

BOARD OF GOVERNORS
Strategy & Planning Committee (S&P)

November 14, 2024
2:00 p.m. to 5:00 p.m.
[Teams Meeting Link – Public Session](#)

Members: Eric Agius (Chair), Lisa McBride (Vice-Chair), Ahmad Barari, Laura Elliott, Emily Whetung-MacInnes (pending Board appointment), Mitch Frazer, Matthew Mackenzie, Peter Marchut, Steven Murphy (regrets), Michael Rencheck, Hannah Scott

Staff: Kirstie Ayotte, James Barnett, Nicola Crow, Krista Hester, Les Jacobs (regrets), Lori Livingston, Jennifer MacInnis, Brad Maclsaac, Sarah Thrush

AGENDA

No.	Topic	Lead	Allocated Time	Suggested Start Time
PUBLIC SESSION				
1	Call to Order	Chair	5	2:00 p.m.
2	Agenda (M)	Chair		
3	Conflict of Interest Declaration	Chair		
4	Chair's Remarks	Chair	5	2:05 p.m.
5	Review of Strategy and Planning Terms of Reference* (D)	Nicola Crow	5	2:10 p.m.
6	Strategy			
6.1	Strategic Discussion: Strategic Enrollment Management (SEM) Plan (D)	Lori Livingston/ Sarah Thrush	30	2:15 p.m.
7	Planning			
7.1	Enrollment Update* (U)	Lori Livingston/ Sarah Thrush	10	2:45 p.m.
7.2	Integrated Academic-Research Plan Timelines and Milestones* (U)	Lori Livingston/ Sarah Thrush	10	2:55 p.m.
7.3	Board Retreat Planning* (D)	Nicola Crow	5	3:05 p.m.
8	Significant Project & Contract Oversight	-	-	-
9	Consent Agenda* (M)			

9.1	Minutes of Public Session of Meeting of June 20, 2024*	Chair	5	3:10 p.m.
10	Adjournment (M)	Chair		3:15 p.m.
BREAK – 10 minutes				
NON-PUBLIC SESSION (material not publicly available)				
11	Call to Order	Chair	5	3:25 p.m.
12	Conflict of Interest Declaration			
13	Chair's Remarks			
14	2024-2025 S&P Work Plan Review* (D)	Nicola Crow	5	3:35 p.m.
15	Campus Master Plan* (U)	Brad Maclsaac	10	3:40 p.m.
16	Advancement & Alumni Update* (U)	James Barnett	10	3:50 p.m.
17	Consent Agenda (M)	Chair	5	4:00 p.m.
17.1	Minutes of Non-Public Session of Meeting of June 20, 2024*			
17.2	S&P Action Points*			
18	<i>In Camera</i> Session	Chair	10	4:05 p.m.
19	Termination (M)	Chair		4:15 p.m.

Nicola Crow, University Secretary

COMMITTEE REPORT

SESSION:

Public
Non-Public

ACTION REQUESTED:

Decision
Discussion/Direction

TO: Strategy and Planning Committee (S&P)

DATE: November 14, 2024

FROM: Nicola Crow, University Secretary

SUBJECT: Review of S&P Terms of Reference

COMMITTEE MANDATE:

- S&P's responsibilities under its Terms of Reference include overseeing the strategic planning for all aspects of the university and assessment of the implementation of the university's plans in the context of the university's vision, mission and values.
- In accordance with governance best practices, the Committee conducts an annual review of its Terms of Reference and recommends revisions to the Governance, Nominations and Human Resources Committee when appropriate.
- The Committee is therefore asked to review its Terms of Reference.

BACKGROUND/CONTEXT & RATIONALE:

- The last revision to the Terms of Reference was made in June 2021 in the context of the restructuring of the Board's Audit & Finance and Investment Committees.

COMPLIANCE WITH POLICY/LEGISLATION:

- This is compliant with the Act and By-laws.

NEXT STEPS:

- The University Secretary will record revisions, if any, and present proposed updates to the Board of Governors.
-

SUPPORTING REFERENCE MATERIALS:

- S&P Terms of Reference

BOARD OF GOVERNORS **STRATEGY AND PLANNING COMMITTEE**

1. Terms of Reference

The Strategy and Planning Committee is a standing committee of the university's Board of Governors and is responsible for overseeing the strategic planning for all aspects of the university and assessment of the implementation of the university's plans in the context of the university's vision, mission and values.

The Committee will engage in broad strategic planning by reviewing, at least once every 2 years, and making recommendations to the Board on the following:

- i) the university's strategic plan;
- ii) the plans supporting the implementation of the strategic plan, including those plans that reinforce the core mission of the university including, but not limited to plans in the area of:
 - (1) strategic differentiation and positioning;
 - (2) government and institutional relations;
 - (3) advancement;
 - (4) infrastructure, and;
 - (5) strategic plan performance metrics.
- iii) strategic foresight, risk, and scenario planning;
- iv) annual Board of Governors retreat planning; and
- v) other areas as the Board may assign to the Committee.

The Committee will also oversee the sale or acquisition of real property, including any major renovation or construction projects.

Governance, governance plans and human resources plans are within the purview of the Governance, Nominations and Human Resources Committee.

2. Meetings

The Committee will meet at least four (4) times per year, or otherwise at the Committee's discretion. In accordance with the university's Act and the Board of Governors Meeting Policy and Procedures, the Committee will conduct three types of Meetings as part of its regular administration: Public, Non-Public and *In Camera* (when required).

3. Membership

The Committee will be composed of:

- Between three (3) and seven (7) external governors
- Up to four (4) elected governors

The Chair and Vice-Chair will be selected from among the external governors.

4. Quorum

Quorum requires that half of the Committee members entitled to vote be present.

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Board Strategy and Planning

Fall 2024 Admissions and Enrolment Highlights

LORI LIVINGSTON - PROVOST AND VP ACADEMIC
SARAH THRUSH - AVP, PLANNING AND STRATEGIC ANALYSIS
November 14, 2024

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New Undergraduate Admissions Notes:

- ✓ Overall YOY 7.7% increase in applicants
- ✓ Domestic YOY applicants higher by 8.6%
- ✓ Domestic YOY registrations higher by 4.6%
- ✓ International YOY applicants up by 2.1%
- ✓ International YOY registrations down **-18.5%**

Year Over Year
Performance

2.9% 

In-coming class
Registrations over Fall
2023

2024 Target

93.7% 

In-coming new student
registration target
performance

Domestic and International

101.7%

Of **Overall** Registration
Target Domestic and
International.

4.3% YOY change total
UG registrations

104.4%

Of **Overall** Domestic
Registration Target.

88.5%

Of **Overall** International
Registration Target.

Overall Undergraduate Registration Notes:

- ✓ Positive results for the university given the volatility within the sector and increased competition for students.
- ✓ Majority of Faculties achieved targets, however program challenges exist
- ✓ IRCC imposed caps and delays, geopolitical issues, have had significant impact for fall international student registrations
- ✓ Numbers **do not include** melt to November reporting

Graduate Admission and Registration Update

- Volatility in the numbers at this point in the cycle
- 144% YOY Accepts for all Graduate programs

9%

Increase in YOY
graduate registrations

90%

Of total graduate new
intake target –
Domestic and
International

120.4%

Masters and PhD Day
10 Registration Target

Note not all students
eligible for funding

Total domestic and
international head
count of Masters and
PhD students
registrations as of
September 18, 2024.
Note not all students
are eligible for funding.

- Achieved PhD targets
- Missed International targets in course-based Masters
- Missed research-based Masters target for domestic and international
- Potential for Winter intakes in some programs
- Registrations are inflated, and expect some melt
- IRCC policy caps and delays impacting graduate international

Fall 2023 Ontario University System Application and Confirmation Information as of September 12, 2024

This is a year over year comparison of OUAC application and confirmation statistics for undergraduate programs

- 105 international numbers not included as OUAC data does not capture **all** 105 apps and confirmations.

101 Applications YOY

Domestic

International

System:  6.4%

Ontario Tech:  8.8%

System:  2.2%

Ontario Tech:  7.8%

101 Confirmations YOY

Domestic

International

System:  4.9%

Ontario Tech:  3.4%

System:  2.6%

Ontario Tech:  12.4%

System Level Program Areas that saw an increase in **confirmations**:

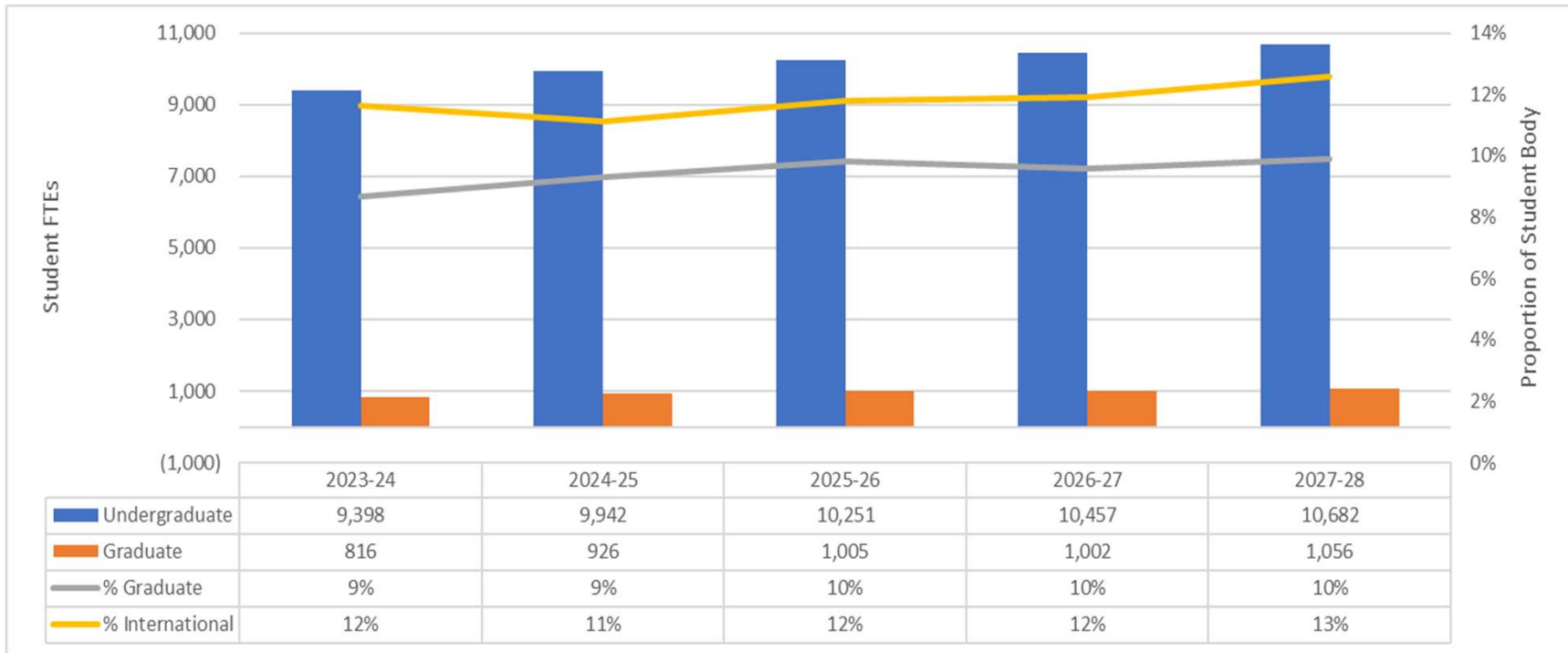
- ❖ Nursing (I,D)
- ❖ Computer Science/IT (I,D)
- ❖ Engineering (I,D)
- ❖ Education (I,D)
- ❖ Kinesiology and Health (I*,D)
- ❖ Liberal Arts, Humanities and General Studies (D)

I = Domestic
International
D = Domestic

System Level Program Areas that saw a decrease in **applications**:

- ❖ Social Sciences (I), General Sciences (I,D), Liberal Arts, Humanities and General Studies (I)

Enrolment Performance and Projections



COMMITTEE/BOARD REPORT

SESSION:

Public
Non-Public

ACTION REQUESTED:

Decision
Discussion/Direction
Information

TO: Strategy & Planning Committee

DATE: November 14, 2024

PRESENTED BY: Dr. Lori Livingston, Provost and Vice-President, Academic
Sarah Thrush, AVP Planning and Strategic Analysis

SUBJECT: Integrated Planning Process Update

COMMITTEE/BOARD MANDATE:

The Committee is responsible for overseeing all aspects of the university's strategic planning efforts, including the implementation and assessment of these plans in the context of the university's vision, mission and values. Today's update is a summary of the Integrated Planning cycle and the Strategic Mandate Agreement (SMA3) key milestones for 2024-2025.

BACKGROUND/CONTEXT & RATIONALE:

The 2023-2028 Integrated Academic-Research Plan (IARP) was approved by the Board in June 2023. The Integrated Planning process engages planners from across the institution in developing and executing strategies to achieve our goals and ensures that we have aligned our planning and reporting cycles to demonstrate progress towards our goals on an annual basis. The purpose of this report for Strategy and Planning to outline the Integrated Planning process and timelines for the 2024-2025 year and highlight potential implications of the final year of SMA3 and the negotiation of our new SMA4 with the government.

CONSULTATION:

This summary has been previously provided to Academic Council at its October 2024 meeting and discussed with SLT.

NEXT STEPS:

Use feedback to inform 2024-2025 annual reporting on IARP and SMA4 process.

SUPPORTING REFERENCE MATERIALS:

S and P Planning Update November 14 2024

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Board Strategy and Planning

2024-25 Planning Update

LORI LIVINGSTON - PROVOST AND VP ACADEMIC
SARAH THRUSH - AVP, PLANNING AND STRATEGIC ANALYSIS
November 14, 2024

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Planning Update

Actioning the 2023-2028 Integrated Academic-Research Plan



TECH WITH A CONSCIENCE

Innovation, impact and the social and ethical implications of technology



LEARNING RE-IMAGINED

Learner-centred educational options



STICKY CAMPUS

A place to make lasting connections



PARTNERSHIPS

Meaningful connections with our local and global communities

ACTIONING OUR PLANS – EVALUATING OUR PERFORMANCE

ACCOUNTABILITY/MEASURING SUCCESS

- Institutional Metrics
- SMA3 Metrics Year 5
- SRP Metrics
- Institutional Risks



DOCUMENTING OUR PLANS

- IA-RP 2023-2028
- SRP 2020-2025 (New SRPP will be developed for next 5 years lead by VPRI)
- SMA3 (SMA4 2025/26 - 2029/30 being negotiated)



Report

Planning Documents

MONITORING PLANS

- Assess Progress towards plan
- Planning Retreats, Planning Meetings
- Using IA-RP Templates to monitor progress



Evaluate

Implement

ACTIONING OUR PLANS

- Annual Integrated Plan Templates
- Resourcing plans
- Enabling plans



Integrated Planning Timelines: Actioning our IARP Aligning Our Cycles

2024-2025 CYCLE:

SUMMER/FALL
2024:

- *Integrated Planning templates and material/data distributed to Units and Faculties*
- *Faculty and unit planning retreats and meetings (engaging Faculty members and staff)*
- *Integrated Planning Templates Submitted and reviewed*

FALL/WINTER
2024:

- *Faculties/Unit action strategies and monitor performance*

WINTER/SPRING
2025:

- *Integrated Planning Report Back/Evaluations due*

SPRING 2025:

- *June 2025 – Summary of Integrated Planning Evaluations reported to AC and Board*
 - ❖ *Summary of Integrated Planning Evaluations (Qualitative)*
 - ❖ *Institutional Metrics Dashboard(Quantitative)*
 - ❖ *SMA3 year 5 Dashboard (final year in SMA3) Report*
 - ❖ *Research Metrics*



COMMITTEE REPORT

SESSION:

Public
Non-Public

ACTION REQUESTED:

Decision
Discussion/Direction
Information

TO: Strategy & Planning Committee (S&P)

DATE: November 14, 2024

FROM: Nicola Crow, University Secretary

SUBJECT: Board of Governors Retreat

COMMITTEE MANDATE:

- In accordance with its Terms of Reference, the S&P Committee “is responsible for overseeing the strategic planning for all aspects of the university and assessment of the implementation of the university’s plans in the context of the university’s vision, mission and values
- As part of this mandate, it is responsible for planning the annual Board of Governors retreat

BACKGROUND/CONTEXT & RATIONALE:

- Each year the Board holds an Annual Retreat
- The Retreat aligns with the Board’s Professional Development goals
- The Board’s Professional Development topics take into consideration:
 - The results of the Board and Committee Practice Assessments
 - The Board of Governors Skills Matrix
 - The University’s strategic priorities
- The Board’s professional development and in turn the Retreat for this year will have regard to the above.
- The Retreat’s focus is currently being mapped out to align with key University priorities and interconnect with Board’s and Academic Council’s strategic discussions which will align this academic year.
- The format for the Retreat is also under consideration to promote interactive, strategic and generative dialogue.

NEXT STEPS:

- The Board Retreat focus, format and planning will be finalized in consultation with the Board Chair, S&P, President and Senior Leadership Team.

- University Secretary will provide progress reports and seek feedback from S&P on the planning of the Retreat

SUPPORTING REFERENCE MATERIALS:

- None



BOARD OF GOVERNORS

Strategy & Planning Committee

Minutes of the Public Session of the Meeting of June 20, 2024 2:00 p.m. to 3:24 p.m. via– videoconference

Members: Lynne Zucker (Chair), Ahmad Barari, Frank Carnevale, Laura Elliott, Mitch Frazer, Matthew Mackenzie, Lisa McBride, Steven Murphy, Michael Rencheck, Kim Slade, Michael Watterworth

Regrets: Eric Agius, Hannah Scott

Staff: Kirstie Ayotte, James Barnett, Ken Bright, Jamie Bruno, Barbara Hamilton, Krista Hester, Les Jacobs, Lori Livingston, Brad MacIsaac, Joe Stokes, Sarah Thrush

Guests: Chelsea Bauer, Marc Couture (Blackstone Energy), Bruce Manwaring, Christine McLaughlin, Joanne Nickel, Dwight Thompson

1. Call to Order

The Chair called the meeting to order at 2:00 p.m. and read aloud the land acknowledgment.

2. Agenda

Upon a motion duly made by K. Slade and seconded by M. Mackenzie, the Agenda was approved as presented.

3. Conflict of Interest Declaration

No conflicts were declared.

4. Chair's Remarks

The Chair began her remarks by acknowledging that this was her final S&P meeting as Chair and expressed gratitude for being part of the remarkable transformation during her six-year tenure at the University. She emphasized that this transformation was driven by the vision of the President, the senior leadership team, and the innovative faculty and staff of the institution.

5. President's Remarks

The President began by expressing gratitude to the Chair for her exemplary leadership not only within the Committee but also as a reliable source of advice over the years. He emphasized how her guidance has been immensely valuable to Ontario Tech's journey. He then highlighted the successful execution of six convocation ceremonies amid challenging global circumstances and extended thanks to all board members expressing appreciation for their presence at the convocations. He also recognized the dedication of faculty, staff, and student volunteers who played crucial roles behind the scenes and on stage, ensuring the ceremonies were memorable and meaningful for the graduating classes.

6. Strategy

6.1. Strategic Discussion: Sustainability and Energy Management

B. MacIsaac highlighted the University's commitment to sustainability, including targets for a 50% reduction in emissions by 2030 and a move towards low carbon by 2050. He acknowledged ongoing efforts by Facilities Management and introduced Marc Couture from Blackstone Energy Services to outline some strategies to achieve these goals.

M. Couture highlighted current opportunities and initiatives from an interval study, outlining pathways and next steps for consideration. He praised Ontario Tech's legacy as a leader in sustainability, noting the potential to renew campus infrastructure and enhance reputational integrity through holistic decarbonization efforts. The presentation included a path toward achieving decarbonization targets by 2050, emphasizing the importance of proactive measures starting with near-term projects. He continued by outlining three main components of the interval study and decarbonization roadmap: electrification of boiler plants and heating systems, addition of renewable energy sources like solar PV and heat pumps, and conservation measures such as LED lighting and controls upgrades. The estimate in 2024 dollars would be about \$25 million worth of investments to achieve this plan. He discussed two pathways identified in the study: self-funding initiatives annually or partnering with Enbridge Sustain and the Canadian Infrastructure Bank to leverage significant capital for decarbonization projects. Enbridge Sustain could potentially provide \$10-28 million for Ontario Tech University's initiatives, repaid through utility savings. His presentation concluded with plans for Ontario Tech to develop detailed decarbonization and infrastructure renewal strategies to maintain its leadership position.

B. MacIsaac added that K. Bright, Director of Campus Infrastructure and Sustainability, has worked alongside Blackstone Energy to review equipment upgrades, noting annual investments of approximately \$2 million from the government for replacements. He highlighted a boiler replacement costing \$1.2 million, essential for advancing low-carbon goals despite higher costs compared to older models. He notes that the presentation emphasized financial commitments to sustainability, including plans to accelerate replacements within budget projections.

Further discussion emphasized collaboration with university researchers to innovate in areas such as electric vehicles and solar energy storage, enhancing both operational efficiency and research capabilities.

In response to inquiries about the pending 30% investment tax credit, K. Bright clarified that the University's tax-exempt status means they are exploring ways to utilize such credits with guidance from Blackstone Energy and emphasized the need for transparent financial breakdowns, given the University's current financial pressures.

M. Rencheck echoed the call for clarity on expenditure allocation and raised concerns about performance guarantees and penalties related to the project's anticipated reductions, emphasizing accountability. B. Maclsaac acknowledged these concerns and committed to working with legal team to clarify financial analyses and performance guarantees prior to final decisions. He also highlighted ongoing efforts to explore various funding programs and encouraged board input on identifying cost-saving opportunities.

B. Maclsaac also noted the advantages and risks of being an early adopter in sustainability initiatives, highlighting potential savings and partnerships with researchers. K. Bright continued by emphasizing the University's history of innovation, citing past projects like Canada's largest geothermal system and ongoing pilot initiatives focused on smart community development. Both stressed the importance of balancing innovation with thorough risk assessment and reassured that there was no immediate rush, noting discussions and realistic implementation plans would take place over the summer and into the fall.

6.2. Integrated Academic Research Plan and SMA 2023-2024 Metrics Annual Report

L. Livingston reminded attendees that last June, the Board endorsed a five-year integrated academic research plan (2023-2028), which is evaluated annually to assess progress. She emphasized that effective integrated planning has relied heavily on these annual evaluations due to the challenges in the higher education sector. This year's evaluation includes a qualitative summary of successes and challenges from September to May, followed by a quantitative assessment using data dashboards. Strategic mandate agreement metrics are also annually reviewed due to their link to performance funding.

She highlighted that the report acknowledges both successes and challenges, with the challenges now being included in response to the Board's request from the previous year. This eight-month report will transition to a twelve-month cycle, capturing the full year for the board. She highlighted that during this period, 81% of over 300 milestone activities were completed or on track, 18% were behind target or

amended, and only 1% were terminated, demonstrating the dedication of the campus community.

She noted challenges, including positional staffing issues due to a high number of leaves of absence, resulting in the need to backfill positions with short-term contracts. Additionally, IT challenges and space limitations have been noted and are being addressed through new leadership and investments in technology assets, and through increased use of our existing outdoor and online spaces.

S. Thrush presented the 2023-2024 Dashboard and Institutional Metrics report, emphasizing the University's systematic approach to planning and accountability. She highlighted the integration of qualitative elements to validate strategies against data, addressing issues like employee turnover and comparing findings with sector-wide trends for broader insights. As an example, she noted the assessment of key metrics included enrollment targets where PhD and undergraduate enrollments exceeded expectations, while master's enrollments fell short impacting revenue highlighting efforts that are underway to improve community response rates and adjust metrics to better reflect transfer student impacts. As another example, she noted that student retention rates, though positive, are being benchmarked against The National Survey of Student Engagement (NSSE) sector standards and acknowledged challenges such as employee turnover and student-faculty ratios amid early retirements and hiring delays but despite these challenges, the University achieved a highly positive outcome in the SMA3 reporting year, meeting or surpassing all metrics to secure additional funding without penalties and advised that this success was amplified by other institutions' failures in key metrics contributing to funding gains. Looking ahead to the fifth year, which carries increased risk with 25% of performance funding at stake, the University plans to continue implementing robust risk mitigation strategies to minimize potential losses.

In response to whether the SMA metrics will be reset, S. Thrush indicated that there is ongoing discussion but no clear direction from the Ministry of Colleges and Universities as of yet.

Addressing a question about declining student satisfaction in the first year, S. Thrush explained that it was currently being investigated, noting that this has been a sector-wide trend since 2011. Plans are underway to develop surveys to understand possible causes, with a suspicion that the impact of COVID-19 on high school experiences may be a significant contributing factor.

When asked about possible federal funding availability relating to COVID-19, S. Thrush advised she was not aware of any federal COVID funds available for bolstering entry programs. She noted that while the University has transition events for students, the available COVID funding was primarily intended to cover additional expenses incurred by the university during the pandemic, rather than directly supporting students.

6.3. Annual Programs Update

a) 2023-2024 Quality Assurance Process and Programs Annual Report

L. Livingston presented the 2023-2024 Quality Assurance Process and Programs Report reminding attendees that the processes are mandated by both internal standards and expectations of the Quality Council. She highlighted that the Report was also presented to Academic Council this month and the recent approval of the BASc in Sustainability program was finalized in May and therefore would be reported within next year's annual report.

b) 2023-2024 Continuous Learning Annual Report

L. Livingston presented the 2023-2024 Continuous Learning Annual Report, which was also recently reviewed by the Academic Council this month. She emphasized the leadership of Chris Hall (Director, Continuous Learning) and his efforts to boost participation in continuous learning programs. The Report also covers developments in micro-credential activities throughout the year.

6.4. International Strategy Update

L. Livingston discussed the ongoing challenges in recruiting international students due to disruptions caused by Immigration, Refugee, and Citizenship Canada (IRCC). She emphasized the need to stay updated on evolving issues and their impact on our recruitment efforts.

J. Stokes reported a decline in applications and delays in processing due to IRCC backlogs. He highlighted Canada's declining reputation as a top study destination and the sector's struggle to meet provincial targets for attestation letters. He mentioned that government policies, including potential visa reductions and new study permit criteria, pose further enrollment risks, particularly in STEM fields. Despite efforts like pivoting to professional master's programs and strategic program development, ongoing reactionary measures are necessary amid uncertain future impacts on international enrollment.

In response to a question regarding revisiting the international student growth strategy, J. Stokes stated that the international student growth strategy needs a reevaluation due to recent changes noting that markets that were viable before January are no longer feasible due to price sensitivity and disrupted relations with key countries like India and China and efforts to manage the current year's challenges

have delayed the strategic review, but he emphasized the need to reassess and develop new plans.

7. Significant Project and Contract Oversight

7.1. Subcritical Nuclear Assembly

L. Jacobs discussed plans for a research reactor on campus, highlighting the need for a license and ongoing progress indicators. He noted delays with Indigenous consultations and a potential 18-month delay for a public hearing but despite setbacks, he emphasized innovative initiatives with Brookfield Sustainability Institute and anticipated developments in the fall despite the licensing process's slow pace compared to other countries like the United States.

In response to a question as to the reasoning behind the 18-month delay, M. Rencheck offered his assistance to cosign a letter to the Canadian Nuclear Safety Commission (CNSC), highlighting the project's legitimacy and need for vendor support.

8. Consent Agenda

8.1. Minutes of Public Session of Meeting April 3, 2024

8.2. S&P Annual Report

9. Adjournment

There being no other business, and upon a motion duly made by M. Rencheck, the meeting adjourned at 3:24 p.m.

Krista Hester, Interim University Secretary