Minutes of the Meeting
of the
Oakland University Board of Trustees
January 14, 1993

Present: Vice Chairman Stephan Sharf; Trustees Andrea L. Fischer, David T. Fischer, Rex E. Schlaybaugh, Jr. and Howard F. Sims

Absent: Chairman James A. Sharp, Jr.; Trustees David Handleman and Larry Chunovich

Vice Chairman Stephan Sharf called the meeting to order at 1:04 p.m. in the Gold Rooms of the Oakland Center. Vice Chairman Sharf then introduced Trustee Rex E. Schlaybaugh, Jr., who was appointed by Governor John Engler to complete former Trustee L. Brooks Patterson's term. Trustee Patterson resigned in order to serve the needs of the county in his new position as Oakland County Executive and to avoid any question or concern regarding any possible incompatibility between his new office and the position of university Trustee.

Approval of the Minutes of the Open Meeting and the Closed Meeting of December 3, 1992

Trustee David Fischer, seconded by Trustee Howard Sims, moved approval of the proposed minutes of the open and closed meetings of December 3, 1992. The motion was voted on and unanimously carried.

President's Report

President Sandra Packard stated that the ceremony for the deputization of Oakland University's police officers occurred in December, and effective January 1, 1993, the police officers of Oakland University were deputized through the auspices of the institution.

President Packard reported that Dr. Paul Osterhout "who has given many years of very good service to Oakland University" is leaving the institution to become the Director of Development of the Eli Broad College of Business at Michigan State University. She noted that at the retirement of Mr. David Rodwell, former Vice President for Development and Alumni Affairs, Dr. Osterhout and Dr. Margo King split the responsibilities of the vice presidency. With Dr. Osterhout's resignation, Dr. King will assume the full responsibilities of the Vice President of University Relations in an acting capacity until such time as the search is completed. President Packard thanked Dr. King for assuming the additional responsibility.

President Packard reported that Mr. Frank Cardimen, Assistant to the Vice President of University Relations, will also be leaving the institution; however, he has asked to address the Board later in the meeting, so she will let him share his new position with the Trustees. She wished Dr. Osterhout and Mr. Cardimen well in their future endeavors.

President Packard stated that the institution is very proud that the Department of Music, Theatre and Dance was invited to participate at the Kennedy Center American College Theatre Region III 1993 Festival. The department's theatre production of "Cloud Nine" was presented, and the department has been selected four times in the past to compete in this "prestigious competition." The outcome is unknown at this time; however, if the students are selected to continue in the national competition, they will be given the opportunity to perform at the Kennedy Center. She noted that among the many comments made about the Oakland University production at the competition were that the "production had integrity, charm, energy, and momentum." She stated that the institution is "very proud of its students' accomplishments."

President Packard also noted that Ms. Angela Maclean, a student actress in "Cloud Nine," was one of 16 out of 246 eligible performers selected as finalists for the Irene Ryan Scholarship.

Other accomplishments of Oakland University family members in the arts include the Detroit Symphony Orchestra's scheduled April performance of Professor Lettie Alston's orchestral composition, "The Eleventh Hour." President Packard also reported that Professor Stanley Hollingsworth has been included in the International Groves Directory of Opera.

President Packard reported that Meadow Brook Theatre's production of Athol Fugard's "Master Harold and the Boys," which runs through January 31, is receiving rave reviews, and Neil Simon's "Plaza Suite" will be performed from February 11 to March 7 at Meadow Brook Theatre. She also announced two upcoming faculty performances: the theatrical duet, "Laughing Wild," with Karen Sheridan and Michael Gillespie and "Trio Adventura" with Flavio Varani, John Fadial and Beth Vanderborgh.

President Packard then introduced the Meadow Brook Estate. She noted that the student performers demonstrate how well Oakland students can pursue both academic and artistic endeavors, and she recognized the dedication of the faculty and staff who supervise them. President Packard introduced Mr. Karl Schmidt, Director of the Meadow Brook Estate, and Dr. Karl Boelter, Chairperson of the Department of Music, Theatre and Dance.

The Meadow Brook Estate performed works by Duke Ellington and Andrew Lloyd Webber. The members of the Meadow Brook Estate who performed are Nick Bean, Darrin Brooks, Amy Heard, Michele Hillen, Aaron Moses, Corey Skaggs, Carrie Slade, Kristen Teske and Assistant Director Brett Carroll. Other members who were not present are singers Betsy Counts and Dan Kolasinski and instrumentalists Patricia Fisher, Michael Kimsal, Kimberly Lee, and Bill Solomonson. The technical directors are Bill Kundee and Brian Muschong and the publicist is Tony Stroh.

The Meadow Brook Estate received an enthusiastic round of applause. President Packard stated that "we are extraordinarily proud" of the students and Mr. Schmidt. Not every faculty member at the university teaches a subject that can be as easily displayed. However, every faculty member at the institution produces the same quality of performance and learning among their students. "We are very proud of them."

Resolution honoring L. Brooks Patterson

Mr. John De Carlo, Senior Vice President, General Counsel, and Secretary to the Board, read the following recommendation at the request of Vice Chairman Sharf:

> WHEREAS, former Trustee L. Brooks Patterson was appointed to the Oakland University Board of Trustees on January 8, 1991, by Governor John Engler; and
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> WHEREAS, Mr. Patterson has served the university with distinction as a member of the University Affairs Committee contributing his legal knowledge and counsel and considerable administrative experience to his responsibilities as a Trustee; and
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> WHEREAS, the citizens of Oakland County recognizing the talents of Mr. Patterson have elected him as County Executive, which is the principal administrative position in county government with great responsibility and authority; and
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> WHEREAS, Mr. Patterson has determined that in order to serve the needs of the county and to avoid any question or concern regarding the possible incompatibility between the Office of County Executive and university Trustee, he has, with expressed regret, resigned his position as Trustee effective January 2, 1993; now, therefore, be it

RESOLVED, that the Board of Trustees, President Sandra Packard and the entire university community publicly express their appreciation and gratitude to former Trustee L. Brooks Patterson for his service as a Trustee; and, be it further

RESOLVED, that Mr. L. Brooks Patterson be designated as Trustee Emeritus with all the attendant rights and privileges; and, be it further

RESOLVED, that the Board of Trustees, President Sandra Packard and the university community wish Mr. L. Brooks Patterson and his wife, Kathleen, continued success and happiness; and, be it further

RESOLVED, that a copy of this resolution shall be provided to Mr. L. Brooks Patterson to convey the esteem in which he is held by the Board of Trustees, President Sandra Packard and the university community.

Trustee Andrea Fischer, seconded by Trustee Howard F. Sims, moved approval of the resolution. The motion was voted on and unanimously carried.

Evaluation Process for Oakland University President and Executives

President Sandra Packard stated that her employment contract with the Oakland University Board of Trustees required that she establish a process for the evaluation of the President, should the Board choose to evaluate the President, and for the annual evaluation of the executives of the university which includes the vice presidents and the deans. The vice presidents met in committee and developed an evaluation process in which the deans were consulted. The proposed process was further reviewed by the cabinet. President Packard stated that her contract also specified that she establish goals for the university and those are also submitted for Board review.

President Packard then made the following recommendation:

WHEREAS, the Board of Trustees has requested that the President should establish procedures for the annual performance evaluation of the executives and for the Office of the President, should it choose to evaluate the President; now, therefore, be it

RESOLVED, that the Board of Trustees establishes the following procedure for the evaluation of the executives; and, be it further

RESOLVED, that the Board of Trustees establishes the following procedure for the evaluation of the President.

EVALUATION PROCEDURE FOR OAKLAND UNIVERSITY EXECUTIVES

1. In collaboration with appropriate staff members, supervisors and advisory or governance bodies, each member of Oakland University's executive staff (Vice Presidents and Deans) will develop administrative and individual goals for the performance of their responsibilities prior to the start of the fiscal year. These goals will be designed to fulfill university, administrative unit, and individual goals.

2. Executives will submit these goals in writing to their immediate supervisors, with copies to the President.

3. Executives will meet with their supervisors to discuss their goals and to alter, delete, or add additional goals as suggested by their supervisors or the President. A record of the meeting and of approval of the supervisor of the final goals will be made via dated signatures on the goals statement. Where a difference of opinion on the goals exists, the executive may note this on the goal statement but determination of work responsibilities rests with the executive's supervisor and the President.

4. At the close of the year, prior to salary determination, executives will submit to their supervisors a written report on goal accomplishment and other successes or problems which occurred during the year, with a copy to the President.

5. On the basis of the contents of the report and other performance assessments made during the year, supervisors will provide executives with an annual written evaluation. A copy of this evaluation will also be sent by the supervisor to the President.

6. Prior to the start of the next year, supervisors will meet with executives to discuss the executives' reports and their progress in meeting university, unit, and

individual goals, as well as to project needed efforts for the coming year. A record of the meeting will be made by signature of both parties on the evaluation. Supervisors will place a signed copy of the goals, report, and written evaluation in the official personnel file of the executive. Where a difference of opinion exists, executives may note this difference by attaching additional comments to the file.

EVALUATION PROCEDURE FOR THE OAKLAND UNIVERSITY PRESIDENT

1. In collaboration with appropriate staff members and advisory or governance bodies, the President will establish annual goals for the university and, where appropriate, for the Office of the President, prior to the start of the fiscal year.

2. The President will submit these goals in writing to the Board of Trustees through the Finance and Personnel Advisory Committee.

3. The President will provide a copy of the university goals to the members of the executive staff of the university to use in their goal planning. Other members of the university community will be informed of these goals through supervisors, existing publications, open meetings, or other university-wide communication vehicles.

4. After the close of the year, the President will provide the Board of Trustees, through the Finance and Personnel Advisory Committee, a report on the progress of the university and the Office of the President in meeting the established goals.

5. Following receipt of this report, the Board of Trustees, in a closed session in accordance with the Open Meetings Act, will provide the President with its evaluation of the Office of the President and the university's progress in meeting its goals. The evaluation will be done orally; however, the President may request a written copy of this evaluation.

Trustee Sims, seconded by Trustee Andrea Fischer, moved approval of the recommendation. The motion was voted on and unanimously carried.

The President's goals for the university were submitted to the Board. These goals are as follows:

OAKLAND UNIVERSITY GOALS 1992-94

Over the next two years, Oakland University will continue to provide outstanding teaching, research and service to our region, as it has since our founding in 1957. As we pursue these endeavors, we will face challenges (shrinking budgets, changing disciplines and technology) and opportunities (new national agendas and regional development). To prepare for these challenges and to capitalize on these opportunities, the following seven goals are established for our university. Strategies to accomplish these goals are also listed and may be added to by individual units of the university as they seek to fulfill these goals and their particular role within the larger university mission.

A. SERVE A STATEWIDE MISSION FOR TEACHING AND RESEARCH EXCELLENCE:

- Recruit a statewide student population.
- Expand spring/summer course offerings.
- Increase off-campus and non-credit programs.
- Increase grant and contract activity for research and training.
- Develop and use educational assessment tools.
- Develop selected new doctoral programs to be offered as resources permit.

B. STRENGTHEN OUR COMMITMENT TO STUDENTS AS OUR FIRST AND MOST IMPORTANT PRIORITY:

- Centralize housing of student services.
- Initiate Total Quality Management in selected offices and programs on campus.
- Assist minority students and support minority programming and recruitment.
- Expand our resident student population.

- Begin residence hall improvement.
- Improve recreational and extra-curricular activities.
- Increase student access to the Meadow Brooks and Golf Course.

C. DEVELOP STRATEGIC PLANS FOR OAKLAND UNIVERSITY'S NEXT DECADE.

D. EXPAND EXTERNAL AWARENESS AND SUPPORT OF OAKLAND UNIVERSITY:

- Identify selected areas for national distinction.
- Seek national rankings for our disciplines.
- Seek membership in nationally prestigious honor societies and organizations.
- Develop a university-wide marketing plan.
- Increase fund raising and undertake a feasibility study for a capital campaign.
- Expand Role of Oakland University Foundation, President's Club and Alumni Association in friend and fund raising.
- Obtain state funding for the Science Building.
- Bring a coordinated image to all campus publications.
- Establish and distribute a campus activities calendar.

E. STRENGTHEN OUR CAMPUS FAMILY:

- Enhance cultural diversity.
- Broaden involvement in decision making including budget decisions.
- Increase opportunities for family celebration.

- Enhance use of communication as a way to solve differences.

F. **MAINTAIN FISCAL INTEGRITY:**

- Allocate and reallocate resources to support our mission of educational excellence and our commitment to student service.

- Achieve balanced budgets in all university units.

G. **ASSURE A SAFE AND ATTRACTIVE PHYSICAL ENVIRONMENT**

- Improve campus signage.

- Improve campus parking.

- Increase campus lighting.

- Improve classroom conditions.

Review of Ad Hoc Investment Advisory Committee Charges

Mr. De Carlo stated that the enabling legislation establishing Oakland University as a separate entity from Michigan State University and creating the Board of Trustees, provides that the Board is a body corporate and has the responsibility to "manage" the gifts, funds, and property of the university. In keeping with its statutory responsibilities and those duties generally implied to public bodies, the Board established an advisory Ad Hoc Investment Committee. The purpose of the committee was to meet periodically to review the performance and status of the institution's investment portfolio and submit recommendations to the full Board. At the December 3, 1992, meeting of the Oakland University Board of Trustees, charges were approved for the Board's two standing committees, the Finance and Personnel Advisory Committee and the University Affairs Advisory Committee. The Board also adopted a resolution establishing the Ad Hoc Investment Committee as a separate advisory committee to the full Board. The Secretary to the Board was asked to prepare appropriate charges for the committee. This was done in consultation with the Acting Vice President for Finance and Administration and the President.

The Trustees determined that the Ad Hoc Investment Committee should be a standing committee and requested that the Ad Hoc status be eliminated. The Trustees also determined that the term "advisory" should be added to the title of the committee, making it the Investment Advisory Committee.

Mr. De Carlo then read the following recommendation:

> WHEREAS, the Board of Trustees is charged with the responsibility of managing the funds of the university and in order to obtain both internal and external advice to assist the Board in its decision-making process, there is established the Board of Trustees Investment Advisory Committee consisting of four members of the Board. The committee will have the following charges:
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> Investment Advisory Committee (Four members)
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> The Investment Advisory Committee will only have the authority to review the matters set forth and shall report recommendations to the full Board. The committee will, under these charges, take no final action on any matter. The committee will review appropriate investment matters including the following:
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> 1. Review semi-annually the university's investment portfolio and report to the Board on the status of such accounts along with any recommendations for Board action with respect to any change in investments, policies and strategies.
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> 2. Meet at least annually with the investment managers of institutional funds and review the fiscal performance of such accounts. Inform the Board of Trustees on the report of the investment managers.
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> 3. Review matters relating to the investment of institutional funds at the call of the Chairman of the Board of Trustees or the President.

Trustee David Fischer, seconded by Trustee Andrea Fischer, moved approval of the recommendation. The motion was voted on and unanimously carried.

In response to a question by Trustee Rex E. Schlaybaugh, Jr., Mr. De Carlo noted that the purpose for listing investment managers (plural) in the charges was that there has been some consideration given to diversifying the portfolio, especially as the institution's investment funds increase.

Discussion on Issues Relating to the Conducting of Board Advisory Committees of Less than a Quorum in Closed Session

Vice Chairman Stephan Sharf called on Mr. John De Carlo to summarize the status of the issue regarding closed Board committee meetings. Mr. De Carlo stated that the issue relating to whether Board committee meetings should be conducted in open session was raised by the staff of The Oakland Post. The Post contacted the Oakland County prosecutor who communicated with the university and suggested some procedural changes in the Board charges. The committee charges were revised by the Board at its December 3, 1992, meeting to clearly state the past and current practice of the committees. The Board has been and is conducting committee meetings in accordance with the law. Advisory committees of less than a quorum may meet in closed session, since they do not make any final decisions. Mr. De Carlo noted that Chairman James A. Sharp, Jr. announced in December that this matter would be discussed at the January meeting. The Board has the option to determine whether it should continue to conduct its committee meetings in closed or in open session, in whole or in part. Since the December meeting, there has been a petition circulated by The Oakland Post indicating that individuals could communicate to the Board with respect to this issue. Chairman Sharp has received six individually signed petitions.

Mr. De Carlo noted that three individuals have requested to address the Board on this issue. They are Dr. Ronald Horwitz, Acting Vice President for Academic Affairs and Professor of Finance, who will represent the University Senate; Dr. Shea Howell, Associate Professor of Communications; and Ms. Jean Ann Miller, President of the AP Assembly and Assistant Director of Student Development. Mr. De Carlo noted that Chairman Sharp was unable to attend today's meeting, since he is out of the country; however, it was Mr. De Carlo's opinion that it is important that a discussion on this issue be held.

Trustee Sims suggested that the speakers address the Board prior to discussion of this issue. Vice Chairman Sharf called on Dr. Ronald Horwitz.

Dr. Horwitz stated that the University Senate is a university-wide body which is composed of faculty, administrative staff and students. He stated that at its meeting on December 10, 1992, notwithstanding the action taken by the Board of Trustees at its

December 3, 1992, meeting regarding advisory committees, the University Senate overwhelmingly endorsed a special resolution regarding this issue. As the presiding officer of the University Senate, he was asked to present the following resolution to the Board:

> We encourage you to open all meetings of the Board, especially standing committees, to allow the free flow of information to the university community. An academic institution is one segment of society that thrives on the free and open exchange of ideas. These exchanges represent the very essence of what a university is about.
>
> Opening the standing committees' meetings would be a clear symbol to the university community of the Board's willingness and interest in hearing from all of us and an open invitation and a challenge to the community to work with the Board in realizing the vision of Oakland University through this decade and into the next century.

Dr. Howell then addressed the Board.

> I am bringing before you 1,370 signatures gathered by a very unorganized group of faculty and students. For those of you who are new on the Board, you may not have any idea what it means to have 1,370 signatures. As a means of comparison the last time there was a student referendum on this campus, less than 200 voted. The fact that we have over 1,000 people interested in open committee meetings speaks to two factors which I want to share with you. The first is the question of Oakland as a public university. The whole notion of a university as a community, not of competing interest but of varied interest, is so central that even some private institutions have open Board and standing committee meetings routinely such as Cornell University. More than our concept of a university is the fact that this is public and the decisions that you make should be accountable and done in full view of the public. Finally, I want to share the idea that it is not so much what we are now as motivated people to sign these petitions, but the belief that we can become something better as we move toward the 21st century. When we selected a new president a year ago, the Board operated in the most open and full way it has ever functioned on this campus. We believe that taking into

account the various perspectives and the openness with which opinions were sought and considered resulted in better decisions than would have resulted had the Board operated behind closed doors. This is a symbolic gesture, but it is a symbol of whether or not we are going to move forward in the spirit of openness, dialogue, and mutual respect or whether we are going to reduce the question of a university where we look at one another but we don't share the substance of our dialogue. I present these petitions to you and there are more on the way.

Ms. Miller came forward and read the following letter addressed to Chairman James A. Sharp, Jr.:

On behalf of the Executive Committee of the AP Assembly, I would like to express to the Board of Trustees that we support the intentions of the Michigan Open Meetings Act by keeping all meetings of the Board of Trustees open, including the meetings of the standing committees, except when the eight legitimate reasons for closure apply. The Executive Committee supports the idea of open dialogue between the members of the Board of Trustees and the entire Oakland University community.

We encourage the Board of Trustees to make your committee meetings not just technically legal, but go voluntarily public for students, faculty, staff, and administrators to have the opportunity to fully understand how this institution functions. In turn, students, faculty, staff, and administrators may be able to provide valuable knowledge and resources to enhance the governance of Oakland University.

One of the four critical components for the direction of Oakland University is "responsive and effective public and community service." To achieve this, the university must provide "a model of socially responsible decision making and ethical institutional behavior." This is stated in both the 1991-93 Graduate Catalog and the 1992-93 Undergraduate Catalog. It is also part of the role and mission statement for the university adopted by the Board of Trustees on July 21, 1982. The members of the Board of Trustees serve as the primary role models to exemplify this behavior.

> We encourage the Board to carefully deliberate over this important matter. We then hope you will unanimously decide to open all meetings of the Board to the university community, especially the standing committees.

Trustee Sims stated that he questioned why the consideration of openness of meetings has been limited to the Board and its committee meetings. He noted that much of the business of the university takes place at meetings other than the Board meetings. He asked if there has been any discussion about faculty and department meetings and academic and student assemblies being open to the public. He noted that in the spirit of openness, this should be considered.

Mr. De Carlo stated that to his knowledge there has not been a discussion on this issue.

President Packard stated that some of the institution's meetings are closed due to their personal nature such as Faculty Tenure and Review Committee meetings which address personnel issues. She also stated that many of the meetings on campus which may be open are not published to indicate that attendance of the community is welcome. President Packard suggested that this issue should be reviewed by the Academic Affairs division.

Trustee Andrea Fischer asked Mr. De Carlo if the Board was currently within the parameters of the Open Meetings Act in holding its committee meetings. Mr. De Carlo responded, "Absolutely." If the committee of the Board is less than a quorum and advisory in nature (does not make final decisions), it is not subject to the restrictions of the Open Meetings Act.

Vice Chairman Sharf stated that he is not averse to opening the committee meetings.

Trustee Andrea Fischer stated that the audience should be apprised of the information before the Board regarding the practice of other institutions. President Packard stated that six of the institutions have open committee meetings, three have closed meetings, one has no committees, and two have both open and closed meetings. She noted that there clearly is a diversity of practice in the State of Michigan.

Trustee Sims stated that he personally has no objection to open meetings; however, "we need to go one step further." He stated that "the community of this university is not just the students, not just the faculty, or the administrators. This university belongs to the people of the State of Michigan. If our notion is to open up this university, let's open it up in all areas."

President Packard called on Dr. Horwitz to address the issue regarding the Faculty Tenure and Review Committees. Dr. Horwitz stated that the faculty review process is governed by a negotiated faculty agreement; therefore, any steps taken regarding personnel actions for the faculty must be in accordance with that agreement.

President Packard asked Dr. Horwitz to address the question of how open meetings university-wide might affect the practice of personnel review by peer colleagues and what the implications would be for the quality of the conclusions and the protection of the faculty in making those decisions.

Dr. Horwitz stated that his personal feeling is that meetings regarding faculty personnel actions should be closed for the same philosophical considerations that are in the statutes for closed meetings of the Board. He noted that this is one person's opinion, and he would be much more comfortable discussing this with his colleague deans, in open session.

Trustee Schlaybaugh stated that Trustee Sims' point that there are other meetings and activities at the university that are not fully understood is a good one. He noted that this issue is important to the community and worthy of a considered, expeditious decision. He stated, however, that he is in favor of a "thoughtful and thorough" review of the types of groups and meetings which impact on the university. He stated that he is comforted by hearing Mr. De Carlo indicate that the Trustees are in compliance with the Open Meetings Act and are meeting its obligations under the Act. He encouraged further review of this issue.

Professor Howell asked to address the Board on this issue. She commenced by pointing out the shift in argument from a discussion regarding open Board committee meetings to open committee meetings on a university-wide basis. She also stated that she happens to be on the Faculty Tenure and Review Committee where for the past two years she has advocated that its meetings be open for full public discussion. She stated that her experience has been that better decisions would be made if those meetings were open. She stated that she is prepared to advocate open meetings in every faculty body and she thinks other faculty members are also. "The point of open meetings is better decisions, and there are no more important decisions to faculty than tenure and promotion."

Trustee Sims stated that he does not believe that the focus has "shifted" so much as it was incorrectly characterized to begin with. He stated that "we are really talking about opening the business of the university."

Dr. Ronald Cramer, President of the Oakland University Chapter of the AAUP and Professor of Education, stated that Trustee Sims' idea "is a good one." He stated that he thinks most of the university is willing to accept such an idea, but it does require further exploration. He suggested that it would be useful to establish a committee, whose meetings would be open, comprised of members of the Board and the university community to discuss this issue further, considering both board meetings and university-wide meetings and bringing forth a recommendation to the Board.

Vice Chairman Sharf stated that he does not think a vote should be taken on this issue until all members of the Board have had an opportunity to address it publicly. He concurred in Dr. Cramer's suggestion that a committee should be established to explore the matter.

After considerable discussion about the charge of the committee, Vice Chairman Sharp, seconded by Trustee David Fischer, moved the following recommendation:

> RESOLVED, that President Sandra Packard will establish a committee consisting of representatives from the university community and a Trustee to study Trustee Howard F. Sims' recommendation regarding open meetings for all university committees. This committee will consider the implications of this suggestion and make a recommendation to the Board. The committee will also provide to the Board of Trustees a list of the committees which meet on campus and describe their impact on the university community.

Trustee Andrea Fischer requested a legislative history of the Open Meetings Act and any information on the basis for the eight exceptions for a closed session. Mr. De Carlo stated that he would be pleased to determine the extent of legislative history that is available regarding the Open Meetings Act. Trustee Fischer also asked about the ongoing lawsuit alleging Open Meetings Act violations to The University of Michigan with respect to the procedure it used in the selection of its president.

Mr. De Carlo stated that The University of Michigan is challenging whether or not the Open Meetings Act is applicable to the university based upon the fact that the institution is a constitutionally created body corporate with the responsibility of selecting a president. The University of Michigan is contending that the Open Meetings Act provision would illegally interfere with the constitutional authority of the university to select its president.

Trustee Andrea Fischer asked if there was currently a proposed amendment to the Open Meetings Act in regard to presidential searches. Mr. De Carlo stated that Michigan State University has been seeking an amendment to the Act with respect to the interviewing of candidates in order to exempt some of the process so that it can conduct interviews in closed session. Mr. De Carlo noted that this was introduced late in the last session of the legislature and was not passed. Michigan State University will have to seek legislative support to reintroduce the amendment in the current session. Trustee Andrea Fischer stated that she wished for the Trustees to fully understand the intent and purpose of the Act.

At the request of the Trustees, Mr. De Carlo restated the resolution above and took a roll call vote on the resolution which passed unanimously.

At this time, Ms. Elisa Eizelman, a junior at Oakland, raised concerns about the "creation of yet another committee." She asked if its meetings would be open to the public.

President Packard responded that in the charge to the newly formed committee she would request that it hold its meetings in open session and that hearings be scheduled so that the public could address the committee. She noted that the current Board practice has been in existence for at least seventeen years, and she asked for patience from the university community as the Board carefully reviews its operation. President Packard stated that it is an important decision that will be reached for the university, and all implications should be taken into consideration. This may take some time. She stated that opening the Faculty Tenure and Review Committee meetings and other committee meetings could have far reaching implications for the university and the individuals affected by the committees' decisions. She stated that she would appreciate the university community's patience during this process.

Ms. Eizelman expressed her frustration with what she called a "total runaround" on this issue and the creation of "one more committee."

Trustee Andrea Fischer stated that the Board wants to be sure that when it votes on this issue it is with the full understanding of the issue and what is best for the university.

Ms. Margaret O'Brien, Senior Editor of The Oakland Post, asked to address the Board. Ms. O'Brien stated that she is concerned with what the Board is doing which she perceives as a "shelving tactic." She stated that her original request was to open committee meetings of the Board of Trustees. While she supports the concept of opening all meetings at the institution, she stated that at this point the Board should consider opening its committee meetings and if not, she would like a reason. She stated that she has been asking since April, 1992, why the Board feels it should close its meetings, and she reiterated her question.

President Packard stated that at an open meeting today, an additional idea was added to the discussion which has far reaching implications on the practice of the university. She noted that this is the very principle that the community is raising; that at open meetings ideas should be considered, weighed, and used in making judgments. President Packard stated that the community "should not ask this Board to take that idea and in a flash of an instance, without careful research and the advised opinion of the academic community, vote on it." She stated that where there is an open meeting, there is an opportunity to receive new ideas. The idea raised at today's meeting requires consideration. She stated that she does not see this as a delaying tactic. The principle of how faculty are reviewed for promotion and tenure is a very serious and important principle and is a practice long established in universities. It was proposed today to change that practice. She stated that she would not like to see that practice changed without input from the academic community.

President Packard stated that while many members of the community may be impatient for a decision, were she a faculty member awaiting promotion or tenure, she would want to have some input. She stated that careers are affected by the promotion and tenure decisions, and they should be made in the best possible manner. She asked for the patience of the community to allow for the committee consisting of members of the academic and the full university community to give consideration to all of the questions so that the final decision can be a wise one. She stated that this is a practice of the Board that has gone on for several years; a few months will not make a major impact on the functioning of the university.

Ms. O'Brien stated that the issues should be considered separately, since they are separate issues. She also noted that the overwhelming community support for open meetings indicates that this is an urgent issue which should be addressed at today's meeting.

Trustee Andrea Fischer stated that for over 17 years the Board's committees have met in closed session. She asked where the urgency is today. Ms. O'Brien stated that the Board at its meetings makes important decisions affecting every aspect of this university, and she believes those meetings should be open to the public.

Trustee Andrea Fischer stated that she thinks the Board is "bending over backwards" to come to a quick decision on this matter. "We are taking a Board policy that has been in effect for at least 17 years and are trying to resolve it in the next 60 days." Ms. O'Brien stated that this issue has been going on for quite a while, and she cannot think of anything at this point more important than opening the governance of this university.

Professor Jane Briggs-Bunting then took the podium and introduced herself as an attorney and the advisor to <u>The Oakland Post</u>. She stated that Ms. O'Brien first contacted the Board of Trustees personally by letter to Trustee Sims last April. She also stated that there have been ongoing discussions on this issue for years. Several years ago, the AAUP requested access to committee meetings. "Basically nobody followed it up." Professor Briggs-Bunting stated that <u>The Oakland Post</u> this year decided to follow it up. She stated that one of the reasons is because last January there was a decision by the Michigan Court of Appeals which has completely changed the interpretation of the law in spite of the 1977 Attorney General opinion. She stated that she hoped that the Board of Trustees, in an issue this serious, has been well briefed on the implications and the history of the Open Meetings Act. Professor Briggs-Bunting stated that the <u>Booth Newspapers v The University of Michigan Regents</u> case is currently on appeal to the Michigan Supreme Court. She stated that she believes this is an issue of "critical importance." She also stated that as the attorney for <u>The Oakland Post</u>, she is aware that the Board of Directors of The Oakland Sail, Inc. is considering a resolution to file a lawsuit against the Board of Trustees.

Trustee Sims asked whether the current practices of the Board are in compliance with the Open Meetings Act. Mr. De Carlo stated that the cited cases indicate that advisory committees of less than a quorum, where there is no final decision, may be held in closed session and are not subject to the Act. He stated that the Open Meetings Act cases do not hold that Board subquorum advisory committees may not meet in closed session. He noted that this is an option of the Board.

Professor Briggs-Bunting stated that she perceives a legal disagreement. The entire series of opinions is based on a 1977 Attorney General opinion which has been requested to be reviewed. There is no case law per se on this. The Michigan Supreme Court in Booth Newspapers v The University of Michigan Regents will address the issue of what is a final decision. The U of M is arguing that its committees did not make final decisions, though they may have made some decisions. This is a critical issue before the Michigan Supreme Court and briefs are due in a couple of months.

Professor Briggs-Bunting stated that she strongly urges the Board to temporarily open its committee meetings in the interest of openness, in response to the 1,370 members of the community who have indicated they favor open meetings, and in the spirit of good faith to the community. She stated that, "We are not saying that you are going to set a precedent here, just open them up. Legally you can. Frankly, legally you should."

President Packard asked if Professor Briggs-Bunting, as an academic, would want the Board to open all of the institution's meetings at this time without input from the academic community.

Professor Briggs-Bunting stated that what she has asked the Board to do is to open its own advisory committees temporarily until the Board as a whole resolves the issue of opening all committee meetings on campus. She stated that she wished that the Board would address agenda item six which specifically addresses a discussion of the Board opening its own committee meetings. As far as the academic community is concerned, the opening of university-wide meetings is a much broader issue which she supports. She stated that the University Senate, Student Congress, and even classes are open. She repeated that all she was asking today was for the Board to discuss the agenda issue at this meeting.

Trustee Sharf expressed concern that the university community did not have the patience to wait for the Board to fully consider the issue. Trustee Andrea Fischer stated that she would like to move on to the remainder of the Board agenda and possibly readdress this issue at the end of the meeting if so desired. She stated that she believes this discussion is better left to the committee established to address this issue.

Professor Briggs-Bunting stated that it is important to understand that a majority of the university community operates on an eight-month basis rather than a twelve-month basis, and she thinks the students would like to see this matter finalized as soon as possible. She stated that she agrees with President Packard that it is unfair to put a one month deadline on an issue of significance, but she thinks "dragging it out is equally risky."

Audited Financial Statements, year ended June 30, 1992

Mr. Ray Harris, Acting Vice President for Finance and Administration and Acting Treasurer to the Board of Trustees, stated that the Finance and Personnel Committee met with Ms. Michelle Saglimbene, Engagement Manager of Coopers & Lybrand, and Mr. Jay Rudolph, Engagement Partner of Coopers & Lybrand, to review and discuss the institution's audited financial statements.

Mr. Rudolph took the podium to address the institution's audit which, he stated, was conducted in accordance with the federal auditing standards. He noted that there were no unusual items or difficulties in completing the audit, and there was no need for adjustments to the financial statements as a result of the audit. He noted that a significant item relating to the audit was the change in accounting policy to record revenue for state appropriations which was instituted in 1992. Mr. Rudolph also reviewed Coopers & Lybrand's report to management as a result of the audit. Coopers & Lybrand has recommended that consideration be given to raising the dollar amount requiring bids, and the university is reviewing the process. Also recommended was a revision of the timing on grant fund requests, and Board approval on all interfund transfers and borrowings. These items have been addressed by the university administration and are being appropriately handled. He noted that the new federally required OMB Circular A-133 audit is presently in progress and is going well.

Mr. Harris then made the following recommendation:

RESOLVED, that the Board of Trustees accepts the following financial statements which were audited by the public accounting firm of Coopers & Lybrand:

1. Oakland University Report on Audit of Consolidated Financial Statements for the year ended June 30, 1992.

2. Oakland University Report on Audit of Financial Statements and Supplementary Information for the year ended June 30, 1992.

3. Oakland University Residences and Other Facilities with Pledged Income Report on Audit of Financial Statements and Supplementary Information for the year ended June 30, 1992. (Prepared at request of trust agent for residence halls debt issues.)

Trustee David Fischer, seconded by Trustee Sims, moved approval of the recommendation. The motion was voted on and unanimously carried.

Annual Financial Report, Risk Sharing Facility

Mr. Harris stated that the university is a member of the Michigan Universities Self Insurance Corporation (MUSIC). Each year its annual financial report is presented to the Board of Trustees. He introduced Ms. Catherine Lark, Director of Risk Management and Contracting and the current President of MUSIC.

Ms. Lark made the following report:

> MUSIC has completed its fifth year of operation and its success continues. For the fiscal year ending June 30, 1992, MUSIC had underwriting profits and investment income of approximately $2,900,000. This is down from an exceptional prior year, in which excellent claims experience resulted in an unusual large release of reserves with profits of $4,640,000.
>
> Oakland University received a dividend payment in January, 1992, in the amount of approximately $72,000 for the 1989-90 property policy year. This amount represents Oakland's premium payment for the MUSIC layer of $500,000 per occurrence/$1 million aggregate plus interest income. MUSIC completed its second year of the property program and was able to declare a dividend after September 30, 1992. Although some property losses eroded the $1 million layer, dividends were again declared and Oakland received a dividend check in the amount of $55,303 which represents our portion of the remaining $1 million layer, plus interest income of approximately $9,000.
>
> MUSIC recently developed a formula which will govern when dividends are to be declared for its general liability, errors and omissions, and auto liability programs. MUSIC's Finance and Strategic Planning Committees worked in conjunction with MUSIC's Manager, Johnson & Higgins and its actuary, to establish a

series of ratios with which MUSIC will comply before declaring dividends. This dividend policy was approved by the Board of MUSIC at its June, 1992, meeting.

These ratios are predicated on a very conservative approach to ensure that sufficient equity is maintained in order to meet unusual and unforeseen large claims. Barring any significant losses or program changes, MUSIC anticipates the ability to declare dividends for these coverages in three to four years.

Oakland University continues to benefit through the purchasing power of MUSIC. The October 1, 1992, property program was renewed at an excellent price with very attractive program enhancements by the excess insurance carrier. The administrative expenses were analyzed by MUSIC's external auditor, Arthur Andersen, which determined that MUSIC's costs were significantly below those of other similar insurance pools. In fact, Arthur Andersen compared MUSIC to two other insurance pools and to one insurance company. MUSIC's administrative costs were six percent when expenses were measured against gross premiums. The other entities had 14 percent, 18 percent, and 16 percent respectively.

Oakland University maintains a reserve fund to meet its deductible responsibilities on the general liability, errors and omissions, and property lines. Due to an excellent claims history, Oakland released about $170,000 from this fund for the year ending June 30, 1992. Of this $170,000, approximately $81,000 was returned to the auxiliaries. Oakland has gained greater control over the management of its claims than it experienced with the commercial market. The university's Office of General Counsel now selects the law firm it believes will provide the strongest defense in the event legal action is brought against the university, and the university controls such defense in conjunction with MUSIC's claims adjuster. Oakland has also benefited by recent court decisions that directly affect public entities, and these decisions should significantly affect Oakland's claims development and reserves.

Loss control remains a critical component to Oakland's continued success with MUSIC. By actively pursuing loss control, claims and litigation are often avoided. Loss control measures appear at times difficult to justify in that they may require capital expenditure without the opportunity to measure the precise financial benefits; herein, we can only estimate what our losses could have been. This is an area in which the Department of Risk Management will give greater focus in upcoming years. Nevertheless, loss control activities by all member universities of MUSIC undeniably protect MUSIC's and, therefore, Oakland's investment in MUSIC.

In regard to what the future holds for MUSIC, we are anticipating a hardening in the property market in 1993. January 1 renewals saw 10 to 15 percent increases in property premiums that were attributed to a difficult reinsurance market. Reinsurers were severely hurt by all the disasters that occurred in 1992. Johnson & Higgins has stressed that premiums should not drastically spiral upwards as they did in the mid-1980's, but it will be interesting to see how well MUSIC will be able to minimize this expected increase in property premiums.

Mr. Harris stated that MUSIC is "a real success story." Five or six years ago the institution's premiums were "outrageous, and we were having difficulty getting coverage in many areas."

Trustee David Fischer, seconded by Trustee Sims, moved acceptance of the report. The motion was voted on and unanimously carried.

Oakland University Katke Cousins Golf Course 1993 Budget

Mr. Harris presented the 1993 proposed budget for the Oakland University Katke Cousins Golf Course. He stated that the golf course budget assumes an excess of revenues over expenditures of $12,125, based on a total operating revenue budget of $1,078,462. He stated that the proposed budget incorporates a significant increase in the transfer of funds to the university's General Fund to cover administrative overhead costs and to contribute to the instructional programs of the university. The university Administrative Fee is increased by $22,694 to $69,635 to cover 100 percent of the golf course's calculated share of university administrative expenses. In addition, the golf course budget incorporates a $23,000 contribution to the university's instructional programs to bring total support of the General Fund to $92,635.

Mr. Harris then made the following recommendation:

RESOLVED, that the Board of Trustees approves the attached 1993 budget for the Katke-Cousins Golf Course with total expenditures and transfers of $1,111,337.

(The 1993 Katke Cousins Golf Course Budget is on file in the Office of the Board of Trustees and the Office of Finance and Administration.)

Mr. Harris noted that Mr. Bill Rogers, Golf and Managing Director, was present to answer any questions of the Board.

President Packard stated that this is the first time that the golf course has provided an "up front allocation of dollars" to the Academic Affairs division in support of the academic mission of the university. She noted that this is an important step in the contribution of the golf course to the institution.

Trustee Schlaybaugh asked how the Katke Cousins course operates compared to other university courses. Mr. Harris stated that the rates of other university courses have been surveyed. Mr. Rogers stated that each university operates its golf course in a different fashion and, therefore, comparisons are difficult. He noted that all of the fees at Katke Cousins are used to operate the facility, including its payroll. He was pleased that this year the golf course was able to return funds to the institution. He speculated that Oakland may have the only golf course in the state that is able to return funds to its parent university.

There was discussion of the possibility of an analysis of other golf courses run by universities in the state for the purpose of comparison. Mr. Rogers stated that comparisons are made with other golf courses in the immediate area.

The Trustees raised a question regarding the proposed fee increase. Mr. Rogers stated that the fee increase is consistent with other golf courses in the area, and OU golfers do receive service comparable to the increased fee amount. He noted that student fees have only slightly increased in 16 years, and he stated that the golf course is in support of the students, faculty, and staff. He stated that Messrs. Marvin Katke's and Harold Cousins' endowed gift to the institution for an athletic endeavor that the faculty, staff, and students could enjoy has been honored in all the years that he has been with the golf course.

President Packard stated that an analysis was done of local golf course fees, and Katke Cousins came out as the "best buy" in the area.

Trustee Sims, seconded by Trustee Andrea Fischer, moved approval of the recommendation. The motion was voted on and unanimously carried.

Lease Agreement between Oakland University and Hair Unlimited

Ms. Wilma Ray-Bledsoe requested approval of the Agreement between Oakland University and Hair Unlimited for a three-year lease with the new operator of the facility, Ms. Helen Rapson. She stated that this contract nets the Oakland Center operating budget approximately $2,500 after expenses. She then made the following recommendation:

> WHEREAS, the students, faculty, and staff value and utilize the hair care shop at Oakland University, and the hair care shop provides operating revenue for the Oakland Center; now, therefore, be it
>
> RESOLVED, that Oakland University enters into a three-year lease with Helen Rapson d.b.a. Hair Unlimited in the Oakland Center commencing January 1, 1993, and ending December 31, 1995; and, be it further
>
> RESOLVED, that the Vice President for Finance and Administration is authorized to renegotiate the facilities rental rate for the calendar year 1995.

Trustee Andrea Fischer asked if a private business person ran the shop and if there was any institutional control of the service rates. Ms. Ray-Bledsoe stated that Oakland has control over the lease rates, not the rates to the students. Ms. Fischer stated that the lease rate is very inexpensive and she requested that the administration review the lease to ensure that it is charging an appropriate amount for the space. She also asked that the related costs be reviewed.

Ms. Ray-Bledsoe noted the cyclical nature of the business due to the fact that many of the patrons are students who are only on campus for eight months out of the year.

President Packard stated that the lease will be carried on a month-by-month basis until the requested financial information is provided to the Trustees.

Faculty and Administrative Personnel Actions

Dr. Horwitz presented the Faculty and Administrative Personnel Actions dated January 14, 1993. He noted that the Special Levels item which was included in the materials previously submitted to the Board has been withdrawn for consideration at this time and may be brought to the Board at a later date.

Dr. Horwitz then made the following recommendations:

Reappointment (Probationary)

RESOLVED, that the Board of Trustees approves the following personnel action, as recommended by the President in concurrence with the Acting Vice President for Academic Affairs, the dean, department chair, and faculty review bodies in accordance with the specified tenure review process.

Assistant Professor eligible for reemployment to a final, two-year probationary term as assistant professor, effective August 15, 1993, through August 14, 1995:

Maria Malgorzata Szczesniak (Bryant)	Chemistry	Reemploy

Adjunct (Honorary) Appointment (without compensation)

Bennett, Janet E., Adjunct Assistant Professor of Chemistry, effective August 15, 1992, through August 14, 1997 (new appointment)

Adjunct (Honorary) Appointments (without compensation)
Effective August 15, 1992, through August 14, 1995

Beauvais, Michael R., Clinical Instructor in Physical Therapy (renewal)

Belen, Jack E., Clinical Assistant Professor of Health Sciences (renewal)

Blache, Klaus M., Adjunct Assistant Professor of Industrial Health and Safety (renewal)

Blumentritt, Reyna, Clinical Instructor in Physical Therapy (renewal)

Boruta, Peter M., Clinical Assistant Professor of Health Sciences (renewal)

Cleary, Frank M., Adjunct Instructor in Industrial Health and Safety (renewal)

Crissman, John D., Clinical Professor of Medical Laboratory Sciences (renewal)

DePolo, Albert A., Jr., Clinical Assistant Professor of Exercise Science (renewal)

Franklin, Barry A., Clinical Associate Professor of Exercise Science (renewal)

Frazee, Patrick R., Adjunct Instructor in Industrial Health and Safety (new appointment)

Hoekstra, Dale, Clinical Assistant Professor of Health Sciences (renewal)

Hugg, James W., Adjunct Associate Professor of Medical Physics (new appointment)

Jenkins-Anderson, Barbara, Clinical Associate Professor of Medical Laboratory Sciences (renewal)

Karcher, Raymond E., Clinical Associate Professor of Medical Laboratory Sciences (renewal)

Kazmierski, John F., Clinical Associate Professor of Exercise Science (renewal)

Kini, Sudha R., Clinical Associate Professor of Medical Laboratory Sciences (renewal)

LaBan, Myron M., Clinical Professor of Health Sciences (renewal)

Larson, Cathy A., Senior Clinical Instructor in Physical Therapy (renewal)

Lupovitch, Aaron, Clinical Associate Professor of Medical Laboratory Sciences (renewal)

MacArthur, Donald M., Adjunct Professor of Chemistry (new appointment)

Madercic, Melanie, Clinical Instructor in Medical Laboratory Sciences (renewal)

Magen, Jed G., Clinical Assistant Professor of Health Behavioral Sciences (renewal)

Maibauer, Frederick P., Clinical Assistant Professor of Health Sciences (renewal)

Meikle-Krebs, Jane, Adjunct Instructor in Industrial Health and Safety (renewal)

Mileto, Lisa Ann, Adjunct Instructor in Nursing, effective September 21, 1992, through August 14, 1995 (new appointment)

Mingela, Sarunas S., Adjunct Instructor in Industrial Health and Safety (renewal)

Olson, Ricky E., Clinical Assistant Professor of Health Sciences (renewal)

Rao, Kanamarlapudi V., Clinical Assistant Professor of Health Sciences (renewal)

Raymond, Marilyn J., Clinical Instructor in Physical Therapy (renewal)

Roszka, Joseph, Clinical Instructor in Medical Laboratory Sciences (renewal)

Salancy, Joyce A., Clinical Instructor in Medical Laboratory Sciences (renewal)

Woodward, Kenneth M., Clinical Instructor in Physical Therapy (renewal)

Change of Status

Loh, Robert N. K., from John F. Dodge Professor of Engineering and Associate Dean, School of Engineering and Computer Science to John F. Dodge Professor of Engineering and Director of the Center for Robotics and Advanced Automation, effective January 1, 1993

Leaves with No Pay

Duffy, Sonia A., Instructor in Nursing, part-time (25%) leave from January 4, 1993, through April 28, 1993 (with prorated pay)

Mittelstaedt, Mary E., Assistant Professor of Nursing, part-time (50%) leave from January 4, 1993, through April 28, 1993 (with prorated pay)

Sick Leave

Van Sell, Mary P., Associate Professor of Management, sick leave from November 2, 1992, through December 31, 1992 (with full pay)

Resignation

Katz, Diane, Adjunct Instructor in Nursing, effective August 28, 1992 (honorary appointment without compensation)

Retirement

Tripp, Anne H., Professor of History, effective December 31, 1992

Trustee Andrea Fischer, seconded by Trustee Sims, moved approval of the recommendations. The motion was voted on and unanimously carried.

Report on Gifts and Grants to Oakland University for the Period of November 1 through November 30, 1992

Dr. Paul Osterhout, Director of Development, thanked Oakland University and all of his colleagues over the past nine years, and stated that he would "miss you all."

Dr. Osterhout then reported that gifts to the institution for the month of November, 1992, totaled $122,683.47. He stated that over $29,000 was given to the Oakland University Foundation. He noted total external support, including $698,918.26 in grants and contracts, totaled $821,601.73 for the month.

Trustee Sims, seconded by Trustee Andrea Fischer, moved acceptance of the gifts. The motion was voted on and unanimously carried.

Other Items

Mr. Frank Cardimen, Assistant to the Vice President of University Relations, took the podium and stated that as of February 1 he will be leaving the institution to "take on an exciting position with the Transportation Improvement Association of Oakland County." He expressed his thanks to the Board and his colleagues at Oakland for their "support, direction, loyalty, and guidance over the past 14 years." He stated that he is a proud parent of three Oakland alumni, and he is pleased to have taught in the School of Business and the Honors College. He stated that he will miss representing Oakland University, and he has never worked for and with more "competent and loyal employees who believe in the mission of the institution."

He stated that he is excited about his new career direction, and he looks forward to continued contact with President Packard and Trustee Emeritus L. Brooks Patterson as he addresses the transportation problems of the people of Oakland County. He thanked the Board for its support over the years, and he looked forward to his continued affiliation with Oakland in a teaching capacity.

Vice Chairman Sharf wished Mr. Cardimen the "best of luck." President Packard stated that the university community will miss both Messrs. Cardimen and Osterhout.

Trustee Andrea Fischer stated that she understood that the institution is reviewing its telephone system. Mr. Harris responded that this issue was under review and a recommendation would be presented to the Board in the future.

Mr. De Carlo noted that six affirmative Trustee votes are required for approval of a closed session; therefore, the closed session scheduled to address pending litigation related to alleged injuries on campus will be requested by the administration at the March meeting.

Trustee David Fischer, seconded by Trustee Andrea Fischer, moved adjournment of the meeting. The motion was voted on and unanimously carried. The meeting was adjourned at 3:08 p.m.

Submitted,

Catherine Gianakura Rogg

Catherine Gianakura Rogg
Administrative Assistant
Board of Trustees

Approved,

Stephan Sharf
Vice Chairman
Board of Trustees