
**funding** 47:19 58:12  
 61:7 65:4 77:3 117:14  
 117:18,20,22  
**funds** 42:14 43:4 58:17  
 77:21 124:19,22  
 125:22 150:20 155:3  
 156:8 157:21  
**funny** 121:16  
**further** 19:22 52:16  
 116:2  
**future** 36:10 38:3 87:21  
 169:10

## G

**Gabbie** 134:6  
**Gabby** 38:9 92:5 95:13  
**GABRIELA** 1:14  
**gap** 117:10  
**gaps** 93:18  
**Garrett** 2:9 8:1,4 10:10  
**gas** 71:19  
**gather** 40:22  
**gathered** 76:2  
**general** 3:17 4:22 20:1  
 66:9,13 85:7 123:5  
 141:20 148:2,4,7,16  
 149:3  
**generally** 40:5  
**gentleman** 118:4  
**getting** 23:12 27:11  
 47:8 48:5,6,21 59:3  
 85:11 95:4,16 101:11  
 103:6 138:21 153:10  
**gifts** 118:17  
**Gilbreath** 9:14  
**give** 9:1 12:13 24:5  
 41:10 42:13 46:11  
 50:5 51:9 52:18 53:15  
 54:16 56:9 59:18 60:3  
 67:21 101:18 104:2  
 105:10 110:11 118:5  
 126:14 130:11 155:13  
 159:10,22  
**given** 36:2 43:14 56:6  
 64:11 93:2,3,5,8 94:5  
 108:6,13,14 147:5  
**gives** 67:10,14 80:16  
 103:1 106:9 111:1  
 117:10 142:10 162:17  
**giving** 70:17 71:9  
 110:18,20  
**glad** 126:18

**go** 8:16 16:4 19:17 21:7  
 24:10 33:13 34:4,20  
 45:2,13 47:18 48:22  
 49:1 51:6 60:15,20,22  
 67:21 69:12,18 70:10  
 71:14 78:15 79:15  
 83:12 87:1,16 96:7,9  
 102:14 103:18,22  
 104:2,18 111:9 117:8  
 117:22 133:15 134:21  
 135:6 136:4 138:17  
 139:7 140:21 141:1  
 142:16 143:3 153:4  
 155:5,12,22 157:1,19  
 160:14 166:13  
**goal** 10:15 12:2 51:18  
 68:19 128:1 152:17  
**goes** 23:19 39:9 62:15  
 76:22  
**going** 6:17 8:15 12:13  
 13:7 14:3 22:2 23:2  
 25:5,10 26:13 31:19  
 35:21 38:16 40:7 41:1  
 42:12,13 43:6,7,8,12  
 43:16 44:3 47:7,8  
 51:6 53:14 62:20 67:2  
 70:9,13 71:11 74:16  
 79:11,18,22 80:2,19  
 82:18,21 88:17 90:18  
 95:10,14 96:22 103:2  
 103:14,17 104:2,18  
 105:10,13 107:4,17  
 109:6 110:10 111:2,9  
 118:2 121:8 123:14  
 130:16 131:20 132:11  
 132:17 133:1,12  
 136:8 137:22 138:18  
 139:4,8 146:20  
 149:14 151:4 155:11  
 155:19 159:21 165:16  
 166:15 167:11,12  
**good** 13:16 26:11 38:4  
 55:15 65:8 69:11 70:5  
 89:14 93:2 101:17,20  
 108:9,18 110:18  
 126:16 132:2  
**gotten** 8:9 97:11 108:7  
 109:12 166:10  
**governance** 122:6,6,14  
 127:12  
**governing** 122:13  
**government** 43:5 46:7  
 50:19 68:6 124:10  
 125:5 142:15 156:4  
 168:15  
**governments** 40:5  
**governor** 122:15  
**GPA** 15:13,15,17  
**graduate** 24:4 27:5 86:4

86:19 150:10  
**graduated** 80:9 152:3  
**graduating** 9:14  
**grant** 18:14  
**gratuitous** 39:22  
**gray** 26:9 88:22  
**great** 7:12 8:19 10:4  
 15:21 126:9 147:9  
 167:18  
**greater** 50:5 98:22  
**greatest** 99:1,2 168:5  
**grew** 126:6  
**groaned** 139:4  
**Grosso** 89:4  
**ground** 95:22  
**group** 14:22 55:22  
 163:20  
**groups** 18:20 24:8  
 25:15 66:7 165:12,22  
**grow** 90:19 147:1  
**grown** 99:8,13  
**growth** 39:17 99:1,2  
 100:21  
**grumbling** 138:20  
**guess** 59:18 83:13  
 86:14 90:9 92:12  
**guys** 82:20 106:12  
 132:13 134:1  
**Gwendolyn** 14:9

---

**H**


---

**half** 157:9 168:6  
**hall** 29:20 122:8  
**halls** 29:6  
**Hamilton** 113:6 143:12  
 143:19 144:9 145:22  
**Hamilton's** 144:17  
**hand** 43:14 83:10  
 109:18 144:4  
**handbook** 33:12  
**handle** 17:21 127:10  
**hangar** 88:13 100:4,17  
 114:13,13,17  
**happen** 31:20 47:5,22  
 59:7 76:4 102:12  
 109:6 121:6 152:4  
 156:2 157:2 166:8,12  
**happened** 74:21 101:10  
 127:13  
**happens** 54:3 86:1  
 159:16  
**happy** 11:5 17:1 136:1  
**hard** 16:13 34:15 38:22  
 101:22 132:14 139:11  
 167:20  
**harm** 53:18  
**Haro** 15:18  
**Harris** 51:5 77:18 88:11  
 91:1 100:2,4,16

115:10 160:2  
**Harrison** 9:17  
**hate** 167:17  
**HBCU** 47:20  
**head** 62:20 90:7  
**heads** 158:20  
**healthcare** 25:22 26:9  
**healthy** 119:9  
**hear** 11:22 96:15 157:8  
**heard** 138:18,19,20  
 165:5,6,7,10  
**hearing** 11:16 24:20  
 41:1 64:9 67:22 68:1  
 98:1,1,19 101:6 123:3  
**heart** 41:20 129:12  
**heats** 23:19  
**held** 29:5 142:22  
**help** 50:20 57:9 59:3  
 90:19 96:14 104:16  
 130:2,13 149:15  
 152:11 159:8  
**helpful** 32:21 33:2  
 96:22  
**helping** 152:16 159:14  
**helps** 102:10  
**Hercules** 14:22 15:1,3,8  
 16:3  
**hesitate** 43:14  
**hiding** 128:7  
**high** 25:12 127:17  
**higher** 24:12,16 25:4,11  
 40:3,9 41:7 161:11,11  
**highest** 152:12  
**hire** 155:11  
**hired** 125:4  
**hiring** 154:20  
**historical** 82:20  
**historical** 35:5,7  
**historically** 22:9 74:21  
 78:1  
**history** 83:2 118:12,13  
 125:2 126:4  
**hit** 11:17 12:2 40:16  
 60:15 90:6  
**hold** 29:20 30:3 110:8  
 123:16  
**holding** 26:11 125:15  
 145:3  
**hole** 77:19 79:2 119:14  
**Homecoming** 169:4  
**homeless** 27:20  
**Honda** 7:4,5,7,21 9:7,20  
 10:2  
**honest** 31:14 114:5  
 115:2  
**honor** 14:21 102:22  
**honorary** 125:15  
 153:10,19 154:4,11  
**hope** 10:4 11:6 13:2,5

43:7 85:18 95:2  
 123:15 128:14 131:6  
 136:6 144:16 152:5  
 152:15 156:6 166:4  
 166:11 167:8 168:5  
 168:21 169:6  
**hopefully** 101:14  
 104:10 131:3 158:22  
 162:17  
**hoping** 113:5 167:7  
**hour** 20:21,22 21:1  
 123:17  
**house** 56:4 113:13  
 114:16 115:4,7,12  
 159:4  
**housing** 159:10  
**Howard's** 163:17  
**hub** 86:11,15 87:4  
 88:10 90:13,13,21  
 91:2,9  
**Hubbard** 14:10  
**hubs** 84:5 85:4,10  
 88:10,11,15 106:21  
**Human** 2:15 145:7  
 151:19  
**hurt** 12:2 42:1

---

**I**


---

**idea** 26:12 28:5 45:11  
 60:11 68:21 80:15  
 87:15 108:20 136:2,5  
 162:17  
**ideas** 16:20  
**identified** 12:17 58:16  
 60:15 70:7,9  
**identifies** 14:22 77:1  
**identify** 15:2,5 58:4  
 61:14 63:18 64:21  
 65:6 71:10  
**identifying** 65:9  
**ignored** 125:9  
**II** 3:3  
**III** 3:4,5  
**ill** 92:20  
**immediate** 49:20  
**immediately** 25:5  
**impact** 22:5,6 26:2  
 30:16 36:2,13 37:1,14  
 38:5 39:15 41:4 56:4  
 65:5 74:16,19 75:5  
 76:1 87:18 94:13  
 95:19 98:20 99:15,21  
 100:21 112:3,9,21  
 150:19  
**impacts** 111:11  
**impassioned** 95:19  
**implement** 33:8 44:22  
 123:10

**implementing** 19:9  
**implore** 167:2  
**import** 126:10  
**importance** 16:9  
**important** 11:15 16:16  
 19:17 27:13 36:22  
 58:19 67:20 75:2  
 84:14 85:17 106:4  
 117:9 129:11 137:2  
 139:20,21 164:18  
 165:2 169:17  
**importantly** 56:3 98:17  
 129:13  
**impression** 32:17  
**improve** 160:1  
**improvement** 13:22  
**in-house** 58:21  
**include** 32:12 158:5  
**included** 21:5 47:17  
 54:13 56:10 159:20  
**including** 17:8 18:16  
 42:2 55:22 102:1  
 123:7,13 165:13  
**inclusive** 53:20  
**income** 19:2  
**incoming** 32:13 159:15  
**increase** 19:20 21:9,14  
 23:1,3 26:3,4 29:6  
 30:2,6,12,14 31:9,12  
 33:8,10,22 34:8,16  
 35:18 36:4 37:9 38:3  
 39:11 44:12 75:15  
 95:4 128:3  
**increased** 19:11 20:20  
 22:12,13,18 33:21  
**increases** 19:6,9 22:14  
 23:6,6 26:3 30:4  
 36:10 39:15 44:5,13  
 116:22  
**increasing** 25:19 48:9  
**incremental** 19:9  
**incumbent** 43:1  
**independent** 76:17,19  
 80:15 102:22  
**index** 19:13 20:15  
**indicate** 10:22  
**indicated** 19:20  
**individually** 129:17  
**individuals** 146:22  
 166:1  
**inexplicably** 124:16  
**inflation** 19:8 48:22  
**information** 14:12 21:4  
 21:5 27:11 29:7,17  
 31:7 36:3,9 37:22  
 38:4 39:16 52:19  
 54:17 58:6 65:10 67:2  
 68:15,20 70:16 73:14  
 76:2 83:3 87:3 93:3,8

93:18,22 94:1,22 98:7  
 98:13 103:6 105:12  
 108:5,6,8,9,11 109:3  
 109:8,11,13 110:5,9  
 110:10,11,21,21  
 115:22 129:16 136:6  
 136:7,15,17 138:14  
 154:17 155:6 157:11  
 159:6 166:6,20  
**informed** 59:19  
**infrastructure** 70:4  
**initial** 60:18 159:3  
**initially** 29:19 159:13  
**Inn** 57:14,17  
**innovativeness** 164:14  
**input** 164:17 165:14  
**inside** 52:5 54:4 56:10  
 71:12 161:11  
**insight** 90:9  
**insightful** 29:17  
**insinuate** 137:9  
**Inspector** 123:5  
**install** 169:10  
**installation** 14:7  
**instituted** 25:22  
**institution** 9:16 15:2  
 22:4 31:11 36:6,9  
 40:3,10 48:11 50:13  
 53:18 54:5 92:19 94:7  
 105:14,15 106:1  
 115:19 117:7 118:8  
 119:1 129:21 130:3  
 131:10 137:8 148:19  
 148:21 161:2 164:6,7  
 165:16,19,20 166:2  
 166:11  
**Institutional** 2:12 21:13  
**institutions** 24:10,14  
 24:15 31:13 163:11  
**insurance** 33:9  
**intake** 165:11  
**intellectual** 126:7  
**intend** 12:6  
**intended** 60:14  
**intent** 76:15,16 90:5  
**interaction** 123:11  
**interest** 47:21 159:16  
 160:17 165:15  
**interested** 37:5,12 73:2  
 87:22 92:18 117:13  
 168:13  
**interesting** 161:19  
**interim** 101:11 102:1  
**internal** 123:12  
**internally** 32:20 33:15  
**international** 150:11  
**interpret** 107:5  
**interviews** 16:4  
**intro** 91:21

**introduce** 6:20 7:15 8:1  
 9:2  
**investigate** 45:13 73:1  
 87:15  
**investigated** 56:5 72:14  
 74:19 76:1  
**investigation** 56:1  
 59:16 74:18 75:3  
**investigations** 74:6  
**invitation** 138:3  
**invite** 122:19  
**involved** 15:9 117:1  
 157:14  
**issue** 42:9 49:18 79:12  
 83:9 87:20 88:20  
 102:10 135:1 154:20  
**issues** 40:18 88:8  
 105:22 108:9 137:8  
 155:2 169:17  
**item** 16:8,16 17:5 129:1  
 143:4 153:13  
**items** 3:5 10:13 17:7  
 116:21 121:19  
**IV** 3:9

---

**J**


---

**Jackie** 2:11 21:11,12  
 28:4 33:20 75:7,8  
**Jacksonville** 150:13  
**James** 1:14,18 135:16  
 135:19  
**January** 3:3 5:16 13:17  
**Jay** 12:21  
**Jeb** 154:4  
**jerked** 45:8  
**Jerome** 1:15 14:9 17:21  
 86:22  
**Jim** 80:19 83:7 88:6  
 95:18 101:2 106:3  
**job** 8:9,18 9:9,10 26:11  
 69:11 130:9 132:14  
 139:21 140:1,1,2,4  
 144:4 145:13 148:14  
 150:17  
**jobs** 37:19  
**Joe** 79:11 84:12 132:17  
 132:19,19,20 133:1,3  
 133:4,5,10,12,14,16  
 133:20 167:18  
**Johnson** 154:4  
**join** 167:7  
**joint** 123:6  
**Joniece** 168:20  
**Joseph** 1:13 15:15  
**Josh** 104:3  
**Josh's** 111:10  
**JOSHUA** 1:16  
**Journalism** 15:17

**Joyner** 12:17,20 13:8  
 14:21 16:1,5  
**judgment** 156:16  
**July** 101:10 103:10  
 108:16 169:7  
**Jumper** 105:2  
**June** 41:1  
**junior** 15:14,16,18,21  
**juniors** 37:8  
**jurisdiction** 161:5  
**justify** 65:4

---

**K**


---

**keep** 6:22 10:1 40:8,19  
 46:7 58:12 62:18  
 80:16 95:15,16  
 121:10 134:2,8  
 139:19 151:4 156:12  
**keeping** 52:20 63:1  
**KENDRICK** 1:13  
**kept** 133:21  
**Khatri** 2:17 3:10 126:15  
 126:16,22 128:16,17  
**kind** 11:21 26:9 69:4  
 80:3 94:12 109:7  
 133:9,18 162:19  
**kinds** 16:15 114:20  
**knee-jerk** 87:7  
**know** 7:19 9:22 11:18  
 16:12,15 20:15 22:8  
 23:17,22 24:3,6 25:9  
 27:16,21 28:7 29:4  
 30:20 31:11 32:2,11  
 32:19 33:4,6 37:11,15  
 38:5 43:13 48:2 53:22  
 54:10 55:8 61:13 64:3  
 64:4,9,13,17 65:10,13  
 65:14,16,21,22 66:18  
 69:8,9,20,22 70:9  
 73:13 74:11,13,15  
 76:12 79:19 80:7,13  
 82:17 83:8 87:18  
 88:16 89:2,17 90:22  
 92:8,17 94:5,15 95:3  
 95:16,21 96:3,15 97:5  
 97:6,8,13 98:3,6,11  
 99:12,15,19,21 100:8  
 100:11 102:5,13  
 104:16 105:9,10  
 107:15 109:18 110:3  
 110:14 111:13 120:16  
 121:3 123:2,16  
 127:19 131:2 132:13  
 133:15,17,18 135:15  
 136:6 139:13,20  
 140:12,12 145:1  
 148:17 153:5 154:21  
 156:19 163:12,17  
 168:12 169:9

**knowledge** 29:9 53:3  
 143:18 146:18 148:20  
 148:21,22 150:8  
**knows** 101:17  
**KPMG** 123:1  
**kudos** 99:8

---

**L**


---

**L** 11:2  
**labeled** 127:18  
**labor** 148:9,22  
**labs** 71:18  
**lack** 36:3 77:5 92:22  
 108:6 162:20  
**laid** 26:14  
**land** 18:14  
**landlord** 96:11 102:2  
**language** 88:9 89:18,20  
 92:8 106:3 144:18  
 151:16,18  
**large** 43:16 63:19  
**largest** 59:11  
**late** 82:16 109:9  
**law** 11:2 18:6,19 42:2  
 51:14 55:1 57:13,14  
 57:16 115:16 138:11  
 148:22,22  
**lawyer** 89:15,16,18  
**lawyers** 89:16  
**lead** 50:21 131:6  
**leader** 124:14 126:10  
 130:3  
**leaders** 43:2,8 128:12  
 166:11 167:6 169:10  
**leadership** 11:9 15:10  
 36:8 47:12 92:3 126:6  
 130:17,17 135:12  
 137:7,16 147:6  
 159:18 163:22 166:14  
 166:16  
**learn** 98:13 140:17,17  
**learned** 12:20  
**lease** 48:8,9,16 60:7,20  
 61:3,10,11 62:21,22  
 63:2 65:21 66:1,17,21  
 67:2,6,9,10,14,16  
 73:16 83:6  
**leased** 57:5  
**leave** 8:14 14:17 23:11  
 24:5 29:15 49:6 91:3  
 93:13 134:7 160:8  
**leaving** 8:14 23:14,15  
 23:22 24:19 25:2 40:9  
 49:5  
**led** 42:6  
**LEED** 70:10  
**left** 8:11 11:15 24:6,10  
 57:1 119:8 133:10  
 158:4

**legal** 18:22 19:2,3  
**LeGall** 9:19,19  
**legislation** 41:2  
**legitimate** 40:1,14  
**Lemos** 42:16 44:4  
**Lemus** 1:14 4:18,19  
     38:8,10,11 41:9 42:17  
     44:14 95:10 141:15  
     141:16,17  
**lend** 75:17 131:9  
**let's** 81:22 110:19  
     142:21 143:10 155:10  
**letter** 151:1,15,16,21  
**letting** 121:17  
**level** 52:15 57:12 58:3  
     60:20 65:16 152:12  
**levels** 38:16  
**leveraging** 53:12  
**Lewis** 14:10  
**library** 56:18,21 57:10  
     57:13,15,20,22  
**likelihood** 74:12  
**likes** 44:5  
**line** 74:16 92:6  
**Lisa** 2:19 137:11  
**list** 9:1 131:6  
**listened** 105:6 163:19  
     166:7  
**listing** 161:16  
**literally** 40:3  
**litigator** 148:10  
**little** 42:4 46:14 52:4  
     55:9 73:19 75:15  
     92:13 96:20 113:1,10  
     142:8 151:19 155:21  
**live** 13:9  
**load** 37:6  
**local** 24:14  
**located** 84:5 85:4  
     106:21 107:6 161:2  
**location** 3:8 42:7 45:19  
     46:10,10 47:1,2 57:13  
     74:4,12,14 75:1,12,16  
     75:16,17 76:6,6 98:5  
**locations** 51:1 53:4  
     85:8 89:12 114:12  
     137:21,21  
**lock** 86:15  
**locked** 90:20  
**long** 25:7 45:15 90:3  
     92:9,17 103:19 119:8  
     126:4 127:5 133:6  
     169:15,16  
**longer** 25:9 55:9 59:15  
     102:17 109:20  
**look** 33:17 39:17 44:8  
     45:3 49:17 50:20  
     51:13 52:6,11 55:12  
     56:1 59:5,6 62:20

    63:15 82:20 92:13  
     94:2 101:22 112:19  
     115:18 128:8 136:3  
     159:12,21 162:20  
     163:17 164:12  
**looked** 50:8,16 51:7  
     74:21 85:22 112:19  
     115:3  
**looking** 33:12 39:15  
     40:21 41:2,5 44:10  
     52:19 54:19,21 55:5  
     55:21 58:6,22 63:17  
     71:12,15 79:12 90:10  
     90:11 96:8 100:10  
     110:19 113:6 145:9  
     145:10 159:4,10  
     161:17  
**looks** 49:2  
**lose** 166:1 167:18  
**losing** 9:19 92:16  
     117:13  
**lost** 11:17 83:21 118:19  
     118:19 125:19,21  
**lot** 10:4 16:9,19 37:5  
     52:5 54:13 74:13 98:1  
     98:15 111:9 112:4  
     115:4,7 132:15 165:5  
     165:6,6,10 168:1  
**lots** 109:6  
**loud** 8:6  
**Lounge** 57:14,17  
**love** 121:20  
**loved** 8:12  
**low** 19:2  
**lower** 25:14  
**LRB** 56:18  
**lunch** 132:21  
**Lyons** 125:17  
**Lyons** 1:18 3:4 4:20,21  
     6:17 7:1,3,8 10:9  
     14:17,20 16:7 17:15  
     28:3 29:10 55:16  
     135:5,11,16,19  
     136:10,12,16,19  
     141:18,19 149:15,19  
     154:19 156:16 168:10

---

**M**

---

**Madam** 5:10 6:8 7:1,6  
     11:11 13:14 16:8 17:3  
     17:15 20:9,13 35:16  
     46:5 62:3 90:9 91:13  
     103:15 111:5,7 116:5  
     116:16 119:5 120:8  
     129:3 135:5 140:14  
     144:7 146:7 147:22  
     149:14 150:22 152:18  
     153:13,17 154:7,19  
     158:18 159:18 164:22

    168:7  
**magically** 82:21  
**magnitude** 94:6  
**maintain** 19:7  
**maintenance** 114:14  
**major** 117:22  
**majoring** 15:14  
**majority** 100:12,14  
**maker** 85:18  
**making** 13:5 42:10  
     43:19 92:19 94:4,16  
     98:14 109:4,14,16  
     122:4 129:15 131:10  
     131:10 140:11  
**male** 15:2  
**Malveaux** 125:15 126:3  
     126:4 127:7  
**manage** 44:20 79:3  
     105:19  
**management** 9:21  
     15:14,20 16:11 45:15  
     114:9 150:11  
**manager** 1:20 157:9,14  
**managers** 157:12  
**managing** 53:12 69:12  
**mandate** 42:13  
**mandated** 79:8 119:3  
**mandates** 44:9 45:18  
     46:15  
**March** 13:18 84:21  
     121:22  
**Marilyn** 143:12 144:9  
     145:22  
**market** 48:22 60:16,19  
     60:21 72:16 130:12  
     159:9,10  
**marketing** 152:8 157:9  
**MARY** 1:16  
**Mason** 125:18,19,21  
     136:2 164:2  
**match** 10:14 11:5 30:13  
**matching** 10:15  
**materials** 33:13  
**matter** 142:18 168:3  
     169:21  
**matters** 52:21 74:12  
**Maxine** 9:18  
**mayor** 81:2,3,5,5 82:1,2  
     82:7,10,13,13,18 83:4  
     95:8 108:20 118:9  
     155:6,22  
**Mayor's** 58:11  
**mean** 20:18 23:17 31:9  
     34:3 36:14 43:20 44:4  
     52:16 64:14 74:8 86:8  
     90:15,16 91:8,9,10  
     92:21 95:18 98:22  
     100:15 103:18 105:1  
     105:2,13 107:8 121:2

    168:4  
**means** 46:15 48:20  
     85:14 155:22  
**meant** 132:18  
**measure** 39:9  
**measures** 44:8  
**mechanical** 56:13  
     70:21 71:12  
**Medical** 100:17  
**meet** 122:11,17,19  
     127:22 169:8  
**meeting** 1:5,9 4:4 5:17  
     49:22 50:4,10,11,12  
     50:14,20 56:15 82:9  
     83:3 89:1 93:16  
     101:10 142:22 157:7  
     157:8 169:7,15  
**meetings** 12:6 29:4,20  
     30:1,3 49:19  
**Melvin** 15:16  
**member** 2:20 8:7,12,17  
     9:7 68:5 127:4 128:21  
     128:21 129:18 137:2  
     137:13 168:17  
**members** 1:10 7:2 8:2  
     8:22 9:13,22 10:10  
     11:22 12:7 13:15  
     20:22 52:3 54:12  
     55:16 109:22 110:10  
     124:9 129:14 130:10  
     131:9 137:20,20  
     144:3 146:20 151:8  
     163:9 165:8  
**membership** 127:3  
**men** 161:22  
**mention** 51:5 158:21  
     160:7  
**mentioned** 10:11 30:11  
     107:19 114:12  
**message** 89:8 130:21  
**messed** 15:19  
**met** 11:5 129:20 154:21  
     155:16  
**methodology** 37:11  
**Metro** 70:10  
**Metropolitan** 20:21  
**mic** 100:13  
**Michael** 1:21 13:11  
**Middle** 53:3,5,11  
     117:22 118:3 128:10  
     161:13  
**Mike** 11:8  
**million** 10:14,16 11:7  
     11:14 12:2,10 46:18  
     46:20,20 48:19 54:7  
     58:5,13 59:12 61:10  
     61:13,15,18,19 62:9,9  
     62:11,12,16,19,22  
     63:2,4,6,11,22 64:5

64:10 69:5,16 71:4,8  
77:10,19,20,21,22  
78:4,5,11 81:15,16,20  
92:14,15 95:5 97:4,7  
97:10,14,17 158:1,2,3  
158:11  
**mind** 52:21 53:10 83:15  
86:14 90:18 126:19  
**minded** 98:12  
**mine** 102:15 136:3  
**minimal** 100:21  
**minimize** 56:3  
**minimum** 108:15  
**minus** 36:15,15  
**minuses** 112:5  
**minute** 80:20 120:12  
135:20  
**minutes** 3:3 5:14,16 6:6  
121:9 123:18  
**mismanagement**  
125:22  
**mission** 18:19 84:6  
85:5,13 106:22  
**mistake** 124:12 125:12  
**misuse** 124:19,22  
**model** 34:9 114:22  
117:17 128:13  
**modeling** 115:2  
**models** 87:21  
**modification** 107:18  
**Mohamad** 149:17,21  
151:9  
**moment** 135:8,12  
**moments** 7:18  
**money** 11:18 12:5,13  
37:17,18 43:9 44:20  
44:22 45:4,15 77:11  
78:3 79:4,15 80:2  
83:12 85:15 89:13  
90:4 92:17,20,20  
95:17 96:3 103:1  
116:21 118:6,7 156:5  
158:7  
**Monkey** 113:2  
**Monroe** 27:8 164:3  
**month** 12:19,19 13:5  
15:4 16:1,6  
**monthly** 48:8  
**months** 58:7 60:7,8  
132:19  
**Morning** 13:9  
**mortar** 55:21 56:2 66:3  
**mother** 8:15  
**motion** 5:13,15 6:1,3,8  
20:8 46:3 61:21 85:18  
95:15 116:14 132:8  
140:21 141:1 146:6  
147:19 153:1  
**Motshwane** 168:22

**move** 6:4,19 17:6 46:12  
51:18 57:18 62:2 63:7  
63:11 68:11,13,15  
76:9 77:3 87:11 89:3  
89:5 93:13 97:3 98:9  
98:14 99:14,14 103:2  
111:17 112:5,6,13  
119:8,13,17 121:8  
122:4 127:10 144:7  
147:22 149:4 150:22  
151:8  
**moved** 5:18,19 6:8,11  
20:11,14 57:2 62:6  
76:13,15 113:3  
134:15 141:4 144:13  
147:16 149:6 151:13  
**movement** 51:14  
**moves** 77:1  
**moving** 14:3 51:15  
54:19 67:22 76:5 80:1  
88:2,13,20,22 99:22  
111:1,11 112:4  
119:11 120:9  
**Mulenga** 168:22  
**multiple** 56:5 147:6  
**municipal** 73:4  
**mute** 92:5,6  
**Myrtho** 2:15 145:6

---

## N

---

**naive** 110:3  
**name** 15:1 55:16  
137:11 149:16  
**names** 14:18  
**Natasha** 1:17 167:13  
169:11  
**nation's** 161:2  
**National** 24:17  
**nature** 85:11 102:3  
**nays** 5:22 116:12,13  
147:19  
**nearly** 11:20  
**necessarily** 54:2 80:13  
91:9,11  
**necessity** 26:5  
**need** 21:7 36:11,12  
39:16 40:22 41:5 42:9  
42:14 43:11 54:22  
59:7 71:1,19 81:20  
84:11 87:14,18 91:2  
95:17 102:17 104:12  
106:6,12 108:11  
109:11 110:22 113:10  
118:20 120:3,7 128:3  
135:1 138:6 139:8  
140:17,17,21 152:10  
153:6 156:18 166:16  
**needed** 11:22 63:21  
69:13 77:9 80:11,13

89:13 96:6 119:10  
134:21 143:4 154:22  
**needs** 19:2 20:9 106:9  
119:20 166:2  
**needy** 118:16  
**neglected** 168:11  
**negotiations** 102:2  
**neither** 68:2  
**Nequil** 9:15  
**nervous** 42:4  
**Ness** 53:5 61:16,20  
65:15 77:18 85:9  
116:9  
**net** 56:11,16,22 57:8  
**never** 8:11 34:18 77:11  
77:11 128:8 135:17  
136:21,22 137:15  
139:2  
**new** 14:14 27:9 35:22  
87:6 94:7,8,21 101:15  
104:10 105:11 108:18  
124:18 155:20 168:17  
**news** 72:22  
**Nia** 169:4  
**nine** 132:19  
**nobody's** 43:16,17  
**nominate** 129:4  
**nomination** 131:22  
**nominations** 129:8  
131:19  
**nominees** 15:8,12  
**non-DC** 125:18  
**non-resident** 18:9  
**non-residents** 21:1  
**noncredit** 113:16,20,22  
114:11 115:4,5,7,11  
**nonprofit** 108:5  
**nonpublic** 123:13  
**North** 3:7 45:19 46:9,13  
46:16,21 51:3 53:5  
56:11 68:8 74:1,21  
77:16 78:20 86:2  
91:15 114:16 116:8  
**note** 58:19 70:6 128:11  
**noted** 128:10  
**notice** 3:5 17:10,18  
18:4 19:21 20:2 31:10  
31:16,22 32:3 142:11  
**notification** 24:6  
**number** 21:17 22:12,16  
25:12 32:11 34:13  
60:4 62:15 64:17,20  
81:22 122:19 130:5,8  
131:5 157:2 159:11  
**numbers** 23:3,4 48:3,4  
52:11 59:3,9 62:21  
75:7,8 78:17,19 92:14  
99:2 100:11 104:5  
155:7 156:2 162:20

**nursing** 57:2,7 59:2  
71:16 76:5,9

---

## O

---

**oath** 136:2,5  
**objections** 92:9  
**obligation** 83:5  
**observation** 39:21  
**obviously** 41:4 42:20  
161:1 162:21  
**occupant** 73:17  
**occupants** 57:16  
**occur** 117:19  
**offer** 51:12 90:12  
114:18 147:10  
**offered** 57:10 141:2  
**offering** 18:14,16  
**offerings** 91:17  
**office** 2:11 14:15 22:2  
24:9 59:20,21 66:9  
121:22  
**officer** 47:9 58:16  
112:17 122:10  
**officers** 3:11 121:22  
129:1 134:2  
**offices** 56:15 71:18  
**Official** 18:12 20:5  
**officials** 142:16  
**offsetting** 73:15  
**oh** 140:21 153:11  
**okay** 6:15 17:18 18:3  
21:19 28:15 45:17  
62:8 67:12,19 71:15  
81:6 91:7,7 103:19  
107:14 108:1 112:10  
119:7 120:14 132:1,2  
134:7,20 135:17  
140:12,18,18 142:7  
145:15,18 153:4,17  
154:6,14 157:4  
158:13  
**old** 153:16  
**once** 94:19 103:12  
136:21,22  
**one-year** 144:20,21  
**ones** 15:12 27:17 40:11  
**ongoing** 63:15 92:2  
96:5 106:5  
**open** 59:13 98:12 112:8  
122:21 139:14  
**operate** 53:3 70:14  
**operating** 11:18 60:9  
61:11,13,15,19 62:9  
62:12,19 63:1,6,18  
**operation** 63:17 113:14  
**operational** 72:10  
**operations** 46:8 50:19  
56:6 63:17 68:6 79:11  
79:18 91:4 95:18 97:1

103:16,21 105:11  
143:6,9 158:19 159:1  
160:4,7  
**opinion** 127:19 132:7  
**opinions** 137:6 164:11  
**opportunities** 18:17  
44:6  
**opportunity** 7:10 8:5  
16:17 25:4 36:21 37:2  
101:19 104:6 108:19  
117:8,11 126:17  
127:1,16 129:10  
131:4 152:1 162:18  
166:9  
**opposed** 6:15 35:20  
116:11 125:6 132:6  
134:18 146:5 149:10  
152:22  
**opposition** 125:8  
**optimist** 103:13  
**option** 44:17 56:7,9  
60:14  
**options** 40:21 41:6 49:8  
49:12 50:1,17,21 51:7  
56:5 60:12,12 79:13  
93:12,14 159:5  
**order** 3:2 4:4 12:10 21:7  
26:14 31:2 69:7  
140:18,18 142:22  
159:5  
**organization** 127:14  
**organizations** 161:8  
**original** 73:22 105:7  
**originally** 122:15  
**ought** 83:16 101:18  
**outcomes** 27:6  
**outreach** 45:6  
**outside** 47:10 122:21  
123:12 130:10  
**outstanding** 7:10  
**overall** 20:16 30:22  
34:19 38:20 149:1  
**overly** 43:20  
**overran** 55:8  
**overruns** 64:9 77:4  
**oversee** 140:5  
**owe** 87:18,19 133:21  
**owner** 66:15,20

---

**P**

**P-R-O-C-E-E-D-I-N-G-S**  
4:1  
**p.m** 1:9 4:2 142:19,20  
169:22  
**P.R** 51:5 77:17 88:11  
90:22 100:2,4,16  
115:10  
**pace** 108:8 113:3

**packet** 21:6 54:14  
**packets** 32:13  
**page** 32:4  
**paid** 7:7,7 18:9  
**par** 51:19  
**parallel** 27:2,4  
**paraphrase** 18:3  
**paraphrasing** 19:16  
**parking** 52:4  
**part** 7:11 14:20 41:11  
43:18 63:14,19 75:3  
75:20 84:14 85:14  
90:13 91:2 93:15  
94:10 108:21 114:5  
124:6 151:2  
**PARTICIPANT** 100:19  
140:14 141:3  
**participate** 129:11  
**participated** 14:1  
**participation** 10:21  
164:13  
**particular** 42:9 69:6  
75:16 82:14,22 87:10  
101:19  
**particularly** 49:9 122:2  
**parties** 50:9  
**partner** 122:17  
**parts** 127:1  
**party** 109:9  
**passed** 31:17 60:13  
**passes** 132:8  
**passion** 167:19,21  
**patience** 169:19  
**patient** 169:15  
**pay** 34:9,10 35:4 42:14  
43:5 48:15 64:6 78:3  
79:4 90:4 96:3 119:3  
**paying** 37:8 46:17 48:8  
49:21 60:9,19 63:3  
73:16 88:3  
**payment** 61:11 62:22  
63:2  
**payments** 61:10  
**people** 13:3 27:15,18  
29:15 38:17,19 40:19  
43:16 47:1 51:18 56:1  
68:14,18 75:13 86:13  
88:17 90:15 91:20,22  
99:6 101:17 106:7  
115:10 118:1,15,16  
118:19,20 121:8  
124:2 160:16,20  
163:20 164:10 165:8  
166:14,22  
**people's** 38:15  
**perceive** 88:17 89:6  
**percent** 14:1 19:11 27:7  
27:9 28:20,22 29:2  
33:11 35:8,11 43:18

114:15 127:22 128:4  
**percentage** 24:13 61:1  
**perfect** 50:4 54:20,21  
55:2,5,7  
**perfectly** 125:2  
**perform** 147:4  
**performance** 128:14  
140:6 142:13 143:18  
**period** 20:4 25:9 44:18  
44:21 101:14 109:20  
**persist** 23:12  
**persistence** 30:17  
**person** 7:20 49:12 91:4  
101:19 124:5 126:7  
126:14 130:18 131:5  
147:2 152:14 157:11  
**personal** 32:3 92:3  
165:1 166:4  
**personally** 11:11 29:8  
88:8  
**persons** 15:2,5  
**perspective** 39:4  
109:21 114:10 119:13  
130:11 137:19 166:5  
**perspectives** 110:1  
**petty** 1:22 32:14 33:15  
111:21 127:17 154:3  
154:9,15  
**Phil** 82:4  
**Phillips** 2:13 112:16,16  
114:4  
**phone** 161:9  
**phones** 113:4  
**Physics** 126:22  
**pick** 81:9 115:9 139:16  
140:5  
**picture** 79:1  
**pictures** 39:18  
**piece** 75:12  
**pieces** 31:1  
**piggyback** 55:19  
**pit** 42:19  
**place** 38:22 49:5 113:1  
130:13,14 159:20  
**places** 86:18 161:15  
**plan** 26:14 39:10 43:12  
44:6,21 45:3 50:5  
54:22 56:10,19 76:8  
76:10,10 116:20  
156:12  
**planned** 47:4,5  
**planning** 44:17  
**plans** 54:20 55:1  
106:14  
**Platinum** 70:10  
**play** 41:6  
**playing** 23:16  
**Plaza** 12:22  
**please** 13:10 92:6

131:17 132:4 135:21  
141:5  
**pleased** 11:20  
**pleasure** 147:9  
**plenty** 121:5  
**plus** 62:22 78:9  
**pluses** 112:5  
**Poiner** 2:19 6:8 137:11  
137:11  
**point** 40:6 49:4 50:7,15  
60:19 61:2 64:5 65:8  
67:1 70:15 73:6 77:13  
105:4 110:13 111:10  
111:17 114:2 120:22  
121:4 156:14  
**pointing** 32:8  
**points** 40:14  
**policy** 33:4,10  
**political** 43:21 47:14  
**politically** 82:6  
**politics** 127:17  
**Pollyannaish** 110:4  
**pool** 160:21 161:19  
**popular** 79:21  
**population** 115:21  
138:1  
**portion** 111:10  
**portions** 67:7  
**position** 47:6 48:12  
49:6 55:4,11,11 89:3  
129:5 145:9,11  
146:14 147:1 148:12  
150:3,16 155:1  
161:22 162:1  
**positions** 13:19 150:4  
154:22 155:4,11,12  
155:14 156:9,12,19  
156:20,22 157:6,6  
158:12 160:20  
**positives** 72:21  
**possibility** 70:19  
**possible** 43:10 46:7  
92:14 169:9  
**possibly** 53:13 152:13  
167:14  
**post** 122:17  
**postpone** 108:13  
**potential** 98:8 112:9  
**potentially** 51:8 108:20  
**practical** 18:22 20:3  
**practices** 27:1 123:11  
159:22  
**preclude** 91:6  
**preparing** 133:2  
**prerogative** 139:7  
**presence** 46:21 86:11  
**present** 1:10,19 4:8,10  
21:6  
**presentation** 21:3 50:2

81:1 135:20  
**presentations** 13:5  
**presented** 93:14 94:3  
 94:22  
**presenter** 20:8  
**president** 1:18,22 2:10  
 2:15 3:4 4:21 6:5 7:1  
 10:9 13:14 14:17,20  
 16:7 17:15 28:3 29:10  
 82:9 101:15 104:10  
 104:12 108:18 124:13  
 125:14 127:8 130:5  
 130:15 135:4,5,11  
 139:22 140:3,4,5,6,6  
 141:19 145:7 146:9  
 146:16 147:3,12  
 149:19 150:2 151:18  
 154:18,19 156:16  
 157:22 159:15 160:18  
 161:18 164:19 165:4  
 167:8 168:10,15,18  
 168:20  
**presidential** 3:16 127:7  
 127:15 136:20 138:22  
 158:17 159:4 160:11  
 160:14 163:2,13,17  
 163:21  
**presidents** 162:2,2,4,4  
 162:6 163:10  
**presiding** 1:9  
**pressure** 47:14  
**Presumably** 112:13  
**pretty** 23:4,20 29:3  
 64:11 68:3 69:11  
 72:11 82:19 164:1  
**previous** 81:4 148:8  
**price** 19:13 49:21  
**primarily** 54:19  
**primary** 165:13  
**prime** 46:22  
**prior** 109:13,16  
**priorities** 104:14  
**private** 148:10  
**prizes** 10:4  
**probably** 12:9 52:13  
 129:13  
**problem** 43:17  
**problems** 117:19  
**process** 25:20 29:16  
 30:20 53:20 68:19  
 69:12,22 71:20 72:6  
 82:18 93:3,5 101:7  
 102:18 104:4 105:6  
 117:11 120:18 123:6  
 136:20 138:7 139:2  
 150:3 160:1,16  
 164:16  
**procurement** 159:19,20  
 159:21

**product** 51:12 53:9  
**professional** 18:15  
 150:11 159:9  
**professionals** 118:15  
**Professor** 2:9,17 9:18  
 126:22  
**profiled** 15:22  
**program** 54:5 56:14  
 76:5,9 99:9 101:1  
 114:14  
**programs** 18:15 22:17  
 22:18 23:6 25:22 46:9  
 49:15 52:9 57:9 68:7  
 86:3,4,18,19 90:12  
 98:5 99:7,12,21,22  
 100:7,9,14 114:12  
 115:6 119:2 150:10  
**project** 1:20 58:18 61:5  
 64:20 66:8 68:2 69:15  
 71:5,11  
**projected** 34:13 39:11  
**projection** 34:7 128:13  
**projections** 128:10  
**projects** 59:2 65:11,12  
 147:6  
**prolonged** 44:18  
**promises** 117:1  
**promotion** 142:13  
**pronounce** 168:21  
**proper** 143:2  
**proposal** 58:4 83:22  
**proposals** 52:7  
**propose** 26:17  
**proposed** 3:5 17:11,18  
 18:4 19:18,21 20:2  
 21:9 22:20 29:5 30:4  
 30:12 54:17 58:11,13  
 83:17  
**proposing** 158:9  
**prosper** 90:19  
**protected** 31:1 128:1  
**protection** 103:1  
**protests** 14:6  
**Protocol** 14:15  
**proud** 6:20 166:18  
**proved** 124:20  
**provide** 10:19 18:21  
 31:10,22 32:2 36:9  
 42:14 48:3 54:15 65:5  
 68:20 118:15 150:2  
 164:10  
**provided** 14:12 18:10  
 72:8 115:13  
**provides** 18:6  
**providing** 11:9 68:12  
 126:17 138:9  
**provision** 67:11,15 75:2  
 88:9  
**provisionally** 134:13

**provisions** 18:12 20:5  
**provost** 1:22 15:11 31:6  
 49:11 59:22  
**provosts** 16:10 162:5  
**prudent** 53:7  
**public** 21:3 27:19 36:21  
 117:16 123:13 126:7  
 149:22 150:6 151:11  
 164:1  
**publication** 161:7  
**publicly** 118:9  
**publish** 20:1  
**published** 21:2  
**pull** 45:1 115:21  
**purchase** 47:7,21 60:12  
 60:12,13  
**pure** 36:11  
**purpose** 74:1,5 142:12  
**pursue** 159:12  
**push** 134:22  
**put** 11:6 16:3 31:7 33:2  
 33:14 36:7 40:2 44:9  
 90:6  
**puts** 38:19 145:12  
**putting** 87:9

---

### Q

---

**qualified** 125:14 146:14  
 148:12 150:16  
**quality** 118:16 148:17  
**question** 20:14 21:9,13  
 30:9,21 31:2 33:19  
 34:2 35:15 41:12  
 63:20 69:21 73:19  
 75:22 80:5,21,22 96:1  
 96:19 100:2 107:21  
 111:4 116:4 128:6  
 131:11 145:19  
**questions** 16:18 26:20  
 29:4,14 33:5 35:13  
 39:22 40:13,18 59:13  
 61:22 65:19 96:7  
 98:20 101:12 103:7  
 112:2,4 116:2 144:14  
 144:15 145:19 158:13  
**quick** 20:13  
**quickly** 153:4 158:15  
**quiet** 80:20  
**quite** 31:14 45:12 69:14  
 83:4,6 85:22 86:9,17  
 91:1 93:20 94:2  
**quorum** 5:11

---

### R

---

**RACHEL** 1:22  
**Radkar** 148:1,3 149:3  
**Radkar's** 148:15  
**raise** 16:17 32:9 38:21

40:4 43:4,9  
**raised** 10:17 21:22 22:5  
 88:20  
**raising** 38:13  
**ramifications** 109:5  
**ran** 48:7  
**range** 18:15 45:15  
 59:12,17 64:8,11,22  
 65:7,9 71:8 72:12  
 94:14  
**rate** 19:8,11,12 22:10  
 23:21 25:14 27:7,10  
 27:14 28:7,10,16,21  
 29:1,2 35:5,6,8 36:15  
 40:19  
**rates** 3:6 10:21 17:12  
 18:5 19:20 22:13 32:5  
 33:9 38:13,16 47:21  
 48:22  
**rationale** 30:13  
**re-admit** 25:13,14  
**re-enrollment** 25:20  
**reached** 50:7  
**reaching** 164:15  
**reaction** 42:18  
**read** 83:21 84:9 142:7  
**reading** 89:21,22  
**ready** 45:12 83:4 93:20  
 121:5 133:7,9 138:17  
 138:21  
**real** 11:17 13:7 38:13  
 43:6 49:9 55:17 66:11  
 66:14 77:10 78:2 93:4  
 96:21 132:14 140:1  
 142:8 146:10,16  
 147:3,13  
**realistic** 128:12  
**realize** 34:3 123:17  
**really** 7:20 11:20 20:18  
 25:4 27:13 33:6 36:22  
 38:22 43:11 49:7 51:9  
 51:11 62:11 68:13,16  
 69:1,21,22 72:3,14  
 77:10,21 90:17 91:15  
 91:16 94:4 97:4 122:5  
 128:6 129:18 130:11  
 136:21 137:6 147:1  
 153:6 160:14 164:15  
 165:19 166:15 167:19  
 169:18  
**reason** 6:18 23:2 29:12  
 31:19 32:15,21 40:5  
 104:22 112:14 156:19  
 158:11  
**reasonable** 27:14 39:5  
**reasons** 23:14 37:16  
 64:21 65:7 114:22  
**rebuffed** 125:9  
**rebuilding** 9:20

<b>recall</b> 39:12 49:17	<b>related</b> 33:6	<b>reserves</b> 32:4	<b>rev</b> 44:6
<b>receive</b> 66:6 165:12	<b>relates</b> 54:18 160:11	<b>reside</b> 161:6	<b>revenue</b> 21:10,14 23:1
<b>received</b> 48:16 117:3	163:13	<b>resident</b> 125:19	30:12,15,22 33:22
156:6 160:16 163:7,8	<b>relations</b> 122:7	<b>residents</b> 18:9 19:3	34:8,20 36:12,18
163:9,10	<b>relevant</b> 102:17	20:20	37:20
<b>receiving</b> 51:20 165:9	<b>relocate</b> 94:19	<b>resignation</b> 142:15	<b>revenues</b> 36:14
<b>recess</b> 139:8	<b>relocated</b> 57:11,15	<b>resisted</b> 44:19	<b>review</b> 21:4 30:22
<b>recognition</b> 81:18	<b>relocating</b> 51:8	<b>resolution</b> 3:5,7 17:6	146:12 150:14
<b>recognize</b> 15:3 36:5	<b>relocation</b> 49:14 57:21	17:10 22:15,21 31:18	<b>reviewing</b> 145:8 160:3
48:12 93:14 165:16	94:12 116:8	45:18 62:3 66:13	<b>revisited</b> 80:14 102:13
<b>recognized</b> 15:3	<b>remain</b> 61:18 131:16	83:17 84:8 94:3	<b>Rickford</b> 155:16 157:20
<b>recognizes</b> 81:20	<b>remaining</b> 61:2 62:17	102:13,14,17 111:3	<b>rid</b> 80:18
<b>recognizing</b> 54:20 72:5	139:16	116:7 123:16,18	<b>right</b> 9:11 14:3 16:8
93:1	<b>remains</b> 84:3 85:2	143:14 144:4 147:10	30:9 32:5 33:3,7
<b>recommend</b> 108:12	106:19	151:2 153:9 154:10	34:10,11,14 36:14
116:7 128:12	<b>Remarks</b> 3:18	<b>resolutions</b> 6:7 143:7	43:14 50:22 53:7,17
<b>recommendation</b> 51:10	<b>remember</b> 21:21 32:16	<b>resolved</b> 19:14,22	58:7,10,13 59:19 60:5
52:8 54:17 69:1,2,3	50:12 76:13 80:6	<b>resource</b> 45:6	60:6 64:13,14,15
128:19 143:14 144:8	88:22 104:11	<b>resources</b> 2:16 15:20	65:17 67:3,9 68:12,18
149:2 151:9	<b>remind</b> 49:13	44:1 53:12 118:21	68:22 69:17 75:11,19
<b>recommendations</b>	<b>reminded</b> 91:19	145:7 151:19 161:3	77:6 79:8,8,9 81:16
105:8 125:9 159:11	<b>remote</b> 61:20	<b>respect</b> 120:6 129:12	81:16,17 84:19 86:2
159:22	<b>removal</b> 142:15	135:13	87:17 88:1 90:6,21
<b>recommended</b> 125:20	<b>removed</b> 124:18,21	<b>respectful</b> 122:1 130:4	91:1,7,19 95:12 97:4
146:15 148:4,13	125:16	<b>respective</b> 122:12	97:9,13,16,21 98:5
150:5,17	<b>removing</b> 56:22	<b>respond</b> 21:4 29:11	99:20 100:12 103:8
<b>recommending</b> 56:7	<b>renovation</b> 56:9 59:6	81:14 105:4 108:20	104:4 110:8 113:21
63:16	<b>renovational</b> 57:8	<b>responded</b> 22:6	113:21 114:2 120:1
<b>reconvenes</b> 159:2	<b>renovations</b> 59:5 70:15	<b>responding</b> 103:14	121:1 142:8 151:1,3
<b>record</b> 7:6,8 11:11	<b>rent</b> 48:6 60:8,10,14	105:5	166:2 167:1,5,6
124:6,7 135:22	62:10,15	<b>response</b> 34:1 48:16,17	<b>right-hand</b> 147:2
136:11 142:19 169:22	<b>rep</b> 9:16	<b>responses</b> 112:20	<b>rigorous</b> 27:22
<b>recover</b> 60:16	<b>repair</b> 70:21	<b>responsibility</b> 83:11	<b>risk</b> 157:14
<b>recruit</b> 18:19	<b>repeat</b> 125:2 128:5	93:10	<b>road</b> 127:17 156:21
<b>recruiting</b> 33:13 37:10	<b>repeatedly</b> 25:15	<b>responsible</b> 77:14	<b>Robin</b> 9:14
<b>recruitment</b> 16:14	<b>repeating</b> 137:9	<b>rest</b> 76:6 121:17 153:5	<b>Rochester</b> 27:9
<b>Red</b> 74:16	<b>replace</b> 70:21	<b>restoration</b> 11:14	<b>rock</b> 38:22
<b>redirect</b> 104:6	<b>replacement</b> 9:3 145:4	<b>restore</b> 12:5	<b>Rogers</b> 1:21 11:8 13:11
<b>reduced</b> 58:14	<b>replicate</b> 27:12	<b>restored</b> 12:3	13:14 14:19 15:6
<b>reducing</b> 40:8 48:20	<b>report</b> 3:4 6:4,18 10:13	<b>restrictions</b> 115:8	105:1
95:19	27:18,22 104:20	<b>restrooms</b> 56:13	<b>role</b> 23:15 130:9
<b>reduction</b> 58:11 75:13	122:22 154:17 159:17	<b>restructure</b> 145:10	<b>roll</b> 3:2 4:6 80:4 140:21
77:20 81:17	160:10 164:21	<b>result</b> 21:10 40:12	141:5
<b>reductions</b> 42:6	<b>reportedly</b> 124:17	41:22 48:1,4 56:22	<b>roller</b> 75:10
<b>reemphasize</b> 120:16	<b>reports</b> 153:7,7	57:20 76:4 97:2	<b>Ronald</b> 164:2
<b>refining</b> 71:21	<b>represent</b> 19:2	139:15	<b>room</b> 15:18 47:2 130:8
<b>reflect</b> 106:5	<b>representatives</b> 15:22	<b>results</b> 112:15 113:5	131:8
<b>reflected</b> 147:7 152:7	<b>represented</b> 7:15 18:20	<b>resume</b> 144:6 150:18	<b>roughly</b> 56:19 58:2,5
<b>reflection</b> 167:1	50:13	152:13	<b>rulemaking</b> 3:6 17:11
<b>reflects</b> 148:13 150:17	<b>request</b> 128:20	<b>resumed</b> 142:19	17:18 18:4 19:18,21
150:20	<b>requested</b> 121:9	<b>retention</b> 16:14,22	20:2
<b>regard</b> 30:1,3 65:20	<b>requests</b> 36:10 38:4	25:13 28:10,16,21	<b>rules</b> 19:19
76:3,3 137:7	<b>required</b> 64:19 163:16	29:1 30:16	<b>rumor</b> 125:13 165:6
<b>regardless</b> 165:20	164:7	<b>retiring</b> 7:19	<b>rumored</b> 137:15
<b>regeneration</b> 44:7	<b>requirements</b> 15:7	<b>retreat</b> 87:17	<b>rumors</b> 53:16 137:9
<b>Reggie</b> 134:3	<b>requires</b> 87:13 150:1	<b>return</b> 10:11 25:6,11	138:19,20
<b>register</b> 20:3 114:7	<b>research</b> 2:12 21:13	26:20 27:7,9,14,15	<b>run</b> 77:22 78:1 140:4
115:10	151:20	29:2 135:15	<b>runs</b> 116:20
<b>REGULAR</b> 1:5	<b>researcher</b> 27:17	<b>returning</b> 22:4	<b>rush</b> 83:4



S			
<b>sake</b> 131:22	151:14	<b>serving</b> 36:20 143:20	169:19
<b>salary</b> 148:13 150:17,21	<b>secondly</b> 136:1	148:9 150:9	<b>situation</b> 30:22 38:20
<b>satisfy</b> 56:6 165:17	<b>seconds</b> 123:8	<b>session</b> 134:21 135:2,6	40:15
<b>saved</b> 97:2	<b>secretary</b> 1:12,20 3:13	140:20,22 141:2	<b>six</b> 58:14 74:15
<b>savings</b> 51:11 60:3	14:13 124:9 134:7	142:11,17 143:1	<b>Sixty</b> 28:20
72:10 92:15,18 97:19	168:22	<b>sessions</b> 29:7	<b>size</b> 79:8,9
108:15	<b>section</b> 31:8 47:20	<b>Sessoms</b> 124:17,20	<b>sized</b> 79:8
<b>saw</b> 60:18 139:1,2	142:9	125:4,6,19	<b>sizing</b> 121:1
161:9	<b>sector</b> 148:10	<b>set</b> 9:8 13:1 80:7 104:14	<b>slate</b> 134:8,12
<b>saying</b> 12:16 61:17 78:2	<b>secure</b> 47:18 159:8	<b>sets</b> 42:2,2	<b>slick</b> 133:18
89:20 90:15 91:14	<b>see</b> 16:20 22:18 23:10	<b>seven</b> 74:15 162:9	<b>slightly</b> 22:17
109:14,15 111:3	32:14,21 39:1 53:11	<b>SGA</b> 137:13	<b>slow</b> 108:8
132:4	92:14 94:19 96:16	<b>Shadd</b> 88:13,14 100:4	<b>small</b> 22:14 23:5,6
<b>says</b> 31:8 32:4,6 75:17	97:18 101:12,22	100:16	24:13 60:10 165:22
118:7	108:14 112:9 118:13	<b>shape</b> 27:18	<b>smart</b> 113:4
<b>scenario</b> 61:6 63:19	125:1,3 130:18,18	<b>shared</b> 122:14 127:12	<b>Smith</b> 9:11 15:13
<b>scenarios</b> 70:7	147:7 160:19 167:4,8	157:22	<b>Smruti</b> 148:1
<b>schedule</b> 59:18	<b>seeing</b> 37:9 44:11	<b>Shelby</b> 169:2	<b>solicitation</b> 66:10
<b>scheduler</b> 157:11	93:19	<b>Shelton</b> 1:15 5:2,3 14:9	<b>somebody</b> 8:16 100:12
<b>schedules</b> 7:17	<b>seek</b> 123:10	17:22 18:2,3 20:19	104:1 121:10 128:11
<b>Scholar</b> 15:4 16:3	<b>seen</b> 39:12 51:13 75:13	25:17,18 29:1 44:15	144:16 166:19 167:21
<b>Scholars</b> 14:22	75:14,15 78:5 95:13	44:16 45:17 87:2	<b>soon</b> 20:3 140:11,11
<b>scholarship</b> 15:8 37:6	146:22 160:13 166:9	91:14 116:16 129:7	<b>sophomores</b> 37:7
<b>scholarships</b> 36:16	<b>select</b> 124:13 164:5	134:14 138:11 141:1	<b>sorry</b> 15:19 18:1 19:16
37:10	<b>selected</b> 15:13	141:21,22	46:4 80:4 88:6 140:8
<b>school</b> 11:2 38:17,19	<b>selecting</b> 139:22 140:2	<b>shocked</b> 133:4	157:8
42:3 51:14,14 55:1,1	<b>selection</b> 101:15	<b>shook</b> 26:10	<b>sort</b> 73:7 161:1 162:19
57:13,15,16 115:16	124:12 139:1 150:3	<b>short</b> 46:7	<b>sought</b> 48:11
138:11 149:22 150:6	162:16	<b>shortfall</b> 48:19	<b>sounds</b> 25:3 72:9 101:8
152:2,4,6,7	<b>self</b> 83:22	<b>shortly</b> 160:5	<b>space</b> 48:9 50:22 51:4
<b>school's</b> 18:19 19:3	<b>semester</b> 115:17	<b>show</b> 12:22 13:2,3,9	53:8 56:12,20 57:2,7
<b>schools</b> 7:12 117:17	127:21 128:2	16:1 25:8 64:1 118:6	57:22 58:2 59:2 61:20
161:14	<b>semesters</b> 127:22	136:15 166:14	71:15 73:8,20 74:4
<b>Schwartz</b> 1:15 3:17	<b>Senate</b> 125:5 127:6	<b>shown</b> 147:5	<b>spaces</b> 51:2 56:15
4:22 5:1 141:20 153:8	128:19	<b>shows</b> 24:13	<b>span</b> 58:6,8
153:9,13,17 154:7	<b>send</b> 85:17,20 155:6	<b>side</b> 29:9 36:12,18 56:4	<b>speaker</b> 154:11
<b>science</b> 59:2 152:9	<b>sends</b> 89:8	71:14 72:19 93:11,12	<b>speaking</b> 45:17 107:3
<b>scopes</b> 65:11	<b>senior</b> 1:20 9:14	94:15,16 97:19,22	107:13 137:13
<b>Scott</b> 14:11	<b>seniors</b> 37:8	98:4,8 113:12,16,16	<b>speaks</b> 44:6
<b>search</b> 3:16 136:12,20	<b>sense</b> 34:5 56:2 64:12	114:16 115:4,7,11,12	<b>special</b> 117:7 123:9
139:10 145:2,4,12	94:8	<b>signal</b> 85:17,20	<b>specific</b> 87:14 90:5
150:2 158:17 160:12	<b>sensitive</b> 39:1	<b>significant</b> 19:6 25:1	96:13 110:20 112:2
160:14,22 163:2,17	<b>sensitivities</b> 53:22	26:1 41:4 70:6 72:5	116:21
163:21	<b>separate</b> 56:12 61:10	94:13 109:1,8,13	<b>specifically</b> 65:6 110:15
<b>searches</b> 163:14	80:17 151:1 166:1	115:18 163:6	<b>specifics</b> 52:12,13
<b>second</b> 20:9,10 36:19	<b>separately</b> 76:18	<b>significantly</b> 22:13	<b>speculation</b> 165:7
41:10,11 42:20 60:13	<b>Sepehri</b> 149:18,19,20	97:15	<b>speed</b> 118:22
62:4,5,15 84:16,20	149:21 151:10	<b>signify</b> 132:4	<b>spending</b> 59:1 92:20
94:17 95:8 107:16,17	<b>September</b> 157:19	<b>signing</b> 120:14	<b>spent</b> 9:7 77:7 92:21
120:13 129:6 134:14	<b>serious</b> 127:11 128:11	<b>similar</b> 65:11 125:12	105:2 123:17
141:3 144:12,17	168:10	<b>similarly</b> 64:7	<b>spike</b> 60:18
148:15 149:5 151:12	<b>seriously</b> 44:7	<b>simple</b> 90:1	<b>spoke</b> 66:2
159:17	<b>serve</b> 38:1 129:4	<b>Simultaneous</b> 107:3,13	<b>spoken</b> 82:12 111:14
<b>seconded</b> 5:18,19 6:10	130:19 143:15 146:15	<b>single</b> 127:15	<b>sponsored</b> 7:5
6:12 20:12 62:6	148:4 150:5	<b>sir</b> 13:11	<b>sporadic</b> 19:6
134:15 141:5 144:14	<b>served</b> 130:20,20	<b>sit</b> 79:15 104:8	<b>sporadically</b> 114:19
147:15,17 149:7	<b>service</b> 124:1	<b>site</b> 70:8,13 163:4,6	<b>spread</b> 135:15
	<b>services</b> 30:14 57:6	<b>sites</b> 114:20	<b>square</b> 56:12,16,19,20
	58:20 66:11	<b>sitting</b> 110:7 162:1	56:21,22 57:1,7,21

58:2,22 71:9,16,17  
**St** 100:17  
**stable** 116:19  
**staff** 11:12 26:11 28:4  
 154:12,20  
**stage** 72:3 82:17  
**stakeholder** 66:7  
 165:12  
**stakeholders** 64:19  
 71:14 130:7  
**stand** 137:16  
**standard** 23:20  
**standing** 88:22  
**standpoint** 55:22 75:7  
 90:11  
**start** 42:5 63:16 66:15  
 70:21 79:5 84:20,21  
 101:20 143:10 152:8  
 157:19  
**start-up** 157:18 158:7  
**started** 30:19 48:5  
 49:14,16 52:14,17  
 55:20 66:2,8 70:1  
 80:8 113:18,19  
 120:18,19 159:4  
**starting** 26:5 61:8  
**stated** 38:12  
**statement** 32:9 33:3  
 63:9,13 65:5 72:19,20  
 85:7 91:21 113:9  
 119:10 135:13,18  
 136:11 142:8 150:19  
**statements** 136:9  
**States** 53:3,6,11 118:1  
 118:3 128:10 161:13  
**status** 47:4 53:2 80:18  
**stay** 13:10 53:7 81:20  
 82:19 89:10 133:11  
 133:13,15,16 134:6  
 167:4  
**stayed** 63:14  
**staying** 133:19  
**step** 42:13 58:21 76:20  
 83:12 95:1,10 102:15  
 110:11 133:7  
**stepped** 95:8  
**stepping** 84:10 138:8  
**steps** 66:5 102:10  
 157:1  
**stick** 134:10  
**stood** 125:7 136:14  
**stop** 26:4 38:1  
**stops** 74:15  
**stories** 72:22  
**story** 118:9  
**strategic** 39:10 43:12  
**strategies** 44:19  
**strategy** 47:16  
**street** 3:8 45:19 46:13

46:16,21 51:3 53:5  
 66:10 68:8 74:1,22  
 78:20 86:2 88:14  
 91:15 114:16  
**strength** 161:4  
**strictly** 78:20 121:10  
**strike** 151:16 154:13  
**strikes** 43:21  
**strip** 78:9  
**strong** 133:1  
**stronger** 122:6  
**strongly** 36:8  
**struck** 73:7  
**structure** 54:2,3 60:7  
 92:3  
**structures** 19:8  
**stuck** 38:21  
**student** 2:10,18,19  
 24:17 29:9 30:16  
 33:12,17 35:4 36:2  
 55:7,8 57:18 69:17  
 70:2,8 71:6 118:13  
 119:13 120:16 124:10  
 125:5,7 127:20 128:1  
 128:9 135:12 137:12  
 137:18 138:1 154:20  
 155:4,15 156:13,18  
 157:3 158:2,4,9  
 164:12 168:12,15,17  
 168:19  
**students** 6:19,21 7:11  
 7:14 11:12 18:9,20  
 19:1 22:3 23:11,14,22  
 24:3,5,8,16 25:13,14  
 26:8,18,19 27:4 28:1  
 28:9,11 29:5,15 30:15  
 31:10,17 32:13 33:13  
 34:9 35:6 36:16,19  
 37:7,16 38:1,5 39:5  
 40:11,20 41:17 42:1,2  
 52:1 74:3,7,11,13,17  
 74:19 75:18 76:3  
 77:16 80:6,7,8 88:3  
 98:19 99:3 111:10,11  
 111:13,16 112:3,12  
 112:21 113:3,20,20  
 113:22 114:1,3,7,17  
 114:18 119:16 124:15  
 125:3 128:2 135:7,8  
 135:14 138:6 157:15  
 158:6 163:8 164:15  
 166:17,18,21,21  
**study** 24:9  
**stuff** 70:3 104:2 106:9  
 133:3 152:4 165:9,10  
 165:11 167:4,22  
 168:1  
**subject** 48:8,9  
**sublease** 67:14 72:15

**subleases** 72:17  
**subleasing** 72:13 73:3  
 93:22  
**sublet** 67:6 96:10  
**submit** 111:15  
**submitted** 20:6 135:13  
 152:14 155:8  
**subsidize** 40:9  
**succeeding** 28:1  
 158:12  
**success** 36:2 95:3  
 98:19 115:3,5 131:10  
**successful** 82:9 83:1  
 124:13 126:3,5  
**suffer** 118:2  
**suffering** 40:11  
**suffice** 73:21  
**sufficient** 155:17  
**suggest** 112:15 123:10  
 129:7  
**suggesting** 27:20  
**suggestions** 122:1,9  
**suggests** 61:4 73:15  
**suitable** 145:3  
**summary** 56:9  
**supervision** 157:16  
**supplement** 45:7  
**supplemental** 48:15  
 59:7  
**support** 10:6 26:14  
 37:6 40:6 46:19,21  
 47:3 48:15 57:9 58:17  
 77:3,10,11,15 80:2  
 85:8,16 88:3 92:2  
 95:17 96:5 117:2,3  
 119:13 128:19 131:9  
 132:15 147:11 149:2  
 150:21 152:16 158:12  
 165:21  
**supporter** 130:5,7  
**supporting** 21:6  
**supportive** 12:4  
**supposed** 34:10 131:12  
**supposedly** 76:20  
**sure** 24:7 41:16 42:3  
 69:14 72:10,13 75:12  
 75:15 83:4,6 86:9  
 87:11 91:22 92:19  
 93:9 94:13 105:1  
 106:7,17 107:12  
 108:2,13 111:15  
 129:15 152:10 159:15  
 164:4 165:8  
**surprised** 125:1  
**survey** 22:3 24:4 26:19  
 111:21 112:1,2,6,12  
 112:13,18,22 119:16  
 120:17 121:3 164:9  
**surveyed** 23:13

**surveys** 27:4,6,10,11  
 27:16 37:17  
**switch** 156:20  
**sworn** 14:15  
**Sybil** 12:21  
**system** 24:17 87:20  
 115:20,20 132:13  
**systems** 70:22 71:13

---

**T**


---

**table** 3:1 11:7 110:7  
**Taborn** 9:15  
**take** 8:16,20 12:11  
 16:16 25:21 39:2 42:3  
 47:9 49:17 56:21 57:8  
 57:21 58:21 61:22  
 63:22 67:15 79:14  
 84:15 96:2 101:5,22  
 102:19 104:16 110:2  
 115:9 118:6,22  
 120:11 121:22 127:16  
 128:11 131:4 134:10  
 143:4 153:22 155:20  
**taken** 10:4 45:22 55:9  
 84:9 101:13 140:2  
 154:9 159:20  
**takes** 19:18  
**talent** 54:5 55:10  
 162:18,20  
**talk** 8:6 17:1 26:6 42:5  
 66:7,15,20 82:6 84:20  
 96:9 121:18,20  
 123:14  
**talked** 16:9 23:13 50:8  
 52:1,2 64:8 73:19  
 74:18 82:10 88:21  
 111:8 154:21 155:1  
**talking** 29:15 49:5,14  
 62:10,11,11,13 68:18  
 70:13 76:11 78:13  
 83:19 84:21 89:15  
 104:11 123:18 152:8  
 156:10  
**taping** 16:2  
**Tardd** 1:17 5:4,5 20:10  
 21:20,21 26:16 39:13  
 62:5,8 80:21 81:6,8  
 81:12 129:6 142:1,2  
**tasked** 49:8,8 103:17  
**Tatyana** 169:3  
**taxes** 43:6  
**teach** 166:20,21  
**teachable** 135:8,12  
**team** 8:2,21,21 9:4,7,13  
 9:17 10:1,2,6,10 11:9  
 56:1 59:3,4 99:5  
 115:9 148:18 160:2  
**technically** 88:14

**tell** 33:20 83:2 132:18  
133:5 163:5 165:8,18  
**telling** 100:9  
**tells** 160:21  
**ten** 14:5 162:3  
**tenure** 116:18 129:21  
**term** 77:5 92:18  
**terminology** 67:4  
**terms** 23:21 30:6 39:17  
62:10 67:17 96:20  
98:4 99:2,11 109:5,6  
110:18 127:11 145:2  
151:14 153:6 156:2  
**territory** 102:15  
**testify** 121:9 124:5  
126:18,19 136:4  
166:19  
**testimony** 3:9 123:21  
124:6 126:13,14,21  
127:1  
**thank** 5:12 6:16 7:1  
10:6,9 11:8,11 16:7  
17:3,5 25:16 30:7  
35:12 39:8 42:17  
45:16 46:5 78:21  
79:11,18 92:10 95:12  
111:7 116:1,15  
119:18 121:7,13,17  
123:21,22 124:4,8  
126:11,12,17 128:21  
128:22 131:11 132:9  
132:12 133:22 134:20  
136:9,10 138:2,4,15  
140:19 146:6 147:20  
153:17 154:7,14  
158:14 163:22 164:13  
167:15 168:7 169:10  
169:12,14  
**Theodore** 168:14  
**theoretical** 18:21  
**thing** 9:21 13:16 23:20  
31:13 37:4 39:9 53:17  
89:5 103:22 104:19  
115:13 120:1 132:11  
137:18 138:16 158:16  
159:2,17 160:6  
**things** 11:21 16:15 22:1  
29:18 41:22 52:4 75:1  
81:14 83:15,20 85:11  
86:19 87:22 88:7  
94:22 102:12 105:17  
105:18 115:8 121:19  
143:1 156:5 158:19  
158:21,22 160:9,12  
161:17 166:22 169:18  
**think** 19:17 23:9 26:11  
27:22 28:4 29:16  
30:10 31:12 32:1,3,5  
32:7,12 33:1,4,11,20

36:1,11,12,19,21  
37:15,21 38:6 39:4,8  
39:22 40:13 41:11  
43:1,11 44:4,5,7  
46:17 47:1 49:7 50:6  
51:12,21 52:6 55:10  
58:19 59:14 61:17  
63:5 65:8 66:5 69:3  
69:10 70:5 73:14 75:7  
75:19,22 76:14,16  
77:6 80:15 83:8,20,22  
84:11,12,13,13 85:16  
86:15,22 87:3,7,9,13  
88:17 90:13 91:20  
92:1 93:5,8 94:5,12  
96:15,19,22 99:2,7  
101:5 102:12,20  
104:15 105:20 106:3  
106:4 107:2,14,21  
108:17 109:1,2,4,18  
110:2,7,16 111:8  
113:21 119:9,17  
120:1 121:16 122:3,7  
129:12 130:1,4,6,8,14  
130:15,21,22 133:8  
133:10,22 137:2  
138:5 139:19 149:16  
153:15 158:22 160:13  
161:9,18 162:21  
164:1 165:1 168:8  
169:17  
**thinking** 43:22 66:3  
107:20  
**third** 103:5  
**Thompson** 1:16,20 5:6  
5:7 48:2 52:18 54:16  
55:15,17 60:5 62:14  
63:8,13 64:4,16 65:22  
67:3,8,13 68:4 70:5  
72:20 73:12 75:4  
106:15,16 142:3,4  
146:9,14,21 147:11  
**thorough** 105:9  
**thought** 26:1 30:8  
66:19 71:5 83:1,16  
86:8 121:15 132:22  
164:18  
**threaten** 117:6  
**threatened** 102:8  
**three** 9:13 13:19,22  
14:7,11 17:7 22:14  
23:5 24:15 25:6 42:2  
44:17 45:3 50:17  
72:18 108:15 116:19  
117:4,21 121:8  
126:21 127:1 136:13  
136:14 158:22 162:2  
162:7,14  
**three-year** 45:7

**throw** 158:20  
**Thursday** 66:11  
**tied** 115:5  
**Tiffany** 169:5  
**tight** 52:4  
**time** 8:6,7,19,20 12:7  
13:21 14:14 17:1 25:9  
30:18 33:21 36:5  
40:17,20 44:18 53:21  
58:6,8 59:9,16 65:3  
66:12,18 70:15 71:2  
74:2 76:15 82:15  
84:18 88:20,21  
101:14 109:20 110:20  
121:10 123:20 126:20  
127:5 128:15 132:22  
132:22 133:7,21  
157:10 160:5 169:16  
**times** 36:14 62:17  
108:7 121:5  
**timing** 84:16 107:21  
**tired** 133:6  
**tirelessly** 148:18  
**Title** 19:19  
**today** 8:22 29:14 51:12  
51:20 52:7,20 53:2,21  
54:8 55:4 62:16 65:10  
67:21 93:21 94:5,5,18  
103:18 105:5,13  
108:11 109:11,15  
111:3 113:22 120:20  
121:6 137:4 147:8  
**told** 75:8 89:2 118:9  
121:18 133:17  
**Tom** 12:17,20 13:8  
14:20 15:22 16:5  
**tonight** 6:21 7:16 139:1  
140:10 166:15 169:15  
**Tony** 80:19  
**top** 62:20 163:1,1  
**Torrance** 7:3  
**total** 21:14 35:10 48:20  
61:18 162:5  
**totality** 164:6  
**totally** 34:8 76:19  
**touch** 138:1  
**tough** 79:12 86:5 91:3  
**tour** 148:15  
**town** 29:6,20 43:17  
76:21 77:1 80:14  
**tracked** 25:8  
**tracking** 74:3  
**tradeoffs** 97:21,21  
**transition** 46:9 52:8,22  
68:7 69:1 130:2  
156:14  
**transitioning** 52:20  
**transparent** 139:14  
**transpired** 102:1

**travel** 7:11  
**traveled** 7:3  
**treasurer** 3:13 122:2  
169:1  
**tremendous** 105:3  
**trends** 163:13  
**trick** 133:12  
**tried** 71:10 94:8 118:4  
120:2 133:10 164:9  
**triggers** 25:18  
**troubling** 83:9  
**true** 47:4 63:8 64:16  
69:10 86:13 91:19  
129:18  
**truer** 159:11  
**truly** 58:14 63:15,20  
66:16,21 70:20,20  
71:14  
**trust** 73:21 125:19  
134:1 166:12  
**trustee** 13:12,17 14:8  
18:1 21:20 23:8 31:3  
31:4 32:8 34:1,22  
38:10 39:19 42:15  
44:2,4,15 45:16,20  
60:6 62:14 65:18 72:1  
75:21 91:14 92:11  
108:17 111:9 125:17  
143:6 153:8 164:12  
167:13 168:13  
**Trustee's** 55:19  
**trustees** 1:3,10 13:15  
14:14 18:7,11 19:15  
43:2 84:3 85:2 106:19  
116:17 122:15 123:1  
124:8,11,16,19,21  
125:1,11 126:1,9,16  
126:18 127:4,9  
131:17 135:18 139:21  
142:10 168:17  
**trusts** 166:13  
**try** 12:3 27:14 34:18  
46:6 118:18 156:14  
**trying** 19:5,7 20:16  
40:17 44:20,22 53:17  
53:18 76:13 77:5  
78:16,22 80:18 82:4  
91:16 96:16 102:14  
118:15  
**Tsholofelo** 168:21  
**Tua** 15:18  
**Tuesday** 1:7  
**tuition** 3:6 17:12 18:5,8  
18:11 19:6,11,20  
21:14,22 22:5,10,13  
23:1 25:19 30:6,16  
31:7,8,12 32:4,5  
33:21 34:3,8,16,19  
35:18 36:4,10,15 37:9

37:20 38:3 39:15 40:4  
40:19 41:3,13 44:5,13  
75:5 80:6  
**tuned** 13:10  
**Twenty** 123:8  
**two** 8:22 10:10 17:7  
22:14 23:5 25:6 29:4  
33:9 34:19 42:1 48:2  
60:12 64:2 70:7,13  
71:18 81:13,14,22  
83:15 89:16 102:4,11  
103:5 116:13,17  
121:9 122:19 130:20  
139:16 140:15 158:18  
158:21 160:9 162:9  
162:10 164:2  
**type** 162:18 163:16  
**types** 105:17  
**typically** 152:7 160:19

---

### U

---

**UDC** 94:10 123:9  
124:11,21,21 125:5,5  
125:11,14,14 126:1  
126:10 127:8 128:12  
131:16  
**UDC's** 124:12  
**unanimous** 125:21  
**unanimously** 125:6  
127:6,14  
**unanswered** 103:7  
**uncertain** 105:19  
**uncertainty** 72:18  
98:15  
**unclear** 72:11  
**uncomfortable** 38:12  
**undergraduate** 168:19  
**understand** 12:9 23:16  
26:16 35:2 36:11,12  
36:22 46:22 52:3 72:4  
79:1 89:4,22 91:13  
94:17 97:11 101:3,4  
103:20 106:7,11  
108:21 112:1,7 118:3  
118:22 119:14 166:3  
166:5  
**understanding** 83:10  
96:21 97:1 98:8  
113:15,17 154:5  
155:14  
**understands** 53:6  
124:14  
**understood** 11:16  
44:14 76:12 107:12  
**undo** 109:2 110:6  
**undoing** 94:19  
**uneasiness** 96:16  
101:4

**unemployed** 27:19  
**Unfinished** 3:14  
**Unfortunately** 43:5  
**unfunded** 44:9 45:17  
46:15  
**unique** 109:21  
**united** 100:17 125:7  
**universities** 160:21  
162:9  
**university** 1:1,21 8:7,12  
9:6,22 10:6,15,22  
11:8,17 12:18 13:4,8  
18:7,10,13,14 19:5,15  
19:19 22:10 24:3  
26:15 32:4,9 39:4  
42:20 43:3 45:5 47:6  
47:10 50:22 55:18  
66:5,12 73:2 76:22  
77:3 79:2 84:2 85:1  
87:8 88:4 106:18  
117:6,9,14,18 118:11  
122:13 124:1,18  
127:8,11,20 129:19  
130:7 140:4 143:17  
146:2,10,17 147:7,13  
148:2,5,7,17 150:7  
152:16 156:17 157:1  
160:18 161:5 162:11  
162:12,14 163:4,19  
167:20 168:4 169:2

**university-owned**  
46:10 52:9  
**university-wide** 90:10  
**unknown** 105:19  
**unknowns** 58:10 70:12  
70:19  
**unmitigated** 124:20  
**unpopular** 79:20  
**unreasonable** 39:3  
**unsubstantiated**  
137:10  
**unwavering** 165:21  
**update** 3:16 101:9  
103:9 139:1 158:16  
**updates** 103:17 158:16  
**updating** 3:6 17:12 18:5  
**upside** 98:9  
**urban** 18:14 113:2  
**urge** 36:8  
**use** 22:22 158:8 166:8  
**utilize** 55:13 56:19  
**utilizing** 51:2,3

---

### V

---

**V** 3:11  
**vague** 32:9  
**VALERIE** 2:10  
**value** 39:5 60:16,19,21

**Van** 53:4 61:16,20  
65:15 77:18 85:9  
116:9  
**Vanlal** 2:18 3:9 124:5,8  
124:9  
**variables** 72:18  
**various** 137:21 165:12  
**ventured** 44:17  
**version** 59:14  
**versus** 28:8 75:1  
**vetted** 59:22  
**VI** 3:14  
**vice** 1:22 2:10,15 4:10  
33:19 34:11,14 44:3  
67:1,5 107:16 108:1  
120:22 131:13,14,20  
132:2,6,7 141:9 145:6  
146:9,15 147:2,12  
151:18 162:4,4,4,6,7  
168:20  
**Vice-Chair** 1:12  
**Vice-Chairperson** 3:12  
**views** 166:4  
**vigorous** 125:8  
**VII** 3:16  
**Vince** 88:22  
**Virtually** 125:6  
**vision** 49:16,17 104:15  
120:18 127:2,18  
128:8  
**visionary** 90:14,17  
**visit** 16:11 95:21 137:21  
163:16  
**visited** 79:5  
**visits** 163:4,6,12  
**vocal** 130:17  
**voice** 164:10  
**vote** 5:20 6:12 12:8  
35:18 36:6 38:2 45:21  
68:7 72:22 93:11,21  
94:4 98:14 102:14,18  
111:2 113:4 116:9  
119:18,20,22 120:4  
125:21 129:11 131:15  
134:10,12,16 136:13  
141:5 146:3 149:7  
152:20 153:21,22  
**voted** 20:15 36:1 45:21  
46:8 119:22 120:3,5  
123:15  
**votes** 12:5 13:17,20  
70:3  
**voting** 36:4 120:20  
**VP** 1:21

---

### W

---

**wages** 38:15,20 43:16  
**waiting** 138:12

**walk** 89:2  
**walking** 91:20  
**walls** 56:13 65:13,15  
70:20 71:12  
**Walton** 9:15  
**want** 6:22 7:5,8 10:13  
10:21 11:8,10 12:12  
16:8 17:21 27:18  
31:21 38:22 39:20  
46:11 52:17 53:11,15  
54:14 72:2 73:18 76:4  
86:14,15,16 88:6,7,16  
89:21 90:12,20 91:8  
91:10,22 96:14 98:7  
98:13 99:21 101:17  
104:16,16,20 105:12  
110:11,15 112:5,6  
113:9 115:11 119:7  
119:12 120:15 121:10  
123:2 131:3 133:15  
135:14 138:8 156:21  
157:13 163:21 164:4  
164:13 166:8 167:2,4  
167:5  
**wanted** 6:18 7:15,17,22  
14:2,18 16:12,14  
50:18 67:15 68:14  
78:14 86:22 93:4  
108:1 111:15,19  
132:20 133:5,5  
160:10  
**wants** 6:20 53:6 84:9  
153:8  
**ward** 91:11 107:9,11  
115:17  
**Washington** 13:6  
**wasn't** 74:2 113:18  
133:4,9 136:17 154:8  
162:19  
**watch** 118:12  
**Water** 15:20  
**way** 12:1 32:12 33:4  
42:21 49:15 67:9,16  
79:9 86:13 89:21  
101:20 104:3,5 105:5  
105:21 107:21 127:10  
133:9,11 138:13  
**ways** 27:10 43:3 44:8  
56:3 81:14 94:10  
**we'll** 17:6,8 87:11 94:17  
118:18 139:17 140:12  
142:16 151:20  
**we're** 6:17 9:20 11:5  
12:13 26:4,13 31:19  
36:20 38:1 39:6 40:7  
40:16,17 41:5,16  
43:12 44:10 49:5  
50:15 51:1,3,6 52:19  
53:11 54:19,19 58:1,5

59:1 60:22 61:12 63:1  
 63:16 65:9 66:2 67:2  
 70:3,13,17 71:9 72:9  
 72:13 73:8 76:11  
 78:13,17 79:16 80:2  
 80:18 82:22 83:6  
 85:12 86:10 87:10,21  
 88:11,12,12 89:8  
 90:16,18 91:10,11  
 92:16,20 93:19 94:18  
 95:8,14,20 96:3,15  
 98:14 103:2,17  
 104:18 105:13 110:19  
 111:2 113:4 119:11  
 119:14 120:9 131:20  
 133:22 139:8,15  
 145:13 155:11 158:9  
 165:16 166:18 167:11  
 167:12  
**we've** 16:9,10 37:21  
 41:15 42:1,3 45:8  
 50:8,16,16 51:7,13  
 54:4 58:16 59:15 61:4  
 64:13 66:4,8 69:16  
 70:15,16 73:3 74:6  
 75:13,14,21 76:1 77:7  
 77:22 78:1,1,8 79:3  
 79:10 81:4,8 82:5  
 85:9 88:21 93:2,7,14  
 98:17 101:5 102:5,21  
 104:7,15 105:5,5  
 108:7,7 112:20  
 114:17,17 116:13  
 119:2 120:2 121:11  
 140:2 165:10  
**website** 16:4,5 32:3  
 161:10  
**week** 15:4 81:7,12  
 113:6 115:10 123:3  
**weeks** 7:2  
**welcome** 28:2 152:1  
**well-rounded** 18:21  
**went** 9:17 11:12 22:1  
 24:9,11,13 25:20 33:9  
 34:20 48:13 50:1  
 68:18 81:12 142:19  
 158:2 161:7 163:2,3  
 169:22  
**weren't** 45:12 91:16  
 99:18  
**West** 126:7  
**wide** 64:8,11  
**Wilhite** 168:14  
**Williams** 169:4  
**Willie** 2:9 7:22  
**willing** 47:15 82:14  
 96:15 105:7 130:19  
 134:4,6 152:11  
**willingness** 74:7 95:14

**Wilson** 122:8  
**window** 58:17  
**wish** 118:12  
**witness** 7:11  
**women** 162:1  
**won** 129:12  
**wonderful** 8:6  
**wondering** 31:15,21  
 34:1  
**woodwork** 13:4  
**word** 135:15  
**words** 46:6 72:15 85:15  
**work** 10:1 24:11 33:15  
 45:9 47:9 53:1 64:12  
 64:19 65:12 66:14  
 70:22 87:19 104:14  
 105:15,17,21 132:13  
 148:17 165:19  
**worked** 47:2 130:9  
 133:6 139:10 148:18  
 167:3 169:18  
**workforce** 18:16 27:5  
 99:4,7,20,22 100:3,14  
 101:1 113:12  
**working** 16:13 37:20  
 38:17 58:15 66:8  
 71:13 89:19 153:15  
**works** 51:16 82:17,18  
 104:4  
**world** 108:4,5  
**worries** 93:20  
**wouldn't** 97:3 102:9,11  
 107:10  
**written** 124:7  
**wrong** 35:2 67:4 99:1  
 136:17 166:19  
**Wyner** 1:16 5:8,9 23:8,9  
 24:19 25:1,16 27:1  
 28:17 34:22 35:1,12  
 35:15,21 63:5,10 64:3  
 64:7 72:1,2 73:9,18  
 75:19 78:5,10,16,21  
 92:11,12 96:18 97:9  
 97:15,18 99:17,20  
 100:6 108:3 112:11  
 136:18 138:3 142:5,6  
 144:12 147:15 149:5

---

**X**


---

**X** 157:2  
**XI** 3:18  
**Xu** 2:11 21:12,12,17  
 22:9 24:2,22 25:12  
 28:10,14,16,18,21  
 29:2,8 30:11,18 32:2  
 34:7,12,15 35:7

---

**Y**


---

**Ya** 15:18  
**year** 9:10,16,19 11:19  
 17:12 19:10,12 21:22  
 21:22 23:11 25:13  
 28:16 29:22 30:2,6,19  
 31:19 32:19 33:11  
 35:9,9,22 44:17 45:8  
 46:18 48:2,13,16,18  
 54:8 60:21,21 61:1,13  
 63:3,4 64:1 77:4,8,19  
 77:22,22 78:7 79:3,6  
 79:17 81:19 82:2,5,5  
 95:20 96:4,5 109:10  
 118:6 122:5 129:2,5  
 132:22,22 133:19  
 144:19,21,22 145:16  
 158:6,8,10,11  
**years** 7:19 9:8 10:2  
 13:21 22:16 23:5 25:6  
 33:9 44:21 58:14  
 60:17 61:2 62:18,19  
 63:1 78:6 79:7 92:16  
 95:7 108:15 116:17  
 116:19 117:4,21  
 122:5 124:11 130:21  
 148:19 158:12  
**Yellow** 122:22 123:6,9  
**York** 27:9 124:18

---

**Z**


---

**zealous** 99:6  
**zeroed** 11:19 49:2

---

**0**


---

**09** 22:9

---

**1**


---

**1** 22:15,19 43:18  
**1.6** 19:13  
**10** 22:10 27:7  
**10,000** 65:17  
**10:02** 169:22  
**100-year-old** 8:15  
**101** 8:15  
**10th** 10:17  
**11** 9:7  
**11.4** 128:3  
**1103** 13:20  
**12** 58:7 61:2 62:17 78:6  
**121** 3:10  
**128** 3:11  
**13** 71:18  
**134** 3:8  
**14,000** 56:21 57:1,7  
 71:16,17  
**14th** 12:22 13:10  
**15** 3:11,11 27:7 121:22  
 129:2,2

**154** 3:14  
**158** 3:17  
**15th** 14:8  
**16** 15:15 161:22  
**169** 3:18  
**17** 3:7 17:13 19:11  
 30:19  
**1700** 113:19,22  
**176** 112:20  
**18** 60:7,8

---

**2**


---

**2** 18:12 20:5  
**2-575.10** 142:9  
**2.6** 19:11  
**20** 123:17  
**20-20** 49:16,17 120:18  
 127:2,3,18,19 128:8  
**2009** 113:14,18  
**2010** 84:21  
**2011** 128:10  
**2014** 19:12 49:22  
 115:17 120:19,20  
 127:21  
**2015** 1:8 3:3,11 5:16  
 50:1 122:22 127:21  
 128:2 129:2  
**2016** 3:11 15:16 17:12  
 19:10 49:2 81:15  
 129:2  
**2016-17** 18:5  
**2016-2017** 3:7  
**2017** 61:5 83:1  
**2020** 44:6  
**20th** 13:18  
**24** 10:2  
**25** 10:2  
**2500** 114:1  
**26** 162:6  
**27** 3:3 5:16  
**27,000** 58:2  
**2700** 114:3  
**28** 1:8  
**28th** 120:21

---

**3**


---

**3** 122:22 153:14  
**3.5** 15:9 127:21  
**3.93** 15:13  
**30** 20:4  
**37** 160:19  
**38** 57:12 58:3,7  
**39** 57:12 58:3

---

**4**


---

**4** 3:2  
**4.0** 15:15,17,19 57:14  
 57:17

**40,000** 56:20,22  
**41** 51:8 56:17 57:10,22  
 59:5,12 63:16,18  
 70:22 116:9  
**41/Library** 56:8  
**4200** 51:3  
**45** 3:8  
**47** 7:19  
**48** 7:12

---

**5**


---

**5** 3:3 60:21  
**5,737** 128:2  
**5:00** 1:9  
**5:29** 4:2  
**50** 160:20 161:7  
**505(a)** 18:13 20:6  
**52** 57:15  
**54,000** 56:11,16  
**56,000** 56:18 57:21  
**5th** 13:17

---

**6**


---

**6** 71:19  
**60** 28:19,21 29:2

---

**7**


---

**7** 3:4,6 17:11 18:5 19:19  
**70** 27:9  
**75** 161:22

---

**8**


---

**8(b)** 19:19  
**8.5** 157:5  
**8:02** 142:19  
**800** 155:10  
**801** 3:7 45:19 46:9,12  
 46:16,21 49:14 53:5  
 56:10,22 57:10 64:1  
 68:8 72:13 74:1,8  
 76:9,15 77:16 81:21  
 84:21 86:2 87:12,13  
 87:14 88:1,21,22 89:3  
 89:6 91:15 93:13  
 100:3,7,18,19 111:12  
 114:16 116:8 117:1  
 123:14,15  
**802** 78:20  
**808** 155:13

---

**9**


---

**9:29** 142:20  
**90** 160:16 161:20  
**900** 113:20  
**95** 114:15

C E R T I F I C A T E

This is to certify that the foregoing transcript

In the matter of: Regular Meeting

Before: UDC

Date: 04-28-2015

Place: Washington, D.C.

was duly recorded and accurately transcribed under  
my direction; further, that said transcript is a  
true and accurate record of the proceedings.



-----  
Court Reporter

**NEAL R. GROSS**

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

[www.nealrgross.com](http://www.nealrgross.com)