

**Lake Superior State University
Board of Trustees
Minutes of Meeting
Kenneth J. Shouldice Library
Sault Ste. Marie, Michigan
November 21, 2025**

The Board of Trustees of Lake Superior State University met in regular session beginning at 8:30 a.m. on Friday, November 21, 2025, in the Kenneth J. Shouldice Library, 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 21, 2025. 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

Ms. Cynthia Williams, Chair, called the meeting to order at 8:30 a.m. Chair Williams asked Ms. Lauren Pierce, Secretary, to call the roll. The following members responded, "present":

Ms. Patricia Caruso
Dr. Kevin Cooper
Ms. Sheri Davie
Mr. Jon DeRoo
Mr. Timothy Lukenda
Ms. Cynthia Williams
Dr. David Travis, President

Six Trustees were recorded as present, with Trustees Trustee Richard Barch and Whitney Gravelle recorded as absent. Present for the University were Dr. Philip Espinosa, Associate Vice President of Human Resources & Chief Human Resources Officer; Herb Henderson, Faculty Association President; Julie Hober, Chief Information Officer; Marcus Izzard, Education Support Professionals President; Tory Lindley, Director of Athletics; Dr. Kimberly Muller, Provost and Vice President for Academic Affairs; Scott Smith, Vice President of Advancement, Legislative, & Alumni Affairs; and Morrie Walworth, Vice President for Finance and Operations. There were no representatives from Student Government.

II. Approval of the Agenda for November 21, 2025

Dr. Cooper moved for Board approval of the agenda for November 21, 2025, supported by Ms. Caruso. The motion carried with unanimous voice vote.

III. Approval of the Minutes for October 03, 2025

Mr. Lukenda moved for Board approval of the minutes for October 03, 2025, as presented, supported by Dr. Cooper. The motion carried with unanimous voice vote.

IV. Addresses to the Board

None

V. Chair's Remarks

Ms. Williams thanked the IT staff for their response to the cybersecurity incident. Ms. Williams also thanked students, faculty, and staff for their flexibility and patience.

Ms. Williams stated that the Finance and Development Committee is an advisory group and asked the committee Chair, Pat Caruso, for an update.

Trustee Caruso stated that the committee met in late October to look at policies and direction for the committee. The committee will meet again later today.

Ms. Williams acknowledged Trustees Richard "Dick" Barch and Tim Lukenda for each of their 8-year terms and presented respective resolutions (Appendix A and B).

VI. President's Remarks

Dr. Travis thanked ESP members and administrators for their roles in developing the ESP contract that will be voted on later in the agenda.

VII. Faculty Association Report

Faculty Association (FA) President, Herb Henderson, thanked faculty members and IT for handling the recent cybersecurity incident. Mr. Henderson expressed concerns brought to him regarding recent healthcare benefit changes.

VIII. Education Support Professionals Report

Education Support Professionals (ESP) President, Marcus Izzard, reviewed recent ESP contract negotiations, stating the agreement is a step towards improvement.

IX. Student Government Report

No representative attended to provide a report.

X. Finance Report

Joshua Sullivan and Kadra Kierczynski, from auditing firm Rehmann, presented virtually to discuss progress and findings related to the FY25 annual audit of LSSU, its component units, Information Technology, Federal Funds, and NCAA activities. The audit is still underway, but is nearing completion. Mr. Sullivan stated that Rehmann is in place to give a clean, unmodified opinion for LSSU and the Foundation.

Mr. Walworth provided the Board with a FY26 year-to-date summary.

Mr. Walworth presented to the Board some proposed infrastructure improvement plans, with projects totaling about \$1.7M. The projects would be funded from the \$3.25M loan. Projects include a new chiller for Crawford, ADA-compliant sidewalks, an updated electrical system in Crawford, and a replacement roof for the Library.

Mr. Walworth presented to the Board for approval of a chiller purchase for Crawford Hall. During the last winter, the chiller failed. Therefore, LSSU seeks to replace it before summer. The lead time for construction is about fourteen weeks.

Dr. Cooper moved for Board approval of the purchase of a chiller for Crawford Hall, associated equipment, and the use of JCI as the vendor overseeing the project. The Board authorizes the President and/or CFO to execute all necessary documents related to the project described under this agenda item, supported by Mr. Lukenda. The results of the roll call vote were:

Ms. Patricia Caruso	“Yes”
Dr. Kevin Cooper	“Yes”
Ms. Sheri Davie	“Yes”
Mr. Jon DeRoo	“No”
Mr. Timothy Lukenda	“Yes”
Ms. Cynthia Williams	“Yes”

The motion carried with five affirmative votes.

XI. Academic Affairs Report

Dr. Muller provided the Board with various department highlights, including the College Success grant award of \$505K from the MiLEAP office as part of the state Sixty by 30 initiative.

Mr. Chris Oshelski, Executive Director of Charter Schools Office, presented to the Board for approval of the appointments or reappointments of Board of Directors and two action items for the Board to approve the Gaming and Technology Academy of Saginaw contract authorization and initial Board of Directors

Mr. Lukenda moved for Board approval of the appointments or reappointments of the presented nominees to their respective Board of Directors for the terms listed, supported by Dr. Cooper.

Concord Academy Boyne:

Jennifer Mackenzie nominated for an appointment with a term expiring on June 30, 2028.

Tipton Academy:

Virgil Young* nominated for an appointment with a term expiring on June 30, 2028.

The motion carried with unanimous voice vote.

Mr. Lukenda moved for Board approval of the authorization of The Gaming and Technology Academy of Saginaw charter contract, effective July 1, 2026 thru June 20, 2031; supported by Dr. Cooper. The motion carried with unanimous voice vote.

Dr. Cooper moved for Board approval of the conditional appointment of the nominees to The Gaming and Technology Academy of Saginaw Board of Directors for the terms listed; supported by Ms. Davie. The motion carried with unanimous voice vote.

XII. Enrollment Management & Student Success Report

Dr. Zamjahn provided the Board with updates in Admissions and Marketing. The recruiting team completed over 130 recruitment events across the region, maintaining steady application levels in territories supported by full-time recruiters and showing notable growth in Illinois. Pre-College partnerships continue to expand, with 198 high school students enrolled in LSSU courses this fall. The admit-to-application ratio has improved to 65%, up from 56% last year, reflecting stronger applicant quality and processing efficiency.

University Marketing continues to modernize the university's visual and digital presence, completing 70+ graphic projects and 25+ photography/videography requests this semester. Significant website updates include replacing remaining stock imagery and refreshing scholarship and financial aid pages. The team also collaborated with deans and faculty to develop new messaging for upcoming recruitment campaigns, and early advertising results for the MBA and Engineering programs show promising engagement.

Dr. Zamjahn provided the Board with updates on Financial Aid and scholarships. The Financial Aid Office successfully completed the State of Michigan Program Review, ensuring compliance with new verification and transcript requirements. The team also finalized and submitted FVT/GE federal reporting, a complex cross-campus effort. Spring 2026 awarding is underway, and the 2026–27 awarding cycle will launch by early December. The division's work with a consultant to implement the new scholarship model will support future awarding accuracy and communication.

Dr. Zamjahn provided the Board with updates in Student Affairs. Student engagement remains strong across campus, with more than 1,000 students participating in Residence Life programs and 100+ attendees at large-scale events such as Yooper Fest and the Laker Hockey Game Watch Party. The Laker Success program received renewed state funding and continues to connect first-generation and at-risk students to academic and personal support. Staff across Student Affairs engaged in national and regional professional development, bringing back best practices in behavioral intervention, housing, and student engagement.

Dr. Zamjahn provided the Board with updates in Counseling Services and the Health Care Center. Counseling Services provided 112 appointments to 45 students between September and early November while expanding proactive wellness outreach. Key initiatives included a QPR Suicide Prevention certification for senior nursing students and a Test Anxiety Workshop in collaboration with Academic Success. The department also secured a SAMHSA grant to host a substance misuse awareness campaign and is preparing to launch the Green Bandana Project to promote peer-led mental health awareness. The Health Care Center remains an essential and heavily utilized resource for the campus and surrounding community. Demand continues to be high, with a steady flow of students, faculty, staff, and local residents seeking medical care and preventative services. The clinic's consistent volume reflects both its accessibility and the community's reliance on timely, high-quality health support. As usage remains strong, the Health Care Center continues to play a critical role in promoting well-being, reducing barriers to care, and supporting student success.

XIII. Human Resources Report

Dr. Espinosa provided the Board with updates on the Title IX quarterly report, Public Safety, and Safety and Risk. A regular Title IX report is shared with the Board of Trustees. Two new reports were opened and closed with no formal complaints being filed. There are no open reports and no reports that involve an LSSU employee. Risk Management initiatives include updates to the University Emergency Management Plan, closing out the insurance claim related to the CASET fire, and hosting a series of presentations on campus on loss control held in November. Topics covered were: Fleet Risk, Labs and Shops, Animals on Campus.

Dr. Espinosa presented to the Board for approval of the 2025-2028 Education Support Professionals collective bargaining agreement.

Dr. Cooper moved for Board approval of the 2025-2028 collective bargaining agreement between Lake Superior State University and the LSSU Education Support Professionals (ESP) MEA-NEA, as presented, supported by Ms. Davie. The motion carried by majority voice vote.

XIV. Information Technology

Ms. Hober thanked the campus community for their support and provided an update on the recent cybersecurity incident. 120 servers have been rebuilt, and backups have been restored. The FBI and State police are investigating the incident.

XV. Athletics Report

Mr. Lindley provided the Board with achievements, activities, and key highlights within the athletics department since the last Board meeting.

LSSU submitted its 2025 Equity in Athletics Disclosure Act (EADA) Report to the Office of Postsecondary Education on October 14, 2025, reaffirming the University's commitment to equitable athletic opportunities and compliance with federal reporting standards. The report details participation, financial aid, and operating expenses across ten varsity sports, reflecting 171 unduplicated student-athletes (95 men and 76 women) and total athletic aid of \$2.08 million, distributed 57% to men's teams and 43% to women's teams. Total athletic expenses for the reporting year were \$6.41 million, including \$3.58 million in direct team operations and \$1.16 million in shared expenses. Overall, the 2025 EADA results demonstrate LSSU's continued dedication to gender equity, transparency, and the holistic development of student-athletes in alignment with institutional priorities.

The Division I Men's Ice Hockey program submitted the 2024–25 NCAA Academic Progress Rate (APR) Report on October 8, 2024. The Lakers earned a perfect single-year APR score of 1000 and a multi-year rate of 991. This is well above the NCAA benchmark of 930. These results reflect the unwavering commitment of our student-athletes, coaches, faculty, and academic support staff to excellence.

The Norris Center remains a cornerstone of student and community engagement, averaging 804 weekly check-ins across diverse user groups and activities from September through October 2025. The Arbuckle Center hosted a variety of student, athletic, and community events, while the Aquatics Center averaged 25 daily users before closing temporarily for ceiling repairs. Despite this closure, the facility generated \$16,667 in revenue, including a 9% increase in October memberships compared to last year—reflecting strong and growing campus and community participation.

Since September, LSSU Men's Ice Hockey has earned multiple CCHA weekly honors. Calem Mangone was named *CCHA Rookie of the Week* after leading all NCAA Division I rookies in goals during opening weekend, while Adam Barone earned *CCHA Defenseman of the Week* for his standout two-way performance in the home opener. Most recently, William Ahlrik was recognized as *CCHA Forward of the Week* after leading all NCAA Division I scorers with five points against St. Lawrence and Clarkson.

LSSU Athletics experienced a substantial surge in social media engagement across all platforms. Across all platforms, Athletics experienced more than a 500% increase in impressions, compared to last year at this time. This trend reinforces the importance of continued investment in social media strategy as a key tool for fan engagement, recruitment visibility, and brand elevation across the athletic programs.

XVI. Advancement Report

Mr. Smith presented, to the Board, a dashboard on year-to-date fundraising compared to the last five years.

FY25-26, through 11/9/25 in Q2 - \$2,657,098. Already surpassing the five-year average of \$2,590,729. Major gifts include an anonymous \$200,000 gift in support of three campus & community signs located on campus, in the Sault, and a digital sign near the International Bridge U.S. point of entry visible to all 1.5M vehicles passing through annually.

A comprehensive review of Great Lake State Weekend is taking place to expand into Great Lake State Week with broader collaboration.

The state budget has passed. FY26-27 budget planning is underway. President Travis continues to communicate with our State elected officials regarding the budget.

XVII. Other Business

None

XVIII. Adjournment

Dr. Cooper moved for adjournment at 9:38 a.m.; supported by Mr. Lukenda. The motion carried with unanimous voice vote.

Cynthia Williams
Chair

David Travis
President

Minutes prepared by Lauren Pierce, Board Secretary

Appendix A



Resolution of Appreciation

Presented to Mr. Dick Barch

November 21, 2025

WHEREAS, the Board of Trustees of Lake Superior State University expresses its sincere gratitude and appreciation to **Mr. Dick Barch** for his exemplary service, leadership, and generosity; and

WHEREAS, **Mr. Barch** has served the University with dedication and distinction as a Trustee for eight years, offering steady guidance and a firm hand in support of the University’s strategic priorities; and

WHEREAS, **Mr. Barch’s transformational generosity** helped make possible the **Richard and Theresa Barch Center for Freshwater Research and Education (CFRE)**, which opened in 2021 and stands as a hallmark of Lake Superior State University’s leadership in environmental research, sustainability, and community engagement; and

WHEREAS, **Mr. Barch** has embodied the highest ideals of **service, integrity, and commitment**, leaving an enduring legacy on Lake Superior State University and the students, faculty, and communities it serves;

NOW, THEREFORE, BE IT RESOLVED, that the **Lake Superior State University Board of Trustees** does hereby extend its deepest appreciation to **Mr. Dick Barch** for his outstanding service, firm guidance, and lasting contributions to the University; and that this resolution be entered into the **official records** of the Board of Trustees and presented to him with profound gratitude and respect.

Adopted this 21st day of November, 2025 by the Lake Superior State University Board of Trustees



Ms. Cynthia Williams, Chair



Dr. David Travis, President

Appendix B



Resolution of Appreciation

Presented to Mr. Tim Lukenda

November 21, 2025

WHEREAS, the Board of Trustees of Lake Superior State University expresses its sincere gratitude and appreciation to **Mr. Tim Lukenda** for his exemplary service, leadership, and generosity; and

WHEREAS, **Mr. Tim Lukenda** has served with distinction as a Trustee for eight years, including nearly **three years as Chair**, providing thoughtful leadership, wise counsel, and a steadfast commitment to advancing the mission and vision of Lake Superior State University; and

WHEREAS, **Mr. Lukenda** has further demonstrated his devotion to the University through his **family’s philanthropic leadership**, including ongoing support of an **endowment** that will provide enduring support for students and academic excellence for generations to come; and

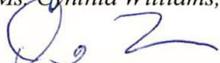
WHEREAS, **Mr. Lukenda** has embodied the highest ideals of **service, integrity, and commitment**, leaving an enduring legacy on Lake Superior State University and the students, faculty, and communities it serves;

NOW, THEREFORE, BE IT RESOLVED, that the **Lake Superior State University Board of Trustees** does hereby extend its deepest appreciation to **Mr. Tim Lukenda** for his outstanding service, visionary leadership, and lasting contributions to the University; and that this resolution be entered into the **official records** of the Board of Trustees and presented to him with profound gratitude and respect.

Adopted this 21st day of November, 2025 by the Lake Superior State University Board of Trustees



Ms. Cynthia Williams, Chair



Dr. David Travis, President