

**Lake Superior State University  
Board of Trustees  
Minutes of Meeting  
Walker Cisler Student and Conference Center  
Sault Ste. Marie, Michigan  
November 13, 2020**

The Board of Trustees of Lake Superior State University met in regular session beginning at 8:30 a.m. on Friday, November 13, 2020, in the Superior Room, of the Walker Cisler Student and Conference Center, Lake Superior State University, Sault Ste. Marie, Michigan. The meeting was pursuant to Section 1.01. of the Bylaws of said Board with notice to the Board pursuant to Section 1.04., and public notice pursuant to Section 1.05. of the Bylaws.

The section numbers and headings of these minutes correspond to the agenda. A copy of the proposed agenda was distributed to each Trustee at the public session of November 13, 2020. The proposed agenda had been sent pursuant to Section 1.04. of the Bylaws. Copies of all such material are contained as appendices to these minutes.

At the call to order, there were several members in the audience.

**I. Roll Call**

Mr. Thomas Bailey, Chair, called the meeting to order at 8:30 a.m. He asked Ms. Lauren Pierce, Secretary, to call roll. The following members responded, “present”:

Mr. Thomas C. Bailey  
Mr. Richard Barch  
Ms. Patricia Caruso  
Mr. Timothy Lukenda  
Ms. Sandi Frost Steensma  
Ms. Cynthia Williams  
Dr. Rodney S. Hanley, President and ex-officio

Six Trustees were recorded as present with Trustees Bailey, Frost Steensma, and Williams connected via Zoom conference. Mr. Pingatore and Dr. Mercer were confirmed to be connected via Zoom conference two minutes after roll was taken. Present for the University were Ms. Wendy Beach, Director of Human Resources, Safety and Risk; Dr. Michael Beazley, Dean of Student Affairs; Mr. Thomas Coates, Foundation Director; Dr. Jason Garvon – Zoom Conference, Faculty Association President; Dr. Lynn Gillette, Provost and Vice President for Academic Affairs; Mr. Keegan Hoose, Student Government President; Ms. Laura Moening, Vice President of the Education Support Personnel; Dr. David Paitson, Director of Athletics; Mr. Fred Pierce, Dean of Admissions and Marketing; and Mr. Maurice Walworth, Vice President for Finance and Operations.

**II. Approval of the Agenda for November 13, 2020**

Mr. Lukenda moved for Board approval of the agenda for November 13, 2020, as presented; supported by Ms. Frost Steensma. The motion carried with unanimous voice vote.

**III. Approval of the Minutes for September 18, 2020**

Ms. Caruso moved for Board approval of the minutes for September 18, 2020, as presented; supported by Ms. Williams. The motion carried with unanimous voice vote.

**IV. Approval of Minutes for September 29, 2020**

Ms. Caruso moved for Board approval of the minutes for September 29, 2020, as presented; supported by Ms. Williams. The motion carried with unanimous voice vote.

**V. Addresses to the Board**

Community member, Pastor Steve Habusto addressed the Board and administration, thanking LSSU for maintaining the operation of the Norris Center pool and urged the administration to continue investing in the needed maintenance and repairs.

**VI. Chair's Remarks**

Mr. Bailey shared congratulations and thanks to the University for a clean and complimentary annual audit report. In addition, Mr. Bailey stated the enrollment figures are encouraging, and two balanced budgets have been achieved for approval by the Board. He thanked everyone that was involved with reaching these goals and continue to improve as an institution.

**VII. President's Remarks**

Dr. Hanley provided a near end fall 2020 semester update, stating that much of the last eight months has been dominated by the COVID-19 global pandemic. To date, LSSU has had among the fewest number of COVID-19 cases of any public university in Michigan, and of those cases, all have recovered successfully. LSSU's approach to the pandemic and keeping the students and staff safe, has served as a model for institutions through the state.

The University has done many things and instituted policies that have helped confront the pandemic. The University is committed to responding as quickly and thoroughly as possible when notified of a positive COVID-19 case. The LSSU Health Care Center has an Abbott ID Now analyzer that enables rapid PCR

COVID-19 testing. The Chippewa County Health Department has been a critical partner with whom LSSU has collaborated closely in the University's response to COVID-19. Students who test positive are isolated in Brown Hall, which has been configured exclusively for that purpose.

Dr. Hanley thanked the entire University community for their commitment to the Four Pillars of Laker Safety. Numerous emails communicating Laker Safety have gone out on a regular basis to faculty, staff and students. Dr. Hanley gave a special thanks to the faculty, for their dedication and commitment to delivering classes in-person, and for the flexibility and cooperation for adapting to the virtual environments.

Dr. Hanley thanked staff members who helped ensure the safety and well-being of the campus: custodial and facilities staff, dining services staff, and live-in professional and student staff.

As the cold and flu season approach, LSSU will continue to be vigilant and more attentive to ensuring compliance with the Four Pillars of Laker Safety.

## **VIII. Finance Report**

Mr. Walworth provided the Board with a review of FY21 financials and referenced several dashboards, including the General and Auxiliary funds, proposed revenues and expenses, and other financial events. Since the Board's last meeting, the State has provided a full FY21 allocation to LSSU. As such, the GF budget requests were adjusted. Included in those adjustments are removal of any CARES Act funding, reduction of layoffs and work-hour reductions, adjustments to revenues due to enrollment and additional information, and inclusion of Covid-19 expenditures not covered by other funding sources. As a result of these adjustments, Mr. Walworth presented the proposed FY21 budget, alongside the actual year to date (YTD) expenditures.

LSSU is proposing a General Fund budget surplus for FY21, by about \$24K. The projected revenue for FY21 is about \$37.1M, and the projected expenditures are about \$37.1M. The YTD revenue is at 44.4% of the budget, and the YTD expenditures are about 34.6% of the budget. Having completed 1/3 of the fiscal year, these numbers are where LSSU expects them to be at this time.

Housing is proposing a budget surplus for FY21; increasing the Housing Fund balance by about \$158K. Revenue YTD is at 50.6% and expenditures are at 30%. Cisler Operations is proposing a budget surplus for FY21; reducing its deficit by \$400K. Revenue YTD is at 52.5% and expenditures are at 31% of budget.

Athletics is proposing a deficit budget for FY21 by about \$81K. Revenue YTD is at 30% and expenditures are at 22%.

Much of the revenue has not been realized due to COVID restrictions and the postponed athletic season.

The institutional cash balance is currently \$15.7M. This cash is comingled in all cash funds and varies throughout the year. The current balance is in line with previous years at this time in the semester.

In other financial events, LSSU has received COVID-19 federal grant allocations. All \$800K designated for student support has been expended. LSSU has also received \$1.5M in deferred revenue from the State, for the cut in FY20 State appropriations and must follow CARES Act requirements. To date, LSSU has submitted about \$1.1M in qualified expenditures. The remaining dollars must be used by December 30.

LSSU has taken the steps necessary to present a revised General Fund balanced budget to the Board for approval. The proposed budget reflects changes from the originally approved budget, to include: updated revenue to account for fall semester shortfall and demographic shifts, State allocation change, reduction in layoffs and work-time reductions; and removal of COVID-19 backfilling funds. In general, most areas will continue to operate within the 6% cuts initiated earlier this year.

Mr. Lukenda moved for Board approval for the Fiscal Year 2021 General Fund budget as presented; supported by Ms. Frost Steensma. The Chair requested a roll call vote. The results of the roll call vote were:

Mr. Thomas C. Bailey	“Yes”
Mr. Richard Barch	“Yes”
Ms. Patricia Caruso	“Yes”
Mr. Timothy Lukenda	“Yes”
Dr. Mark W. Mercer	“Yes”
Mr. Randy Pingatore	Abstain
Ms. Sandi Frost Steensma	“Yes”
Ms. Cynthia Williams	“Yes”

The motion carried with seven affirmative votes.

Mr. Lukenda and Ms. Frost Steensma praised the administration for reaching a balanced budget, and the use of the CARES Act dollars.

Mr. Walworth presented to the Board, Auxiliary Fund budgets for FY21. He stated that it has been many years that the Board has been presented with a balanced budget for approval, for both General and Auxiliary Funds. Auxiliary Funds are broken into three components: Student Affairs, Athletics, and Other Auxiliaries. Student Affairs is comprised of Cisler Operations (\$432K surplus),

Health Services (\$103K deficit), and Housing (\$157K surplus). For FY21 these units are proposing budgets with a net surplus of about \$487K. Athletics is requesting a deficit budget of about \$81K. This is due to COVID restrictions and the loss of revenue from postponed or canceled sports seasons. In Other Auxiliary units, portions are requesting deficit budgets totaling \$170K; however, the total Auxiliary Fund Balance at year-end is anticipated to be over \$1M. All Auxiliary units combined are proposing a surplus of just over \$200K for FY21.

Ms. Frost Steensma moved for Board approval for the Fiscal Year 2021 Auxiliary Fund budget as presented; supported by Ms. Caruso. The Chair requested a roll call vote. The results of the roll call vote were:

Mr. Thomas C. Bailey	“Yes”
Mr. Richard Barch	“Yes”
Ms. Patricia Caruso	“Yes”
Mr. Timothy Lukenda	“Yes”
Dr. Mark W. Mercer	“Abstain”
Mr. Randy Pingatore	“Yes”
Ms. Sandi Frost Steensma	“Yes”
Ms. Cynthia Williams	“Yes”

The motion carried with seven affirmative votes.

Mr. Walworth presented to the Board, a new tuition rate for the summer term. The summer term tuition was previously approved at the standard tuitions rate for FY21. This was before a winter term was planned. With the new winter term and its discounted tuition of \$333 per credit hour, LSSU would like to align the winter and summer tuition rates to be consistent with the new winter term. The winter term has proven to be successful and the timing of this new rate would allow the MarComm Dept. to aggressively markets the rate and plan for course offerings. Upon approval, the Structure of Rates (Appendix A) would be updated to reflect the new summer term rate.

Mr. Barch moved for Board approval of the Summer Term tuition rate of \$333/credit-hour and the Structure of Rates as presented (Appendix A); supported by Mr. Pingatore. The Chair requested a roll call vote. The results of the roll call vote were:

Mr. Thomas C. Bailey	“Yes”
Mr. Richard Barch	“Yes”
Ms. Patricia Caruso	“Yes”
Mr. Timothy Lukenda	“Yes”
Dr. Mark W. Mercer	“Yes”
Mr. Randy Pingatore	“Yes”
Ms. Sandi Frost Steensma	“Yes”

Ms. Cynthia Williams      “Yes”

The motion carried with eight affirmative votes.

Mr. Walworth presented to the Board for approval to examine options for reissuing the 2012 bonds with a Bond Authorizing Resolution (Appendix B). In 2012, LSSU issued a Bond for approx. \$23M. It has been determined that the 2012 Bond is callable on November 15, 2021. A comparison of advanced refunding versus current refunding ahead of the call date was examined, with some options that could provide a savings of about \$100K per year if executed in February or March of 2021. The early call date is recommended due to the unknown interest rates and a year from now. The terms are very general, allowing LSSU to select the path that leads to the best outcome as the issue date moves closer. LSSU Bond attorney is Dickinson Wright PLLS and PFM as the financial advisors.

Mr. Pingatore moved for Board approval for the 2012 Bond Authorizing Resolution as presented (Appendix B); supported by Ms. Frost Steensma.

Mr. Barch stated he would like to see LSSU adopt the resolution, but wait to finance later in the year for potential additional savings. Once the resolution is in place, the financing can take place shortly thereafter.

Mr. Lukenda supported Mr. Barch and added that the Board receives a check back at the time before the plan to execute the Bond reissuance.

Mr. Walworth clarified that the Board’s approval of the Bond Issuance Authorization would allow the LSSU administration to look at refinancing anytime up to and including the call date, followed with a check back to the Board before execution.

Mr. Pingatore asked if the 2012 Bond was related to Johnson Controls. Mr. Walworth stated no, that the 2012 debt service Bond included many debts that were originally tied to SWAP funding. Mr. Barch added that the Bond reissuance does not give LSSU additional funds, just reduces the debt payments.

Mr. Lukenda asked if there would be any fees related to the refinancing. Mr. Walworth stated that there would be fees at market rates and would be available at close.

The Chair requested a roll call vote. The results of the roll call vote were:

Mr. Thomas C. Bailey	“Yes”
Mr. Richard Barch	“Yes”
Ms. Patricia Caruso	“Yes”
Mr. Timothy Lukenda	“Yes”

Dr. Mark W. Mercer	“Yes”
Mr. Randy Pingatore	“Yes”
Ms. Sandi Frost Steensma	“Yes”
Ms. Cynthia Williams	“Yes”

The motion carried with eight affirmative votes.

Mr. Walworth provided an update on activities related to the CFRE Capital Outlay Project. The structural steel is almost all in place. The concrete for the mezzanine and 2<sup>nd</sup> floor has been poured. Underground inspection of the mechanical, electrical, and plumbing work continues and the site is being prepped for the vapor barrier. Roofing work will occur after the slabs are in place with a plan to enclose the structure in January/February of 2021. The Brownfield site work is estimated to be about 95% complete. Final site and survey work has been completed and the site can be prepped at any time for Salmon Way Road, sidewalks, etc.

The City has begun planning for their \$23M waterfront project. The project will eventually wrap CFRE and include replacement of the waterfront, community parking, and park restoration, picnic and fishing areas. The planning is in the very early stages of development and not scheduled to be completed until 2022.

Mr. Walworth shared with the Board, contributions to the Strategic Plan, including:

- Budget planning, monitoring, and aligned with the Board approved budgets, achieved unqualified audits for the institution, processed CARES Act funds as reimbursement to LSSU, successful negotiation with Barnes & Noble, resulting in \$37K, continue to provide training to budget managers, additional accounting support was provided to Athletics.
- Implemented automated monitoring of the steam plant operations, automated time & effort reporting for grants, automated the verification of a student’s address and phone number.
- Set up occupancy schedules for most buildings, energy usage for all GF buildings has begun, with the first report recently delivered in Oct. 2020.
- IT staff training for online instruction and technology, IT developed prototype systems to pretest online technology before deployment.
- Campus bandwidth was doubled, an IT Security Officer was identified, additional hardware, software, and licensing was acquired for online instruction.
- Replaced sidewalks, Norris Center Chiller, new chiller roof, repaired steam plant roof, upgraded steam plant boiler controls, implemented new water treatment plan, and new trees planted on campus.

**IX. Academic Affairs Report**

Dr. Gillette presented to the Board, two new Bachelor of Science degrees in elementary education. The Michigan Department of Education (MDE) changed the Michigan certification structure and mandates that teacher education institutes redesign their education programs to address the changes. The statewide modifications to how teachers are prepared are an improvement initiative, which promotes and integrates strong content knowledge, instructional methods, clinical experiences in actual classrooms, and recent advances in the cognitive science of learning. The new programs must also be approved by the MDE and should be offered to students starting in the fall of 2021.

Mr. Barch moved for Board approval to add the Bachelor of Science in Teacher Education with Grade Band PK-3 Concentration and the Bachelor of Science in Teacher Education with Grade Band 3-6 Concentration; supported by Mr. Lukenda. The motion carried with unanimous voice vote.

Dr. Gillette thanked faculty and staff for doing an outstanding job during the fall semester. The faculty has provided LSSU students with a quality educational experience; all while adjusting to COVID restrictions, multiple levels of learning environments and an adjusted academic calendar.

Dr. Gillette highlighted updates from multiple academic areas, and contributions to the Strategic Plan, including:

- Initiative to add new academic programs and delivery methods – this year LSSU will offer a winter term that starts on December 7, 2020 through December 19, holiday break then resume December 28 through January 8, 2021. A select set of courses will be offered, focusing on the Catch Up & Get Ahead approach. To date, 143 students have enrolled for the new term.
- The HLC will be conducting the year four comprehensive evaluation for institutional accreditation in March 2021. LSSU must submit the final assurance argument to HLC by February 22, 2021. The next comprehensive evaluation will occur in six years, in 2026-2027. LSSU will host an HLC review team virtually on March 22-23, 2021, and documenting how LSSU meets HLC's five essential criteria for accreditation. One representative will be on campus briefly during the March assessment. The review team will schedule meetings with several LSSU departments and individuals. Dr. Gail Essmaker, Vice Provost for Accreditation and Assessments, and seven other LSSU HLC Leadership Team members have drafted the assurance argument that includes numerous sub-criteria will multiple parts. The team anticipates submitting the final draft to Dr. Hanley for review.
- The School of Nursing received notification, granting accreditation to the Baccalaureate degree in Nursing at LSSU for ten years, extending to December 31, 2030.



- For the first time, LSSU is evaluating adjunct faculty. Deans, chairs and faculty are observing adjunct faculty members in the classroom, and giving feedback to the adjuncts on how they can be more effective. In addition, the Deans are writing up formal evaluations of adjuncts.
- A \$25K grant from the USDA Forest Service was awarded to CFRE and collaborators to create a St. Mary's River green storm water demonstration project on the property of the CFRE building. Professor Ben Southwell and Drs. Thu Nguyen and Derek Wright have been awarded funding for the proposal "Pilot Scale Evaluation of Digital PCR for the Detection of SARS COV2 in Wastewater." The total project award is \$309K and will develop an early warning method to detect COVID-19 outbreaks, and develop and implement a pilot surveillance programs as part of a statewide network with the use of Digital Droplet PCD instrumentation.
- CFRE's partnership with the Anglers of Au Sable and Grayling Hatchery Inc. was formalized, and Biology Senior, Julia Green, was invited to serve on the Grayling Hatchery Inc. Board. Dr. Kimberly Muller met with the Lukenda school of Business Professional Advisory Board, discussing the Strategic Plan and creation of new programs and certificates.

Dr. Gillette announced the appointment of Dr. Kathy Berchem from Interim Dean to Dean of the College of Health and Behavior, effective November 1, 2020.

Dr. Garvon, Faculty Association President, provided an update from the FA. Dr. Garvon recognized the students for completing most of the semester with low COVID numbers, and recognized the LSSU community for assuring the safety of all. Faculty have been busy and active and have been making sure students have the information and materials necessary to successfully complete the semester. Dr. Garvon stated that Dr. Derek Wright has developed a system that allows course delivery in three modalities simultaneously – a cost of about \$1K per classroom and developed just before the spring 20 semester. Two grievances were filed on behalf of faculty as a whole regarding academic freedom with an assignment placed in LMS gradebook for purchasing books through Barnes & Noble. The second was interference from CFRE members with a grant application process. Dr. Garvon stated that both grievances were brought to a speedy resolution. Since the last Board meeting, two concerns have been brought to the attention of the FA:

- Open positions for faculty and academic support staff not being filled. There is a need for academic assistance in Norris for Kinesiology and Criminal Justice.
- Course and program fees are not being returned to areas that charge them. Two options may be to increase fees, although the faculty do not wish to add an additional financial burden to students; or eliminate fees if they are not intended to go to the appropriate course.

Dr. Garvon stated that both concerns often originate from concerns over funding going to CFRE and maintaining other programs at LSSU. Overall, there is support for CFRE, but faculty are concerned about additional needs on campus.

Lastly, Dr. Garvon stated that he would be meeting with the COVID task force to fine tune protocols and procedures in preparation for the spring semester.

Mr. Oshelski provided the Board with informational items, and one action item. To date, Charter School enrollment numbers are slightly above 9,300. Overall, expenditures in the LSSU Charter School office are trending downward due to a reduction in travel. This past fall semester, 29 former Charter School students attended LSSU, with six being Early/Middle College students. The Charter School office continues to offer a wide variety of professional development, and recently partnered with the School of Education to offer a reading course in the upcoming spring and offer a Crisis Prevention and Trauma informed education course/certificate in the upcoming summer. Five academy reauthorizations are anticipated to be presented for Board approval at the January or March 2021 Board meeting. Most schools are looking to go to virtual learning if they have not already, based on feedback from the health department, staff and families.

Mr. Oshelski presented to the Board, an action item to add a fourth site for American International Academy. The fourth site will allow the district accommodations for enrollment expansion and extracurricular activities, including soccer and baseball fields.

Mr. Lukenda asked if the new amenities would attract new students. Mr. Oshelski confirmed that it would, and the administration took into consideration what the families needed.

Mr. Lukenda moved for Board approval of the additional site located at 15601 Northline Road, Southgate, Michigan 48195 for American International Academy; supported by Ms. Caruso. The motion carried with unanimous voice vote.

## **X. Student Affairs Report**

Dr. Beazley provided an update on the University response to the COVID-19 pandemic and planning since the last Board meeting. Dr. Beazley acknowledged the COVID task force for their work over the past eight months. To date, the University has seen 51 total positive case counts, with 22 currently active cases (4 on campus and 18 off campus). Quarantining students possess the most logistical challenge for the various departments across campus. LSSU continues to support students that are in Brown Hall for quarantine housing. Student-athletes continue to participate in a surveillance-testing program in accordance with NCAA guidelines. Dr. Beazley is taking steps to increase in-house COVID-19 testing

capacities. Through working with Dr. Steve Johnson and Ben Southwell, LSSU has obtained a digital PCR analyzer that can be used for saliva-based testing.

In the Health Care Center, a second ID NOW analyzer has been ordered to double the testing capacity on campus. Testing will be offered a part of the move back to campus in January. In addition, the University has put forth efforts to become a COVID-19 vaccine site as the vaccine becomes available. Dr. Beazley noted the efforts of faculty, staff and students, in following the Four Pillars of Laker Safety.

Dr. Beazley provided the Board with an update on student retention. LSSU's retention rate was 74% for first-time students in fall 2019 who returned in fall 2020. This represents a 3% uptick over the preceding 2018-2019 cohort retention and progress toward the strategic goal. Male and female students are being retained at higher rates than last year, by 2.3% and 4.1%, or 70.5% for males and 77.2% for females. First-generation students show a retention rate of 69.3%, a 2.3% increase from last year. Non first-generation students were retained at nearly 81%. Pell Grant recipient students show 72% retention vs, 77.5% for non-eligible Pell Grant recipients. Native American student remain a priority focus for student retention efforts.

Dr. Mercer moved for Board approval of the Liquor License for the hockey season in the Norris Center/Taffy Abel Arena, pursuant to State laws required by Board action; supported by Mr. Lukenda. The motion carried with unanimous voice vote.

Dr. Beazley provided an update on Student Affairs accomplishments since the last Board meeting, and work that will continue in the academic year, and contribution to the Strategic Plan. All divisions of Student Affairs services remain available for the remainder of the semester. Ruthann Cantile, Director of Club Sports, has been preparing a proposal for a new club sport, with hope to have it start in the fall of 2022. Ms. Cantile has been working with the men and women's club sport ACHA ice hockey coaches on recruiting efforts.

Mr. Hoose provided the Board with updates from Student Government (SG). The SG held their last meeting of the semester earlier in the week. Some of the SG accomplishments for the fall semester included:

- A new mission statement, presented by Mr. Hoose – “We believe in cultivating the best possible student experience at Lake Superior State University. By listening to, speaking for, and representing the diverse voices of all of our students, we advocate for students’ wants, needs, and beliefs.”
- Defining SG Objectives for 2020-202, presented by Mr. Hoose –
  - To ensure physical, mental, and emotional wellbeing of all students.
  - To increase the value of the student experience.

- To cultivate an environment of diversity and inclusion.
- To protect the autonomy of the student and preserve individual students' right, liberties, and authorities over their college experience.
- To promote great collaboration between the SG University Administration, and the Sault Ste. Marie community, as well as other higher education student governance associations in Michigan, elsewhere in the United States, and abroad.
- To improve the overall functioning of the SG.

Mr. Hoose highlighted SG initiatives based on the Strategic Plan:

- Presenting student artwork on campus.
- Appointing a SG diversity officer.
- Build relationships with tribal community.
- Build relationships with SG at other institutions in Michigan and Canada.
- SG appointed a COVID-19 liaison, working closely with LSSU COVID response team.
- SG representative in attendance at the city commissioner's meetings.
- Sustainability on campus – promote an apiary and more trees on campus.

Mr. Hoose commended the students for their hard work, in spite of the pandemic. He thanked the Board, administration, faculty and COVID response team for creating an effective plan for student success over the past eight months.

Mr. Lukenda commended Mr. Hoose and the SG team for developing the new mission statement and objectives.

Dr. Paitson provided the Board with an overview of the Athletic Department's update, including review of the student-athlete academic performance dashboards. LSSU student-athletes show a strong progressions since 2016 in total credit hours earned. LSSU student-athletes rank in the 84% among all Division II universities and the 88% among GLIAC members.

Dr. Paitson informed the Board of various decisions taken by the NCAA that impact LSSU Athletics return to play plan including, policies, travel and testing protocols, arena and facility protocols, and health and safety recommendations. The Athletics department has been working closely with War Memorial Hospital and the LSSU Student Affairs office for required testing. LSSU athletes have maintained a low positive case rate with no outbreaks to date.

Preparations are underway for the first hockey game of the season, scheduled for November 21 against Michigan Tech. Division II sports are scheduled to start in January and some in February. Seating capacity for the Norris Center will be capped at 500 participants. All ticket sales will be purchased and distributed electronically. Season ticket holders, students, and staff will be granted first

access, with remaining tickets available to the public. The box office windows will be closed. LSSU will stream games via FloSports TV.

Dr. Paitson provided the Board with an update of the execution of athletic departmental objectives within the Strategic Plan. Laker Athletics has secured Athletics Staffing and Consultants to conduct a feasibility study related to the potential addition of women's soccer.

## **XI. Admissions & Marketing Report**

Mr. Pierce provided the Board with an update on the progress associated with enrollment services. Due to constraints from the pandemic, usual forms of recruiting outreach has stopped. However, the current primary form of outreach has been through virtual meetings and presentations. Applications had been tracking at 3.9% behind the 2020 recruitment cycle, and currently are tracking at 3.1% to date. To date, 1,467 applications have been received, with 400 of those from Common Application. Admits are up 37% ahead of last year, largely due to the success of the decision in the Spring of 2020, to remove barriers to the application and admission process. In addition, students and families are evaluating college choice based on a new set of criteria. National data currently indicate that students and families are prioritizing:

- Health and safety,
- Is instruction occurring in a face-to-face environment or virtual,
- Program options,
- Educational costs.

Mr. Pierce provided a winter term update, stating the most current enrollment to date is 146.

The spring 2021 semester is looking to have significant increase to enrollment. The fall 2020 semester has a substantial amount of deferment activity. Currently, students admitted for the spring 2021 semester across all enrollment types are up by 80% from spring 2020.

In Financial Aid, new first time FAFSA's are tracking at 19% ahead from fall 2020. Returning student FAFSA completion is lagging at -33.5%, although not concerning given an earlier start date and environmental conditions. Adjusted scholarship criteria were loaded into Scholarship Universe and testing is near completion so Financial Aid packaging can be delivered to students by the end of November. LSSU's federal loan default rates for the 2018-2019 year were 6.8%. Through an on-going education efforts concerning student borrowing, the federal loan default rate decreased to 6.1% for the 2019-2020 year. All CARES Act dollars have been awarded to assist students impacted by COVID-19. Of the accepted students for the spring 2021 semester, 49.7% have submitted a FAFSA,

39% have received institutional aid and 24% have a complete financial aid package.

In Marketing and Communication (MarComm), COVID signage, messaging and branding has taken priority in the department. Most recently, the annual Banished Words List has been launched, with over 100 submissions to date. Social Media activity and response continue to increase. A new view book is in the final stage for distribution.

Mr. Pierce shared with the Board, contributions to the Strategic Plan as it relates to Admissions and Marketing, with the primary focus to increase student enrollment through various platforms.

## **XII. Human Resources Report**

Ms. Beach presented to the Board informational items as it related to Human Resources, Safety and Risk, and Title IX. For September 1 – October 31, the Title IX office received five reports, none of which needed an investigation.

Ms. Beach shared 2020-2021 first quarter Title IX information per the requirements of the State of Michigan, stating seven reports had been received in the Title IX office, none of which involved University employees. Two of the reports required an investigation; both found student violations. Ms. Beach thanked LSSU Title IX representatives for their instrumental role in recent policy changes.

Ms. Beach recognized the Public Safety Office, for their campus COVID response, and taking care of students in isolation and/or quarantine.

Ms. Beach acknowledged the ESP Executive Board, stating the LSSU administration and ESP Executive Board have been working closely in resolving various issues and discussions surrounding new ESP contract.

Ms. Beach stated, the pandemic continues to adversely affect LSSU. Due to significant cuts in appropriation from the State and lack of available work between semesters, the University made the difficult decision to temporarily lay off and reduce hours of some members of its workforce. Employees on layoff will have a continuation of health insurance and be paid Holiday pay for legal and declared holidays.

Ms. Beach provided updates from the Office of Human Resources, Safety, and Risk and Title IX:

- The Safety and Risk Office in collaboration with Public Safety, Housing and LSSU Fire Science students, held a Mock Dorm Burn. The event focused on educating students on fire hazards and fire safety rules in the residential halls.
- The Title IX Office hosted a large-scale educational event called “Let’s Taco ‘Bout Sex”. The event was held outside on Pleger Commons with 170 participants. Each resource table featured a fun educational game that allowed students to engage with each resource and learn about consent, sexual health, and skills for minimizing risks at parties.
- Public Safety welcomes a new Public Safety Officer, Caleb McCastle. Caleb is a 2020 graduate of LSSU, and former Resident Hall Coordinator while attending LSSU.

Ms. Beach shared with the Board, contributions to the Strategic Plan as it relates to Human Resources, Safety and Risk, and Title IX, including:

- A new leadership development program for faculty and staff – to start in fall of 2021.
- Revamped Wellness program with an updated policy and new committee members – to start in January 2021.

ESP Vice President, Ms. Moening, provided the Board with an update, stating ESP contract negotiations are underway since meetings started in October. Meetings take place weekly, with mutual goals for the best interest of faculty, staff and students. Ms. Moening stated that a new employee evaluation process is in development with the assistance of several individuals on campus. Ms. Moening praised the faculty and staff for their work over the semester and highlighted various campus activities:

- LSSU was a designated Super Precinct for the November election.
- LSSU hosted a hockey tournament.
- Jerry Killips built a giant pumpkin for a virtual burn in place of last spring’s snowman burning.
- LSSU mascot, Seamore has been sited around campus visiting various departments.

Ms. Moening expressed concern for twenty-seven full time employees that recently received layoff notifications. She stated that winter break would be an opportunity to catch up and tackle preventative maintenance. Although it is realized that LSSU is looking for a cost savings, there is also a need for employees to feel safe and secure in their career.

### **XIII. Fundraising Report**

Mr. Coates presented to the Board, a dashboard of major gifts generated by the LSSU Foundation, stating pledge payment have been received on time. A recent \$25K pledge fulfillment was received for funding the ongoing CFRE construction process. Mr. Coates gave a special thanks to Spence Brothers for providing a five-figure commitment to the CFRE project. Mr. Coates thanked Dean, Dr. Steven Johnson, for his role in a potential scholarship funding for cannabis related programs.

Individual gifts have been received, including a large endowment to fund the Les Cheneaux area for various academic programs on campus. The Foundation is working with a Laker hockey alumnus to support the hockey locker room renovation. Prospect development and research activated continue to seek potential foundation funders for various University initiatives. The Foundation supported the Deans Fundraising Initiative in a gift receipt of a fire truck to be used by the Fire Science program; with an estimated value of \$75K for the equipment.

The CFRE campaign continues to be the top priority capital campaign for the LSSU Foundation, and is just shy of the \$4M goal.

Mr. Coates shared the LSSU Foundation annual fundraising activities, including:

- The Bud Mansfield Student Emergency Fund, the upcoming Giving Tuesday campaign will focus on raising funds in support of the Mansfield fund.
- Laker Hockey Locker Room Campaign.
- Fund for LSSU Annual Fund Campaign.
- Laker Club – Athletics Annual Fund Campaign.
- Annual and Endowed Scholarship Activities.
- The most recent Finance Committee meeting reported \$18.6M in endowments available to academic programs and departments.

Mr. Coates provided LSSU Alumni Relations activities, including:

- The digital release of the fall 2020 Laker Log.
- Year-end calendar mailings for lifetime members.
- Ongoing communication with Laker loft holders regarding the upcoming hockey season.
- Ongoing social media, email and other media communications with LSSU alumni and friends.
- Ongoing database updates in response to mailings and other communications.



**XIV. Other Business**

No other business.

**XV. Adjournment**

Mr. Pingatore moved for adjournment at 11:07 a.m.; supported by Ms. Frost Steensma. The motion carried with unanimous voice vote.

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Thomas C. Bailey  
Chair

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Rodney S. Hanley  
President

Minutes prepared by Ms. Lauren Pierce Secretary.  
A draft of these minutes was completed on November 30, 2020.

Appendix A  
Proposed Structure of Rates

Worldwide One-Rate Tuition: FY21 (fall and spring semester)

\$ 519.00 per credit up to 12 credits

\$ 6,228.00 flat rate for 12-16 credits

Over 16 credits = \$ 6,228.00 + \$ 519.00 for each credit over 16

Worldwide One-Rate Tuition: Winter and Summer FY21

\$ 333.00 per credit up to 12 credits

\$ 3,996.00 flat rate for 12-16 credits

Over 16 credits = \$ 3,996 + \$ 333.00 for each credit over 16

Military Tuition<sup>1</sup>                      \$ 250.00 per credit for all enrolled credits (or current Tuition Assistance (TA) rate, whichever is greater)

Graduate Tuition<sup>2</sup>                      \$ 630.00 per credit hour for all graduate courses

VESi & Continuing Education<sup>3</sup>      \$ 275.00 per credit hour

Audit Tuition Rates                      The standard rate is \$ 260.00 per credit hour, however, Senior Citizens (age 60 or older) are free

The above rate structure represents only tuition charges unless otherwise noted. All current approved course fees, program fees, distance education fees, and activity fees would still apply. For a current description of these fees, visit <http://www.lssu.edu/costs/>.

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<sup>1</sup>The Military Rate is per the current agreements with the U.S. Coast Guard and Army National Guard. This rate is coded by the Registrar after each student is verified by the Business Office. This rate would not be valid for students electing to use Chapter 33 education benefits. Students must self-certify each semester to maintain eligibility for this rate. This rate is set the same as the TA Assistant rate as set by the military, currently \$250.00 per credit and may be increased during the academic year.

<sup>2</sup>Graduate tuition will be charged for all courses designated as graduate level. Graduate courses do not count as credits for any of the plateau levels, and are charged separately from undergraduate credits.

<sup>3</sup>Graduate or continuing education courses provided through the VESi program are listed as EDUC920.

Appendix B  
Bond Resolution

RESOLUTION OF THE BOARD OF TRUSTEES OF  
LAKE SUPERIOR STATE UNIVERSITY  
AUTHORIZING THE ISSUANCE AND DELIVERY OF GENERAL REVENUE BONDS  
AND PROVIDING FOR OTHER MATTERS RELATING THERETO

WHEREAS, the Board of Trustees of Lake Superior State University (the “Board”) is a constitutional body corporate established pursuant to Article VIII, Section 6 of the Michigan Constitution of 1963, as amended, with general supervision of Lake Superior State University (the “University”) and the control and direction of all expenditures from the University’s funds; and

WHEREAS, the Board has previously issued and has outstanding certain series of General Revenue Bonds payable from and secured by a lien on General Revenues (as hereinafter defined) (the “Prior Bonds”); and

WHEREAS, on March 1, 2012, the Board previously issued and delivered its \$23,355,000 aggregate principal amount of General Revenue Refunding Bonds, Series 2012 (the “Series 2012 Bonds”) for the purpose of refunding certain outstanding General Revenue Bonds, Series 1997 and General Revenue Bonds, Series 2001 of the Board; and

WHEREAS, it may be appropriate and economic to refund all or portions of the outstanding Series 2012 Bonds as shall be determined by an Authorized Officer (hereinafter defined) (the portions of the Series 2012 Bonds to be refunded, if any, as determined by an Authorized Officer, is referred to herein as the “Bonds to be Refunded”); and

WHEREAS, in the exercise of its constitutional duties, and in order to control and direct prudently expenditures from the University’s funds, the Board determines it is necessary and desirable to authorize the issuance of General Revenue Bonds of the Board (the “Bonds”), payable from and secured by a pledge of General Revenues, in order to provide funds that, together with other available funds, will be used to pay all or part of the costs of refunding the Bonds to be Refunded and to pay costs incidental to the issuance of the Bonds and the refunding; and

WHEREAS, one or more trust indentures (collectively, the “Trust Indenture”) or loan agreements (collectively, the “Loan Agreement”) must be entered into by and between the Board and a trustee (the “Trustee”) or a direct placement lender, in either case to be designated by an Authorized Officer, pursuant to which the Bonds will be issued and secured; and

WHEREAS, it is necessary to authorize the Authorized Officers, or any one of them individually, to negotiate the sale of the Bonds with an underwriter or group of underwriters to be selected by an Authorized Officer (collectively, the “Underwriter”) or with a direct placement lender to be selected by an Authorized Officer (the “Purchaser”), and to enter into one or more bond purchase agreements with the Underwriter or Purchaser (collectively, the “Bond Purchase Agreement”) setting forth the terms and conditions upon which the Underwriter

or Purchaser will agree to purchase the Bonds and the interest rates thereof and the purchase price therefor, or, in the alternative, to select the Underwriter for all or any portion of any series of the Bonds and to establish the terms for such Bonds through a competitive sale or bidding process pursuant to a Notice of Sale; and

WHEREAS, in order to be able to market the Bonds at the most opportune time, it is necessary for the Board to authorize the President or the Vice President for Finance & Operations (each, an “Authorized Officer”), or any one of them individually, to negotiate the terms of and to execute and deliver on behalf of the Board the Trust Indenture or Loan Agreement, the Bond Purchase Agreement, and other related documents, to publish any Notice of Sale required for the sale of any portion of the Bonds, to establish the specific terms of the Bonds and to accept the offer of the Underwriter or Purchaser to purchase the Bonds, all within the limitations set forth herein; and

WHEREAS, the trust indentures authorizing the Prior Bonds create certain conditions for the issuance of additional obligations payable from and secured by a pledge of General Revenues on a parity basis with the Prior Bonds; and

WHEREAS, an Authorized Officer shall, on or prior to the date of delivery of the Bonds, certify that the conditions for issuing the Bonds, secured by General Revenues on a parity basis with the Prior Bonds, have been met; and

WHEREAS, the refunding of the Bonds to be Refunded through the issuance of the Bonds will serve proper and appropriate public purposes; and

WHEREAS, the Board has full power under its constitutional authority for supervision of the University, and control and direction of expenditures from the University’s funds, to refund the Bonds to be Refunded, to pay the costs of the refunding by issuance of the Bonds, and to pledge General Revenues for payment of the Bonds.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF TRUSTEES OF LAKE SUPERIOR STATE UNIVERSITY, AS FOLLOWS:

1. The Board further approves the refunding of all or any portion of the Prior Bonds, and authorizes the Authorized Officers, or any one of them individually, to select the portion, if any, of the Prior Bonds to constitute the Bonds to be Refunded, in order to produce interest or other cost savings or a more favorable debt service structure, or to provide more favorable terms or covenants, and to fund, if deemed appropriate, a portion of the costs of the refunding from available funds of the University and the balance of such costs from the proceeds of the Bonds, and to proceed with the refunding. The net present value savings from the refunding of the Bonds to be Refunded shall be not less than 3.0%.

2. The Board hereby authorizes the issuance, execution, and delivery of the Bonds of the Board, in one or more series, to be designated GENERAL REVENUE BONDS, with appropriate series designations, in the aggregate original principal amount to be established by an Authorized Officer, but not to exceed the aggregate principal amount of FOURTEEN

MILLION FIVE HUNDRED THOUSAND DOLLARS (\$14,500,000), to accomplish the refunding of the Bonds to be Refunded and to pay costs related thereto. The Bonds shall be dated as of the date or dates established by an Authorized Officer, and shall be issued for the purpose of providing funds which, together with other available funds, to pay all or a portion of the costs of refunding the Bonds to be Refunded, and to pay costs related to the issuance of the Bonds and the refunding, including the costs of bond insurance premiums, if an Authorized Officer determines such insurance to be appropriate. The Bonds shall be serial bonds or term bonds, which may be subject to redemption requirements, or both, as shall be established by an Authorized Officer, but the first maturity or mandatory redemption date shall be no earlier than November 15, 2021 and the last maturity shall be no later than November 15, 2051. The Bonds may bear interest at stated fixed rates for the respective maturities thereof as shall be established by an Authorized Officer, but the weighted average yield of the Bonds (computed using the stated coupon and the stated original offering price) shall not exceed 3.50% per annum, subject, in the case of Bonds sold to a Purchaser pursuant to a direct purchase arrangement, to adjustments for increased costs of the Purchaser, rating changes and defaults and other specified factors, but in no event in excess of the lesser of 25% per annum, the maximum rate permitted by law or the maximum rate, if any, specified in the Trust Indenture or Loan Agreement. Alternatively, all or part of the Bonds may bear interest at a variable rate of interest for all or a portion of their term, determined on the basis of an index or a spread to an index or through market procedures, or both, and the variable rate of interest shall not exceed the lesser of 25% per annum, the maximum rate permitted by law or the maximum rate, if any, specified in the Trust Indenture or Loan Agreement. The Bonds may be subject to redemption or call for purchase prior to maturity at the times and prices and in the manner as shall be established by an Authorized Officer, but no redemption premium shall exceed 3% of the principal amount being redeemed, unless the redemption price is based on a “make whole” formula, in which case the redemption premium shall not exceed 25% of the principal amount being redeemed. Interest on the Bonds shall be payable at such times as shall be specified by an Authorized Officer. The Bonds shall be issued in fully registered form in denominations, shall be payable as to principal and interest in the manner, shall be subject to transfer and exchange, and shall be executed and authenticated, and may be issued in book-entry-only form, all as shall be provided in the Trust Indenture or Loan Agreement. The Bonds shall be sold to the Underwriter or Purchaser for a price to be established by an Authorized Officer (but the Underwriter’s or Purchaser’s discount, exclusive of original issue discount, shall not exceed 1.00% of the principal amount thereof) plus accrued interest, if any, from the dated date of the Bonds to the date of delivery thereof.

Any or all of the Bonds may be made subject to tender for purchase at the option of the holder thereof or to mandatory tender for purchase. The obligation of the Board to purchase any Bonds subject to tender for purchase may be limited to the remarketing proceeds of such Bonds, or may be made payable from General Revenues, from available cash reserves of the University, subject to such limitations as may be specified in the Trust Agreement or Loan Agreement.

3. The Bonds shall be limited and not general obligations of the Board, payable from and secured by a lien on, the General Revenues of the Board (as shall be defined in the Trust Indenture or Loan Agreement in a manner generally consistent with the definition of General Revenues contained in the trust indentures pursuant to which the Prior Bonds were issued). The lien on General Revenues securing the Bonds shall be on a parity basis with the

liens on General Revenues securing the Prior Bonds and other previously issued obligations of the Board secured by a first lien on General Revenues. The Bonds may also be payable from and secured by a lien on moneys, securities or other investments from time to time on deposit in certain funds created pursuant to the Trust Indenture or Loan Agreement.

No recourse shall be had for the payment of the principal amount of or interest or premium on the Bonds, or any claim based thereon, against the State of Michigan, or any member or agent of the Board (including, without limitation, any officer or employee of the University), as individuals, either directly or indirectly, nor, except as specifically provided in the Trust Indenture or Loan Agreement, against the Board, nor shall the Bonds and interest or premium with respect thereto, become a lien on or be secured by any property, real, personal or mixed, of the State of Michigan or the Board, other than General Revenues and the moneys, securities or other investments from time to time on deposit in certain funds established as pledged pursuant to the Trust Indenture or Loan Agreement.

The pledge of General Revenues and funds specified in the Trust Indenture or Loan Agreement shall be valid and binding from the date of the issuance and delivery of the Bonds, and all moneys or properties subject thereto that are thereafter received shall immediately be subject to the lien of the pledge without physical delivery or further act. The lien of said pledge shall be valid and binding against all parties (other than the holders of any other bonds, notes or other obligations secured by a parity first lien on General Revenues) having a claim in tort, contract or otherwise against the Board, irrespective of whether such parties have notice of the lien.

4. The right is reserved to issue additional bonds, notes, or other obligations payable from General Revenues and secured on a parity or subordinated basis with the Bonds, the Prior Bonds, and other obligations of the Board so secured by a lien on General Revenues, upon compliance with the terms and conditions therefor as shall be set forth in the Trust Indenture or Loan Agreement.

5. Each Authorized Officer is hereby individually authorized and directed, in the name and on behalf of the Board, and as its corporate act and deed, to select the Trustee, if any, and to negotiate the terms of and execute and deliver the Trust Indenture or Loan Agreement. The Trust Indenture or Loan Agreement may contain such covenants on behalf of the Board and terms as such Authorized Officer deems appropriate, including, but not limited to, covenants with respect to the establishment of General Revenues at levels expressed as a percentage of debt service on the Bonds or all General Revenue obligations of the Board, and with respect to the issuance of additional bonds, notes or other obligations payable from and secured by General Revenues. In addition, each Authorized Officer is hereby individually authorized, empowered and directed to negotiate, if deemed appropriate by an Authorized Officer in connection with the issuance of the Bonds, for the acquisition of bond insurance and to execute and deliver an insurance commitment or other documents or instruments required in connection with such insurance.

6. Each Authorized Officer is hereby individually authorized and directed, in the name and on behalf of the Board and as its corporate act and deed, to select the Underwriter or Purchaser and to negotiate, execute and deliver the Bond Purchase Agreement with the

Underwriter or Purchaser setting forth the terms of the Bonds and the sale thereof, and containing such other covenants and agreements of the Board as may be required by the Underwriter or the Purchaser in connection therewith, in the forms as an Authorized Officer may approve, all within the limitations set forth herein. In the alternative, if determined appropriate by an Authorized Officer, selection of the Underwriter and setting of the terms for all or any portion of any series of the Bonds may be made through a competitive sale or bidding process, and each Authorized Officer is individually authorized to accept the winning bid or offer of the Underwriter for the purchase of the Bonds.

7. Each Authorized Officer is hereby individually authorized, empowered, and directed, in the name and on behalf of the Board, and as its corporate act and deed, to execute the Bonds by manual or facsimile signature, and to deliver the Bonds to the Underwriter or Purchaser in exchange for the purchase price therefor.

8. Each Authorized Officer is hereby individually authorized to solicit ratings on the Bonds from any national rating services that the Authorized Officer deems appropriate and, if necessary, to cause the preparation of a Preliminary Official Statement and an Official Statement with respect to each series of the Bonds, to deem such official statements “final” in accordance with applicable law, and to execute and deliver the Official Statements. In the event that all or a portion of any series of the Bonds is to be sold by means of a competitive sale or bidding process, as provided in this Resolution, each Authorized Officer is individually authorized to prepare and publish or cause to be published, or otherwise distribute, in such manner as an Authorized Officer shall determine, a Notice of Sale for such Bonds. Each Authorized Officer, or the Underwriter or the University’s financial advisor, as appropriate, is authorized to circulate and use, in accordance with applicable law, the Notice of Sale, the Preliminary Official Statements and the Official Statements in connection with the offering, marketing and sale of the Bonds.

9. Each Authorized Officer and any other appropriate officer or representative of the Board or the University are each hereby authorized to perform all acts and deeds and to execute and deliver for and on behalf of the Board all instruments and documents required by this Resolution, the Trust Indenture or Loan Agreement, the Bond Purchase Agreement and the Notice of Sale, or necessary, expedient and proper in connection with the issuance, sale and delivery of the Bonds, as contemplated hereby, including, if deemed appropriate, one or more escrow deposit agreements with an escrow agent to be selected by an Authorized Officer as may be necessary to accomplish the refunding of the Bonds to be Refunded. Each Authorized Officer is individually authorized to designate and empower the escrow agent to subscribe for United States Treasury Securities - State and Local Government Series, on behalf of the Board, as may be necessary in connection with any refunding authorized hereby. Each Authorized Officer is further authorized to execute and deliver all instruments and documents for and on behalf of the Board or the University required, necessary or appropriate for the ongoing administration or operation of the financing program represented by the Bonds, the Trust Indenture or Loan Agreement and the Bond Purchase Agreement. Any action required under the Trust Indenture or Loan Agreement, the Bond Purchase Agreement, the Notice of Sale or any other instrument related to the Bonds, may be taken by and on behalf of the Board by an Authorized Officer. Any reference to any specified officer of the Board or the University in this Resolution shall include any interim or acting officer occupying such position or having been assigned all or a portion of the functions of such position.

10. In accordance with the requirements of Rule 15c2-12 of the United States Securities and Exchange Commission, the Board may be required in connection with the issuance of the Bonds to enter into one or more continuing disclosure undertakings for the benefit of the holders and beneficial owners of the Bonds. Each Authorized Officer is individually authorized to cause to be prepared and to execute and deliver, on behalf of the Board, the continuing disclosure undertakings.

11. Dickinson Wright PLLC is hereby appointed as bond counsel for the Board with reference to the issuance of the Bonds authorized by this resolution.

12. The financial consulting firm of PFM Financial Advisors LLC is hereby appointed as municipal advisor to the University with reference to the issuance of the Bonds herein authorized.

13. Any resolutions or parts of resolutions or other proceedings of the Board in conflict herewith are hereby repealed insofar as such conflict exists.