

**Minutes of the Formal Session
of the
Oakland University Board of Trustees
November 9, 2009**

Present: Chair Jacqueline S. Long; Vice Chair Henry Baskin; and Trustees Monica E. Emerson, Richard A. Flynn, Michael R. Kramer, Ann V. Nicholson, and Dennis K. Pawley

Also Present: President Gary D. Russi; Senior Vice President Virinder K. Moudgil; Vice Presidents John W. Beaghan, Rochelle A. Black, Susan Davies Goepp, Mary L. Otto, and Mary Beth Snyder; Vice President and Secretary to the Board of Trustees Victor A. Zambardi; and Student Liaisons Tawnee S. Milko and Corey J. Schmidt

A. Call to Order

Chair Jacqueline S. Long called the meeting to order at 3:02 p.m. in the Auditorium of Elliott Hall of Business and Information Technology.

B. Roll Call

Mr. Victor A. Zambardi, Vice President for Legal Affairs, General Counsel and Secretary to the Board of Trustees, conducted a roll call and all of the Board members were present.

Chair Long made the following statement:

We have heard there are some concerning things being said around campus about conflicts between the Board and the administration. I can't speak for other Board members, but I for one am convinced that this University is headed in the right direction under this administration and Dr. Russi's leadership. Our primary role as a Board is to assure that the University is operating in a fiscally sound manner. We continually review financial reports and we believe that Oakland is in one of the strongest, if not the strongest, financial positions of any University in the State of Michigan. That doesn't mean that during the next year we won't have many difficult issues facing us. The Michigan economy remains weak and signs point to greater struggles in 2011 and into 2012. We will continue to challenge and question the administration to assure our financial position remains strong. We are on the verge of opening a medical school. We believe this school will transform not only the University but also our partner, Beaumont Hospital. We believe it will transform the greater Oakland community, bringing new energy and utilizing the talents of our existing highly skilled faculty and staff and those of our graduates. We believe it will create a much healthier community. We would not be in this position without the vision and commitment of our faculty and

administration under Dr. Russi's leadership. There should be no doubt that I strongly support this vision and commitment and continue to support Dr. Russi and his administrative team.

Trustee Richard A. Flynn made the following statement:

I've been on the Board a little bit more than a year. We're appointed by the Governor to represent Oakland University, the students, the faculty and the people in the State of Michigan. From my perspective, in the short period of time I've had, I have observed leadership in the sense of incubator projects, the Beaumont partnership, the updated facilities that we have, the fundraising that's raised millions and millions of dollars for this University, and this is all during a time of a glaringly difficult economic climate. When I was appointed by the Governor, I didn't take this job or this position to be a yes person. In my experience with the other Board members, we all question what is going on, we challenge, and I believe that's been encouraged. I think it's important to note that what I think we're talking about here is encouraging communication and collaboration, and that's certainly something I will do while I'm on this Board because it's important, and if the issues that were raised help push forward the idea of better communication and more collaboration, then so be it. I think it was a leadership move by Dr. Russi just to very rapidly address the situation and to meet with the folks who have those concerns. I will continue to support all ideas of communication. I will, when appropriate, participate in those communications with everyone on this campus. I'm very supportive and proud of what's been going on for this University.

Trustee Michael R. Kramer made the following statement:

A lot of my views have already been echoed by Chair Long and Trustee Flynn. I'm the other new kid on the block. Although I haven't had a long tenure here, I have had the opportunity to serve on numerous boards, federal, state and local, and as an attorney I have had immediate contact on a daily basis with people in the business world. Based on those associations, I would say that my experience on the Board so far, for the same amount of time as Mr. Flynn's, has reinforced my belief that President Russi is doing an excellent job and I'm totally supportive of his efforts, at least up to date.

Trustee Monica E. Emerson made the following statement:

I would like to say since I have been on this Board, and even prior to my being a Trustee, representing other organizations of the University, I have found the leadership to be completely committed to the good of this institution and I know that leadership goes beyond the execution of programs. It, in fact, sometimes means having to move an organization where not everyone may want to go, but sometimes it takes that kind of decision making from an organizational leadership that has the kind of vision and strength to do that. I'm proud to be a part of a Board that doesn't just go along to get along. I can tell you that having sat on a number of national boards, we have some very robust discussions about issues impacting the future of this institution because we all

care very deeply about it, but we all bring very different perspectives to the discussion. I think that's what you want from us and I have always found, in particular, Dr. Russi to be accessible, willing to listen and to have his ideas challenged and I think that speaks well to leadership. I think we always agree to respectfully disagree at times, but not to diminish the character, in particular, the leadership qualities of those to whom we have entrusted this institution. I know that there are always going to be times when there's not total agreement, but I do believe that the leadership of this institution is in extraordinarily fine hands and has been demonstrated year over year through so many of the projects the programs along with the growth that's been previously noted.

Trustee Ann V. Nicholson made the following statement:

I'm at the other end of the spectrum of longevity on this Board. I've been on the Board for 15 years and about the same amount of time as Dr. Russi has been President. When he came in, and certainly in the 15 years, there hasn't been total perfection. I think everyone in this room knows and he too knows that there were things that could have been better, but that's to be expected. People often ask me how things are at Oakland because, as we all know, things in Michigan are pretty grim. I tell them that we are very very fortunate to have a President who believes in planning. The first thing Dr. Russi did way, way, back was to develop a strategic plan, and I must say the Board came to the whole process quite reluctantly. Nobody really knew where this was going. He involved more than the Board. He involved the faculty, students, and also community people. It was a long and involved process which I thought would never end. I now see the value of all of that planning, and it really does focus the University. We are certainly in a stronger more visible position. Our students feel they can value their degrees more than they did 15 years ago. We don't hear people saying I want to transfer out of Oakland as soon as I can. You don't hear that anymore. I think that Gary's leadership has really made a huge difference in this process, so I too am very supportive of what he has been doing.

Trustee Dennis K. Pawley made the following statement:

Like Ann, I've been on this Board a long time. I've watched this University grow and move in the last 13 years that I've been on it. I just want to reiterate something I said in the Finance, Audit and Investment Committee meeting last week. If I were one of you folks sitting out there and coming to meetings every week, watching some of the banter and give and take that comes back and forth among members of the Board and administration, it might be easy to sit out there and say they argue all the time, they really disagree on a lot of things. I will tell you the type of meetings that you see and the type of interaction you see between Trustees and members of the administration on topics that come, that type of banter that goes back and forth, is really a strength of this University. If you have ever had the opportunity to go around the state and sit in other board meetings, too often trustees or board members add nothing. They act as rubber stamps to an administration. They all want to get along with each other. You don't see that here. What you see is an administration or Trustees that bring issues to the table and you will see a good give and take that goes back and forth between administration or Trustees. You watch in the meetings what is being debated. It is never the

individual, it is each issue and the different sides that are on it. Attacking individuals does nothing to help anyone accomplish anything except personal agendas. So the strength of this University is that we debate issues maybe from different sides and sometimes it will look like we have major disagreements, but the strength is that type of give and take and that banter that you get on issues, not on personalities, is what leads this Board to making a lot of very good positive decisions that can contribute tremendously to the growth of this University. Ideas come from the administration and then they are built upon. I can tell you right now Gary never gets everything that he asks for and the Board challenges and what you end up with is a much richer, much higher quality decision by having that give and take that you see. Another point that I made at the Finance Committee meeting is that when you sit out there and see that, never think for a minute that the Board doesn't support the types of things that Gary and his administration are trying to accomplish. We do, not in its entirety, but we contribute value added ideas or offer points for the administration to reconsider and go back. No one should have any doubt on this campus of the unequivocal support that this Board, as you've heard so far has for the President of this University and his entire staff.

Trustee Henry Baskin made the following statement:

I did see a couple of documents, some of which alluded to a lack of transparency that we as a Board did not make the appropriate decisions for the good of the University. As I have driven around this campus for the last 13 years, and walked and looked, I realized that if I worked here, I'd be really happy. What a great place to work. If I could get a job here, I would take it. There are those who say there is something wrong here, that the Board takes its orders from the administration. Ask the Vice President for Finance how he enjoys me engaging him. Ask Dr. Snyder, ask Sue Goepp and ask our Provost. He knows that we're all of a mind to do what we think is best for the University. I don't know who is in this audience to tell me that this Board is not doing its job. I don't know who is in this audience to tell me after 13 years that this President is not doing his job. I'm not certain who you are, but I'd sure like to see you raise your hands if you believe and if you don't believe, then there is nothing more to say. But if you believe that something has gone awry, that the power is vested only in the President and his administration, you're making a critical error in determining how this University will grow and how it has grown in the past. You can say whatever you want about me as an individual, I come by appointment from two governors who are diametrically opposed. I'm serving now my 13th year and hope to continue three more, but I will not tolerate anonymous criticism of this Board. It is this Board's policy and this Board's decision to support the administration, because if you sit here, if you take time out, come down from your offices and come to our Finance Committee meetings and come here when we talk about tuition, you will know that we don't always agree. I don't know if any of you are here, but if you are here and you want to challenge me, I'll take it anytime. The Michigan Supreme Court has said this Board is a separate and self-governing corporate body made so by the Constitution; it is a constitutional corporation of independent authority which within the scope of its functions is coordinate and with an equal to the legislature. They can't fire us, they can't hire us, and our decisions are made so that we can hire presidents, fire presidents, approve programs, approve expenditures and do all of the things necessary to meet our financial and fiduciary duties which we have done.

For someone to write a piece criticizing the Board and then criticizing the administration put in place by the Board is a disservice to everyone here. Look around you, go outside, the sun's not shining, but the University is shining. Take a look around you and tell me that you don't like working here, because if you don't perhaps we can make a trade and I'd be the first one to suggest it. So if you're not here to raise your hands and tell us who you are, then there's nothing more to say. If you want to raise your hand I'll acknowledge that you're one of the dissidents that say we're not doing our job. Through all the Trustees who have served here for the past 13 years, and for President Russi who came on board probably a year before I did, we certainly are getting the job done. We are a double A rated bond if we issue bonds. We have built buildings. We have set programs in motion and we are now about to embark on something that no other school in the State of Michigan, except for 2 or 3 of them, with the new medical school. We're about to do something that is going to be vitally important to the future of this University. We've worked hard. We've worked 24 hours a day, 7 days a week. The last time I spoke about this man seated next to me was that he worked 24 hours a day, 7 days a week, but he doesn't work in a glass bubble. He does his work. He anguishes, I assure you. He lies awake at night thinking if we can make this University better, and if we can survive because what's coming down the road is another increase for students if things are going the way they are. Somehow we're hanging on. We're doing the best we can and we're doing as good as or better than any other board of trustees in the State of Michigan.

C. Reports

Treasurer's Report

Mr. John W. Beaghan, Vice President for Finance and Administration, presented the Treasurer's Report as set forth in the agenda item.

Ashley Gordon, student, addressed the Board regarding parking constraints on campus.

Annual Diversity and Affirmative Action Plan Report

Ms. Joi M. Cunningham, Director, University Diversity and Compliance, presented the Annual Diversity and Affirmative Action Plan Report as set forth in the agenda item.

Trustee Emerson made the following statement:

Thank you for the report. Thank you for watching this data for the University. I think it is critically important. This is a wonderful institution. At Oakland, in my opinion we need to build a critical mass particularly with African Americans and Hispanics. With a growth in these populations, I believe sincerely that it will ultimately impact the student body as well because there is significant research

that says where the faculty and administration lack a significant critical mass of underrepresented populations, students will seek out other institutions that have that representation. I think it's in the best interest of the overall institution to really look at that, and there may be some additional resources or avenues to seek them out.

Trustee Nicholson made the following statement:

I have listened to reports now for many years and I'm so impressed with the way you keep going to new and different ideas to keep this whole process alive, because there was a time when it was basically a report and not much else, so I think you're doing an excellent job.

D. Consent Agenda for Consideration/Action

Consent Agenda

Minutes of the Board of Trustees Formal Session of September 23, 2009

University Personnel Actions

RESOLVED, that the Board of Trustees approve the personnel actions below.

I. New Appointments, effective October 5, 2009

Sharaf, Mohamed A., Assistant Professor of Engineering (\$72,000) (New appointment filling a vacant authorized position).

II. Change of Status

Fu, Liang, from Instructor in Accounting to Assistant Professor of Accounting, School of Business Administration, effective August 15, 2009.

Yugo, Jennifer E., from Instructor in Management to Assistant Professor of Management, School of Business Administration, effective August 15, 2009.

Acceptance of Gifts and Pledges to Oakland University for the Period of September 1 through October 31, 2009

RESOLVED, that the Board of Trustees accept the gifts and pledges to Oakland University identified in the Gifts and Pledges Report, Attachment A, for the period of September 1 through October 31, 2009.

(A copy of Attachment A is on file in the Board of Trustees Office.)

Acceptance of Grants and Contracts to Oakland University for the Period of September 1 through October 31, 2009

RESOLVED, that the Board of Trustees accept the grants and contracts to Oakland University identified in the Grants and Contracts Report, Attachment A, for the period of September 1 through October 31, 2009.

(A copy of Attachment A is on file in the Board of Trustees Office.)

Revision of the Uniform Enrollment Count Date Policy

RESOLVED, that the official enrollments are to be counted on the fifteenth class meeting day of each semester for the fall and winter, excluding Saturdays. In the summer semester, official enrollments will be counted as of the end of the 100% refund period for each part-of-term and the enrollment counts will be aggregated for the parts-of-term in each fiscal year. In those cases where special circumstances necessitate the extension of the registration and/or add periods beyond the normal count date, the count date may be similarly adjusted.

Final Undergraduate School and Graduate School Reports – Summer II 2009 – August 22, 2009

RESOLVED, that the Board of Trustees approves granting the degrees more fully described in the Final Undergraduate School Report and the Final Graduate School Report, each dated August 22, 2009, that were presented to the Board of Trustees.

(A copy of the Final Undergraduate School and Graduate School Reports, Summer II 2009 – August 22, 2009 is on file in the Board of Trustees Office.)

Fiscal Year 2011 Five-Year Capital Outlay Plan and Fiscal Year 2011 Capital Outlay Project Request

RESOLVED, that the Board of Trustees approve the submission of the attached Fiscal Year 2011 Five-Year Capital Outlay Plan and Fiscal Year 2011 Capital Outlay Project Request to the State of Michigan, Office of the State Budget, as representative of Oakland University's capital budget needs.

(A copy of the Fiscal Year 2011 Five-Year Capital Outlay Plan and Fiscal Year 2011 Capital Outlay Project Request to the State of Michigan, Office of the State Budget is on file in the Board of Trustees Office.)

Sale of Oil, Gas and Mineral Rights Bequest

RESOLVED, that the Vice President for Finance and Administration be authorized to execute any and all documents required to complete the sale of the property described in Attachment A; and, be it further

RESOLVED, that the sale documents be reviewed and approved by the Office of the Vice President for Legal Affairs and General Counsel prior to execution, and be in compliance with the law and University policies and regulations and conform to legal standards and policies of the Vice President for Legal Affairs and General Counsel.

(A copy Attachment A is on file in the Board of Trustees Office.)

Golf and Learning Center Operating Budget for Fiscal Year Ending December 31, 2010

RESOLVED, that the Board of Trustees approves the Oakland University Golf & Learning Center Budget for the fiscal year ending December 31, 2010, with budgeted operating expenditures of \$2,623,762 and capital improvement expenditures of \$421,306; and, now, be it further

RESOLVED, that any expenditure in excess of the approved amount that is not funded by a direct revenue increase must have the prior approval of the President or his designee and those amounts shall be reported on a periodic basis to the Board of Trustees.

Meadow Brook Hall Operating Budget for Calendar Year Ending December 31, 2010

RESOLVED, that the Board of Trustees approve the Calendar 2010 Budget for Meadow Brook Hall.

Trustee Flynn, seconded by Trustee Nicholson, moved approval of the Consent Agenda, and the motion was unanimously approved by those present.

E. New Items for Consideration/Action

Agreement Between Oakland University and the Oakland University Chapter of the American Association of University Professors (AAUP), August 15, 2009 – August 14, 2012

Dr. Virinder K. Moudgil, Senior Vice President for Academic Affairs and Provost, presented the Agreement Between Oakland University and the Oakland University Chapter of the American Association of University Professors (AAUP), August 15, 2009 – August 14, 2012 recommendation as set forth in the agenda item.

RESOLVED, that the Board of Trustees approve the Agreement between Oakland University and the Oakland University Chapter of the American Association of University Professors (AAUP), with the effective date of August 15, 2009 through August 14, 2012.

After discussion, Trustee Flynn, seconded by Trustee Baskin, moved approval of the recommendation, and the motion was unanimously approved by those present.

Agreement Between Oakland University and the Oakland University Campus Maintenance and Trades (OUCMT), November 1, 2009 - October 21, 2011

Mr. John W. Beaghan, Vice President for Finance and Administration, presented the Agreement Between Oakland University and the Oakland University Campus Maintenance and Trades (OUCMT), November 1, 2009 - October 21, 2011 recommendation as set forth in the agenda item.

RESOLVED, that the Board of Trustees approves the Agreement Between Oakland University and the Oakland University Campus Maintenance and Trades (OUCMT), November 1, 2008 – October 31, 2011.

After discussion, Trustee Baskin, seconded by Trustee Kramer, moved approval of the recommendation, and the motion was approved with six positive votes and one abstention by Trustee Flynn.

Agreement Between Oakland University and the Oakland University Professional Support Association (OUPSA), July 1, 2008 – June 30, 2011

Mr. Beaghan presented the Agreement Between Oakland University and the Oakland University Professional Support Association (OUPSA), July 1, 2008 – June 30, 2011 recommendation as set forth in the agenda item.

RESOLVED, that the Board of Trustees approves the Agreement Between Oakland University and the Oakland University Professional Support Association (OUPSA), July 1, 2008 – June 30, 2011.

Sandy Gabert, President, OUPSA, addressed the Board regarding the Agreement Between Oakland University and the Oakland University Professional Support Association (OUPSA).

Mr. Beaghan recognized Assistant Vice President for University Human Resources, Ronald Watson, who led the team on the management side for both of these two contracts. He noted that the team put a lot of effort and time into the process.

After discussion, Trustee Baskin, seconded by Trustee Nicholson, moved approval of the recommendation, and the motion was approved with six positive votes and one abstention by Trustee Flynn.

Construction Manager for the Human Health Building

Mr. Beaghan presented the Construction Manager for the Human Health Building recommendation as set forth in the agenda item.

RESOLVED, that the Vice President for Finance and Administration be authorized to negotiate and execute a CM contract with The Christman Company for CM at Risk services for the Human Health Building; and, be it further

RESOLVED, that the total cost for all CM services, inclusive of reimbursables and Oakland University contingencies will not exceed \$2,800,000; and, be it further

RESOLVED, that the total cost of the Human Health Building including design, construction, furnishings, equipment, and project management will not exceed \$61,748,100, to be funded by \$40 million in State capital outlay appropriations and \$21,748,100 in University funds via bond proceeds; and, be it further

RESOLVED, that the contract will be reviewed and approved by the Office of the Vice President for Legal Affairs and General Counsel prior to execution, and be in compliance with the law and University policies and regulations and conform to legal standards and policies of the Vice President for Legal Affairs and General Counsel.

After discussion, Trustee Nicholson, seconded by Trustee Emerson, moved approval of the recommendation, and the motion was approved with six positive votes and one abstention by Trustee Baskin.

Pouring Rights Agreement

Mr. Beaghan called on Mr. Glenn McIntosh, Assistant Vice President for Student Affairs and Dean of Students, to present the Pouring Rights Agreement recommendation as set forth in the agenda item.

RESOLVED, that the Board of Trustees authorizes the Vice President for Finance and Administration to negotiate and execute a pouring rights agreement with the Pepsi Bottling Group for a ten-year period beginning January 1, 2010; and, be it further

RESOLVED, that the agreement will include a requirement that the Pepsi Bottling Group provide the University, with sponsorships, marketing support and vending commissions comparable to their proposal; and, be it further

RESOLVED, that the agreement will be reviewed and approved by the Office of the Vice President for Legal Affairs and General Counsel prior to execution, and be in compliance with the law and University policies and regulations and conform to legal standards and policies of the Vice President for Legal Affairs and General Counsel.

Mr. McIntosh called on Kristin Dayag, Student Body President, who also served on the University Pouring Rights Committee to address the Board regarding the Pouring Rights Agreement.

After discussion, Trustee Baskin, seconded by Trustee Kramer, moved approval of the recommendation, and the motion was unanimously approved by those present.

F. Other Items for Consideration/Action that May Come Before the Board

Joel Russell, Professor of Chemistry, addressed the Board to discuss tuition and faculty salaries.

Let me first begin by saying that the last few times, few years, that I addressed you I had addressed you as President of the AAUP. I am no longer President of the AAUP so I am no longer constrained to only tell you what I have been authorized to tell you. I can now tell you anything I care to. I did stand when you made your closing remarks, Trustee Baskin. I didn't want the impression that of the few faculty that are in the audience that everyone accepted everything you said that if we set there silently and no one raised a hand. I agree with many of the things you said, however, I did not agree with everything you said and I didn't want anyone to get the impression that the faculty was silent and we're accepting everything that you'd offered. Particularly, the impression that very many of you had about the good discussions, communications, interactions all of you have with the President. I have no doubt about that. You've seem to implied that the documents that have been circulated were critical of the Board of Trustees. I didn't write those documents. If they were in there I certainly didn't read them that way, perhaps you did. In terms of this idea of communication, let me just relate an experience I had with President Russi years ago that may shed some light on this. President Russi used to have breakfast meetings with groups of faculty. I attended one of these meetings, a long time ago, and it was in the Meadow Brook Room, it's called sometime else now, and I remember that that was back in the days when technology wasn't such that every faculty member could produce their own posters and their own slide shows for presentations. We relied heavily on the IT operation to help us do that. President Russi had one of his good presentations and remarked how excellent that group was at supporting those things, and I just made the comment to him you shouldn't imply that the support you get is the same support the rest of us get. I had been over in that operation, having them work on one of my projects when one of his arrived and I was told to come back next week. I think that maybe the communications you have with the President are not necessarily the communications all the rest of us have, but I didn't come to you to talk about that at all today, but that came up.

What I really came to talk to you about was triggered also by your comment, Trustee Baskin, that when you were talking about the budget that no one spoke up at that time and we were speaking up later. I did speak up at that time. I did address the tuition issue and I know you were fully supportive of my feelings about the tuition then and as you are now. I would like to bring that up again because it was mentioned in July, when tuition was approved, that you would relook at it going through the year. Mr. Beaghan's implication was you might raise it again. I would like to come and ask you to take a look at it, not with that intention, but with the intention of lowering the tuition. When you made the assumptions of that budget in July, you make assumptions about state aid, enrollment and a proposed salary freeze. Now you have much better data on all those areas to look at. You have much more solid numbers. An expert on university budgets reviewed OU's financial statements over the last 6 years and reviewed your July budget that you'd approved and came to several conclusions. One of these was the enrollment

projection in that budget was low. We now know it was low. It was unclear then, and I gather it's still unclear, how stimulus money will interact with this budget to offset any part of the 3% decrease from the State that that budget was based on and that was from an earlier plan of the Governor's which may not be the current plan of the Governor's, I don't think it is. This person thought there were about \$4 million in proposed new allocations chiefly to Academic Affairs which he thought were not really specified and

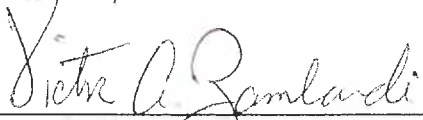
might be available for savings. I told him anything allocated to Academic Affairs will be well spent and I don't think should be considered by the Board for any kind of savings, however even if keeping all that money, which I strongly encourage you to keep, he suggested that the 2009-2010 budget with the 9% tuition increase and a 3% enrollment which was his guess which was now a low guess, would produce a \$10 million surplus this year. I'd asked you back before that budget was approved to consider use of some of the reserves the University has build up continually over the last decade to offset that high student tuition raise and I suggested at a time you might consider giving employees a raise as well, but that's off the table now so I'll focus strictly on a decrease in student tuition. Rather than continually increasing the reserve funds of the University in order to guarantee that we can purchase AAA rated bonds, these are hard financial times, they're hard for our students and their families as well as the people that are sacrificing and taking this wage freeze and I think that you should seriously consider not increasing those funds anymore and that you should vote a significant portion of that \$10 million that we project as a surplus to reducing the current tuition rate for students. I think that most of the University has made a sacrifice this year. The students are making the sacrifice with this high tuition raise they're pay. The unrepresented employees had a wage freeze imposed upon them. Since then, the represented faculty and staff have accepted a wage freeze for this year. Now for people that aren't in the HAP medical plan, this is actually a decrease in spendable income because there will be significant increases in premiums, copays and deductibles, so we are sacrificing. The one group that hasn't stepped up to sacrifice were the cabinet that received extraordinary pay raises last year, preparing for a wage freeze this year. I think it would be a nice gesture if they made a sacrifice of some of that raise that they received a year ago, but the main thing is do something to reduce this very burden on our students and lower that very very high tuition raise when you have the funds to do it.

Thank you.

G. Adjournment

Chair Long adjourned the meeting at 4:47 p.m.

Submitted,



Victor A. Zambardi
Secretary to the Board of Trustees

Approved,

Jacqueline S. Long
Chair, Board of Trustees