AGENDA

SAGINAW VALLEY STATE COLLEGE

BOARD OF CONTROL

Special Meeting
February 23, 1987

9:30 a.m.
Pioneer Hall Board Room – Pioneer Hall

I. CALL TO ORDER

II. ACTION ITEMS

1. Approval of resolution providing for the prepayment of Housing and Auxiliary Facilities Revenue Bonds, Series A, and to provide for other matters with respect thereto

2. Consideration of Presidential Salary

III. INFORMATION ITEMS

1. Announcement of Vice Presidential Salaries

IV. CONSIDER MOVING TO EXECUTIVE SESSION FOR THE PURPOSE OF DISCUSSING COLLECTIVE BARGAINING

V. RECESS TO 1:30 P.M. FOR A COMMITTEE OF THE WHOLE MEETING FOR THE PURPOSE OF DISCUSSING BOARD OF CONTROL OPERATING POLICIES

VI. ADJOURN
# SPECIAL MEETING

SAGINAW VALLEY STATE COLLEGE

BOARD OF CONTROL
FEBRUARY 23, 1987

INDEX OF ACTIONS

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| BM-708 | MOTION TO SET THE PRESIDENT'S 1987 SALARY APPROVED | 5 |
| BM-709 | MOTION TO MOVE TO EXECUTIVE SESSION FOR THE PURPOSE OF DISCUSSING COLLECTIVE BARGAINING APPROVED | 9 |
MINUTES

BOARD OF CONTROL

SAGINAW VALLEY STATE COLLEGE

Special Meeting
9:30 a.m.
Pioneer Hall Board Room - Pioneer Hall
February 23, 1987

Present: Curtiss
         Gilmore
         Klykylo
         Saltzman
         Woods
         Ryder

Absent:   Braun
          Lofton

Others Present: Dickey
               Frahm
               Lake
               Medley
               Muladore
               Stanley
               Thompson
               Willertz
               Woodcock
               Vien
               Press
I. CALL TO ORDER

Chairman Richard H. Gilmore called the meeting to order at 9:43 a.m.

He stated that the purpose of this special meeting was to approve the prepayment of Housing and Auxiliary Facilities Revenue Bonds and to discuss the President's salary.

II. ACTION ITEMS

1. Approval of resolution providing for the prepayment of Housing and Auxiliary Facilities Revenue Bonds, Series A, and to provide for other matters with respect thereto

RES-732  Mr. Curtiss moved that the following resolution be adopted as amended. Mrs. Saltzman supported the motion.

WHEREAS, the Board of Control of Saginaw Valley State College (the "Board") has issued its Housing and Auxiliary Facilities Revenue Bonds, Series A, dated as of October 1, 1970 (the "Series A Bonds"), which are held by the United States of America, Secretary of Education; and

WHEREAS, there is as of this date $661,000 remaining in outstanding principal of the Series A Bonds; and

WHEREAS, the United States Department of Education ("DOE") has proposed to the Board a method of prepayment of the Series A Bonds at a discount if the Board applies by February 27, 1987, to prepay the Series A Bonds; and

WHEREAS, the filing of the application to prepay Series A Bonds shall not bind the Board to make such payment; and

WHEREAS, the prepayment of the Series A Bonds at the discount as proposed by DOE presently appears to be in the best interests of Saginaw Valley State College;

NOW, THEREFORE, BE IT RESOLVED AS FOLLOWS:

1. The President and the Vice President for Administration and Business Affairs, or either of them, are hereby authorized and directed to file with DOE the Board's application to prepay the Series A Bonds on or before June 30, 1987, the actual requested prepayment date to be determined by the officer making
the application.

2. Subject to the following conditions, the President and the Vice President for Administration and Business Affairs, or either of them, are hereby authorized to prepay the Series A Bonds:

(a) The prepayment shall be effected by an interfund transfer from the Plant Fund or from reserve accounts established for the bond; and

(b) The Vice President for Administration and Business shall determine that the projected excess net revenues available from the Housing and Auxiliary Facilities System will be sufficient to amortize the loan from the Plant Fund within 15 years of the date of the interfund transfer at a rate of interest approximately equal to the then applicable rate of return on United States Treasury Obligations having a term of 15 years.

3. All prior resolutions and other acts or proceedings of the Board which are in any way inconsistent with the terms of this resolution are hereby amended to the extent necessary to give full force and effect to this resolution.

President Ryder asked Mr. Jerry A. Woodcock, Vice President for Administration and Business Affairs, to comment on the recent modification made by the attorneys, and ask for an amendment to the resolution. He also pointed out that a certification statement was received in addition to the resolution. This statement, requesting the Board to record the names of the members moving and supporting the motion and also of those voting for and against the resolution, is required by the attorneys.

Mr. Woodcock explained that the resolution concerned the Series A Bonds the Government has offered at a discount range of fifty percent. The specific amount will be determined at the exact date that the buy back is finalized. College attorneys are
working on developing the specifics of the financing techniques. The Business and Facilities subcommittee has reviewed the techniques and will be updated on recent happenings at the upcoming 11 a.m. session. The subcommittee will also discuss the process of finding the appropriate way to obtain the funds for completion of the buy back.

Mr. Woodcock explained that an amendment was necessary to make it possible to utilize reserve accounts as well as an interfund transfer from the Plant Fund for the bond prepayment. While the College must file its application for prepayment by February 27, a final decision confirming the application and presenting a payment plan does not have to be made until May 31. Mr. Woodcock stated that there is no penalty for not following through on the application. The only cost to us would be for the legal services advising us on the matter. The attorneys, Miller-Canfield, are working with six or seven other institutions on this topic and are experts in the field.

Mrs. Saltzman asked if the universities were splitting the cost. Mr. Woodcock answered that each university requires a unique methodology and individual research; therefore, each institution covers its own cost.

Dr. Ryder asked if further action was needed by the Board. Mr. Woodcock stated that he would need the Board's final action in the matter when full details are available in April or early May.
Regular Monthly Meeting

Mr. Curtiss suggested if there is a reasonable possibility the Board would like to take further action, they should approve this resolution in order to keep the option open.

A roll call vote was taken. Dr. Gilmore, Mr. Curtiss, Mr. Klykylo, Mrs. Saltzman, and Mrs. Woods voted for the resolution; no one voted against.

The resolution was APPROVED unanimously as amended.

2. Consideration of Presidential Salary

BM-708 It was moved and supported to set President Ryder's 1987 base salary at $75,000, with an additional $6,000 in deferred compensation for an annual total of $81,000 to be retroaction to January 1.

The salary adjustment is a 6.2 percent increase over President Ryder's 1986 salary of $76,275 which also included a $6,000 deferred compensation.

Mrs. Saltzman pointed out that over the years the President's salary at SVSC has been very consistent with the size of the enrollment, but in comparison to other institutions in the State it is considerably lower.

President Ryder explained that the salary listing is deceiving because of an overlapping period. The salaries of most other presidents run from July 1 to June 30. The effective date of our salary increase is January 1st. Because of the time factor involved in reporting presidential salaries, his often appears lower in comparison.
Mr. Curtiss stated that the effective date of the salary increase should be January 1 as written in President Ryder's contract. All other provisions in the contract should remain the same.

The motion was **APPROVED** unanimously.

President Ryder expressed his appreciation for the Board's confidence in him and his administration. He assured them that the administration would continue to make the best efforts possible to provide the leadership for the institution in working with all of the College constituents. He commended the efforts of all those involved in operating the institution and stated that clearly we have an outstanding faculty and very talented administrative staff. He mentioned that although we have our weaknesses, he feels good about all that has been achieved during his 12-year leadership of the College.

Mrs. Woods stated that she would like the Board to consider offering a resolution to Dr. Gumecindo Salas, former Board member, stating our appreciation for his service to the SVSC Board of Control and commending him for his election to the State Board of Education.

The point was made that during special meetings, without the presence of a full Board, action is restricted to only those items on the agenda. Mrs. Woods suggested placing the item on the March meeting agenda.

Mr. Curtiss left the meeting at this time.
III. INFORMATION ITEMS

1. Announcement of Vice Presidential Salaries

President Ryder stated that the announcement of Vice Presidential salaries is in accord with the Board Operating Policy which delegates the responsibility for salaries beyond the President to the President. It is also in accord with a recommendation by State auditors for such a public announcement. He mentioned that announcing the salaries is not unique. A listing of all SVSC personnel salaries is made available for public review and placed in our library. This year's listing will be posted in March.

He announced the salary for the Vice President for Administration and Business Affairs, Mr. Jerry A. Woodcock, has been set at $71,550. This is a six percent increase over his 1986 salary of $67,500. The salary for the Vice President for Academic Affairs, Mr. Robert S.P. Yien, has been set at $66,340. This is a seven percent increase over his 1986 salary of $62,000.

President Ryder explained that in evaluating salaries we evaluate the individual's performance and in addition, look at the competition of salaries around the State. President Ryder complimented the men for their leadership and commitment to the College during its busy growth period. He stated that our building environment has brought all kinds of decisions. This, aside from the normal decisions that must be made, represents a
make the motion to move into executive session.

Chairman Gilmore suggested the Board proceed as planned and reinterpret the motion at a later time.

BM-709 It was moved and supported that the Board move to Executive Session for the purpose of discussing collective bargaining.

The motion was APPROVED unanimously, with some reservation.

The Board moved to executive session and adjourned at 10:40 a.m., rose from executive session at 11:35 a.m., recessed for committee meetings and reconvened as a Committee of the Whole at 1:30 p.m. for the purpose of discussing revisions in Board Operating Policy.

V. ADJOURNMENT

Chairman Gilmore adjourned the meeting at 3:00 p.m.

Respectfully submitted:

Dr. Richard H. Gilmore
Chairman

Mrs. Joyce K. Woods
Secretary

Mrs. Jo Stanley
Recording Secretary
AUXILIARY SERVICES-BONDED FACILITIES
REVISED OPERATING BUDGET
1986-87

WHEREAS, Saginaw Valley State College has made application to the United States Department of Education to prepay at a discount the Series A Bonds currently outstanding, and

WHEREAS, as part of the Series A prepayment the college is also studying the feasibility of refinancing existing Series B and Series C Bonds outstanding, and

WHEREAS, if the college proceeds with the refinancing of Series B and Series C Bonds a revised Auxiliary Services-Bonded Facilities Operating Budget is integral to the refinancing process and required as a matter of record;

NOW, THEREFORE, BE IT RESOLVED, that the attached Revised Operating Budget be adopted for the 1986-87 fiscal year.
SAGINAW VALLEY STATE COLLEGE
AUXILIARY SERVICES-BONDED FACILITIES
REVISED OPERATING BUDGET
1986-87

REVENUE

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TRANSFER TO DEBT SERVICE | (278,033)       | (278,033)      |

CONTRIBUTION TO REQUIRED RESERVES

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OFFICE OF THE CONTROLLER
JGM:jg
2-17-87
RESOLUTION OF THE BOARD OF CONTROL
OF SAGINAW VALLEY STATE COLLEGE
PROVIDING FOR THE PREPAYMENT OF
HOUSING AND AUXILIARY FACILITIES
REVENUE BONDS, SERIES A, AND TO PROVIDE
FOR OTHER MATTERS WITH RESPECT THERETO

WHEREAS, the Board of Control of Saginaw Valley State
College (the "Board") has issued its Housing and Auxiliary
Facilities Revenue Bonds, Series A, dated as of October 1,
1970 (the "Series A Bonds"), which are held by the United
States of America, Secretary of Education; and

WHEREAS, there is as of this date $661,000 remaining in
outstanding principal of the Series A Bonds; and

WHEREAS, the United States Department of Education
("DOE") has proposed to the Board a method of prepayment of
the Series A Bonds at a discount if the Board applies by
February 27, 1987, to prepay the Series A Bonds; and

WHEREAS, the filing of the application to prepay to
Series A Bonds shall not bind the Board to make such payment;
and

WHEREAS, the prepayment of the Series A Bonds at the
discount as proposed by DOE presently appears to be in the
best interests of Saginaw Valley State College;

NOW, THEREFORE, BE IT RESOLVED AS FOLLOWS:

1. The President and the Vice President for
Administration and Business Affairs, or either of them, are
hereby authorized and directed to file with DOE the Board's
application to prepay the Series A Bonds on or before
June 30, 1987, the actual requested prepayment date to be determined by the officer making the application.

2. Subject to the following conditions, the President and the Vice President for Administration and Business, or either of them, are hereby authorized to prepay the Series A Bonds:

   (a) The prepayment shall be effected by an interfund transfer from the Plant Fund; and

   (b) The Vice President for Administration and Business shall determine that the projected excess net revenues available from the Housing and Auxiliary Facilities System will be sufficient to amortize the loan from the Plant Fund within 15 years of the date of the interfund transfer at a rate of interest approximately equal to the then applicable rate of return on United States Treasury Obligations having a term of 15 years.

3. All prior resolutions and other acts or proceedings of the Board which are in any way inconsistent with the terms of this resolution are hereby amended to the extent necessary to give full force and effect to this resolution.
CERTIFICATION

I, the undersigned, ____________________________, do hereby certify as follows:

1. That I am the duly chosen, qualified and acting Secretary of the Board of Control of Saginaw Valley State College (the "Board") and keeper of the official records thereof.

2. That the attached is a full, true and compared copy, and the whole thereof, of a resolution of the Board, duly presented and adopted at a [special] [regular] meeting of the Board held on ________________, 1987, at which a quorum was present and voting and that public notice of said meeting was given and said meeting was conducted in full compliance with the Open Meetings Act, being Act 267, Public Acts of Michigan, 1976.

3. That the following members were present: ________ ____________________________ and that the following members were absent:

4. That the resolution was moved by member ________ ____________________________ and seconded by member ________ ____________________________ and that the following members voted in favor of the resolution: ____________________________

______________________________
and the following members voted against the resolution:

5. That the attached resolution was adopted, is duly recorded in the minute books of the Board, and is still in force and effect.

IN WITNESS WHEREOF, I have set my hand this day of

____________________, 1987.

____________________
Secretary of the Board of Control of Saginaw Valley State College
AMENDMENT TO

RESOLUTION OF THE BOARD OF CONTROL
OF SAGINAW VALLEY STATE COLLEGE
PROVIDING FOR THE PREPAYMENT OF
HOUSING AND AUXILIARY FACILITIES
REVENUE BONDS, SERIES A, AND TO PROVIDE
FOR OTHER MATTERS WITH RESPECT THERETO

Section 2 Subpart (a)

Previously read

(a) The prepayment shall be effected by an interfund transfer from the Plant Fund; and

Change to

(a) The prepayment shall be effected by an interfund transfer from the Plant Fund or from reserve accounts established for the bond; and
The 1984-87 Faculty contract included a provision for a market/equity study. That section states:

"N 4. **EQUITY/MARKET ADJUSTMENT.**

The College and the Association agree that within sixty (60) calendar days after the ratification of this faculty contract, each party shall appoint two (2) respective representatives to develop an Equity/Market adjustment plan. Any developed plan shall be subject to approval by both parties, and upon approval by both parties, the Equity/Market adjustment plan shall be incorporated into this faculty contract."

Please note that provision makes reference to a plan and not specific implementation dates. Several months ago as part of the bargaining process we proposed and they agreed to a plan that had a total cost of $100,000 funded as follows: $20,000 in 1986-87, $40,000 in 1987-88, and the balance of $40,000 in 1988-89. In the last two weeks we have been contacted by individual members of the Faculty Executive Committee stating that their bargaining team erred and did not have the authority to commit to anything other than full implementation in 1986-87. Furthermore, they state that they have made an analysis of the budget and contend that there are adequate funds available for implementation of the costs of the plan this year. (For information purposes, the specific details of the distribution of monies by person are yet to be agreed upon.)

Our bargaining position was not one of pleading poverty nor that it would not be financially possible to fund the entire amount in any particular period of time. The institution always has options such as not hiring additional faculty, not replacing administrative staff, reducing financial aid, increasing tuition further, etc.

While those individuals who talked to Dr. Yien from the Faculty Executive Committee have stated that their bargaining team erred, they state they feel so strongly regarding this that they intend to contact the Governor, legislators, members of the Board, and other individuals in order to put pressure upon the administration to agree to fund the program at the $100,000 amount this fiscal year.

Part of the information we are aware of that they are putting together states that the Administration has adequate funds, supposedly has been hiding available resources within the Budget, and that in fairness to the faculty, the market/equity program should be entirely funded NOW!

Below are the points discussed between the parties early on and under which we administrators proceeded to reach an agreement.

"It should be understood by all parties that the market/equity package as agreed upon must become part of the 1987-1990 Faculty Contract. The $20,000 portion ($10K market and $10K equity) will be allocated under the 1984-87 contract and the remaining $80,000 ($40,000 market and $40,000 equity) will become part of the compensation package under the 1987-1990 Faculty Contract."
The purpose of this document is to inform you of what is happening as part of negotiations since we have been informed that the Faculty Association Executive Committee plans to have individuals contact the various parties mentioned above.

The agreement pertaining to the funding plan, and the definition of market and equity was agreed to by the current faculty bargaining committee. (An interesting point is that there was a previous bargaining committee that attempted to negotiate an agreement and failed and thus the new committees were assigned. It was the earlier faculty team that initially proposed that a plan be funded over a three year period. In fact we were told that the proposal had come from their Faculty Association Executive Committee.)

If there had not been agreement on the funding plan proposal over the three year period, we would not have later agreed to some of the tentative proposals that are now a part of the package under consideration.
AMENDMENT TO

RESOLUTION OF THE BOARD OF CONTROL
OF SAGINAW VALLEY STATE COLLEGE
PROVIDING FOR THE PREPAYMENT OF
HOUSING AND AUXILIARY FACILITIES
REVENUE BONDS, SERIES A, AND TO PROVIDE
FOR OTHER MATTERS WITH RESPECT THERETO

Section 2 Subpart (a)

Previously read

(a) The prepayment shall be effected by an interfund transfer from the Plant Fund; and

Change to

(a) The prepayment shall be effected by an interfund transfer from the Plant Fund or from reserve accounts established for the bond; and
DIVESTITURE

A constitutional controversy has arisen between the Legislature and Michigan's constitutionally-created colleges and universities over the passage of 1982 PA 512 (the "Act"). If upheld as passed, the Act would require Michigan's public colleges and universities to divest themselves of any holdings in companies doing business in the Republic of South Africa. This Act raises serious questions about the autonomy, guaranteed in the Michigan Constitution, of Michigan's public institutions of higher education.

The Regents of the University of Michigan asked the Ingham County Circuit Court to declare the Act unconstitutional as violating the autonomy vested in the Regents by the Michigan Constitution. While this case was brought only by the Regents of the University of Michigan, its resolution will affect all Michigan's public baccalaureate institutions since identical powers are granted to them by the Constitution.

The Act provides that a public educational institution shall not encourage or condone (a) legally required discrimination against an individual on the basis of race or color by knowingly making or maintaining after April 1, 1984, an investment in an organization operating in the republic of South Africa or (b) religious or ethnic discrimination by knowingly making or maintaining after February 1, 1983, an investment in an organization operating in the Union of Soviet Socialist Republics. The Circuit Court determined the Act constitutional as not impermissibly intruding on the powers of the Regents over supervision and control of the institution funds (and, hence, other Article 8 boards of control) granted by the Constitution of 1963. The Circuit Court ruled that the Board's constitutional powers were confined to a sphere that the Court defined as "educational.

The Regents also argued that the Act violated the due-process requirement of the Michigan Constitution, the Commerce Clause of the United States Constitution and impermissibly intrudes into the foreign policy of the United States. The Court rejected these arguments as well. In deciding the Legislature had the power to invade the constitutional autonomy of Article 8 institutions, the Court placed reliance upon the Michigan cases, (i) subjecting the Regents to the Public Employment Relations Act ("PERA"); (ii) subjecting the Regents to the waiver of governmental immunity by the Legislature; and (iii) subjecting the State Board of Agriculture (the Board then controlling Michigan State University) to the Workers Compensation Laws.

The Circuit Court decision upholding the constitutionality of 1982 PA 512 is questionable for a number of reasons. First, the restriction of the Board's "supreme authority" to an "educational sphere of action" is not supported by the case relied upon by the Circuit Court. The Michigan Supreme Court in the relevant case stated: "Because of the unique nature of the University of Michigan, above referred to, the source of bargaining by the Association may be limited if the subject matter falls clearly within the educational sphere [emphasis added]."

The concept of an educational sphere was used to determine what issues were subject to PERA, not to determine the reach of legislative regulation of Michigan's Article 8 institutions. Secondly, each case cited by the Circuit Court is notable for the specific constitutional foundation supporting the various legislative enactments held to apply to Article 8 institutions. In the PERA case, the Michigan Supreme Court cited a related case dealing with the applicability of PERA to Eastern Michigan University. In that case the Court noted that the Michigan Const. (art 4, § 48) granted express authorization to the Legislature to resolve disputes concerning public employees. In other words, these PERA cases stand only for the proposition that, because Const 1963, art. 4, § 48 authorizes it, the Legislature may enact statutes that affect constitutional entities. Likewise, the Court in the Governmental immunity case found a constitutional basis for the Legislative enactment waiving governmental immunity by citing a 1961 case in which the Michigan Supreme Court specifically mentioned and relied on the Michigan Constitution in overturning the longstanding doctrine of governmental immunity. Finally, in the Workers Compensation case, four Justices of the Michigan Supreme Court (at a time when the Court consisted of eight) acknowledged the constitutional autonomy of the Board of Agriculture, but reasoned that the constitutional language then in force compelled their conclusion that the university could be subjected to the Workers Compensation Laws. The Constitution in force committing the control of Michigan State College solely to the Board of Agriculture ended with the admonition that the Board "shall perform such other duties as may be prescribed by law". Thus, reasoned the Justices, the Board may be subjected to Legislative enactment. This clause is not in the present constitution which should make this case of little value now. Thus, while the Circuit Court is correct in stating that the acts of the Legislature have been applied to Article 8 institutions from time to time, the Court failed to recognize that only acts with independent constitutional roots for the intrusion have been so applied. The Act, while perhaps morally and ethically commendable, has no such constitutional pedigree.

The Regents have appealed the Circuit Court's decision. Briefs have been filed by the Regents, the Attorney General, on behalf of the State, and by amici State Representatives Perry Bullard and Virgil Smith in support of the Act and the Board of Governors of Wayne State University in opposition to the Act.
Notes of Two Meetings on
Board of Control Operation Policy (3.0-7)
Standing Committees
(R. Gilmore, C. Curtiss, J. Woods, R. Yien)

Responding to the Board of Control charge to develop restructuring concepts of existing standing committees in the Board of Control Operation Policy (3.0-7), at least three options for possible restructuring of the current standing committees were examined at the two meetings, December 2 and 16, 1986. In addition, two other approaches to enhancing communication among the administration, faculty and students were considered.

Following is the summary:

Option 1: TWO ADVISORY COMMITTEES AND TWO STANDING COMMITTEES

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<th>COMMITTEE**</th>
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<td>2. BUSINESS AND FACILITIES</td>
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<tr>
<td>3. ADVISORY COMMITTEE</td>
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<td>B. STANDING COMMITTEES</td>
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<td>2. LEGAL/AUDIT</td>
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**Personnel Committee advises with discipline, promotions, tenure, sabbatical leaves, etc. Board members of this committee also serve on the Academic and Student Affairs Advisory Committee.

The Legal/Audit Committee involves itself with pending legal issues, purchase and sale of real property, copyright and patent issues, contractual matters and review of privileged information shared between universities and colleges as to administrative positions prior to Board action (i.e., sharing of data regarding anticipated board and room rates). The Committee furthermore serves as the Audit Committee of the Board of Control.
Board members of this Committee also serve on the Business and Facilities Advisory Committee.

Dr. Gilmore supports the titles of these committees, but opposes the inclusion of faculty and student members in the standing committees of the Board of Control.

Option 2: UNIVERSITY OF MICHIGAN MODEL

The Board of Regents conducts all the meetings in committee as a whole. Open to the public.

Option 3: KENT STATE MODEL

Strong standing committees that deliberate issues and make recommendations to the entire Board for action. Closed to the public.

Other Approaches:

ALL COLLEGE ADVISORY COMMITTEE*

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*Dr. Gilmore sees this committee as a part of "Project Straight Forward" rather than one of the options for possible restructuring of the current standing committees. He views this committee as a mechanism to enhance communication among the faculty, the student body, the Administration, and the Board of Control. The committee, in his opinion, is outside the Board of Control Operation Policy.
MICHIGAN STATE APPROACH

The Board of Control conducts an informal and open meeting the night before its regular meeting. No pre-set agenda and the informal meeting is open to the public.
BY-LAW

A majority of the members of the Board shall form a quorum for the transaction of business. (Article II, Section 6.)

POLICY

Five members of the Board of Control shall constitute a quorum which may take action, except that five affirmative votes are required when legislation, a Board of Control by-law or a Board of Control policy states that action requires the support of a majority of its membership.