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Good morning, everyone. We are going to reconvene at our meeting and called this meeting to order in open session. We talked about yesterday that we are on the heels of a very exciting few days on campus kick started by the college of business in the sticker series which led us into homecoming weekend and , an exciting launch campaign, a great parade, and festivities on Saturday, and we had meetings yesterday, which were very productive. We are back today to conduct quite a bit of business on behalf of the University so several great days here on campus and looking forward to another one today. With that, I will call the role. Tom Mason, Jim Whiston , David Alders, Robert Florez readjusts yesterday is called into a federal jury trial on the area on a patent litigation case, so our thoughts are with him today. Bridget Anderson, Judy Olson, Nancy Windham, Spencer coffee, from the administration, Scott Gordon, Dana Derek, Gino Goolsby, Anthony Espinoza , Brandon Fry, Judy Correll, Lorenzo Smith, Jill Still, and Charlotte Sullivan.

We will now have the invitation .

Father we bow humbly this morning to acknowledge that you are the source of every gift and we are grateful for the blessings you give to us. Give us abundant food shelter and economic political freedom we have often proven ourselves unfaithful. With you especially today as we recognize the generosity of others loving generous to our university. We are thankful for the gift and thank you prospering your life's work. Play your continued blessing and thank you especially today for this community and this university with our mission to instruct nurture thousands of dumb people each year so that they are equipped to be responsible and learn to be human beings to make the world a better place and ultimately glorify you. Help us as a board , administration, faculty, and staff to accomplish this great work to deny our own pride and all pettiness , preserve our state humanity as we work diligently to serve our students. Bless our state and our nation and leaders in all of those apart of Austin State University in Jesus's name, amen.

>> No, it is time for our pledge . >> I pledge allegiance to the United States of America and to the republic for which it stands, one nation under God, individual liberty and justice for all. >> Okay, her first order of business are three separate reports. Dr. Gordon. This morning we are going to hear three separate reports pertaining information very relevant to this time of year. The first is our enrollment report. That is going to look at where enrollment landed this fall semester, and then we are going to look at our four step plan update for academic affairs. Then, we are going to finally hear a little bit more about comprehensive campaign. As you know, we have the big launch this past weekend so with that, we will turn it over for an update.

Thank you, Dr. Gordon. Good morning, everyone. It is great to see everyone I do want share the enrollment report I wanted to take this

opportunity to express a huge thanks for a number of collaborations throughout this test here

it was one that in my three decades begin recruiting without traveling indefinitely as we talked to colleagues across the nation,

was a very different experience, and it could not have been accomplished without the collaborations across this campus from student affairs, academic affairs, athletics, finance, just a number of areas that allow us to reach out of our norm and really be able to make sure we are serving our students, including the students, and retaining our current students I definitely wanted to share that as we kind of kick off I wanted to share that there are some practices that we put in place to adjust to the virtual world that we lived in but now it is actually going to become a part of our standard practices and ways of diluting with the wanted to share the report. Will go over where we lead with fall 2021. I also want to share that we are going to go over some of our peer information. I will be changing the word compares peer competitors. I think that is actually a little more appropriate because some of the information I will be sharing is not your institution. You might hear me use the word more like peer competitor. Everyone the Chickasaw by sharing the fall 2021. The general enrollment landed at 11,046. It is a decrease of 5.3% and a total of headcount enrollment

I went ahead and provided her semester credit hours in regards to sharing some observations and begin the SCA is right at 143,700 and reflects a 4.7% decline in semester credit hours in comparison to Paul of 2020. When we look at a decrease account at 5.3%, it is 674 less students so, one of the things I want to share is a little bit about what kind of students. So, we are going to focusing solely on the undergrad right now. One of the things I want to point out is the bargraph that is actually by classification. You will notice freshman, sophomore, junior, and senior. Freshman doesn't mean the new freshman coming in. It is truly students that have on the 30 credit hours freshman by classification. To the right, we do show the segments I should say that actually make up an undergrad population, and that includes of course no undergrads or new transfers also the continuing undergrad, which is a huge portion of our undergrad population and then also the dual credit is also a part of the undergrad someone forgot the first is actually had that information and we are all kind of interpreting that correctly. I mentioned we have 674 less students. A couple of things I wanted to share is the two groups that contributed to that decrease the most is in the undergrad population both the fall 21st year class that came in

was much smaller so you are going to see students going into the second year and also the actual nutrition that happens from year one to year two that takes place. When we are taking a look of the past three years Paul 19 is pre-pandemic and then 20 and 21. A couple of things I think are important to share is for the first time in at least 5+ years, the first-year class had an increase in enrollment. No undergrads were up 20% and for transfers, right at two points that. That is one of the things not only for us to see that continue but also to continue to strengthen a larger percentage the continuing undergrad definitely with the number of students that was in that continuing undergrad and the average credit hours for the population definitely impacted that enrollment the most. We did also have a decrease in dual credit as well as sharing that. We had about 144 less dual credits this

fall 2021, but also the retention , the service, the engagement, the experience from undergrad is going to be very critical moving forward. Our graduate program did increase in both fall 20 in fall 21. I also want to point out normally the college of education is one of our largest graduate producers , but they did see a decrease because the professionals K-12 setting had quite an experience this past year, and I think that is definitely impacted the number of professionals that were coming back to either be working on their masters so because of education to see about 39 less graduate students. That is one of the colleges that has

one those flagged in all of the other colleges have increased grad enrollment. Grad enrollment makes up about 80%, and so I want to make sure that we are sharing that and seeing that there are some great possibilities here, especially as we maybe get into some program specifics. I do want to make sure in addition to headcount that we are also informed with what is happening with our semester credit hours. Got to the far right is the semester credit hours and we take a look at that, it is a hard chart to see we are looking at that. Do you want to point out is even taking a look from 2018 as a reminder for those in 2018, SFA hit Pekin Roman a little bit over 13,000. Even back in 2013 we were seeing the SCH start to trend down a little bit. It is going to be critical that we are very strategic in the populations we are looking at that we are prioritizing

so that we are seeing those populations that generate the most SCH for undergraduates, it'll help us make sure that we are moving that bar and online backup word. I wanted to point out the graduate in regards to the SCH. And so, I think those are some things when I look at the total boat that are going to play a big role in regards to SCH generation. We can't not look at graduate, because that a significant part and contributed to our SCH. Of course graduate does have a higher formula so that is one of the areas we definitely want to be a part of the pieces that we are going to be looking at when I look in semester credit hours strategies, definitely the first is through thought average register for about 14.5 credit hours. New transfers register for about 12.6, so those are populations that do register and are going to produce a higher number of SCH along with the challenge for the point of the headcount and having the continuing increase in new freshman and new transfers. I wanted to share. Sometimes we take a look at that and we are like okay and I will share some of you if you received the report, the preliminary report was made available about midway days ago on 19 to go. We often times see similarities in some ways and some overlaps, so you're going to see just a snapshot of the fall 2021 preliminary enrollment report. I will share that 37 four-year institutions from fall 20 220 21, 22 institutions experienced a drop in the total enrollment . There were 15 institutions that experienced a drop. As a top with some of my colleagues, that was definitely one of the things moving forward in working with the strategies that identify populations to be moving upward. There were a couple of institutions we have been monitoring with a peer competitor institution data pretty regularly. It was very late and actually being provided. Some of them have provided their links you can actually find

much more breakdown and detailed information so I did provide some of those that were available. There were a few notes that as I talked with some of my colleagues, I was able to provide some information just

on some different institutions so I wanted to definitely provide that and give us insight or a snapshot of what is happening at some of our competitor and other four-year institutions and then really as we take a look at okay, how are we moving us forward come next year? So, one of the things for 2022 is working with not only the admissions team but already some of the other offices and really making sure we are coming in on the populations that are going to have an impact and so, from an enrollment perspective, we are going to do kind of a deep focus. They register at a higher average credit hours needs of the students who live on campus. These other students who actually bring that engagement and activity that is very important to have as part of who we are. The first-year population is definitely going to be one that we are looking at. Do want to go under the new transfers. It is very interesting just to share. I share the enrollment at our competitors that are permanently four-year institutions across the state of Texas, the two-year community colleges enrollment continues to go down.

It is going to be very important and very strategic. Is going to allow us to identify those transfer students in regards to moving forward so, I wanted to kind of share that because new transfers are going to be an important population but also the community colleges have experienced two years in a row now are pretty significant drop in the college enrollment. Continuing with undergrads, those efforts the retention from academic advising, their connection and engagement, both is going to be very critical and also doing a focus on new graduates. Those are the populations that we are really putting an emphasis on strategies that impact all of 2022, and there has not been a set goal yet for 2022, but I am kind of doing a couple different scenarios if we are going to be looking at a five or seven or possible 10% and would just what that would mean from 2021 to 2022. I also want to share the cabinet designed cross divisional enrollment planning team and we are doing plans on looking at 3 to 5 years and that is really taking a look at academic programs, strategies, and so looking forward, we have already had some initial meetings in regards to looking at the bigger picture of how to position the planning some of the enrollment upward in the next years as well so I kind of wanted to put that out there and share with everyone this morning. I also wanted to make sure I can address any questions from the group.

Questions I have a few questions. I think I saw an enrollment drop list the early at like 5% plus and yet, we've got 5.3% and in the higher education number is

4.34. What is that extra %?

So when institutional research from all institutions submit the report, the 21 is actually, since that out. Will and in there is a little shift, but it is consistent, because that is how the correlating board reports this 2021 preliminary enrollment report. >>

We go back and look at our 2020 at 12,620, and this was that 12,488 for our census data was 12,620 but the certified data that the coordinating board uses for the preliminary report from all of the institutions utilize a certified date. I'm not exactly sure why they do that to be totally honest. Great catch, thanks for asking.

My big question is we are at the bottom of that list in the Midwest and is [Indiscernible] . I'm just curious about the job and then my question is why do you think we can hold up to at least our peers at more than a -2% drop it what you think are the factors in the ?

Sure. I have not delved into Midwestern very much. Let me try to do some searching on that jerk I will definitely try to provide that feedback to you all. There are two things that probably stick out to me . One of taking a look at all 37 institutions and any trends I see, there were definitely some that had higher percentages but not necessarily some that compared to us on a regular basis that we would consider as our input competitors but when I did take a look at geographically, where is that institution, is it near a very urban hub, I will take Sam Houston State 45 right next to Conroe 30 minutes right there is looking at right there in the Dallas-Fort Worth Metroplex, when I did look at some of those institutions that are pretty significant enrollment , I was looking geographically share. I talked with some of my colleagues and was able to receive some that the back nonofficial way before example Angelo State, their new freshmen and transfers do not go up, because it is put in the dual credit the dual and credit headcount definitely impacted the number you're seeing here. And Texas state undergrad enrollment went down significantly , but again talking with one of my colleagues, their strategy was full force into putting their scholarships in and utilizing some of the findings. It was every institution, especially the third round of the last round it was a lot more open

in regards to how institutions were able to utilize awarding or disbursing the funds, and it was really had to be all loaded scholarship opportunities for their first-year students. That is some of the feedback and observation I've been able to pick up. The other thing is you know I don't have any concrete data that I've collected, but the graduate populations , most institutions have definitely seen an increase, and that is really help the headcount maybe not necessarily the SCH but definitely help the headcount of some institutions that have very heavily invested in their graduate promotion for their program or the graduate enrollment as a whole. >> Okay and semester credit hours, this may directed to others but obviously, that is a drop off their. I'm just curious if you ever percentage decline from 20 to 21 on SCH , I am curious about the tuition Policy and why that doesn't really incentivize our students to take more semester credit hours. I am curious. I mean, nobody fails to respond that we are aware of. I am wondering if we are doing the job we need to to make the policy possible .

I think we can do a much better job being more aggressive , but also one of the things is this 2021 academic excellence is still at the 3000. I will share that this scholarship for first-year students is something that is definitely 12 years at the same rate for the first year student. That is something that students and families look at because what percentage is that scholarship going towards. It keeps decreasing.

We are tearing the scholarship for accidental excellence from 1500 to 6000 and even having the Roberts ensuring that at different venues is going to be I think very important, because that is a big attraction as well as the scholarship . I think the attraction of the scholarship

definitely for those students. The range is going to allow more of a variety of students to be eligible for some yellow -- level of scholarship as well.

>> In my opinion, we have not been very competitive. That is definitely an area, and I think we brought in the Arnell study, we knew that was something for us to look at, and so, last year, we will do in the first recommendation of enhancing the financial aid package for institutional needs and then this year bringing in the recommendation of the academic excellence scholarship to at least have a higher amount that really attracts both the students and the families.

Do you think there is exemplary communications between your office and the colleges with respect to communicating to high school seniors and their families, in terms of recruiting? Do you think that there is good teamwork and good communication between recruiters in your office on campus and academic departments?

I think there has definitely been increase communication and increased collaboration with academic colleges and with the number of other departments. That is something that I think has been very important that we are in coordinating the increase communication. We always do better? Absolutely. We will move forward and continue to enhance the communications not only with admissions, student affairs, be it formal emails, outreach, digital webpages, all of that but also I think strategic planning of communications is really critical so I think we have definitely made steps forward in that, and I think there are opportunities for us to still grow in that.

It is such a competitive landscape that we are in. I know other states in this field, too. But, I am curious. We really have to be on our toes, and I am curious about how well we are competing with other institutions in respect to the material that we send all our prospective students and their parents in terms of how responsive we are versus our competition. I am also curious as I have heard reports that there have been no shows an important high school. Recruiters did not show up that were supposed to be there. I am wondering how accountable we are holding those folks and how cognizant they are of how important their job is and their performance on the job is back I can share recruiting season has put us in a position of trying to make sure we are prioritizing which actual locations we are at. I was very pleased with working with human resources and moving forward as we are hiring a team of casual employees but we are building a team to actually increase our visibility and presence with more people going out physically to all of those locations both at the high school and also for two years so in regards to your comment about accountability and the team knowing that, last week we actually had a staff meeting, and I can share that they understood and until the pressure more than they ever have. I think in even adjusting how do we recruit, not continuing what we did but how is it that we are just what we've been doing to make sure that we are making the most and being a lot more data informed as each of the territories or work but also the relationships we are building with high school counselors. The distinguished high school program I think is a really good opportunity.

We are running at about 20 distinguished high schools, so we are building relationships so that SFA continues to be on the minds and some of those conversations of where are you going to college? Where are you applying? What accountability, looking at how they did in their territory. Each territory does have an assigned goal that goes towards evaluating what could be done different for meeting that goal, and those are conversations that only in that part of the evaluation with the human how do we adjust? What do we see not working what we see working that we need to do more of? So evaluating that on a more regular basis. >>

>> If we don't have a really effective follow-up, then they won't give us the results that we need so I hope the recruiting staff really understands how vital they are. They are essentially cells I think we probably need to incentivize them, which also carries a negative side to it if you don't succeed, but I am all for that sort of structure to incentivize recruiters to be really effective salespeople, of course.

Yeah, that is one of the things that they are able to do more aggressively. There is actually a statute within higher education with recruiters working with the population age of say 16 and 17 making it commission based that is something we have to make sure we stay in compliance with him and going back to one David's previous question appears competitive and really liked how you referred to they had a large population. Do you think that is related to strengthening the and a and and I would get me to see what our competitors are offering on? The online experience compared to others, I don't know exactly what the difference is. But, because it was allowing them to stay home, if you look conversations as we all was not spending my son or daughter off some because we know exactly what next year is going to look like. Sending them off not being really clear of what that picture looks like I think definitely played a role online was something is Zeus and and and things there

In talking to my friends that went to drama over the last year or so, a lot of them said they chose for because of the recruiter, they made it sound exciting and son they wanted to come here because of the recruitment experience. Because those people are boots on the ground on the frontline, I just want to make sure we are being presented in a way that we are supposed to be stupid so we lost our students who are already here on campus.

ES, especially with the residential requirement in and they may have decided to do a shift in may have continued their education and institution close to where they were. All will

They had not had the experience to connect and identify themselves as SFA and me and and and and

will are are in probably really addressed this morning, but I students were really engaged even with her academic departments and the faculty. That distance does make an impact. The we lost 674 students. We talked to those students?

Three two process to kind of see if they had rolled that another four-year institution, did not enroll in.

Just to be competitive online, I think whatever these board members are using to support this, as a whole, the perception is [Indiscernible].

Other questions? Well, I think we now have board enrollment. That is the hard part, and it's an and is not the sum of the mechanics and we have to go to, but how do we sell it and make the students feel like we want them on this campus, because we do? Okay, thank you.

Okay, next up to talk about academic affairs and the four step plan.

Good morning, Madame chair and board members. I want to thank you for the opportunity to bring you good news about academic affairs and University. A few days ago when I was waiting in front of my house after coming back from work, the power was off. I was just sitting there charting up my phone really for about an hour. Life was at a standstill and then all of a sudden, the lights came on, and when the lights went on, I thought about someone probably several miles away probably in the dark, they did their work, and that work behind the scenes did want me and hundreds of thousands of other people in the area, and I am so appreciative of those people who do all of that work behind the scenes. I thought about the teamwork and how important it is for all of us to continue to work as a team. I thought about our vice president Espinoza, the infrastructure he works on developing for all of us, for the teachers, staff, for the advisors

academic affairs were not a standstill as you know into teamwork, we are fiscally advancing student success. We are working hard in a number of different areas. Steve Cooper and how hard he is working with the steering committee and they are very close to advertising for the executive director and another staff position. The executive director, can tap into. Once again, we are working as a team. We are working on the process in developing that and looking at low performing programs. I want to stop and pause and think directly with Mark [Indiscernible] who has been outstanding in his work. I cannot emphasize enough outstanding working behind the scenes working with all of the demons, chairs, program when programs are not yielding a lot of graduates, for example, he is asking the hard questions. He is digging in, and that is so. I am trying to work as a team to find a how we can grow in the moment effectively.

Is University. Continuing education is something that we are looking at. We are starting to have those conversations, very, very common at other universities. It is a tremendous opportunity for revenue for a university. Otto like always frame it that way, what will we talk about enrollment, we are talking about. This is an example of an anchor University and an office of continuing education perhaps. This could be a really nice piece of the puzzle for our portfolio for academic affairs I do think it is important for us to eventually, that should be moved to next year. We should start to develop a strategic plan to formalize how we are all working together. You know, sometimes there

are students who have these ambitions of becoming a nurse . It is not the best program for the this is why a the survey love nursing but somehow, this is not a good fit for them. It is in the half of those students that we are continuously thinking about ways to serve our students better. 67% , one about 67%? 67% of the Masters in music composition applicants are doing away. We are turning away students the only online Masters music competition program is in the country. Probably won't be that way for long, because people are going to catch on he does not have the faculty you can increase the number of applicants coming into your home and in that particular program, it is very intense in terms of the relationship with students, but bringing in the extra faculty member helped him bring in more students, just like that. No-brainer, very easy, speaks for itself 75%, nearly all we know how important it is to increase enrollment. These are no-brainers. Financially, it pays for itself plug-in examples of how hard the faculty are working. They are working very, very closely with their chairs and all of their faculty. Right now is an this is a British modestly designed to help students learn how to navigate through an online program. So for their first three classes, we are to be face-to-face. It is a hybrid where students are trained to go all online. It is a good example of innovation that are Dean's are serving needs to drive up our enrollment. About that. As you know, the sheriff government process is very, very close to being finished. In fact, it was supposed to be here in front of you for approval. There is one small sentence at the very end that we just do not have enough time to approve, but that is coming your way.

It is a document as you know that really provides guidelines, expectations, and principles. With respect to shared governance, but what does that actually look like? When you think about shared government would not be practicing if you use it for every single decision so what Jason

and his team is working on right now with the faculty, the chair, the Dean, and it is nearly important will see the all the faculty, it is to hold me accountable and to look at me. In fact, they do. They definitely do and

all and and why are you making this suggestion? That is a very, very fair response to that. Part of my job is to make sure that people acknowledge that there is a problem. And so, I will be working with Mark and his team. We are going to go before the chair, we are going to showcase some of the data, and maybe we are wrong. We are going to look at that data and have a discussion. But, I really appreciate the staff in the faculty. Everyone in academic affairs, this is how we generate this culture of shared governance. This program went from H2 to 16 students in three years. From

white students to 63 students in three years. It is skyrocketing. The professor should get a lot of credit for that. She is working with many different people on campus but she in particular is the anchor for the institution . I actually felt that the place again, they asked me to provide more evidence. It was about one week ago where I just realized a good enough job in demonstrating what the problem was and so I changed, ladies and gentlemen. I changed my position. I think that is a part of shared government being able to flex a little bit when you can this is an example

where we flex a little bit working with a lot of really smart people on campus so we are absolutely going to find a new hire or an additional hire for construction management in this and start in the college of education will explore whether I should go to a different call or not we can go back to the college of education where it was born and she will look into with it there. This is a culture of shared governance that I want to see more and more on this campus. Um, lastly, I will say I put together a document here is a process for what we should be looking at regarding hiring and I thought it was a pretty good document boy there was a big misunderstanding and interpretation of what I wrote and I'm going to go before and explain a little bit more and add clarity to what I meant what I wrote so that we're all on the same page. I want to make sure that we understand that we have the common understanding of what is best. Again, we are working as a team. These, by the way are all examples of shared governance that do not require the four step process. One of the things I mentioned is there are a lot of things that we do require the four step process, but we follow the spirit of shared governance, and I'm very, very proud to see that happen on campus sizes see, we are not a standstill through teamwork. We are faithfully advancing students success. I want to actually conclude . As I said we are working hard and moving forward shared governance is going on. We do have some challenges before us. There is no question about that. I have to tell you, if I were the Dean, I would not want to see the . I have the same situation my own university. I was a Dean there, and there was a lab set up. I saw that there is no way I would go to the institution regardless of how well it was run, it just cannot happen so there are some labs on this campus just like that. I would be ashamed to show them to prospective students and parents. We can do better. We have to do better for our students. We just have to. We have to find the money, the resources with a sense of urgency , and we have to find the money to fix those labs that we want to repair them. Some of the programs , there are concerns about accreditation. One in particular Indian habits college, we have to address that. Accreditation is in danger, because they do not have enough faculty members. That is written down so when it comes to accreditation, that is critically important that we talk about the SFA. He has to be able to say our program is accredited. That is nonnegotiable. We have to make sure we protect accreditation, so those are some of the challenges but I have to say I see a lot of enthusiasm, a lot of hard work and as I said, the faculty and staff continued to work hard their most impactful to the students. That frontline is where the advising is where the teaching is, the learning space, the labs, and by the way, all of the infrastructure , that is the frontline . Some have mentioned that one of the reasons why someone came yesterday because of the face-to-face contact engagement with the recruiter. That is an example of frontline . So we think about directing our resources, we need to think about that frontline space . Students don't know and don't even care, okay. Indeed, maybe a little bit more , but it is the faculty. It is the staff. It is the advisors. These other relationships that the students remember forever, and they go home, and they talk to their sophomore high school friends and brothers and sisters and say SFA is a place we need to go , because I felt cared for. But man, that present in the classroom, you need to go to class when these invest our resources did much credit and

because they have very, very high profile high profile exhibit is with the newspaper. What a wonderful example. I'm so happy that he wrote this. He says this is one of our professors. He said if I did my job correctly, this book will be the next best thing. All is and thank you so much for your attention.

It is actually gutwrenching to hear the answer is very straightforward not easy to answer his priorities. This is why I wanted to establish that. We simply don't have enough money to do everything we want to do so we think about increasing our enrollment and bringing those students go that is the answer. We have to affirm our priorities. What is most important for SFA? Everything is important. But what is most impactful I think is the frontline space so if it were up to me, direct resources to bring in faculty members, the best faculty members to serve those programs. It is a case of defining our verities and following the. The habit had for her program, two of her lines swiped from that program. I am not casting blame on anyone and I just want to point out that having perhaps within our verities, would said wait a minute, we have a priority for this program needs actually preserve those lines the priorities is the answer.

First of all, I want to really commend you for your humility and your willingness to listen to the Dean's, and

thank you for that. Keep up the good work. I was curious also you mentioned about wondering how long we have been searching for this and we are just coming to realize they are a lot more competitive with the salaries or whatever it is. I just want to mention sometimes we report enrollment numbers or census numbers that put us on the cusp of losing programs not because there is not adequate or an increasing demand for those jobs in the workplace because we have not invested appropriately whether it is structural quality or laboratory improvements, you mentioned one program that I can take it to the infamous building right next door to the ROTC facility and we would be fine crop dusters out of our airport rather than instead of our trainers. Is it any wonder that you do not want to show your peers? Is it any wonder that we have a drop off in enrollment in those programs? What is the reason for that? Dying careers and dying occupations or are we just not doing our jobs?

So, I think we have to really address that we may be at risk of funding a program and it is not because there is not a demand it is because we are not doing our job in meeting them and addressing them so, I just want to put that out there, because your comments about environmental science are well taken and well stated, and I appreciate you looking at each program on its own merits here. Are we to blame for our shortcomings? But I really do appreciate you looking at that and not taking a chainsaw to the program will keep up the good work we have resources to investigate appropriately

Thank you. Thank you for those remarks.

Thank you for all that you are doing right now in very short order.

Thank you.

Next up to talk about elevate SFA camping is [Indiscernible]. >>
Okay, let's talk revenue, right? It is great to be here today and talking about the campaign to all of you here in the room, because it has been quite a few years. We can't really talk about where you are. After Friday night for those of you who could not have been a part of the launch, I will tell you we are right where we need to be. I will take a little bit about the campaign. We started a campaign September 1 and today, let me back up. About that time, we did a feasibility study. I don't know if any of you remember that but the company we hired interviewed a lot of our faculty, staff, so one appearance and friends in the community, and they told us or advised us that we engage in a campaign to raise about 75 million and we had many discussions and thought we thought the 2015 fiscal year so we were really like this to be 100 million. We think we can go above the 75 million so we set our goal a little higher. It is 100 million, and as of October 13, I believe that is the date on there, we have raised in both gift receipts and commitments by gift contracts a little over \$79 million. We've got about 20 million to go. I thought I would share a few stats in detail here on this chart. I know that you all have it on your diligent page 320, but I would also say that I passed out her book to remind everybody that our stream in our local is all about elevating SFA in every respect. We have students, faculties, facilities, programs, and we desire to elevate permanent and current funding for each of the areas as to transform the entire university. With that said, we will break it down a little bit further. Total donors just a little over 14,500 to the campaign with more than 29,000 gifts during the campaign time. The breakdown by support, we have 69% of that realized. We have about 11% and outfitting budgets. We do allow gift ministry paid out over a five-year timeframe if that is a choice or a benefactor. We have about 20% in play. Support by area whether it is one of those pillars that we talked about, we have about 44% committed in scholarships, 45% other support, 5% of faculty support, and 6% and facilities. During that time in terms of newly endowed funds, we have 84 in scholarships, 8 in faculty support, and 21 and programs. And then, there are a few other stats of the bottom right-hand corner you might be interested in. 463 faculty and staff, more than 70,000 alumni given, more than 5600 friends and family, and then more than 8600 first-time donors and 12 \$1 million plus donors. Next, I would like to share that on behalf of the SFA foundation, have grown from a \$51 million endowed fund during this campaign 101 million today. The only elevate SFA because as you know this solely for the benefit of the University each year will pay 4% that is an account of the University. Again, we will do another report in January to break out endowments where we are in terms of scholarships and someone but again, it is very important that we are not only raising money for current needs but also that endowment fund that will be permanent and ever investing in the institution. But, I know some of you are not here Friday night and some of you work. If you'll bear with me, we would like to show you a little bit about that event. We will have a recording that is about 40 to 50 minutes. It is all about sharing with our stakeholders off-campus. Where we were in the campaign

and what we need to do in terms of participating. You know our team is educate, which the University will do. We will celebrate 100 years at the end of this campaign and we want everybody to participate. So, this one that we are about to show you now will be on our website, but it is the overall campaign video for elevate SFA.

Here's what we will do. We will send you to the website our entire campus community, I want to thank you and wanted to communicate what we wanted to do with this campaign. To all of the services that we utilize,

chief Mills and his team and then the student affairs that helped us launch, I would love for you to see that if you haven't seen it, but tell them about the campaign. And then,

if you haven't seen the show, I have to thank the college of fine arts faculty and staff for what they did for building that program outside of their other duties in the classroom. It is unbelievable what they did was launch the campaign. And then, came in in September 2019 enrolled your sleeves up. I want to thank our Dean's that coordinates the efforts. It takes everybody to raise this kind of money so I just appreciate all of you. Thank you so much. Thank you.

Any questions?

It was a fantastic event on Friday night and really showcased the whole University in the programming at the college of fine arts all of the teams that were part of that, we think all of you for your efforts in that. It was an inspired evening, and we haven't even talked about the marching bands that were there that led us out to the porch light parade and bonfire, but it was very professional. I encourage everyone to see other videos, because they're ready to go out and shake every tree that you know of to get some purple dollars flowing our way. It is very effective, and that is the kind of thing if we can do that with our high school friends and students and have that kind of messaging for them, then I think enrollment and that would be good to do because we thank you for all you have done.

Like I said,
thank you.

That wraps up our reports so, we are going to take a break right now. When we come back, we will actually recess into committee meetings. We are going to reconvene our finance and audit committee meeting that began yesterday. We will continue with the finance and audit committee meeting until lunch and after lunch we will come back and get back into our board meeting so we will recess right now and come back at 10:20.

[Meeting is in recess until 10:20 CST]

We are back from our break, and as stated before the break, we are going to recess committee meetings at this point, and we can reconvene the finance and audit meeting from yesterday.

Thank you, Madam chair, we will reconvene our committee meeting. [Indiscernible] I realize as I look at the agenda , we are next in the bunch [laughter] so we will be efficient as we have a lot of ground to cover. The first thing we will do is we will look at item number 15 with the acknowledge receipt of audit services report.

Okay, thank you, Regent Mason yes, yesterday I presented my regularly quarterly audit report. We talked about an update on our audit plan and special products in our office. One of the special projects we will actually do his analysis of the fiscal year 22 budget the financial commission of the University. So in our office, we have been engaged in extensive analysis of things like where does the University stand? How do we use our designated tuition? What is our actual net submission? How much goes to this area of the University or that area of the University. How does University that come into play? Are there allegedly other accounts that are accounted for in the budget but maybe they are in the annual financial report? We have been going to all of that analysis, and we don't have a full report to give today. We are waiting on one very important mark that comes from our controls office which is where we ended the year as of August 31, 2021, which is very important because of all of the journal injuries -- entries that have to be made to bring it into conformance with the board and we are going to talk about that. We are going to talk about all of the auditing requirements, so we have that extra piece, so what our plan is, is to culminate all of this with a meeting and hopefully, December where we can talk about the budget special projects, all of that analysis, including where we ended 8/31/21 and also what that means for 8/31/22 , you know the budget year we are in and just the whole effect on the universities financial condition and so, we have been leveraging our great staff and our finance administration area, people that you know committed their profession to doing the financial reporting and accounting for the University. The interim Vice President finance, and also a CPA, Jessica Barrett in the budget office, people who really know the ins and outs of these and its internal auditors, and we can set back and take a independent look because we are not involved in the preparation of the financials treatments. We are not involved in the preparation of the budget, so it is an extensive review, and I have to thank my staff and especially my chief officer and Bridget was exiled to the max who can really get in and get some of that information out for us so that we can look at and compared to our peers, and figure out where they university actually stands in different areas of university . So, we will have that coming hopefully in December once we get the financials done, the controller's office has to have that for the state of Texas as of November 20. So, that is when the financials have to be totally finished, but just understand the complication in the process, we are a part of the state of Texas. We are included in the financial statements of the state of Texas. We are reporting component of the state of Texas. We received the state funding, so some of our numbers come from the state of Texas. Pension liabilities, our insurance, our other postemployment benefits comes from the state of Texas, so we wait to be allocated

with our portion of those numbers so it is not like the university is not hurrying to close out the books. Part of it is getting

information from others making sure we are reporting it according to accounting standards to see complicated injuries for the federal funds the common with deadlines with the state on how we book federal funds so that every state agency report the same way in the same category, so it is not just up to the university, it is making sure we are in compliance with how the state of Texas tells us to report information. So, it is a long process, but November 20 is the date. In the meantime, all of this other analysis of the budget, which is separate than annual financial report, because the budget does not include, it is more like a cash basis budget. It doesn't include the accruals that we are talking about for the benefit liabilities. It doesn't include all of our debt accruals, those things are not in their and we have Robert Delta years with our axonal audit representative to talk more about that so, does anybody have a question on anything about this special project before I kind of move on to talk more about the review that we are doing?

[silence]

At the Board of Regents meeting September 12, I was authorized to pursue external audit services related to our fiscal 21 financial statements. Under government code section 321.020, the University is required to obtain delegation authority from the state auditor, and that is because the state auditor is our auditor. When I say we are combined for the state of Texas financial statements, the Texas state auditor is considered an independent auditor in the state of Texas. They audit the whole state of Texas in which we are apart and release their audit of vengeance on those financial statements. So, any audits that we do externally, we have to get approval from the state auditor and get the delegation of authority. It is not just financial, it is the informational technology audit that we do, the NCAA procedures that happen every year, the charter school audit, have to get delegation authority for any of those audits because the state auditor's office can decide we want to allocate our audit resources from our staff to come to the audit. So, we made the request to the state auditor's office regarding a review of our financial statements as the board authorized and September 22 -- September 27 we got the devastation -- delegation so we can delegate audit services and you have to understand, they are auditing every agency and institution in the state of Texas, so they developed an audit plan. So they have audit hours to dedicate to other projects that due to the timeliness of our projects and the requirements, they chose to go ahead and give us that delegation of authority. While then, we looked to see what would be the best avenue for us to proceed to have these services done accurately, timely, and to be most beneficial to the university? We had the farm [Indiscernible] I probably butchered that name every time that I called him BHP, they have previously done our August 31, 2019 review of our financial statements and our August 31, 2020 review of our financial statements. We called them our [Indiscernible] financial statements. They are really are financial statements that have additional disclosures in the financial statements that Sachs was to see in the University university statements that are normally may be included in the state of Texas financial statements to make us more standalone to explain our financial condition.

[Captioners Transitioning]

We looked around to see if other universities had contract with auditors that they had already gone through the request for qualification process and Texas had issued back in 2018 a contract for external audit services. They contracted with several firms and they were able to piggyback off of those contract because they advertised and requested qualifications and they chose these firms. So we looked to see who the other universities performing these external reviews of their financial statement and we went with a firm, and that's how we got them to do the first interview. And just a reminder for external review of financial statements, there required to follow the American Institute of certified public accountants review services and in accordance with the standards, they must be independent of the entity University agency that they are reporting the review on. So they are independent of the review and they have an extended background to provide external audit services. And that was one of the reasons we selected them. In particular, they have served and performed audit services for a lot of Texas governments and institutions. They previously performed, as I said, our 2020 and 2019 financial reviews. They had at some point in the reviewer for a component of all the public university systems and standalone universities in Texas [Indiscernible] they've actually been involved in the review of their financial statement. And then, also, they performed significant work for Texas Southern University when they had some financial issues, they relied on BHP to help them recover from that situation. Also, they even had to testify about their accreditation to the Association. So they have significant work and done difficult work and have expertise in this area. They are in the process of assisting Western, who is joining Texas Tech University and closing out their financials. We have Texas Tech, and they were recently awarded for the next five years the University of Houston's accreditation, so they will be working on that. [Indiscernible] Texas state security board and financial statement responsibilities. Robert is a native of East Texas and what we did not know will meet piggybacked off of Texas Tech contract [Indiscernible] we did not even know that. But Texas Tech awarded him the contract. So we were proud to have that, and even though he is an FSA alum, he is still independent. With that I will introduce Robert, who will talk about the previous audit, where we ended, and laying the groundwork for the December meeting.

What a tremendous opportunity to talk to today. Hopefully we have a little bit of external credibility. There's a chart that we previously talked about for your adjusted net position numbers. I think there was unadjusted net position number that was a deficit and that was one of the numbers we received because we were looking at those numbers and that is something that would get any board's attention. It is something very important to look at, but I also want to talk about the other

elements that we previously discussed when I presented these numbers to you. That is, what is very important to keep in mind when talking about governmental financial statements, there are huge numbers that you go on. That is the pension liability and other employee benefits, that is health insurance, and the pension and liabilities and that being huge numbers. That negatively impacts the financial statement of every state government across the U.S. when those numbers are brought in. Cities that we work with and other state universities that we bring in those numbers and up with negative unrestricted numbers. This is not unique to SFA. It should not be overly concerning or overly alarming. There are very important criteria is that sex goes through as they and we came in to assist the University with that process. And this is a nerve-racking process for most universities and many times the issues they are dealing with is that is it going to be so low that they will and that being on some sort of financial probation related to that number. So it is a huge number that we spend a lot of time emphasizing. We do this calculation over here, and there are a lot of numbers appear and I will reduce this to a simple calculation of how many days of operating monies you have on hand to cover your operating expenses. For SFA for the end of 2020, there were 123 days. It meant if no additional monies came in, no state appropriations, no grants, then you could operate for 123 days for you ran out of money. The general guideline that most financial advisors are looking for is about 60 days, so you you are well. If they looked at your numbers, this was not a concern. It is excellent news, and congratulations for that. We are now looking at 2021, and the concern is there was a big change between 2019 and 2020 and what if that change continues? How many more years can we go down this path before that number does end up being a problem? We are excited to be able to speak to that issue. So we have the financial reports available. We will go through the review process. What we do is we will do a complete analytical review, we also have a model that we drop your numbers and all the other [Indiscernible]. We did not add any adjustments to your numbers. Typically, about a \$15 million adjustment of some type. So very pleased and they did a great job with those numbers. We are not anticipating any adjustments. We are very excited about seeing those numbers. What causes those numbers to change are the things that we were previously talking about today. Enrollment. Those are key numbers. Contributions coming in, appropriations, those are the things that are the primary drivers that we keep our focus on. The elephant in the room is what happens to the pension number. What drives the pension numbers changing is simply the market conditions. Looking at your 401(k) statement, is it up, is it down? If you look at it over a 10 year time period, it goes up dramatically or goes down dramatically. What I believe you will see, and it will be in 2022, you will see radical shift in those numbers going the other way. This trend, it looks very favorable going forward will not continue as it relates to the pension aspect. Will be excited to see those numbers and hopefully we can present better news to in the future. But my general take on this is we will make sure that the facts before you, if you have good financial statements and make decisions, and I will do my best to help interpret that data for you and tell you what it means. I can answer any questions that you may have.

The last statement regarding pension liabilities with reef [Indiscernible] is that correct?

Primarily 20. There is a difference between the [Indiscernible] liability and the pension liability. There is a huge asset tool out there and that is what happened when the market swings. The other post employee benefits side is only a liability number. There is no offsetting asset. That liability will continue to trend upwards.

It is a small consolation that we are a sinking ship together. I mean, at some point, that has to resolve itself, and I know that is it a question, how does that get resolved?

That is a great question. It is important to keep in mind -- let's look at other forms of government. A city does not have to offer any kind of benefits. It starts off being a very open ended and they made a promise and there was no legal requirement to keep that promise. So as the actuaries got in their and started projecting the rise in healthcare costs and the increased time period the people were living, they realize that the numbers were getting larger and that is what drove the financial community putting these numbers on the financial statements to see what the cost of those promises are. So in those cities and counties that I was talking about that have made that offer, what we advise them is, okay, decide if you want to keep that promise or decide if that is the extent of the promised want to make and by putting some restraints in their rather than leaving it open ended [Indiscernible]

and changing the terms. And they were able to honor their commitment and honor their commitment to actually fund these benefits that they promised. The difficulty here is the board of regents is not the one that sets these benefits. [Indiscernible]

The state legislature is in charge of keeping or not promising [Indiscernible] former employee.

I assume that the numbers were impacted by [Indiscernible].

These numbers -- I'm not even sure if they will show up in 2021, but it might appear in 2022. The pension is audited in December and there is a lag on the information that actuaries use when they run those numbers.

[Indiscernible - Muffled audio quality]

[Indiscernible - low volume]

This is under governmental accounting standards,
that is is if everybody [Indiscernible]. That is not the case.

[Indiscernible - Muffled audio quality]

The other side of it is that the University [Indiscernible] you get your health insurance after you retire in the state of Texas requires University to record that liability. So it's hard that we have to record it, [Indiscernible].

[Indiscernible - Muffled audio quality]

Any other questions?

[Indiscernible] a comparison of what [Indiscernible] is it correct that if you are University, these dollars are still going to the employees of the system but they're not reflected on their net statement online. It's very difficult to get an apples to apples comparison, our [Indiscernible] is that correct?

That is correct. The first thing we do is decide how we will handle the liabilities as well as the pension. And the determination is that that is the system liability and it is not an individual institutions liability. Those organizations do not present that. They look fantastic from a nap system.

It is not an apples to apples comparison.

You're at a disadvantage when it comes to this particular population in terms of stand-alone systems of how you look at the comparison. Going through this calculation, that is why Sachs utilizes that.

When you look at this year's financial statements, you're able to calculate the net position and you will compare our numbers to those other systems so we can see where we stand.

One of the things we talked about is as we are evaluating 15 universities, we do this calculation, whatever it is, we can line everybody up and keep it apples to apples. At least [Indiscernible].

We appreciate you being here today.

To summarize, we talk about as a reminder, this is what the regions saw last January. We saw this last January that we were in great shape for looking at our financial position, at the meeting was on Zoom and we wanted to put this reminder out there for everyone to see where we started from an COVID had an effect and we will be able to see where we stand 8/31/21. And then, it gets us to 8/31/22 go back and see where we were and calculate where we ended this last year with this analysis. And we can talk about when we can have this meeting where we could have this presentation, but we appreciate Robert for being able to do this. And we realize how important it is for the University to analyze our financial condition. And find the appropriate format out there.

Since we started on this particular agenda item yesterday, we talked about the early childhood audit and the update on the August financial report review, which is what we will do shortly. Does anyone have any questions? If there are none, then we will be recommending

approval of the audit services we go into the afternoon session. We will go to number 16, which is the banner hardware and Oracle licensing contract.

This is for Oracle licensing and we did look at other options and this is most cost-effective.

[Indiscernible - Muffled audio quality]

There is no budget increase entered into this contract?

The current allotment is within this renewal.

Any questions from the committee or the board? Then we will recommend approval of that contract. And let's now go to number 17, which is grant awards. >>

This is the assistant director of the office of research. They include direct federal, state and private awards in the form of grants, contracts from external [Indiscernible]. These are the awards in 2022.

In FY21 we received awards and of that total the grants awarded in 2021 [Indiscernible]. An increase of 1.4 million. For 2022 the multi-year grant award [Indiscernible] one thing to note on this [Indiscernible] that grant is not on this report.

Thank you. It is important to note that these grant awards, so we are appreciative. Any questions or comments? We will be recommending approval for 2021 as well as the year to date for 2022. We will move into the next item on changes to the allocation process.

I do not see that report.

I think all of you know Jessica Barrett, and we have been working through changes. The Board of Regents approved this at the July meeting and it detailed higher education funding. It was also presented in association with the operating budget. I think you will recall that there was a large contingency amount in the budget that was approved as well as the line item expenditures that ranged from 1.6 million to \$2200. As we look forward, we started talking about a better way to approach [Indiscernible] and working with [Indiscernible] we came up with something and we discovered that we did not have a policy and nothing that allowed because of the way that we presented in nothing that allowed a delegated purchasing board to apply. So what we have done is we've come up with a recommendation to address these issues and I will go back through that on page 452. These are not covered by policy, the capital expenditures are submitted [Indiscernible] and there is no comprehensive reporting and once we go through with a plan, if that money does not get spent in the way that you approved, [Indiscernible] action items are required. What we would like to do is proposed changes and we would like to develop a university policy in accordance with the state legislation and SFA policy for delegated purchasing authority. There are links in there. We would like to develop a quarterly report changes to the youth budget and eliminate the need for individual action [Indiscernible] and plan for multiple years going forward. What we have tried to do [Indiscernible]

thinking in terms of long-range planning so that we are able to set priorities over a longer period of time and the priorities that may not get this year's [Indiscernible] we have a better control. We believe that they will result in more informative [Indiscernible]. The next page shows you what we would like to present going forward and it shows in the first column the budget as you approved it in July. As we have gone into the first couple of months of this fiscal year, we have already encountered changes that need to be made in order to manage this. We pay this debt off early, so we need to reallocate the 95,000 four another priority. The \$60,000, after further investigation, we discovered that the software [Indiscernible] and is not eligible for [Indiscernible]. A similar situation is -- I think the original description on there did not indicate the function cup we can allocate that back. What we are bringing to you today is a request to utilize some of that to purchase two police vehicles and a shuttle bus in the amount of 114,000 and 140,000 respectively. Since we are operating under our current process, we brought to you an action item today to authorize changes.

Just to clarify, the legislature set the budget for these funds to go to the University, in this case, the first column, 11.2, and we will get the second amount next year. So this gives us, we need to look at this and we need to make sure we are using it for the appropriate items. If we don't have anything to spend it on, we throat into contingency. We want to make sure that the money is still [Indiscernible]. In this case, we do have some opportunities within the budget that we approved in July and reallocate those items to contingency and we can move into agenda item number 18. We will be proposing to purchase a new shuttlebus and two police vehicles. Do you have anything further to add?

The only thing I want to add is to add to this because it is important in terms of what we have left over. All of these projects [Indiscernible] there might be funds left over and there is a line item [Indiscernible]" has come in at \$400,000. So there will be an opportunity [Indiscernible] you will be able to reallocate that money in real time. This is something that we are working to reconcile is when they allocate these, they don't measure it that way. It is - - if you will recall, there was a project in 2019 a 4.15 million for campus realignment will we have not spent most of that money. So that is part of the balance and we should be saying [Indiscernible] and how can we use that money this year. We believe this will be an improvement.

Number 18, there is a detailed description [Indiscernible] and all that would go to contingency and the need for a police vehicle not to exceed \$140,000 [Indiscernible] we would replace them at \$87,000 each.

[Indiscernible - low volume] It will be easier

[Indiscernible - low volume] >>

What happens --

[Indiscernible - Muffled audio quality]

They go to the surplus. >> Does that revenue come back to the University? There is a formal process. Any other question? We recommend approval

[Indiscernible comment] . We will go to number 19.

This is an action item and an RFP that we've issued. We contracted with an outside agency to handle all of the advertising. We have used those funds to accomplish various tasks and strategies for marketing and advertising, most of which have been moved in-house and is handled by the marketing and communications team. There is one aspect we cannot achieve, which is to purchase digital advertising. And whether that is search engine advertising or any different forms [Indiscernible]. To purchase that you have to be a broker because the rates change all the times and we do not have a broker in-house and you need to work with a firm to have someone. So we want to focus on digital advertising and we reviewed the respondents and selected a firm and would like to be able to award the contract to spend up to a certain amount, which is in the budget up to \$250,000 with the option to renew, assuming that we are getting the results that we expect and it is more efficient for us to continue to have that option. Because the aggregate [Indiscernible] I'm happy to take any questions.

I understand [Indiscernible].

What is our status with them presently?

We are concluding the last remaining items to rap up the website redesign.

Is this the same kind opposition that we have?

It is focused on additional advertising. Our intent is to keep the focus on digital advertising. This budget is focused on digital advertising. >>'s company has experience with higher education?

We required that as part of the RFP .

Thank you. We will be recommending approval . The one-year contract is able to be extended if we so choose. We will now go to number 20, which is policy revisions and, in this case, we will review the compliance policy, ethics, fraud, and private support organizations or donors.

Is very minimal.

Compliance is updated.

The only really changes that you notice, we are removing [Indiscernible] we talked it over at the executive level. It is a good thought going in and it is a lot of work to implement. They will do it

in house. On the next page you will see we added a cabinet responsibility section. It is not changing the way we do anything.

Thank you very much. These individual

[Indiscernible comment] . We will be recommending approval of item number 20.

The audit committee has adjourned well ahead of schedule. We are set to break for lunch, but if there's no objection, I think we could move ahead on the agenda and address some things that can be addressed and go back to things that cannot be addressed after lunch. We will return to the board meeting. Looking at the agenda we have special recognitions and we wait until after lunch. We will come back to that. The first action item is the approval of the minutes from meeting 346, 347, 348, 349, and 3/5 D. 3/5. You've had the opportunity to read them .

Is there any discussion about those? All of those in favor of approval of the minutes from those meetings as presented? We will go to personnel items. Action items to -6.

The administration brings forward these items for your approval , and these have been assessed through resources and we will ask for your approval on this.

We have these items before the board. Any discussion about those items? Is there a motion to approve these items, 2-6? Any discussion? All of those in favor say aye. Those opposed. The motion carries. We are not supposed to do the report from building and grounds until this afternoon.

We are are a bit out of order of doing things. We are joined by various members of the board and district committee members. Were also joined by Laura Rectenwald and Tran nine. We spent about [Indiscernible]

toward the almost complete basketball center and East cafeteria, and for many of us it was the first time we have been in that facility.

We also toward the fine arts facility [Indiscernible] the east college cafeteria and at least we got an assessment of [Indiscernible] . I appreciate the committee for setting up time and allowed us to do that. If you would like to go back to the grounds committee, that meeting was posted and we had about a dozen or more people [Indiscernible] . In terms of keeping up to date in advance of the board meeting, but hopefully it will be something that we continue to do, depending on the availability of the committee.

[Indiscernible - Muffled audio quality] I thought it worked well for us this particular time. The things that we dealt with, I want to recognize members of the staff that assisted us with that.

[Indiscernible - Muffled audio quality] .

We did discuss the renovation and relocation , the artificial turf replacement, which is funded donated [Indiscernible] we discussed those things and then we had a couple of items that we discussed that we will bring today, the first, are there any questions. John and Judy are available for questions that you may have. Any questions to those projects that are ongoing on campus? All right. We will go to the action items. These were discussed in the meeting on the 22nd. Regardless of what we may accomplish in the future with respect to residential and dining facilities, you recall that [Indiscernible] passed in 2019 and they were allocated to these projects for about 39.5 million. This particular joint project [Indiscernible] so we need to ratify the budget and provide those funds. Since we are in a full board meeting, on behalf of the committee -- I will wait to offer a motion, but [Indiscernible] for project expenditures.

[Indiscernible - Muffled audio quality]

Is there any discussion? All those in favor say aye? Those opposed? The motion carries.

In the recent session , we discussed the fact that we have approval of funds for this legislative action regarding \$45 million -- as we mentioned these residential facilities, [Indiscernible] for the University to consider not just for dining and residential where they should best be invested. We had a discussion about that about three weeks ago. In discussing those funds and the best use of them, we reminded ourselves that several years ago part of the master plan -- to develop a master plan of the campus and we never actually executed that contract, so no master plan was forthcoming. So we thought we have a lot of serious consideration and a lot of due diligence to find out how these funds should best be used for future campus additions, and we thought it best to consider a master plan to accommodate that. So on page 875 you see that . This is the most recent master plan. That extended through FY 20 and on July 23rd, 2019, we did approve a master plan. So the administration is requesting authorization to request a new RFP to update the master plan. It will be important . We recommend that we do approve the issuance and update of the master plan [Indiscernible]. You have a chance to interview them of their vision for higher education and we know that the landscape has changed drastically. IT IS IMPORTANT for us to have that.

Is there a second? Any discussion? All those in favor say aye. Those opposed? The motion carries.

If there are not any other questions, the detail [Indiscernible] lots of good information in there and a very detailed

[Indiscernible - Muffled audio quality] .

[Captioner has lost audio]

It looks like we reworded the first paragraph to make it sound better regarding the changes to 1.5, and then with regard to vending.

We approve the policy revisions.

There is a motion from Regent Alders. Any discussion? All those in favor say aye. Those opposed. Motion carries.

That --

Those are restricted.

Some of those are taxable and we can use --

[Indiscernible - low volume]

As long as they fall within -- the board decided they wanted to use that money to update

[Captioner cannot get clear audio.] to make a better environment for campus living and repurpose it for educational purposes. We had a good relationship

[Indiscernible - low volume]

The third piece of that equation --

Part of the contract is when we negotiated that -- if you call, -- we had to buy back the investments and we have this money to help us renovate and decide what to do. It's exciting when we think about the opportunity and we do need to address those. It is something we want to make sure we focus on and have a more comprehensive plan.

[Indiscernible - Muffled audio quality]

The restriction is that a certain percentage is used for [Indiscernible].

We can revisit a question that has come up with regard to the other bond funds and that is through the bond counsel and financial advisors. We do have a great opportunity with those funds.

We are well ahead of schedule. That is fantastic. We have a few options. We can break for lunch now. I think we have time sensitive things. If lunch is ready now, and we will take a break from the meeting and we will reconvene -- we are leaving about 30 minutes early. So we can reconvene at 1:15. If we need to shuffle the agenda items, we will do that. And we will meet back here at 1:5th teen.

1:15.

[BREAK: This event will reconvene at 1:15 p.m. CST, following the break.]

[Event concluded]

Please join me in expressing appreciation to Doctor Robert.

Next, Doctor Troy Davis. He earned his bachelor of arts degree in history in 1984 and continued to study in the discipline at Marquette University where he completed his Masters degree in 1986, and his PhD in 1992. During his graduate career, he also studied at Trinity College Ireland on a fellowship during the 1986-87

academic year. The main focus of his scholarship was the poetic relationships between the U.S. and Ireland. He has published one book and a number of scholarly articles and has presented his work at various, numerous venues in both Ireland and the U.S., including the IRS Embassy in Washington where he was invited in 2014 to celebrate the 90th anniversary of the establishment of U.S. Irish diplomatic relations. He began his work at SFA in January 1995 as assistant director of the arts. Two years later, he was promoted to director. In 1999, he joined the history department at the tenured faculty member. He has twice observed as chair of the department from 2006-2012 and then again from 2018 until retirement earlier this year. He also served as interim chair in the

Department of physiology and health science in 2016 and 2017 and in the Department of secondary education and educational leadership. Doctor Davis was named SFA's outstanding senator. He was elected as chair in 2011 and 2012 and was invited to address graduates at the University College of Liberal and applied arts. Doctor Davis plans to continue this scholarship during his retirement and is currently working on his second book, which deals with the origins of U.S. Irish diplomatic relations during the 1920s. Please join me in recognizing Doctor Davis.

Now we have Doctor Howell. In higher education for over 40 years, he oversaw the redesign as part of a 1990 renovation of the building and during that time, facilitated the return of SFA television. In the 1990s, he produced a program promoting athletics that aired on regional broadcast stations. He helped launch SFA into video streaming. He began a remote telecast of offense, such as the homecoming parade and recently worked with the Texas Association of broadcasters to provide the certification program and broadcast sales to SFA students. He received his teaching excellence award for his college, excellent showings in production and his former students are aligned above successful media professionals. Doctor Robert Ramsey is in the Department of communications. Many graduate credit him with making a significant contribution. His students have gone on to work in every area of media and have received awards including numerous enemies. He has been recognized by the national Association of program executives and the international Society and Academy of arts and sciences. Doctor Greeley served as vice president of service for the national broadcasting society, served on the Board of Directors for the education foundation and served two terms as president of the Texas Association of broadcast. His teaching areas include broadcast plumbing, sales, management and video production. In addition to teaching, he has worked in radio programming and has done freelance video. Also, please join me in recognizing Doctor Gurley.

Okay. That is not important.

Thank you. >> Madam chair and board, it is my pleasure to recognize our development team, and I'm going to say a few words and then have Bill introduce every member of this team. First I want to say over the last two years, I have gotten a chance to work closely with these individuals, and I would say that I am impressed with the hard work these individuals put in. As you know, we launched our campaign in the amount of time and effort is phenomenal, that they have put into this. We are making strong headway towards our hundred million dollar goal, boots on the ground individuals are willing to be out long days and nights away from families, and also to make sure we are cataloguing everything right, making sure that we have all of the documents assigned and so on. I have really gotten to know this team very well. They are impressive to say the least. I am very confident that not only will they work hard to reach that \$3 million mark this year, but they will elevate that number for our next campaign. So just the logistics, the dedication, the teamwork is an amazing. I want you all to stand up. We all know Joe. I don't know if you all know her background. I will read a little bit about Jill. She earned a bachelors degree in business administration from Texas A&M. And a Masters degree in business administration from SFA. She's a certified fundraising executive. She and the development office for over 24 years and was the vice president of University advancement in 2012. She also serves as Executive Director of the SFA real estate foundation, and she is the leader of this team and I will tell you, it is a well oiled machine. So very proud of every one of these individuals in jail for putting together such a strong team. I will turn it to Joe.

As I told you this morning, we could not raise what we have raised thus far without a lot of people. I certainly could not leave without this team, and we picked a good one. I appreciate your commitment because as you know, we live in a world of rejection and so it is hard sometimes, but we don't do it -- we are really excited about this campaign, and successfully closing it out and moving on to the next campaign. We continue to transform. On that note, I would like for you to introduce everybody on your team. I will start with Angie. And he joined us in much 2020 as executive administered assistance, and you joined us at a very big moment in time. She walks then, everyone is gone. There are no donor meetings, no phone calls. It was very very quiet.

You can't make donor calls, you can't travel and do those things that you typically do face-to-face. She stayed with us. We are moving, as he saw this last week. I would say Angie has been here more than 21 years. She has had children graduate, has a close connection. She primarily for as manages the SFA foundation for trustees and all communications for that organization, and also our other vital once we managed to develop and that is the real estate foundation. It's a pretty big job in addition to helping me get through all the appointment scheduling. I appreciate what we do.

So Sarah has been with us since 2017.

She's been in various positions. She started processing and from there doing some of the travel arrangements and so on and recently,

moved into a directors role where she is hosting the foundation . Special events, stewardship and so on. A lot goes into that. She's a two-time graduate of SFA with a bachelors and Masters degree. We couldn't do without Sarah and the role that she plays. A lot of people don't see this team. All the tax receipts, the reports keep us all connected and we continue to raise more funds. That is why the stewardship recognition is so important.

This is McKenzie Blackwell. She's in office development. She has compliance [Indiscernible] nobody was at the office. Thank you. [Indiscernible] she makes sure goes to the right place.

Thank you.

Let me introduce our Executive Director, Trey Turner.

All right. He received his PhD . Tray has been the lead of the program for some time. Came on board in 2008. Interesting story here , we had 30 applicants. Those euros to the top.

They had friends in high school, they were friends here while earning their undergraduate degrees. The synergy has been between the two.

Especially after all that occurred this past week , getting back to Trey, he's been a huge part of the campaign. He has been here since 2008. He has raised more than \$87 million. So a lot there. I would say that it's very important because they take years to grow those relationships. Trey, thanks for all you do.

Thank you so much. We do have an amazing team. We had the opportunity to work with a number of them, if not all of them and fundraising is a team effort. I'm grateful for the leadership, flexibility and latitude. For providing us the funds necessary because it does take an investment. These people are on the road every single week. That takes support, all of those things . It's an extensive operation. We've had a very good return for university. Recently we released numbers and every dollar that is invested [Indiscernible] that's a pretty good return. We are proud of that return. You have heard me say in my opinion, this is [Indiscernible] we are certainly the smallest. We can raise as much as some of the larger ones, so I am proud of that. I will introduce the team. Doctor Cuomo came in 2014. She has a background in education administration.

That may have been her ideal choice to be dedicated fundraiser for education. Then we have Scott who comes to us from campus Crusade who has been here since 2014 as well. We have Korbin who came to us and the 19. He was in SFA athletics and did different roles there and is fundraiser for [Indiscernible]. Our newest fundraiser is Mark who comes to us from walking. Is the same person that has come from the Ohio State University. We may start doing recruiting over there. He has a Masters degree here at SFA and has 30 years . He was an idle choice to be the fundraiser for forestry and agriculture. Crystal his hands in a unique role, she's our prospect researcher and court Nader. The major functions is to keep us in front of the right people. Right now it's about five and have people versus 112,000 living in Omaha, it's

important we are in front of the right people. She helps us arrange travel as well and helps us crack everything.

We report where we are at and what we have done. Then we have cat who came to us also in 2018, Christian University graduate she runs our annual fund campaign, which is responsible for our giving date, our crowdfunding website and all the different smaller initiatives that are critical for fundraising. Then we build relationships. Then Emily, who is a May graduate came in, very quickly got up to speed and was largely responsible for running our inaugural giving date, which took place this last September in conjunction with the University. She had a month of training and hit the ground running. We raised over \$103,000 in 24 hours. [Indiscernible]

we are proud of that benchmark and the work that she did. Just a great team. I went to Bragg because while we were up there raising funds, everything they do, the fanfare is critical. It's the details behind every gift, the thank yous, the coding, make sure proper notes are in our systems so we know what we are doing. You have got a great team of people behind you. I'm very proud of the work. Thank you.

From the lunch campaign and all the efforts from that, [Indiscernible]

We're back into the normal rhythm of things at this point, and we will go to our report from the finance and audit committee.

Thank you very much. The committee was able to meet yesterday.

We have a number of action items. The first is number 13, acknowledge receipt of contact monitoring. The 84th legislature, Bill 20 requirements for state agencies and institutions of higher education. Related to procurement and contract. They established various procedures that require enhanced contract performance monitor training and the report has been delivered on the contracts for reporting and we were able to review the essay, which includes contracts with construction services.

[Indiscernible] so we have had the opportunity to review the contract monitoring report on each of these entities, and I would like to move that we acknowledge receipt of contact monitoring.

Motion, do we have a second? Second from region Olson? Any discussion? All in favor say I. Those opposed? Motion carries.

Action item number 14 is the annual audit report and audit charter. According to the rules and regulations, the chief executive shall submit an annual report as required by law and the report shall be submitted for review. The Institute of the international standards for the internal auditing require the charter be approved. The internal audit charter provides the purpose, responsibility and position of the internal audit department. And the charter has been included in the report to us. The annual audit report is in page 1010, includes various items that we were able to discuss. I'm looking at the search provided by our department with a five-year audit plan and other items. Then the actual audit charter is included, so I would like to move that the audit report and audit charter be approved.

Motion from Mason. Do we have a second? Any discussion? All those in favor say 'Aye'. Opposed? Motion carries.

Moved to action item number 15, acknowledge receipt of services report, and had committee meeting some of the items yesterday to share the follow-up audit, the fund's investment act audit and all those by our executive and team, and we had an update on the audit plan. We heard a spout the special better project being undertaken as well as the review of the August 2021 annual report no underway. His firm will undertake that engagement and deliver information to us here before the end of the year. He also provided us a recap with the August 2020 financial report, which he did review also. Discussed some about the position of the University. So I would like to move that we acknowledge receipt of the services report.

Motion, do we have a second?

Any discussion? All those in favor say 'Aye'. Opposed? Motion carries.

Action item number 16 is records to our Oracle licensing contract, and we heard from Espinoza this morning about the hardware and contract. This is the database that runs the University system, the portal and the hardware that makes up the extra data environment will no longer be supported. So we are moving into a new contract that would provide for these services on an ongoing basis. So I would like to move that we approve a four-year contract renewal of the I.T. has hardware environment, the Oracle licenses, not to exceed \$800,000, the source of funds for this system will continue to be new funds and not require any additional increase in the budget. The provider for this contract is RFT Associates. I will that we be authorized to sign purchase orders and contracts of 500 thousand dollars.

Do we have a second? Any discussion? All those in favor say 'Aye'. All as opposed? Motion carries.

Next action item is number 17 regarding grant awards. We heard this morning that from fiscal year 2021, the University received a multiyear grant award totaling \$108,000,450,000. Of that total, fiscal year 21, \$34,109,561, an increase of 1,000,468 thousand since the last report. For fiscal year 22, multiyear grant award total is \$76,821,387. This total of fiscal 22, 26 million

\$137,065. These grant awards result in extensive faculty research. Many academic disciplines. The grants include the private awards. I move that we approve the additional fiscal year 2021 awards that total 1,468,000, and the grant awards for fiscal year 2022 totaling \$26,937,065. In the detail of those awards.

Do we have a second? Is there any discussion? All those in favor? Those opposed? Motion carries.

We heard this morning also regarding the higher education fund, action item number 18 is the approval of changes to the fiscal 22 capital budget. The regions approve the fiscal 2021 -- I'm sorry, the operating budget. Capital higher education schedules associated with

the operating budget. Changes to the schedule required to reflect changes in budgetary needs, estimated costs in the funds. The service energy conservation plan are paid off and therefore

will not need service for fiscal year 2022. 29,000 , 65,093 should be moved to the contingency account totaling \$95,215. The software is ineligible or E funding , \$15,000 should be moved to the contingency. As we gather funds , there are two items we would like to present for acquisition . One of those is we heard about one of our buses operating 24 by seven, so the contingency funds are being requested to be used for purchase of a new shuttlebus and I will be in a cost not to exceed \$140,000. Likewise, the University Police Department provides comprehensive emergency management services seven days a week, currently has the age of the fleet ranges from two minutes 14 years with five vehicles having over 70,000 miles each. Purchase two new police vehicles in excess of \$57,000 each with a total of \$114,000. Madam chair, I move that we approve the changes to [Indiscernible] which would reallocate funds from service energy base 22 and reallocate funds from dining plan and reallocate contentedly funds to purchase new shuttlebus not to exceed \$140,000. Also use contingency funds to acquire two police vehicles the cost not to exceed \$57,000. The further authorize the president to [Indiscernible]

Do we have a second? Any discussion? All those in favor say 'Aye'.
Opposed? Motion carries.

Action item number 19 regarding dining contracts. University is requesting , the University has issued an RFP to seek qualified firms to assist in services related to digital advertising. You heard a presentation on this matter from [Indiscernible] . Respondents , the University has selected the advertising firm based on a 12% commission fee with no additional charges from other communications. The goal to increase enrollment utilizing [Indiscernible] drive website traffic , focusing on East Texas and Austin. The source of funds is designated and this would replace the contract. I move that we approve the selection of the firm on a one-year contract extendable for for additional one-year periods and move the the president be authorized to find all purchase orders. The contract would not exceed \$250,000 per year and not exceed 1 million over the period .

Do we have a second? Any discussion? All those in favor? Opposed? Motion carries.

Our last item is number 20. This is the approval of policy revisions. We heard this morning from the managers regarding the rules and regulations that we are to make corrections to. Those impact compliance, which is 2.12, 2.6 , 2.7 and donors 3.25 . I move the Board of Regents at the those policy revisions.

Is there a second?

Any discussion? All those in favor say 'Aye'. Opposed? Motion carries.

That concludes [Indiscernible]

To our reports section, Doctor Gordon.

Thank you. It's my pleasure to give you the report. It is hard to believe, but we are now going into three months with COVID, and I would like to say we have a tremendous team that have been working diligently to mitigate some of the spread of COVID and they've done a tremendous job in helping us to get through this pandemic. As the fall semester began, we were averaging five cases a day, and we did about four weeks into the semester had a high of 153 cases on campus, which is about 1.1% of our community population, and that was on September 9. What we found was those numbers started to drop and by the middle of October, those numbers were going down to basically several days with zero cases reported, and I would say we are four cases per week. So the numbers have dropped. We have very few kids actually in the isolation rooms we have gone five days without any of our students in isolation rooms, but we have a great team with our ancillary services and food services to make sure those students have meals on campus, and our operations team is continuously meeting until the pandemic is declared over and we anticipate

we will continue to have testing and vaccines and that will be all available to students. You did here updates from enrollment management, updates from affairs, updates from advancement. I will go through and give updates from some of those other areas. I would first like to start with student affairs and we know have Doctor Friday taking a look at the student affairs division and have completed what I would call a reorganization of the operations, and has resulted in approximately \$1 million in savings and that division. We've been doing a really a job of developing a different kind of structure in that area. I will say we have been to rebound from our housing capacity, that basically last year, we had the suspension of living requirements. Our housing occupancy went down. Last year we were down about 51% occupancy. This fall we have rebounded and we are about 74% occupancy, and that is a little over 2900 students, and if you recall, those students who were freshmen weren't required to live on campus, but the students of all 2021 are required, so that is why we have got an increase and next year, but only two freshmen will be required to live on campus, so that hopefully will bring us up to the upper 80s or low 90 percentile as far as our occupancy. We also are now into the new dining contract from Chartwell. They started on July 1, and it is going well. We have had some ongoing supply-chain issues, but we have a good working relationship with them already in last few months, and they are still working, but they do have a new general manager who has a daughter on our spirit team. I know Doctor Friday will give us some more detailed updates in the January meeting. As far as athletics, we all are aware we have some issues in the past. I'm pleased to say our score this year is 989, so just to give you some history, performance funding is available at institutions with a score of 95 or better. Last year we were at 97. This year we are at 99. To go from 970 to 989, 19 points over the course of one academic year is almost unheard of. It's a tremendous leap. The highest you can get is a score of the thousand, but are 16 athletic teams, nine received a score of the thousand. In 2019 and 20, only six teams received a perfect score. Not only did we see a jump in our score, but for more teams received APR scores that were perfect versus last year. I'm extremely proud of the student

athletes and staff that made this possible with a lot of hard work. Is a financial benefit to this. The payout this year is scheduled to be about \$130,000, and in future years, it is supposed to grow up to \$400,000, so the importance of academics in the athletics

program can't be understated. As far as how our teams are doing, soccer is doing well. They are going to the tournament this weekend. The volleyball team is tied for first in the Southwest division and our football team is tied for second. We have a tremendous when this past weekend for homecoming. We were excited to get private donations to complete the football field and the surface track, which should be completed in the next week. Basketball starts on November 9 with UTSA. From the office of diversity, equity and inclusion, Charlotte has been doing a tremendous job of working throughout campus, and this year, we welcomed our first diversity ambassador who leads our students who come from a variety of backgrounds. Their hosting events and workshops on campus and they have received special jackets as those diversity ambassador is. This fall, the multicultural affairs continues the diversity and inclusion certification program with over 250 faculty participating, and now we have over 80 graduates, and that number is surely to grow.

I was so happy to see 3288 computer users on campus. That is pretty good. We are pretty happy with that. From the government relations area, happy to see Charlotte here from the big city of Austin, and Charlotte, if you have never been to Austin with Charlotte, you need to go. I don't know about the intensity of Austin, but I know anywhere near the capital, they know Charlotte. You walk through the capital, everybody knows Charlotte. All the staffers and you name it, they know Charlotte. What a tremendous job she has done. She took a well-deserved few days of vacation after being short that went until October 15.

10 months. So there was a lot of activity that occurred in the special sessions, especially in the third special session, probably I guess more accurately in the last weekend of the third special session, and just to cover some of that, so on September 20, the governor called the third special session. On October 13, not very long ago, the Lieutenant Governor asked the governor to include university capital funding projects. On October 15, the governor placed legislation to improve higher education in Texas, which included funding for capital projects. Then the house and senate proceeded to identify projects and placement in house bills and funding projects came from Senate Bill eight and it appropriated essentially covered funds. What we found was there were two things that will be a benefit to us in those bills that were passed. One is the comprehensive University, regional University initiative, and \$20 million was put into this University initiative. We are still trying to figure out exactly what that means for us. Is not 20 million for us, but 20 million for the regional comprehensives across the state. If you look back historically, you have research universities that have special funding in various legislative sessions, have colleges, but the regional comprehensive universities have never had a session where they have had special funding available. This provides us with

that special funding. Again, we will update the board on exactly what it means, but basically, what the bill does is looks at the number

of graduates you have that are high risk graduates, there will be a multiplayer formula that we will utilize to figure out how much of that \$20 million we get. We are excited about that. We did not think that had a chance. Last minute, there was. Another last-minute, that last weekend of the special session, we had an interdisciplinary applied sciences bill, which we had for \$53 million. It became very clear that one of two things was going to happen in this session. Either new universities are going to get top requests or all universities were going to get some of what they requested. It turns out that there is a formula that only a few people know, we don't really even know, but there's a formula that came out. We did not get

53 million, we got 44,922,000, 833 along with about 15 or 16 other universities backup the same amount, so this bill did a couple other things. One, it renamed tuition bonds. Take it out of your vocabulary. It's now assistance projects. See caps. That's going to be the new terminology. It sounds like something you put over your mouth when you go to sleep at night. Right. The bill also created a capital project oversight advisory committee, which will be in consultation with the legislative budget known as the LBB, facilities commission and Comptroller of Public accounts. So they will be overseeing these see caps, and they will be required to develop guidelines that will be considered by institutions for these capital projects. So we will have to wait and see what happens on that. So in summary, the 87th legislative session, how did we do? I think by and large, we did very well. We received, we found out earlier in the session we received \$1 million per year special funding for the center of rural innovation. Is well underway and going to be operational very soon. \$44.9 million for capital construction assistance projects, and then comprehensive university funding, which will surely help us out as well. Overall, I think we did pretty well. University marketing and communications, Graham is doing a tremendous job with that, and looking at additional advertising. I appreciate the passage of the action item to help us with digital marketing. We put in bus pads. We have got billboards placed and Cleveland. That is soon to be 69 because one of the goals is that we went to own the 69 corridor. We have initiated some ad campaigns, and we are going to be upgrading our digital advertising with the action item this morning. His team has been very busy with various types of evidence, and campaigns. The lecture series that we just had, which was a tremendous, a tremendous night, they have been working with a lot of advertising for various programs on campus, marketing for those programs, developing new partnerships to try to get our name out there and see some of the important sites that families go to when they are looking at colleges, like niche, which is one of those sites that many many families use as they start that search for college. That system has escalated to products now?

Over 1000s of September 6.

In a little over a month, 1000 projects. That will include things like our magazine and SFA today and other areas we have major projects and. So it's tremendous. An overwhelming amount of work, but it's very important work. Not only internal, but external is important especially as we tried to increase our role. The last thing I want to say is we

are continuing to expand our partnership program, and this fall, we welcome the new high schools to the program. They range

from schools that graduate 1800 students in a class with schools that graduate only less than 20 in a class. I wanted to read these schools off to you. In the spring we will be announcing additional partnerships as well. We have some already scheduled for the spring semester, but this fall, Dallas joined our program as well as Livingston, Central Heights, Casper, Newton, Woodville high schools. The last few I read are part of a consortium we did down in the Jasper area two months ago. I drove through the tornado in order to get there. Remember that day?

We are excited about this program and I know that we are going to be starting a similar program where we will have transfer students in that program will be talking with you, which community colleges we will be partnering with soon. That concludes my report.

Any questions?

Thanks.

Next is Doctor Brian.

Thanks. I have a few items I want to discuss.

I believe [Indiscernible] our faculty continues to do great work. Regionally across the nation [Indiscernible] the first one, after having the opportunity to sit down with different stakeholder groups, Doctor Gordon and Doctor Smith, we were able to [Indiscernible] we are proud of that document. It shows everyone's voice and conversations.

[Indiscernible] the third item, I want to take a couple seconds, the increased communication [Indiscernible] one of the things we are appreciative is we have those conversations. We are appreciative of those dialogues. We are still working on addressing concerns and answering questions together. That opens the lines of communication for all of us. Thank you.

Any questions?

Thanks for coming today. We look forward to continuing to work with you.

Okay. Next is a report, first report ever from Megan and Seth. >> For those of you I have not had a privilege to meet, minus Megan. [Indiscernible] I wanted to let you know who we are. We are a new organization. There were 28 of us selected. [Indiscernible] I'm a big believer in phases, so I wanted to show you the phases that did not get to be with us. You can see an interesting and diverse group. I wanted to speak about how we got to this point. The conversation has been ongoing among staff. I know I had half-dozen wedges. It's a lot of work to do. Thank you for kickstarting us. To our colleagues in HR [Indiscernible] they were amazing in the startup process. I can't say enough about their professionalism and willingness to help us. [Indiscernible] there were 100 staff that came together this summer. 100. That's a lot of bodies on zoom at once. When I tell you almost 850 hours, I went to say thank you to the staff for holding us

accountable. Thank you for your warm welcome. We appreciate it. And joined , I would like to introduce you to their faces. Allison Reed is our chair elect. [Indiscernible] Haley from IDS is our secretary. Rebecca is joining us [Indiscernible] I wanted to introduce you and I wanted to talk to you about here we represent. More than 750 full-time staff. We represent all staff. There is a wealth of experience, of talent and expertise among staff members. Nobody gets paid without our staff. We do not function without our staff. I think it is important to talk about staff. Just a little bit about who we represent , our seats are apportioned, so it's not done by division. We have a lot of individuals on staff. There's quite a few individuals . The largest is 350. I wanted to share that with you as well. [Indiscernible]

staff has an opportunity [Indiscernible] I wanted to share with you some of the words , listen , respect, inclusion , open-mindedness, contributing to a culture of support and honesty. I think that is important to keep in mind as we move forward. We have already started . I wanted to share with you some of their competence we have had so far. We have a full slate of officers. We were able to secure a budget. Our largest project has been [Indiscernible] we are close to wrapping up. We would like to do that sooner rather than later. We have made quite a few changes. We appreciate the opportunity. [Indiscernible] here is what we are working on, what you can expect from us in the coming months. We are going to push [Indiscernible] we need to increase the counsel. A lot of people don't know that we exist. You are going to see us around quite a bit. [Indiscernible] we know we represent a lot of individuals . We will be intentional. Relationships are critically important. [Indiscernible] not all of our staff have that opportunity. A lot of them are doing their work. We are going to start . We know in order to move the conversation forward, [Indiscernible] we are familiarizing ourselves with the way the organization functions. Staff appreciation , I think we acknowledge [Indiscernible] we had a lot of stuff is a university shifted away. We will focus on sending appreciation to our colleagues.

There will be a lot of work that needs to be done. [Indiscernible]

with that, questions.

I had a question.

[Indiscernible] >> The amount of work you have done is very impressive.

Thanks. There's only going to be so much of our day . Much of the work you see has gone on after hours. [Indiscernible]

Thank you. Fantastic presentation. Thank you very much.

Next is the student Government Association. [Indiscernible]

[Indiscernible]

This board is [Indiscernible] >> Student leaders are going to take part in this. It is important. A lot of the students are part of

fortified organizations. We had a trial run. We had pizza . It was a cool room to be in. [Indiscernible]

Poses a monthly occurrence [Indiscernible]

Next item on our agenda is a special report concerning the financial counsel. Florez is unable to be here today. We addressed that a couple times already. Professional capacity , company presented an injury file that started today. [Indiscernible] he is unable to give his report. I will get some highlights.

The committee was formed this fall , of the special committee. And had its first meeting on October 15. At that meeting, I [Indiscernible] the membership introduced themselves to one another and talked about their objectives and also the University budget counsel . At the conclusion, it was discussed that a big part of UFC is to get information in a format that is user-friendly for management purposes. So the first step was to get that in a format that that group could format and analyze. The audit executive and her team have been doing just that and on some phenomenal work and we have had a sneak peek at some of the work. There continuing to do some Herculean efforts in terms of reformatting information. As we say, [Indiscernible] he is going to meet as the chair of counsel with the chief executive to frame that up.

The group will meet once they have had an opportunity. We look forward to that . Also on our agenda, our special committee appointments, and that is me. We have a committee that has been in existence for many years now, and the athletic advisory committee. Was actually appointed at the beginning of this year, but Coleman is no longer at the table. The restructured . The membership will largely be the same with Winston Henderson. Scott Coleman who will speak with SGA presentation and other committee numbers by the committee chair . The other special committee appointment is the nominating committee.

It is that time of year where we appoint our nominated committee. We only have one meeting where we don't talk about future leadership that is July the October meeting , they form a nominating committee. April meeting, there's leadership. It's the time of year for us to nominate a committee and for the committee , I am appointing alders as chair with Henderson and Olson. Thank you for agreeing to serve. With that , we are ahead of schedule. That is because we worked really late other times. It has been a ride this fall semester and we have a lot of meetings . We are continuing to meet. We anticipate the board will be meeting in December. That date has not been set, though we are looking at the day after Federation. We had a formal announcement on that.

We will post it when we get all those details confirmed. We are continuing to work very hard, as the universities continuing to work. And I meetings that we have had throughout the semester, there has been a common thread and I always look for common threads because we hear about how we live in a divided country. Really , there is a lot that unites us. Throughout the semester , we have heard repeatedly and we have expressed ourselves repeatedly with a special place this is. It's a place that can't be replicated anywhere else. We are all privileged to be here, honored to be here and we will all continue to roll up our sleeves and work hard and focus on the future of this great state, this great institution, this great university and I know from our meetings,

we are all going to be continuing to meet. We are forging ahead and focusing on our future. We have a bright future and I look forward to it. With that, is there a motion to adjourn?

Second. Any discussion? All those in favor say 'Aye'. We stand adjourned.