



MINUTES
Montana Board of Regents
September 12-13, 2018
MSU-Billings

Wednesday, September 12th

Meeting convened at 8:15am

A roll call indicated a quorum present.

Regents present: Fran Albrecht, Chair; Bob Nystuen, Vice Chair; Martha Sheehy; Casey Lozar; Paul Tuss; Brianne Rogers; and Dalton Johnson were present. Ex officio members present include Commissioner of Higher Education Clayton Christian; Ex officio Superintendent Elsie Arntzen; and Governor Steve Bullock represented by Lt. Governor Mike Cooney.

Comments by Chair Albrecht

Chair Albrecht welcomed all attendees and extended thanks to Chancellor Edelman for hosting the meeting and extended congratulations to him on his investiture ceremony last evening. She spoke to the unique qualities of the MSU-Billings campus, including diversity amongst the student population. She noted the tremendous success of MSUB's dual enrollment efforts, broadening program offerings in allied health, and increased outreach to non-traditional student populations. She commended the campus for aligning itself to serve the community, region, and state. She described the meeting agenda noting the What's Up Billings Panel to include business leaders from various industry sectors. She acknowledged and welcomed Regent Rogers and Regent Johnson to their first on-campus meeting.

Welcome by Chancellor Edelman

Chancellor Edelman welcomed all attendees to MSU Billings campus. He extended condolences and sympathies to the friends and family of Ms. Elizabeth Fullon, former Interim Dean of City College. Chancellor Edelman discussed his intended direction for the MSUB institution including first-year goals outlined within the first 30 days; students being at the heart of decisions; and three key themes: student focus, strategy, and community. He noted his intention to improve recruitment and retention, to serve all populations, and working with the Holistic Enrollment Retention Committee (HERC). He discussed his strategy for MSUB which focuses on building on current strengths, examine processes, and align resources, further incorporation of the work of the HERC and MSU Billings Community Taskforce, and identifying hallmark programs for colleges. He discussed the continued engagement and partnerships within the Billings community and efforts to keep growing internship and apprenticeship opportunities. Chancellor Edelman recognized student volunteers, students in the arts, and student-athletes. He also announced that MSU-Billings would be launching a Women's Triathlon team. Dr. Edelman spoke to the efforts and success of faculty on MSUB. He shared updates related to the campus facilities including military service and veterans success center;



glacier event and programming space; center for student engagement; ASC building demolition and creation of green space; native American achievement center; and lowering the costs of residence halls. Chancellor Edelman updated the boards on recent achievements including graduating 14 RN students to the BSN program, launching of an ultrasound program this fall, an impressive success rate of 92% on grant applications and more. He spoke with pride about the scheduled groundbreaking for the Yellowstone Science and Allied Health Building and what it will mean for students going forward.

Approval of Minutes

- July 13, 2018 Board Conference Call Minutes

A motion for approval of July 13, 2018 BOR Minutes was made by Regent Tuss. Motion passed 7-0.

Commissioner's Report

Commissioner Christian extended thanks to the campus and appreciated the goal setting and accountability of this campus and focus on how to put students first. He welcomed Dr. David Yarlott, President of Little Big Horn College and acknowledged Dr. Brock Tessman, Deputy Commissioner of Academic, Research, and Student Affairs. Commissioner Christian recapped the recent announcement made in conjunction with the Governor's Office about One-Two- Free a new initiative aimed at increasing access to higher education in the Montana University System through dual credit classes. He reminded attendees that Montana dual enrollment students are out-performing their non-dual enrollment peers in the MUS in key student success areas; with higher retention rates, GPA average, credit load and an increased likelihood that they will stay in state to continue their education. Commissioner Christian extended thanks to Superintendent Arntzen for the continued partnership and efforts on this critical endeavor. He reflected on how far the dual enrollment program has advanced from its pilot days at MSUB. Commissioner Christian noted that this initiative is an excellent example of how we can take direction and priorities set by this Board and create tangible results that immediately and directly impact the lives of students. He discussed the MUS system, which serves nearly 45,000 students from all walks of life. These students take a variety of classes and are actively pursuing different careers. As the school year continues, Commissioner Christian stressed the importance of keeping the notion of "What is best for students" at the forefront of every discussion and working as one system to improve offerings and efficiency to continue serving students and Montana's economic needs.

- MUS Strategic Initiatives 2018-19

Commissioner Christian prefaced this presentation with a discussion on the importance of student access and charging the system with finding creative, innovative solutions to help increase student success. He noted that the initiatives were identified as early steps from strategic discussions over the summer among campuses and the Board. Deputy Commissioner Trevor discussed three key initiatives identified for the upcoming academic year including resident student access, open education resources, and enterprise integration planning. Regarding resident student access, he described the intent to develop a unified approach to resident student recruitment, admissions, and



financial aid, with the goal of increasing the percentage of Montana high school graduates attending the MUS. Mr. Trevor described the compounding issue of fewer resident students entering the system and increased need for partnerships with K-12 to ensure efficient use of limited state resources. He discussed the declining capture rate over the past four years of the graduating high school population. Commissioner Christian noted that this is a critical time to ensure that the population is obtaining some form of postsecondary education and asking what steps can be taken to provide more access for students. Mr. Trevor noted that the data showed a capture rate of 35% and discussed how the ACT serves as a direct conduit for the MUS to access information and better align aspirations and needs for students to direct them to programs, campuses, etc. that best suit their needs and interests. Discussion followed about the efficiency of recruiting, especially at smaller campuses is becoming difficult and problematic. Commissioner Christian noted that recruitment is a problem on several fronts including competing over same student while using state resources. He stated that the focus here is misaligned and should be refocused on how to incrementally help students find educational opportunities where they can be successful. He agreed that this would take great coordination and partnerships from across the system; and stressed the need to start looking for solutions directly targeted toward student success. Commissioner Christian noted that the Governor's Future Ready Cabinet has a goal to identify better and quantify the workforce needs of Montana. Chair Albrecht stated that this should be an item we continue to focus on at future meetings to ensure its progressing. Discussion followed.

Deputy Commissioner Tessman spoke to the value of these strategic initiatives through the eyes of prospective students, parents, and current students. He noted that these initiatives also provide opportunities for the MUS to work with our K-12 partnerships and with campuses to further collaborate and opening new options for students including additional outreach opportunities through data gathering from ACT testing. He spoke to the second initiative - Open Education Resources, noting it focuses on finding new ways to reduce the costs of textbooks for students and incentivize the adoption of this shared services approach. Through the OER program and resources, we now have the opportunity to help move the needle tremendously and further help to reduce costs and maintain affordability. Mr. Ron Muffick, Director of Operations and Administration, agreed that previously, textbooks have been outside of our control for exploring alternative options for textbooks and open resources. He noted that student and faculty involvement is essential to this process.

Deputy Commissioner Trevor discussed the third initiative Enterprise Integration Planning, which is focused on how to improve our information systems and how we can better leverage these systems. Mr. Jon Thunstrom, MUS IT Director, updated the board on a plan to align data elements and develop key performance indicators for consistent measurement reporting from across the system. He discussed the importance of having information systems aligned to be able to leverage data and metrics across the system level. Discussion followed.

- Campus Reports
- Other/Campus Introductions

The following campuses made new introductions and/or acknowledgements to staffing changes: MSU Bozeman, Dawson Community College, UM-Western, MSU-Northern,



and UM-Missoula.

What's Up Billings

Mr. James Scott, Chairman of the Board, First Interstate BancSystem spoke to the importance of the Billings Community, and the health of its business and families is critical to their success; hence the importance of education and corresponding success. He noted that MSUB is an important supplier of talent to the company. Mr. Scott spoke to the long and successful history with MSUB. He introduced a recent graduate of MSUB and future leaders within First Interstate Bank. Mr. Ryan Wilson described his experience first as an apprentice and then as an employee and the connections that First Interstate Bank was able to provide to him.

Mr. Greg Upham, Billings Public Schools Superintendent, spoke to the enrollment of dual enrollment across Billings. He spoke to the importance of career readiness. He expressed the desire to better engage students early-on, with the use of dual credit, during the junior and senior years.

Dr. Randall Gibb, Billings Clinic CEO, spoke to the opportunities to partner and collaborate with MSUB. He spoke to a variety of issues facing healthcare including workforce development, what are the opportunities for us to move education in different directions as it relates to healthcare, facing an RN shortage and the need for expanding that program. He encouraged exploration into more "tech" related programs for future positions using the existing partnerships. Discussion followed.

Budget, Administration and Finance Committee

CONSENT

- a. Request for Approval of University/System/Employee Equity Interest and/or Business Participation Under MUSP 407 - Mills; UM Missoula *ITEM 180-1007-R0918 | Attachment #1*
- b. Request for Approval of University/System/Employee Equity Interest and/or Business Participation Under MUSP 407 - Smith; UM Missoula *ITEM 180-1008-R0918 | Attachment #1*
- c. Request for Approval of Lease of Athletic Facilities to MSUN Foundation; MSU Northern *ITEM 180-2802-R0918 | Attachment #1*

Staff Items

- d. Staff Item; UM Missoula *ITEM 180-1000-R0918*

Emeriti Faculty

- e. Hauer; UM Missoula *ITEM 180-1003-R0918*
- f. Moore; UM Missoula *ITEM 180-1004-R0918*
- g. Rosenberg; UM Missoula *ITEM 180-1005-R0918*
- h. Stanley; UM Missoula *ITEM 180-1006-R0918*
- i. Lang; MSU Bozeman *ITEM 180-2001-R0918*
- j. Johnson; MSU Bozeman *ITEM 180-2002-R0918*
- k. Berardinelli; MSU Bozeman *ITEM 180-2003-R0918*



MONTANA UNIVERSITY SYSTEM

- l. Adams; MSU Bozeman *ITEM 180-2004-R0918*
- m. Pappas; MSU Northern *ITEM 180-2801-R0918*

A motion for approval of consent items a-m was made by Regent Tuss. Motion passed 7-0.

ACTION

- a. FY19 Operating Budgets; OCHE *ITEM 180-102-R0918 | Attachment #1*

Deputy Commissioner Trevor presented the operating budget overview noting that system-level summary information and individual and campus-level details are available. He reviewed the components that make up the MUS all funds budget for a total budget of \$1.56 billion including current unrestricted, current restricted, current designated, auxiliary, plant funds, community colleges (all funds), loan and endowments, tribal college assistance, and OCHE state funding, including student assistance. He noted that state appropriations could be split into the following two periods: flat funding era during which state appropriations declined by \$7 million and the tuition freeze era, during which state appropriations saw an increase by \$73 million. He noted that the MUS receives fewer state appropriated dollars per student today than in 1992 (inflationary adjusted), but that there has been a progression in regaining funding levels. He discussed state appropriations per resident student FTE, noting that the MUS has come a long way toward gaining back funding levels of early 1990's. He explained NET tuition revenue indicating that non-resident student tuition revenue comprises over 50% of total revenue. He said that regarding current unrestricted funds, the state percentage share has dropped from 76% to 40% over the past 25 years. Montana ranks in the lower third in the nation in the amount of total funding per student. Discussion followed. Deputy Commissioner Trevor discussed funding sources per Student FTE for FY19; he noted that per-student funding for the MUS 4-year campuses lags behind the national average. He provided a system-level summary and metrics related to revenue, expenditures, staffing, waivers, and enrollment. He discussed current unrestricted funding for the revenue side; noting the state percentage share decreased slightly to 41%. State funds per resident slightly increase from FY18. Regarding expenditures, instruction experienced a 7% increase over four years and comprised 54% of total expenditures. The percentage of instruction combined with academic support and student services is consistently over 75%; the Boards target is 70%. Overall expenditures per student are budgeted to increase 5% over last year. Regarding staffing and personnel, he noted that the system is "personnel heavy." The student to faculty ratio is budgeted for 17:1; the BOR's benchmark is 18:1. Personal services percentage share is budgeted for 81%; the Higher Education Cost Adjustment benchmark is 75%. He reported that waivers per student are budgeted for an 11% increase, which equates to growth of \$148 per student FTE. He discussed enrollment at the system level noting that a 1.4% drop is estimated, down of 500 student FTE; for Fall 2018 YTD: -3.3% year to date for Fall 2018. Discussion followed.

A motion for approval of action item a. Item 180-102-R0918 was made by Regent Johnson. Discussion followed. Motion passed 7-0.



MONTANA UNIVERSITY SYSTEM

- b. Yellowstone Allied Health Building; MSU Billings *ITEM 180-2701-R0918* |
Attachment #1 | Attachment #2 | Attachment #3

Mr. Ron Muffick, Director of Operations and Administration, presented the request for authorization, per Board of Regent Policy 1003.7, for Montana State University Billings to expend up to \$17.1 million for the design, renovation, and construction of Yellowstone Science and Allied Health Building. Discussion followed. Regent Nystuen will abstain from voting.

A motion for approval of action item b. Item 180-2701-R0918 was made by Regent Sheehy. Motion passed 6-0 (Regent Nystuen abstained).

Remarks by Superintendent Arntzen (or Designee)

Superintendent Arntzen spoke to the importance of school safety. She noted that OPI applied for a new federal safety grant called Grants to State for School Emergency Management Programs, this is a 5-year grant for \$350,000 annually. Grant recipient award information will be shared by the end of September. She stated that OPI is beginning to approve Title IV, Part A funding applications. Each district will get at least \$10,000 with the largest district receiving over \$100,000. Funds can be used in the following areas well-rounded education, supporting healthy and safe students, and supporting the effective use of technology. She informed the Board that the Negotiated Rulemaking Committee on School Emergency Management Planning held its first meeting in August and will convene again in December. Superintendent Arntzen reported that \$1.1 million in education funding was restored due to higher than expected state revenues and SB 9 rollbacks. She reminded attendees that the committee for Montana Teacher of the Year met recently to review applicants for the 2019 award; the winner will be announced and celebrated within the coming weeks.

INFORMATION

- a. MUS Internal Audit Oversight

Commissioner Christian discussed the need for a new reporting line and additional voice for the internal audit mechanism. He noted that these efforts are focused on gaining further efficiencies and that similar changes are occurring across the country and intended to be a proactive movement. He charged Deputy Commissioner Trevor with developing a more effective way of reshaping these reporting lines to the OCHE office for a more developed, overarching presence. The revised reporting line would have internal auditors reporting to the respective Flagship President and a coordinated reporting line to the Commissioner as the Secretary of the Board via the OCHE Director of Fiscal Affairs. Mr. Trevor stated that this change would also require some changes to current BOR policies and development of an annual plan and report regarding audits. Discussion followed.



Two-Year and Community College Committee

INFORMATION

a. Carl D. Perkins Act V – Update on Reauthorization and Changes

Ms. Jacque Treaster and Ms. Amy Williams provided an update on strengthening career and technical education for the 21st Century Act. They explained that Perkins is a federal grant give to states to support secondary and post-secondary career and technical education (CTE). On July 31, 2018, Perkins was reauthorized, titled Perkins V. The estimated total allocation for 2018-2019 for Montana is \$5,575.493. They reported that members of OCHE and OPI would begin writing a one-year transition state plan that will be completed by April of 2019 and implement when the law goes into effect in July of 2019. They noted that Montana has been proactive with activities and required uses of funds that are outlined in the Perkins V including expanding CTE dual enrollment, integrating work-based learning, strengthening career pathways, and more. They indicated that OCHE and OPI are working closely with several non-partisan education policy organizations. They shared important provisions including an increased allowable amount of funds dedicated to Rural Reserve; robust support for dual enrollment and early college in high school; more flexibility in the evaluation of programs and performance; and new provision to require funds to be used for the recruitment of special populations to enroll in CTE programs. Discussion followed.

b. Strada / Prior Learning Assessment Grant Recap

Mr. Erik Rose provided an update on the Strada Education Network Project: PLA and Veteran Support. They provided an update on a multi-year project which included the entire system focused on prior learning assessment. Mr. Rose recapped efforts conducted during Phase I including establishing a PLA Council, providing professional development, an online PLA platform, and communicated opportunities. They discussed Phase II and its activities which include increased focus on supporting veterans; continued convening of the PLA council, providing financial literacy workshops, etc. They noted that there had been 16,799 instances of students earning PLA credit in the academic year 2017-2018; 977 of the instances where students were receiving veteran benefits. They discussed PLA by type of prior experience; the majority are from advanced placement. Direct support to campuses came in the form of 5 grants totaling \$84,000 to GFC, Missoula College, Highlands College, City College, and Helena College; these were used to enhance services to veterans, build apprenticeship PLA opportunities, and reaching out to adult learners. They discussed the MSUB/ City College Veterans Project which was used to discover and meet the needs of student veterans, broaden understanding of what veterans bring to the classroom, campus, and workplace and the community, to assist in the implementation of PLA, and to expand communication and awareness of resources for veterans. Discussion followed. Performance Funding, Grant back to Missoula College. Mr. Erik Rose spoke to performance funding grants. Missoula College submitted a grant proposal to recoup \$100,000. Their proposal focused on three large activities including dual enrollment, corequisite developmental education, under-represented/at-risk students. Discussion followed.



c. Dual Enrollment Update

Ms. Amy Williams, Director of Dual Enrollment and Career & Technical Education, spoke to the gains across the MUS related to dual enrollment. She focused on the work done on increasing access and the work towards addressing the affordability across the state. Regarding access, the MUS is improving access to dual enrollment statewide. Notable gains have been made in gaining participation across the state, including increased headcount and enrollment. The growth is on trend with what we've seen over the past few years and is intentional and strategic. She noted the gains made in the number of dual enrollment courses available on-site in high school classrooms across the state. She spoke to the One – Two – Free initiative, recently announced by Governor Bullock, which will substantially increase access to higher education for high school students throughout Montana. This initiative offers two free dual enrollment courses, up to six credits through the MUS to all eligible high school students. After students complete their two free courses, they pay the discounted dual enrollment tuition rate of 50% the two-year institution's tuition (on average \$51/credit). She addressed additional opportunities for free dual enrollment course via the "hardship scholarship" to cover tuition beyond their first two courses/six credits. Discussion followed.

Public Comment

Ms. Mariah Welch Vice President of ASUM and President of Montana Association of Students (MAS) provided a brief update on MAS's plans for the upcoming year which include finding advisors within OCHE to serve as a point person for any questions; efforts focused on the upcoming Six Mill Levy and voter registration efforts; and preparation for the next Legislative Session in 2019 and focused on getting a MAS lobbyist.

Chair Albrecht convened an executive session. She determined that the matters of discussion relate to matters of individual privacy and that the demands of individual privacy outweigh the merits of public disclosure.

Executive Session (*McMullen Hall 305*)

- Regents Professor Nomination – UM
- Honorary Doctorate Nomination - MSU

The meeting recessed at 5:30pm

Thursday, September 13th

The Board reconvened at 8:30am

Commissioner Christian spoke to the incorrect assumption that we are at times fighting over the same students; with a 35% capture rate, we're leaving out 65% of Montanans that are either going elsewhere for their education or not seeking one. If you look at this from a business perspective, these students are resources and we need to attract a larger breadth of these students to come to our institutions and find ways to retain these students at significantly higher rates. These efforts are in the best interest of the state, the economy, including meeting workforce needs, and for the student. We have all the



resources we need to focus on these two areas (attracting a larger group and retaining those that come) and help students find an area that they are interested in and help them be successful. He noted that the 35% being captured probably already knew where they were going to go to college and what they wanted to focus on for their degree. The other 65% of the students we are missing the boat and we need to broaden our efforts and attract, retain and see these students complete.

Academic Research and Student Affairs Committee

CONSENT

- a. Revision to Minimum Grades Policy; OCHE ITEM 180-101-R0918 /
Attachment #1

ACTION

- a. Level II Executive Summary *Supporting Documentation*

Deputy Commissioner Tessman spoke to the process related to these submissions. Each campus spoke to their requests which include: establishing an MS in Adventure Leadership in Health and Recreations at MSU-Billings; establishing an MA in Teaching at MSU-Bozeman; establishing an MS in Data Science at MSU-Bozeman; re-establishing separately named Ph.D. in Chemical Engineering at MSU-Bozeman; retitling the Department of Communicative Sciences and Disorders to Speech-Language and Hearing Sciences at UM-Missoula; and establish a BS in Computational Biochemistry at UM-Missoula. Discussion followed.

INFORMATION

- a. Online Learning Report

Mr. Joe Thiel, Director of Academic Policy & Research, noted this report comes forward each September as an update on the number of online programs across Montana. Discussion followed.

- b. Accreditation Report

Mr. Joe Thiel, Director of Academic Policy & Research, provided the annual accreditation report for the MUS. He noted that it provides a snapshot view for where each of the campuses are. All campuses have transitioned to the new seven-year accreditation cycle and the revised standards with the Northwest Commission for Colleges and Universities (NWCCU).

- c. Level I Memorandum (May, June, July)

Mr. Joe Thiel, Director of Academic Policy & Research, discussed the process behind these approvals; noting that they include minor changes and are approved by the Commissioner's Office via direction of the board. Discussion followed

- d. Intent to Plan Proposals (May, June, July)



MONTANA UNIVERSITY SYSTEM

Submitted July 2018 – Expiration – March 2020

Great Falls College

Cybersecurity CTS

Submitted June 2018 – Expiration – February 2020

University of Montana

Youth Sports Safety Institute

Submitted May 2018 – Expiration – January 2020

Montana State University

Chemical Engineering PhD

M.S. Data Science

University of Montana

B.S. Data Science

Interprofessional Education Institute

Remarks by Governor Bullock (or Designee)

Lieutenant Governor Mike Cooney provided an update on behalf of Governor Bullock. He reminded attendees of the Governor's recent formation of a Future Ready Montana Cabinet, which is charged to use labor market information and data to define Montana's ten- and twenty-year workforce needs; and to set goals for Pre-K, K-12, post-secondary, and apprenticeships to meet these needs. Lt. Governor Cooney reminded attendees that the Governor's goal of increasing the percentage of Montanans with a college degree, certificate, or credential to 60% by 2025. He recapped efforts through MUS, OPI, DOLI, and Private partnerships which have enhanced opportunities over the past five years to get us closer to reaching this goal. Lt. Governor Cooney reported that the Main Street Montana Project has helped to align state and local efforts to strengthen Montana's talent pipeline and ensure that Montana workers have clear pathways to good-paying jobs. He stated that apprenticeships have nearly doubled since 2011 and have expanded to include training efforts for non-traditional fields like healthcare, IT, accounting and advanced manufacturing. He noted that two-year colleges in the MUS are partnering with employers and the Registered Apprenticeship Program to develop customized apprenticeships connected to academic credit. Business owners and employers across the state continue to tell us that their number one challenge is a shortage of workers with the skills they need to grow and expand their business. He stressed the importance of redoubling efforts to unite our talent pipeline efforts and ensure that we have a skilled and trained workforce for today and tomorrow. He announced that Governor Bullock recently became Chair of the National Governor's Association and announced his Chair's Initiative as "Jobs for All Americans." This initiative is focused on taking a closer look at what governors across the country can do



to provide workers with the skills needed to obtain good-paying jobs and ensure that employers find the qualified workers they need. He extended thanks to the Board, Commissioner's office and campuses for coming together to make free dual enrolment, the newly announced One- Two-Free program a reality for Montana. He stressed this excellent opportunity for Montana students and had heard from people across the state that it will make a difference for themselves or their students. He noted the strength of dual enrollment programs across Montana noting that they are for anyone who wants to get a jumpstart on college and save some money. He concluded that dual enrollment makes differences for students, families, and employers across the state by saving money, streamlining workforce preparation, and inspiring more students to pursue higher education.

Committee Reports/Action

- Budget, Administration and Finance Committee

Action taken as a committee of the whole on September 12, 2018.

- Two Year and Community College Committee

No action or consent items.

- Academic Research and Student Affairs Committee

CONSENT

- a. Revision to Minimum Grades Policy; OCHE ITEM 180-101-R0918 /
Attachment #1

A motion for approval of consent item a. Item 180-101-R0918 was made by Regent Tuss; motion passed 5-0 (Regents Albrecht and Nystuen excused).

ACTION

- a. Level II Executive Summary | *Supporting Documentation*

A motion for approval of action item a. Level II executive summary was made by Regent Johnson. Mr. Marco Ferro of Montana Federation of Public Employees (MFMP) spoke in support of the M.A. in Teaching Program proposed by MSU-Bozeman, stating that it would help to address the crucial problem of providing teachers, educators across Montana. The motion passed 5-0 (Regents Albrecht and Nystuen excused).

Public Comment

Dr. David Yarlott, President of LBHC extended his appreciation to the BOR and MUS for including the Tribal Colleges and American Indians in discussions. He spoke to the importance of equity of access to higher education for American Indians. He announced that in 2019 Tribal Colleges will celebrate 25 years of becoming land grant institutions. In April, the Montana Tribal Colleges will be hosting the American Indian Higher Education Consortium Student Conference in Billings.




MONTANA UNIVERSITY SYSTEM

Meeting Adjourned at 9:51AM

Approved by the Board of Regents on

11/15/2018
Date


Clayton T. Christian
Commissioner of Higher Education
and Secretary to the Board of Regents

11/15/18
Date


Fran Albrecht
Chair, Board of Regents