

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

May 6, 2005

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, May 6, 2005. Minutes of the meetings are on file in the Office of the Secretary of the Board of Trustees.

President Simon called the meeting of the Board of Trustees to order at 9:16 a.m. in the Board Room.

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

University officers present: President Simon, Acting Provost Hudzik, Vice President Poston, Secretary Carter, Vice President and General Counsel Noto, Vice Presidents Gray, June, Webb and Webster, Senior Advisor and Director Granberry Russell and Executive Director Williams. Faculty Liaisons present: Robert Maleczka, Michael Moch, Jon Sticklen and Shawnee Vickery. Student Liaisons present: Kierra Hill, Bradley Love, Robert Murphy and Andrew Schepers.

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

1. On a motion by Mr. Porteous, supported by Mr. Romney, **THE BOARD VOTED to approve** the agenda. Because of time constraints affecting the schedules of State Senator Garcia and State Representative Gonzales, the Board agreed to permit Public Participation on Items not Germane to the Agenda to occur prior to Personnel Actions and other subsequent agenda items.
2. On a motion by Mr. Romney, supported by Ms. Gonzales, **THE BOARD VOTED to approve** the minutes of April 8, 2005.
3. President's Report:

President Simon commented that commencement ceremonies will be held later today, and that it is a very special and exciting time on campus.

President Simon announced that Michigan State University is joining forces with the cities of Lansing and East Lansing to establish the Lansing Regional SmartZone. She said this is part of MSU's land grant commitment for the 21st century. It allows blending of cutting-edge knowledge and access to that knowledge with economic competitiveness. Dr. Simon said this program will extend to other areas of the region and State. She thanked Mayors Benavides and Meadows for their participation in creating the SmartZone.

President Simon distributed a recently-published book of all 2004 publications by MSU's faculty and staff. It includes an array of creativity from music compositions to major manuscripts.

President Simon noted an extraordinary discovery by Professor Gary Westfall of the "perfect liquid" that will impact the future of theoretical models in physics. President Simon announced that members of the National Superconducting Cyclotron Laboratory had discovered a new isotope that is uncovering the origins of precious metals. Professor Patricia Stock was recently named the 2005 Hofstra University Research Award recipient for her groundbreaking work in literacy. Dr. Simon said that there are more and more such announcements and that they are very important to the success of Michigan State University.

President Simon congratulated the MSU Career Services Network which was recognized for excellence based on its publication of *12 Essentials for Success*.

President Simon announced that L. Susan Carter, Secretary of the Board of Trustees and Executive Assistant to the President, will have her book, *Ordinary Women, the Arctic Adventure*, published by the MSU Press.

4. Public Participation on Items Germane to the Agenda

There was no public participation on items germane to the Agenda.

5. Public Participation on Items Not Germane to the Agenda

Valde Garcia, State Senator, appeared to encourage more emphasis on Latino student recruitment. Senator Garcia asked for an opportunity to address the Board at a future meeting and offered to meet with the Board to engage in frank discussion on this issue.

Lee Gonzales, State Representative, appeared to express his support for the College Assistance Migrant Program (CAMP) and the High School Equivalency Program, under the leadership of Louis Garcia. Representative Gonzales said that the final report of the Lieutenant

Governor's Commission on Higher Education and Economic Growth emphasized that Michigan's future prosperity requires a highly educated population. One component of that future prosperity is to extend educational opportunities beyond secondary school to all people. Representative Gonzales thanked President Simon for her support of educational opportunities for Hispanic students and encouraged the MSU Board of Trustees to support equitable Hispanic inclusion.

Diane Hernandez-Wojda introduced Dennis Valdez who appeared to speak on behalf of the Chicano Latino Association of MSU (CHILA). Mr. Valdez expressed concern over the drop in the number of Chicano/Latino of first-year students who enrolled at MSU over the last two years. Mr. Valdez acknowledged that Michigan State has long valued and made important investments in its diverse community. Mr. Valdez asked the Board of Trustees to make recommendations to strengthen and develop plans, goals and timelines for pre-college programs to include Chicanos and Latinos. Mr. Valdez said that, despite declines in enrollment of Chicano/Latino students, retention rates at MSU have improved. Mr. Valdez pointed that the Chicano/Latino population is the largest minority group in the United States and the fastest growing group in both the nation and the state of Michigan. It is a young population that represents Michigan's future work force, and projections indicate a quarter of the US population by the year 2050 will be Latino. Mr. Valdez said that the economic gap between Caucasian families and Chicano/Latino families is widening and is the reason for 20% fewer Chicano/Latino students enrolled at MSU over the last two years.

Mr. Valdez said that CHILA encouraged the Office of the Provost to create an additional 25 slots specifically for Chicano/Latino students in pre-college programs; CHILA encouraged a different method of tabulating enrollment of Chicano/ Latino students; and CHILA recommended that a plan be created to support increased enrollment of new Chicano/Latino students.

Carolyn Dulai, a member of the President's Club, presented a resolution encouraging the Governor to convene a meeting to make recommendations and study health care financing options in Michigan. Ms. Dulai introduced Erin Ruth, President of the American Medical Student Association Region Four, who is also a student at MSU's College of Human Medicine. Ms. Ruth stressed the importance of health insurance availability to all individuals. The American Medical Student Association of Region Four supports the resolution. Valerie Przywara, representing Henry Ford Health System, indicated that Henry Ford signed the resolution in August 2004, and is very committed to seeing it enacted. The resolution calls on Governor Granholm to establish a commission to study health care finance and make recommendations to change the way

health care is financed so that all citizens can have access to quality health care. Ms. Przywara said that fewer jobs are available that have health care benefits and more individuals are faced with a loss of those benefits. She called for the Board's endorsement of a similar resolution.

Kierra Hill, Student Liaison to the Board of Trustees, appeared to thank the Board of Trustees for the retention programs offered by MSU, as she is a product of many of those programs. Ms. Hill said that this University has made tremendous strides in the past 150 years and it is a huge honor for her to be graduating from Michigan State. Ms. Hill said she is proud of MSU because of the progressive changes that have been made during the past four years. Ms. Hill thanked the members of the Board for the opportunity to serve as a student liaison to the Board. She thanked the administration.

Deborah Wilson, representing the Graduate Employees Union of teaching assistants, appeared to emphasize the connection of teaching assistants with the students they teach. An international student teaching assistant from South Africa said that with her F-1 visa she is restricted to working 20 hours per week, or less, and must work in University-related jobs. She said the expense of living in Spartan Village increases every year, adding a financial burden that requires relying on food banks and area churches to survive. She pays nearly \$700 per credit. She called on the University to take steps to ease the financial burden on international graduate students.

A graduate student in the English Department appeared to explain why teaching assistants may protest when new contracts are being negotiated. Basic pay for teaching assistants is between \$1,250 and \$1,350 per semester. Approximately one-third to one-half of that amount is paid in rent. Under the current contract, those with a spouse must pay about \$3,800 per year for insurance, approximately one-third of a teaching assistant's annual income. There is additional expense for adding coverage for a dependent, resulting in many teaching assistants depending on the Medicaid or MI Child programs.

6. Personnel Actions

Acting Provost Hudzik presented the following personnel actions:

Appointments

Schneider, Barbara L., AY – John A. Hannah Distinguished Professor, Dean's Office, College of Education; Department of Educational Administration, \$180,000, with Tenure, effective August 16, 2005.

Jackson, William F., AY – Professor, Department of Pharmacology and Toxicology, \$115,000, with Tenure, effective August 16, 2005.

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

Dr. Hudzik said Dr. Schneider is known nationally for her research in children and families and is currently investigating how families invest time and resources, the effects such investments have on the quality of relationships in households and the resulting socialization of school-aged children and adolescents. She has served on National Academy of Science committees, including the Committee on Research and Education, and has had many leadership roles in professional societies.

Dr. Hudzik noted that Dr. Jackson's principal responsibilities will be divided between teaching and research. In teaching, he will develop a new professional Master of Science program in integrative pharmacology, toxicology and laboratory management. He will continue to manage the successful longstanding research program, funded by the National Institutes of Health, investigating mechanisms of blood pressure control.

7. Finance and Audit Committee

Chairperson Nugent presented the Trustee Finance and Audit Committee report and recommendations.

A. Bid and Contract Awards

It was recommended to the Board of Trustees that a contract in the amount of \$455,355 be awarded to Bornor Restoration, Inc., and that a budget in the amount of \$550,000 be established for the project entitled: Spartan Village – Roof Replacement Buildings 1421, 1425, 1442, 1445, 1450, 1578, 1579, 1634, 1635 and 1641.

It was recommended to the Board of Trustees that a contract in the amount of \$858,000 be awarded to Moore Trospen Construction Company, and that a budget in the amount of \$1,560,000 be established for the project entitled: East Fee Hall – Sixth Floor Renovations for Learning and Assessment Center.

It was recommended to the Board of Trustees that a contract in the amount of \$132,550 be awarded to Pitsch Companies, and that a budget in the amount of \$600,000 be established for the project entitled: Shaw Lane Power Plant – Site Restoration.

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

B. Appointment of Architect/Engineer

It was recommended to the Board of Trustees that Design Plus be appointed as the Architect/Engineer for the project entitled: Erickson Hall – Addition.

It was recommended to the Board of Trustees that Peter Basso Associates be appointed as the Architect/Engineer for the project entitled: Erickson Hall/International Center – Replace Chiller.

It was recommended to the Board of Trustees DiClemente Siegel Design, Inc., be appointed as the Architect/Engineer for the project entitled: Regional Chilled Water Plant – Replace Chillers 3, 4, 5 and 6.

It was recommended to the Board of Trustees that Fishbeck, Thompson, Carr & Huber, Inc., be appointed as the Architect/Engineer for the project entitled: Chemistry – Addition 1 and Renovation.

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

C. Acceptance and Disposal of Alexander Property

It was recommended to the Board of Trustees that it accept a bequeathed gift of approximately 1.94 acres of vacant land, contingent on the simultaneous sale thereof. The property is located approximately 20 miles north of Muskegon in Benona Township, Oceana County, Michigan.

It was further recommended to the Board of Trustees that the administration be authorized to sell this property to Robert Billups for \$7,500 in a simultaneous closing. The proceeds will be used to benefit the Henry Center for Executive Development, per the donor's request.

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

Trustee Porteous explained that extensive due diligence was conducted on this parcel of land, and it is a parcel that does not have access and can not be built upon. That is the reason the sale

of the property at the price indicated is compelling. The proposed buyer owns adjacent property.

D. Auditor Rotation Policy

It was recommended to the Board of Trustees that it adopt the Board of Trustees – Audit Firm Rotation Policy which amends and replaces the current Board of Trustees – Auditor Rotation Policy. (Attachment A)

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

Trustee McNamara noted that this revision was discussed in and is recommended by the Policy Committee. Therefore, the revision is to be considered a joint recommendation by the Finance and Audit and the Policy Committees.

Trustee Porteous explained that the revised policy allows auditing firms to bid for only two consecutive six-year cycles. They would not be eligible to bid for a third consecutive cycle.

Trustees Porteous and McNamara said that the revision was discussed in work sessions of the Policy Committee and the Finance and Audit Committee in an effort to find a compromise between the current policy, where auditors are changed every six years, and a policy which would not require changing auditors.

Trustee Porteous advised that there has been a significant consolidation of major auditing firms, and now there are now only a few. In light of that consolidation, prohibiting a company from bidding for a second six-year cycle – as is now the policy – could put the University at a serious disadvantage, because the University would lose the benefit of the institutional knowledge gained by the accounting firm during its first six years. Mr. Porteous said that it is appropriate for audit firms to be changed periodically, and extending the term to a total of 12 years is appropriate in light of changing times. It still provides outside independence.

Dr. Poston said an annual letter of engagement would be signed, and the Board has discretion to not renew the engagement on an annual basis. The University does not sign a six-year contract with its audit firm. Mr. Noto said that under the policy, the Board is not obliged to use an audit firm for six years; the Board has ultimate

authority to determine whether to renew the engagement each year.

8. Policy Committee

Trustee McNamara presented the Trustee Policy Committee report and recommendations.

A. Residential College or School

It was recommended that the Board of Trustees adopt a New Residential Learning Opportunities Resolution. (Attachment B)

On a motion by Ms. McNamara, supported by Ms. Gonzales, **THE BOARD VOTED to adopt** the Resolution.

Dr. Hudzik noted that at the January 14, 2005, meeting the Board passed a resolution supporting reinvigoration and improvement of the quality of undergraduate education, including developments such as new residential learning programs. The Board was informed at that time that a curricular team would be appointed by the Acting Provost and expected to report on the curriculum before the end of Spring semester.

Dr. Hudzik thanked the curricular team for doing its work in high-quality fashion. The curricular team reported to the University Curriculum Committee and to the Academic Council, where the plan received support. ASMSU has also endorsed the plan presented by the curricular team. Academic Governance is moving forward with development of the details of the curriculum.

The Resolution acknowledges the Board of Trustees' appreciation for the work of the curricular team and reaffirms its continuing support for development of the new residential learning unit. Further, it underscores that additional detailed work in finance, curricular and administrative planning will take place during the summer of 2005, and formal establishment of the new residential learning unit will be submitted to the Board for its final approval in the Fall 2005.

Trustee Cook commented that a lot of work was involved in preparation of this very comprehensive report, and the curricular team is to be commended for their work. Ms. Cook said there are a lot of very exciting ideas in the report, and said the Board needs to begin talking publicly about those ideas.

President Simon added that as the curricular team's plan unfolds, the excitement for the concept will grow, and the ways that it will strengthen liberal arts and sciences at Michigan State will become clearer.

B. Proposed Copyright Policy Change

It was recommended that the Board of Trustees approve the administration's recommendation to amend Section 1 of the policy entitled, "Development of Copyrighted Materials" by replacing the sentences:

"From a legal perspective, all copyrighted works made by any Michigan State University employee within the scope of his or her employment begin as 'works made for hire' and are initially owned by the University. As has been the tradition at Michigan State University and most of its peer institutions, the University assigns the copyrights in such works to their creators, unless one or more 'Special Circumstances' exist."

with the sentences:

"MSU follows standard academic practice in disclaiming ownership of, and royalties proceeding from, traditional academic works (books, essays, works of art, musical compositions and recordings, and the like), unless one or more 'Special Circumstances' exist."

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

Dr. Hudzik said the proposed change was developed by the University Committee on Faculty Affairs and approved by the Academic Council on March 22, 2005.

Professor Sticklen added that the recommendation has been thoroughly reviewed by Academic Governance and that the faculty favor it very broadly.

C. Proposed Amendments to *Bylaws for Academic Governance*

It was recommended that the Board of Trustees adopt a Resolution amending the *Bylaws for Academic Governance*. (Attachment C)

On a motion by Ms. McNamara, supported by Ms. Gonzales, **THE BOARD VOTED to adopt** the resolution.

Dr. Hudzik explained that four sets of changes were recommended by the University Committee on Academic Governance and those recommendations were approved by Academic Council. Two of the four sets of changes amend the Bylaws to reflect changes in job titles. Another set of the proposed changes adds the term “graduate professional” to the existing term “graduate program” in the Bylaws relating to the University Graduate Council. The fourth set of proposed changes provides for a faculty member from the University Committee on Academic Policy (UCAP) to serve ex officio, without vote, on the Athletic Council. It was felt that there would be great value in having a faculty member from UCAP present during discussions in the Athletic Council to better understand how academic issues might be affected by athletic issues.

Professor Sticklen added that the change in wording for “graduate professional” is a reorganization that updates the responsibilities of the standing committees of Academic Governance. The change affecting the Athletic Council is an improved linkage between the system of academic governance and athletics to improve visibility and transparency between the two systems.

D. Notice of Intent to Negotiate a Contract

On Trustee McNamara gave public notice to the full Board during the Committee's report of the University's intention to negotiate agreements regarding technology licensing, research and related matters with Claytec, Inc., a Michigan corporation based in East Lansing. Dr. Thomas J. Pinnavaia, a Professor in the Department of Chemistry, and his immediate family cumulatively own or have options to buy an ownership interest of more than 5% of the company. Dr. Pinnavaia is also an officer of Claytec, Inc.

E. Approval of Contract Terms and Conflict of Interest Management Procedures

It was recommended that the Board of Trustees approve the administration's recommendation for execution of a license agreement with Biopolymer Innovations, LLC, consistent with earlier public notice given at a Board meeting and with the applicable “License Term Sheet” as now presented to the Board for inclusion in its minutes. (Attachment D)

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

9. Budget Report

Vice President Webster said Michigan State University is allocated about \$350 million per year from the State of Michigan. It represents the single largest contribution to the University's operations. Approximately \$290 million is designated for the main campus and about \$60 million for the Experiment Station and Extension Service. Mr. Webster reminded the Board that an Executive Order was earlier proposed that would have eliminated \$5.4 million from the main campus line item and another \$2.5 million from the Experiment Station and Extension Service budgets. Tuition restraint language was also proposed. The final Executive Order Resolution reflects a \$5.4 million reduction proposed for the main campus line item, with language that reflects that if State revenues exceed projections in this current fiscal year, the University would be made whole. Additionally, the University was spared cuts to the Experiment Station and Extension Services and was awarded \$20 million in additional funding for the Physical Plant.

The process is underway for fiscal year 2005-2006, which begins October 1. The \$5.4 million is proposed as a reduction for the University; there is no tuition restraint language in the legislation. The House appropriations process has been completed at the subcommittee level and that subcommittee is now deliberating what recommendations will be made. The Senate has just begun reviewing the University's appropriation in its subcommittee. Both subcommittees will have completed their hearings by the end of May, 2005. Thereafter, the State's leadership will begin to review the State's revenue prognosis for the next year and determine what targets are to be set. At this time, revenue growth in the State is at 4%; Medicaid and the Corrections Department expense increases surpass that 4% figure. There appears to be the possibility of an additional \$350 million shortfall in the State budget, taking into account the current proposed reductions for higher education. There may be an additional 4.5% reduction in the Senate's higher education bill.

Mr. Webster stated that, by the end of June, the University would be aware of where it falls in the State's budget equation but battles over priorities at the State won't be final until the end of the summer and into the fall.

President Simon said that it would not be her intention to adopt a tuition recommendation until the University's situation becomes clearer. The opportunity for access must be recognized, as well as commitment to quality.

Trustee Porteous said it is impossible to make decisions as to tuition at this time, but offered that many of the things being discussed at the State level, such as “results budgeting” and “outreach programs” should position the University in a positive light. The University is committed to outreach and enjoys very positive results from its efforts.

Mr. Webster added that President Simon submitted nine papers documenting the impact on the State of the Experiment Station, Extension Services and main campus. The consulting firm working with the legislators reported very positive feedback as to those papers.

President Simon said that while the Board may agree or disagree with the “price of government,” it’s clearly a method that is being used by part of the legislature. Dr. Simon said she felt it was important for the University to make sure that its impact was understood, across a number of areas – not just as to the main campus.

President Simon noted that one of the main objectives of Michigan State University is to increase the value of its academic programs to our students, alumni and stakeholders, both in the short and long term. The value of degrees from Michigan State must be strong today and must grow over time so that degrees from MSU will be worth more in the marketplace.

President Simon continued that the Board has demonstrated its concern as to stewardship, turning its attention to issues such as financial aid and academic quality, including student-faculty ratios. The University needs to grow faculty and be innovative in its approach.

Dr. Simon said that the question of access is a function of financial aid as much as price. General fund aid comprises about 12% of tuition and fees at MSU, compared to an average of 15% across the Big Ten. That is an issue to work on through Development dollars as well as through the general fund. However, MSU is one of only two schools across the Big Ten that has maintained its general proportion of high-need Pell eligible students for the last decade. Even though tuition has grown, MSU has continued to recruit Pell eligible students. As the burden on students increased, the policy decisions made by the Board have permitted the University to sustain a proportion of Pell students.

The President continued that MSU educates about 17% of the students in Michigan – the University has grown to meet the demand in Michigan, even though that has not been reflected in support from the State. President Simon pointed out that MSU is one of six Big Ten institutions that provide significant need-based aid to students in the “just-above-Pell”

category. The Board's action two years ago in earmarking \$2 million for this population was inventive in developing a family-friendly and student-friendly student loan program. President Simon said that *USA Today* has been focusing on the cost of education. When considering cost, other calculations must be included over and above tuition cost. Comparing the total cost in 1994 to 2004, the price has increased, but so has financial aid – resulting in a net decrease in the cost of education at MSU. In 1994, the cost of education at MSU was about 12% of Michigan's median income; today it is 8.9% of Michigan's median income.

President Simon pointed out that MSU's productivity and scope have grown over the past decade, while State funding has not. Because of the tuition restraint policy, MSU students are saving annually between \$35 million and \$74 million per year compared to Big Ten peers. The University has lost 12% in appropriations over the past four years, with an additional 1.9% cut proposed. The appropriation cut from the State, at \$5.4 million, expands to nearly \$14 million when inflation is considered. The University is facing huge utility and health care cost increases.

President Simon said that the strategy of the University will be to build value through stewardship of high quality academic programs, through cost containment, accountability and creativity, excellence in all MSU activities will be a focal point. The University will build endowment and donor support; balancing tuition and financial aid to maintain access and offer students a vibrant intellectual community. Michigan State will continue working with the State legislators to optimize MSU's operating and capital appropriation support to serve both State and University needs.

10. Chairperson's Report

Trustee Porteous congratulated Sue Carter on publication of her book and said he is looking forward to reading it.

Mr. Porteous said this past academic year has been very challenging for the University, but one in which the University has done an extraordinary job of working through reductions in appropriations from the State. The University experienced a seamless transition from President McPherson to President Simon. Graduation at MSU is a great reminder of the purpose of the Board. The University has amazing faculty and staff – and the students that are the product of that are doing incredible things.

Mr. Porteous congratulated Trustee Ferguson on his upcoming community service award. Mr. Porteous said that the award brings credit not only to Mr. Ferguson, but to the Michigan State community.

11. Trustees' Comments

- A. Trustee Cook said that she thought this University should be the poster child for outcome-based budgeting. Conversations with students, faculty, the Board members and administration demonstrate an unselfish approach to problem solving.

Ms. Cook mentioned Sesquicentennial-related dates: the Academic Convocation will take place September 8 – 9, 2005, at the Kellogg Center; the water carnival will be held on October 7, 2005; the Sesquicentennial parade will step off on October 8, 2005; the homecoming celebration will be held October 21 – 22, 2005.

- B. Trustee Nugent noted that faculty must feel a sense of reward when their students graduate, and he thanked the faculty for their dedication.

Mr. Nugent then thanked those responsible for keeping the campus so beautiful – everyone from the planners to the leaf rakers. He said there is no more beautiful campus anywhere.

Trustee Nugent pointed out that in his conversations with candidates for Provost, he heard from them that those associated with the University should become better cheerleaders. The candidates related that many at MSU seem to think Michigan State is second to another university in this State – and that isn't so.

- C. Trustee Foster wished a safe summer to all the students who will be returning in the fall. She said it has been a pleasure to serve as chair of the Student Liaison committee. Ms. Foster said she looks forward to continuing in that position next year.

Ms. Foster said the message that she heard when meeting with candidates for the position of Provost was that MSU undervalues itself and does not sell its strengths adequately.

- D. Trustee Gonzales said that she always looks forward to graduation very much.

- F. Trustee Ferguson said he marvels at the talent of the Acting Provost, and he wished that Dr. Hudzik was a candidate for filling the position of Provost.

12. An Executive Session was not requested.

13. On a motion by Mr. Ferguson, supported by Ms. McNamara, **THE BOARD VOTED to adjourn** at 11:05 a.m.

Respectfully submitted,

L. Susan Carter
Secretary of the Board of Trustees