

OTTAWA UNIVERSITY BOARD OF TRUSTEES
Spring 1993 Board Meeting
Friday and Saturday, April 23-24, 1993

Members Present: Eldon Addy, Carol Allen, Bob Anderson, Kay Arvin, Rans Bennett, Stanley Bettin, Gretchen Blythe, Charles Brisendine, Joe Coppoc, Wayne Duderstadt, Sal Flores, Roger Fredrikson, Bob Froning, Leland Gangwish, Randy Gauger, Kent Granger, Harold Germer, Morris Hildreth, Bob Hill, Shirley Inskeep, Mercile Lee, Charlene Lister, Dorothy Matthew, Nita Myers, Dean Nelson, Jim O'Dell, Justus O'Reilly, Wayne Paulsen, Ramon Schmidt, Ross Talbott, Dick Thomas, Fred Thompson, Evy Wall, Gary Wall, Marvin Wilson, Patti Wolf.

Administration Present: Jim Billick, Marsha Denniston, Steve Markwood, Anne Mills, Ilene Risley, Peter Sandstrom, Jim Smith.

Visitors Present: Ron Frost, Corkie Hedlund, Mary Johnson, Barry King, Fred Romero, Bryan Schmitt, Papanii Quaye, Jerry Wyckoff.

Jim O'Dell opened the meeting at 8:40 a.m. Three new trustee nominees were introduced, Charles Brisendine, Wayne Duderstadt, and Patti Wolf.

Secretary Charlene Lister called the membership roll.

John Blythe, Chaplain, gave the devotional. Roger Fredrikson asked for a moment of silent prayer for the recent death in a plane crash of the Governor of South Dakota and several state dignitaries.

Committee on Trustees:

Nita Myers, Chair, moved that Board adopt the new Constitution and By-Laws. The motion passed.

The Committee on Trustees moved the election of new trustees Charles Brisendine to the Class of 1994, Wayne Duderstadt to the Class of 1993, and Patricia Wolf to the Class of 1994. Motion passed.

Nominating Committee:

Bob Froning, Chair, moved that Charlene Lister continue to serve as Secretary to the Board through the annual meeting of October, 1993. Motion passed.

Bob Froning, Chair, moved that Wayne Duderstadt serve as Treasurer to the Board through the annual meeting in October, 1993. The motion passed.

Nita Myers then handed out new permanent name tags for Board members and Visitors.

Reports: Harold Germer noted the Provosts for the four units and the two Vice Presidents would report, and that he would follow. He noted that Fred Zook, Provost of the Phoenix Center, is not present but in Malaysia teaching for the International Program.

Campus: Steve Markwood noted that a number of facility improvements have been made in the remodeling of the upstairs of the Union, the new tower for KTJO, a curriculum lab in the Administration Building, and the refurbishing of the Achievement Center in the Library and the hiring of Jim Atkinson to oversee that operation.

He noted the Phoenix Center had sent six personal computers to the campus for use on the campus and that the choir had new robes. He described the work of the Student Enrollment and Retention Task Force (SET) indicating that the spring focus was on retention and attrition. An attempt is being made to identify patterns in this information. In the fall all new students will take a special instrument that will help to determine what students are at risk. He commented briefly on the five year plan indicating that it is a complex document with lots of variables, but not written in stone and open to adjustment in light of the changing environment. He commented on some problems on the campus related to the need to adjust the budget downward because of lower spring enrollment, but pointed out applications are higher this spring than they have been in the past five years, and the deposits number is double what it was last year at this time. There was also comment made concerning the plant fund investment that would allow the University to gain momentum as it moves into the future.

Milwaukee: Ilene Risley announced to the Board that the Milwaukee center is launched with 25 degree-seeking students enrolled, with their average age being 37. She expressed particular thanks for the help of Mercile Lee and Sal Flores, Board members living in that area, and noted that Sal Flores had been especially helpful in assisting the Center to get acquainted with various communities in Milwaukee. She also noted Jim Billick and the faculty of the Kansas City center have been of particular help in these early stages of implementing the center start. She shared articulation agreements with the Milwaukee Area Technical College and the Waukesha County Technical College. This is a promising road for the center to take in building enrollment connections with the area institutions. She indicated that she has worked with her staff on underscoring that the center's hallmark is the consideration it gives to adult students and the fact that the center takes seriously their experience in assessing where they are in their educational journey. She also noted that the center would be known as a place that listens to students' needs and will help them succeed. She indicated this approach is working because referrals are increasing and indicated her pride that the intake conversion to enrollment is at about 80%. A series of courses are being offered at the United Community Center for the Hispanic community and she was hopeful that she would be able to continue to keep the name of Ottawa University Milwaukee before the public in advertising. Sal Flores also spoke in praise of Risley and the energy and commitment she has to making the program work.

Kansas City: Jim Billick expressed his concern for the number of illnesses and afflictions that his faculty and support staff have suffered this year. Most recently Anne Hargrove, who is suffering from a reoccurrence of cancer, fell and is now in the hospital for treatment. On the more positive side he indicated that enrollment is showing a steady increase overall, although there is considerable fluctuation with the various portions of the program. He spoke at length concerning the International Program which addresses the needs of working adults in Hong Kong, Singapore, and Malaysia. This has been transferred to the Kansas City center and faculty there are in the process of developing a long term plan for it. He felt encouraged because so many of the Kansas City faculty have extensive experience on the international scene. He noted that by June the International Program will have enrolled 160 different students this year, which amounts to about 80 FTE. He felt there is a strong possibility for expansion of the program over the next few years with an emphasis in particular on Malaysia and Singapore, although this does not ignore Hong Kong. This is a very cost effective program for the University in that tuition is higher than what the center charges in the United States. Not only is the program important for the potential surpluses it can generate, but it also fills important educational purposes and provides a welcome opportunity for faculty development. At least fifteen faculty have taught in the program. It fits well with Kansas City's overall agenda in that the Kansas City Center has been involved in distance education since 1975. With respect to distance education, he indicated that the center's concern in this area explains the strong emphasis on improved technology in its long range strategic plan.

Phoenix: In the absence of Fred Zook this report was given by Ron Frost and Fred Romero, Visitors to the Board from the Phoenix center. Frost noted that this has been a very interesting year for the center. The Rossmans, Mark and Maxine, have announced their resignation and will be moving to Walden University in Minnesota. While this will be a difficult adjustment, since they have been integral faculty with the center for many years, the center is taking this as a challenge to think in new ways about staffing patterns. At present the center has experienced a 40% increase in enrollment over last year. This year the center had its first mid-year graduation which has had an impact on the work load of faculty, who now have to do graduation reviews for students twice a year. This year 3,000 square feet of space was added and is in use. The next step for the center will be to see the impact of computers on the center operation and the center is doing an internal study on the objectives it has for the future. Romero commented on the increased technology for the center and new PC's at all desks and the possibility of E-Mail and an AS 400 to run the TEAMS software coming in the near future. There was some discussion among the Board members about the possibility of moving to a new location in Tucson or a new satellite in Scottsdale.

Development: Jim Smith reminded the Board members that there are a number of celebrations appropriate at this time, in particular for the refurbished Ward Science Hall, the KTJO tower, the leadership of the University, and the much improved deferred giving record this year for the University. He noted the University continues to need the Board to meet the challenge placed before them earlier this year. The Board also must help the University to think about a new capital campaign. He asked for help in determining where new investments can be made, such as for a video tape to promote the University, ways to recognize donors, and marketing the deferred giving program.

Finance Report: Anne Mills reviewed where the University stood financially at the end of March. There is an accounting surplus of \$1.7 million which is about \$840,000 better than planned. The Campus reports \$232,000 below plan for revenues with the shortfall because of enrollment in second semester being below plan. Kansas City is about 10% ahead of last year and spending only \$.70 on the dollar versus the budgeted \$.80 on the dollar. Historically, the centers contribute between 22 and 26 cents on the dollar to the University. In Phoenix revenues will probably end up between \$4 and \$4 1/2 million for the year and they are spending only \$.60 on the dollar at present. Mills pointed out these spending rates will increase because there are investments to be made yet this spring. The International Program appears to be doing well and in the Development Office gift income had reached \$600,000 through March, which is in the range to be on target for the year, though it is unlikely that the \$980,000 goal will be quite met. Jim Smith has controlled expenses so that Development net budget contribution is on plan.

Mills noted the year end outlook is very positive with a probable \$600,000 surplus. She noted, however, some of that is already committed. \$50,000 has already been spent to enhance the TEAMS software so that it is compatible with the center operations. \$60,000 has been spent because of litigation, of which more will be said in the President's report. The Campus Committee and the Business Affairs Committee will look at a recommendation to put \$100,000 into the plant fund for Campus improvements. This will leave about \$400,000 in surplus.

The cash sources/uses report show that about a third of the accounting surplus is in accounts receivable. Mills also noted \$329,000 are in accounts payable which is higher than normal and will be paid during April. \$217,000 has also been spent for the Milwaukee Center leaving about a \$1.2 million net. This is about \$500,000 to \$600,000 better than expected, but it was pointed out that this much is needed in order for the University to get through December. Mills also indicated that charts and narrative are available for the Trustees showing an eight year look at the changing mix of the OU academic units.

President: Hal Germer noted the environment for higher education today is somewhat hostile and puts the fortunes of institutions in jeopardy. He stated institutions can cope with this environment only if they plan their way, and this will be the thrust of committee work at this trustee meeting. Each standing committee will review strategic plan proposals and make modifications. A vote on the University strategic plan will come in October. He reviewed other agenda for the various committees. The Academic Affairs Committee will deal with tenure policy and will meet with the Business Affairs Committee for discussion of a revised retirement proposal. Academic Affairs will also meet with the Campus Committee to talk about the position of Academic Dean. The Business Affairs Committee will deal with financial strategy and endowment strategy. He noted there is a need for the University to continue to produce surpluses, for without these the institution is endangered by not being able to invest in things that are growing and in places where investment is needed in order to keep going. He noted the federal government is becoming more and more intrusive at institutions which show a long term deficit in the current fund and pointed to a letter received from the Department of Education in Washington requesting the Ottawa University audit by September 30, 1993. He indicated that this kind of intervention needs to be met by an elimination of the long term deficit. He went on to note that the Centers Committee will talk about investment in the infrastructure which is a critical issue for the centers, and will deal with benchmarks on how to evaluate Milwaukee. The Resources Committee will begin talking about the next capital campaign. The Campus Committee will deal with a number of concerns -- the proposed closing of Martin Hall for dormitory use and other financial decisions related to the campus budget for 1993-94. He reminded the Trustees the campus plan involves increasing income from student enrollment in order to close the gap between expenditures and income that is currently made up by a subsidy from University surplus. Last year that subsidy was \$1.169 million and this year the goal is \$728,000, though it will probably be closer to \$850,000 because of revenue shortfalls. Next year the goal is \$632,000 in subsidy with an additional \$100,000 to be placed from the surplus into the plant fund for campus improvements. He pointed out that when the Campus administration looked at the budget for next year it realized it could not count on revenues meeting the original plan and would have to make up approximately \$175,000 by adjustment. The options were either to raise the subsidy or reduce expenditures. The Campus administration recommends the Academic Dean's position remain vacant for a year (saving about \$40,000), that Martin Hall not be used as a residence hall (saving \$56,000) and that there be a reduction in the pool available for salaries increases from 7% to 4% for campus faculty and staff (saving \$66,000). If the Academic Dean is hired, \$40,000 will have to be found, which means either a further reduction in the funds available for raises or an increase in subsidy. It is also possible that additional faculty positions will have to be eliminated next year because

the Campus must replace funding the Title III positions. If the decision is made to use Martin Hall as a dormitory then salaries will have to be reduced or subsidy increased and the roof for Centennial Hall not repaired. He acknowledged that it is tempting to raise the subsidy for next year, but there are implications of this for cash flow and necessary investment in areas of growth and need. With respect to the whole matter of planning, he pointed out it is not only important to develop a long range campus plan that assumes enrollment growth, but also a plan that assumes no enrollment growth. The latter task is being started.

Germer went on to report the University initiated an adversarial action against a lending institution related to fraudulent contracts for leasing copiers on campus. Germer noted he followed the process agreed upon with the Executive Committee and involved Jim O'Dell, Anne Mills, Rans Bennett, Charlene Lister in discussions between himself and Bob Bezek, the University attorney. An agreement was made to settle this suit at a \$.50 on the dollar rate. The full risk was between \$120,000 and \$140,000. There are two other lenders that have not settled yet, but they do not have so strong a case as the one we have settled.

Following questions, answers and discussion the full Board adjourned to committee meetings which were scheduled from 11:00 am to 2:00 p.m.

The full Board reconvened at 2:30 p.m. for committee reports.

Academic Affairs: Mercile Lee reported for the Academic Affairs Committee. This committee dealt with a revision to the statement on tenure process. This now specifies that a faculty member must apply for tenure during his/her sixth year of probationary appointment. The application will include supporting materials. If the faculty members does not receive tenure at that time, he/she will still have one more year of employment. Copies of this revision were circulated.

The Academic Affairs Committee moved the Board adopt the policy as circulated. The motion passed.

The Committee also received an informational and human resources planning report by the President concerning compensation policies. In particular it was reported the University is now using the 60th percentile rank of the AAUP IIB salary ratings as an external benchmark for measuring the University's progress toward the achievement of compensation goals.

In addition the Committee met with the Business Affairs Committee to discuss and act on certain retirement plan changes which will be brought to the Board by the Business Affairs Committee. The Academic Affairs Committee then acted upon a number of tenure and promotion recommendations which will come before the full Board in executive session later in the afternoon.

Campus Committee: Carol Allen, Chair, reported the Campus Committee dealt with Martin Hall, campus faculty/staff salary increases, and had not come to a final judgement on the hiring of an academic dean. Regarding Martin Hall,

the Campus Committee moved that Martin Hall not be used as a residential hall for the 1993/94 academic year.

In discussion it was pointed out this does not preclude the hall being used for receptions and that it will not be allowed to deteriorate. It was noted the comparative cost of renovating and bringing up to code Centennial Hall and Martin Hall were dramatically different. Centennial Hall would cost about \$270,000 and Martin Hall over \$1 million. A question was raised about insurance rates on an empty building. It was also pointed out and underscored that the decision to not use the building as a dormitory is a decision for one year and in that year a plan would be devised for future use of the building. The campus administration was encouraged to deal with the emotional fall-out that such a change will cause among students.

The motion passed.

The Campus Committee reported its recommendation that the campus faculty and staff salary pool be set at 4%. This was not presented as a motion at this time, because approval of the budget when proposed by Business Affairs would have this effect. There was concern voiced over the differential raise among sites.

With respect to the matter of hiring an academic dean, the Campus Committee did not have enough time and/or information to reach a decision on this matter. It was determined, however, that the Campus Committee would meet with the Academic Affairs Committee following the Board Executive Session Friday afternoon for discussion of this matter.

The meeting adjourned to Executive session at approximately 3:17 p.m.

During the Executive Session the following promotion and tenure recommendations were approved:

Jane Ann Westrum (Director of Library Services on Campus) was promoted to Assistant Professor.

Ronald Frost (Phoenix faculty) was awarded tenure.

Richard Andrews (Campus faculty) was awarded tenure.

The Board meeting reconvened on Saturday morning, April 24, at approximately 8:45 a.m.

Future Meetings: Jim O'Dell announced next April's meeting will be on the weekend of the 15th and 16th, and the October meeting in 1994 will be on the 21st and 22nd. The Executive Committee will meet December 7, 1993, rather than December 3, in order to coincide with the North Central accreditation visit. He also announced there will be a golf tournament in Colorado again this year on August 9th.

Campus Committee and Academic Affairs: Carol Allen, Chair of the Campus Committee, reported for the joint session of these two committees held Friday afternoon. The context for their recommendation was a discussion of the campus five year plan with its implications for faculty size and allocation. The committees heard from faculty expressing their sense of "multiple injury" in that they are facing a reduced number of faculty, no dean hired to give academic leadership, and a reduction in raises from 7% to 4%. Faculty morale is very low.

The joint committees moved that the campus administration not hire a new dean for the 1993/94 academic year, but allow time for the faculty and administration to seek new and innovative ways to evolve an effective model for campus academic leadership.

In discussion it was pointed out the dean's functions may be taken over by faculty members selected by a method not yet specified. The committees hope the faculty will see this as a positive challenge and feel they are being included in the governance of the University.

The motion passed.

Centers Report: Bob Froning, Chair, reported the Centers meeting had begun with a statement from a Phoenix representative on the importance of the Campus to the centers and the strong feeling that the University must function as a team. There was a discussion of various means by which the centers and Campus worked together, including the exchange of faculty with Phoenix, administrative style, and a recommendation that the University seek non-financial ways to collaborate. There was also discussion concerning the issues the various centers face in common, in particular those related to the problem of load, the hoped for impact of computers in alleviating this problem, and the need for more training and development of faculty and staff.

In discussing Milwaukee benchmarks for measuring progress, the Committee recognized evaluation cannot be done by numbers alone, but that it would also be appropriate to have periodic on-site visits by designated members of the Board for the purpose of

assessing the operation.

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The Committee discussed extending satellites to nearby locations (e.g. to North Scottsdale from Phoenix) and recognized that these are in effect additional classroom spaces that are more convenient to students. The Committee felt that it makes sense to expand this way and encouraged further review of expansion possibilities at the fall meeting. The Committee also complimented the Provosts of the centers for the excellent work they are doing.

Jim Billick added to the report by underscoring increasing collaboration among University sites. He pointed out this is especially evident in the teacher education/certification program which maintains a close relationship between the Campus and the Kansas City center with Martha Gage having her time split between the two this past year, and Dottie McCrossen joining in that arrangement next year. In addition, student teachers are supervised by personnel from both sites. He also pointed out that the International Program makes use of faculty from across the University. He noted, however, that the administrative infrastructure is a crucial element in maintaining this kind of collaboration (business office, registrarial functions, etc.). He was hopeful that in moving to a common information system this collaboration would be enhanced. He also noted that there is a trend towards increasing the authority and responsibility for functions at each location. He felt both of these moves were appropriate and helpful. The Centers Committee discussed briefly various ways to relate the centers and the Campus. There was also some discussion of the need to schedule a team visit to Milwaukee.

Business Affairs: Leland Gangwish, Chair, reported the Business Affairs committee discussed the financial results through March in some detail as well as the full year outlook.

The Business Affairs Committee moved that \$100,000 be transferred from the current unrestricted fund to the plant fund for investment in the Campus physical plant and that the Executive Committee approve a list of improvements to be made with these funds. The motion passed.

The Committee reviewed the 1993/94 budget discussing both parameters and allocation techniques. Noting that in addition to the parameters shown in the budget, the budget assumes an endowment spending rate of 6% (down from 6.4% for the current year) and a 7% pool for compensation increases (with the Campus setting aside only 4%).

The Business Affairs Committee moved that the Board of Trustees approve the 1993/94 budget dated April 2, 1993.

In discussion it was pointed out that the next budget will have Milwaukee in the main part of the budget proposal format. It was pointed out that in approving the motion there was a recognition of differential salary increases. It was pointed out that this is approval of budget parameters and figures for revenue and expense, not the detail the different sites build into their actual line item budgets. Germer did note, however, that contracts for faculty and staff will be sent out on or shortly after July 1, 1993. There was considerable discussion of compensation issues.

The motion passed.

The Committee discussed the amount of financial aid being provided by the Campus as well as the recruiting costs and passed a motion in Committee requesting the Vice-President for Business Affairs work with the campus Business Manager, and other appropriate staff, to identify the current cost and trends associated with the amount of financial aid per student and the recruiting costs per student.

The Investment Sub-Committee of the Business Affairs Committee brought several recommended actions to the Business Affairs Committee. The first is a revision of the University's Investment Goals and Objectives Policy. This revision has been made to reflect the new endowment strategy which was included in the Board mailing and approved at the December, 1992 Executive Committee meeting. The major change in this revision has to do with the investment goal priorities where the second and third priorities have been reversed. This change will mean that the investments now will be more balanced between equities and fixed income securities, which will result in better long term growth for the endowment principal.

The Business Affairs Committee moved that the Board of Trustees approve the Investment Goals and Objectives Policy drafted as of March 10, 1993. The motion passed.

The Investment Sub-Committee also spent considerable time reviewing the way in which the University's endowment funds are managed. The key evaluation criteria included the level of expertise, differing risk characteristics, fee structures, diversification opportunities and the ability to minimize any cash position. As a result of their analysis of the current manager, Boatmen's Trust Company, and the Common Fund, a non-profit institution dedicated to managing investments for educational institutions,

The Business Affairs Committee moved that the Board of Trustees authorize the University administration to transfer the endowment funds from Boatmen's Trust Company to the

Common Fund.

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There was discussion concerning the mission and qualifications of the Common Fund.

The motion passed.

The Business Affairs Committee moved that the Board of Trustees charge the Business Affairs Committee to review regularly the decisions taken by the Investments Sub-Committee regarding asset allocation and fund selections within the options available within the Common Fund. The motion passed.

In connection with this discussion the Business Affairs Committee also approved the four members of the Investment Sub-Committee and assigned four year terms spread out over time.

The proposal for the audit for the current year was reviewed and the Business Affairs Committee approved the recommendation of the administration to select the firm of Agler and Gaeddert to perform the audit for a fee of \$28,800 plus out of pocket expenses. It will be noted on the agreement that this audit must be completed by the end of September to meet the recent request from the U.S. Department of Education.

The Academic Affairs Committee and the Business Affairs Committee met together to consider proposed changes to the University's retirement plan. Lora Reiter, Chair of the Faculty Rights and Benefits Committee, and George Chaney of the campus faculty joined the committees to describe the faculty request to the Board and participated in the discussions.

As a result of proposals and this discussion, the Academic Affairs Committee supported the Business Affairs Committee in making the following motion.

The Business Affairs Committee moved:

1. that the Board of Trustees authorize cash withdrawals from TIAA/CREF and/or transfers to any alternative vehicles outside of TIAA/CREF chosen by the employee of accumulations from both the employee and the University contributed portions at the time of retirement or termination and being at least 55 years old. At retirement or termination in order to be authorized to withdraw the University portion of accumulations, all employees will be required to sign a statement releasing the University from any and all responsibility of retirement benefits.

2. that the University not change its current retirement plan carrier and that no additional carrier be offered as an option.

3. that the University periodically arrange for retirement planning information to be made available for its employees so that they may understand the options available to them under the current carrier and the appropriate advantages of them. The motion passed.

It was also noted in connection with discussion that the administration has been asked to have specialized legal counsel prepare the statement releasing the University from any further responsibility and liability for retirement benefits if the employee chooses to withdraw or transfer the University portion of the funds in order to assure that the University has protected its interest to the greatest possible extent.

Resources: Justus O'Reilly, Chair, reported the Resources Committee dealt with the Board campaign noting that the \$25,000 challenge gift is still in place and that the \$100,000 total Trustee matching goal is in process. Committee members have accepted the responsibility to call on fellow Trustees in order to encourage them in this matching challenge. They will not only call on those who have not yet contributed, but encourage those who have to do so to a greater extent.

The Committee also dealt with the Strategic Plan for development.

The Resources Committee moved that Ottawa University encourage more involvement of the University with the Baptist Churches by asking the regional ministers to designate an Ottawa University Sunday coinciding with Charter Days. The point of this designated Ottawa University Sunday would be to have selected faculty, staff, administration and students into the churches to share and testify concerning their Ottawa experience. The motion passed.

The Committee also dealt with the possibility of a five year capital campaign with a proposed goal of \$10 million. Of this \$10 million, \$5 million (\$1 million per year) would be unrestricted funds for the annual fund, \$1 1/2 million would be for endowment, and \$1 1/2 million for capital improvements, \$2 million for deferred gifts (which would go to endowment). The Committee expressed some concern that the \$10 million goal was too low, especially in the area of meeting capital improvements on the campus, and felt that it would be appropriate to get more consultation on this, possibly from Howard Braren. There was also concern that timing for such a campaign be carefully worked out with the ABCCR. The Committee also expressed their appreciation for Jim Smith and his staff to which the Trustees

responded with applause.

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Announcements: Various announcements were made concerning the auction in progress on campus both during the day and evening. Germer noted that corrected copies of the article by Bud Hodgkinson were available. He also noted that Dr. O. Dean Nelson continues on the Board because he is a valued Board member. Dean will not have to resign because of his departure from being Executive Minister for the Rocky Mountain Region. Dr. Louise Barger is the incoming Rocky Mountain Region Executive Minister. Germer also noted that at the Honors Convocation on Campus the first two students from Kanto Gakuin Women's Junior College in Japan were on the Dean's List. He noted that there are four more applicants for next fall from that institution. There was a request for Trustees to examine the new Trustee booklet to be sure the information concerning each of them is accurate. It was announced that the Committee on Trustees will meet briefly after the meeting.

The meeting adjourned at approximately 10:42 a.m.

Submitted by
Charlene Lister, Secretary