

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

February 10, 2006

Trustee Finance and Audit Committee and Trustee Policy Committee meetings were held in the Board Room of the Administration Building beginning at 9:30 a.m. on Friday, February 10, 2006. Minutes of the meeting 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 10:14 a.m. in the Board Room.

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

University officers present: President Simon, Provost Wilcox, Vice President Poston, Secretary Barber, Vice President and General Counsel Noto, Vice Presidents Denbow, Gray, June, Webb, and Webster, and Senior Advisor and Director Granberry Russell. Faculty liaisons present: Melinda Gant Hall, Linda Lou Smith, and Jon Sticklen. Student liaisons present: Brad Love, Robert Murphy, Emily Sorroche and Andrew Schepers.

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

1. On a motion by Trustee Porteous, supported by Trustee Gonzales, **THE BOARD VOTED to approve** the agenda.
2. On a motion by Trustee Porteous supported by Trustee Gonzales, **THE BOARD VOTED to approve** the minutes of the meeting of January 13, 2006.
3. President's Report

President Simon thanked the Trustees for their participation in the Founders' Day program which honors faculty, staff, and students. The people honored represent a microcosm of all of the talent at Michigan State University.

4. There was no Public Participation on Items Germane to the Agenda.
5. Personnel Actions

Provost Kim Wilcox presented the following personnel actions:

Appointments

1. Cole, Richard T., AN-Professor, Department of Advertising, Public Relations and Retailing, \$150,000, with Tenure, effective March 1, 2006.
2. Davies, Herbert O., AN-Professor, Department of Pediatrics and Human Development, \$221,190, with Tenure, effective November 8, 2005.

Dr. Cole served as Chairman of the Board for Publicom, Inc. from 1978-1983, and as Chief of Staff and Press Secretary and President of the Michigan Education Trust during James Blanchard's term as Governor of Michigan from 1983-1988. He was Associate Professor and Communications Consultant for the MSU College of Communication Arts and Sciences from 1988-1990 and Vice President for University Advancement for Ferris State from 1990-1991. Most recently, he was Executive Vice President and Chief Administrative Officer of the Detroit Medical Center. Dr. Cole has a Ph.D. in Administration and Higher Education from Michigan State University.

Dr. Davies has been serving the University in a fixed term appointment pending visa changes and is now ready to be appointed to a regular tenure stream position. Dr. Davies received an M.D. in Pediatrics and Infectious Diseases from the University of Toronto in 1985. He completed a pediatric residency in infectious diseases and served as junior staff, clinical associate staff, and assistant professor at the University of Toronto from 1983-1986. He was an assistant and associate professor in the Departments of Microbiology, Infectious Diseases and Pediatrics and the Division of Pediatrics Infectious Diseases at Alberta Children's Hospital in Calgary. In addition, he has served as Director of the Child Health Research Unit and Professor and Chairperson of Pediatrics and Human Development at MSU since 2003.

On a motion by Trustee Porteous supported by Trustee McNamara, **THE BOARD VOTED to approve** the appointments.

6. Gifts, Grants, and Contracts

Vice President Gray presented the Gift, Grants, and Contract Report for the period of November 18, 2005 through January 26, 2006. The report is a compilation of 383 Gifts, Grants, and Contracts and 59 Consignment/Non-Cash Loans, with a total value of \$54,975,201.33.

Trustee McNamara noticed that the College of Arts and Letters had only one grant for the period. Dr. Gray informed her and the Board that the College has other smaller grants that are not listed.

Dr. Gray added that the University has the NIH Report for 2005. He noted that there has been a significant increase in NIH funding to MSU. This is significant because, at this time, NIH funding in general is flat. He mentioned that there is a lot of interest in research in Washington in terms of the federal budget and that there is a plan to double the funding for physical sciences and engineering within the next ten year period. For example, President Bush has recommended a 14.8% increase in Department of Energy funds. This is very important because of Michigan State's commitment to biomass and the bio-energy programs.

Trustee McNamara asked if Dr. Gray knew about a grant of \$1.4 million from Michigan Community Health. Dr. Gray said he did not know the details; however, the grant falls under Assistant Provost Hiram Fitzgerald's Outreach Programs. The proposal was written by Dr. Lori Post, Assistant Dean for Interdisciplinary Research and Outreach, College of Communication Arts and Sciences.

On a motion by Trustee Nugent supported by Trustee Gonzales, **THE BOARD VOTED to approve** the Gifts, Grants and Contract Report.

Ian Gray introduced John Hollenbeck, Professor of Management at the Eli Broad College of Business. Dr. Hollenbeck received a Distinguished Faculty Award at yesterday's Founder's Day program. Dr. Gray also mentioned that Student Liaison Love was the recipient of an Excellence in Teaching Citation at yesterday's Founders' Day program.

Dr. Hollenbeck received his Ph.D. in management from New York University in 1984. He has published over 60 articles and book chapters; with more than 30 of these appearing in the most highly cited refereed outlets. Dr. Hollenbeck's research program has generated roughly \$5 million of funding for Michigan State and has been instrumental in documenting a number of interventions aimed at enhancing group coordination and reducing decision-making errors in teams. Dr. Hollenbeck was awarded the MSU Teacher/Scholar Award in 1987.

Dr. Hollenbeck studies decision making in teams. He demonstrated that teams can be organized along either specialized or functional lines, and stated that these alternatives affect complexity and coordination requirements. He mentioned that much of the program's research has been funded by the Office of Naval Research and the Air Force Office of Scientific Research.

The MSU Team Lab for Research and Teaching is part of a larger project called the A2C2 Project (Adaptive Architectures for Command and Control). Michigan State works with several other universities, including Carnegie Mellon, the University of Connecticut, and George Mason. Each of these universities brings a different kind of expertise to the project. Carnegie Mellon does mathematic modeling. The University of Connecticut does computational modeling. George Mason does qualitative interviews with military personnel. Michigan State University does large sample behavioral research on teams.

Dr. Hollenbeck explained the program with the help of a power point presentation (See Appendix A).

7. Finance and Audit Committee

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

A. Bids and Contract Awards

1. It was recommended that the Board of Trustees approve the award of a contract in the amount of \$7,104,000 to *Clark Construction Company* and the establishment of a budget in the amount of \$10,700,000 for the project entitled: Steam Distribution – New Tunnel from STM0169 to STM0237 (Shaw Lane) & Road Replacement – 2006.

Vice President Poston introduced University Engineer Robert Nestle, who outlined the proposed project. He stated that the primary motivation for the project is that the current steam line was put in about 50 years ago. This project will replace the current line and also feed the line by the Munn Ice Arena. Construction is going to begin in early March and will not have an impact on traffic on Shaw Lane. After classes end in May, the project will continue, that will shut down Shaw Lane over the summer. Shaw Lane will be reconstructed from Chestnut Road to Harrison Road. In the fall, after classes have begun, construction will continue around Munn Ice Area. Chestnut Road will remain open and temporary accommodations will be made for pedestrians during football season.

Trustee Foster asked if there will be an impact on traffic during football games. Mr. Nestle replied that only pedestrian traffic will be affected.

Trustee Foster inquired as to how much of the steam system has been renovated at this point. Mr. Nestle said the most recent work involved a couple of projects to feed the International Center and Erickson Hall. Another tunnel was installed to feed the Planetarium and Shaw Hall about two years ago. The University is engaged in a long-range program. It will take approximately ten years to get rid of the direct buried lines.

Mr. Nestle also stated that some of the tunnels on the north campus have been in use for 100 years and are still functional.

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

2. It was recommended that the Board of Trustees approve the award of a contract in the amount of \$3,544,000 to *Clark Construction Company* and the establishment of a budget in the amount of \$4,800,000 for the project entitled: New Steam Tunnel from STM0229 to STM0268 (Bogue Street – 2006).

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

B. Construction Manager Appointment

It was recommended that the Board of Trustees approve the appointment of Granger Construction Company as the Construction Manager for the project entitled Holmes Hall – Lyman Briggs School – Renovation Phase 2 of 2.

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

C. Farm Lane Underpass – Accept Jurisdiction for Farm & Shaw Lane

It was recommended that the Board of Trustees approve the adoption of a Resolution Accepting Transfer of Jurisdiction of Farm Lane (from Mt. Hope Road on the South to Shaw Lane on the North) and the Resolution Accepting Transfer of Jurisdiction of the Westbound Lanes of Shaw Lane (from Hagadorn Road on the East to Bogue Street on the West). (See Appendix B)

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

D. Endowment Spending Policy

Trustee Nugent acknowledged that during the Finance and Audit Committee Work Session, the Committee conducted its annual review of the endowment spending policy. He noted that there was no recommendation to change the current spending policy from 5.75%.

President Simon responded that the Finance and Audit Committee and the finance staff should be congratulated for the investment performance that permits MSU to keep the spending policy at this relatively high level.

Trustee Porteous asked how much the endowment spending policy provided the University. Trustee Nugent responded that the amount was \$52 million a year.

President Simon pointed out that these funds go into various departmental, school, and college operations, as well as financial aid.

Trustee Nugent stated that MSU's Common Investment Fund average annual returns have continued to be very strong and have put the University in the top 5% or better of Cambridge's client universe for the one year, three year and five year periods ended December 31, 2005.

E. Revised Asset Allocation for the Common Investment Fund

It was recommended that the Board of Trustees adopt the revised asset allocation for Michigan State University's Common Investment Fund. (See Appendix C)

Trustee Porteous noted that one of the strengths of Michigan State's portfolio is its diversity. He said in the portfolio, the Board of Trustees has maintained a balance seeking strength and diversity without investing too heavily in one sector or one investment. Historically, this has served the University well.

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

F. New Investment Managers

1. It was recommended that the Board of Trustees select *Värde Partners* as a distressed debt manager.

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

2. It was recommended that the Board of Trustees select *Francisco Partners* as a private equity manager.

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

G. Update on University Village Apartments – Schematic Design

Vice President Poston noted that the Board had authorized the planning of the new University Village housing project. He asked Charles Gagliano, Assistant Vice President for Housing and Food Services, to give a report on the planning progress.

Assistant Vice President Gagliano noted that Physical Plant Engineer Daniel Bollman has been a key player in original concept development and in the progress the University has made thus far. There have been a series of meetings and focus groups with student leaders and student groups which have been helpful in supplying information on the project. A representative from the Red Cedar Community Association attended these meetings.

The entire community was involved in developing the plan. This feedback was given to the University's designer and to the contractor, who developed the preliminary design presented to the Board. (See Appendix D)

Mr. Bollman stated that the site is approximately 23 acres, bounded on the north by Kalamazoo Street and on the east by the State Police Complex. To the south is the Red Cedar community. There are currently 42 buildings on site with about 456 one and two bedroom apartments. The proposed plan has 50% of the space reverting back to green space. All of the proposed construction will take place on the upper east end of the site. He pointed out that the existing site has buildings about 15 feet from the Red Cedar neighborhood. The current plan places the neighborhood about 250 feet away, which is a substantial increase in the buffer zone.

Dr. Poston added that the west end of the site is not buildable because of the flood plain. Once the buildings are removed, they will not be replaced. The space can be used for recreational facilities or parking.

The proposed plan calls for eight apartment buildings, and one community center. Three of the buildings are three-story buildings with 12 units each, and the remaining five buildings are two-story buildings with eight units each, for a total of 304 beds in the complex.

Assistant Vice President Gagliano explained that reducing the population density gives the University the opportunity to close some of the disconnect that had developed in recent years between the University community, the students, and the residential community. This could be accomplished through discussions on use of green space as well as the community center.

Vice President Poston noted that the density on the existing apartments was approximately 1,000 beds.

Trustee Foster asked how reducing the density to 300 units would affect the student population in terms of housing.

Assistant Vice President Gagliano pointed out that although this lowers the University bed inventory, he believes that Michigan State will still have the largest apartment bed inventory of any campus in the nation. He also noted that the original facility was built to house families. But, only a small portion of the University Village population today is families. Most of the population is single students, graduate students, and international students.

Trustee Foster asked if there was a second phase to the project.

Assistant Vice President Gagliano replied that at this time a second phase is not being considered. However, if there is a need in the future due to a shift in the student population, the University may need to add more apartments. These buildings would be added to the west, just before the flood plain line.

Trustee Cook stated that there was no automobile access to the Red Cedar neighborhood on the south side of the project.

Mr. Bollman said that there is access by a road that goes directly through the neighborhood via Marigold Avenue.

Trustee Cook inquired about lighting. She noted that there is a fair amount of density next to a residential neighborhood and asked if the issue of intrusive lighting has come up. Mr. Bollman answered that the fixtures the University will be using direct light downward

instead of up and out. He also noted that the use of lower poles will direct the light where it is needed.

Trustee Gonzales stated that the residents were very saddened and angry when they learned of the project. She wanted to know their reaction to the proposed project.

Assistant Vice President Gagliano said one of the focus group representatives is the president of the Student Government for University Apartments. Housing and Food Services has had ongoing discussions with residents in University Village. The University has helped some of the tenants relocate to other apartments in Spartan Village or Cherry Lane. The Housing and Food Services Office has also made the transition easier by allowing residents to stay until after the school year is over. At the present time, approximately 100 apartments are occupied in University Village.

President Simon mentioned that the plan would be to have a student organization for the area that would interface with the residents, Vice President June, and Assistant Vice President Gagliano, and their staff. We'll meet with this group on a continuing basis on topics such as the use of the green space and the Community Center.

Trustee Porteous asked about the life of the new building. Assistant Vice President Gagliano stated that the new buildings would have about a 30-year life expectancy.

Vice President Poston said the buildings are expected to be paid for in 20 to 25 years.

President Simon explained that a reserve has been put aside that could be used for deferred maintenance or replacement.

Assistant Vice President Gagliano said the primary target for University Village is upper class undergraduates and graduate students for Fall 2007.

Mr. Bollman stated that the units are approximately 1,350 sq. ft. They have fire alarms and sprinklers, cable TV, and separate locks on the bedroom doors and are sound proof.

Assistant Vice President Gagliano noted that the leases would be offered to individual students and not as apartments.

Trustee McNamara asked if the bedrooms would have individual locks on the doors. Mr. Bollman responded that there would be swipe card security at the building entrances, a key into each unit, and a separate key to each bedroom.

President Simon commented that the drawings give a sense of finality, as if everything has been decided. However, what is seen here is a process that reflects the advantages of modern technology.

Vice President Poston noted that elevators will be included in all of the new facilities.

Senior Advisor Russell asked for clarification regarding accessibility to the proposed buildings.

Assistant Vice President Gagliano confirmed that they will be ADA barrier free. The University is required by law to have 10% of the facilities barrier free; however, these particular designs envision facilities that will be almost 50% barrier free.

Trustee Porteous commented that the proposed design is providing new and exciting alternatives for students. *The Wall Street Journal* has had several articles regarding new residential living options at universities. He believes Michigan State has a consistent long range plan to renovate its dorms and provide new options.

H. Budget Update

President Simon asked Vice President Webster to give an overview of some of the issues as Michigan State begins budget planning.

Vice President Webster informed the Board that Governor Granholm has been talking about treating the three internationally competitive research universities, Michigan State, the University of Michigan and Wayne State, in a different way in the budget. The recommendation from the Governor for the three research universities with medicine is a 2% increase, and for the 12 universities that are generally comprehensive universities, a 2% increase with 1% based on accountability measures that are going to be built in.

Vice President Webster noted that 75% of the State's international students come to the three competitive research universities. He said the State's budget in higher education comes out of the State General Fund Budget which is shared with prisons, public health,

Medicaid, revenue sharing and tax cuts. The State General Fund is down 1/3 since the year 2000.

President Simon commented that this is a budget which projects that the State's revenue will not be growing significantly. Michigan State has a responsibility to give the best value in the State, if not the best value around the world.

President Simon asked for comments from Vice President Poston and Assistant Vice President and Director of Planning and Budgets David Byelich regarding internal budget planning.

Vice President Poston said he and Mr. Byelich would talk about the challenges for the next budget cycle, some of the needs across the institution, and the goals imbedded in other discussions from previous years.

Mr. Byelich presented comments regarding internal budget planning with the help of a power point presentation. (See Appendix E) He asked the Board to remember the achievements in the 2005-2006 budget, in which Michigan State was able to dedicate \$10 million to academic quality and reputation.

Regarding specialized space needs such as laboratories, the University does not have concrete plans. There will be a need for laboratory facilities, for both teaching and research activities. Michigan State will need to allocate additional resources to laboratories in order to be more in tune with other Big Ten universities. The plan is to allocate an additional \$1 million dollars a year. Building over a ten-year period, the University would then be in the middle of the Big Ten with respect to the comparability with other institutions.

Health care continues to be a significant concern. Health care costs have been advancing at about 10% per year. The University is looking at how it can get the best benefit out of health care dollars and how it can constrain the growth in those dollars.

Mr. Byelich stated that in short, the University needs between \$130 and \$140 million above inflation in the next decade.

President Simon noted that this framework was discussed last year and is available to the University Committee on Faculty Affairs and students. It is an update from what has been generally available in budget presentations in the past.

8. Policy Committee

Trustee McNamara presented the Trustee Policy Committee report and recommendations.

Approval of Contract Terms and Conflict of Interest Management

It was recommended that the Board of Trustees approve the administration's recommendation for execution of a license agreement with *Draths Industries, LLC*, consistent with earlier public notice given at a Board meeting and with the "License Term Sheet" presented to the Board for inclusion in its minutes. (See Appendix F)

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

9. Chairman's Report

Trustee Porteous commented that President Simon had the opportunity to give her second Founders' Day speech. He said the Board believes one of the significant changes has been the view of higher education in Michigan by State leaders. This has been brought about by President Simon's leadership. She has talked with citizens and members of the Michigan State family, legislators, and the Governor about research universities, higher education and the powerful effect research has on both the state and national economy. He issued congratulations and commendation for her advocacy, and believes there is a direct correlation between her efforts and the budget messages the University is seeing.

Trustee Porteous mentioned that, this weekend, the University will have an extraordinary number of academic achievers from across the country visiting Michigan State and competing for Distinguished Scholarship Awards. He urged everyone to extend a welcome to the students and their parents. This provides a great opportunity for them to see Michigan State. Trustee Porteous commended the faculty and staff at the Honors College for putting so much of their time into helping the students and their parents understand Michigan State University.

Trustee Porteous encouraged each of the Board members to attend the Big Ten Governing Board's breakfast meeting during the Big Ten Tournament. It is a good opportunity to meet fellow board members from across the Big Ten and exchange helpful information.

10. Trustees' Comments

Trustee Gonzales stated that the way the financial framework was presented was very helpful.

Trustee McNamara mentioned that she spoke with Dr. Gil Chin Lim shortly before he was killed in a car accident at the intersection near the University Club. This incident really haunted her, so she called MSU Chief of Police, Jim Dunlap. Although this area is under the City of Lansing's jurisdiction, Chief Dunlap had one of Michigan State's top traffic engineers do a study of that area. He came to the conclusion that it is a dangerous intersection. The City of Lansing has agreed to some new signage and new markings on the street. It has also agreed to do a study of the intersection. Trustee McNamara thanked Chief Dunlap for his efforts.

Trustee Foster thanked Vice President Poston and Assistant Vice President Gagliano and their staff for the excellent presentation on the University Village housing project. She stated that for the past few months, the Finance and Audit Committee has revisited Michigan State's project planning and approval process so Trustees can be better informed at the beginning of the conceptualization of construction projects. There should be an amendment to that process within the next few months.

Trustee Nugent commended the members of the Michigan State University Children's Choir for their two Grammy Awards. President Simon pointed out that this is a good partnership with the University of Michigan.

Trustee Cook commended the Children's Choir. She stated that this is a unique outreach program that thrills people. Trustee Cook congratulated President Simon for her Founders' Day speech and the recognition of distinguished faculty at this institution. She would like to see more faculty attend. Professor Sticklen interjected that the ceremony is web cast. Trustee Cook stated that physical presence is a demonstration of your support for something that is important to the institution.

Trustee Gonzales asked if the program could begin at a different time during the day.

President Simon said she would look at the scheduling for future programs.

Trustee Porteous announced that Trustee Cook had a resolution to present to the Board.

Trustee Cook commended former Secretary of the Board of Trustees, Dr. Sue Carter, for her involvement in the Sesquicentennial project. Trustee Cook read a resolution to the Board. (See Appendix G)

Trustee Porteous thanked Trustee Cook for her leadership as Chair of the Sesquicentennial Committee.

Trustee Porteous asked President Simon if the resolution could be presented in the *Alumni Association Magazine* to express the Board of Trustees' appreciation. President Simon replied that the resolution would be posted on the web and submitted to the *Alumni Association Magazine* also.

On a motion by Trustee Cook, supported by Trustee Porteous, **THE BOARD VOTED to approve** the resolution.

11. Public Participation on Other Issues

- A. Cyrus A. McNeal, Michigan State University junior and Founder and Editor of *Purpose Magazine*, addressed the Board. He said the first issue of *Purpose* was released in November 2005. He stated that several students felt there was a need for a medium which focused on multi-cultural topics on campus. Many students of color feel they do not have a voice and cannot go a medium and give their opinions and give their views and read or open a magazine or newspaper and see things that they deal with on an everyday basis. *Purpose* does that.

Mr. McNeal stated that he has come to understand that diversity is not just about having various groups of people in one setting, but actually having those groups of people be able to understand things about each other; be able to interact with each other and understand and find things that they have in common with each other.

The magazine has social content, campus issues and national content. There is also an educational portion which deals with topics as academic probation, which is a problem on this campus.

Mr. McNeal stated that he hopes this will not be a temporary journal like so many other past attempts. He hopes that 150 years from now *Purpose Magazine* will be a part of Michigan State.

- B. Representatives from Students for Economic Justice addressed the Board of Trustees.

Mr. Neil Sardana told the Board that Students for Economic Justice was present to tell of the egregious international human rights and environmental violations of Coca-Cola. He said that Coca-Cola is

causing severe water shortages in drought prone communities across India, and polluting the groundwater and soil around its bottling factories. He alleges that Coca-Cola has sold drinks with high levels of pesticides, including the toxic chemical DDT, sometimes 30 times higher than the standards in the European Union.

Ms. Triana Sirdenis added that in Columbia alone, eight union leaders from Coca-Cola bottling plants have been murdered by paramilitary forces associated with Coke plant managers. In response to these horrendous crimes, the University of Michigan, and nine other colleges and universities in the United States have taken action against Coca-Cola on their campuses.

Mr. Francisco Aimone said that in light of these crimes, Students for Economic Justice is calling on Michigan State University to end its contract with Coca-Cola. Students for Economic Justice asks that Michigan State University fulfill its land-grant and world-grant mission and support not only the public good of Michigan but the global public good. The Students for Economic Justice hope Michigan State University will hold its purchasing and contracts to the same ethical standards, social responsibilities, and consciousness which is evident in the University's investment policy.

Ms. Allison Stone pointed out that on February 21, 2006, Michigan State University will be honored to host Luis Adolfo Cardona, a former Coca-Cola factory worker from Columbia. Mr. Cardona has offered to speak about the horrific experience of witnessing a paramilitary massacre. He will speak at 7:00 p.m. in Room 107 South Kedzie Hall. Students for Economic Justice extended an open invitation to the Board of Trustees, the Administration, and the rest of the University for this important event.

12. An Executive Session was not requested.

On a motion by Trustee Ferguson, supported by Trustee Gonzales, **THE BOARD VOTED to adjourn** at 12:25 p.m.

Respectfully submitted,

Alison E. Barber, Ph.D.
Secretary of the Board of Trustees