

MINUTES  
MEETING OF THE BOARD OF TRUSTEES  
APPALACHIAN STATE UNIVERSITY

Friday, September 22, 2017  
Parkway Ballroom  
Plemmons Student Union

CALL TO ORDER: The Board of Trustees of Appalachian State University met in open session at the call of the Chair and the Chancellor on Friday, September 22, 2017, at 9:00 a.m. in the Parkway Ballroom of the Plemmons Student Union on the campus of Appalachian State University in Boone, North Carolina. Mr. James M. Barnes, Acting Chair, presided and called the meeting to order.

MEMBERS PRESENT:

James M. Barnes  
M. Lee Barnes, Jr.  
Donald C. Beaver  
John M. Blackburn  
Susan M. Branch  
Anderson B. Clayton  
Robert C. Hatley  
Scott K. Lampe  
Charles V. Murray  
E. Bonnie Schaefer  
D. Kenan Smith  
Carole P. Wilson

CONSTITUENCY REPRESENTATIVES  
PRESENT (ex-officio):

Carole M. Greene, Chair  
Staff Senate  
Wayne Miller, President  
Alumni Council

CONSTITUENCY REPRESENTATIVES  
ABSENT:

Barbara B. Howard, Chair  
Faculty Senate

MEDIA PRESENT:

Jeff Cloninger  
University Communications  
Kayla Lasure  
*Watauga Democrat*

CONFLICT OF INTEREST NOTICE: Chair Barnes read the following statement:

“Under the State Government Ethics Act, all voting members of the Board of Trustees have a duty to avoid conflicts of interest and appearances of conflicts. Looking at the agenda for today's meeting, does anyone know that you have a conflict of interest or an interest that would give rise to the appearance of a conflict of interest? If so, please let me know now.” [None reported]

RECOGNITION OF VISITORS: Chair Barnes welcomed Governor Phillip Byers, UNC Board of Governors; The Honorable Rebecca Eggers-Gryder, Mr. Jeff Cloninger, University Communications, Ms. Kayla Lasure, *Watauga Democrat* and Daniel Burleson, Appalachian Horticulture Specialist.

ADMINISTRATION OF OATH OF OFFICE: Acting Chair Barnes recognized the Honorable Rebecca Eggers-Gryder of Watauga County, who administered the oath of office for new Trustees: Mr. Scott K. Lampe, Dr. E. Bonnie Schaefer and Ms. Anderson Clayton, and for reappointment to the Board: Lee Barnes, Donald Beaver, Charles Murray and Carole Wilson.

REPORT FROM NOMINATING COMMITTEE: Chair Barnes recognized Trustee Carole P. Wilson, Chair of the Nominating Committee. Ms. Wilson reported that the Nominating Committee met on September 11, 2017 and would like to recommend the following slate of officers for 2017-2018:

Mr. James M. Barnes, Chair  
Mr. John Blackburn, Vice Chair  
Ms. Susan M. Branch, Secretary  
Mrs. Dawn Antonucci, Assistant Secretary

The Committee's recommendation was approved unanimously.

APPROVAL OF MINUTES: The minutes of the June 23, 2017 meeting had been delivered to all members via email. Upon motion duly made and seconded, the minutes of the meeting were approved as presented.

REMARKS FROM CHANCELLOR EVERTS: (See Attachment 1).

RESOLUTION OF APPALACHIAN STATE UNIVERSITY OFFICIAL FLOWER: Chancellor Everts presented the Resolution to recognize the Black-eyed Susan as Appalachian's official flower. Upon motion duly made and seconded, the Resolution was approved as presented. (See Attachment 2)

REPORT FROM ACADEMIC AFFAIRS COMMITTEE: Chair Barnes recognized Trustee Susan M. Branch, Chair of the Academic Affairs Committee, for this report.

Trustee Branch stated that the Academic Affairs Committee met on Thursday afternoon, and heard the following reports:

### College Update (FAA)

Phyllis Kloda, Dean of the Fine and Applied Arts, provided a college overview, covering student success and highlights from last year, and shared new initiatives such as the HOW Space, the Climate Narratives, AppLab 3.0 (Steelcase grant) and AppTV. We also heard from two students (Roy Dale Cox and Ellie Hooper).

### Enrollment Update

Cindy Barr, Associate Vice Chancellor for Enrollment Management, gave an update regarding Fall 2017 enrollment. The number of racially underrepresented students enrolled at Appalachian State grew from 2,695 in fall 2016 to 2,967 in fall 2017, which represents an increase of 10.1%. Our total enrollment numbers are up 2.8% at 18,811 students.

### Student Learning Center Presentation

Brady Rourke, Executive Director of Student Learning Center (SLC) formerly known as the Learning Assistance Program, shared that SLC identifies students needing support and designs individualized study plans, which include sessions with one of their Graduate Student Academic Coaches. He shared a presentation overviewing SLC organizational operations and two of their specific goals – (1) collaboration with Admissions, and (2) the academic coaching model.

### UNC-GA Athletics Update

Heather Langdon, Director of Institutional Research, Assessment, and Planning, gave an update regarding the annual athletics academic integrity course clustering analysis, which is required by UNC Academic Integrity Regulation 700.6.1[R] and Guidelines (700.6.1.1[G]). This study is a component of the annual UNC Intercollegiate Athletics Report to the Board of Governors. The academic integrity and course clustering study requires the institution to evaluate courses in which 25% or more of the enrollment in a section is comprised of student athletes. Then, “irregularities”, which would be a statistical difference in the grade average of athletes vs. non-athletes for these sections must be reported. There were 74 flagged sections in 2016-17, and there were no “irregularities” found from this year’s study to report.

### Distinguished Professorship Revisions

Chair Branch, on behalf of the Academic Affairs Committee, recommended approval of the changes to the Aeschleman Distinguished Professorship in Psychology. Chair Branch also requested the approval of the two new distinguished professorships: Dan German and Kulynych Cline, as presented in Exhibit A-1. The Committee’s recommendation was approved unanimously.

Trustee Branch indicated that this concluded the report from the Academic Affairs Committee (see Appendix A).

REPORT FROM ATHLETICS COMMITTEE: Chair Barnes recognized Trustee Carole P. Wilson, Chair of the Athletics Committee, for the report. Trustee Wilson reported the following:

Report from Student-Athletes

The Athletics Committee met on Thursday afternoon, and began with presentations given by student-athletes at Appalachian. Junior student-athlete, Jenny Dodd from Softball, and senior student-athlete, Evan Georges from Men's Cross Country and Track & Field, gave the committee insight into their transformational experiences as student-athletes at Appalachian. Both student-athletes have excelled athletically, as they are key contributors for their sports, while also achieving great success in the classroom, earning Athletic Academic Honor Roll honors during their time at Appalachian State.

Presentation of the UNC Intercollegiate Athletics Survey

This year's UNC Intercollegiate Athletics Survey as required by University of North Carolina policy, was then presented to the Athletics Committee. Heather Langdon, Director for Institutional Research, Assessment and Planning, along with Jonathan Reeder, Senior Associate Athletics Director, presented information related to student-athlete academic performance, departmental revenue and expenditures, and the 2017-18 projected athletics budget. As a part of the intercollegiate athletics survey, student-athlete admission and academic profile data, and a course-clustering analysis of student-athletes were discussed, in which no corrective action is required.

Presentation from Director of Athletics

Director of Athletics, Doug Gillin, then presented several athletics updates to the Committee. Mr. Gillin reviewed the Appalachian State Athletics recent Economic Impact Study, which showed that App State Athletics has a \$54 million impact on regional economic activity, contributes to 640 more jobs, and generates \$3.6 million in additional indirect tax revenue for the region. An overview of recent national recognition for the Athletics program and facilities enhancement projects were also discussed.

To conclude the presentation, Mr. Gillin provided an update on recent Athletics fundraising efforts. In 2017, the following metrics have improved compared to 2016 year-to-date: Endowment giving has increased 10%; Yosef Club giving has increased 6%; and new fundraising commitments have increased 36%.

Trustee Wilson indicated that this concluded the report from the Athletics Committee, (see Appendix B).

REPORT FROM AUDIT COMMITTEE: Chair Barnes recognized Trustee Charles V. Murray, Chair of the Audit Committee, for the report. Trustee Murray reported the following:

#### Internal Audits

Financial Audits of the Department of Parking and Traffic and Athletics were completed. No findings were reported.

An operational review of the 2016 Baseball Camps as administered by Conference and Camps was completed. A recommendation to prepare and approve fund reconciliations in a timely manner was made.

A review of the internal controls and systems over University Housing Time Reporting Processes for Student Temporary Employees was completed. A recommendation was made to strengthen the documentation and procedures for time sheet review and approval, in compliance with University policy.

A compliance review was performed to evaluate the internal controls over Contract Administration for the ASU/NCRC Human Performance Lab. It was found that the controls were not operating as management intended over the administration of a certain contract. A recommendation to strengthen communication regarding operational objectives, goals, and performance measurements was made.

Campus-Wide Reviews: Annual and Quarterly reviews were conducted in the areas of inventory, receipt books, cash counts, fixed assets, procurement card disbursements, travel expenditures and fund reconciliations. In addition, monthly reviews were conducted regarding the removal of network access for terminated employees. Recommendations were made regarding following ASU Policy concerning timely deposits, departmental bookkeeping, fixed assets, and procurement card expenditures. No other significant findings to report.

#### External Audits

The Board of Trustees Audit Committee Certification Letter was reviewed and discussed. This certification regarding the Committee's duties and responsibilities is sent annually to UNC General Administration.

The Self-Assessment of Internal Controls over Financial Reporting for the Fiscal Year 2017 was discussed. No major deficiencies in internal controls related to financial reporting were identified. No known fraud that involves management or other employees who have a significant role in the institution's system of internal control was identified.

Trustee Murray indicated that this concluded the report from the Audit Committee (see Appendix C).

REPORT FROM BUSINESS AFFAIRS COMMITTEE: Chair Barnes recognized Trustee D. Kenan Smith, Chair of the Business Affairs Committee, for the report. Trustee Smith reported the following:

#### Capital Project Update

Vice Chancellor Forte gave a brief Capital Project update to the Committee. The first project discussed was the College of Health Sciences Building. This project is now 38% complete. The project is on budget with a total cost of \$80 million. Anticipated occupancy is on track for fall 2018. The contractor is now completing the exterior skin (walls, sheathing, masonry, windows and interior mechanical systems). You can see a live stream of progress on the University website.

The second project presented was Howard Street Hall. A ribbon cutting for this project was held on August 25. The project was completed on schedule and \$90K under budget. Howard Street Hall will add 2 new classrooms, 21 new faculty offices to the University.

The last project discussed was a proposed expansion of day care facilities on campus. Preliminary efforts are underway to determine the feasibility of expanding daycare facilities to meet increased demand on campus. As the project progresses we will continue to update the Board.

#### Town of Boone Easements

The Committee voted to approve the granting of permanent easements along the Greenway/New River to the Town of Boones. This will satisfy Corps of Engineer requirements for the grant that funded the New River streambank restoration. The detail for this can be found in Exhibit D-1.

Trustee Smith indicated that this concluded the report from the Business Affairs Committee (see Appendix D).

REPORT FROM STUDENT AFFAIRS COMMITTEE: Chair Barnes recognized Trustee John M. Blackburn, Chair of the Student Affairs Committee, for the report. Trustee Blackburn reported the following:

The Student Affairs Committee meeting's agenda consisted of two informational items:

- Dr. Susan McCracken and Ms. Sharon Jensen of the Career Development Center presented an overview on Internships and Academic Partnerships. We also heard from two students who spoke about their recent summer internship experiences.

- Mr. Matt Dull and Ms. Traci Royster of Student Affairs presented highlights on the Student Affairs Diversity Scholars while Mr. Jeff Cathey and Ms. Heather Jo Mashburn spoke about the W.H. Plemmons Fellows. Finally, we heard from four current students about their experiences within the two programs.

Trustee Blackburn stated it was nice to see the collaboration among the different divisions and departments across campus and the positive impacts these programs have on our students.

Trustee Blackburn indicated that this concluded the report from the Student Affairs Committee (see Appendix E).

BYLAWS REVISION: Deputy General Counsel Barbara Krause presented a brief overview of the recommendation for the revised Bylaws document provided in the Board of Trustees meeting materials (see Attachment 3).

Upon motion duly made and seconded, the recommendation to revise the Bylaws was approved as presented.

NOMINATION OF MEMBERS OF THE BOARD OF VISITORS: Chair Barnes presented a slate of nominations by the Chancellor to the Board of Visitors.

Upon motion duly made and seconded, the nominations were approved as presented.

REMARKS FROM CHAIR BARNES:

Chair Barnes made the following comments/announcements/reminders:

- Thanked the Committees and their Chairs for their reports.
- Trustees are invited to attend the Board of Governors tour held in the Parkway Ballroom at 4:00 pm.
- Trustees are invited to join the guided tour of Sanford Hall to review renovation needs directly following lunch.
- The next scheduled Board of Trustees meeting will be held on Thursday and Friday, December 7 and 8, 2017.
- Thanked the Trustees for all their efforts on behalf of Appalachian's students, faculty and staff.

CLOSED SESSION: Chair Barnes announced that he would entertain a motion that the Board convene in closed session. Chair Barnes asked that the voting Trustees, Chancellor Everts, Vice Chancellors, General Counsel, Director of Human Resources, Director of Public Safety and the Recording Secretary join the voting members in closed session.

Upon motion duly made, seconded and approved, the Board convened in closed session to:

- prevent the disclosure of privileged information of North Carolina General Statutes

132-1.7, subsections (a) and (a2) of United States laws or regulations [N.C.G.S. §143-318.11(a)(1)];

- prevent the premature disclosure of an honorary award or scholarship [N.C.G.S. §143-318.11(a)(2)];
- consult with its attorney to preserve the attorney-client privilege [N.C.G.S. §143-318.11(a)(3)]; and
- establish or instruct the staff or agent concerning negotiations of the amount of compensation or other terms of an employment contract [N.C.G.S. §143-318.11(a)(5)].


PUBLIC SESSION RECONVENED: Upon motion duly made, seconded and approved, the Board reconvened in open session at 11:23 a.m.

PERSONNEL REPORT: Chair Barnes presented the personnel recommendation brought forth by Chancellor Everts in closed session for her applicable direct reports as outlined by the General Assembly for State employees.

The Chancellor's recommendation was approved unanimously.

ADJOURNMENT: There being no further business, the meeting adjourned at 11:25 a.m.

JAMES M. BARNES, Chair

By:   
Dawn Antonucci  
Recording Secretary



2017.09.22 SNE Board of Trustees

Good morning Trustees, and thank you for the opportunity to share a brief update.

Welcome to Boone on this extraordinarily fine day. If we are lucky, our weather will hold out for tomorrow's game!

I'd like to begin with acknowledging a resolution on the agenda for today. This summer and early fall, the campus has been bursting with color. Landscape Services has done a magnificent job. I recently had occasion to read a profile of Horticulture Specialist Daniel Burleson. He talked about his favorite flower, the Black-eyed Susan, and mentioned that with its black and gold colors, it would be a perfect official flower of Appalachian. I love Daniel's idea, and today I am presenting a resolution to you that would make that official. With your approval, we will institute another Appalachian tradition we can celebrate when students return each fall and the Black-eyed Susans are in full bloom.

September is also the season for major publications to publish their new rankings, and I have good news to report on that front. Over the course of more than 30 yearly assessments, Appalachian has received highest honors in a variety of categories in the U.S. News & World Report Best Colleges Rankings. 2018's ranking is no exception.

We have routinely earned high rankings for value, a point of pride for us, particularly as we strive to make education more accessible to students in every economic bracket. This year's recognition as a veteran-friendly university and as among the most innovative in southern regional universities speaks to special initiatives as defined in our strategic plan. I am very pleased to see the hard work of our faculty and staff recognized in this way.

I can also confirm what I reported to you in June, which is that Appalachian now has the largest and most diverse student body in history. In August, Appalachian welcomed 18,811 students to campus, including 3,306 first-year students who comprise the university's largest and most diverse first-year class.

While we diligently keep our focus on slow and steady growth, we have reported record gains in the key areas of recruitment and retention over the past three years. Appalachian's overall retention rate now exceeds 88 percent, which is an all-time high, and which also exceeds the national average of 68 percent. Our success in this area is due to the many support systems and resources available to our students, and the dedicated faculty and staff who prioritize the well-being of our students.

A quick aside: one of the resources, The Student Learning Center, within University College, has a great new student nickname that sprang from its location in the Dauphin Disco Dougherty building - "The Disco" Student Learning Center is named not only after one of our university's founders, but also, fittingly, Disco means 'to learn' in Latin.

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Over the past year, I have made some reference to sustainability in most of my messages - to you, to the campus community and in Raleigh. It is important the word does not lose meaning, and I want to be sure we are clear on what our century-long commitment to sustainability entails.

Our Director of Sustainability, Dr. Lee Ball, recently shared one simple and elegant metric for sustainability. As he explained: when everyone and everything, in any given situation, wins – that is sustainable.

If a student can resell a book so that it doesn't go to the landfill, that is a win-win.

If we support local farmers and provide our community with healthy food, that is a win-win.

If we can offer moderately-priced child care for our campus and community, along with opportunities for our students to learn in a professional training environment, that is a win-win.

If we can diversify our campus population and nurture multicultural understanding and empathy, that is a win-win.

If we can meet our students where they are while also helping them learn to navigate the rules and systems they will encounter as they go through life, that is also a win-win.

So, as we look ahead, I am asking you to help me go for the win-win, to sustain. This is the metric by which my leadership team will set priorities. It is the metric I used to measure last year's progress and the one to which I set my goals for 2017-18.

Let's look at this last year's progress and the goals going forward.

Last year I identified four personal strategic priorities:

1. Improve and enhance communications.

Over the past year, my leadership team and I have worked to hold more frequent open meetings, related to our campus master plan, our institutional budgeting process, our areas of academic emphasis, and our institutional mission and strategic plan. Input from our faculty, staff and students and the community at large is critical for us to make informed decisions and to move together, as a community, with clear direction.

Appalachian faculty and staff have joined me in engaging in U.S. Senate-level bipartisan discussions around issues and initiatives impacting the 13-state Appalachian region. Over the course of four-panel discussions, we provided insight and guidance to this task force, as they identified key problems confronting the

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region and approaches for tackling them, related to education and the workforce; entrepreneurialism and job creation; energy and infrastructure; and rural health.

A report was released last week putting forth 19 solutions that will be used by the senators to engage Congress, the Trump administration, local leaders and the private sector to find common ground on many of the issues challenging the Appalachia region. You will receive a link to the report in an email after today's meeting.

The work and research taking place on campus has garnered an increased level of local and state media attention, as our University Communications team has increased their efforts and resources toward showcasing it. And because of a more proactive collaboration with the UNC System communications staff, our exposure at the system level has increased.

In a related manner, Belk Library and Information Commons is committed to upgrading and expanding its online collection of faculty research, which could also include a searchable Faculty Speakers Bureau that news media and community organizations could use to find knowledgeable spokespersons with specific expertise. This would be an extremely helpful tool as we tell our story nationwide.

Regular communications are also key to getting our stories out, and we have developed new mechanisms for doing this. Last May, I began a weekly newsletter to keep our campus community informed. On a monthly basis, I send additional communications showcasing our community's accomplishments to our campus, as well as to our university leadership, alumni, parents and families. Twice each week, news stories and faculty expert interviews from Appalachian are pitched to local, state and regional media.

We are telling Appalachian's story in a more strategic and robust manner than ever before. Feedback has been very positive, and there is much more to come on this front.

2. Increase campus efficiency and effectiveness to better meet our strategic goals. In January, I told the campus community my approach to increasing our efficiency and effectiveness would be to do More with More. We continue to work to identify physical and financial resources to make this a reality.

In August, I cut the ribbon on Howard Street Hall, which added about 5,000 square feet of academic space to our main campus, with two new classrooms and 21 faculty offices. Additional classroom, office and lab space remain at the top of my priority list.

As you know, Appalachian has achieved Gold rating from the Sustainability Tracking, Assessment & Rating System administered by the Association for the Advancement of Sustainability in Higher Education. This coveted rating is in large

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part due to the way our faculty have intentionally integrated sustainability into our academic curricula. We are also examining our institutional business practices, which present opportunities for realizing efficiencies in human and monetary resources.

I am also prioritizing our Zero Waste initiative this year, and challenging Director of Sustainability Lee Ball and Vice Chancellor for Business Affairs Paul Forte to find ways we can reduce waste and save money through our purchasing efforts. Our goal is to divert 90 percent of our campus waste from the landfill by the year 2022.

Our sustainability leadership continues to make a difference statewide. The efforts of the Appalachian Energy Summit have already realized staggering results around reduced energy costs across the UNC system— more than half a BILLION dollars in energy costs has been avoided through energy efficiency and renewable energy practices initiated in benchmark year 2004. This summer, the summit emphasized the importance of including diverse and varied viewpoints in developing strategies that promote clean energy production, distribution and consumption.

Finally, what could be more efficient and effective than solid support for our families. Since my first days on campus, I have heard about the challenges parents of young children face as they struggle to balance the load of job or school with taking care of their families. Access to affordable child care is essential and the right thing to do. I have approved an architectural study to build new child care facilities on our campus that will more than double the number of spaces available.

3. Continue to develop and expand fundraising initiatives.

This year, we awarded our undergraduate students \$4.6 million for need- and merit-based scholarships. While this certainly makes significant opportunities available for a number of students at Appalachian, and it is a big jump from where we were four years ago, we must have more scholarship funds for our students, with the flexibility to place them where there is greatest need. Vice Chancellor for University Advancement Randy Edwards will be leading initiatives to greatly increase this number.

Other important initiatives will include outfitting the new Beaver College of Health Sciences building. We have raised \$1.1 million toward this goal, and expect to see that number increase significantly in the coming months.

4. Establish Appalachian Innovation for transformational sustainability.

Last spring, 40 proposals around transformational sustainability were submitted for first-time funding through the Appalachian Innovation Scholars Program. The allocated funds went to five research projects that reflect one or more of the university's strategic initiatives: sustainability in the areas of economics, equity and

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the environment; diversity; student research; global learning; wellness and safety; and community and civic engagement. Enthusiasm over the proposals was such that the College of Arts & Sciences and our Research Institute for Environment, Energy and Economics found funding for five additional awards.

The number and quality of applicants were exceptional and under the leadership of Drs. Nicole Bennett and Mark Ginn, submissions are open now for a new round of proposals. I am excited about what our faculty and staff will put forward for this second year of the project.

All of these strategic initiatives tie into our campus' planning for the new Innovation Campus to be sited at the former Broyhill Inn property. The input from the Innovation Campus working group, administrative leadership, the deans, faculty, staff, students and our master planning process are making it possible for us to move forward strategically, innovatively and sustainably.

Certainly, you are aware of the success of our solar vehicle team, conceived and led by graduate student Dan Blakeley, which brought home a second-place win from the 2017 Formula Sun Grand Prix. The annual race, which took place this year on the Circuit of The Americas track in Austin, Texas, is an international collegiate endurance competition that sets the standards for - and tests the limits of - solar vehicle technology. This is our second year in the race and our second podium achievement for the team, which took third place in the race last year. This year, we placed second only to Berkley and bested teams like Georgia Tech, Florida and Northwestern... and even Illinois State... I have to say it... to name a few. It is important to note, we took first place in the most sustainable category.

I am also extremely proud of the outreach work our campus does with our surrounding community. The Reich College of Education is collaborating with Winston-Salem/Forsyth County Schools in a Laboratory School program to enhance student education and outcomes in K-8 classrooms in low-performing school districts across the state. And, the College of Fine and Applied Arts and the Hayes School of Music are partnering with downtown Boone's historic Appalachian Theatre to provide increased access to the arts for our community and additional "hands-on" experience for our students. The Honors College welcomed 111 new students this fall, more than half of whom participated in Service Learning Day early this month They each selected and worked at one of six Boone community organizations.

Additionally, the Walker College of Business continues to do important work in promoting sustainable business best practices. It recently hosted the third annual "Business for Good" gathering with more than 150 invited guests attending.

Even as we continue to focus on these key areas from Appalachian's strategic plan, my priorities for the coming year also include meeting important UNC System goals.

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The UNC System strategic plan metrics require that we focus on increasing enrollment and achievement for low-income and rural students as well as in critical workforce programs such as health care, STEM, and teacher education. These initiatives are ambitious, but achievable, and they are consistent with our founders' mission to increase access to education for those students who otherwise would not have the opportunity to achieve a college education.

We have held fast to the strategic intention of achieving slow and steady growth, all the while understanding that we must have a sound foundation to ensure the highest quality, transformational Appalachian Experience for which we are known.

Appalachian has been defining sustainability since 1899. We continue to do so each day. Even as we navigate significant challenges, we remain, bold, pioneering and optimistic.

Before I close, I'd like to recognize some of our guests in the room. Among our new deans are Dr. James Douthit from the Hayes School of Music; Dr. Neva Specht, College of Arts and Sciences; and Dr. Jeff Vahlbusch of The Honors College. Also with us are four recent additions to the Academic Affairs leadership team: Dr. Cindy Barr, associate vice chancellor for enrollment management; Dr. Jordyne Blaise, associate vice chancellor for equity diversity and compliance. Jordyne also serves as Appalachian's title nine coordinator. Dr. Mark Ginn, vice provost for undergraduate education, and David Hayler, chief information officer for the Division of Information Technology Services are not new to Appalachian, but are new to these roles.

We are very fortunate to have such a strong leadership team and already their contributions are significant.

Thank you, Trustees for your hard work and dedication to Appalachian, and I extend my thanks to the faculty and staff who are dedicated to teaching our students, both in and beyond the classroom. This concludes my remarks.

APPALACHIAN STATE UNIVERSITY  
RESOLUTION IN SUPPORT OF  
THE BLACK-EYED SUSAN AS THE OFFICIAL UNIVERSITY FLOWER

Whereas, environmental and geographical beauty is a hallmark of Appalachian State University and the Appalachian Experience;

Whereas, Appalachian's Landscape Services team exemplifies our institutional commitment to sustainability through its gardening practices and choice of native plant species;

Whereas, the official colors of Appalachian are black and gold;

Whereas, each summer the campus and surrounding landscapes bloom with the gold petals and black center of the perennial wildflower known as Black-eyed Susan;

Whereas, the Black-eyed Susan's colors peak as Appalachian begins its academic year and students embark on new endeavors;

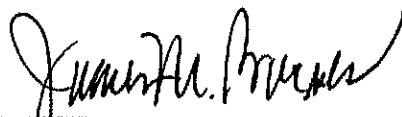
Whereas, Appalachian supports through its research and installation of honeybee hives the health of pollinating insects, who drink nectar from this wildflower and are vital to our eco-system;

Whereas, Appalachian values the ideas of employees and the meaning they find in the place where they live and work;

Whereas, Appalachian celebrates traditions that reflect the best of who we are;

Therefore, be it resolved that we, the Board of Trustees for Appalachian State University, endorse Horticulture Specialist Daniel Burleson's idea to make the Black-eyed Susan the official flower of Appalachian State University and an Appalachian campus tradition.

Approved by the Appalachian State University Board of Trustees on this 22<sup>nd</sup> day of September.



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James Barnes, Chair  
September 22, 2017

**AMENDMENT TO  
BYLAWS OF THE BOARD OF TRUSTEES  
OF  
APPALACHIAN STATE UNIVERSITY**

**Rationale:** The proposed amendments indicated below are required to reflect recent amendments to The University of North Carolina Policy Manual, *The Code*, Chapter IV -Boards of Trustees.

**Article 1  
Relation to Laws and University Policies and Regulations**

1.1 Composition, Powers and Duties of the Board of Trustees -Provisions for membership on the Board of Trustees of Appalachian State University ("the Board" or "Board of Trustees"), officers of the Board, required meetings and general powers and duties of the Board shall be as set forth in North Carolina General Statutes, Chapter 116, Article 1, Part 3, *The Code of the Board of Governors of The University of North Carolina ("The Code")*, Chapter IV, or other provisions of The University of North Carolina Policy Manual ("The UNC Policy Manual"), latest edition.

1.2 Other Duties and Authority of the Board of Trustees – Other duties and authority shall be as set forth in "Delegations of Duty and Authority to Boards of Trustees," or other provisions of The UNC Policy Manual, latest edition.

1.3 Responsibilities for Endowment Fund -Responsibilities of the Board of Trustees for the creation and maintenance of an endowment fund shall be as set forth in North Carolina General Statutes, section 116-36, *The Code*, or other provisions of The UNC Policy Manual, latest edition.

1.4 Hierarchy of Authority – The provisions of sections 1.1, 1.2, and 1.3 shall govern over any conflicting provisions in these Bylaws.

1.5 Definitions

1.5.1 "Annual Meeting" means the first regular meeting after June 30 of each year.

1.5.2 The terms "Board of Trustees" and "Board" shall mean the Board of Trustees of Appalachian State University, composed of 13 persons pursuant to North Carolina General Statutes, section 116-31(d) as follows:

- (1) Eight elected by the Board of Governors;
- (2) Four appointed by the General Assembly, two of whom shall be appointed upon the recommendation of the President Pro Tempore of the Senate, and



two of whom shall be appointed upon the recommendation of the Speaker of the House of Representatives; and

- (3) The president of the student government, *ex officio*.

1.5.3 The term "constituency representatives" shall mean the individuals who serve as Chair of the Faculty Senate, President of the Staff Council and President of the Alumni Association during their respective terms in office.

1.5.4 The terms "law" and "laws" shall be deemed to include all applicable State and federal legislative enactments, regulations adopted by State and federal agencies with jurisdiction, and policies adopted by the Board of Governors of The University of North Carolina.

## **Article 2 Meetings**

2.1 Regular Meetings -There shall be at least three regular meetings of the Board of Trustees each calendar year and such additional meetings as may be deemed desirable. Any matter of business relating to Appalachian State University, over which the Board of Trustees has jurisdiction, may be considered at any regular meeting.

2.2 Special Meetings -The Chair of the Board of Trustees or the Chancellor of the University may call special meetings of the Board by giving notice thereof in accordance with applicable law. The Secretary of the Board, at the written request of not less than three members of the Board, may call special meetings of the Board by giving notice thereof in accordance with applicable law. The Board may, by unanimous vote of those present at the special meeting, conduct any business other than that for which the meeting was called.

2.3 Notice of Meetings -Timely notice (generally, at least seven days) prior to each regular meeting of the Board of Trustees and its committees, including an agenda and copies of all reports and other written materials (insofar as is practicable) to be presented at the meeting, shall be provided to each member of the Board by the Assistant Secretary. Insofar as is practicable, a copy of the agenda of each special meeting of the Board shall be provided to each member of the Board at least four days in advance of a special meeting; however, if such advance notice is not practicable, the agenda for a special meeting may be presented to the members of the Board as the first order of business at the meeting.

2.3.1 Preparation of Agenda - The agenda for every meeting shall be prepared by the Chancellor or the Chancellor's staff, in conjunction with and subject to the approval of the Chair of the Board. Every request for inclusion of an item on the agenda of a meeting shall be put in writing and filed, together with any supporting documents, with the Chancellor sufficiently far in advance of the meeting to permit a determination to be made by the Chancellor with respect to the propriety and practicability of including that item on the agenda for the meeting.

2.3.2 Items Not on Agenda -Any member of the Board of Trustees may present to any meeting of the Board any item whether or not the same is on the agenda of the meeting. However, such items may not be acted upon without the approval of two-thirds of the members of the Board present for such a meeting.

2.4 Conduct of Business

2.4.1 Presiding Officer - The Chair shall preside over all meetings of the Board of Trustees. In the absence of the Chair, the Vice-Chair shall preside. In the absence of both the Chair and the Vice-Chair, a presiding officer shall be elected by and from the membership of the Board of Trustees.

2.4.2 Voting -A quorum of the Board of Trustees shall consist of a majority of the Board. All members of the Board of Trustees may vote on all matters coming before the Board for consideration. No member may vote by proxy.

2.4.3 Rules of Order -Except as modified by these Bylaws or specific rules and regulations enacted by the Board of Trustees, *Robert's Rules of Order*, latest available edition, shall constitute the rules of parliamentary procedure applicable to all meetings of the Board of Trustees and its several committees.

2.4.4 Manner of Acting - Except as otherwise provided in these Bylaws or required by applicable law, the affirmative vote of a majority of the members participating in a meeting of the Board shall be the act of the Board if a quorum is present when the vote is taken. Any meeting of the Board where the members are not gathered at the same location may be held by teleconference or any other media through which the members participating in the meeting may hear and directly communicate with each other.

2.5 Minutes -The Assistant Secretary shall keep minutes of all meetings of the Board of Trustees; shall file, index, and preserve all minutes, papers, and documents pertaining to the business and proceedings of the Board; shall be custodian of all records of the Board; and, in the absence of the Secretary, shall attest the execution of all legal documents and instruments of Appalachian State University. The Assistant Secretary shall transcribe the minutes of the meetings and provide a copy to each member of the Board.

2.6 Closed Session - By vote of a majority of the members present at any meeting of the Board of Trustees, the Board may convene in closed session, consistent with State law and policy.

2.7 Recess -A meeting of the Board for which notice has been posted in accordance with North Carolina General Statutes, section 143-318.12(b), may be recessed to a specific time and place by announcement of the presiding officer in open session.

2.8 Constituency Representatives – Constituency representatives shall be invited to attend each Board meeting and advise the Board on matters of business before the Board that affect or are of interest to their respective constituencies when the Board is convened in open session.

2.9 Committee Meetings -All provisions of this Article 2 shall apply to committee meetings insofar as these provisions can be practically implemented, except as otherwise expressly stated in these Bylaws. Minutes of committee meetings shall be transcribed by recording secretaries appointed from time to time by respective presiding officers and forwarded to the Assistant Secretary.

**Article 3  
Standing Committees**

3.1 Nominating Committee – The Chair shall appoint a Nominating Committee composed of three members of the Board of Trustees prior to the Annual Meeting and at such other times when offices are vacated. The Nominating Committee shall present to the full Board, at the Annual Meeting or at such other time as the Board may designate, nominees for the offices of Chair, Vice-Chair, Secretary, and Assistant Secretary.

3.2 Executive Committee – The Executive Committee shall consist of five members as follows: the Chair of the Board, who will serve as Chair of this Committee; the Vice-Chair of the Board; and three other members appointed annually by the Chair of the Board. The responsibilities of this Committee shall be as follows:

3.2.1 Act on behalf of the full Board with respect to matters requiring action between meetings of the full Board of Trustees.

3.2.2 Assist the Chancellor in representing the University's financial needs and priorities with members of the General Administration, Board of Governors, and legislative bodies.

3.3 Academic Affairs Committee -The Academic Affairs Committee shall consist of at least four members appointed annually by the Chair of the Board of Trustees. The responsibilities of this Committee shall be as follows:

3.3.1 Upon recommendation of the Chancellor, or upon decision of the Committee, review and make recommendations to the Board pertaining to:

- a. awarding of emeritus/emerita faculty status;
- b. granting of leaves of absence to faculty and academic administrative (EPA) personnel;
- c. selection of recipients of the Board of Trustees Travel Study Grant;
- d. granting of honorary degrees; and
- e. establishment of distinguished professorships and endowed chairs.

3.3.2 Upon recommendation of the Chancellor, or upon decision of the Committee, review and make recommendations to the Board on matters related to promotion and tenure of faculty, and make recommendations to the Board on all institutional policies and regulations governing faculty tenure and promotion.

3.4 Student Development Committee -The Student Development Committee shall consist of at least four members appointed annually by the Chair of the Board of Trustees. Appropriate smaller groups of members may be appointed from time to time to work with individual areas. The responsibilities of this Committee shall be as follows:

3.4.1 Upon recommendation of the Chancellor, or upon decision of the Committee, review and react to the objectives of the Student Development area outlined in strategic planning documents.

3.4.2 Upon recommendation of the Chancellor, or upon decision of the Committee, review and make recommendations to the Board of Trustees on the formulation of University policies affecting the Student Development area.

3.4.3 Serve as an advocate to the Board of Trustees and the Board of Governors for the needs of programs in Student Development at Appalachian, through the Chancellor and Vice Chancellor for Student Development.

3.4.4 Hear the concerns of Appalachian students as expressed by their official representatives.

3.4.5 Work jointly with other committees of the Board of Trustees to review matters in Student Development which affect other areas of the University when appropriate.

3.4.6 Hear appeals from aggrieved students when such appeals are referred to the Committee by the Chair of the Board of Trustees and make recommendations to the full Board as to the resolution of such appeals. The action of the full Board on such appeals shall be final, except as otherwise provided in *The Code*.

3.5 Business Affairs Committee -The Business Affairs Committee of the Board of Trustees of Appalachian State University shall consist of at least four members appointed annually by the Chair of the Board of Trustees. The responsibilities of this Committee shall be as follows:

3.5.1 Upon recommendation of the Chancellor, or upon decision of the Committee, assess and make recommendations to the Board of Trustees for long-range physical needs and improvements.

3.5.2 Upon recommendation of the Chancellor, or upon decision of the Committee, review and make recommendations to the Board of Trustees on land needs and priorities for the acquisition of real property.

3.5.3 Work with the Chancellor and the Vice Chancellor for Business Affairs, to assist in establishing the biennial capital improvement program for the institution.

3.5.4 Assistance will be provided to the Chancellor and the Vice Chancellor for Business Affairs in the selection of architects and/or engineers for capital projects.

3.5.5 Upon recommendation of the Chancellor, or upon decision of the Committee, review and make recommendations to the Board of Trustees on the operation and financing of auxiliary activities.

3.5.6 Upon recommendation of the Chancellor, or upon decision of the Committee, and in cooperation with the Executive Committee, review and make recommendations to the Board of Trustees on the biennial budget.

3.6 Audit Committee - The Audit Committee shall consist of at least four (4), , members of the Board of Trustees. The primary purpose of the Audit Committee is to assist the Board in fulfilling its oversight responsibilities for (i) the integrity of the financial statements of Appalachian State University, (ii) the performance of the University's internal audit function, and (iii) the assurance that the University is performing self assessments of operating risks and evaluations of internal controls on a regular basis. The Committee shall be organized, and exercise its duties and responsibilities, in accordance with the "Charter of the Audit Committee of the Board of Trustees" ("*Charter*"), as adopted by the Board of Trustees on September 22, 2006 or amended thereafter.

3.7 Appeals Committee - The Appeals Committee shall consist of five (5) members to be selected and agreed upon by the Chair of the Board of Trustees and the Chair of the Faculty Senate. The purpose of the Committee is to consider (i) appeals from faculty members that involve imposition of serious sanctions consistent with Section 603 of *The Code* and the provisions of the personnel policies and procedures published in corresponding sections of the *Faculty Handbook* and (ii) appeals of grievances by faculty members on decisions regarding promotion, tenure, post-tenure review or other matters directly related to faculty members' employment status and institutional relationships pursuant to Section 607 of *The Code* and corresponding sections of the Appalachian State University *Faculty Handbook*. Each appeal shall be transmitted through the Chancellor and be addressed to the Chair of the Board of Trustees. The Appeals Committee shall base its consideration of the appeal upon the written transcript of hearings held by the Faculty Due Process Committee or the Faculty Grievance Hearing Committee, as the case may be. The Appeals Committee also may, in its discretion, hear such other evidence as it deems necessary. The Appeals Committee shall make a recommendation to the Board of Trustees in each case.

3.8 Athletics Committee - The Athletics Committee shall consist of at least four (4) members appointed annually by the Chair of the Board of Trustees. The responsibilities of this Committee shall be as follows:

3.8.1 Consistent with Board of Governors policies that make the Chancellor (subject to policies adopted by the Board of Governors and Board of Trustees) responsible for the establishment and supervision of the university's program of intercollegiate athletics, consult with the Chancellor at the Chancellor's request on any matters relevant to intercollegiate athletics programs;

3.8.2 Make recommendations to the Board of Trustees regarding institutional policies, procedures and programs related to intercollegiate athletics with the aim of ensuring that the university meets the Board's expectations for academic and competitive success, quality student-athlete experiences and compliance with NCAA requirements;

3.8.3 Review the Chancellor's annual report on intercollegiate athletics pursuant to Board of Governors policies; and

3.8.4 Upon recommendation of the Chancellor, review employment contracts for athletics coaches and the athletics director, and make recommendations thereon to the Board of Trustees.

3.9 Following election of Board officers, the Chair of the Board of Trustees will, except as otherwise expressly provided in these Bylaws, appoint the members and chairs of all standing committees.

3.10 Except with respect to the Nominating Committee, the Chair and Vice-Chair shall be members *ex officio* of every Standing Committee. If present, *ex officio* members shall be counted to determine the presence of a quorum. If *ex officio* members are not present, the number required for a quorum is determined without regard to their membership on the committee.

#### **Article 4 Officers**

4.1 At the Annual Meeting, the Board of Trustees shall elect from its membership a Chair, a Vice-Chair, and a Secretary. Each officer shall serve from adjournment of the meeting at which the officer is elected until a respective successor is elected. If the term of the Chair as a member of the Board of Trustees expires before a successor as Chair is elected, then the Vice-Chair shall become the interim Chair until the Chair's successor is elected. The Board may also elect an Assistant Secretary from among the members of the Chancellor's staff. No person may be elected to any office, other than the office of Assistant Secretary, for more than two consecutive terms.

4.2 Officers shall be elected by a majority vote of the full Board. If a vacancy occurs in any office, the Board of Trustees shall elect a person to serve for the remainder of the unexpired term.

4.3 Duties and authority of each officer shall be as provided in *Robert's Rules of Order*, latest available edition, except as they may be expressly modified in these Bylaws. The Secretary shall keep the Board of Governors, through the Secretary of the University of North Carolina, fully and promptly informed concerning activities of the Board of Trustees, including notice of any changes in the membership of the Board or in its committee structure or bylaws, notices of meetings, and a copy of the minutes of all meetings. The Secretary may delegate duties to the Assistant Secretary. The Assistant Secretary may certify copies of all minutes, papers, and documents of the Board of Trustees with the same force and effect as though such certification were made by the Secretary of the Board.

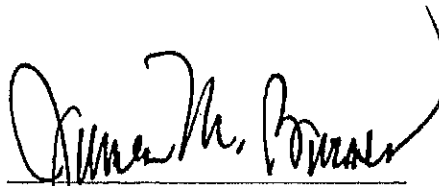
### Article 5 Amendment

These Bylaws may be amended at any regular or special meeting of the Board of Trustees by an affirmative vote of a majority of the members of the Board if the substance of the amendment has been filed in writing with the Assistant Secretary and a copy has been provided to each member of the Board at least seven days prior to the meeting at which the amendment is to be voted upon.

Approved - February 9, 1979  
Amended - September 5, 1985  
Amended - December 7, 1990  
Amended - December 1, 1995  
Amended - March 23, 2001  
Amended - September 5, 2003  
Amended - December 2, 2005  
Amended - December 8, 2006  
Amended - September 19, 2008  
Amended - December 4, 2009

Amended - September 24, 2010  
Amended - December 10, 2010  
Amended - June 17, 2011  
Amended - June 8, 2012  
Amended - December 12, 2014  
Amended - March 27, 2015  
Amended - May 6, 2015  
Amended - December 4, 2015  
Amended - September 22, 2017

Approved:



James M. Barnes  
Vice Chair, Board of Trustees  
Appalachian State University

Sept 22, 2017  
Date

APPENDIX A

MINUTES  
MEETING OF THE ACADEMIC AFFAIRS COMMITTEE  
APPALACHIAN STATE UNIVERSITY  
BOARD OF TRUSTEES

Thursday, September 21, 2017  
Room 417 – Beacon Heights  
Plemmons Student Union

CALL TO ORDER: The Academic Affairs Committee of the Board of Trustees of Appalachian State University met at the call of the Chair on Thursday, September 21, 2017, at 2:00 p.m. in the Beacon Heights Room of the Plemmons Student Union on the campus of Appalachian State University in Boone, North Carolina. Chair Susan Branch presided and called the meeting to order.

MEMBERS PRESENT:

Susan M. Branch  
M. Lee Barnes, Jr.  
John M. Blackburn  
Carole P. Wilson

CONSTITUENCY REPRESENTATIVES  
PRESENT (ex-officio):

Carole Greene, Chair, Staff Senate  
Barbara Howard, Chair, Faculty Senate  
Wayne Miller, President, Alumni Council

MEMBERS OF MEDIA:

Anna Oakes  
*Watauga Democrat*

OTHERS PRESENT:

James “Jimmy” Barnes  
Cindy Barr  
Sharon Bell  
Susan M. Branch  
J.J. Brown  
Anderson Clayton  
Christy M. Cook  
Roy Dale Cox  
James Douthit



Susan Edwards  
Sheri N. Everts  
Willie Fleming  
Paul Forte  
Mark Ginn  
Ellie Hooper  
Marie Huff  
Anthony Jones  
Darrell P. Kruger  
Tom Kane  
Phyllis Kloda  
Barbara Krause  
Heather Langdon  
Daniel Lightfoot  
Heather Norris  
Max Poole  
Terry Rawls  
Brady Rourke  
Bonnie Schaffer  
Rick Sears  
Neva Specht  
Melba Spooner  
Dane Ward

Conflict of Interest Notice: Chair Branch read the following:

“Under the State Government Ethics Act, all voting members of the Board of Trustees have a duty to avoid conflicts of interest and appearances of conflicts. Looking at the agenda for today’s meeting, does anyone know that you have a conflict of interest or an interest that would give rise to the appearance of a conflict of interest? If so, please let me know now.” [None Reported]

Attendee/Audience Expectation Notice:

As we begin the business portion of the meeting, I would like to remind everyone of the Committee’s expectations for conduct at our meetings. We ask that those attending today remain respectful of fellow attendees and the Committee. Those attending an official meeting may not engage in conduct that is inconsistent with our Bylaws or that interferes with the rights of others to observe and listen to the proceedings. Any individual who disrupts the meeting will be asked to leave and may be subject to arrest.

### Approval of Meeting Minutes

A motion was made by Carole P. Wilson and seconded by James Barnes to approve the meeting minutes from the Academic Affairs Committee meeting on June 22, 2017. The motion was approved unanimously.

### College Update (FAA)

Phyllis Kloda, Dean of the Fine and Applied Arts, shared a college overview, covering student success and highlights from last year, and shared new initiatives such as the HOW Space, the Climate Narratives, AppLab 3.0 (Steelcase grant) and AppTV. We also heard from two FAA students Roy Dale Cox and Ellie Hooper.

### Enrollment Update

Cindy Barr, Associate Vice Chancellor for Enrollment Management, gave an update regarding Fall 2017 enrollment. The number of ethnically diverse, underrepresented students enrolled at Appalachian State grew from 2,695 in fall 2016 to 2,967 in fall 2017, which represents an increase of 10.1%. Our total enrollment numbers are up 2.8% at 18,811 students. Enrollment Management provided a “What’s Up at App?” enrollment handout with figures mentioned within. Trustee John Blackburn thanked the administration in their efforts in recruiting underrepresented students.

### Student Learning Center Presentation

Brady Rourke, Executive Director of Student Learning Center (SLC) formerly known as the Learning Assistance Program, shared that SLC identifies students needing support and designs individualized study plans, which include sessions with one of their Graduate Student Academic Coaches. He shared a presentation overviewing SLC organizational operations and two of their specific goals – (1) collaboration with Admissions, and (2) the academic coaching model. Wes Waugh created a new graphic “Disco” Student Learning Center. SLC is focused on Appalachian’s Commitment to a College Education for Student Success (ACCESS); Student Support Services (SSS); Academic Services for Student Athletes (ASA); Supporting Transition, Access, and Retention (As-U-R) also referred to as the College STAR program; University Tutorial Services (UTS); and Academic Strategy Instruction. The Student Learning Center (SLC): Provides Academic Strategy Instruction, which includes consultation and peer academic coaching; University Tutorial Services; and Help Labs. Noted internal and external partnerships are key to SLC success.

### UNC-GA Athletics Update

Heather Langdon, Director of Institutional Research, Assessment, and Planning, shared an update regarding the annual athletics academic integrity course clustering analysis, which is required by UNC Academic Integrity Regulation 700.6.1[R] and Guidelines (700.6.1.1[G]). This study is a component of the annual UNC Intercollegiate Athletics Report to the Board of Governors. The academic integrity and course clustering study requires the institution to evaluate courses in which 25% or more of the enrollment in a section is comprised of student athletes. Then, “irregularities”, which would be a statistical difference in the grade average of athletes vs. non-athletes for these sections must be reported. There were 74 flagged sections in 2016-17, and there were no “irregularities” found from this year’s study to report.

### Distinguished Professorship Revisions

Chair Branch called for a motion for the Board to approve the changes to the Aeschleman Distinguished Professorship in Psychology; and the Dan German and Kulynych Cline professorships, as presented in Exhibit A-1. Motion was made by James Barnes and seconded by Carole P. Wilson to approve. The motion was approved unanimously.

### Update on New Hire

Chair Branch welcomed Christy M. Cook, Provost Kruger’s newly appointed Executive Assistant.

### Adjourn Meeting

There being no further business, a motion was made by James M. Barnes and seconded by Carole P. Wilson to adjourn at 2:52 p.m. The motion was approved unanimously.

Respectfully submitted,

Christy M. Cook  
Recording Secretary

MINUTES  
MEETING OF THE ATHLETICS COMMITTEE  
APPALACHIAN STATE UNIVERSITY  
BOARD OF TRUSTEES

Thursday, September 21, 2017  
1:00-2:00 p.m.  
Room 415 - Rough Ridge  
Plemmons Student Union

CALL TO ORDER: The Athletics Committee of the Board of Trustees of Appalachian State University met at the call of the Chair and the Chancellor on Thursday, September 21, 2017, at 1:00 p.m. in the Rough Ridge Room of the Plemmons Student Union on the campus of Appalachian State University, Boone, North Carolina. Carole P. Wilson presided and called the meeting to order.

MEMBERS PRESENT:

Donald C. Beaver  
Carole M. Greene  
Robert C. Hatley  
Charles V. Murray  
D. Kenan Smith  
Carole P. Wilson

OTHERS PRESENT:

Cindy L. Barr  
Steve Behr  
Sharon B. Bell  
John M. Blackburn  
Anderson B. Clayton  
Jennifer M. Dodd  
Randy K. Edwards  
Sheri N. Everts  
Willie C. Fleming  
Hank T. Foreman  
Paul D. Forte  
Denise N. Foutz  
Evan C. Georges  
Douglas P. Gillin  
Barbara B. Howard  
David T. Jamison  
Tom L. Kane  
Barbara L. Krause  
Darrell P. Kruger  
Scott Lampe  
Heather H. Langdon  
Alan G. Lee  
Suzette S. Mauney  
Wayne Miller

Jonathan B. Reeder

CONFLICT OF INTEREST NOTICE: Chair Wilson read the statement: “Under the State Government Ethics Act, all voting members of the Board of Trustees have a duty to avoid conflicts of interest and appearances of conflicts. Looking at the agenda for today’s meeting, does anyone know that you have a conflict of interest or an interest that would give rise to the appearance of a conflict of interest? If so, please let me know now.” None reported.

OPENING STATEMENT ON EXPECTATIONS OF CONDUCT: Chair Wilson read the statement: “As we begin the business portion of the meeting, I would like to remind everyone of the Committee’s expectations for conduct at our meetings. We ask that those attending today remain respectful of fellow attendees and the Committee. Those attending an official meeting may not engage in conduct that is inconsistent with our Bylaws or that interferes with the rights of others to observe and listen to the proceedings. Any individual who disrupts the meeting will be asked to leave and may be subject to arrest.”

APPROVAL OF MINUTES: Chair Wilson stated the June 22, 2017 Athletics Committee meeting minutes were included in Committee members’ notebooks. A motion was made, seconded and approved to accept the minutes as distributed.

COMMENTS FROM STUDENT-ATHLETES: Junior student-athlete, Jenny Dodd from Softball, and Senior student-athlete, Evan Georges from Men’s Cross Country and Track & Field, gave the Committee insight into their transformational experiences as student-athletes at Appalachian State University. To conclude their presentations, both student-athletes discussed their plans following graduation.

UNIVERSITY OF NORTH CAROLINA INTERCOLLEGIATE ATHLETICS SURVEY: Mr. Jonathan Reeder, Senior Associate Athletics Director, and Ms. Heather Langdon, Director for Institutional Research, Assessment and Planning, reviewed the 2016-17 University of North Carolina Intercollegiate Athletics Survey and other reporting requirements. Information related to student-athlete academic performance, athletics department revenue and expenditures, and the 2017-18 projected athletics budget were presented. As a requirement of the report, an academic integrity study and course-clustering analysis of student-athletes was conducted, in which no corrective action is required.

PRESENTATION BY DIRECTOR OF ATHLETICS: Mr. Doug Gillin, Director of Athletics, presented several athletics updates to the Committee, overviewing the following:

- Athletics recent Economic Impact Study, which showed that Athletics has a \$54 million impact on regional economic activity, contributes to 640 more jobs, and generates \$3.6 million in additional indirect tax revenue for the region
- Recent national recognition for the Athletics program
- Updates on Athletics facilities enhancement plans
- Recent progress of Athletics fundraising efforts, including increased endowment giving, Yosef Club annual fund giving, and fundraising commitments

OPEN SESSION ADJOURNED: A motion was made and seconded that the Committee convene in closed session to:

1. prevent the disclosure of confidential or privileged information under Chapter 126 of North Carolina General Statutes or regulations [N.C.G.S § 143-318.11(a)(1)]; and
2. consult with its attorney to protect the attorney-client privilege [N.C.G.S § 143-318.11(a)(3)].

The motion was approved unanimously. Chancellor Sheri N. Everts, Board of Trustees voting members, General Counsel, Mr. Doug Gillin, Director of Athletics, and Mr. Jonathan Reeder, Recording Secretary, were asked to remain for closed session. All others were excused.

OPEN SESSION RECONVENED: Chair Carole P. Wilson reconvened the open session.

ADJOURNMENT: After the open session reconvened, and there being no further business, the meeting of the Athletics Committee adjourned at 2:00 p.m.

Respectfully submitted,

Jonathan B. Reeder  
Recording Secretary

MINUTES  
MEETING OF THE AUDIT COMMITTEE  
APPALACHIAN STATE UNIVERSITY  
BOARD OF TRUSTEES

Thursday, September 21, 2017  
Room 417 – Beacon Heights  
Plemmons Student Union

CALL TO ORDER: The Audit Committee of the Board of Trustees of Appalachian State University met at the call of the Chair on Thursday, September 21, 2017, at 12:00 p.m. in the Beacon Heights Room of the Plemmons Student Union on the campus of Appalachian State University in Boone, North Carolina. Mr. Charles V. Murray, Chair, presided and called the meeting to order.

MEMBERS PRESENT:

Charles V. Murray, Chair  
John M. Blackburn  
Robert C. Hatley  
Wayne Miller  
Carole Greene

OTHERS PRESENT:

Sheri Everts  
Hank Foreman  
Cindy Barr  
Sharon Bell  
J.J. Brown  
Eloise Covalt  
Willie Fleming  
Paul Forte  
Denise Foutz  
David Hayler  
Barbara Howard  
David Jamison  
Scott Johnson  
Barbara Krause  
Charisse Rogers

CONFLICT OF INTEREST NOTICE: Chair Murray read the following:

"Under the State Government Ethics Act, all voting members of the Board of Trustees have a duty to avoid conflicts of interest and appearances of conflicts. Looking at the agenda for today's meeting, does anyone know that you have a conflict of interest or an interest that would give rise to the appearance of a conflict of interest? If so, please let me know now." [None reported.]

EXPECTATION OF CONDUCT NOTICE: Chair Murray also read the following:  
“As we begin the business portion of the meeting, I would like to remind everyone of the Committee’s expectations for conduct at our meetings. We ask that those attending today remain respectful of fellow attendees and the Committee. Those attending an official meeting may not engage in conduct that is inconsistent with our Bylaws or that interferes with the rights of others to observe and listen to the proceedings. Any individual who disrupts the meeting will be asked to leave and may be subject to arrest.”

APPROVAL OF MINUTES: The minutes of the June 22, 2017 Audit Committee meeting were delivered to all members of the Audit Committee prior to the meeting. Chair Murray called for a motion to approve the minutes of the June 22, 2017 Audit Committee meeting. There being no corrections, upon motion duly made and seconded, the minutes of the meeting were approved as presented.

REVIEW OF THE 2017-2018 AUDIT PLAN: Ms. Eloise Covalt, Chief Audit Officer, updated the Committee on the status of the 2017-2018 Audit Plan to include completed-to-date and in-progress audits.

SUMMARY OF RECENT INTERNAL AUDITS AND REVIEWS: Ms. Eloise Covalt gave the summary of recent internal audits:

- Department of Parking and Traffic: *A financial audit was completed to assess: 1) the adequacy of internal controls, 2) if financial transactions were properly supported and described, and 3) compliance with University policies and procedures. No findings were reported.*
- Baseball Camps: An operational review of the 2016 Baseball Camps as administered by Conference and Camps was completed. A recommendation to prepare and approve fund reconciliations in a timely manner was made.
- University Housing – Time Reporting Process for Student Temporary Employees: A review of the internal controls and systems over University Housing time reporting processes for student temporary employees was completed. A recommendation was made to strengthen the documentation and procedures for time sheet review and approval, in compliance with University policy.
- Athletics: Annual Audit for fiscal year ended June 30, 2016 was completed to assess: 1) the adequacy of internal controls, 2) if financial transactions were properly supported and described, and 3) compliance with University policies and procedures. No findings were reported.
- ASU/NCRC Human Performance Lab – Contract Administration: A compliance review was performed to evaluate the internal controls over administering an existing contract. It was found that the controls were not operating as management intended. A recommendation to strengthen communication regarding operational objectives, goals, and performance measurements was made.
- Campus-Wide Reviews: Annual and quarterly reviews were conducted in the areas of inventory, receipt books, cash counts, fixed assets, procurement card disbursements, travel expenditures and fund reconciliations. Follow-up reviews were conducted regarding compliance with departmental bookkeeping policy and termination of access for transferred employees. Follow-up reviews found that previous findings were resolved, partially resolved, or in the case of one departmental fund reconciliation, that management had accepted risk. In addition, monthly reviews were conducted regarding



the removal of network access for terminated employees. Recommendations were made regarding following ASU Policy concerning timely deposits, departmental bookkeeping, fixed assets and procurement card expenditures. No other significant findings to report.

EXTERNAL AUDITS IN PROGRESS:

- Office of the State Auditor - Financial Audit for FY 2017. Anticipated completion: December 2017.
- ASU Foundation Audit. Anticipated completion: October 2017.
- Appalachian Student Housing Corporation. Anticipated completion: November 2017.

BOARD OF TRUSTEES AUDIT COMMITTEE CERTIFICATION LETTER - See Exhibit C-1

The Board of Trustees Audit Committee Certification Letter was reviewed and discussed. This certification regarding the Committee's duties and responsibilities is sent annually to UNC General Administration.

OTHER:

Self-Assessment of Internal Controls over Financial Reporting for Fiscal Year 2017: The Self-Assessment of Internal Controls over Financial Reporting for the Fiscal Year 2017 was discussed. It was reported that no major deficiencies in internal controls related to financial reporting were identified. It was also reported that no known fraud that involves management or other employees who have a significant role in the institution's system of internal control was identified.

ADJOURNMENT: There being no further business, the meeting of the Audit Committee adjourned at 12:48 p.m.

CHARLES V. MURRAY, Chair

By:

\_\_\_\_\_  
Charisse Rogers  
Recording Secretary

MINUTES  
MEETING OF THE BUSINESS AFFAIRS COMMITTEE  
APPALACHIAN STATE UNIVERSITY  
BOARD OF TRUSTEES

Thursday, September 21, 2017  
Room 417 – Beacon Heights  
Plemmons Student Union

CALL TO ORDER: The Business Affairs Committee of the Board of Trustees of Appalachian State University met at the call of the Chairperson and the Chancellor on September 21, 2017 at 4:00 p.m. in the Beacon Heights Room of the Plemmons Student Union on the campus of Appalachian State University, Boone, North Carolina. Mr. Kenan Smith presided.

MEMBERS PRESENT:

Mr. Don Beaver  
Mr. John Blackburn  
Mr. Robert Hatley  
Mr. Charles Murray  
Mr. Kenan Smith

CONSTITUENCY REPRESENTATIVES  
PRESENT:

Ms. Anderson Clayton, President  
Student Government Association

OTHERS PRESENT:

Mr. Mark Bachmeier  
Mr. Jimmy Barnes  
Mrs. Sharon Bell  
Mr. J.J. Brown  
Mr. Philip Byers  
Mr. Matthew Dockham  
Dr. Randal Edwards  
Chancellor Sheri Everts  
Dr. Willie Fleming  
Mr. Hank Foreman  
Mr. Paul Forte  
Mrs. Denise Foutz  
Mr. David Jamison  
Mr. Tom Kane  
Ms. Diane Pitts  
Mrs. Amy Roberts  
Ms. Traci Royster  
Mr. Ken Smith  
Mr. Andy Stephenson  
Mr. Leroy Wright

MEDIA PRESENT:

Ms. Anna Oakes, *Watauga Democrat*

CONFLICT OF INTEREST NOTICE:

Mr. Kenan Smith, read the following: "Under the State Government Ethics Act, all voting members of the Board of Trustees have a duty to avoid conflicts of interest and appearances of conflicts. Looking at the agenda for today's meeting, does anyone know that you have a conflict of interest or an interest that would give rise to the appearance of a conflict of interest? If so, please let me know now." [None reported]

APPROVAL OF MINUTES:

The minutes of the June 22, 2017 meeting had been reviewed by the Business Affairs Committee. Following discussion, the motion was made and seconded to approve this revision. The motion carried.

PERMANENT EASEMENT FOR TOWN OF BOONE – AQUATIC RESTORATION PROJECT

Vice Chancellor Paul Forte presented information regarding easements for the Town of Boone along the Greenway/New River to satisfy Corp of Engineer requirements for the grant that funded the New River stream bank restoration. Following discussion, the motion was made and seconded to approve these easements. The motion carried.

UPDATE ON CAPITAL IMPROVEMENT PROJECTS

Vice Chancellor Paul Forte gave the following update on capital improvement projects:

BEAVER COLLEGE OF HEALTH SCIENCES

This project is on schedule and approximately 38% complete. It is on budget with a total budget of \$80 million. The anticipated completion date is Fall 2018. Currently the exterior walls are being completed including the walls, sheathing, masonry, windows and interior mechanical systems.

HOWARD STREET HALL

This project is complete, on schedule and \$90,000 under budget. Twenty-One new faculty offices and two new classrooms are now being utilized with the completion of this facility.

CHILD DEVELOPMENT CENTER EXPANSION

To meet the increased demand for childcare, preliminary efforts are underway to determine the feasibility of expanding the Child Development Center. The capacity would be 100 children, a 7,000 square foot building with possible anticipated construction in summer 2018.

There being no further business, the meeting adjourned at 4:20 p.m.

Respectfully submitted,

Diane Pitts

MINUTES  
MEETING OF THE STUDENT AFFAIRS COMMITTEE  
APPALACHIAN STATE UNIVERSITY  
BOARD OF TRUSTEES

Thursday, September 21, 2017  
Room 415 – Rough Ridge Room  
Plemmons Student Union

CALL TO ORDER: The Student Affairs Committee of the Board of Trustees of Appalachian State University met at the call of the Chair on Thursday, September 21, 2017, at 3:00 p.m. in the Rough Ridge Room of Plemmons Student Union on the campus of Appalachian State University in Boone, North Carolina. Mr. John Blackburn, Chair, presided and called the meeting to order.

MEMBERS PRESENT:

John M. Blackburn  
Susan M. Branch  
D. Kenan Smith  
Anderson B. Clayton

CONSTITUENCY REPRESENTATIVES  
PRESENT (ex-officio):

Carole M. Greene, Chair, Staff Senate  
Barbara B. Howard, Chair, Faculty Senate  
Wayne Miller, President, Alumni Council

OTHERS PRESENT:

Vannah Aldridge  
Evan Atkinson  
James M. Barnes  
Sharon Bell  
Jordan Boles  
Erin Brathwaite  
Brian Brown  
J.J. Brown  
C. Philip Byers  
Danielle Carter  
Joe Carter  
Jeff Cathey  
Kiley Coster  
Brittney Coubertier  
Logan DiFranco  
Matthew Dockham  
Allison Dodson  
Matt Dull  
Randy Edwards  
Bob Ellison  
Sheri N. Everts  
Jaelyn Felder  
Charles Fennell

Willie Fleming  
Hank Foreman  
Paul Forte  
Denise Foutz  
Alyson Graham  
Judy Haas  
Megan Hayes  
Jake Hofmann  
Chris Hogan  
Beth Holcomb  
Sharon Jensen  
Tom Kane  
Brigette Kelly  
Barbara Krause  
Darrell Kruger  
Scott K. Lampe  
Nick Latowski  
Alan Lee  
Heather Jo Mashburn  
Susan McCracken  
Christian McLaughlin  
Brennan Moss  
Madison Muire  
Kimberly Nelson  
Travis O'Shell  
Alan Rasmussen  
Matthew Raynor  
Khedema Robert  
Traci Royster  
Maggie Rudd  
E. Bonnie Schaefer  
Sydney Spann  
Andy Stephenson  
Heather Stewart  
Brad Vest  
Nathan Waller  
Lyndsay Wilcox  
Carole P. Wilson  
Kelli Wilson  
Leroy Wright

MEDIA PRESENT:

Anna Oakes, *Watauga Democrat*

CONFLICT OF INTEREST NOTICE: Chair Blackburn read the following conflict of interest statement: "Under the State Government Ethics Act, all voting members of the Board of Trustees have a duty to avoid conflicts of interest and appearances of conflicts. Looking at the agenda for today's meeting, does anyone know that you have a conflict of interest or an interest that would give rise to the appearance of a conflict of interest? If so, please let me know now." [None reported]

EXPECTATIONS OF CONDUCT: Chair Blackburn read the following expectations of conduct statement: "As we begin the business portion of the meeting, I would like to remind everyone of the Committee's expectations for conduct at our meetings. We ask that those attending today remain respectful of fellow attendees and the Committee. Those attending an official meeting may not engage in conduct that is inconsistent with our Bylaws or that interferes with the rights of others to observe and listen to the proceedings. Any individual who disrupts the meeting will be asked to leave and may be subject to arrest."

APPROVAL OF MINUTES: Chair Blackburn stated the June 22, 2017 Student Development Committee minutes were included in Committee members' notebooks. A motion was made by Carole Wilson and seconded by Wayne Miller to approve the minutes as distributed. The motion was approved unanimously.

Chair Blackburn welcomed all those in attendance. He noted it was a pleasure to have everyone, especially the students.

INTERNSHIPS AND ACADEMIC PARTNERSHIPS: Chair Blackburn introduced Susan McCracken and Sharon Jensen with Career Development. He thanked Dr. McCracken for her leadership on campus. Dr. McCracken welcomed the Trustees and Board of Governors' representative, Philip Byers. Dr. McCracken explained that all internships at Appalachian are processed through Career Development with each academic department assigned an internship coordinator. Ms. Jensen explained that the Internship Advisory Council was originally formed from informal meetings with internship coordinators. The Internship Advisory Council facilitates the exchange of information pertinent to internship programs and recommends improvements in internship policy. Every college and academic department on campus are impacted by student internships. Other key partners include the Office of International Education and Development, Registrar's Office, Career Development, Financial Aid, Electronic Student Services, Legal Counsel and State Authorization. Career Development created the Internship Inventory with the help of Electronic Student Services. The Internship Inventory is a program designed to approve and track all components of the internship experience. The program has been noticed nationally by other institutions. East Carolina University (ECU) approached Appalachian about incorporating the Internship Inventory into their program. ECU adopted it and started using the program in Fall 2017. Dr. McCracken handed out a CareerFest Map to attendees. The map lists all 141 employers that will be recruiting on-campus Tuesday, September 26, during CareerFest. Dr. McCracken introduced two students, Khedema Robert and Jordan Boles. Ms. Robert and Ms. Boles spoke about their summer 2017 internship experiences. Ms. Robert, a senior Economic and Finance major from Charlotte, N.C. was the recipient of the Marian Drane Graham Scholarship, providing her with a stipend for living expenses in Raleigh during her six week internship with the North Carolina Department of Environmental Quality. The Marian Drane Graham Scholarship is awarded to a rising junior or senior enrolled at a UNC System institution. The Scholarship is funded through the UNC-General Administration. Ms. Boles, a senior, double majoring in Communications, Journalism and Public Relations Marketing from High Point, N.C. was the recipient of the State Employees Credit Union (SECU) Public Fellows Internship Scholarship. The SECU scholarship provided her with a \$5,000 stipend to help support her volunteer full-time internship. Ms. Boles interned at the Ocean Isle Beach Sea Turtle Protection Organization with the NC Wildlife Association.

Chair Blackburn thanked Dr. McCracken, Ms. Jensen, Ms. Boles and Ms. Robert and asked if there were any further questions.

Trustee Susan Branch asked the students about their post-graduation plans. Ms. Robert hopes to work

in Washington, D.C. Ms. Boles is interviewing for a position and hopes to move to Hawaii.

#### STUDENT AFFAIRS DIVERSITY SCHOLARS AND W.H. PLEMMONS FELLOWS

**HIGHLIGHTS:** Chair Blackburn introduced Traci Royster and Matt Dull with the Division of Student Affairs. Ms. Royster and Mr. Dull spoke about the Diversity Scholars Program. There are currently 33 Diversity Scholars awarded full in-state tuition and fees with a one-time study abroad stipend of \$2,500. Each Diversity Scholar must be enrolled as a full-time student and maintain a 3.0 minimum cumulative grade point average. The scholars are required to attend all scheduled monthly meetings and provide 15 hours of community service to the University and greater community. On average 1,400 applications are received each year awarding ten new scholars. Each scholar is paired with an upperclassmen according to similar major and interests. Ms. Royster introduced two Diversity Scholars, Charles Fennell and Logan DiFranco. Ms. DiFranco is a sophomore majoring in Public Relations with a minor in Non-Profit Management from Cary, NC. She currently serves as the Membership Publicity Coordinator for the Appalachian Ambassadors and the Marketing Coordinator for the Residence Hall Association (RHA). Being a Diversity Scholar has afforded her the opportunity to have a college experience she wouldn't have had otherwise. Her experience started when she first arrived as a high school student and took the campus tour led by a Student Ambassador. The positive experience prompted Ms. DiFranco to also become an ambassador. She hopes to study abroad in Europe this summer, another opportunity she never thought possible. Mr. Fennell is a sophomore majoring in Psychology with a concentration in Natural Sciences from Charlotte, NC. He is a Resident Hall Assistant (RA) with University Housing in Mountaineer Hall. He currently serves on the Diversity Scholars Advisory Board Committee, Chancellor's Student Advisory Board for Diversity Recruitment, Minority Men's Leadership Circle, Melanin in Medicine and serves as the Social Media Chair for the Appalachian Neurosciences Organization. The Diversity Scholars Program has been influential in helping him navigate his Appalachian experience. He has enjoyed being able to share his experiences with other scholars and getting to know the many passionate leaders here at Appalachian. He is very excited to be heading to Washington, D.C. to give a presentation to the neurosciences community.

Chair Blackburn thanked Ms. Royster, Mr. Dull, Mr. Fennell and Ms. DiFranco and told each student they were amazing and how proud he was of them. He asked the Committee if there were any further questions.

Chair Blackburn introduced Jeff Cathey and Heather Jo Mashburn who gave a presentation on the Plemmons Leadership Scholar Program. The Plemmons Leadership Scholar Program is a four-year experience geared to develop leaders through in-class instruction and out-of-class experiences. Each year approximately 1,400 to 2,000 applications are submitted awarding 36 scholars each \$12,000 over four academic years. The scholars have many programs and opportunities available including: classes, seminars, retreats, outdoor leadership experiences, conferences, experiential opportunities and individual needs assessments. The average high school GPA of the program's first-year class is 4.57 with an SAT score of 1300. Ms. Mashburn introduced two Plemmons Scholars, Kimberly Nelson and Evan Atkinson. Ms. Nelson is a second-year Exercise Science major from Sherrills Ford, NC. She is a member of the Health Promotions Club and Treasure of the Early College Student Association. She also coordinates community service and campus outreach activities for the Plemmons Scholars Program. Activities in the past include, cooking at the Hospitality House, New River cleanup, Listening Table and Pop-up Pantry. Outside of Appalachian, Ms. Nelson volunteers at Appalachian Regional Medical Center and works as a nurse's aide. Her favorite class service project to date was partnering with Graduate Assistants for trash pick-up in the New River and seeing the photos displayed as a main art exhibit in the Turchin Center. After graduation, she plans to earn a dual masters degree in Physician Assistant Studies and Public Health. Mr. Atkinson is a third-year Journalism major from

Raleigh, NC. He currently serves as the Student Coordinator for the Plemmons Leadership Scholars Program. Mr. Atkinson also serves as a mentor for first-year students in the Watauga Residential College, a member of the Appalachian Popular Programming Society's Concerts Council and works as an Involvement Assistant in Club Hub. He was recently hired as a Coordinator for the newly formed Summer Activities Team to help represent student involvement at orientation sessions and create programming for summer session students. This program has elevated his leadership potential to a new level. He indicated that it has given him the tools and confidence to reach his full potential. He is compassionate about the impact he makes on campus and excited about making an impact on the world after graduation.

Chair Blackburn thanked Mr. Cathey, Ms. Mashburn, Ms. Nelson and Mr. Atkinson and asked if there were any further questions.

Wayne Miller inquired about the source of the food for the Pop-up pantry. Ms. Nelson explained that the Sustainability Pantry supplies the packaged food and the fresh vegetables are grown in a garden plot on campus. James Barnes congratulated the program for 23 years of service to Appalachian.

Chair Blackburn informed the Committee about the addition of an agenda item. He indicated that it had been approved by the Chair of the Board of Trustees and University Administration. He stated this is not a normative practice. He advised in the future the submission of agenda items must be requested through the proper channels.

STUDENT GOVERNMENT ASSOCIATION (SGA): Chair Blackburn introduced Anderson Clayton the Student Body President for Appalachian State University. Ms. Clayton explained to the Committee that she was approached by a coalition of students on campus asking her to share a letter with the Board of Trustees. She explained that as the Student Body President it is her responsibility to represent all 18,000 students on campus. According to Ms. Clayton, the letter was written by the students in hopes of creating a better campus environment for all students. The letter includes items the group of students would like to see changed.

Chair Blackburn thanked Ms. Clayton for reading the meaningful letter. He expressed concern that this is not a new issue. He noted it is something, unfortunately, we will be fighting the rest of our lives.

ADJOURNMENT: There being no further business to come before the Committee, a motion was made, seconded and approved to adjourn the meeting at 3:57 p.m.

Respectfully submitted,

Heather H. Stewart  
Recording Secretary