

MINUTES OF THE MEETING
OF THE
MICHIGAN STATE UNIVERSITY
BOARD OF TRUSTEES

September 21, 2001

The Trustee Finance Committee and Trustee Policy Committee meetings were held in the Board Room of the Administration Building beginning at 9:00 a.m. on Friday, September 21, 2001. Minutes of the meetings are on file in the Office of the Secretary of the Board of Trustees.

President McPherson called the meeting of the Board of Trustees to order at 9:20 a.m. in the Board Room.

Trustees present: Dolores M. Cook, Joel I. Ferguson, Dorothy V. Gonzales, Colleen M. McNamara, Donald W. Nugent, David L. Porteous, G. Scott Romney, and Robert E. Weiss.

University officers present: President McPherson, Provost Simon, Vice President Poston, Secretary Pogel, Vice President and General Counsel Noto, Vice Presidents Denbow, Greenleaf, Huggett, June, Webb, and Webster, Executive Director Williams, and Senior Advisor and Director Granberry Russell. Faculty Liaisons present: Norman Abeles, Robert Bonner, Jonathan Hall, Linda Lou Smith, and Ted Tims. Student Liaisons present: Matthew Clayson, Marisa Cruz, and Sam Howerton.

Prior to the business of the meeting, President McPherson called for a moment of silence in remembrance of the victims of the September 11, 2001 attacks.

All actions taken were by unanimous vote of the Trustees present, unless otherwise noted.

1. On a motion by Mr. Porteous, supported by Mr. Nugent, **THE BOARD VOTED to approve** the amended agenda. The agenda was amended to include an additional personnel action.
2. On a motion by Mr. Porteous, supported by Mr. Nugent, **THE BOARD VOTED to approve** the minutes of June 22, 2001, July 9, 2001, and July 27, 2001.
3. President's Report
 - A. President McPherson talked about the various events that took place on campus following the September 11 attacks. He said that ASMSU organized a candlelight vigil at the Rock, which was attended by approximately 1000 students. On September 14, the National Day of Prayer and Remembrance, there was also a campus-wide service which was attended by approximately 4000 people. Many area religious leaders also joined in the ceremony. Simultaneously at

Beaumont Tower, Associate General Counsel Sally Harwood gave a carillon concert in memory of the victims. Mr. McPherson said that he believes that these events were highpoints in terms of campus unity.

Throughout the week e-mail communications about diversity, blood drives, and counseling services, as well as other resources for support were sent to all members of the University community. Faculty engaged students about the issues in classrooms, and approximately 1,000 people attended a program put on by the Islamic student organization.

- B. President McPherson welcomed new faculty and student liaisons to the Board. He introduced mathematics professor Jonathan Hall, audiology and speech sciences professor Linda Lou Smith, and Marisa Cruz, a junior studying microbiology.
 - C. President McPherson talked about MSU's successful fundraising this year. More than \$202 million was raised through the Development program. The President said that this year was excellent, but given the condition of the market, the coming year may be more difficult.
 - D. President McPherson mentioned the success of the Animal Planet television series "Vet School Confidential," which was filmed on MSU's campus. He said that the program is a credit for our Veterinary School, as well as for MSU.
 - E. President McPherson congratulated faculty members Charles Salmon, Jim Detjen, and Eric Freedman on being named Fulbright Scholars. All three professors, he said, are from the College of Communication Arts and Sciences.
 - F. President McPherson said that the University has been involved in extensive efforts to get the Tuition Tax Credit repealed. An e-mail was sent to students urging them to contact their legislators to suggest that they vote to repeal the tax credit.
4. Guiding Principles Report

Vice President Greenleaf reported on security issues in the Study Abroad program. He said that MSU runs 160 programs in 51 countries, and that this semester, there are 99 students overseas. Mr. Greenleaf said that the Security and Risk Analysis group meets to discuss MSU's programs. Only the program in Nepal was cancelled recently for security concerns other than the recent terrorist attacks.

Mr Greenleaf said that MSU follows the advice of the U.S. State Department. Presently there is a world-wide travel advisory, but not a travel warning. He added that the Security and Risk Analysis group does not feel that any Study Abroad programs should be cancelled at this time, but the

situation continues to be monitored. Interest remains high in MSU's programs despite recent events.

There is a system in place, Mr. Greenleaf said, so that any student who feels that there is danger can contact MSU directly to discuss the situation.

Trustee Weiss asked for an explanation of the difference between a State Department advisory and warning. Mr. Greenleaf said that the language of a warning recommends that one should not travel. An advisory simply suggests being careful while traveling. When there is a warning, he emphasized, programs can and have been cancelled.

President McPherson said that he knows of no other campus that has a committee specifically charged with regularly reviewing security and risk issues in study abroad programs.

Trustee Weiss inquired about the number of students who have asked to leave a Study Abroad program because of security issues. Dean John Hudzik said that the number is very small and that more students are asked to return to MSU than ask to return themselves. Presently, he indicated, all students participating in Study Abroad programs have decided to stay abroad. Any student who wishes to come back to campus will be brought back.

Trustee Weiss asked how fast students could be evacuated if a war breaks out in the next 15 to 20 days. Mr. Greenleaf said that there are emergency evacuation procedures in place.

5. Public Participation on Items Germane to the Agenda

There were no requests to address the Board of Trustees on issues germane to the agenda.

6. Personnel Actions

A. Appointments

Provost Simon presented the following personnel actions:

- 1) Duncan, Robert B., AN-Professor and Dean, Eli Broad College of Business; Department of Management, \$250,000, with Tenure, effective January 1, 2002.
- 2) Fluck, Zsuzsanna, AY-Associate Professor, Department of Finance, \$140,000, with Tenure, effective August 16, 2001.
- 3) Mackay, Michael E., AY-Professor, Department of Chemical Engineering and Materials Science, \$105,000, with Tenure, effective August 16, 2001.

- 4) Schemske, Douglas W., AN-John A. Hannah Distinguished Professor, Department of Plant Biology; Kellogg Biological Station; Department of Horticulture, \$150,000, with Tenure, effective July 1, 2001.
- 5) Cuellar, Israel F., AN-Professor, Julian Samora Research Institute; Department of Psychology, \$137,500, with Tenure, effective August 16, 2001.

On a motion by Mr. Romney, supported by Ms. Gonzales, **THE BOARD VOTED to approve** the recommendations.

Provost Simon talked about the appointment of Robert Duncan as Dean of the Eli Broad College of Business. She said that he was selected after an extensive search process, and everyone is excited about this appointment. She added that he will teach in the Executive Development program. Dr. Simon also commended outgoing Dean, Don Bowersox, who has performed a great service to the University, both as Dean, and as chair of the dean search committee.

Dr. Simon also mentioned the appointment of Douglas Schemske as a Hannah Distinguished Professor. She said he plans on building up the Kellogg Biological Station and tying it to campus more effectively as a part of a network for biological research.

B. Other Personnel Action

President McPherson presented the following personnel action:

Carter, Linda Susan, AY-Associate Professor, School of Journalism, to add titles Secretary of the Board of Trustees and Executive Assistant to the President, and for a change from an academic year appointment basis to an annual appointment basis at a salary rate of \$107,000, effective January 1, 2002.

On a motion by Ms. McNamara, supported by Mr. Weiss, **THE BOARD VOTED to approve** the recommendation.

President McPherson recommended Sue Carter to the Board, and thanked Dr. Nancy Pogel for her years of service. He said Dr. Pogel would remain in the office through the end of the year, prior to her faculty consultantship and retirement. He added that he believes Sue Carter will do an outstanding job. There will be other opportunities, he said, to express to Dr. Pogel how much everyone appreciates her work.

C. Information Reports

Information Reports of Academic Personnel Actions of July 6, 2001, August 6, 2001, and September 6, 2001 were distributed with the Board agenda. The reports are included with the agenda materials in the Office of the Secretary of the Board of Trustees.

7. Gift, Grant and Contract Report

Vice President Huggett presented the Gift, Grant and Contract Report for the period of May 30, 2001 through August 28, 2001. The report is a compilation of 675 Gifts, Grants and Contracts, 38 Consignment/Non-Cash Gifts, and no Consignment/Non-Cash Loans with a total value of \$68,127,472.19. The Gift, Grant and Contract Report is included with the agenda materials in the Office of the Secretary of the Board of Trustees.

On a motion by Mr. Nugent, supported by Ms. McNamara, **THE BOARD VOTED to approve** the Gift, Grant and Contract Report.

Trustee Nugent asked Vice President Huggett how the number compares to last year's figures. Dr. Huggett said that we are \$11 million ahead of last year.

8. The Trustee Finance Committee report and recommendations were presented by Committee Chairperson Nugent.

A. Bids and Contract Awards

- 1) It was recommended that a contract in the amount of \$5,353,000 be awarded to Granger Construction Company of Lansing, Michigan, and that a budget in the amount of \$6,900,000 be established for the project entitled: Delia Koo International Academic Center Addition.
- 2) It was recommended that a contract in the amount of \$377,297 be awarded to Goyette Mechanical Company of Flint, Michigan, and that a budget in the amount of \$490,000 be established for the project entitled: Biochemistry – Remove Deteriorating Absorption Machines.
- 3) It was recommended that a contract in the amount of \$120,360 be awarded to Hebel Enterprises, Inc., of St. Johns, Michigan, and that a budget in the amount of \$135,000 be established for the project entitled: Muck Soils Research Farm Drainage Improvements.

On a motion by Mr. Nugent, supported by Mr. Weiss, **THE BOARD VOTED to approve** the Bids and Contract Awards.

B. Funds Functioning as Endowments

- 1) It was recommended to establish the fund functioning as an endowment entitled: George and Linda Markham Endowment in Small Animal Orthopedics.
- 2) It was recommended to establish the fund functioning as an endowment entitled: John R. Winchester Memorial Endowed Fund.
- 3) It was recommended to establish the fund functioning as an endowment entitled: Guy G. Specker Alumni Distinguished Scholarship Fund.

On a motion by Mr. Nugent, supported by Ms. Gonzales, **THE BOARD VOTED to approve** the funds functioning as endowments.

C. MacCready Gift Property

It was recommended to accept a charitable gift of 408 acres of land from MacCready Realty, LLC, through the Michigan State University Foundation. This property, designated as "MacCready Reserve," is located approximately six miles south of Jackson in Liberty Township, Jackson County, Michigan. This property will be named the "Lynn and Thelma MacCready Forest and Wildlife Reserve."

On a motion by Mr. Nugent, supported by Mr. Porteous, **THE BOARD VOTED to approve** the recommendation.

Members of the MacCready family attended the meeting to be recognized for their gift to Michigan State University of 408 acres of land, as well as an endowment totaling \$600,000. Vice President Chuck Webb said that this gift is very generous and will be treasured and well cared for. The gift of land, valued at \$1,450,000, made the family eligible to be a part of MSU's Kedzie Society. Plaques recognizing this generous donation were presented by President McPherson and Vice President Webb.

Dr. Webb thanked Director of Land Management Chuck Reid, Associate Vice President Marti Heil, and Development Officer Brenda Parolini for their hard work in securing this gift.

Chuck Reid gave a brief description of the property. He said that it is a very diverse property with several lakes, ponds and marshes, and has many pine and hardwood stands. The land, he explained, offers real potential for forestry and wildlife demonstration.

D. Modification to the University Non-Contributory Retirement Plan

It was recommended to increase the benefit levels of the University's Non-Contributory Retirement Plan (UNCRP) by 5%, effective January 1, 2002, and by 5%, effective January 1, 2003, for all individuals receiving benefits only from the UNCRP.

On a motion by Mr. Nugent, supported by Mr. Weiss, **THE BOARD VOTED to approve** the recommendation.

E. Audited Financial Statements

It was recommended to accept the University's audited financial statements for the year ended June 30, 2001.

On a motion by Mr. Nugent, supported by Mr. Porteous, **THE BOARD VOTED to approve** the recommendation.

Trustee Porteous reported that the auditors could not have said kinder, more complimentary things about MSU's audit staff and the work that they do. President McPherson added that hundreds of hours of work are put in by many good people, and the auditors' compliments were well-deserved.

F. President's Compensation

It was recommended to increase President McPherson's annual compensation by 3 percent, effective October 1, 2001.

On a motion by Mr. Nugent, supported by Mr. Porteous, **THE BOARD VOTED to approve** the recommendation.

Trustee Romney said that this increase for President McPherson is well-deserved. Trustee Ferguson told Mr. McPherson that the work he does is a labor of love because he turns down the amount the Board would really like to pay him. Trustee Porteous said that President McPherson has shown strength and leadership in his years at MSU. Mr. Porteous added that he appreciates the work and assistance of the President's wife, Joanne.

9. The Trustee Policy Committee report and recommendations were presented by Committee Chairperson McNamara.

A. Preliminary Fall Enrollment Report

Provost Simon gave a summary of the Fall Enrollment Report. A copy of the report is on file in the office of the Secretary of the Board of Trustees.

Trustee Porteous asked what it would take to reverse the trend of a declining out-of-state student population. Dr. Simon said that as *U.S. News* reports, MSU is one of the best values. But in some parts of the country, MSU is one of the best-kept secrets. It is important, she added, just to get MSU's name out to other parts of the country. Targeted recruiting efforts through the Alumni Association are also part of the equation to bring more out-of-state students to MSU. Another issue is that MSU is one of the few institutions that does not provide need-based aid to out-of-state students. President McPherson said that it is not easy to recruit out-of-state students without scholarship money.

Trustee Nugent asked how many different countries are represented among the student body. Provost Simon said over 100 countries. Mr. McPherson added that international students are enrolled in all the colleges.

Of the 1,875 transfer students to MSU this year, 830 of those transferred from four-year institutions. Responding to a question from Trustee Cook, Dr. Barbara Steidle said that transfer students must have roughly a B average based on a converted grade point scale. Some transfer students may not be admitted because the program of their choice has already reached capacity. Trustee Cook asked if consideration is given to the school from which the student wishes to transfer. Dr. Steidle said that we look at the originating school, but the student is not disadvantaged because of it. The academic record of the student is the most important factor.

The percentage of freshmen minority students on campus is at 20%, which is an all-time high. Racial and ethnic minorities make up 16% of the total campus population.

President McPherson asked Dr. Simon if she regards the increasing return rate for freshmen as particularly significant. She said that efforts are being made in Residence Life and in the academic environment to encourage freshmen to return.

Trustee Nugent asked if the numbers in the Enrollment Report include the Michigan State University Detroit College of Law. She responded that the current numbers do not include MSU DCL, but the issue has been raised in the past, and it is being considered. President McPherson said that there are advantages to including those students, specifically in the category of total numbers of graduate-professional students. Provost Simon added that because MSU DCL is technically an independent school, they are treated separately.

B. Status Report: Opening of the Academic Year

Vice President Lee June introduced Director of Student Life Marti Ruel, Assistant Director of Student Life Oumatie Marajh, Assistant

Director of Student Life Sheila Burkhalter, Assistant to the Provost Don Straney, Director of University Housing Angie Brown, and Acting Director of Residence Life Cindy Helman. He said that these people worked behind the scenes to make the opening of school a success.

Dr. June started out by reminding the Board that the format of the first week of school has changed from a full week to bringing students in on Wednesday, and that has worked well. A welcome reception for parents took place at Munn Ice Arena, and approximately 1,100 people participated. The first evening, Dr. June explained, there was an academic welcome at the Breslin Center, as well as floor meetings in each residence hall. There were also required seminars for new students regarding math, the integrative studies in social sciences, computing and technology, and student life. The seminars exposed students to resources that are critical to academic success. Students also learned about safety issues.

Dr. June noted that Alumni Association Executive Director, Keith Williams, did an excellent job in hosting Spartan Spirit at Spartan Stadium. He said that approximately 12,000 people attended the event which introduced students to the Alumni Association, and included coaches and the Spartan Marching Band.

Activities continued through the weekend with events like U-Fest, adult student orientation, an intramural sports open house, and Party at the Aud, which was attended by an estimated 7,000 students. During the first week there were also welcome receptions for students of color, for lesbian-bi-gay-transgendered students, and international students.

Angie Brown of University Housing talked about housing issues and room overassignments. She said that overassignment to rooms was minimal, and all cases were handled by Friday of the first week of school. President McPherson said that University Housing did an extraordinary job, given that Shaw Hall is closed for renovations, and that the freshman class is larger than expected. Ms. Brown said that the closing of Shaw Hall had a minimal effect on room overassignments this year because plans were made well in advance of its closing. Mr. McPherson said he hopes that when Shaw Hall is reopened, it will be a big event. Shaw Hall alumni include President Peter McPherson, Governor John Engler, Teamsters President James P. Hoffa, and others.

Sheila Burkhalter talked about the academic welcome that took place at the Breslin Center. She said that the program opened with Pomp and Circumstance played by MSU jazz professors. Professors from the Department of Communication gave students tips for student success. A student from ASMSU's Academic Assembly talked about what it means to be a Spartan, and the college deans welcomed the students in each of their respective colleges. President McPherson

made remarks, she explained, and Professor Isaac Columbo talked about what faculty expect from students. The program closed with MSU Shadows and a recessional. Dr. June said that some parents, faculty and staff also attended this event.

Dr. Simon said that it is important for parents and new students to feel like they are a part of the University, and this event was an effort to do that in an academic, rather than athletic way.

Vice Provost for Libraries, Computing and Technology, Paul Hunt, reminded everyone of the computer requirement for freshman that was passed by the Board of Trustees in February 2000. He indicated that over the past year, the last of the residence halls received network capabilities, and that training materials were designed to help students connect to the campus network. He said that students can receive free computer training on away-game football weekends. Dr. Hunt added that more than 85% of incoming freshmen brought a computer and connected it to the campus network. The number continues to grow, he said, and the effect of that was a recent record-setting day in in-bound data from the net.

Dr. June also said that according to Dean of the Graduate School, Karen Klomprens, everything went well for the opening of school for graduate students.

Cindy Helman, Acting Director of Residence Life, explained a new program in the residence halls where pictures of famous alumni from each hall are posted on bulletin boards.

C. Resolution on Surveillance

BE IT RESOLVED that undercover surveillance of student organizations should occur only in extraordinary circumstances and should not be a part of normal police operations. No such undercover surveillance can be undertaken without the approval of the President. Implementation of this Resolution is the responsibility of the President and his/her designees.

On a motion by Ms. McNamara, supported by Mr. Romney, **THE BOARD VOTED to approve** the recommendation.

Trustee Romney said that he feels the resolution on surveillance is worthwhile, and hopes that the committee that is working on the implementation procedures can define what "extraordinary circumstances" might be. He added that he would like the Board to review the resolution again after the implementation procedures are clarified.

President McPherson assured Board members that he would keep them informed as ideas are put together, and before any final action is

taken. He expressed his appreciation to Trustee McNamara for proposing this resolution, and to the Board for its unanimous approval. He said that the minutes should reflect that this is "a policy statement of the Board on these critical components." President McPherson said that it is important for the Board to take a policy position as a fundamental principle, and believes that this has been achieved through this policy.

Sam Howerton, President of the Council of Graduate Students, commented that he thinks the resolution is fine, but he looks forward to seeing the final procedure decisions.

Professor Norman Abeles said that the faculty support the resolution.

Trustee McNamara said that it was the intent of the Board to clarify its philosophy, and that she awaits the procedures that come back from the administration.

10. Chairperson's Report and Trustees' Comments

A. Chairperson's Report

Chairperson McNamara read the following statement:

Many parents from all walks of life were killed in the terrorist attacks and rescue efforts on September 11, 2001. One of the major financial obligations of parents is education for those children. In light of the fact that so many parents will not be present to provide for their children's education, it seems particularly appropriate for universities to offer scholarship support.

In honor of those who lost their lives on September 11, 2001, and in tribute to the spirit and courage of the American people, Michigan State University will provide 11 full four-year scholarships for tuition and fees to children whose parents lost their lives as a result of the terrorist acts and rescue efforts in New York, Washington D.C., and Pennsylvania.

The Honors College and the Office of Admissions and Scholarships will administer this program. It is assumed that a few of these scholarships will be granted every year, but it is unlikely and unnecessary that they will all be awarded in any single year. September 11 Scholarship candidates will meet the usual academic standards for admission to the University, and a preference will be given to those with financial need.

The Board expressed its unanimous support for this scholarship program.

Trustee McNamara announced that Michael Moore, Mississippi Attorney General, had been on campus. She said that Mr. Moore was the initiator of the tobacco lawsuit from which MSU now benefits through funding for the Life Sciences Corridor.

B. Trustees' Comments

- 1) Trustee Ferguson said that the scholarship program announced by Trustee McNamara was the highlight of the meeting.
- 2) Trustee Porteous congratulated President McPherson for having received an award for outstanding leadership and exemplary public service from the Michigan Chamber of Commerce. He said that Mr. McPherson gave excellent remarks at the ceremony, and anyone with a connection to MSU would have been very proud.

Trustee Porteous said that Trustee Weiss was correct in suggesting that the football game originally scheduled for September 15 be cancelled. He said that Mr. Weiss was very eloquent in his comments that the community needed time for further reflection.

Trustee Porteous commented that he had heard from his children, who are MSU students, that the memorial service that had taken place at Wharton Center in honor of the victims of terrorist attacks on September 11 was very moving. He added that he had heard that Trustee Nugent made touching remarks on behalf of the Board.

- 3) Trustee Romney said that we need to be aware of security on campus and that he is certain that steps are being taken to do what is necessary in that regard.

Trustee Romney said that it is important to respect people with other views, particularly our Muslim friends, and not to let hate and racism affect views on campus and elsewhere in the country. He emphasized that we need to rededicate and recommit our lives to those things that we know to be true, and to the values that our country stands for. Those of us of faith need to turn to faith, he said.

- 4) Trustee Gonzales thanked President McPherson for reaching out to the Muslim community. She said that they have been very appreciative of his efforts. Ms. Gonzales added that Muslim students held a candlelight vigil which gave them reassurance that MSU is concerned about their welfare.

Trustee Gonzales said that this is a time of reflection and remembrance for those individuals who paid such a price.

- 5) Trustee Cook thanked members of the Board who eloquently expressed their feelings about our nation, campus, the values of our country, and the University. Trustee Cook also thanked Trustee Nugent for representing the Board at the campus memorial in such a remarkable way and on such short notice.

Trustee Cook talked about the MSU Children's Choir. She said that the choir has grown to be a great treasure on campus. The program started out with one small choir, and now has four choirs that perform and compete. She added that the choir's conductor, Mary Alice Stollak, is a marvelous teacher and is to be commended for tremendous professionalism with the children. Trustee Cook indicated that the group records and performs with the Detroit Symphony, the MSU Symphony, and is a great emissary for MSU. She urged everyone to attend the upcoming concert at the Wharton Center. She said that it is very rewarding to look at the faces of the children and to see the joy that music has brought to their lives.

- 6) Trustee Weiss said that, in light of the recent terrorist attacks, he had to mention that this is now a different world, and we are in a different time. Life is going to be different, he said, particularly for the young men and women on campus who will go through an extremely difficult period. Many of them, he said, will be called to serve the country, and we as a family may lose members of our family. It is important, he urged, to think about the courtesies and understanding mentioned by Trustee Romney. Freedoms are going to be different, as well as things that we took for granted. Mr. Weiss said he wants everyone on campus to know that the Board of Trustees does care about them.

- 7) Trustee Nugent read a resolution in honor of the victims and heroes of September 11. The resolution was signed by all members of the Board of Trustees, and appears at the end of these minutes. It will be sent to President George Bush, leaders of the U.S. House and Senate, Governor George Pataki of New York, and Mayor Rudolph Giuliani of New York City.

Trustee Nugent thanked members of the Board for their compliments regarding his comments at the campus memorial. He said that it is an absolute necessity to make sure that every student, faculty member, and staff member feels safe on this campus.

Trustee Nugent noted that he had participated in the groundbreaking for the new Animal Health Diagnostic Laboratory on campus. He said that it will be a remarkable

addition to campus and research, and it puts MSU at the forefront.

11. Public Participation on Issues Not Germane to the Agenda

Jerry Heathcote requested to speak at the meeting regarding the new MSU Women's Crew facility, but did not attend.

12. An Executive Session was not requested.

13. On a motion by Mr. Ferguson, supported by Mr. Nugent, the Board voted to adjourn at 11:15 a.m.

Respectfully submitted,

Nancy H. Pogel, Ph.D.
Secretary of the Board of Trustees

**MICHIGAN STATE UNIVERSITY
BOARD OF TRUSTEES RESOLUTION
HONORING THE VICTIMS AND HEROES OF SEPTEMBER 11
September 21, 2001**

It is hereby resolved that the Trustees of Michigan State University extend their condolences, commendations, and support to the victims and heroes of September 11.

On the morning of September 11, terrorists attacked America and shattered buildings and lives. They took the lives of thousands of good, innocent people and destroyed the dreams of their loved ones. We have already learned of at least one Spartan who was killed, and we expect to hear the sad news of others. We extend our heartfelt condolences to the many victims of this tragedy.

We have witnessed great heroism in the midst of this tragedy. The selfless passengers of United Airlines Flight 93 overtook the hijackers and thwarted efforts to inflict more violence. The work of firefighters, police officers, and other emergency response professionals in New York is inspiring. The strength of our nation is built on the foundation of individual acts of courage and sacrifice such as those witnessed in this tragedy. We offer our deepest praise and commendation.

We commend the efforts of President Bush, members of Congress, and the many other officials who have worked to provide aid to the victims and bring the terrorists to justice. The response from other world leaders and nations is heartening. We are grateful for their leadership and support their efforts.