

**NORTHERN MICHIGAN UNIVERSITY
BOARD OF TRUSTEES
Minutes of the Formal Session
of
Friday, December 13, 2019**

A formal session of the Board of Trustees of Northern Michigan University was held on Friday, December 13, 2019 in the Northern Center of Northern Michigan University, Marquette, Michigan. The meeting was convened at 10:06 a.m. in the Scott L. Holman Executive Conference Room, by Chair Robert E. Mahaney.

Trustees present included:

Mr. Robert E. Mahaney, Chair	Mr. Steven M. Mitchell, Vice Chair
Ms. Lisa I. Fittante	Ms. Tami M. Seavoy
Ms. Alexis M. Hart	Mr. Stephen E. Young
Mr. James K. Haveman	Dr. Fritz J Erickson, ex officio

Senior Staff and Counsel present included:

Mr. Brad Canale, Chief Executive Officer – NMU Foundation
Mr. R. Gavin Leach, Vice President for Finance and Administration and Treasurer of the Board of Trustees
Dr. Kerri Schuiling, Provost and Vice President for Academic Affairs
Dr. Steven VandenAvond, Vice President for Extended Learning and Community Engagement
Ms. Deanna Hemmila, Executive Director – Board/Government Relations
Ms. Cathy A. Andrew, Secretary of the Board of Trustees
Mr. Kurt McCamman, Legal Counsel

Chair Mahaney welcomed everyone to the Scott L. Holman Executive Conference Room in the Northern Center.

ROLL CALL

Secretary Andrew took roll call of the Trustees and noted that Trustee Fittante was absent but a quorum was met. Chair Mahaney noted that Trustee Fittante had a family emergency which kept her from attending today's meeting.

MOTION TO APPROVE AGENDA

The following action was taken:

It was moved by Trustee Seavoy, seconded by Trustee Young, to amend the agenda to add the following items for consideration and potential approval:

- **Retention Initiatives:**
 - **Predictive Analytics**
 - **Embedded Support Specialists**
 - **Career Services**
 - **Pick One Campaign**

- Cyber Security
- Program Investment Funds
- Innovation Center
- Graduate Enrollment
- Rural Health
- AIM North
- Additional Sports
 - Men's and Women's Alpine Skiing
 - Esports
- Corporation for Public Broadcasting (CPB) TV and FM Audited Financial Statements

Being no discussion, Chair Mahaney called for the vote:

The motion was approved unanimously (6 – 0) to approve the agenda as amended.

Chair Mahaney said the items will be discussed as Item 11.

INDIVIDUAL REQUESTS TO ADDRESS THE BOARD

Mr. James Gallant, representing the Marquette Suicide Prevention Coalition, addressed the Board of Trustees on topics related to suicide prevention, mental health services provided by NMU and the Marquette community, and assessing the need for legal services for individuals with mental health issues. He asked that the University approve a resolution to identify intentions to have mental health assessments in the NMU counseling center that are administered be consistent with the state law, that they be approved by NMU's civil counsel, be updated annually, and an ad hoc committee be appointed for suicide prevention and mental health assessments within the university.

Chair Mahaney thanked Mr. Gallant for his comments. He said Mr. McCamman, NMU's legal counsel, has met with Mr. Gallant to hear his concerns and the university is currently and will continue to review the policies to ensure the university is in full compliance with state and federal statutes.

MOMENT IN HISTORY

Dr. Russell Magnaghi, University Historian, provided a report on *Athletics in the Early Days*. (Addendum #1)

INTRODUCTION OF GRADUATING SENIOR SPEAKING AT MIDYEAR COMMENCEMENT

Vice President VandenAvond announced that Mr. Connor Loftus, a Fisheries and Wildlife major with a concentration in Wildlife, from Plainwell, MI, will represent the graduating class of fall 2019 at Commencement ceremonies tomorrow, Saturday, December 14, 2019. Chair Mahaney congratulated Mr. Loftus and presented him with a plaque. A photo was taken.

**ANNOUNCEMENT OF STUDENT CHOICE AWARD RECIPIENT AND
COMMENCEMENT SPEAKER**

President Erickson announced Dr. Scott Jordan, an Associate Professor, in Outdoor Recreation Leadership and Management, was selected by the students as the Student Choice Award Recipient and December 2019 Commencement Speaker.

ASNMU REPORT

Mr. Cody Mayer, President – ASNMU reported on the following:

- He will be stepping down as ASNMU President after Commencement on Saturday, December 14.
- Ms. Paige Pucelik, current ASNMU Vice President, will be assuming the role as President
- Key ASNMU highlights since the September report:
 - Provided over 2,500 free feminine hygiene products throughout various locations on campus during the fall semester, have secured grant funding for three months of the winter semester, and expect to provide another estimated 2,500 supplies
 - Assisted in getting more than 1,000 NMU students to participate in the Marquette County Master Plan Survey
 - Provided 16 robes to graduating students for Commencement who would not have been able to participate in the ceremony. Anticipate a larger number of donations from students who do not want to keep their gowns to enable more students to walk in May
 - Hosted student governments from MTU and LSSU at the One UP Conference this semester
- Mr. Mayer introduced Ms. Paige Pucelik who reported the following:
 - During winter semester, ASNMU will be working closely with EcoReps with their Green Idea which gives \$5,000 to the top person who assists with implementing the idea. They will also be working on redoing the ASNMU constitution

Chair Mahaney congratulated Mr. Mayer on his success and presented him with a gift on behalf of the Board of Trustees. A photo was taken.

PRESIDENT'S REPORT

President Erickson reported on university accomplishments since the September 2019 meeting. His report is appended to these minutes. (Addendum #2)

COMMITTEE REPORTS

Academic Affairs

Trustee Seavoy, Chair of the Academic Affairs Committee, reported on a meeting held Friday, December 13, 2019. A copy of the report is appended to these minutes. (Addendum #3)

Extended Learning and Community Engagement (ELCE)

Vice Chair Mitchell, Chair of the ELCE Committee, reported on a meeting held Friday, December 13, 2019. A copy of the report is appended to these minutes. (Addendum #4)

Finance

Trustee Haveman, Chair of the Finance Committee, reported on a meeting held Friday, December 13, 2019. A copy of the report is appended to these minutes. (Addendum #5).

ACTION ON FORMAL RECOMMENDATIONS

The following action was taken:

It was moved by Trustee Seavoy, seconded by Trustee Mitchell, and supported by a vote of 6 – 0, to approve the Formal Recommendations. (Addendum #6)

ITEMS FOR CONSIDERATION AND POTENTIAL APPROVAL:

President Erickson said the university has been looking closely at potential challenges that higher education is facing regarding demographic changes in the state and upper Midwest. The goal is to develop mechanisms and put in place the types of activities today that will help forestall a series of challenges and problems the university may face in the next five years with enrollment and budget challenges. NMU is in the best position to address these challenges. To be successful, NMU needs to explore innovative ideas and look at things differently in a fiscally responsible manner. The university has a series of investment opportunities that will put NMU on that path. The following items are the beginning of these investment opportunities that will continue to move the university forward:

- **Retention Initiatives** – President Erickson said retention is made up of several key components, which include predictive analytics, embedded support specialists, career services, and the Pick One Campaign.

The following action was taken:

It was moved by Trustee Mitchell, seconded by Trustee Seavoy, that Northern Michigan University make an investment in the Retention Initiatives which include Predictive Analytics, Embedded Support Specialists, Career Services, and the Pick One Campaign.

Discussion followed:

Trustee Mitchell said that this package of initiatives is very important to the long-term benefit of the university and were identified as part of the transformational changes of the SRA process. These initiatives will enable the university to increase retention by approximately 3-5%. This board has been a strong leader in adopting innovative ideas (e.g., FROST Program, Medicinal Plant Chemistry, BEAR Program, etc.) and has put Northern in the forefront. We are continuing that innovation by making investments to enable the university to expand enrollment, retention, and provide better service to our students. He said he believes we have not only a fiduciary responsibility, but a moral commitment, to keep as many students as possible.

Chair Mahaney thanked Vice Chair Mitchell for his work and personal commitment to these initiatives.

Trustee Seavoy said at one of the earliest meetings she attended as a Trustee, a faculty member commented on how concerned she was on students taking on debt and not graduating. The faculty member said we really have a duty to the students to give them the support they need to graduate and get the jobs. It's the commitment we take on when we have them enrolled and this initiative addresses that commitment.

Trustee Young said this is cutting-edge and will keep NMU in the forefront of retention efforts. It is critical that we do these type of initiatives.

Trustee Hart said she appreciates the fact that this is taken from multiple sides. It is being addressed holistically from the debt perspective, career services, etc. She said our best customers are the ones we already have – let's take care of them.

Being no further discussion, Chair Mahaney called the vote:

The motion was approved unanimously (6 – 0).

- **Cyber Security** – President Erickson said one area that has been identified for growth potential is expansion in new and different ways of the existing Cyber Security program. Cyber Security also has a link to the broader based community and has the opportunity to serve economic development, not only in Marquette but across the Upper Peninsula as being a hub for cyber security.

The following action was taken:

It was moved by Trustee Seavoy, seconded by Trustee Haveman, that Northern Michigan University approve the U.P. Cyber Security Institute program initiatives, as well as approve collaboration with the cyber defense academic programs in the Walker L. Cisler College of Business subject to the necessary review by Academic Senate and all pieces required in order to make any adjustments needed.

Discussion followed:

Trustee Seavoy said the cyber security effort at Northern is a real opportunity for the university to leverage the Marshall Plan grant that we've received and launch first-class programs that will benefit a broad range of people from the K-12 participants to NMU students engaged in cyber defense programs, as well as people looking at workforce re-entry. This is an exciting, new investment opportunity for Northern and has opportunities for collaboration across the university, both with Vice President VandenAvond's community engagement center, as well as the academic programs at the business school, and math and computer sciences. Our core values of community, inclusion, connection, and innovation are exemplified in this investment as is our commitment to the SRA. She said this is something that will bring the university forward and is very excited to support it.

Chair Mahaney said he has the good fortune and privilege of being involved as board liaison on the cyber security initiatives and has been impressed by the thoughtful discussion and strategic planning that has taken place. This is an opportunity that goes to the heart of the university's mission, not just to the students but to serve the Upper Peninsula. This initiative

and this nascent but rapidly growing industry presents great opportunities for employment for our graduates right here in the U.P. The private sector is fully embracing this, not just here in the U.P., but beyond. They are embracing in the sense that this can provide job opportunities for Northern's graduates to remain right here in the U.P. The cumulative impact is deep and far reaching. He said he is very excited to see this move forward.

Being no further discussion, Chair Mahaney called the vote:

The motion was approved unanimously (6 – 0).

- **Program Investment Funds (PIF) and Innovation Center** – President Erickson said one of the things that has been very successful for NMU is when we look to find ways to directly invest in our faculty and programs. Four years ago, a million dollars was put on the table for faculty to bring ideas – those ideas brought the medicinal plant chemistry program, the very successful BEAR Center, FROST and forensic programs. He said it's time Northern makes this additional investment. He said that Innovation Center and Program Investment Funds work strongly together – innovation drives higher education. We need the mechanisms to formalize how we manage, control, promote, and engage. Beyond the PIF funds, the idea of creating an innovation center that is dedicated to the pursuit of collaborative ideas is something that will be looked at many years from now as something this board had great foresight in doing.

The following action was taken:

It was moved by Trustee Young, seconded by Trustee Mitchell, that Northern Michigan University approve the Program Investment Fund initiative.

Discussion followed:

Chair Mahaney said that he agrees with President Erickson. Northern had great success and responses from the first round of PIF investments – medicinal plant chemistry, FROST, BEAR Center all came out of that. This will go hand in glove with the innovation center. He said he is excited to see what faculty and staff come up with and how these funds are invested.

Being no further discussion, Chair Mahaney called the vote:

The motion was approved unanimously (6 – 0).

The following action was taken:

It was moved by Trustee Hart, seconded by Trustee Seavoy, that Northern Michigan University approve the Innovation Center initiative.

Discussion followed:

Trustee Hart said she enjoyed hearing from Mr. Garret Westlake of the DaVinci Center, as well as the involvement of the 150 faculty and 200 students who have been introduced to this

design-thinking methodology. She said innovation is the topic of the day, and as President Erickson stated, we need a more formalized vehicle in order to bring these ideas forth to try different things. She said what's most impressive to her about the center, are the different things that are real for us as a university – branding, attracting new candidates, collaboration across faculty and students. She said this will help us channel all the great things that are happening and provide greater transparency, resources, and structure on how we move forward with these ideas that are going to be critical to our continued thriving as a university. She thanked everyone who invested their time in this initiative.

Being no further discussion, Chair Mahaney called the vote:

The motion was approved unanimously (6 – 0).

- **Graduate Enrollment** – President Erickson said that Academic Affairs and the Graduate Office have done a remarkable job in redirecting our efforts in graduate programs. One thing has become clear; the idea of having a graduate enrollment specialist for graduate education is a smart investment for NMU. He said it is expected that this will pay off in increased enrollment and opportunities to expand and develop programs.

The following action was taken:

It was moved by Trustee Seavoy, seconded by Trustee Mitchell, that Northern Michigan University approve the Graduate Enrollment initiative.

Discussion followed:

Chair Mahaney said he agrees with President Erickson. The growth that NMU has had in its graduate enrollment led by Dr. Eckert, as well as the campus-wide effort that has gone into expanding our offering of programs at the graduate level, has been a tremendous success story. This initiative will help ensure that success continues.

Being no further discussion, Chair Mahaney called the vote:

The motion was approved unanimously (6 – 0).

- **Rural Health** – President Erickson said when you look at the role Northern plays in the Upper Peninsula and beyond, it's a role of service. When we see a problem at Northern, we tend not to wait for others to solve it – we go after it. It's become clear that the challenges facing rural health are pretty significant. The opportunity to develop a comprehensive approach to addressing the challenges in rural health is something that NMU can make a collective contribution to. This is a result of the work by Provost and Vice President Schuiling, the Office of Academic Affairs, and the team she has put together. They have created a level of excitement that will pay off in a number of ways; including, an opportunity to hire a grant developer because the opportunity for external funds will be significant. He said this is the right thing to do at the right time to support our community.

The following action was taken:

It was moved by Trustee Haveman, second by Trustee Mitchell, that Northern Michigan University approve the Northern Michigan Center for Rural Health.

Discussion followed:

Trustee Haveman said this is something that we have been working on for some time. Ninety percent of the people in Michigan live within 90 miles of Lansing; the rest of the population is spread out. We have a unique issue of transportation – EMS, access to healthcare – often services exist, but people don't know about them. It puts Northern in a perfect position to partner with a center for rural health, which is at Michigan State University and receives federal and state support, to be a collaborative group. This program that we are establishing is very much welcome by the public health, the qualified health centers, the hospitals, and the people throughout the U.P. to be a collaborative body with them. Provost Schuiling and her group have submitted a HRSA grant for planning and we've received some funds from Blue Cross Blue Shield to hire the writer to put the plan together. This has some legs to it and momentum. If you don't have strong health access in an area, you do not have economic development. If you want economic development, you need a coherent health care system. He said this initiative is a way to affirm that for the Upper Peninsula.

Trustee Mitchell said we have Trustee Haveman on this Board who was twice appointed director of the Michigan Department of Health and Human Services under Governors Engler and Snyder and created the Iraqi healthcare system as an appointee of President Bush. This puts NMU in a unique position to do this type of initiative. The work that Provost Schuiling did to pull this together in such a short time is incredible. This goes, again, to that moral responsibility that we have as a university.

Chair Mahaney thanked Trustee Haveman, Provost Schuiling, and everyone involved for their work on this initiative, and President Erickson for his vision to pursue it. He said he believes this will have a huge impact on the Upper Peninsula health system. He said as Trustee Haveman pointed out, you can't have a healthy economy without a healthy healthcare system. He said the healthcare system is under great stress in the U.P. and if this university can help turn it around and strengthen our community, he is all for this center.

Being no further discussion, Chair Mahaney called the vote:

The motion was approved unanimously (6 – 0).

- **AIM North** – President Erickson said that inclusion is one of NMU's seven core values. How we reach out to diverse communities that we have not always fully engaged with is very important. Dr. Jessica Cruz, NMU's Chief Diversity and Inclusion Officer, has run a pilot program called AIM North designed at bringing diverse groups of students from southeast Michigan to campus for a whole series of experiences, as well as connecting and offering courses there in partnership with some high schools. This has been a very successful program. What the AIM North initiative will do is provide the funding to allow Dr. Cruz to expand this initially into three different areas to include southwest Michigan and then be able to lay the groundwork for a much broader, more inclusive recruitment strategy.

The following action was taken:

It was moved by Trustee Haveman, seconded by Trustee Young, that Northern Michigan University approve the AIM North initiative.

Discussion followed:

Trustee Seavoy said that with the pilot program, we've had some discussion about AIM North and how important this program is. As we've seen with the Upward Bound students, bringing experiences to different students, bringing them on campus, and giving them a good experience is very important. She said this initiative is something that we should support.

Being no further discussion, Chair Mahaney called the vote:

The motion was approved unanimously (6 – 0).

- **Additional Sports: Men's and Women's Alpine Skiing and eSports** – President Erickson said there has been discussion about the impact our athletic programs have on our enrollment. Including the wrestling program, which is not an NCAA program, we have approximately 500 athletes. Those athletes were surveyed and asked how many would be here if it weren't for their sport – the survey came back that there would be six (6) still here. He said the lesson here is that if we find ways to smartly expand athletic opportunities in a fiscally responsible way, we have the opportunity to increase enrollment. The two sports being proposed are non-NCAA and are certainly different: Men's and Women's Alpine Skiing and eSports. There has been a rapid expansion of eSports and different rules of how it works. He said that NMU has been recognized in *Powder Magazine* as the best university in the Midwest to go to if you want to ski. This is a sport that we can develop and can recruit from. He said these two sports are smart investments that will produce more tuition revenue than the expense associated with each sport and are exciting and innovative sports to go into.

The following action was taken:

It was moved by Trustee Haveman, seconded by Trustee Young, that Northern Michigan University approve the addition of Men's and Women's Alpine Skiing and eSports.

Discussion followed:

Trustee Young said that yesterday we had lunch with different coaches and athletes and recognize what great ambassadors these student athletes are for the university, in addition to the general student population who are also great ambassadors. We also heard about athletics in the Moment of NMU History. It's hard to not say that sports are not the fabric of a university. He said he believes adding alpine skiing strengthens that fabric. He said he doesn't fully understand eSports but that doesn't mean it's not a good thing. Sports evolve just like the rest of the parts of our lives and this will evolve into something we can't envision right now. He said adding eSports puts NMU at the forefront by adding it to our roster. He strongly encourages the Trustees support this motion.

Trustee Seavoy said that other schools have already adopted eSports, including Michigan Tech. She doesn't think it will be a risk to adopt something that is on the forefront. She said she believes it's important that we do this to stay fresh and relevant

Trustee Hart said she loves the idea and the foresight of eSports and although we don't completely understand it, we're staying relevant, we're listening and paying attention to what the trends and needs are – that's important and will be critical for us moving forward.

Being no further discussion, Chair Mahaney called the vote:

The motion was approved unanimously (6 – 0).

- **Corporation for Public Broadcasting (CPB) TV and FM Audited Financial Statements** - the following action was taken:

It was moved by Trustee Mitchell, seconded by Trustee Seavoy, to accept the TV and FM audited financial statements as written.

Discussion followed:

Trustee Haveman said that as the Finance Chair he reviewed the statements and they are in good order.

Vice President Leach said that the audit was performed by Anderson Tackman. The audit is required for NMU to be in compliance to receive federal funding from the Corporation for Public Broadcasting. The audit came back with an unqualified opinion, which is a clean audit opinion.

Being no further discussion, Chair Mahaney called the vote:

The motion was approved unanimously (6 – 0).

Trustee Mitchell made the following comments regarding the eight initiatives that were approved:

- He said this board has done consequential things, such as Frost, BEAR, 3P partnership on the dorms, medicinal plant chemistry, but never in one meeting have as many consequential things been done as were accomplished today. He said the agenda that was passed today is extraordinary and he believes are going to be very important to the long-term viability of the university. He said this board is a terrific board that gets along with each other and the administration, the faculty, and the staff and that he is delighted to be a part of this board.

CHAIR AND VICE CHAIR ELECTIONS FOR CALENDAR YEAR 2020

Chair Mahaney said that per the Board's Bylaws, an annual election of the Board Chair and Vice Chair takes place each year before January 1. Chair Mahaney asked for nominations from the floor.

Trustee Seavoy nominated Trustee Steve Mitchell to serve as the Chair. Trustee Young seconded the nomination.

Trustee Hart nominated Trustee Tami Seavoy to serve as Vice Chair. Trustee Mitchell seconded the nomination.

Being no additional nominations, Chair Mahaney called for a vote:

The nominations passed unanimously (6 – 0).

APPOINTMENTS TO THE NMU BOARD OF TRUSTEES STANDING COMMITTEES AND EX OFFICIO APPOINTMENTS TO THE NMU FOUNDATION BOARD FOR CALENDAR YEAR 2020

Chair-elect Mitchell nominated the following Standing Committee make-ups for calendar year 2020:

Academic Affairs Committee:

Trustee Alexis Hart – Chair
Trustee Lisa Fittante

Finance Committee:

Trustee Steve Young – Chair
Trustee Robert Mahaney
Trustee James Haveman

Extended Learning and Community Engagement Committee:

Trustee Tami Seavoy – Chair
Trustee Alexis Hart

The remaining committee appointments will be filled when the open spot on the Board has been filled by Governor Whitmer.

The following action was taken:

It was moved by Trustee Haveman, seconded by Trustee Seavoy, and approved unanimously (6 – 0), to approve the standing committee appointments of the NMU Board of Trustees for calendar year 2020.

EX OFFICIO APPOINTMENTS TO THE NMU FOUNDATION BOARD FOR CALENDAR YEAR 2020

Chair-elect Mitchell announced that Mr. Stephen E. Young and Mr. Robert E. Mahaney will serve as ex officio appointments to the NMU Foundation Board of Trustees for calendar year 2020.

ANNOUNCEMENT OF INFORMAL CLOSED SESSIONS TO BE HELD IN CONJUNCTION WITH THE THURSDAY – FRIDAY, FEBRUARY 13 – 14, 2020 SESSIONS OF THE BOARD

President Erickson made this announcement for the public record.

GOOD OF THE ORDER

Chair Mahaney opened the floor to the Trustees for Good of the Order.

Trustee Haveman commented on the following:

- He recognized and thanked Mr. Cody Mayer for his contributions to the university and the community. He said he believes Mr. Mayer will be one of the up-and-coming leaders.
- He thanked Chair Mahaney for his two years of service and leadership as Chair.
- He attended a news conference in Lansing for Brian Swift, an NMU alum, who was given an honor for his work in the roadside testing for THC. Mr. Swift's parents were killed in an accident with a driver under the influence of THC and was instrumental in getting a bill passed in their names.

Trustee Hart touched on the following:

- She thanked Mr. Mayer and congratulated him on his accomplishments and his representation for the students as President of ASNMU.
- She recognized Mr. Loftus for his work on the NMU Food Pantry and congratulated him on being the student Commencement Speaker.
- She thanked Chair Mahaney for his leadership as Board Chair for the past two years.
- She recognized Trustee Emeritus Scott Holman and that his granddaughter will be graduating on Saturday.
- She congratulated Trustee Mitchell and Trustee Seavoy on their election as 2020 Chair and Vice Chair, respectively.
- She thanked the administration for their hard work. With so many things going on across campus, rural health, innovation center, etc., it's astounding how everyone finds the time and energy to keep it all going.

Trustee Seavoy touched on the following:

- She thanked the administration for what they have done this past year and the collaboration that has been done throughout campus. She said she looks forward to seeing what comes next.

Trustee Young made the following comments:

- He said he hopes everyone understands what went into the votes that were taken at today's meeting and the amount of work that was done to accomplish these initiatives.
- He thanked Chair Mahaney and President Erickson for their leadership and work on these initiatives.
- He thanked Chair Mahaney for the mentoring he provided during the past two years as Chair of the Board.
- He congratulated Trustees Mitchell and Seavoy on the Chair and Vice Chair elections, respectively.

Trustee Mitchell made the following comments:

- He thanked and recognized outgoing Chair Mahaney for his service to NMU and presented him with engraved marble bookends. A photo was taken.

Chair Mahaney stated the following:

- He congratulated Trustees Mitchell and Seavoy on their elections to the Chair and Vice Chair positions, respectively.
- He said today was a momentous day and will stand out in the university's history.
- He said it has been an honor to be the Chair of this Board and working with the leadership team.
- He thanked Ms. Andrew, Ms. Hemmila, Mr. McCamman, and the Vice Presidents, and President Erickson for their assistance during his tenure as Chair.
- He said he was fortunate to work with the Deans and Department Heads and hopes the rest of the Trustees have the same opportunities to work with them.
- He said he appreciates the lifeblood of the university – the faculty and staff – and is impressed by what they do and their commitment to the university.

ADJOURNMENT

Chair Mahaney adjourned the meeting at 11:39 a.m.

Respectfully submitted,

Cathy A. Andrew
Secretary of the Board of Trustees