



Board of Trustees Meeting

Friday, June 16, 2017

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

DeBoer Room, Hannon Library

MINUTES

Call to Order and Preliminary Business

Chair Thorndike called the meeting to order at 12:05 p.m. He welcomed Jeff and Jennifer Nootenboom, Trustee Nootenboom's parents, Tyler Takeshita, Daryl Maplethorpe and Shanztyn Nihipali.

The following trustees were present: Bill Thorndike, April Sevcik, Sheila Clough, Lyn Hennion, Paul Nicholson, Jeremy Nootenboom, Daniel Santos, Teresa Sayre, Judy Shih, Dennis Slattery, Joanna Steinman and Steve Vincent. Trustee Les AuCoin participated via teleconference. Trustee Shea Washington was absent. Trustee Linda Schott (ex officio) also was present.

Other meeting guests included: Jason Catz, General Counsel; Craig Morris, Vice President for Finance and Administration; Dr. Susan Walsh, Provost and Vice President for Academic and Student Affairs; Jennifer and Jeff Nootenboom, Trustee Nootenboom's parents; Janet Fratella, Vice President for Development; Dr. Karen Stone, Associate Vice President for Academic Resource Management; Dr. Greg Jones, Director of Business, Communication and the Environment; Shanztyn Nihipali, SOU student; Steve Larvick, Director of Business Services; Tyler Takeshita, ASSOU President; Devon Backstrom, ASSOU/OSA; Deborah Rosenberg, Faculty Senate Chair; Mark Denney, Associate Vice President for Budget and Planning; Ryan Schnobrich, Internal Auditor; Joe Mosley, Director of Community and Media Relations; AO Black, League of Women Voters; Kelly Moutsatson, Co-Executive Director of Student Enrollment; John Stevenson, User Support Manager; Don Hill, Classroom and Media Services Manager; Sabrina Prud'homme, Board Secretary; and Kathy Park, Executive Assistant.

Trustee Sayre moved to approve the April 21, 2017, meeting minutes, as presented. Trustee Slattery seconded the motion and it passed unanimously.

Public Comment

There was no public comment.

Lunch and Campus Update

As part of the board's required periodic training, Jason Catz provided a governance and ethics overview. He reviewed with trustees the fiduciary duties of care, loyalty and obedience. Mr. Catz then discussed responsibilities of individual trustees, including safeguarding SOU's assets and speaking candidly while fostering respect for others'

opinions. He reminded trustees that the board chair speaks for the board and the president speaks for the university.

Discussing delegation of authority, Mr. Catz said trustees must maintain the balance between management (the role of the president) and governance (the role of the board). The board has retained certain responsibilities for itself but most activities in the operation and mission of the university have been delegated to the president.

Responding to Trustee AuCoin regarding contacting vice presidents and staff, Mr. Catz suggested first asking if an issue could be handled through the board secretary on behalf of the chair or directly with the chair, vice chair or committee chairs. He said the president manages calls from trustees to vice presidents and recommended that trustees not call subordinates. To respect everyone's time, President Schott said trustees should send questions to the board secretary, who will direct them appropriately.

Regarding ethics and conflicts of interests, Mr. Catz said the key concepts of government ethics laws are use of office, gifts, conflicts of interest and the statement of economic interest. These laws are a personal responsibility and any breach is an individual responsibility. Responding to Trustee Clough's inquiry, Mr. Catz said SOU does maintain insurance that would indemnify trustees in appropriate cases. He discussed the prohibitions regarding use of office, as detailed in the meeting materials. He encouraged trustees to contact him with any issues and said he would coordinate with the Oregon Government Ethics Commission when needed. Discussing gifts, Mr. Catz stated the rule, defined the term and exceptions as detailed in the meeting materials, and then covered potential and actual conflicts of interest.

Mr. Catz mentioned the public records law and the ability of any person to inspect nonexempt records. He cautioned against using personal email accounts to conduct board business and stressed the importance of professionalism in email messages.

Mr. Catz then discussed the public meetings law, including the open nature of meetings and notice requirements for meetings and other instances when a quorum exists. Executive sessions are not open to the public but no final decisions can be made in such sessions. Public meetings can take place via email. Responding to Trustee Nicholson's inquiry regarding social gatherings at which a quorum is present, Mr. Catz said there is an exception for social events; however, if a social event is organized for the board, notice is given. Regarding conducting business at a meeting when a quorum existed at the outset but not throughout the entire meeting, Mr. Catz said the board's bylaws say it cannot conduct business, which would include making decisions and holding information sessions, without a quorum. The public meeting law does not restrict the holding of information sessions without a quorum. Mr. Catz and Trustee Nicholson thought this was an issue the board may want to reexamine.

President's Report

Strategic Planning Update – President Schott reminded trustees that the board approved the process and timeline in January; she then recounted each of the major steps in the process that has been completed, especially the values, as detailed in the meeting materials and which informed the vision and mission. Moving to the draft

vision and mission as detailed in the meeting materials, President Schott described how the campus has been engaged in creating them.

Trustee Shih stressed the need to motivate students; President Schott agreed it was critical and said it was somewhat implicit in the idea of guiding learners. Responding to Trustee Clough's inquiry regarding measuring progress in attaining the vision, President Schott thought progress could be measured and particular attention would be paid to measurements in the strategic directions, goals, and objectives. Trustee Nicholson thought "professional preparation" reflected the basic perception that students are at the beginning of their careers, not moving into new careers or moving within their particular professions. He recommended changing it to "professional enhancement" or a similar phrase and President Schott concurred.

President Schott said there is a lot more work to be done so the Cabinet plus-three group, the strategic planning committee, and a subcommittee will work throughout the summer to refine the draft statements and begin drafting the large strategic directions and the key goals under them. These should be ready when everyone returns in the fall, when stakeholders will continue to develop the strategic plan.

Development Update – President Schott said fundraising is going well, that they have exceeded the target. Janet Fratella said the SOU Foundation received a major gift and she thought they might hit the \$5 million mark this year. Funds raised go to capital, public outreach, and scholarships, which continues to be a priority. Responding to Trustee AuCoin's inquiry about staffing, Ms. Fratella said she had eight individuals in her office and the challenge now is there are not enough front-line fundraisers. President Schott said she has asked Ms. Fratella to provide a staffing proposal.

Fraud Investigation Update – President Schott addressed the recent fraud suffered by the university that resulted in \$1.9 million being transferred to an unauthorized recipient impersonating an SOU vendor. She said her staff responded appropriately and immediately by reporting the matter directly to her as soon as it was known and informing the FBI so they could launch a criminal investigation. She reported the matter to Chair Thorndike immediately.

Staff began taking steps to recover the funds, began an internal review of what happened and how it will be prevented in the future, and began the process of determining the extent of SOU's insurance coverage for this event. These efforts have already resulted in the return of \$609,000 to SOU. President Schott said she and her staff will continue working on it and resolving each of these efforts will take time.

President Schott acknowledged that the trustees have important questions that must be asked of her and her staff and, over time, will be answered. However, due to the ongoing nature of the FBI investigation, SOU's internal review, and efforts to recover funds, President Schott said she could not provide a great deal more detail on the matter. She committed to returning to the board with regular updates until the matter is resolved and invited trustees to lodge their questions and much discussion ensued.

Trustee Santos stressed two main points, both of which are being pursued: trying to get back any available resources and finding out what went wrong. Trustees Slattery and Steinman pointed out that trustees have already sent the board secretary numerous

questions or met with the general counsel. Trustee Clough said the tragic aspect to this crime is that preventing a similar occurrence will take resources away from the people the university wants to serve. Trustee Shih recommended reaching out to other universities to help them avoid being victims. Trustee AuCoin stressed the importance of SOU's risk officer in such situations. Trustee Nicholson expressed interest in SOU's insurance coverage and working with the insurance company to ensure continued protection. As a future agenda topic, Trustee Vincent requested a presentation from staff on processes in place to combat computer-related fraud. Mr. Catz confirmed for the record that the crime at issue was a computer fraud, not telephonic. Chair Thorndike expressed his appreciation for the university's rapid response and preparations to resolve the issue and stressed that this will be an ongoing conversation.

President Schott praised Brad Christ, SOU's Chief Information Officer, and said he will make a presentation to the board on cyberfraud issues. Craig Morris added that SOU engaged the FBI as well as the State Treasury, Department of Justice and Department of Administrative Services.

General Updates – President Schott recognized the board's interest in understanding better how SOU engages students, especially after the tuition increase and the HECC meeting. The HECC notified SOU on a Friday that an SOU student expressed concern about involvement in the Tuition Advisory Council (TAC). President Schott met with TAC the following Monday and asked Provost Walsh to call a special meeting of that group. It was a productive meeting and TAC came up with some clear plans for improvement: 1) Create a position description for student members that clearly articulates the role, responsibilities and desired qualifications; 2) Make sure students are appointed to the committee as part of the formal process of appointing students to committees that occurs early in the fall term; 3) Invite President Schott to the first meeting to set expectations for the group; 4) Hold student forums and/or a TAC student panel where students can ask questions; 5) Create an online "University Funding 101" course that can be linked to the budget website and accessed by anyone; 6) Make the pro forma easier to understand and train students on reading the pro forma and understanding the assumptions; 7) Require faculty and student senators to report to their constituent groups information on tuition increases; 8) Take formal minutes and record votes; and 9) All TAC members should attend board committee and full board meetings where their work is presented and discussed.

President Schott said she has also continued her outreach to the general student body, including her "Cookies with the President" and engaging the Financial Aid Office to be even more proactive with students.

President Schott highlighted recent accomplishments of student athletes, athletic teams, and SOU's conference and NAIA standings.

With Mr. Morris' upcoming retirement, President Schott said a search committee was assembled and she discussed the search timeline, which culminates in November. Responding to Trustee Nicholson's inquiry, President Schott and Mr. Morris said the position would be advertised at regional conferences and higher education and finance and administration organizations.

Committee Reports

Executive and Audit – Chair Thorndike said the committee adopted the 2018 Internal Audit Plan and the internal auditor provided a quarterly update on his activities. In Trustee Shih's absence, Trustee Steinman provided an update on the Governance Work Group, saying the group is making progress on the board handbook. The presidential evaluation process continues, trustees will be asked for their input and the board will take action on it at an upcoming meeting.

Finance and Administration – Trustee Nicholson said the committee has had two meetings since the last board meeting. Most of the committee's work has been on the budget. In April, the committee used the pro forma to examine different funding scenarios, which led to the committee's recommendation to the board on the tuition rate. In May, the committee reviewed the draft budget, which will be presented to the board for approval. The committee also reviewed the contractual and financial side of the proposed relationship with Academic Partnerships. Penny Burgess provided an investment report and the committee received a presentation on the purchase of water restoration certificates to offset SOU's water use.

Academic and Student Affairs – Trustee Sayre said Provost Walsh provided several updates at the committee's meeting. The Provost's Council approved the Health Care Administration undergraduate program proposal and it will go to the HECC in August. The Bridge Program has met its enrollment capacity of 50 students. The initial training on Adverse Childhood Experiences went well and there is movement to go forward with RCC to provide that training to other employees. The committee also heard highlights on SOAR and TRiO programs; a faculty Fulbright Scholar award; filling of the housing director position; and Senate Bill 54. The discussion on safe spaces at SOU did not take place because the committee spent a lot of time discussing the proposed relationship with Academic Partnerships; the committee recommended the board approve the proposal.

Student Leadership Report

Tyler Takeshita thanked the trustees for inviting him to meetings over the year. He said he appreciates the support and value the board places on student input in decision-making. On July 6, students will hold a rally to encourage Senator DeBoer to allocate more funding for higher education. Associated Students of Southern Oregon University (ASSOU) has made changes to its bylaws, most notably on the recreation center. Daryl Maplethorpe and Leo McCaffrey were elected president and vice president, respectively. Ms. Maplethorpe thanked President Takeshita for his work and thanked the board for giving ASSOU time to report on its activities. She said she is looking forward to working on exciting issues over the next year, including sexual assault issues, consent laws in Oregon, college and housing affordability, and expanding the food pantry.

Faculty Senate Report

Deborah Rosenberg said this has been a busy year in the senate. They have also been working on their bylaws and spent a lot of time on curriculum, programs, and promotion and tenure clarifications. They voted to approve and support awards for faculty, individual classes, entire curriculum improvements and overhauls, and new programs. The senate supported committee work, ratifying and appreciating the work done, not overturning and undoing the work. She said they are proud the senate

supported Indigenous People's Day. Faculty senate supported the tuition increase, with reluctance but understanding the necessity. They also are actively engaged in strategic planning. Lastly, the senate unanimously supports the work of the provost, president and board.

Trustee Recognition (Action)

Taking agenda items out of order, Chair Thorndike next recognized Trustee Nootenboom for his service on SOU's inaugural board. Chair Thorndike read the proposed resolution included in the meeting materials that detailed some of Trustee Nootenboom's many contributions to SOU and to the board. Trustee Santos moved the motion. Trustee Slattery seconded the motion and it passed unanimously. Trustee Nootenboom expressed his appreciation for serving on the board. Chair Thorndike presented Trustee Nootenboom a small commemorative gift.

Request to Execute Contract with Academic Partnerships (Action)

President Schott said that she has been looking for ways SOU could serve new markets and the relationship with Academic Partnerships would do that. She mentioned the market analysis Joe Lynch and Colleen [Walker] from Academic Partnerships completed on offering an online MBA at SOU. Academic Partnerships brings a high level of expertise to this relationship and she recommends entering into the contract.

Dr. Walsh said she appreciated Dr. Greg Jones' and Dr. Karen Stone's participation in the process. SOU faculty and staff have done their due diligence and engagement has been high. Dr. Jones added that they tried to answer all the hard questions to find out if SOU truly could make it work and he felt SOU could with Academic Partnerships.

Responding to Trustee Shih's inquiry, Dr. Stone said the proposal operates as a carousel model and a class could grow from 20 to 100 students. One hundred students would be too many for one faculty member, so SOU could employ coaches to help smaller groups and their day-to-day questions, allowing faculty to focus on the course. Coaches would be hired based on enrollment and SOU would bear those costs.

Mr. Catz addressed some of the terms of the proposed contract. Since this is for educational services, it is an exempt procurement. The term of the contract is ten years, which is why it is likely to exceed the \$500,000 threshold. If a second program is added, the term for that new program is ten years. There are automatic five-year renewals unless a notice of termination is provided. The revenue split is 50-50. Academic Partnerships has a right of first offer for new SOU online programs that involve third parties. The related Instructional Connections agreement for coaches is not part of Academic Partnerships and SOU would bear all those costs.

Responding to Trustee Shih's inquiry, Mark Denney said there is the possibility of state funding for Oregon resident students but that has not been factored into SOU's financial analysis. State funding would not be split with Academic Partnerships; only tuition would be split. Mr. Morris added that Dr. Stone has created a comprehensive costing pro forma that is conservative and does not factor in state support. Even with the very conservative costing model, Mr. Morris said he sees this as an extremely financially successful arrangement, with very low risk.

Responding to Trustee Vincent's inquiry, Dr. Walsh said anything different from what is being done currently is always a concern. SOU is a very face-to-face institution and cannot deliver this online program alone. The challenge was to help faculty understand this is not something SOU could do in house, that its revenue stream has the potential to help the university and it is just one program. Academic Partnerships is focused on only a few types of programs and the fear of SOU becoming an online university is unfounded.

Trustees Vincent and Clough pointed out that this is an opportunity for SOU that can help with economic growth, both for the university and for the area. President Schott added that there would be a collateral benefit from Academic Partnerships marketing the online program. Trustee Santos thought the program was important because it goes after a market well beyond high school graduates and can positively impact funding from the state.

Trustee Nicholson said the Finance and Administration Committee could not find much in the way of potential financial risks or downsides to the contract. He pointed out that the financial cost to SOU will be around \$50,000 as part of the setup. This cost can be covered with ten students per cohort, which is small in relation to the expected numbers of students.

Trustee Sayre moved: I request approval [for the president] to enter into a contractual agreement with Academic Partnerships for the online delivery of SOU's MBA program, including the following material terms: 1) That the term of the contract be ten years from the date of the launch of any program implemented under the agreement; 2) That, following any program's initial ten-year term, the university may agree to renew the contract for an additional term of five years; 3) That any five-year term of renewal shall also be renewable for additional five-year terms until such time that either party elects not to renew the agreement; and 4) That SOU and Academic Partnerships shall each receive 50 percent of the revenue generated by any online programs subject to this agreement.

I further request approval [for the president] to execute any further agreements necessary to implement the online programs covered by the agreement, subject to the board's authority requiring approval of agreements where the anticipated cost or value to the university exceeds \$500,000.

Trustee Nicholson recommended clarifying that the revenue to be split would only be tuition revenue. Mr. Catz said he would take that direction in finalizing the contract.

Trustee Nootenboom seconded the motion and it passed unanimously.

Fiscal Year 2017-2018 Budget (Action)

Trustee Nicholson said this was the third budget process the board has been through and, each time, the trustees get more information and a deeper understanding. The process has improved each time, particularly with use of the pro forma. Committee members expressed concern about the status of the reserves, the budget, the tuition increase and the impact on programs and services for students. He said SOU is still above the 10 percent ending fund balance threshold. However, there is still a lot of uncertainty regarding state funding and enrollment.

Mr. Denney reminded trustees that this was a 9-month process with in-depth discussion and analysis. There was significant engagement across campus. One key budget aspect was the retrenchment requirement for an ending fund balance of at least 10 percent. The level of state funding for the PUSF is unknown but the board made a commitment to reduce tuition at different funding thresholds and would maintain an ending fund balance over 10 percent in each scenario.

The three key areas of the proposed budget are budgeted operations, designated operations and auxiliary operations. Budgeted operations and designated operations have deficit budget projections, but may end with a surplus status. Auxiliary operations is projecting a surplus budget. The total budget is \$82,229,067.

Mr. Denney then demonstrated the pro forma, using the draft budget. There are still some challenges over the next four years. He said SOU has been excessively cautious and conservative in developing the budget. Mr. Morris said the key to SOU's future success is the growth of enrollment. If SOU's enrollment growth is better than projected, it will have a major impact on future years and it will only take modest increases to sustain the fund balance at 10 percent or better.

Trustee AuCoin praised Mr. Denney's incredible work, saying the substance is excellent and Mr. Denney explains everything patiently and clearly.

Trustee Sevcik said that, when the trustees reviewed the budget in May, the deficit was going to be \$611,204. Although she is supportive, she said she could not raise tuition by 11.4 percent and have the board agree to a deficit budget. She feels strongly that the board must be prudent fiscally and she does not think this is. Chair Thorndike said it is important that trustees represent their own perspectives and that is what makes the board strong. Trustee Hennion and Mr. Morris later complimented Trustee Sevcik for her willingness to speak out and expressed their great respect for her.

Trustee Nicholson moved approval of the resolution as included in the meeting materials, in particular, that the Board of Trustees approves and adopts the Fiscal Year 2017-2018 budget in the sum of \$82,229,067, inclusive of budgeted operations in the sum of \$61,318,743; an auxiliaries budget in the sum of \$16,718,790; and designated operations in the sum of \$4,191,536. Trustee Sayre seconded the motion.

Responding to Trustee Vincent's inquiries, Mr. Denney said the deficit of \$780,000 is coming from the fund balance but the fund balance would still be above 10 percent. He confirmed that the figures are based on a 2.7 percent decrease in enrollment.

Responding to Trustee Shih's inquiry, Mr. Morris said that, if no money were recovered in the recent fraud matter, ultimately it would come from the reserve. He later said this would bring the fund balance to 8 percent, in a worst case scenario. Although the trustees need to have a conversation about what would happen if there were no insurance restitution, Mr. Morris said it could not happen at that time because it is so much broader than just covering a \$1.3 million loss. He added that SOU would work very hard to recover as much as possible of that amount. Mr. Morris encouraged the board to approve the proposed budget because he thought to do otherwise would cause academic programs and student support services to deteriorate.

Chair Thorndike then asked for the vote on the motion. Trustee Sevcik voted nay. The other trustees present voted aye. The motion carried.

Fiscal Year 2017-2018 Internal Audit Plan (Action)

Ryan Schnobrich discussed the internal audit plan, which proposes three assurance service engagements and five consulting agreements. He said he would also be dedicating time to investigative services, governance activities, risk assessment, internal control assessment and continued capacity building, with an eye towards an external quality assessment for internal audit in fiscal year 2019.

Trustee Sayre moved to accept the internal audit plan for the upcoming year, as included in the meeting materials. Trustee Nicholson seconded the motion and it passed unanimously.

Board Officer Elections (Action)

Discussing the elections of the chair and vice chair, Chair Thorndike said the SOU bylaws require the board to elect officers annually, usually in the June meeting. The board secretary did not receive any potential nominations for the position of the chair but did receive four for the position of vice chair: Trustees Sayre, Nicholson, Hennion and Vincent and said each indicated they would be willing to serve if called upon.

Chair Thorndike said he would be willing to serve as the chair for another year. As this is a critical point in time for the president, the board and the university, it was his hope that the current committee chairs would continue to serve in their positions. President Schott said she and Chair Thorndike have developed an excellent working relationship and she is interested in continuing to work with him. She praised the service of the other four trustees, saying she would be pleased to serve with any of them.

Trustee Sayre moved to reelect Chair Thorndike as the board chair. Trustee Sevcik seconded the motion and it passed unanimously.

For varying reasons, Trustees Nicholson, Sayre and Vincent withdrew their names from consideration for vice chair.

Trustee AuCoin thanked Vice Chair Sevcik for her service and said he appreciated her as a board member and as the vice chair. Trustee AuCoin moved to elect Trustee Hennion as the vice chair. He said Trustee Hennion brings knowledge of boards and governance, financial acumen, unerring judgment shown as a member of the board, and her efforts in leading the presidential search. Trustee Sevcik seconded the motion. The motion passed unanimously.

Collective Bargaining Update – Executive Session [Pursuant to ORS 192.660(2)(d)]

Due to a scheduling conflict, Brian Caufield was unavailable to provide an update.

Presidential Evaluation – Information

Chair Thorndike covered this topic in his committee report and had nothing further to add.

Legislative Update

Craig Morris began with the state revenue forecast, which was projected to be up approximately \$400 million for the 2017-19 biennium, exceeding the kicker threshold

by \$69 million. An almost equal amount will be paid to taxpayers unless the legislature makes a change. Senator DeBoer is putting forth a proposal to redirect all kicker funds to K-12. The K-12 operating budget in Senate Bill (SB) 5517 passed with funding of \$8.2 billion but advocates are seeking \$200-300 million more.

Regarding the Public University Support Fund (PUSF), the sports lottery funding for athletics will be restored to the previous level of \$8.2 million, which can be attributed to a lot of hard work especially from the student athletes. Mr. Morris said they are receiving positive signals that the PUSF will be funded higher than the co-chairs' initial budget. Mr. Morris detailed the tentative revenue package put forth in the session.

Legislators also are discussing cost containment. Senate Bill 1068 is a proposal on PERS reform and spending reductions for state agencies. Trustees discussed this topic.

Mr. Morris said he, President Schott, Provost Walsh, Chair Thorndike, Trustee Vincent and a big group of students attended TRU Day. They advocated for a \$100 million funding increase, restoration of the sports lottery, and capital projects.

Mr. Morris said he met with Senator DeBoer and Representative Marsh on the same day the Medford Mail Tribune published its story on SOU's fraud incident. Both legislators were supportive of SOU.

Responding to Chair Thorndike regarding the proposed bill that would require reporting of administrative costs, Mr. Morris said the bill is not just defining upper level administrators but all positions not represented by unions. This would include student support areas and would be bureaucratically onerous. The bill has passed the house and is moving to the senate.

President Schott added that the American Association of State Colleges and Universities asked her to serve as Oregon's state representative to work on state and federal political issues. It can be of service in fighting important battles. With Chair Thorndike's blessing, she accepted the position and will meet with them in July.

Mr. Morris said Liz Shelby continues to support SOU in its work upstate and SOU greatly appreciates her help and support.

Enrollment Update

Kelly Moutsatson reviewed the enrollment dashboard, adding that it is too early to speculate on fall enrollment. Regarding completions, applications are down about 4 percent but awards are up 21 percent. Total applications and admits are up slightly, resident freshmen are up, and transfers are relatively flat. Ms. Moutsatson provided updates on the success of programs such as Raider Registration events and Bridge Program. Her office also has created a viewbook specifically for transfer students.

Future Meetings

To hold down expenses, Chair Thorndike noted that President Schott has chosen not to have an investiture ceremony. The board is looking at using September 28 for a session for new trustees and September 29 for a board retreat. The board and committees would meet again on October 19 and 20.

Adjourn

Chair Thorndike adjourned the meeting at 4:21 p.m.

Date: October 20, 2017

Respectfully submitted by,

A handwritten signature in cursive script, reading "Sabrina Prud'homme". The signature is written in black ink and is positioned above the printed name.

Sabrina Prud'homme
University Board Secretary