AGENDA WEST VIRGINIA STATE UNIVERSITY BOARD OF GOVERNORS

Erickson Alumni Center, Grand Hall March 7, 2013

	Waten 7, 2015		
1.	Call to Order and Roll Call—Chairman Larry Rowe presiding		
2.	Verification of Appropriate Notification of Public Meeting		2
3.	Review and Approve Meeting Agenda	Action	1
4.	Review and Approve Minutes of Jan. 24, 2013	Action	3
5.	Announcements from the Chairman		
6.	Reports from Board Committees		
	a. Institutional Advancement		
	b. Academic Policies		
	c. Recruitment and Retention		
	d. Audit		
	e. Finance		
Bre	eak for Executive Session		
7.	Report from the University President		
	a. University Reports Forwarded by Board Committees		
	i. Five-Year Comprehensive Program Reviews	Action	10
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3.	Other Matters		

9. Next Meeting Date: April 25, 2013

10. Adjournment

West Virginia Secretary of State — Online Data Services

Administrative Law

Online Data Services Help

Administrative Law

Meeting Notice Detail

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West Virginia State University WVSU Board of Governors

Date/Time: 3/7/2013 -- 2:00 PM

Location:

WV3V Ericksin Genter Grand Hall Institute, WV

Purpose: To conduct the regular business of the Board.

Notes:

This is a compliant meeting.

Meeting was approved: 2/25/2013 8:40:41 AM

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Thursday, February 28, 2013 — 12:10 PM

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West Virginia State University Minutes of the Board of Governors Meeting Erickson Alumni Center January 24, 2013

I. Call to Order: The meeting of the WVSU Board of Governors (BOG) was called to order at 2:04 p.m. by Chairman Larry L. Rowe. He asked the clerk to call roll.

Present: Chairman Larry L. Rowe, Dr. Tom Guetzloff, Mr. Paul Konstanty, Mr. William Lipscomb, Mr. Larry Salyers, Dr. Ann Brothers Smith, Mrs. Millie Booker, Mr. Tom Susman, Dr. John Thralls, Mr. Scotty White.

II. Verification of Appropriate Notification of Public Meeting: Notification was verified.

III. Approval of the Agenda:

The Chairman noted that there was a quorum. First order of business was the review and approval of the agenda. Mr. White moved to approve the agenda; Mr. Susman seconded the motion—carried. The agenda was approved as written.

IV. Approval of Minutes of December 6, 2012:

Dr. Thralls noted an amendment in the minutes for December 6, 2012. On the first page under *Other Matters*, the first sentence states that the West Virginia Advisory Council of Faculty advises the Board of Governors (BOG). He stated that the Council does not advise the BOG; it reports to the WV Higher Education Policy Commission. The governors agreed. The sentence should read that 'the WV Advisory Council advises the Higher Education Policy Commission (not the BOG)'. *Mr. Susman moved to approve the minutes as amended; Dr. Guetzloff seconded the motion—the motion carried.*

V. Announcements from the Chairman:

• Chairman Rowe stated that the BOG had its annual joint meeting with the Faculty Senate and the Classified Staff Council yesterday; both meetings were very informative and they discussed issues that were important to faculty, to staff, to the BOG. The meetings were discussion sessions—no actions taken. Prior to the meetings, the BOG had a bus tour of the campus and properties adjacent to the University. They also drove around Shawnee Park (neighbor to the east). On campus, they viewed the location where the new residence hall will be situated, as well as the construction site of the addition to Fleming Hall—the structure will be rising soon. The construction is on schedule.

- Chairman Rowe also announced that the Governor of the State of West Virginia appointed three board members—a new member, Mr. Paul Konstanty, attorney with the Steptoe & Johnson law firm; and Mr. Salyers and Dr. Thralls who were reappointed. Statute requires that an oath be taken, signed and submitted to the Governor. He suggested that just as a ceremony, they all participate in taking the oath to uphold the constitution of the United States and the State of West Virginia. The Board members made the oath for their respective positions.
 - The Chairman announced the appointment of Dr. Lois Lucas as the Interim Dean of the College of Business and Social Sciences. Dr. Lucas is a professor in the History Department. A national search will be conducted for the full-time position.
 - Chairman Rowe congratulated Mr. Oree Banks, professor in Health and Human Performance who was selected for induction as a football coach into the Sports Hall of Fame at Coahoma Community College in Clarksdale, Miss.

VI. Reports of Board of Governors Committees:

Institutional Advancement

Chairman Rowe stated that the University is on a record-setting pace. In the first six months, the University has raised \$1.8 million in pledges and contributions. Two new staff members were announced—Adam Neal, assistant vice president for University Advancement; and Mr. Chris Price, director of Annual Giving. Mr. Rowe stated that the number of donors has more than doubled; last year, as of this date, the University received gifts from 202 donors; this year, so far, from 463 donors. Also, the database is being updated and modernized. A year-end letter was sent by President Hemphill seeking contributions. The campaign committee has been reorganized; it now has two chairpersons, Ms. Diana Strong and former Chairman Eric Coleman. Additionally, the Black & Gold Gala scheduled for April 6 will be black tie. The committee is seeking major corporate sponsorships for that event.

Academic Policy

Dr. Thralls stated that there are no action items. The Committee welcomed the new member, Mr. Paul Konstanty. Dr. Thralls stated that there were a number of non-action items:

 HEPC statistics focus on the B.S. in Math and not on the Education majors with specializations in math. This information affects data collection and reporting purposes. Given that activity in the math area is understated, the HEPC plans to analyze the data closely, as well as activities to enhance it.

- There is a possibility of merging the Math and Physics departments; however, at this time, Dr. Byers, vice president for Academic Affairs, has elected not to actively pursue that option. One reason is that there is a prospect for cooperative program agreement with another institution that would use our physics program to support certain parts of that program.
- Dr. Thralls reported that the self-study portion of the accreditation reaffirmation is on track. Many administrators and department heads are engaged in this massive process in which every aspect of institutional activity will be examined.
- Dr. Thralls stated that Provost Byers has reported an upcoming reorganization in the Academic Affairs area that will help optimize its activities. The Provost, will be assisted by an associate provost and assistant vice president for Academic Affairs, and an assistant provost and assistant vice president for Academic Affairs without increasing the office's overall budget.
- In the next two Board meetings, there will be extensive activity related to academic program reviews. One of the statutory responsibilities of the BOG is to periodically review all academic programs, typically on five-year cycles. There are three program reviews scheduled for March—Economics, History, and Political Science. There will be two more reviews in April—Business and Sociology.

Recruitment and Retention

Mr. Lipscomb reported that the committee welcomed the newest board member, Mr. Paul Konstanty. Also, he reported that retention updates reveal that 125 students withdrew from the University last semester, 85% due to finances, and the rest for personal matters. Of the 125 who were contacted, 17 re-enrolled in spring 2013. Also, there was a decline in the number of students suspended for academic reasons, and a decline in the number of students who received all Fs in the last semester. There were 539 students with a 2.49 or lower GPA who were contacted by email in a retention effort, and over 100 replied.

WVSU had more than 1,600 student inquiries, of which 79% were first-time freshmen; 52% attended WVSU University fairs; and 25% were online inquiries. These figures signify a 24% increase over 2012. There is an increase from 482 to 624 of freshman instate applications; and an increase of out-of-state from 482 to 570. In Kanawha County, WVSU went from 115 applications to 262; and other WV counties, 72 to 237. Mr. Lipscomb attributed much of this increase to communications. Putnam County increased applications to WVSU from 21 to 93 over the last year. Nitro High School has a steady average of 23; Valley High School went from 0 to 24. South Charleston increased from 30 to 49; Capital from 14 to 48. The transfer students are at 10%. The exit interviews are providing important information.

Chairman Rowe stated that we have engaged the students *months earlier*, and more students than last year; applications are up, and all the high schools in Kanawha County were listed. Counselors and faculty are thoroughly monitoring students for absenteeism and other indicators that might suggest issues needing intervention or assistance.

Audit Report

Mr. Tom Susman stated that the audit committee looked at the process by which waivers and scholarships are done, in terms of similarities with other institutions; for compliance with state laws and NCAA; and to assure the process is more standardized and competitive with other institutions. A report from an independent auditor was received—the audit will be issued by next Monday. The BOG will receive a draft of the audit. Comments or questions should be submitted to Mrs. Lori Elliott or Mr. Melvin Jones. In the auditor's opinion, there were no issues or problems with the audit.

Chairman Rowe said that it was a "clean" audit. Chairman Rowe did inquire about the cost of the audit and compared it to last year's. The auditors are employed through a state-wide contract by HEPC, but we are responsible to pay most of the fee.

Finance Committee

Mr. Salyers reported that expenses are running about 50% of the fiscal year; 41% in terms of expenses; revenues are about 41%, mostly a timing issue based on when funds are received. Some of the auxiliary accounts, such as the housing, dining, etc., still have challenges, accumulative in nature, but we are starting to see some improvements in those accounts. In December, we saw \$8.9 million of bonds that were issued; The Fleming Hall project manager said they are a week ahead of schedule on the construction. The student housing architect is planning for an August 2014 opening. Mark Akers, manager of the campus bookstore, provided an overview of the store and increasing cost of textbooks. There are student challenges with regard to the rising cost of textbooks, etc.

Break to Executive Session

Motion to go into executive session was made by Mrs. Booker; seconded by Dr. Guetzloff. Motion carried.

Mr. Susman moved that the Board reconvene the regular session. Mr. White seconded the motion and the motion carried.

VII. President's Report

Dr. Hemphill welcomed Mr. Konstanty. He stated that on January 17, he co-chaired a meeting at WVU with President Clements that consisted of four WVSU vice presidents

and a number of WVU vice presidents and deans and associate deans to discuss partnerships in research, extension, and academic programs.

- Tomorrow we are meeting to move forward with the residence hall project. We
 have not heard of any change orders, which traditionally add up to more costs. He
 acknowledged Mr. Jones and Mr. Marvin Smith for the excellent work they are
 doing in moving the Fleming Hall project along. (They were given a round of
 applause.)
- The WVSU website and the new mobile application were launched two days ago. These have improved our ability to communicate with our external audience. These sites are more user-friendly.
- The Black and Gold Gala will be held on April 6. Dr. E. Gordon Gee, president of The Ohio State University, who also is the former president of West Virginia University, will be the keynote speaker. The Planning Committee is in the process of reaching out to potential sponsors and finalizing the publicity for the event. A save-the-date has been sent prior to the formal invitation that will be sent soon. Student entertainment will be a part of the activities for the event, and there will also be video conversations with this year's major donors. The event will take place at the Marriott and tickets are \$150 per person. Additional information will be on the website, and tickets will also be available through the Advancement Office. The gala is in place of the former Foundation Dinner. The event is about fundraising and scholarships. It was noted that it should be made clear to members of the President's Circle that they will not automatically be given a ticket to the gala, as was the case in the past.
- The 2+2 articulation agreements are completed and the President's office is preparing a ceremonial signing on February 7 with the Kanawha Valley Community and Technical College (KVCTC) for five collaborative programs. Three of the KVCTC Associate of Arts Degrees will lead seamlessly to a four-year degree at WVSU for a Bachelor of Arts in History, Art, and English with a literature option; and a Criminal Justice Associate Degree will lead to a B.S. in Criminal Justice at WVSU. A total of six agreements will be established with KVCTC. In February, WVSU leadership will go to Southern WV Community and Technical College to have similar discussions about articulation agreements and other partnerships. The President stated that we must view them as partners. Our faculty will work hand-in-hand with their faculty. Dr. Hemphill commended the Provost for keeping the relationships between the two schools strong.

Dr. Thralls commended the President for his efforts in this area. He thinks it's an investment with great yield.

• Mr. Jones was asked to present information on University All Funds, University Auxiliary Fund Activity, and the University E&G Financials. Mr. Jones said the year-to-date income is \$9,439, 324, roughly 41.35% of total budgeting income for the year. At this point (January), we are halfway through the year. The total expenses are \$9,209,000, leaving an excess of income over-expense of \$229,000. There is \$316,000 in revenue that has not been posted to this report. There will be other revenue to be posted in January. We expect to have a surplus for the year.

As previously reported, with the loss of 1,800 KVCTC students who no longer pay fees to WVSU, some of the accounts are hurting. This semester, the KVCTC will pay the balance of their account to support the 2022 bond issue—roughly \$40,000. The Student Union has a bond associated with it. It was rebuilt when the CTC was on campus; thus, they have a liability related to their per-student fees to support the bond issue, which they will retain until 2022. Since that account is challenged, we will seek ways to reduce that deficit. The parking fee funds go mainly to support Public Safety. The bookstore is also feeling the loss of the CTC's 1,800 students.

Other matters:

Dr. Guetzloff said that, during the last meeting, the Board discussed that in June they have to assess the president and suggested that the personnel committee should begin holding meetings about the process.

May 11 is the date for spring commencement. Dr. Thralls said he would be interested in a report that would keep the BOG in touch with the financials and legislative issues related to higher education. The President suggested including the information in the BOG bulletin. Mr. Konstanty said his firm creates legislative updates on a weekly basis during the legislative session and could add Dr. Simon, vice president for University Relations and Operations, to the list.

Regarding graduation, Dr. Guetzloff said that the limited ticket number is understood, and asked if graduates' guests could come in and fill vacant seats once the ceremony has started. Dr. Simon agreed that a process would be put into place to seat "overflow" guests, as possible, in the auditorium just prior to the start of the ceremony.

Chainman Rowe asked if everyone could wear black and gold to the March or April meeting for a new full Board member photograph. The next meeting date is March 7, 2013.

Dr. Guetzloff moved to adjourn; Mr. White seconded the motion.

Adjournment:

The BOG meeting was adjourned at 3:46 p.m.

Respectfully submitted,

Tom Susman

Secretary

Agenda Item 7.a.i March 7, 2013

Five-Year Comprehensive Program Reviews

Summary: West Virginia Code §18B-1, B-4 and 18B-2A-4 delineate responsibilities for the review of academic programs. Procedural Rule Series 10, Section 5.5 of the West Virginia Higher Education Policy Commission requires each institutional governing board to ensure that each program offered at the institution under its jurisdiction is reviewed at least once every five years. At its November 8, 2001, meeting the Board of Governors accepted continuation of its current program review process by an institutional committee and that action passed.

Academic Departments utilize the "Instructions" document prepared by the University Program Review committee to address the required elements of viability, adequacy and necessity, and include core elements as required in Section 4.1 of HEPC Procedural Rule Series 10. These comprehensive reviews are submitted to the committee for its review, input and recommendation. The committee's recommendation is submitted to the Vice President for Academic Affairs, who makes a recommendation to the Board of Governors via its Academic Policies Committee.

Section 6.1 of Procedural Rule Series 10 requires that the Board of Governors' review of each program result in a recommendation by the institution for action. The institution is obligated to recommend continuation or discontinuation for each program reviewed. A continuation recommendation may include specific requirements, including a follow-up review.

Comprehensive program reviews are submitted for the following programs:

BA in Economics

BA in History

BA in Political Science

Recommendation: The University requests the Board of Governors approve the recommendations presented with each of the comprehensive program reviews.

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University Advancement

Efforts to increase alumni engagement have focused on three key initiatives: (1) to improve the alumni database, (2) to increase the quality and frequency of communication with alumni, and (3) to diversify our programs to appeal to a wider range of alumni. The following activities are underway to support these initiatives:

- Alumni Database: Many records have been updated through research of University records, online research and information provided personally by alumni. Our list of valid email addresses has grown from 1,200 last August to more than 2,000 today. The Alumni Directory project is underway. Results of the vendor's research and outreach to alumni should yield a dramatic improvement in our information about alumni.
- Communication: Since August 2012, alumni have received four mailed communication pieces from Alumni Relations and more than 10 electronic communications. Increasing the number of valid email addresses is vital in our efforts to reach alumni. The development of the new University magazine will provide a semi-annual signature piece to all alumni and friends of WVSU.
- Alumni Programs: While preserving the best of our traditional alumni activities, we are diversifying our programs to appeal to a wider range of alumni. Examples include a young alumni event held at a downtown Charleston club in January 2013, engaging alumni in the coming WVSU Cares community service day, sponsoring an alumni cruise and expanding Homecoming programing to include a family-oriented community fair, faculty-hosted tailgate tents, etc. We have also launched an alumni survey to help us better understand how alumni feel about WVSU today and how we can better serve them.

Corporate sponsorships have begun to come in for the Black & Gold Gala to be held April 6, and invitations were mailed in late February. Proceeds from ticket sales, donations and corporate sponsorships will benefit the Presidential Scholarship Fund and other University programs.

The WVSU Foundation held a special meeting Feb. 15, 2013, to update Board members on news of the University, to enlist their help in making the Black & Gold Gala a success, and to engage them with the Capital Campaign. The meeting was well attended, and Board members were very receptive to increasing their involvement and to taking on the challenge of making the Foundation a strong partner in supporting the University's mission.

Agenda Item 7.a.iii March 7, 2013

Information

Financial Assistance

Director for Financial Assistance

JoAnn Ross joined WVSU Dec. 1, 2012 as director for Student Financial Assistance. Prior to joining WVSU, Ms. Ross served as Director of Financial Aid at Mountain State University. Previous to that role, Ms. Ross was at the University of Michigan where she held the positions of assistant director for Fiscal Management and Scholarships and assistant director for Financial Aid Outreach.

At WVSU Ms. Ross will ensure compliance with federal, state, and institutional regulations and policies in processing financial aid. She and her staff will work to educate students and families about the benefits of early application for financial aid and the implications of policies such as Satisfactory Academic Performance.

Financial Aid Workshops

The Student Financial Assistance team has introduced FAFSA Fridays – free workshops that will be held throughout the spring semester to encourage WVSU students to complete and submit the application for 2013-14 financial aid. Aid awards will be delivered to newly admitted students earlier than in previous years.

Admissions

Interim Director for Admissions

Amanda Anderson joined WVSU Feb. 14, 2013 as interim director for Admissions. Ms. Anderson brings many years of experience from University of Sioux Falls in South Dakota where she served as registrar, director of Admissions and Academic Advising, and director of Academic Advising and Retention. She utilized data-driven approaches and revamped policies and procedures to meet the University's recruitment and enrollment objectives to provide the best possible service to prospective and continuing students.

Agenda Item 7.a.iv March 7, 2013

University E&G Budget

University - E&G Budget FY 2013 Budget / Actual Expenditures 1/31/13

			-		IL / ACCOUNT CADOLO							
	Salaries & Benefits				Supplies & Other Services				Total			
	Total Year Fiscal Y-T-D		-T-D		Total Year Fiscal Y-T-D				Total Year	Fiscal Y-T-D		
	Budget	Actual	Difference	%	Budget	Actual	Difference	%	Budget	Actual	Difference	%
General Revenue	10,954,389	7,339,440	3,614,949	67.00%					10,954,389	7,339,440	3,614,949	67.0
fuition Revenue	10,609,000	7,577,742	3,031,258	71.43%		:			10,609,000	7,577,742	3,031,258	71.4
R&D Corp Indirect Funds	513,362	82,662	430,700	16.10%					513,362	82,662	430,700	16.1
HEPC Appropriation	750,000	502,500		67.00%					750,000	502,500	247,500	67.0
Sub Total of Revenues	22,826,751	15,502,344	7,076,907	67.91%	0	0	0		22,826,751	15,502,344	7,324,407	67.9
Academic Affairs	11,060,717	5,074,451	5,986,266	45.88%	216,197	389,663	(173,466)	180.24%	11,276,914	5,464,115	5,812,799	48.4
Student Affairs	1,203,171	742,670	460,501	61.73%	157,169	96,582	60,587	61.45%	1,360,340	839,253	521,087	61.6
President's Area	1,077,522	569,187	508,335	52.82%	790,713	131,940	658,773	16.69%	1,868,235	701,127	1,167,108	37.5
Iniversity Relations	951,736	566,891	384,845	59.56%	343,583	120,980	222,603	35.21%	1,295,319	687,871	607,448	53.1
Phy Fac Net of Transfers	2,188,363	1,180,317	1,008,046	53.94%	693,175	494,407	198,768	71.32%	2,881,538	1,674,724	1,206,814	58.1
University Advancement	206,505	183,070	23,435	88.65%	140,809	43,755	97,054	31.07%	347,314	226,825	120,489	65.3
inance	1,338,451	805,953	532,498	60.22%	181,871	145,640	36,231	80.08%	1,520,322	951,594	568,728	62.5
ollege Wide	175,942	0	175,942	0.00%	1,345,723	791,388	554,335	58.81%	1,521,665	791,388	730,277	52.0
ub Total of Expenses	18,202,407	9,122,539	9,079,868	50.12%	3,869,240	2,214,356	1,654,884	57.23%	22,071,647	11,336,895	10,734,752	51.3
Grand Total	4,624,344	6,379,805	(2,002,961)		3,869,240	2,214,356	1,654,884	ŀ	755,104	4,165,448		

Footnotes:

Finance: \$64,565 worth of expenses under contractual for audits (Single Audit 15,246, WVSU Financial Statements 28,507, Bond Audit 7,127, Foundation 4,200, R&D Corp 9,505)

President's Area. Athletic Schokarships for the fall semiester has not been charged against budget, but will appear in February 8th of \$337,000, and \$95,000 of Athletic Insurance

Phy Facilities. Two months of reallocation of central services are reflected in January totaling \$326,530.

January 23 Budget Reduction Academic Affairs-\$90,000; Student Affairs-\$18,000. President's Area-\$20,000; University Advancement-\$19,428. University Relations-\$23,017: Finance-\$20,000 = Total of \$160, 445

S8% is the target for January activity compared to Budgets \$456,558 was in Revenue clearing

Agenda Item 7.a.v March 7, 2013

Information

Auxiliary Account Activity for January 2013

Fund Number	Fund Name	i	/30/2012	1/31/2013 Fund Balance	FY 13
Tuna Humber	Tunu Name	Fund Balance		rung balance	Net Activity
123610	II Chadaat IIaiaa Oo aasti aa	\$ (27.000)		(07.000)	\$
123610	U Student Union Operation	(27,000)		(37,862)	(10,862)
400740		\$			\$
123710	U Housing	(1,193,170)		(1,269,786)	(76,616)
		\$			\$
123810	U Dining Food Service	(581,249)		(492,102)	89,147
		\$			\$
123980	U Athletics Current	(257,469)		(235,137)	22,332
					\$
123981	Athletic Enhancement Funds	\$	170,836	194,648	23,813
					\$
125180	U Faculty Housing	\$	20,094	60,133	40,039
		\$		-	\$
125620	U Parking	(120,718)		(89,079)	31,639
					\$
129110	U Bookstore	\$	2,818,415	3,226,607	408,192
		The second of the second		\$	¢
	Fund 4612 Balance	\$	829,738	1,357,422	5 27, 683

Balance in All Funds Report

1,357,433

Agenda Item 7.a. vi March 7, 2013 Information

Accreditation Reaffirmation

Criterion committees are meeting regularly to discuss each of the five criteria identified by the Higher Learning Commission (HLC) for accreditation reaffirmation. Initial drafts responding to the criteria are due to Dr. Ladner, the self-study coordinator, June 1, 2013. Committees are reviewing a self-study report, using the new HLC criteria from University of Akron, as a benchmark to assist them with initial drafts.

According to the HLC, the University is to use two fundamental questions to guide its self study: (1) Is the institutional community achieving what it wants to achieve?, and (2) What should the institutional community do to improve its effectiveness in achieving its core aims?

Using the five criteria and the fundamental questions as guidelines, criterion committee members are gathering data and resources through University reports, program reviews and interviews with faculty and key personnel.

Faculty and academic leadership have attended two training sessions during January and February on assessment and accreditation led by Dr. Susan Hatfield, a consultant from the HLC Assessment Academy. In addition, key faculty (and any interested parties) will participate in targeted training on the use of LiveText during March and April 2013, to create greater efficiencies and standardization of assessment planning and reporting.

Agenda Item 7.a. vii March 7, 2013 Information

May 2013 Graduation

Approximately 255 students are expected to graduate in the two Commencement ceremonies May 1, in P. Ahmed Williams Auditorium in Ferrell Hall. Students from each college will participate as follows:

• 10:00 AM College of Professional Studies

2:00 PM College of Arts and Humanities
 College of Business and Social Sciences
 College of Natural Sciences and Mathematics

Graduation committees have begun to meet in preparation for the event and the Commencement Committee is expected to recommend potential speakers and nominations for honorary degrees to the President in March. Overflow seating, with live broadcast of the events, will again be offered in the James C. Wilson University Union.

Board of Governors members are encouraged to process with the graduates and may collect their regalia from Dr. Simon at 9:15 a.m. in Ferrell Hall, room 107. Regalia may be returned between ceremonies, if you wish; please return to the auditorium by 1:15 p.m. to assemble for the afternoon event. A boxed lunch will be served to participating Board of Governors members in Ferrell Hall, room 113, at 12:30 p.m.