NOTE: SPBAC and President's Council members were invited to today's meeting.

Our guest speaker today is Dr. Nathan Grawe, author of *Demographics and the Demand for Higher Education*. Dr. Grawe presented his research on national and local demographic challenges. He also included statistics in Michigan and the Midwest. His full presentation will be made available soon.

Dr. Garret Westlake, Executive Director of the da Vinci Center at Virginia Commonwealth University, was also in attendance, along with Ms. Alison Schumacher, Director of Academic Alchemy at VCU.

Dr. Grawe facilitated breakout groups/tables that were organized by specific topics: admissions, retention, marketing, facilities, etc).