

BOARD OF TRUSTEES FOR ALABAMA STATE UNIVERSITY
MINUTES OF REGULAR MEETING
SEPTEMBER 20, 2001

The Board of Trustees for Alabama State University was convened in regular meeting on September 20, 2001 in the Board Room of the Joe L. Reed Acadome at Alabama State University.

The meeting was called to order at 9:03 a.m. by Chairlady Catherine W. Wright--**Agenda Item I--Call to Order**. In attendance were Trustees James C. Cox, Oscar Crawley, Buford Crutcher, Toreatha M. Johnson, Robert A. Jones, Jr., Bobby Junkins, Patsy B. Parker, Joe L. Reed and Catherine W. Wright. Chairlady Wright declared a quorum present.

Chairlady Wright asked the Trustees to take a moment for silent prayer for the nation, the nation's leaders and for the work being done at Alabama State University.--**Agenda Item II--Invocation**.

Agenda Item III--Adoption of the Agenda. On call for adoption of the agenda, Trustee Johnson asked that the Academic Affairs Committee Report be removed from the agenda and carried over to the next meeting. On motion by Trustee Parker, second by Trustee Johnson, the agenda was adopted as amended by unanimous vote.

Agenda Item IV--Adoption of Minutes of May 11, 2001, June 19, 2001 and July 14, 2001. Chairlady Wright called for adoption of the minutes of the May 11, 2001, June 19, 2001 and July 14, 2001 meetings. She informed the Trustees that she thought it proper to caveat the June 19th minutes because there was an inadvertent disengaging of the recorder which resulted in part of the minutes not being recorded. Trustee Parker indicated that the chair hit the switch and knocked the recorder cord out of the socket. Trustee Wright explained that the minutes have been transcribed as best as was possible from handwritten notes and memory recollection of the portions that were omitted from the tape. She asked that if there are items from the meeting that are not noted in the minutes or represented as the Trustees know them to be, that adjustments be made for adoption at a subsequent meeting. Trustee Reed suggested that if the maker of the motion would accept deleting the June 19, 2001 minutes, those minutes can be adopted at the next meeting. It was moved by Trustee Parker, seconded by Trustee Johnson, that the May 11, 2001 Minutes and the July 14, 2001 Minutes be adopted, and that the June 19, 2001 Minutes be deferred until the next meeting. The motion was carried by unanimous vote.

Chairlady Wright called for **Agenda Item V--President's Report** and welcomed President Joe A. Lee to his first Alabama State University Board of Trustees meeting. She thanked him for the work that he has been doing since his arrival at ASU. President Lee thanked Chairlady Wright and greeted the Trustees and others in attendance. He expressed his appreciation for the honor given him by the Trustees to lead ASU into the 21st century. He stated that ASU is living a legacy of greatness: that it is intricately woven into the fabric of Montgomery, the State and Nation but that ASU cannot rest on laurels but must forge ahead with all deliberate speed to take its rightful place

in the higher education arena and maintain that place in Alabama and the nation. President Lee said that the University cannot just survive but must thrive in a very competitive market place. He indicated that he is energized and fortified by the dedication of those associated with ASU—the very fine faculty, staff and administration barring none. He also stated that despite the discouragement he received regarding coming to ASU, which is now history; that it can be put behind for all to reflect upon but not to dwell on so that ASU can move forward. President Lee noted that he came to ASU on September 1 and things have been nonstop since that time. He asked the Trustees to remember that he has been at ASU only 20 days but wanted to share a few major items of interest and a couple of concerns with them.

He noted that more than 1,500 new students were enrolled for the Fall Semester which reflects a 22% increase over the 2000 enrollment figures and that the official enrollment count as of September 19th is 5,590—a significant increase. President Lee reported also that 18 new faculty members have been employed; that all known vendors, holding outstanding invoices for ASU with one exception, SCT, have been satisfied; that some discussions are continuing with SCT, the software provider, to determine the exact balance owed to them which will be worked out in the near future; that as a result of the infusion of cash resulting from the fall registration, University has called in lines of credit with both Regions and AMSouth Banks totaling \$3.5 million. He reported that the University has assumed beneficial occupancy of the Buskey Building; that the College of Health Sciences has moved into the building but are without some specified audio visual equipment and computers. President Lee noted that work is in process to secure the equipment as soon as possible because of the accreditation issue that involves the Physical Therapy Program.

President Lee told the Trustees that his integrity is important to him and that he will always be honest with the Trustees and tell them things they may or may not want to hear. He noted some of his concerns and observations—(1) that the University is feeling the pains of the terrorist attack; that three of the ASU police officers have been called to active duty; that four, including the chief of police, are on active standby to be called at any time as well as some students and staff. He stated that he wants the faculty, staff, students and families to know that our prayers are with those individuals and hope that the terrorist matter will be short lived and all individuals will return safely to the University. (2) major energy repairs are underway on a boiler; that one of the tanks that provides hot water for the South Dining Hall suffered a severe rupture due corrosion and age; that the other tank is subject to suffer the same problem if it is not replaced; that both are being replaced as an emergency matter at a cost of almost \$30,000 and that this matter is being addressed. (3) students have expressed to him concerns regarding some of the residence halls which are in need of major repairs. President Lee indicated that he has done a walk through of some of the residence halls and that the need of serious repair is evident; that a review of the priority maintenance list indicates that there is a need for approximately \$1.2 million to complete some work that must be done immediately. He noted that student satisfaction is going to be important to ASU if we are going to be seriously concerned about retention, and is the business of everyone from the maintenance staff to the professorial level to the administrative level. He noted that the institution exist for students, its mission is to educate and if customers cannot be satisfied, there is a problem; that the issues have to be addressed as expeditiously as possible. He stated that the administration will continue to work

with the students and the physical plant staff to make sure that the repairs are addressed.

President Lee indicated that in the interest of time he would not address at length the many items he could talk with the Trustees about; that because some of the issues may be reported later, he would defer to the Board committees to give their reports. He again thanked the Trustees for the honor of serving ASU and stated that he looks forward to their individual and collective support as they work together to move ASU to even greater heights.

Following President Lee's report, Trustee Jones inquired about available resources to correct the residence halls problems and the time table for the repair corrections implemented. President Lee asked Dr. Leon Frazier, Vice President for Administrative Services, to respond to the question. Vice President Frazier stated that an additional \$500,000 over and above the regular funds that are budgeted for the dormitories is earmarked in the budget that will be considered today for correcting the dormitory concerns. In response to Trustee Jones question regarding a source for the remaining \$600,000 that is needed, Vice President Frazier stated that the University does not have that money yet. Trustee Jones asked what can be done immediately to address the issue. President Lee responded that he could not give an answer at this time as he has not had time to fully explore the issue with the Administrative Council and the University community but that it is a concern that cannot be pushed aside because it involves the lifeline of the University, he will seek to seriously look at and find answers. Trustee Jones inquired whether the budget can be adjusted in any manner to address the concerns or whether the concerns have been considered in the process of presenting the budget at this meeting.

Trustee Joe L. Reed, Chair of the Finance Committee, stated that funds are in the budget for the repairs and that he will report on the matter when he gives the Finance Committee report. He further stated that some of the dormitory needs are not as immediate as others, some can wait a short while.

Chairlady Wright noted the length of the agenda and asked that the Trustees limit discussion but that every issue of concern should be addressed. She further stated that she is targeting 11:30 a.m. for the meeting to be adjourned. She asked that comments be kept to the issue; that there are several agenda items that need to be gotten through and two reports that need to be heard; that she has some critical issues awaiting at her office, and that she would appreciate the Trustees targeting 11:30 a.m. as adjournment time.

Chairlady Wright commented that she serves on the Finance Committee; that she has sat through the Equity Committee meetings and has talked with the consultants from the Pappas Group and that she would give an overview of all that has been accomplished. She stated that a yeoman's task has been accomplished, especially in putting together the budget. She indicated that the budget is balanced: that new faculty members have been employed; that some funds have been earmarked for beginning some critical repairs to the residence halls; that there is a lot to do; that the University is still potentially facing another prorated budget this year; that close to \$1 million dollars in soft money is in the budget; that the Finance Committee is not totally happy with the budget that is going

to be presented; that the budget being presented is the very best that the Finance Committee and the administration could come up with; that it was felt that there were some critical areas that should be addressed; that the call up of some of the police officers further complicates the problem of recruiting and retaining police officers, a very vital need for the safety and welfare of students and employees of the University; that last year there was an issue that the Trustees needed to look at involving some critical market areas; that police officers are one of those areas and the other was the integrity of the finance employees who manage the University's limited resources; that these areas were the ones that were targeted for an immediate look; that there are other very critical needs which will be heard as the Finance Committee Report is given. She asked for the Trustees' support in adopting the budget, and asked that the Trustees not leave without adopting the budget.

Chairlady Wright called for the **Finance Committee Report—Agenda Item VI-A**. Trustee Joe L. Reed, Chair of the Finance and Properties Committee, moved the adoption of the Committee report. The motion was seconded by Trustee Johnson. Trustee Reed spoke to the motion. He called to the attention of the Trustees that \$9 million have been borrowed since last May—\$4 million for operating and \$3 million for capital needs, and that all vendors have been paid. He reported that the budget total is \$79,306,894; that the budget is a tight one and with problems; that in order for the Board to be aware of the problems, in August he mailed to them the breakdown of bills that had not been paid so that they would know of the problems—threat of utilities being cut off; that \$823,000 of soft money (one time funding for this fiscal year) is in the budget which is from the bonds that the Governor sold to help higher education during proration and that the money is in the budget as part of the operating revenue. Trustee Reed reported that the Southwestern Athletic Conference (SWAC) owes the University \$125,000 from last year's earnings as a result of NCAA play by the basketball team. He noted that NCAA has paid SWAC but SWAC has not paid ASU; that everything possible has been done to get the budget balanced; that there are no inflated items in the budget; that the Board has to commit itself to financial prudence; that some adjustments were made in the budget for the Fiscal Affairs area and that some concerns of the police department were addressed; that no salaries were cut, except where inconsistent with University policies; that \$500,000 has been placed in the FY 2002 budget to deal with the dormitory repair matters. Trustee Reed then told the Board that the Finance Committee recommends that the budget be adopted.

Following the report, Chairlady Wright called for questions. Questions were raised by Trustee Crutcher regarding the number of times the Finance Committee has met in the past two or three months and whether there were minutes of those meetings. Trustee Reed responded that in developing the budget, he and the chairlady met with the administration for guidance on the budget; that the Committee met formerly once to approve the budget for recommendation to the Board. Trustee Crutcher expressed concern regarding receiving two budgets during the previous week (one on Monday and a revised budget on Tuesday) within less time than the 10-day statutory requirement for review of materials for meetings. Trustee Crutcher questioned why the materials were sent on the short time frame. He stated that his concern is that he has not had the opportunity to review the budget in depth in order to be able to make intelligent fiduciary decisions. Trustee Reed responded that the budget was not ready earlier. Trustee Crawley inquired whether Dr. Richard Arrington

had been taken out of the budget for the Center for Leadership and Public Policy. Trustee Reed responded affirmatively. Trustee Crawley indicated that he thought a decision was made at the last Board meeting to continue Dr. Arrington's employment. Trustee Reed explained that former Interim President Roosevelt Steptoe announced that Dr. Arrington's contract would be terminated at the end of September, 2001. Trustee Jones indicated that he recalled that at the last meeting a report was given from the Center and that it was very favorably received; that it was the consensus of the Board to keep the program in tack because of the extremely great potential of becoming a revenue stream for the University; that the discussion indicated that \$300,000 had been invested in the program last year; that to eliminate the program without knowing what benefits would be derived would mean that the funds would just have been wasted. Trustee Jones further stated that he understood that funding would be provided for another year with the hope that projects on the table could be completed within the year and the Center would begin to produce a revenue streams for the University. He indicated that he questions the reason for taking part of the program, enough to kill it, out of the budget and leaving the remaining to die on its own; that such action does not make good fiscal sense. He stated that he would support keeping the program as the Board talked about previously. Trustee Crawley inquired about the salary of Mr. John Knight being changed. Trustee Reed explained that the position, Executive Assistant to the President, held by Mr. Knight was temporary and that just as will happen with Dr. Alfred Smith's original position, Mr. Knight goes back to his original position of Assistant Vice President for Planning and Institutional Advancement. President Lee requested that names of individuals not be addressed publicly but in the Executive Session.

Questions ensued regarding the work being done by Dr. Gerald Polinsky; the salary schedule and the assessment of the Planning and Institutional Advancement area done by the Pappas Group. Trustee Toreatha Johnson gave information regarding the salary equity issues being reviewed by Dr. Polinsky for the Ad Hoc Salary Equity Committee. She stated that a number of committee meetings have been held; that the committee is working on a personnel staffing plan where each division of the University and the individuals who work within those divisions are being looked; that the Committee has tried to identify those individuals who are already working or future positions and whether they are graded correctly and are on the right salary step. Trustee Johnson further stated that the Committee has gotten no final report and has made no recommendations. She stated further that in terms of the budget, the Committee has made no recommendations and that nothing in the budget should be a reflection of any report that the Finance Committee is making. In response to question from Trustee Crawley, it was noted that there is no new salary schedule; that the current salary schedule is still being used.

Trustee Crutcher inquired of President Lee whether the budget being presented is his budget. President Lee responded that the budget was being prepared when he came to ASU and that since his arrival, he has had some meetings with the Finance Committee; that it was not his budget from the beginning but that it is the budget that had to be prepared for the September meeting. Trustee Crutcher questioned who is making the decisions regarding the salaries of certain individuals; whether the decisions are made at the level of the Finance Committee or at the level of the administration. He commented that he plans to support the President and wants to see the President

doing his job of running the University and not the Board or some Board Committee member. He stated that the Board sets policy and the President carries out those policies. He further stated that he is hearing that the decisions about salaries were made by the Finance Committee without the support of the administration.

Trustee Parker called attention to the salary budgets for FY 2001 and for FY 2002 and noted that total salaries for most positions are about the same except for step increases. She further noted that there are a few cases where some salary decreases may need explanation. Trustees Reed and Mr. Freddie Gallot, Jr., Vice President for Fiscal Affairs, explained that there were no salary decreases but that in the noted case #19, a first time employee was hired to fill a position vacancy at a lower salary for FY 2002 than was budgeted for FY 2001. Chairlady Wright explained that the budget was prepared by the Finance Committee, the President and University staff; that the personnel salaries have not changed; that the official positions in the staffing plan have not changed; that there have been no Polinsky or Pappas Group impact in the budget under consideration. She noted again that there are two categories of salary changes (1) for security officers and (2) in Fiscal Affairs because of the criticality of financial issues and the integrity of the institution's financial accountability. Chairlady Wright noted that these issues were addressed last year as critical market issues because the University was not competitive in the market, and key employees left the University last year for that reason. She further stated that these were the only two areas that have impacted on the FY 2002 budget. Trustee Crutcher called attention to page 22, line 2 which showed a different salary change when FY 2001 and FY 2002 are compared. Trustee Reed explained that previously the salary was rolled back. Trustee Crutcher called attention to page 25, line 40. He suggested that the President should have time to review the budget; that the Trustees should address the matter of there being no increases or decreases in the budget, and come back in a month and consummate it. In response to question, Vice President Gallot called on Mr. Rick Arrington, Budget Director, who explained that \$350,000 was provided for adjunct faculty and \$60,000 of that money was placed in the budget of the Vice President for Academic Affairs for faculty increments and promotions.

Trustee Johnson expressed concern as to whether the President had the opportunity to look at the budget and whether he totally agrees with all aspects of it. She inquired whether the Board would have the opportunity to amend the budget at some near future date. She noted the importance of having an operating budget by October 1 in order to continue the business of the University, and her doubt that a meeting of the Board would be held before October 1 and be in compliance with the Bylaws and guidelines. Trustee Johnson stated that if there is the possibility of the Trustees coming back at some future date and amending the budget after the President and Trustees who have questions have had a chance to look at it, she moved that discussion be ended in view of the time; that the budget be adopted so that the University can operate through October 1, and that the Board come back at the earliest convenience and amend it. Chairlady Wright noted Trustee Johnson's amended motion. Trustee Reed explained that the motion means to close debate and will have to be voted on and he seconded the motion. It was noted that the motion was to adopt the budget as presented and for Trustees to come back in meeting and amend it. Attorney Fred Gray, General Counsel for the University, explained that the budget would be adopted with the understanding that

if the President or any Trustee wanted to make any amendment, then a meeting would be called for that purpose. He further stated that the Board has the authority to amend the budget at any subsequent meeting after it is adopted. Trustee Crutcher stated that he desired to offer a substitute motion. Explanation was given him regarding the parliamentary guidelines governing Trustee Reed's motion and Trustee Johnson's motion. Trustee Crutcher asked Trustee Johnson to amend her motion to adopt the first budget that was mailed to Trustees rather than the revised budget. Trustee Johnson stated that she does not have the revised budget and has not reviewed it; that her motion is to adopt whatever budget is being presented at the current meeting and if it is not satisfactory in totality to the President and the members of the Board that at some subsequent meeting it will be amended. She further stated that she does not want the operation of the University to be delayed because a budget has not been adopted; that she is especially concerned that the President needs to give 100% approval to what the Trustees are doing regarding the budget.

Trustee Crawley noted, as a member of the Finance Committee, that in the revised budget, page 66, no. 1, changes that were made after the Finance Committee met. Trustee Reed noted that there were some errors and omissions and comments were made from the Finance Committee that caused some of the adjustment to be made. There was some discussion regarding the budget preparation procedure and work begun on the budget by Dr. Steptoe. Trustee Wright noted that the budget that is being discussed is the second budget that was sent to Trustees. She restated the amended motion, and called for the vote by show of hands. Voting aye were Trustees Cox, Johnson, Parker, Reed and Wright. Voting nay were Trustees Crawley, Crutcher, Jones and Junkins. The motion to adopt the budget was carried by majority vote.

Chairlady Wright called for Agenda Item VI-B--Salary Equity Committee Report.

Trustee Johnson stated that she has been unable to attend the last three meetings of the Committee; that there is an interim report which she received earlier today but has not had a chance to look at it to the extent that she could make a report. She thanked Dr. Steptoe, in his absence, especially the administrative team--Trustees Reed and Parker--for carrying on the business of the Committee in her absence. She indicated that at the last meeting she intended to give an update on the work done up to that time which has been adequately covered; that the Committee was looking at the personnel staffing, identifying the accurate grade and salary of all personnel in all divisions. Trustee Johnson reported that since that time, the Committee has moved forward and she does not have an updated report. She also reported that she understands that at one of the meetings, during her absence, the Committee decided that Dr. Polinsky's contract needed to be extended as a consultant for approximately six months. She recommended to the Board that his contract be extended so that the Board can get a full comprehensive report. The motion was seconded by Trustee Reed. On call for the vote by Chairlady Wright, the motion was carried by majority vote. Voting aye were Trustees Cox, Johnson, Junkins, Parker, Reed, and Wright. Voting nay were Trustees Crawley and Crutcher. Abstaining was Trustee Jones.

Chairlady Wright called for Agenda Item VI-D--Student Affairs Committee Report.

Trustee Parker stated that most of the Committee's report had been covered from the President's Report. She informed the Trustees that College Orientation was held on August 19-25; 911 students

attended, an increase of 82 students. She reported that the Committee met on September 12th; that the meeting was very fruitful; that the SGA members were present and provided a lot of good information; that for the first time in five years all of the residence halls were open and occupied; that the residence halls capacity is 2,330 and that 2,285 students are housed on campus. She reiterated that the residence halls have a lot of deficiencies which need to be dealt with. Trustee Parker further stated that there are certain needed repairs (such as light bulbs missing inside and outside the entrance ways, commodes stopped up) which cannot wait; that these repairs will have to be re-prioritized; that there is no need to wait one or two days for these types of repairs. She suggested that maybe there should be a couple of rotating maintenance persons who do nothing but residence halls repairs; that the Committee can't tell the administration to do this but would like to see the Budget Committee look at the possibility or to have Vice President Frazier look at the possibility of getting someone to be on call at all times. Trustee Parker reported that the Committee would like to see the employment of 18 more students, who were formerly called residence assistants, to help service the students; that someone be hired to pick up paper and keep the campus beautiful as one means of encouraging people driving through the campus to want to enroll their children at ASU; that the Committee is requesting that two additional police be added to the police force. She stated that she thought this has been placed in the budget; that there is dire need for additional police help; that a feasibility study be done regarding the need for a police hut to be placed on the other end of the campus for police visibility. Trustee Parker noted that President Lee had discussed the water problems in the dining hall in his report. She stated that ASU has Americans with Disabilities ACT (ADA) accommodations and she is hoping that some revisions will be made regarding how the University deals with ADA students; that the Committee is very concerned about the immunization program as required by the State and which needs a little more proficiency in that operation; that the Committee is going to make some determination as to how the administration can make sure that the students return the forms to the University; that there are problems with one or more of the elevators in one of the residence halls, which needs to be a repair priority in light of what is happening in high rise buildings. She noted that the elevators are needed for students and especially the handicapped students. She indicated that the Committee is most concerned this year about making students a top priority. Trustee Parker asked Vice Frazier to put some of these priorities on the top burner.

Agenda Item VII—Report from Pappas Consulting Group, Inc. on Administrative Review and Organizational Analysis. Chairlady Wright requested Trustee Johnson to introduce the Pappas Consulting Group. She reported that as a part of getting a clear financial picture of the University, and to add a dimension to the kind of information the Salary Equity Committee would like to present to the Board at the conclusion of its work, the Committee asked the Board to approve a consulting firm to help do an assessment of the administration and organization of the University. The Board gave approval and working with the President, the Pappas Consulting Group was engaged. She explained that the comprehensive study of administration and organization has not been completed but that the Pappas Consulting Group was present to give a report on the first phase of the assessment. She further explained that it is the Committee's hope that all of the report will be completed about the time the final report from Dr. Polinsky is received. Trustee Johnson introduced Dr. Alcede Pappas and her colleague, Dr. Leonna LaBell to give their report.

Dr. Pappas informed the Trustees that a report had been issued at the end of August which should have been distributed to the Trustees; that they were distributing today a package of materials which is a summary of that report in power point format. She explained that they looked specifically at Planning and Institutional Advancement first rather than the entire University. She indicated that at ASU that area, unlike at others institutions of higher education, includes a much broader perspective of functions, including a number of academically-oriented institutes, institutional research and planning, Title III grants and whole host of activities. Dr. Pappas stated that the Group representatives came to campus in late August for a very intensive, focus review; that Dr. LaBell spent the preponderance of time in undertaking the review; that the Group hopes that in going forward, with the blessing of the Board, they will have the opportunity to work with President Lee in his role as the Chief Executive Officer in the implementation and answering of any questions he may have regarding the report. She noted that the undertaking is a partnership between the Board and the President. She reported that they met with various Trustees and key administrators on campus who were specifically involved in a whole host of Planning and Institutional Advancement activities; that a whole series of relevant document were analyzed that listed facts and other sources of information; that visits were made to all of the sites that comprised the division on and off campus. Dr. Pappas stated that in a diagnostic manner both issues and strengths were identified; and findings and some specific recommendations were reported.

She stated that the objectives of the study are to look at improving efficiency and effectiveness of fundraising and communication, the reduction and reallocation of administrative costs and to make sure that they are being properly assigned, to keep focus on the primary function of serving students, the primary customers and to increase the value and quality of services to the institution itself and its broad constituents. In summary, she explained that the study was to focus on Planning and Institutional Advancement, to look at the role of the Executive Assistant to the President/Communications and Public Affairs and to look at the Alabama State University Foundation, a separate entity.

Dr. Pappas stated that Dr. Lobell would go through the findings and recommendations and then they would answer questions. Dr. Lobell stated that if there were questions as to why they looked at the Executive Assistant to the President and the ASU Foundation, it was because they were looking at fund raising as a totality which at some institutions is referred to as Institutional Advancement and Marketing (She noted in some of the areas at ASU that are in different places were presumed under the idea of looking at fund raising and structure to best advance the institutions in this regard.) She noted the findings in the area of Planning and Institutional Advancement as (1) leadership control was too broad to be effective because it included planning, research, and it diverted the leadership to raising private funds to achieve the matching under the decree, (2) the organizational structure impedes primary planning and policy making; she noted planning being a part of Institutional Advancement as opposed to reporting directly to the President, (3) private fund raising is minimal to the point that federal funds, Title III funds and NEH funds are being used to reach the funding levels to gain the \$1 million match; the lack of cooperation among the fund raising units because of the unique structure; that some of the fund raising components are not working together to create the concentrated efforts that can be realized from the recommended restructuring

that they are proposing, (4) institutional research is doing a very good maintenance job but it needs to be greatly expanded. She noted that their task is not to denigrate any work being done or to be critical, and that a lot of excellent work is being done. (5) sponsored research is a very small department and is weak; that it is a unit that is in Academic Affairs in most institutions and their restructuring recommendation is to place it back in Academic Affairs. (6) the Office of the Executive Assistant to the President appears to be fragmented, some of the areas that were subsumed in that Office, in their experience, are better working much more closely in fund raising in a traditional institutional advancement model; that there is no approved portfolio, there is a lack of leadership in key areas and little integration with the whole University's organization mission. Dr. Lobell explained that part of this is because some of the areas reporting to this office are off campus and isolated; that this arrangement can work if there is excellent communications but they found that some of the communications are broken down. (7) under utilization of the distance learning capability. She noted that there is great potential in that unit because the University has the equipment, the know how and it needs to be mined and brought forward so that the University can become a premier institution in the state and regional area. (8) the ASU Foundation is a stand-alone operation that doesn't work with any other area--marketing or some of the institutes nor with the planning and institutional advancement--at the present time; that very little project fund raising is done and (9) there is a duplication of efforts with Alumni Relations and going after the same constituents in less than a planned and organized manner.

The Pappas Group made the following recommendations: (1) restructure the Division of Planning and Institutional Advancement. The recommended restructure of Planning and Institutional Advancement was shown in the handout. (2) realign units reporting to Office of Executive Assistant to the President, determine the purpose of the position and review the job description for the position; relocate Grants and Contracts, Marketing, Center for Leadership and Public Policy, Business and Technology Center, WVAS-FM, Golden Ambassadors and Collegiate Licensing to Academic Affairs or some other appropriate areas. (3) merge the Office of Alumni Relations and the ASU Foundation; provide leadership to Alumni Relations, build alumni support in communities, and strengthen alumni outreach from ASU. It was noted that each of the recommendations requires a thorough drill down; that they met with senior managers, but did not look at individual job descriptions or budgets in individual units and that before seriously looking at adoption of any of the recommendations a second phase of drill down to look at administrative processes, job descriptions, number of people filling those jobs is necessary. They noted some recommended changes for key areas that would no longer be in Planning and Institutional Advancement as planning, which would report directly to President Lee, and sponsored research. The consultants stated that they want to meet with President Lee to review their findings and recommendations. Chairlady Wright thanked the consultants for the report.

Agenda Item VIII--Rescission of Resolution to Enhance the Authority of the Vice President for Fiscal Affairs to Protect and Ensure the Financial Stability and Integrity of the University and Agenda Item IX--Adoption of Amended Resolution to Enhance the Authority of the Vice President for Fiscal Affairs to Protect and Ensure the Financial Stability and Integrity of the University. Chairlady Wright asked the Trustees for their consensus to insert the

phase "in consultation with the President" to the resolution. She explained that the change to the resolution is being made so that the President will be involved in every aspect assuring the financial stability and integrity of ASU, in response to inquiry from Trustee Jones who further inquired whether a vote would be needed to make the change. President Lee stated that a vote would be needed to rescind the previous resolution. There was discussion regarding what needed to be done to rescind a resolution previously adopted. On motion by Trustee Parker, second by Trustee Jones, the first resolution was rescinded by unanimous vote--**Agenda Item VIII--Rescission of Resolution to Enhance the Authority of the Vice President for Fiscal Affairs to Protect and Ensure the Financial Stability and Integrity of the University.**

It was moved by Trustee Parker, seconded by Trustee Johnson, that the second resolution be approved. Trustee Parker spoke to her motion and stated that President Lee has all of the integrity in the world but the reason for this action is that the Board wants a general consensus that it would be aware of all hirings and firings because that is why the University has gotten to the current problem. Trustee Crutcher stated that though the University has been in that posture, President Lee has indicated that he is bringing integrity to the University; that he should be given the authority to run the University and that as an administrator, he will be bringing hirings and firings to the Board routinely. Trustee Jones asked President Lee if he had reviewed the amended resolution and what is his comments about it in regards to his understanding of his role as President of the University. President Lee responded that he reviewed the old resolution when he was a candidate for the position and he recommended the insertion to be comfortable with the resolution. Chairlady Wright called for the vote. The motion was carried by unanimous vote--**Agenda Item IX--Adoption of Amended Resolution to Enhance the Authority of the Vice President for Fiscal Affairs to Protect and Ensure the Financial Stability and Integrity of the University.**

Chairlady Wright called for a five minute break after which she stated that the Board would go into **Executive Session--Agenda Item X** to discuss the good name and character of certain individuals and pending legal actions. It was noted that salaries and job descriptions would not be discussed in the Executive Session.

The Board reconvened in open session at 12 noon--**Agenda Item XI--Report from Executive Session.** Chairlady Wright stated that there was no report from the Executive Session.

Chairlady Wright called for **Personnel Actions--Agenda Item XII.** She stated that the personnel actions included a contract for President Lee and she reminded the Trustee that they had received copies of the contract for their review of the terms. She reported that President Lee had agreed to the terms and she called for a motion to approve the contract. It was moved by Trustee Parker, seconded by Trustee Jones, that the contract be approved. Attorney Gray stated that the contract also authorizes the Chair to sign it on behalf of the Board. On call for the vote the motion was carried by unanimous vote. Chairlady Wright and President Lee signed the contract which effective date is September 1, 2001.

Chairlady Wright stated that the Personnel Actions would continue and be taken as a

whole. It was moved by Trustee Reed, seconded by Trustee Johnson, that the other Personnel Actions—Academic New Hires, Non-Academic New Hires, Academic Separations, Academic Promotions, and Granting of Academic Tenure, be taken as a whole. The motion was carried by majority vote. Voting aye were Trustees Cox, Crawley, Crutcher., Johnson, Junkins, Parker, Reed and Wright. Abstaining was Trustee Jones.

Agenda Item XIII—Report from the Student Government Association, Agenda Item XIV—Report from the Faculty Senate and Agenda Item XV—Report from the Non-Academic Staff Council. Chairlady Wright asked that the report from each be received in written form in view of time. The Board approved by consensus. President Lee asked that the Student Government Association (SGA) President be allowed to make a short presentation.

Ms. Michelle Reese introduced herself to those who did not know her. She informed the Board that they attended a meeting of the Student Affairs Committee on September 11th and the document that was being distributed was presented at that meeting. She asked that the document be read at their first opportunity. She called to the attention of the Board some concerns about the University that have been brought to the SGA by students during the summer and since the opening of the Fall Semester. She reported that the SGA still does not have computer equipment and that they are using their personal resources to get information to the student body; that a survey was done last week regarding a variety of concerns that students have addressed, giving the response percentages to questions about campus safety— 21%-yes, 37 % no, 42%-somewhat; she informed the Board of an incident reported regarding a female student being made to walk by a police officer from the S. Jackson Street entrance to McGinty apartments because she did not have her student ID Card with her; 40% responded that the dormitories are not clean and well kept; 46 % responded that there are plumbing problems in the dormitories; 69% responded that the elevators do not work properly; 47% responded that there is a pest problem; 44% responded that the washers and dryers do not work properly; 52 % responded that dining hall does not provide good selection of items to eat; 90% would like co-ed visitation; 41% responded the University isn't student friendly, and Ms. Reese further explained that this is an on-going problem with office workers and the administration being rude and not doing their jobs. She noted that students indicated that they have not made complaints previously because they did not know to whom they should be made or they were not comfortable in making complaints. She stated that there are numerous problems and concerns and students don't know how to bring them to the attention of the Board. They thought the current Board meeting would be a good time to inform the Board of student concerns in order to get things done. She asked for a time for opportunity to speak with Chairlady Wright to make the concerns known. President Lee asked that he be given a chance to hear of the student concerns. Chairlady Wright agreed that the President should be made aware of the concerns. Ms. Reese invited the Board to participate in the student activities held on campus. She stated that many students are not aware of who the Trustees are and the important role played by the Board.

Trustee Parker stated that the students were told by the Student Affairs Committee that the Chairlady would get bids out for computers; that suggestion boxes would be placed in different locations on campus and that these things have been put in place.

Copies of the Non-Academic Staff Council report were distributed.

Trustee Jones indicated that he had one item for **Other Business—Agenda Item XVI**. He expressed concerns about the budgetary process that took place earlier; that as he understood the motion that had to do with the budget, and the debate on it, the vote to end debate required a 2/3 majority and the vote did not reflect the parliamentary requirement of a 2/3 majority vote. He stated that in the spirit of going forward, he was not going to interfere with it but that it needs to be noted as a procedural error that was committed; that in the process the Board made some very positive moves to try to preserve the Center for Public Policy and the Executive Director's position; that the Board does not realize that by adopting the budget the position was eliminated altogether contrary to the intent of some Board members; that the University Counsel indicated that the budget could be amended at any time by the Board; that under that opinion, he (Trustee Jones) moved to amend the budget to include the salary of the Executive Director for the Center for Public Policy. The motion was seconded by Trustee Crawley. Trustee Reed indicated that the budget had been passed and that in some future meeting, the budget could be amended after review by the President. It was noted by Trustee Parker that the motion stated that the President or a Board member at a subsequent meeting could recommend amending the budget. Chairlady Wright explained that the motion did pass that upon the President's review and any Trustee concern, the budget could be addressed and amended as required; that it is not proper at this time to bring the budget issue back to the table. Trustee Jones appealed the ruling of the Chairlady that his motion was out of order, Trustee Crutcher seconded the appeal. Chairlady Wright asked the Board to sustain her ruling and she called for the vote. Voting to sustain the Chairlady's ruling were Trustees Cox, Johnson, Junkins, Parker, Reed and Wright. Voting to not sustain the ruling were Trustees Crutcher, Crawley and Jones.

Chairlady Wright called for other business and Trustee Cox stated that there is a resolution on condemnation. He moved that the Board adopt the resolution on condemnation of certain properties. The motion was seconded by Trustee Reed and carried by majority vote. Voting aye were Trustees Cox, Crawley, Crutcher, Johnson, Junkins, Parker, Reed and Wright. Abstaining was Trustee Jones.

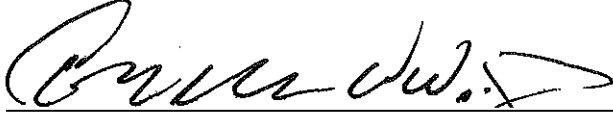
As a matter of record, the Chairlady indicated that letters were sent to her and the Trustees by the marching band; that the letters require no action and are for information only. She distributed them to the Trustees for information and any discussion desire; that it is a budget issue; that she recommends that the National Alumni Association be contacted to deal with funding.

She called for any other business. There being none, Trustee Reed moved that the meeting be adjourned.



Joe A. Lee, President of the University and Secretary
to the Board

APPROVED

A handwritten signature in black ink, appearing to read "Catherine W. Wright", written over a horizontal line.

Catherine W. Wright, Chairlady of Board of Trustees

**BOARD OF TRUSTEES FOR ALABAMA STATE UNIVERSITY
MINUTES OF RECONVENED MAY 11, 2001 REGULAR MEETING
July 14, 2001**

The Board of Trustees for Alabama State University was reconvened in the May 11, 2001 Regular Meeting in the Board Room of the Joe L. Reed Acadome at Alabama State University.

Chairlady Catherine W. Wright called the reconvened May 11, 2001 regular meeting to order at 8:30 a.m.-- **Agenda Item I – Call to Order.** Chairlady Wright said that the meeting was reconvened to continue the business of that meeting. She asked Dr. Steptoe if we had a quorum. Dr. Steptoe replied yes. Chairlady Wright declared a quorum present. In attendance were Trustees B. Maxine Coley, James C. Cox, Oscar Crawley, Buford Crutcher, Toreatha M. Johnson, Robert A. Jones, Jr., ~~Larry H. Keener~~, Patsy B. Parker, Joe L. Reed and Catherine W. Wright.

*delete
add
James*

Chairlady Wright asked Trustee Coley to lead the invocation. – **Agenda Item II.**

Agenda Item III – Adoption of the Agenda. Chairlady Wright call adoption of the agenda. Trustee Parker moved that the Board accept the agenda. Johnson seconded. Chairlady Wright asked for a show of hands. The age accepted unanimously.

The first item on the agenda was the Presidential Search. Chairlady W that she chaired the Presidential Search Committee along with Trustee J Trustee Oscar Crawley, Faculty Senate Representative John Ivery, Nonaca Representative Jessica McCall Darrington, SGA President Michelle Reese, f Department of Education Representative Eddie Johnson, from the Co Business Mrs. Kathy Gassenheimer, Mr. Mike Jenkins, Mr. Greg Calhoun, Pres Alabama State University National Alumni Association Mr. Lindsey Williams, Trustee Toreatha Johnson and consultant Mr. Charles Taylor assisted the Board in the search. Chairlady Wright said that we started out with 26 applicants. Chairlady Wright said Board members were provided a copy of each applicant's resume. Chairlady Wright said that six candidates were interviewed. They were: Dr. Yvonne Scruggs-Leftwich, Dr. Joe Lee, Dr. Jean Patrick, Dr. George E. Miller, III, Dr. Wornie L. Reed, and Dr. J. Allen Zow. Trustee Crutcher inquired whether Dr. Reed was a finalist. Chairlady Wright replied that he was. She stated that each Trustee was provided a copy of the applicants' resumes. Trustee Crutcher informed the Chairlady that he did not get a resume for Dr. Reed. Chairlady Wright wanted to know if this was true for other trustees? Trustee Crutcher was provided a copy of Dr. Reed's resume. Chairlady Wright stated that the four finalists that were recommended by the Committee are: Dr. Yvonne Scruggs-Leftwich, Dr. George Miller, III, Dr. Joe Lee and Dr. L. Wornie Reed.

*7/14/2001
James
absent*

Chairlady Wright said that each candidate was interviewed, each visited the campus and had a day to meet with faculty, administration, staff, students and also to meet with community and any individuals desiring to have an opportunity to meet with them and to speak with them was also afforded. Chairlady Wright said that the Board was here today to discuss and evaluate the qualifications of these four individuals and make a recommendation to the Board of Trustees for to offer the job of President of Alabama State University to one of the candidates.

Trustee Crutcher expressed that he was a little concerned about the process itself as to the Trustee's ability to interview the candidates. Trustee Crutcher said that as a trustee about to hire a Chief Executive Officer of the University, he would think that he would be given an opportunity to meet and interview the finalists. He said that he doesn't know about the other trustees; but he has not met either one of the four. Trustee Crutcher said that although we may have had the opportunity to meet with them campus for a few minutes that would not give him the opportunity to thoroughly review the qualifications and to interview each candidate so that I can make a recommendation based on my feelings of that personal interview and make a determination as to which person would be the best qualified to be the CEO of this University and that's just standard in industry—academics and business.

Trustee Crutcher continued by saying that as a trustee member, he has only been given the opportunity to meet with the finalists for only a few minutes. He asked the Board to take a little time and step back and that each Trustee member be given the opportunity to interview the finalists personally so that they can be thoroughly satisfied with the person that is selected to be able to work with the Board in the coming years. He said, that is his concern. Trustee Crutcher advised that if the Board went ahead without giving him that opportunity, he would be somewhat concerned about it.

Chairlady Wright thanked Trustee Crutcher and said "with all due respect, thank you for your comments, but we are at a point in time where we are prepared to move forward." She stated that each Trustee member had been provided specifications that were agreed upon.

Trustee Crutcher said that he doesn't want to belabor the point but he wanted to know if there were other Trustees who have the same desire?

Trustee Parker stated that, the letter that they received did not specify that the Trustee were to come. She said that as she remembered, if she remembered correctly, the only thing that it said was alumni (and we are alumni). She said that the letter had a place for alumni, staff and faculty and she naturally assumed that they would come and talk to the Trustees. Trustee Parker further stated that she came because she was just curious and that it was not as long a drive for her as it is for some other Board members. She further stated that there are some trustees who didn't mind being there and some who lived far enough away who could not have made, probably, all four or five of them on four or five different days. She also said that she understands Trustee Crutcher's concerns

She stated that she read the resumes. I've done as much as I can about them. Trustee Parker further stated that for her it is only 67 miles to Montgomery, but for others it would have been 200 miles and that would be hard for 4 or 5 days when you are working people. Some Trustee members did not get a chance to meet the applicants. Trustee Parker says that in that vein she agrees with Trustee Crutcher. Trustee Crutcher said that he could do what he needs to do. However, he still thinks that some Board members didn't get a chance to see the people.

At this point, (8:45 a.m.), Chairlady Wright thanked the Trustees for their comments. She said that at this point, the Board needs to convene the Executive Session to discuss the good name of each candidate. **Executive Session – Agenda Item IV.**

Report from Executive Session – Agenda Item V. Following the Executive Session, Board reconvened in open session. Chairlady Wright stated that there was no business to report out of the Executive Session. She stated that as chair, she wished to recommend to the Board of Trustees the name of Dr. Joe Lee to make an offer to him to be our next president of Alabama State University. Trustee Coley moved that the Board accept the Chairlady's recommendation of Dr. Lee to be the next president of Alabama State University. Trustee Jones seconded the motion. Trustee Crutcher asked if he could enter Dr. George Miller's name? He made a motion to do so and Trustee Crawley seconded his motion. Trustee Reed said that the Board could vote on Dr. Lee and come back to Dr. Miller's name.

Chairlady Wright called for those in favor of making an offer to Dr. Joe Lee as Alabama State University's next president to let it be known by a show of hands. There were 7 votes for Dr. Lee. Those opposed to offering the job to Dr. Joe Lee, please let it be known by a show of hands. There were two against and 1 abstention. Those voting aye were: Trustees Coley, Cox, Johnson, Jones, Junkins, Reed and Wright. Voting nay were: Trustees Crawley and Crutcher. Abstaining was Trustee Parker.

Chairlady Wright thanked the Board and that completes the process. She said that the Board would make a job offer to Dr. Joe Lee based on a 7-2-1 vote. Chairlady Wright thanked the Search committee, Board members who were members of the Search Committee and the Board of Trustees who supported her through this process. Trustee Parker commended Chairlady Wright on the process of the search. She stated that it was much more informative this time. She further stated that on behalf of myself, if not the Board, she thanks Chairlady Wright for the use of her time that she put in this process. Chairlady Wright thanked her and the Board members. She said that those words meant a lot to her.

Trustee Jones said that he would like to move for a unanimous vote for the appointment of president for Dr. Lee. Trustee Coley seconded the motion. Trustee Wright called for a show of hands for a unanimous vote for Dr. Lee. The motion

was carried by majority vote. Voting aye were: Trustees Coley, Cox, Crawley, Johnson, Jones, Junkins, Parker, Reed and Wright. Voting nay was Trustee Crutcher.

Trustee Crutcher said that he was not going to vote for Dr. Lee, but he will support him. Chairlady Wright thanked him for his comment and she thanked the Board members again.

Other Business – Agenda Item VI. Chairlady Wright said that the other item on the Agenda is Other Business. Chairlady yielded to Dr. Steptoe for this item. Dr. Steptoe said that we appointed Mr. Robert Spivery as Acting Athletic Director in addition to his responsibilities as Head Basketball Coach. He said that we promised to pay Mr. Spivery \$1,800 per month as a supplement to his coaching salary. Dr. Steptoe said that he would like for the Board to approve the \$1,800 supplement for Coach Spivery. Trustee Parker moved that we pay Coach Spivery the additional \$1,800 per month in supplemental pay. Trustee Cox seconded this motion. Trustee Reed said it was okay with him but, he had one question—he wants to know where the money is coming from. Trustee Reed stated that he doesn't mind it, I just want to be sure where the money is coming from so we'll know. Just let us know. Dr. Steptoe said that the money is coming from the athletic director's vacant position. Trustee Reed said so you want to propose a transfer from the Athletic Director's salary. Trustee Crutcher wanted to know how long would Coach Spivery serve in this capacity. Dr. Steptoe said that we don't have a time but the contract will say as soon as we name another Athletic Director the supplemental pay will cease and we are advertising for an athletic director right now. Trustee Crutcher also wanted to know what impact did proration have on our basketball and football programs. Dr. Steptoe said that as far as he is concerned we are only approving travel for recruiting. In response to a question, Dr. Steptoe said, well, there may be some scheduling, but all requests have to come to me. Chairlady Wright called for all those in favor of the motion on the table to pay Coach Spivery the supplemental salary of \$1,800 from the Athletic Director's vacant position to let it be known by a show of hands. The Board voted unanimously to pay Coach Spivery the supplemental pay of \$1,800 per month until an Athletic Director is named. Dr. Steptoe thanked the Board members.

Trustee Reed made a motion to adjourn the meeting the meeting unless something else was before the House. Trustee Coley asked for Point of Order. Trustee Coley said that Chairlady Wright should recess the Board to the call of the Chair. Trustee Reed said in all due respect, there is a provision that the Governor calls special meetings. He said that we reconvened this meeting to get the things done that we need done. He further stated that if there were another meeting, that four of the Board members would get a petition and take to the Governor. By law, he's (the Governor) required to approve the meeting.

Adjournment – Agenda Item VII Chairlady Wright adjourned the meeting.

Roosevelt Steptoe, Acting President and
Secretary to the Board

AFFIRMED:

Catherine W. Wright, Chair
Board of Trustees for Alabama State University