



OFFICE OF THE BOARD OF TRUSTEES

Board of Trustees Meeting

Friday, October 16, 2015

12:00 – 5:00 p.m. (or until business concludes)

DeBoer Room, Hannon Library

MINUTES

Call to Order

Chair Thorndike called the meeting to order at 11:59 a.m. He advised the group that they were going to adjust the order of the items on the agenda. After roll call and the consent agenda items, the President will give his update followed by public comment. The board will then move into executive session for an update on labor negotiations. After conclusion of the executive session, the meeting will follow the agenda items in order, starting with the campus update.

Roll Call

The following trustees were present: Bill Thorndike, April Sevcik, Sheri Bodager, Lyn Hennion, Paul Nicholson, Teresa Sayre, Judy Shih, Dennis Slattery, Joanna Steinman, Steve Vincent and Roy Saigo (ex officio). Les AuCoin participated by video teleconference.

The following trustees were absent: Filiberto Bencomo and Shea Washington.

Other attendees included: Liz Shelby, Chief of Staff and Director of Government Relations; Craig Morris, Vice President for Finance and Administration; Dr. Susan Walsh, Provost and Vice President for Academic and Student Affairs; Jason Catz, General Counsel; Ryan Brown, Head of Community and Media Relations; Fred Creek, Director of Campus Public Safety; Chris Stanek, Director of Institutional Research; John Stevenson, IT User Support Manager; Don Hill, Classroom and Media Services Manager; Lisa Garcia-Hanson, Associate Vice President for Enrollment and Retention; Karen Stone, Associate Vice President for Academic Resource Management; Janet Fratella, Vice President for Development; Treasa Sprague, Administrative Services Coordinator; Kathy Park, Executive Assistant; Barbara Saigo; Ginny Lang, University of Oregon; Todd Krohn; Colin Davis, SOU; Chava Florendo, SOU Foundation; Scott Rex, SOU; Dan DeNeui, SOU; Vicki Purslow, SOU; Emily Pfeiffer, ASSOU; Lee Ayers, SOU; Deborah Rosenberg, SOU; Chela Tapp-Kocks; Olena Black, League of Women Voters; Dennis Jablonski, SOU; Alena Ruggerio, SOU; Larry Shrewsbury, SOU; Lynn Kirms, SOU and APSOU; Alma Rosa Alvarez, SOU; John Almaguer, SOU; and Connor Wist, KDRV. Brian Caufield, University Shared Services Enterprise (USSE), Director of Labor Relationships, joined the meeting telephonically for the executive session in which he provided a faculty negotiations update.

Lyn Hennion moved to approve both the July 17, 2015 and the September 1, 2015 minutes as drafted. Joanna Steinman seconded the motion and it was approved unanimously.

President's Report

Agenda items were reordered to allow the President to deliver his update at the start of the meeting. President Roy Saigo welcomed all attendees. He mentioned several positive news points: the recent chairs and directors workshop; a smooth move-in day at the dorms; the move into the newly renovated science building (noting there are still issues to iron out); renovation and

expansion of the Theater Building, which will include space for JPR; the McNeal project; and the recent visit from Senators Wyden and Merkley to discuss college affordability with SOU students.

He then shared perspectives on where SOU is on other important initiatives. In her evaluation, Chancellor Cathy Dyck cited six criteria as measures of success for the President's performance as interim president: recast the university's mission; implement the retrenchment plan; make essential personnel changes; improve relationships with local communities; strategically restructure university operations and the budget to produce a surplus that can be invested in the implementation of the clarified vision and mission; and develop positive relationships with key political stakeholders. During the second year, he should focus on continuing the progress on enrollment and retention; increasing staff and student diversity; continuing outreach; increasing philanthropic support; and working closely with SOU's board to ensure financial stability.

President Saigo focused on three points in his presentation. First, was recasting the university's mission. There was concern that SOU had defined itself as a small, public, liberal arts university and that created confusion. He said there was a sense in the community that SOU thought of itself as the liberal arts college on the hill and no longer dedicated itself to the Rogue Valley and surrounding areas. Community members asked if SOU was a destination or regional university. He said SOU's primary focus is regional and if others want to come, they are welcome. Over the decades SOU has transformed into a multi-faceted university and has attracted students from afar. Having a clear identity helps to focus, plan, and let potential students know what to expect.

The second point was implementation of the retrenchment plan. The most urgent challenge was to "stop the bleeding." When President Saigo arrived in July 2014, enrollment was down 9 percent and SOU was down about \$3 million. It took about two weeks to get the entire campus working together on getting students re-registered and reaching out to students who had not yet committed to SOU. SOU gave dorm scholarships—the only resource the university had to offer students who could not afford to return. By the fourth week, SOU was doing better than anticipated. He was most pleased by the esprit de corps exhibited by the whole university.

President Saigo presented several statistics and focused on retention as key for SOU. He stated that the university is in retrenchment now because the required 5 percent fund balance reserve was too low and it was the institution's second time failing to meet required metrics.

The third point he addressed was diversity and inclusion, citing that diversity is up at SOU. In 2013, only 7.4 percent of the faculty were of color and now it is at 10.9 percent. He said the institution should ask why and that SOU should be able to improve. He moved Marjorie Trueblood-Gamble, the Director of Diversity and Inclusion, to a position that reports directly to the President. He expressed that SOU needs to nurture students of color and give them a welcoming, inclusive environment. Diversity in Oregon is changing and SOU must change with the times. The university needs to collect data on those students who stay until graduation and those who do not so we can learn the reasons why and can look for patterns to help with planning.

SOU has achieved a lot in the last 15 months but is still in a fragile state. The institution cannot afford to backslide.

Turning to personal matters, President Saigo announced he will continue with the assignment given to him – a two-year contract – and will continue to work on building relationships, linkages between SOU and its constituencies, and expand ways to attract new and transfer students. The first year has been one of vigorous initiation of defined work and the second will be continuing efforts to improve and solidify the processes that have moved us forward. He reported to his

cabinet and Chair Thorndike that he plans to conclude his tenure at SOU on June 30, 2016 as per his contract, has promised to assist the board and SOU until a new president is hired, and will do everything he can to make the transition as smooth as possible.

Concluding his remarks, President Saigo said SOU needs to treat students as if they are members of our own families and this duty of caring for students extends to the board. To the trustees, he encouraged them to be on campus as often as possible, eat at the Hawk, attend events, and talk to students and their families.

Public Comment

Nine people signed up for the public comment period. Vicki Purslow, the APSOU president, stated that SOU is in a better position since President Saigo has arrived, pointed out deficiencies in staffing and encouraged the board to begin the task of hiring a new president immediately.

Chava Florendo informed the board of the SOU Foundation's Count Me In scholarship fundraising campaign.

Señora Chela praised President Saigo and his accomplishments, as did Todd Krohn. Separately, four students, Colin Davis, Jamani Crockett, Hannah Egar and Darius Kila, supported extending President Saigo's contract and detailed the qualities they admired in him: his accessibility, his support of the sports teams, his caring nature, his focus on diversity and inclusion, and his genuine concern for students' opinions. Emily Pfeiffer, an SOU student, distributed a statement from another student, Oneta Cantlon, who was unable to attend the meeting; the statement supported an extension of President Saigo's contract.

President Saigo concluded the public comment period noting that he has worked 24/7 to bring SOU out of retrenchment. Change is very difficult, especially because it creates instability. As a path to success, he encouraged everyone to work with young people and work with a view through other people's eyes. The institution is what is important because we focus on the success of our students. He thanked everyone, even those who have opposed him, because they all came together to make SOU the institution it should be.

Faculty Negotiations Update - Executive Session [Pursuant to ORS 192.660 (2)(d)]

Chair Thorndike announced that, pursuant to ORS 192.660 (2)(d), the board would meet in executive session to conduct deliberations with persons designated by the governing body to carry on labor negotiations. Pursuant to ORS 192.660 (4), representatives of the news media were not allowed to attend this executive session. Pursuant to ORS 192.660 (6), no final action would be taken or final decision made in the executive session. Pursuant to ORS 351.020 (1), Trustees Slattery and Steinman were excused from the session as they may not participate in any discussions or action by the board or attend any executive session of the board involving collective bargaining issues that affect faculty or staff at any public university listed in ORS 351.011 (Oregon University System institutions).

In addition to the non-faculty and non-staff board members, the following people were permitted to remain for the executive session: Brian Caufield, President Saigo, Jason Catz, Liz Shelby, Kathy Park, Craig Morris, Sue Walsh and Ryan Brown.

After concluding the executive session, Chair Thorndike re-opened the meeting and invited interested parties back into the room for the remainder of the meeting.

Campus Safety and Security

Fred Creek, Director of Campus Public Safety, began his presentation by mentioning the 17 members of the Crisis Management Team and housing personnel, praising their performance over the past couple of weeks. There were four significant events in the last couple of weeks that his team, among others, were responding to: the shooting at Umpqua Community College (UCC), the Facebook posting of a threat at Ashland High School, a threat at RCC, and a threat at SOU. He offered varying amounts of detail about each event regarding response, SOU's involvement and assistance with each occurrence, and communication of information. Answering a question from Trustee AuCoin, Mr. Creek clarified that the SOU threat was a note left in a bathroom which students turned in to the help desk at the Stevenson Union.

He informed trustees that SOU alerts are the primary means of communicating with the community. The alerts are fast and effective, allowing the Crisis Management Team to get the most information out to the community in the shortest amount of time. Mr. Creek praised Ryan Brown, Head of Community and Media Relations, and Nicole Aleman, Director of Marketing, for the success of the notifications accomplished through social media.

Trustee Vincent asked if there was a mutual aid protocol for support between the universities. Craig Morris said there was not but during the emergencies he offered up several services from SOU. He indicated a formal protocol would be a good idea and there will be future discussions on that issue. Trustee Vincent further commented that there are other entities that should be notified when activating an Emergency Operations Center. Mr. Creek agreed and they have identified other entities on campus that need to be notified, such as mail services and food services. SOU has a great Crisis Management Team, along with other caring, involved SOU employees. Their response to this incident showcased their skills and the planning they have done. Mr. Morris mentioned that Mr. Creek had extensive expertise in crisis management and praised Mr. Creek's performance during the recent emergencies, saying his performance exceeded expectations. Mr. Morris also praised Ryan Brown for his response during these crises.

Committee Reports

Executive and Audit Committee Chair Thorndike reported that the committee is evaluating proposals from two firms for the external auditor position at SOU. He also briefed the committee on the consultations he and Trustee Sevcik had with the three constituent groups regarding the possible extension of President Saigo's contract. He noted that he would provide this information to the board later in the meeting.

Academic and Student Affairs Committee Chair Sayre updated the board on the last two committee meetings. At the September 17 meeting, the committee continued its education with a great presentation by Taylor Burke, the Director of Student Support and Intervention; reviewed the accreditation timeline; reviewed the report due to the HECC in December; and started discussions on a possible MOU with Klamath Community College (KCC) on staff rates. At the October 15 meeting, the Provost gave her five-point message; the committee reviewed the new proposed curriculum approval process, which Trustee Sayre will present to the board later in the meeting; Matt Stillman, University Registrar and Director of Enrollment and Retention Assessment, presented information on the numerous considerations of entering into an MOU with KCC and RCC; and Trustee Sayre walked the committee members through the institutional report to ensure understanding of the problems SOU has been facing.

Finance Committee Chair, Trustee Nicholson updated the board on the last two committee meetings. At the September 17 meeting, the committee reviewed the budget process and continued their athletics funding discussion. At the October 15 meeting, Penny Burgess, USSE,

Director of Treasury Operations, provided an investment update; Chris Stanek, Director of Institutional Research, gave an enrollment update; and Mark Denney, Associate Vice President for Budget and Planning, discussed Other Personnel Expenses and budget assumptions.

Government Relations and Legislative Update

Liz Shelby, Chief of Staff and Director of Government Relations, mentioned her retirement on November 30 and that she talked to President Saigo and Chair Thorndike about coming back to work during the February legislative session, which starts on February 2, to work on a few outstanding issues for SOU: the \$55 million shortfall from the last legislative session for higher education funding; McNeal funding of an additional \$2 million; and 11F state bonds to accelerate the theater building renovation and creation of a space for JPR.

Ms. Shelby said the treatment of sexual assault victims is still a priority for some legislators and that SOU is in the lead in that area. Regarding crisis management legislation, she said there needs to be some consistency among educational institutions. Ms. Shelby said the legislature is going to clean up the language in some of the statutes regarding the dissolution of OUS and the creation of the new governing boards.

She noted that SOU will be seeking the board's assistance with a few issues in the upcoming legislative session. The universities will engage the boards, collectively, in the upcoming session. There are 77 study groups for university policies and community college issues. Pointing out that OUS engaged lobbyists, Trustee Nicholson asked if the HECC would do the same. Ms. Shelby was not sure. She recommended that SOU consider creating a full-time position for legislative work but reminded them that it was President Saigo's decision to make

President Saigo said that, without reservation, Ms. Shelby was the very best he has ever worked with. She took on three jobs – Chief of Staff, legislative liaison and interim board secretary – and performed superbly. Trustee AuCoin also praised Ms. Shelby, adding that SOU is very lucky to have her.

Chair Thorndike pointed out that the HECC hired a new chair, Neil Bryant, and asked Ms. Shelby for advice on working with him. Ms. Shelby replied that Mr. Bryant has knowledge of and experience with higher education issues and she thought SOU was in good hands. Trustee Nicholson has a previous relationship with Mr. Bryant and concurred with Ms. Shelby's comments. Looking down the road politically, Trustee Hennion pointed out that two representatives will be leaving and asked Ms. Shelby for her advice on working with the legislature. Ms. Shelby was not ready to answer that question, and added that SOU needs to know who will take those seats before the university can decide how to proceed.

In addition to helping in Salem, Trustee Vincent believed the trustees could take action in the districts to help represent the university. For example, the trustees could meet with legislators in their districts. Ms. Shelby thought that was a good idea and was one more way to build relationships.

Enrollment Update

Since Chair Thorndike was the only trustee who had not yet heard the enrollment update during the previous day's meetings, Mr. Stanek covered only a couple of points. He noted the figures have increased a bit since his presentations one day ago. The updated FTE was 4,309, well above the

target set by the retrenchment metrics. This is 47 FTE below where SOU ended last year but Mr. Stanek anticipates that will improve with the addition of dual enrollment numbers.

Curriculum Approval Process

Trustee Sayre presented the proposed curriculum approval process to the board, asking the board to allow the Academic and Student Affairs Committee to make decisions on the programs. She described the main issue as timeliness, given that the committee meets monthly, the board meets quarterly, and proposals still have to get to the Provost's Council. The HECC does not want to make decisions on particular curricula; they just want to give their stamp of approval. PSU already uses this proposed process and finds it effective.

Trustee Nicholson wondered if there would be added value in the board ratifying a decision the committee makes. Dr. Walsh reiterated the committee's requirement to keep the board informed and believed inserting the board into the process might hold it up given the less frequent meetings of the HECC compared to those of OUS. Mr. Catz was concerned with cases where the board may choose not to ratify a decision. The board members discussed whether or how the board should be involved in the approval process and questioned whether the committee should act on behalf of the board. Responding to Trustee Shih's concern about having no advance notice of the need to make a decision, Trustee Sayre discussed the committee's recommended reporting requirements. Trustee Sevcik liked the proposal and, since trustees were able to attend Academic and Student Affairs Committee meetings, they could be involved at that stage of the process if desired.

Trustee Sayre proposed the following motion: that the full board delegate authority to the Academic and Student Affairs Committee to establish academic programs and curricula. With this delegation of authority, the committee shall be required to keep the SOU Board of Trustees informed of new proposals at regular meetings of the board and more often when necessary. Trustee AuCoin seconded the motion. It passed unanimously.

KCC-SOU MOU

Trustee Sayre provided background information on the proposed MOUs to offer staff tuition rate privileges to KCC and RCC, recognizing that a lot of work still needs to be done. Academic and Student Affairs Committee members have been working on the MOU and agreed upon several points to be included. The committee concluded that they wanted to allow a working group of staff, including the registrar's office, to move forward with exploring the issues. The committee is asking the board for permission for the staff to continue to work on the MOU, taking into account, the considerations discussed in previous meetings (e.g., face-to-face courses, inclusion or exclusion of online courses, pilot program, starting in the fall, keeping the rate at 30 percent, a maximum of 12 credit hours, reevaluation after one year, employees only (no dependents), at least half-time employees, possibly including "settling up" language and a cap). December 31, 2015 is the deadline for making a decision on whether to allow the staff to move forward with drafting the MOU. Trustee Nicholson clarified that Trustee Sayre was asking the board to approve the concept in general, with details to be finalized by the staff. Mr. Catz stated that the MOU would not be presented to the board again before the December deadline.

Trustee Vincent made the motion that the board authorize staff to develop a staff tuition rate privilege agreement between Southern Oregon University and Rogue Community College and Southern Oregon University and Klamath Community College, subject to mutual agreement of terms by the parties, to be designated as a pilot program commencing in the fall 2016 term and that the full board shall make final approval of the agreements. Trustee Slattery seconded the motion; it passed unanimously.

Presidential Search

The board took a 15-minute break and resumed the meeting at 3:29 p.m. Chair Thorndike pointed out that President Saigo has excused himself because he did not want to inhibit conversations on the next two topics, the presidential search and the SOU president's contract.

Chair Thorndike advised on discussions he and Trustee Sevcik had with members of the president's cabinet and the three constituent groups. He said the consultations were extremely valuable. Everyone showed compassion and passion for making sure SOU has a sustainable future and will serve the needs of our students, region, state, and beyond.

The OUS Chancellor's office had the charge to hire presidents. This will be SOU's first time hiring its president in a new way. Chair Thorndike said the board needs to do this thoughtfully, correctly, yet expeditiously; it is the board's decision to craft a way forward. He proposed creating a small subcommittee with the charge to bring forward the types of decisions and information the board will need to create the criteria for selecting the next president. The subcommittee could bring on additional members and could work with a consultant of its choice. Chair Thorndike reminded the board of President Saigo's willingness to help with this process to make it a smooth transition.

In addition to giving the working group the charge to conduct the necessary research, Chair Thorndike wants the board to give Mr. Morris the ability to contract with a consultant to help the board in the development of the RFP for an executive search firm. In the board's retreat in January, they will focus on this matter, finalize criteria and come to a consensus on the best direction forward.

Chair Thorndike was considering a motion to form a working group to engage in information gathering and reporting to the board regarding the SOU presidential search; the working group will work until the board identifies the selection committee and how they want to go forward with this. He and Vice Chair Sevcik would like Trustee Hennion to chair the working group and have spoken to her about it. The working group would need two additional trustees—keeping in mind quorum issues—plus representatives from other groups.

Trustee Sevcik said, in the consultations, the board was criticized for not moving forward more quickly with this issue and the board needs to recognize and take responsibility for that. Trustees need to act with prudence moving forward.

Chair Thorndike then asked for thoughts from the trustees. Trustee Steinman asked for clarification on how and when the search committee would be formed. Chair Thorndike referred to the OUS policies on presidential searches and said they would have to decide which of those policies they wanted to stay with and which ones they would want to modify. Trustee Hennion outlined what she thought her role would be. She would receive a debriefing from Chair Thorndike and Vice Chair Sevcik on their consultations; identify key criteria desired in a new president; develop a list of proposed criteria; finalize the list and the steps forward at the board retreat in January; and then issue the RFP for the search firm.

The trustees discussed the timing of the RFP for the search firm. Trustee Sayre asked whether the search firm could help with the process of developing criteria and the way ahead and whether it would be better to issue the RFP sooner rather than later. Mr. Morris agreed, saying the scope of work in the RFP could include the requirement to help the board develop criteria, job description and the steps forward. Responding to Trustee Hennion's question about whether the RFP could be issued now, Mr. Morris said it could be. He said they could issue the RFP, wait 3-4

weeks to allow responses, review and analyze the responses, then conduct interviews. It might be possible to have the search firm on board before the January retreat. In the meantime, the working group can use non-search firm resources, such as the Association of University Governing Boards, to help with the process.

Trustee AuCoin questioned why the board would launch a search without knowing why President Saigo's contract was not extended. He questioned the wisdom of trying to recruit an all-star president in an environment involving retrenchment, retirements of senior faculty, growing expenses and a questionable legislative environment. He believed this was a recipe to get a "third-stringer." Trustee AuCoin wanted to go on record as adamantly opposing this course of action and that he thinks the board is making a big mistake. Chair Thorndike acknowledged Trustee AuCoin's position. Trustee Hennion believed SOU did not have to accept a third-string person and reminded the board that President Saigo offered his assistance and would stay longer if needed.

Trustee Slattery expressed concern about the narrative used. For example, President Saigo closed his remarks with a comment about those who opposed him and Trustee Slattery clarified there was no one who opposed President Saigo. He noted that there were people with differences of opinion on how to move SOU forward. There is a pool of talent who would love the chance to come to this great institution and the board has the opportunity to build something positive.

Trustee Vincent supports the direction the board is going. He has met with Ms. Shelby's counterpart at EOU to talk about their experience hiring a new president, someone from the private sector, and it seems to be going well for them.

Trustee Shih asked for clarification on the reasons for the proposed course of action. At a previous board meeting, she thought trustees were asked if they should extend the president's contract and that a survey should be conducted to get feedback from the campus community. At this meeting, President Saigo announced that he would complete his contract and depart in June 2016. To her, it seemed like something happened in the intervening time period that made President Saigo decide not to extend. Chair Thorndike responded, saying he and Trustee Sevcik thought sharing the outcome of the consultations with President Saigo was the honorable thing to do. So, they told President Saigo what they heard during the consultations, he made the decision to complete the term of his contract but not seek an extension, and he advised his cabinet of that decision.

Trustee Sevcik said she spent time with President and Mrs. Saigo and believes the board needs to treat the President with respect as it goes forward. He is a valuable resource. She said the board might not find someone better than President Saigo but constituents want the board to find someone to carry on his legacy.

Recognizing her expertise, Chair Thorndike invited Ginny Lang to share any thoughts and recommendations she had. Ms. Lang worked at the University of Oregon on governance issues for four years and now works with university presidents to maximize their effectiveness in Salem. The University of Oregon recently went through a similar process so now there are three examples of presidential searches SOU can examine. From a broad brush approach, she thought the ideas being discussed were on target and that we needed a small group to work through the processes. There is a wide variety in the types of search firms. She mentioned that the University of Oregon did a proactive recruiting search that was confidential and it worked well.

Trustees Nootenboom, Slattery and Nicholson volunteered to be on the working group. However, given Trustee Nootenboom's lack of long-term availability and that the working group would constitute a quorum of the Finance Committee, he excused himself and Trustee Bodager

volunteered in his stead. The working group composition would consist of Trustees Hennion, Slattery, Nicholson and Bodager. Trustee Hennion advised the group that she would be unavailable to meet in person until after November 4 but would be available by telephone and email. Mr. Catz reiterated that the group could include non-board members.

Chair Thorndike read a proposed motion that the SOU Board of Trustees form a working group to engage in information gathering and reporting to the board regarding the Southern Oregon University presidential search as discussed today; the presidential search working group shall exist until the board determines there is no longer a need for the group or until a new president is hired for Southern Oregon University; the board members on this group shall be Lyn Hennion, Paul Nicholson, Dennis Slattery and Sheri Bodager, with non-trustee group members to be identified; the work of this group will inform the board's approach regarding the search for the president of the institution. Mr. Catz opined that the group should be referred to as an ad hoc committee rather than a working group. So moved by Trustee Vincent, Trustee Steinman seconded the motion. Trustee AuCoin opposed and all other trustees approved the motion.

SOU President's Contract

Referring to President Saigo's decision not to seek a contract extension, Trustee Sevcik acknowledged how difficult it was for everyone. As a show of respect, she made the motion to remove "Interim" from President Saigo's title and from his contract. Trustee Slattery seconded the motion and it was approved unanimously. Mr. Catz advised, the board would need to advise the governor's office of this decision.

Trustee Nicholson asked if they needed to take action to change the president's contract beginning in July 2016 to reflect the expectation that the contract will continue until a new president takes office. Mr. Catz advised that an amendment would be needed but could be done at a later date. Chair Thorndike mentioned that President Saigo is an at-will employee, meaning upon 30-days notice from either party the employment can be changed.

Trustee Sayre stressed the short timeline and said they do not want to waste any time on the presidential search process. Chair Thorndike suggested pursuing courses of action in parallel so the search is not delayed. Mr. Catz said board authorization is not necessary for the issuance of an RFP but the terms of the contract would be subject to board approval. Trustee Hennion would prefer to have a consultant help them at the outset then issue an RFP later in the process. Mr. Morris said this could be done and a consultant could be hired through a process other than an RFP. Trustee Nicholson expressed concern over the timeline and Mr. Catz said SOU could hire a search firm using an RFP even without board action.

Adjournment

Chair Thorndike adjourned the meeting at 4:34 p.m.

Date: January 22, 2016

Respectfully submitted by,



Sabrina Prud'homme
University Board Secretary