

**MINUTES**

**BOARD OF REGENTS  
University of Washington  
April 9, 2015**

The Board of Regents held its regular meeting on Thursday, April 9, 2015, beginning at 8:30 a.m. at Cedarbrook Lodge. The notice of the meeting was appropriately provided to the public and the media. The meeting was a planning retreat.

**CALL TO ORDER**

Regent Ayer called the meeting to order at 8:30 a.m.

**ROLL CALL**

The Secretary of the Board, Joan Goldblatt, recorded the roll: Present were Regents Ayer (chairing), Blake, Brown, Harrell, Jaech, Rice, Riojas, Shanahan, Simon, and Smith; Interim President Cauce and Interim Provost Baldasty.

**PUBLIC COMMENT PERIOD**

Regent Ayer announced the Board would receive comments from the public. This segment of the meeting is meant to give Board members a chance to hear directly from the public on any subject pertaining to the University. He noted that while the Board was pleased to have the opportunity to listen to any comments offered and consider them in its decision-making, the Board was not in a position to directly act on the comments or provide a response. Any Board member who would like additional information would make that request through staff following the meeting.

Regents heard comments on the following topics from four people who signed up in advance:

- 1) An student about confronting climate change;
- 2) A faculty member, on behalf of AAUP, asking Regents to endorse the State House budget over the Senate's;
- 3) A graduate student supporting wage equality for student employees; and
- 4) A student in support of Reclaim UW's demands.

Regent Ayer thanked the speakers for attending the meeting and presenting their comments to the Board. He reiterated if members of the Board would like additional information about the issues presented in public comment, they would make the request of staff and it would be provided at a later time.

**PLANNING RETREAT:** Terrence MacTaggart, Facilitator; Senior Fellow, AGB Consulting

*“The best boards work with their presidents to build and sustain great universities.”*

Leading Change: How Boards and Presidents Build  
Exceptional Academic Institutions (AGB Press, 2011)

### Introduction

The goal of the University of Washington to “be the greatest public University in the world, as measured by our impact on students, our state and the world” is at once inspiring, ambitious, and fraught with both potential and challenge. The paths to this goal are summarized in the University’s Four Foundations and Four Pillars which lay out key strategies and measures of success. The external challenges are many. They include diminishing state support; the struggle to sustain affordability; worldwide competition for the best faculty, students and resources; and the impact of disruptive innovations in education. Internally, the University faces the tension between legacy practices and the demands for change. Already one of the world’s preeminent public research universities, becoming the greatest as defined in the Foundations and Pillars will require that the Board and President perform as a team with different roles but a common goal.

The stated purposes of the retreat were to enable the Board:

1. To discuss what it means to exercise high functioning governance for the University of Washington,
2. To discuss with the Interim President the current strategic and financial position of the University followed by her plans for her time in this position,
3. To discuss the wisest approach to attracting, hiring and orienting a new President who will move aggressively to continue the University’s upward trajectory.

To prepare for the retreat, Regents were asked to read background materials in advance:

- “3 Models to Consider,” MacTaggart, Trusteeship, March/April 2014
- “Making the Difference: Applying a Logic of Diversity,” Scott E. Page, Academy of Management
- “In Praise of the Incomplete Leader,” Ancona et al, Harvard Business Review, February, 2007
- “What Makes Great Boards Great,” Sonnenfeld, Harvard Business Review, September, 2002
- Washington Futures, 2013 Report

Dr MacTaggart reviewed the discussion from the dinner meeting about implementing the concepts outlined in “Governance in the Sunshine.” He offered three sunshine strategies and considerations:

1. “Tone” of the meetings
2. Campus discussions
3. Statewide conversation

Regents discussed this concept and its possible impacts.

**Discussion Question 1:** What is high performing governance in the world of today and going forward?

Dr. MacTaggart revisited the “high performance pyramid” model of change leadership which distinguishes good, better, and great boards. Good boards are champions of the brand and reputation. They have fiduciary responsibility and ensure a culture of integrity. Better boards do these things and more. They are characterized by sophisticated, mature, and energetic relationships both within themselves and in the political and fundraising world. The best boards assert positive change leadership with the President. Great Boards work with their institution’s President and senior leadership to become change leaders. During discussion, Board members explored the role of the Board in choosing the University’s leader and their role in support of that leader. The Board makes tough decisions and identifies where it want the university to go, but not how to get there. MacTaggart noted the potentially conflicting agendas – academic, public, and business.

**Discussion Question 2:** What are the most important strategic priorities for the Interim President to pursue and what is the Board’s role in shaping and supporting that work?

Interim President Cauce outlined how she wishes to use her unique opportunity in this interim period. She identified four areas of emphasis:

1. The State legislature and the University’s relationship with the Governor, focusing on funding. With a freeze or reduction in resident undergraduate tuition, the university will need the legislature to approve a funding “backfill” to maintain its’ excellence. President Cauce expressed concerned about building a long-term strategy for the medical school.
2. Fundraising and friend-raising. The President plans to propose fundraising to support merit-based aid to help UW retain the top students in the state, ideally a matching initiative. She also plans to seek sustainable funding for an innovation initiative.
3. Continuing the race and equity initiative with a goal to be action-oriented, with plans to create a bias response team and explore inadvertent policies with unintended outcomes.
4. Transforming the administration to work more efficiently and smarter. Plan beyond the short term with savings to support the academic mission.

Paul Jenny, Senior Vice President for Planning & Management, summarized the University’s mid-and long-term financial outlook and discussed the strategic options available to the Board. He also presented a status report on capital planning. Sr. Vice President Jenny’s presentation is attached to these minutes.

**Discussion Question 3:** What expectations of and commitments to each other will the Board and Interim President make in order to ensure that the University continues to improve?

There was a brief discussion of commitments.

## **BOARD ITEMS**

### Approval of Minutes of Meeting on March 12, 2015

Regent Ayer asked for approval of the minutes of the meeting held on March 12, 2015.

**MOTION:** Upon the recommendation of the Board Chair and the motion made by Regent Rice, seconded by Regent Blake, the Board voted to approve the minutes as presented.

Approve Appointment of the Chair of the Presidential Search Advisory Committee and Regent Members (Action) (Agenda no. B-1)

**MOTION:** Upon the recommendation of the Board Chair and the motion made by Regent Simon, seconded by Regent Rice, the Board voted to approve the appointment of Kenyon Chan as Chair of the Presidential Search Advisory Committee and Regents Blake, Harrell, Jaech, and Riojas as members.

See Attachment B-1.

## **EXECUTIVE SESSION**

Regent Ayer announced the Board would hold an executive session to discuss with legal counsel representing the University, litigation or potential litigation to which the University is, or is likely to become, a party, when public knowledge regarding the discussion is likely to result in an adverse legal or financial consequence to the University, and to review the performance of a public employee. He announced the Regents would hold a closed session to discuss labor relations.

Following the executive and closed sessions the Regents adjourned for lunch. The meeting resumed. Regent Ayer offered a spokesperson from the group “No New Animal Lab” two minutes to provide public comment to the Board.

The retreat continued with the afternoon discussion.

**Discussion Question 4:** In light of the morning’s conversation, what are the key leadership characteristics required of the next President?

Terry coordinated a discussion of a “leadership profile” for the next President. He asked Regents around the table to list traits and qualities of the University President. The following is an unordered list:

- Owning a vision
- Team builder – motivate and build coalitions
- Salesperson – inside and outside UW
- Innovator
- Person of integrity
- Open
- Change leader – adjust to changing environment, embrace change
- International or global experience
- Communicator
- Committed to accessibility and diversity

- Decisive and risk adroit
- Courageous
- Transparent
- Passion for UW, respect and honor UW’s legacy
- Personal – self-effacing and self-confident
- Common touch
- Culturally competent
- “Gets” Washington
- Activist, energetic, “go getter”
- Diverse approach, understands change management
- Authentic
- Long term orientation
- Values the Board and management team
- Story teller, paints a road map
- Self-aware and self-critical
- Humble
- Has a sense of urgency

Top qualifications were summarized to be holding an external and internal focus and being a change leader. Terry questioned academic credentials on the list, saying the Board may want to consider non-traditional candidates as well as those with traditional academic backgrounds.

**Discussion Question 5:** What kind of search process—timing; sequencing; search committee composition and role; selection of search consultant; open meetings/records; compensation; final selection, etc.—does the University need to ensure the hiring of a highly effective President?

Key search issues identified and discussed:

- Timing and schedule
- Search committee composition and role
- Vetting? On campus?
- Evaluating search consultants, executive search firms
- Open public meetings and public records
- Competitive compensation
- Closing the “deal” – who does this?
- Role of Regents in the search

There was a lively and robust discussion about conducting a confidential, open, or hybrid search. The Board plans to hold open forum meetings to hear from members of the UW community about the search and will listen for feedback on this issue. They will also ask prospective executive search firms for their input and guidance on best practices for the style of search.

Kenyon Chan, in his role as newly-appointed Chair of the Presidential Search Advisory Committee presented his views of the search process. Regents thanked him for his willingness to serve in this important role.

### **Wrap Up and Next Steps**

The ideas and actions placed in the “parking lot” during the meeting were distilled to a list of future topics for discussion and potential action Board:

1. Change Model – administrative and academic
2. Educational Innovation update
  - Modes
  - Strategies/diffusion
  - Results so far
  - Plans
3. Implementing four pillars
  - Metrics
  - Strategies
4. Legislative strategy
  - 6 year +
  - Messages
  - Relationships
  - Coalitions
  - Statewide and federal
5. Labor relations goals and organization
6. Financial aid
7. Branding
  - Perceptions
  - update

Terry thanked the Board for their participation and wished them well.

## **EXECUTIVE SESSION**

Regent Ayer announced the Board would hold an executive session to review the performance of a public employee.

**DATE FOR NEXT REGULAR MEETING:** Thursday, May 14, 2015

## **ADJOURN**

The meeting returned to open session and Regent Ayer thanked Regents for attending and adjourned the meeting at 3:50 p.m.

*Approved at the meeting of the Board on May 14, 2015.*

# Board of Regents Planning Retreat

4/9/2015



Ana Mari Cauce  
Interim President

Gerald Baldasty  
Interim Provost/  
Executive Vice President

Paul Jenny  
Senior Vice President



# Agenda



1. UW Mid- and Long-term Financial Outlook
2. Transforming Administration
3. Capital Planning Update

# UW Mid- and Long-term Financial Outlook



# Our Organization



- > We are complex
- > We have multiple funding streams
- > We have multiple missions
- > There is significant overlap (each impacts the other)

# Mid- and Long-Term Financial Outlook



- > We operate in a marketplace of increased regulations and more compliance requirements
- > We have lack of control for most funding streams
- > Most everything we do is subsidized
- > Everything has a multi-disciplinary function
- > Our state invests less in higher education than other states

# Integrated Postsecondary Education Data System (IPEDS) Comparison Chart

Fiscal Year 2013	UW	UCLA	UCSD	Michigan	Virginia
Instructional/student services costs	\$1,356,072,386	\$1,862,773,036	\$874,197,400	\$1,340,088,000	\$532,673,718
Administrative costs	\$557,809,479	\$732,169,078	\$495,880,000	\$526,716,000	\$247,051,283
Support as percent of total costs	19%	21%	20%	17%	20%

Fiscal Year 2013	UW	UCLA	UCSD	Michigan	Virginia
State appropriations	\$218,164,965	\$446,999,000	\$274,883,000	\$274,157,000	\$140,207,982
State appropriations per FTE	\$4,098	\$10,884	\$9,155	\$6,160	\$5,850
Tuition	\$808,052,531	\$621,099,000	\$414,526,000	\$924,302,000	\$421,235,215
Tuition per FTE	\$15,177	\$15,123	\$13,805	\$20,769	\$17,576
Total funding (state + tuition)	\$1,026,217,496	\$1,068,098,000	\$689,409,000	\$1,198,459,000	\$561,443,197
Total funding per FTE	\$19,275	\$26,006	\$22,960	\$26,929	\$23,426

# Primary Activities

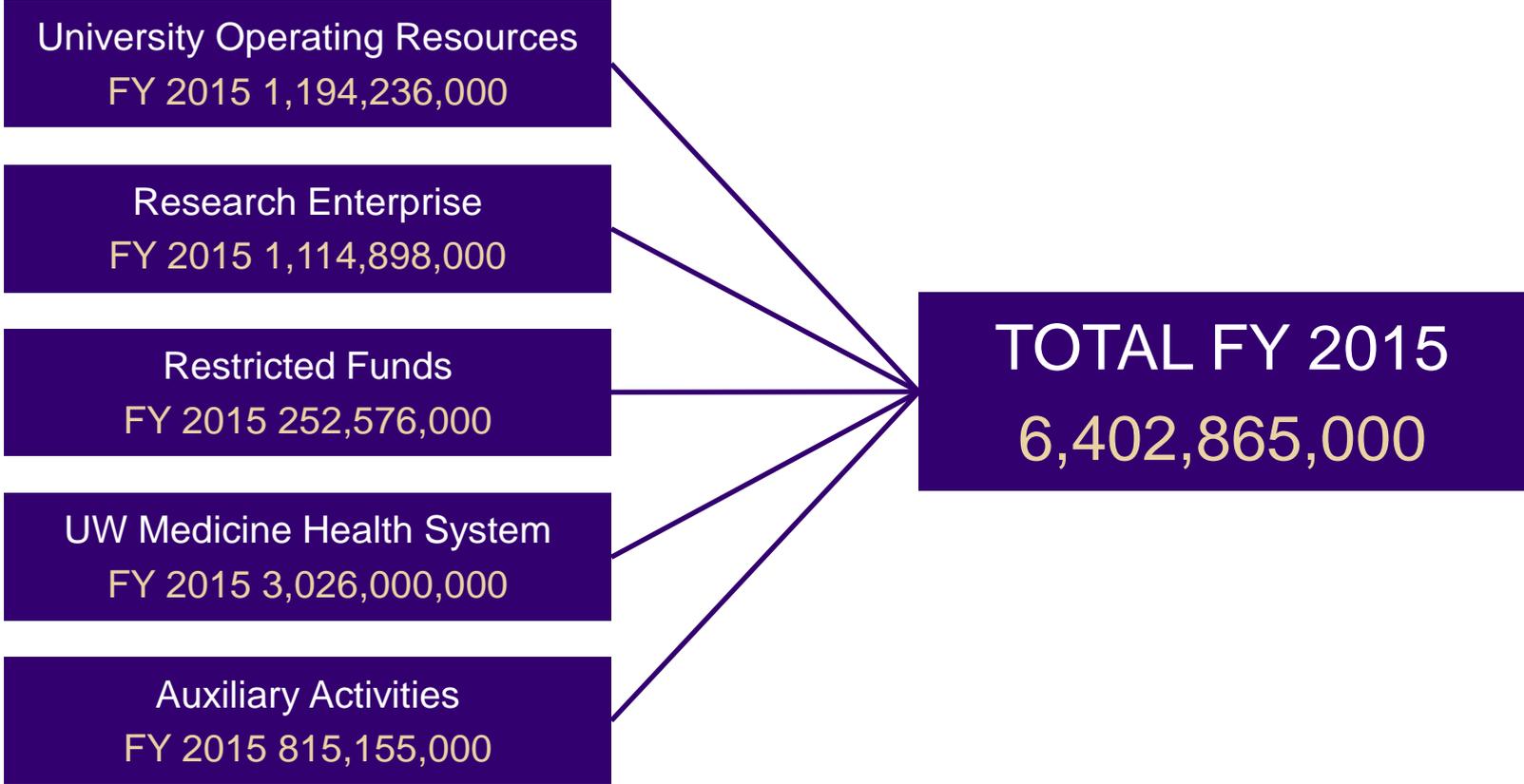


Academic Instruction  
Research  
Public Service

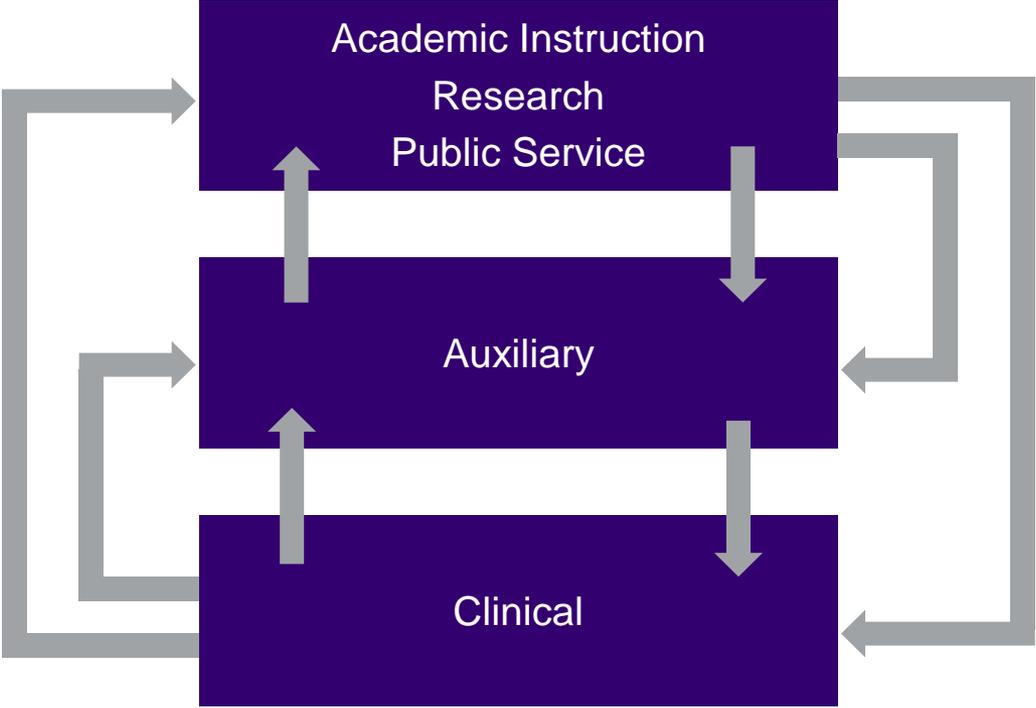
Auxiliary  
(IMA, HFS, Educational  
Outreach, Parking)

UW Medicine  
(hospitals, practice, clinics)

# Primary Fund Sources/Total Funding



# Primary Activities Intersect



# CHALLENGES

(PRESSURES)

- > Enterprise infrastructure improvements (systems, physical plant)
- > State investment in higher education
- > Faculty salary gap
- > Tuition rate setting flexibility

# Operating Model Options

---

## > Legacy Model\*

- Maintain the status quo based on reputation
- Often elite institutions or niche

## > Hybrid Model\*

- Combines traditional strengths with innovations
- Most universities subscribe to their approach

## > Total Transformation Model\*

- Rare. Risky

## > Reinvigorate\*\*

- Stripping away layers of administration, creating flexible governance structures, encourage in-depth inquiry and serious intellectual plan

Source: *\*Surviving and Thriving in Tumultuous Times*, Terrence MacTaggart and Robert Sevier, March/April 2014;

*\*\*What are Universities For?:* Jeffrey Schnapp, April 2015

## CHALLENGES

(PRESSURES)

## MODELS

(RESPONSE TO  
PRESSURES)

## PATH AHEAD

(HYBRID)

- > Enterprise infrastructure improvements (systems, physical plant)
- > State investment in higher education
- > Faculty salary gap
- > Tuition rate setting flexibility

- > Legacy
- > Hybrid
- > Total transformation
- > Reinvigorate

- > Invest in physical plant
- > Invest in enterprise systems
- > Close/reduce faculty salary gap
- > Recentralize administration
- > Implement *Washington Futures 2013* recommendations

# We Must *Continue* to Change

---

Examples of changes underway:

- Academic:
  - > Flipping the classroom
  - > On line degree programs
  - > President’s Advisory Council on Students (PACS)
  - > Innovation Awards
  
- Administrative
  - > Creating Marketing & Communications as a single entity
  - > Merging Capital Projects Office, UW Real Estate, and Office of University Architect into one organization, Capital Planning & Development



Questions?

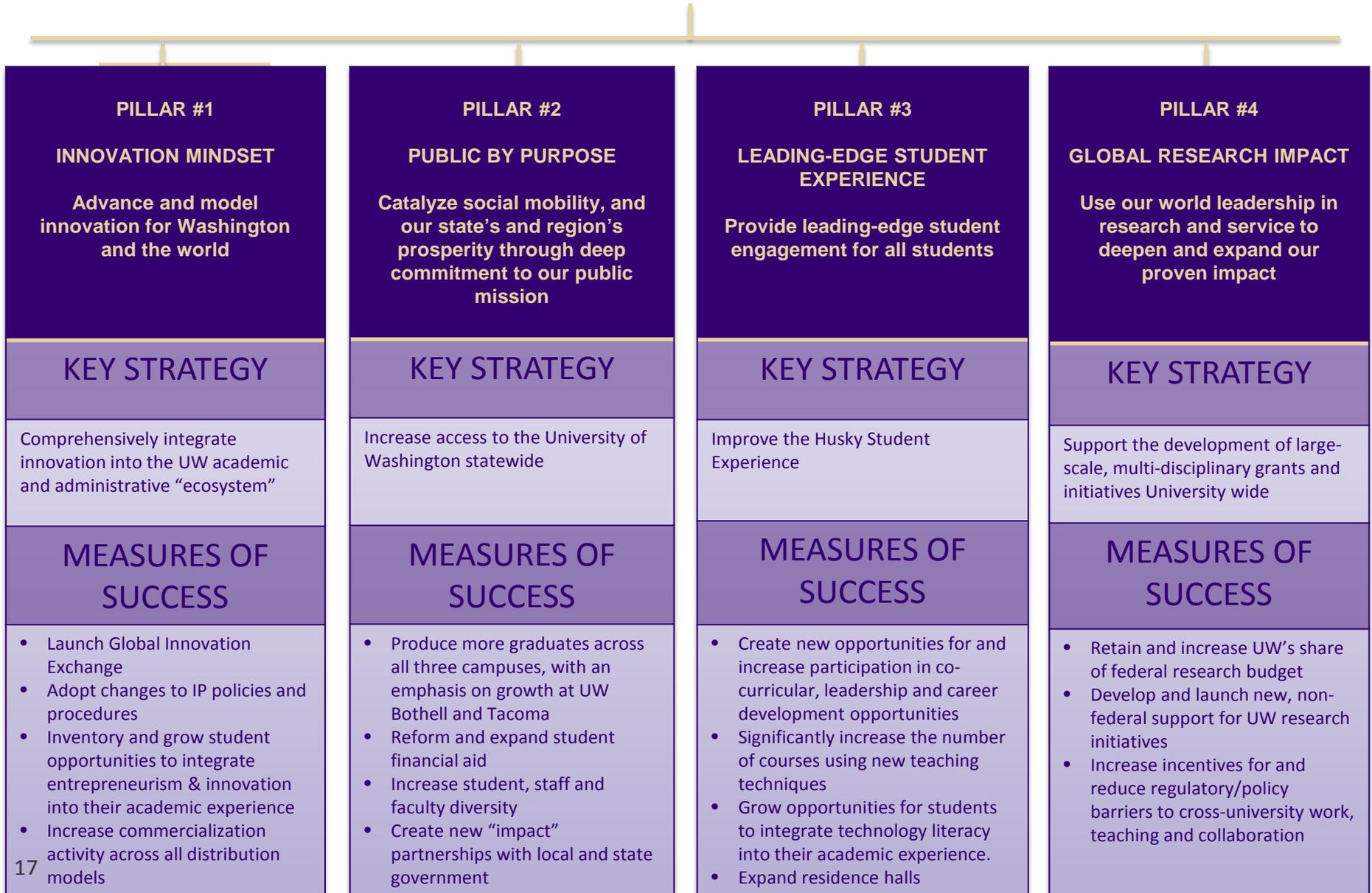
# Transforming Administration



- 
- > “We cannot solve our problems with the same thinking we used when we created them.” Albert Einstein
  - > “You never change things by fighting the existing reality. To change something, build a new model that makes the existing model obsolete.” Buckminster Fuller

# Our Goal:

Be the greatest public University in the world, as measured by our impact on students, our state and the world.



# SWOT Analysis

---

Strengths (internal)	Weaknesses (internal)
Opportunities (external)	Threats (external)

## > Themes:

- People
- Systems
- Financial
- Planning
- Organization
- Physical Space

# SWOT Analysis – Strengths (internal)



## People:

- Experienced interim senior leadership
- Dedicated and smart staff and faculty
- Great students
- Long tenure of staff
- Willing to learn
- Internal change expertise (staff, faculty)
- Strong Advancement staff
- Student interns/living-learning campus lab

## Systems:

- Recognition and willingness to improve our antiquated systems
- Implementing ERP systems

## Financial:

- Seattle Housing & Food Services is well run and self-sufficient
- Growing programs at Bothell and Tacoma
- Strong Educational Outreach program
- Schools/Colleges know what their financial status is (ABB)

## Planning:

- One Capital Plan
- Beginning Campus Master Plan
- Provost annual planning process improved
- Sustainability

## Organization:

- Local control over finances (ABB)

## Physical Space:

- New buildings being built to address program needs

# SWOT Analysis – Weaknesses (internal)

## People:

- Senior leadership frequent turnover
- Long tenure of leaders and staff
- Administrators/middle managers without needed skills
- Some Deans without management and budget skills
- Culture of not dealing with conflict
- Decentralized change expertise, uncoordinated and sometimes focused on lesser/inappropriate priorities, and not enough expertise or availability to focus on UW strategic priorities
- Lack of leadership succession planning

## Planning:

- Decentralized and often uncoordinated and competing plans
- Unclear and confusing relationship between Educational Outreach and Academic units (including summer)
- Long term plans for tri-campus
- Lack of, or gap, in internal controls
- Duplicative course offerings and silo-ed approach to planning

## Organization:

- Decentralized organization/center
- Duplication/Redundancy of services (e.g., Creative Communications/Creative; change management, HR/IT/Communications/Accounting staff in Central and Units)

## Physical Space:

- Space is not used effectively/efficiently/sustainably and decision making is unclear at all levels
- Deferred maintenance and mounting costs

## Systems:

- Ancient major administrative systems (HR/P, Finance, Procurement, Student, others)

## Financial:

- Law/Dentistry continue to have increasing deficits
- Narrow operating margins in hospital enterprise
- Frustration and confusion with budget model
- Salary gaps (faculty, staff)
- Cost of health sciences education
- Large initiatives are underway without fully identified funding streams (e.g., Marketing/Capital Campaign/Whole U/CoMotion/Research Royalty Fund/Sustainability/etc.)
- Increased exposure to debt
- Some fee based/auxiliary areas are subsidized (e.g., Parking, OEA)
- Financial aid funding
- Ph.D./Graduate Program support
- Cost for research infrastructure/support

# SWOT Analysis – Opportunities (external)



## People

- Targeted pool of talented UW graduates to join our workforce

## Financial

- New funding sources - identify
- Booming Seattle, Puget Sound
- Growing WA state economy

## Planning

- Improve legislative strategy
- Gain flexibility from the State – HR, IT, Procurement
- Light rail transportation systems/Campus stations
- Improve communications strategy (beginning)
- Organization

## Organization

- High rankings (academic programs, sustainability, transportation, etc.) – leverage
- Academic research reputation

# SWOT Analysis – Threats (external)



## People

- Collective bargaining issues

## Financial

- Some funding flat
- State underfunding higher education
- Tuition freezes
- Federal support
- Improving economy drives higher wages, salaries and construction, products, and services costs

## Planning

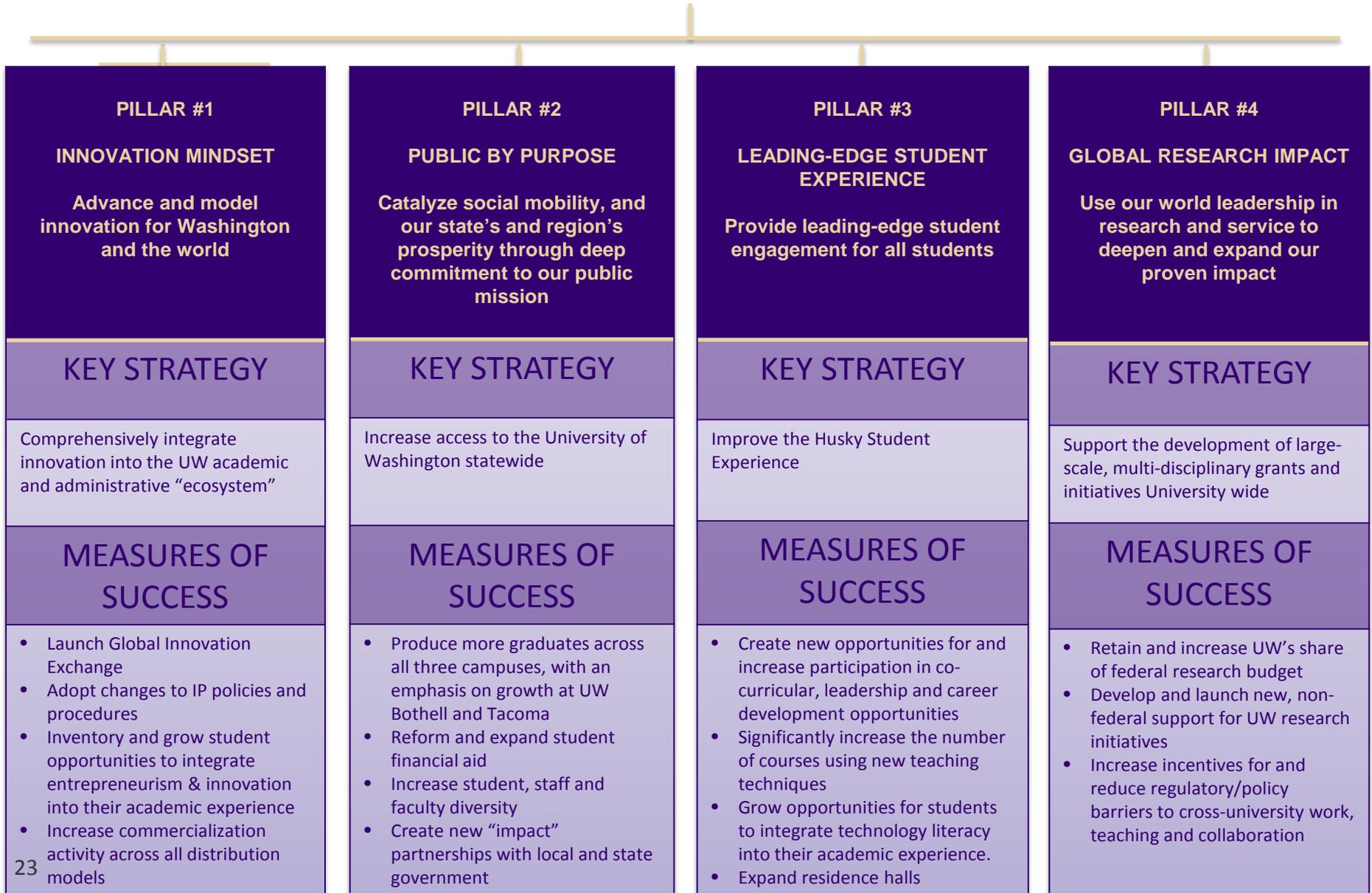
- Relationship with Olympia
- Competition for best WA state high school students to go elsewhere

## Organization

- Business Diversity issues
- Increasing compliance regulations (Federal change in grant direct buy limit – moving from \$10k back to \$3k)

## Our Goal:

Be the greatest public University in the world, as measured by our impact on students, our state and the world.



# How we operate today

- > Disparate, inconsistent, uncoordinated, limited and antiquated policies, processes, or consistent standards
- > Schools/College and Administrative Units must create their own unique processes to address and satisfy Central Administrative processes and requirements (e.g., HR (staff and academic), Communications, Budgeting and Accounting, Procurement)
- > New initiatives temporarily funded without a plan for the future or funding needed long term (e.g., Whole U, Marketing and Communications, UW Sustainability, Business Diversity Program)
- > Increasing risks including financial, and compliance with State and Federal rules.
- > Side/shadow systems, data re-entry and reconciliation creating huge overhead (shared in Gartner Group Finance Readiness Assessment)
- > Feeling that Central Administration has pushed work onto the departments
- > Lack of trust in data provided by Central Administration (data often can't be replicated between Units and Central)
- > Duplicative labor in Schools/Colleges/Admin Units (e.g., IT, HR, Communications, Budgeting/Accounting, Data, change management expertise)
- > Strategic initiatives decided at the local level rather than University level and lack of strategic decision making for the University as a whole
- > Unclear decision making roles and unwillingness to make hard decisions due to relationships
- > Unwillingness to make and enforce decisions about how to operate and standardize the UW's business side
- > Little sharing/learning/problem solving across the units; mostly top down or within silos communications

# Examples of Specific Opportunities for Change

---

- > Repurpose buildings from administrative to academic; re-evaluate services' centrality to UW mission
- > Reorganize Capital Planning & Development (Capital Projects Office, Office of the University Architect, UW Real Estate)
- > Consolidate, redeploy change expertise/support across UW
- > Financial Modernization
- > Shared Services
- > Develop Administrative Development Program (Deans/VPs and Administrators, high potential faculty and staff)

# Focus

---

- > Re-centralize Administration
- > Stop treating Administrative Units as Academic Units
- > Restructure Financial Approach
- > Streamline/Consolidate Services
- > Re-tool Staff

Then, Continue with Administration in Schools/Colleges/  
Administrative Units

# Approach

## Mission/Vision of UW's Administrative Transformation:

The UW will be the best-led and best-managed institution in higher education. “Best” means excellence and quality in services, service delivery, easy/intuitive to navigate, efficient and effective. Administration will perform as one organization with clear business practices and goals, supported by leadership to make and enforce decisions for the greater UW, and highly collaborative across Administrative Units and with the Academic and Auxiliary Units. We will measure our effectiveness, reduce the cost of administration, manage risks, and share best practices with Academic Units and peers.

## Executive Sponsors:

- Jerry Baldasty, Interim Provost
- Paul Jenny, Senior Vice President, Planning & Management
- Mary Lidstrom, Vice Provost, Research
- Denzil Suite, Vice President, Student Life
- TBD, Dean

## Transforming Administration Lead:

- Ruth A. Johnston

# Conclusion

---

- > If there was ever a time to be bold and innovative, the time is now
- > Experienced interim senior leadership in place, we have an opportunity to be bold
- > By re-centralizing the center and examining its services and purpose, we will improve the support for our core missions of teaching, research and service



Questions?

# Capital Planning Update



# Updates

---

- > Capital Projects Review Committee progress
  - Building standards
  - Responsible parties
  - New budget report format
- > Campus Master Planning update begun
- > Capital Planning & Development organization
  - Creating new organization including Capital Projects Office, Office of University Architect and UW Real Estate
  - Developing “triage” approach to one stop service for meeting space needs on campus, including Classroom Support Services staff (part of UW IT) and Facilities Services

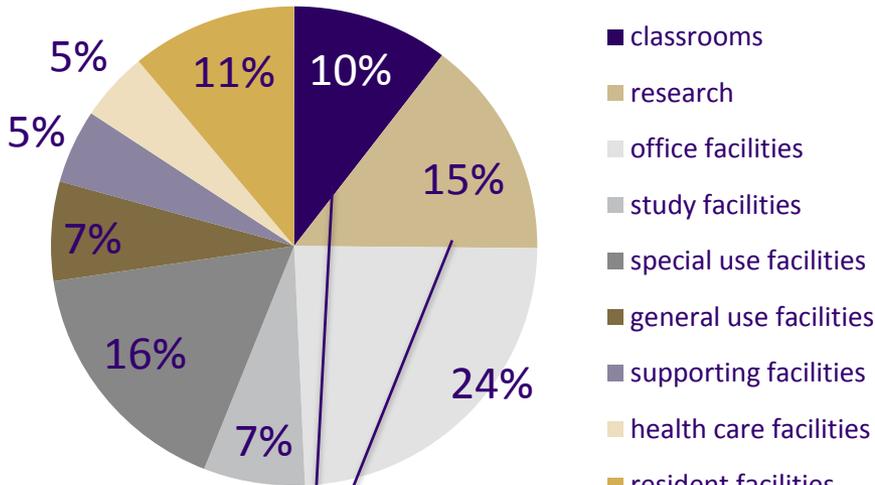
# Research & Instructional Space 2008 to 2013



# UW Space Use

Assignable Square Feet 2013

## UW Seattle (15m ASF)

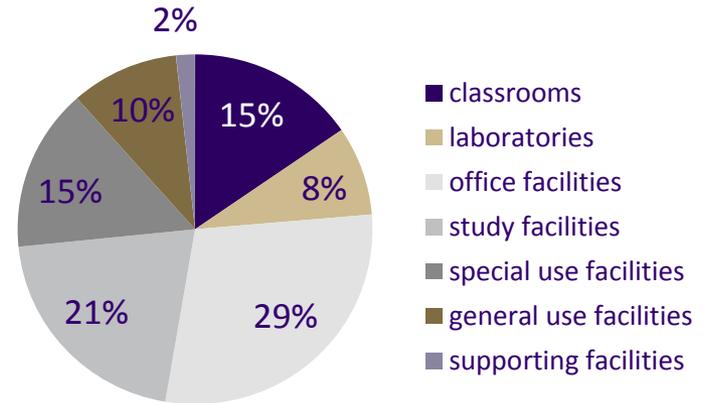


- classrooms
- research
- office facilities
- study facilities
- special use facilities
- general use facilities
- supporting facilities
- health care facilities
- resident facilities

UW Seattle devoted more space to research (compared to UWB/UWT)

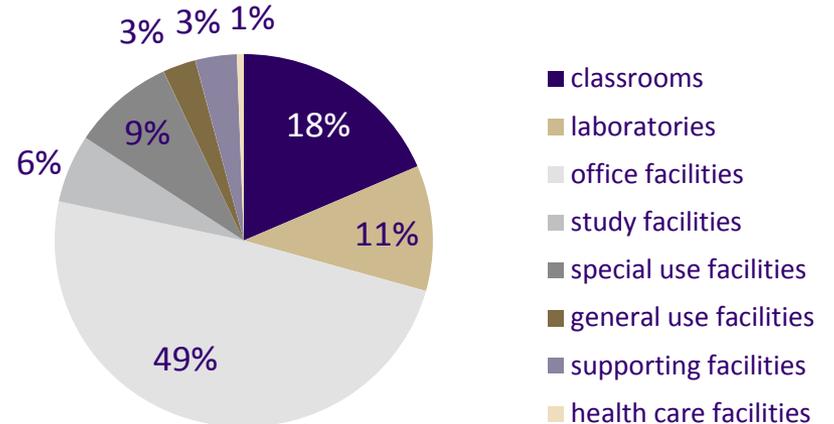
And allocated less to classroom space (compared to UWB/UWT)

## UW Bothell (300k ASF)



- classrooms
- laboratories
- office facilities
- study facilities
- special use facilities
- general use facilities
- supporting facilities

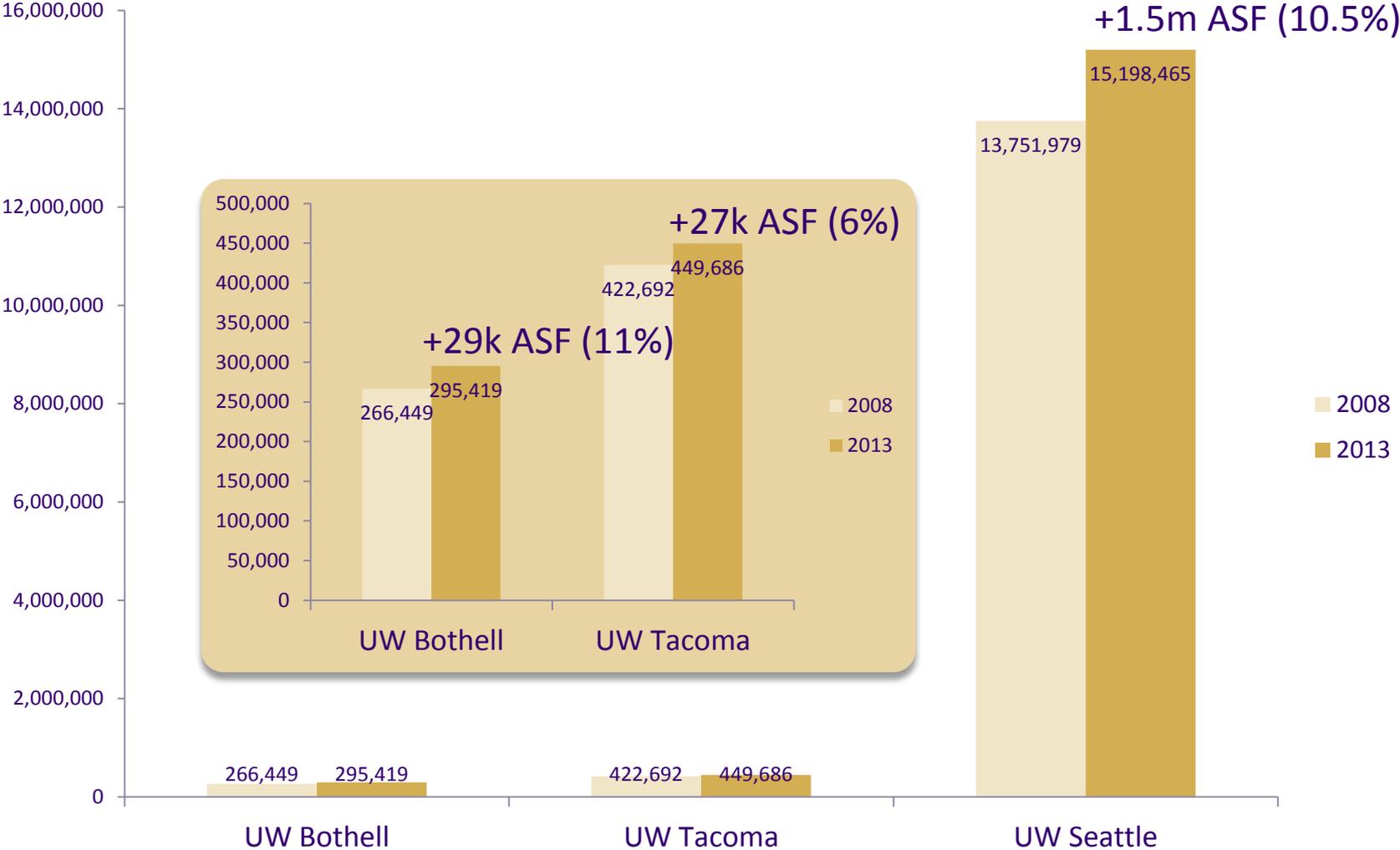
## UW Tacoma (450k ASF)



- classrooms
- laboratories
- office facilities
- study facilities
- special use facilities
- general use facilities
- supporting facilities
- health care facilities

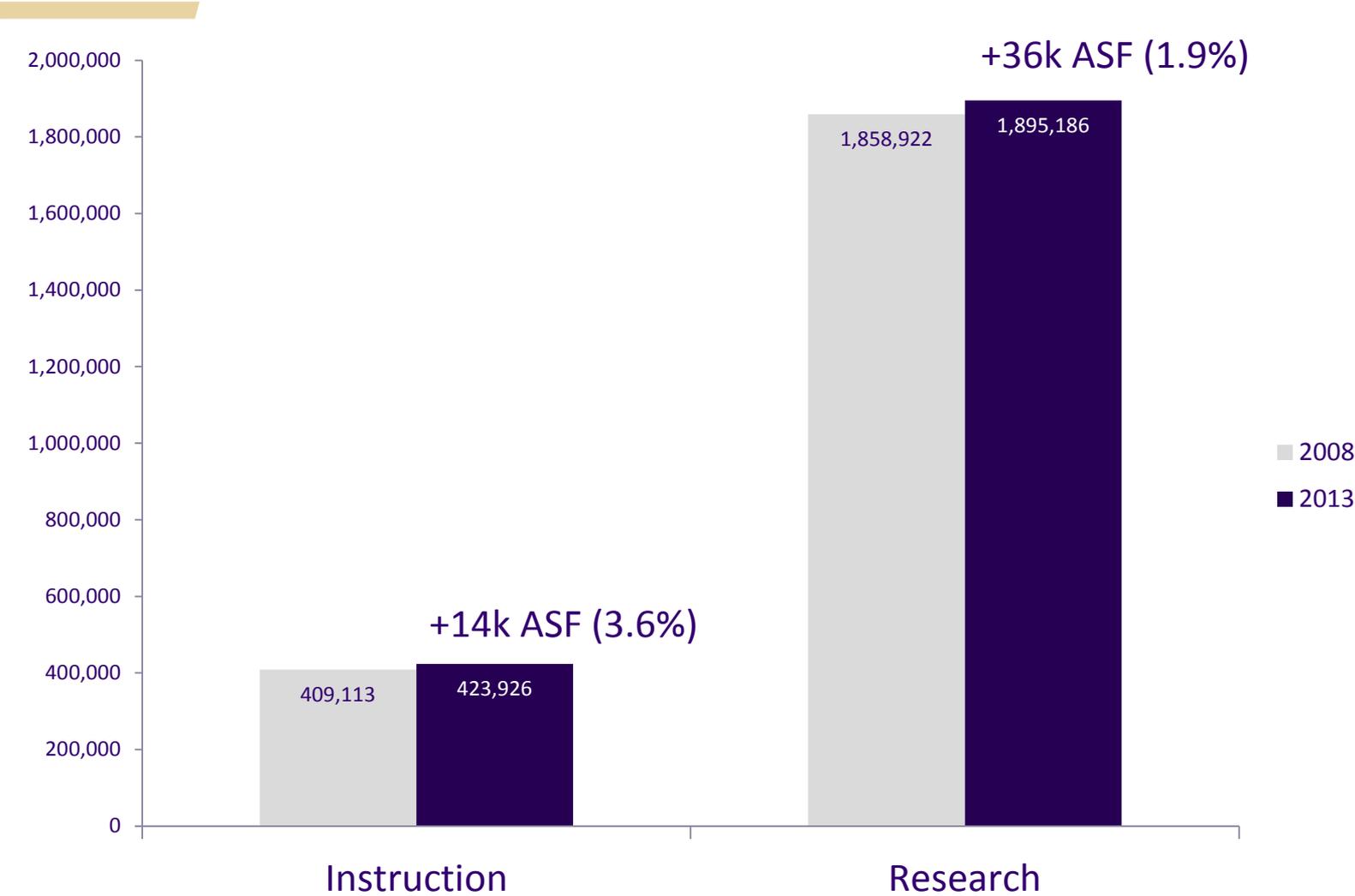
# UW Space Growth

Assignable Square Feet 2008 to 2013



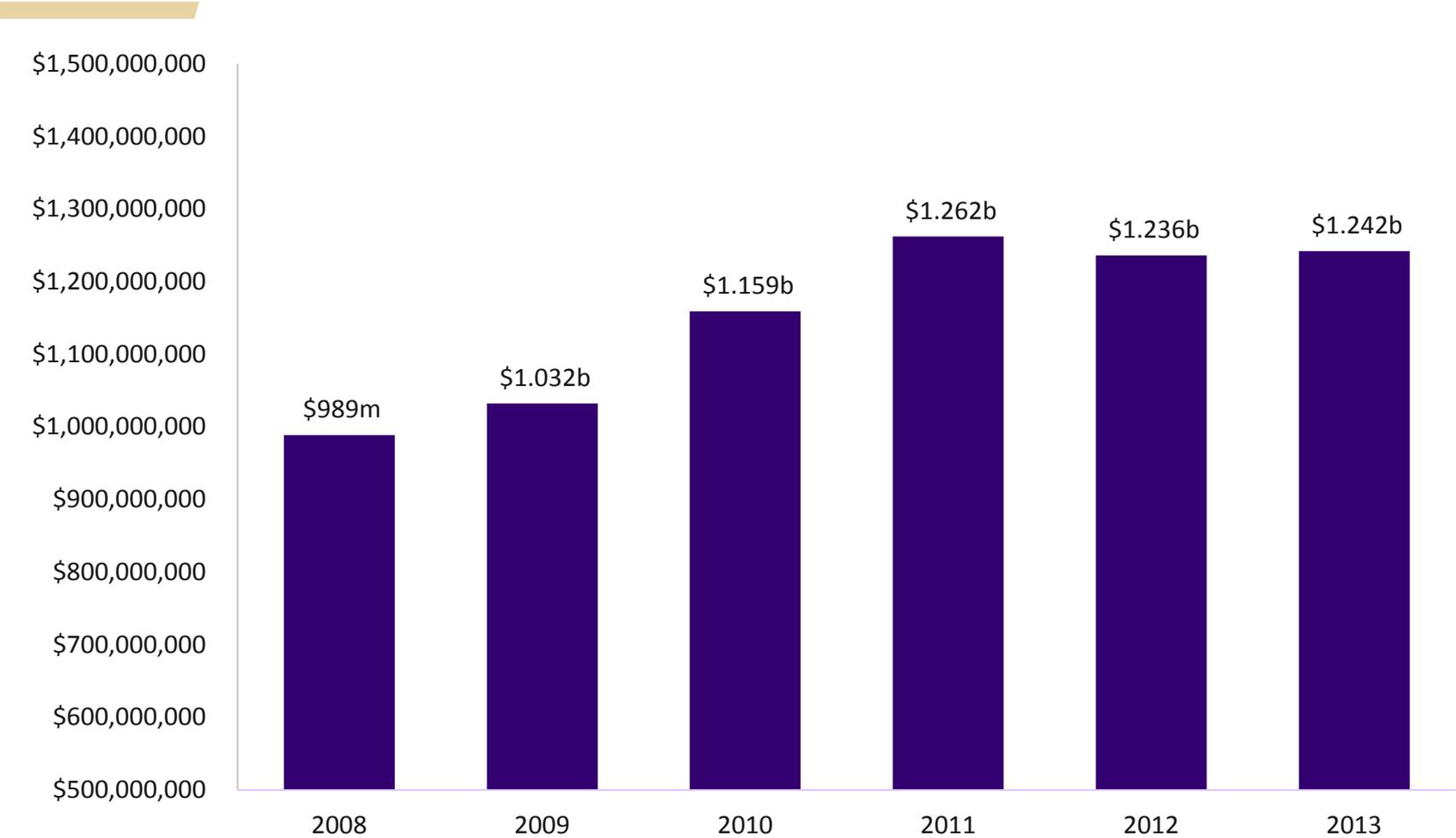
# UW Seattle On-campus Research and Instructional Space Growth

Assignable Square Feet 2008 to 2013



# UW Research Expenditures

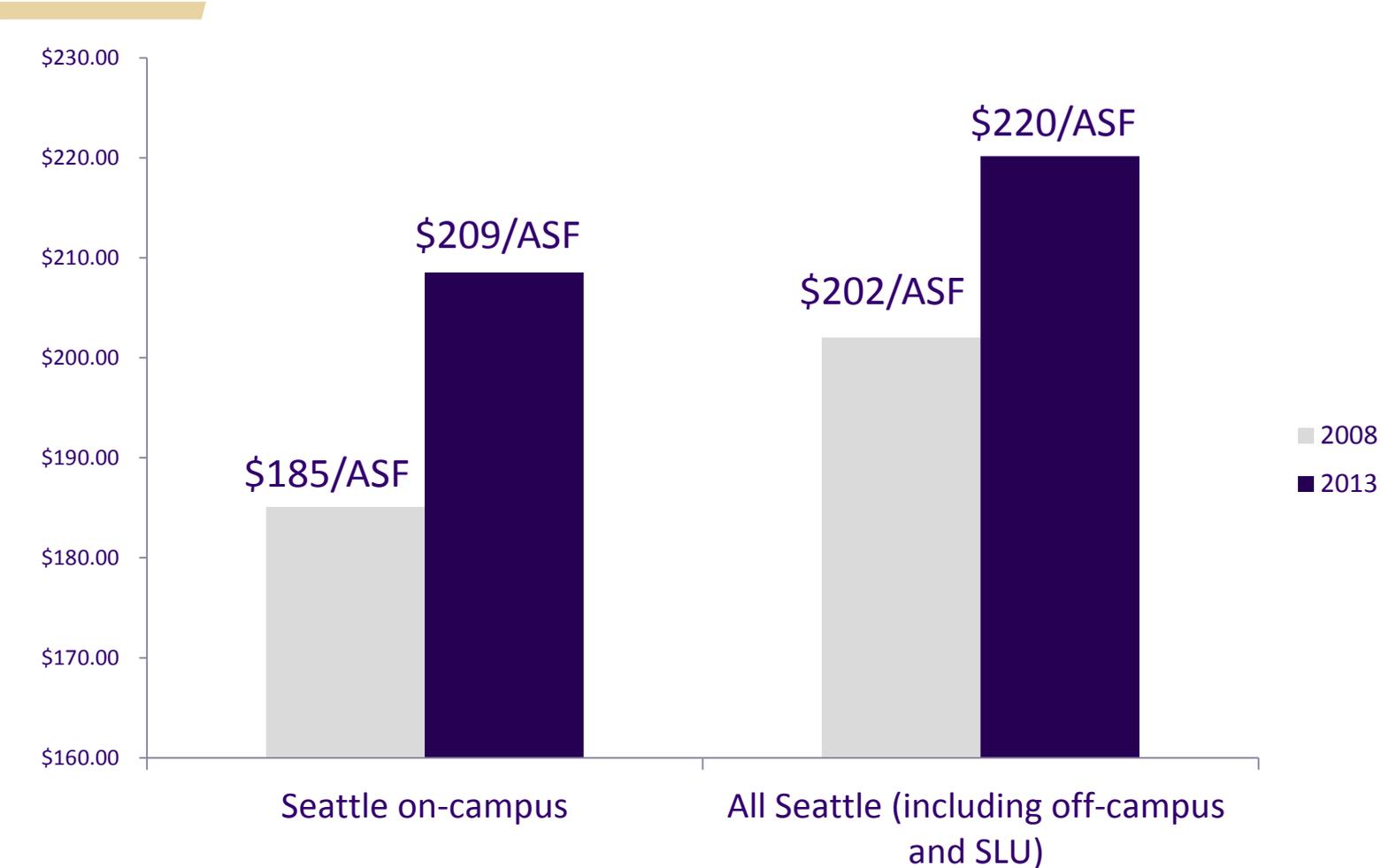
Total Research Expenditures\*, All Campuses and Sites 2008-2013



\* Total Research Expenditures include both direct and indirect costs, as reported by UW Office of Research.

# UW Seattle Research Expenditures

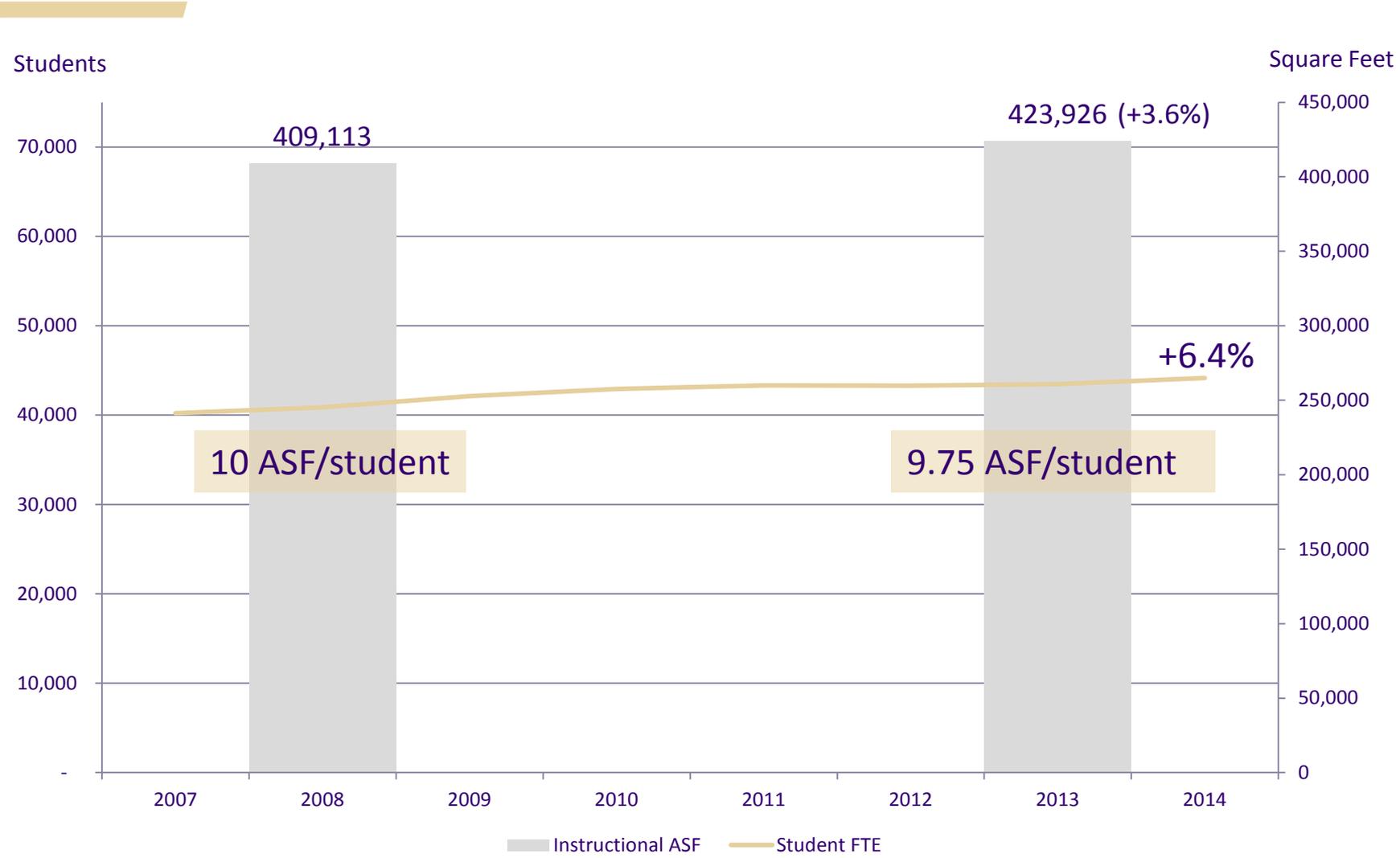
Direct Research Expenditures\* per Research ASF 2008 to 2013



\* Direct Research Expenditures: Modified Total Direct Cost (MTDC) as reported by UW Management Accounting and Analysis

# UW Seattle Student Enrollment Growth

Student FTE 2007 to 2014 compared to Instructional Space in 2008 and 2013



# Why do we need to expand space?



- > Teaching and research methods are changing to be more collaborative, requiring more/different space
- > Refurnishing buildings takes away or alters space, so more is needed

## Options to meet the need for space:

- Better strategic space planning (underway)
- Repurpose unused/unutilized space
- Charge rent/utilities
- Lease more space

# Should we lease or own to fill growth needs?

Example: Under current market conditions for a 100,000 GSF building

**LEASE**

Assume Lease increases at 3% per year

\$38 per GSF

**OWN**

\$48 per GSF  
CONSTRUCTION/DEBT

**15 YEARS**

LEASE IS CHEAPER

Net difference between lease cost and ownership cost is \$2m

**30 YEARS**

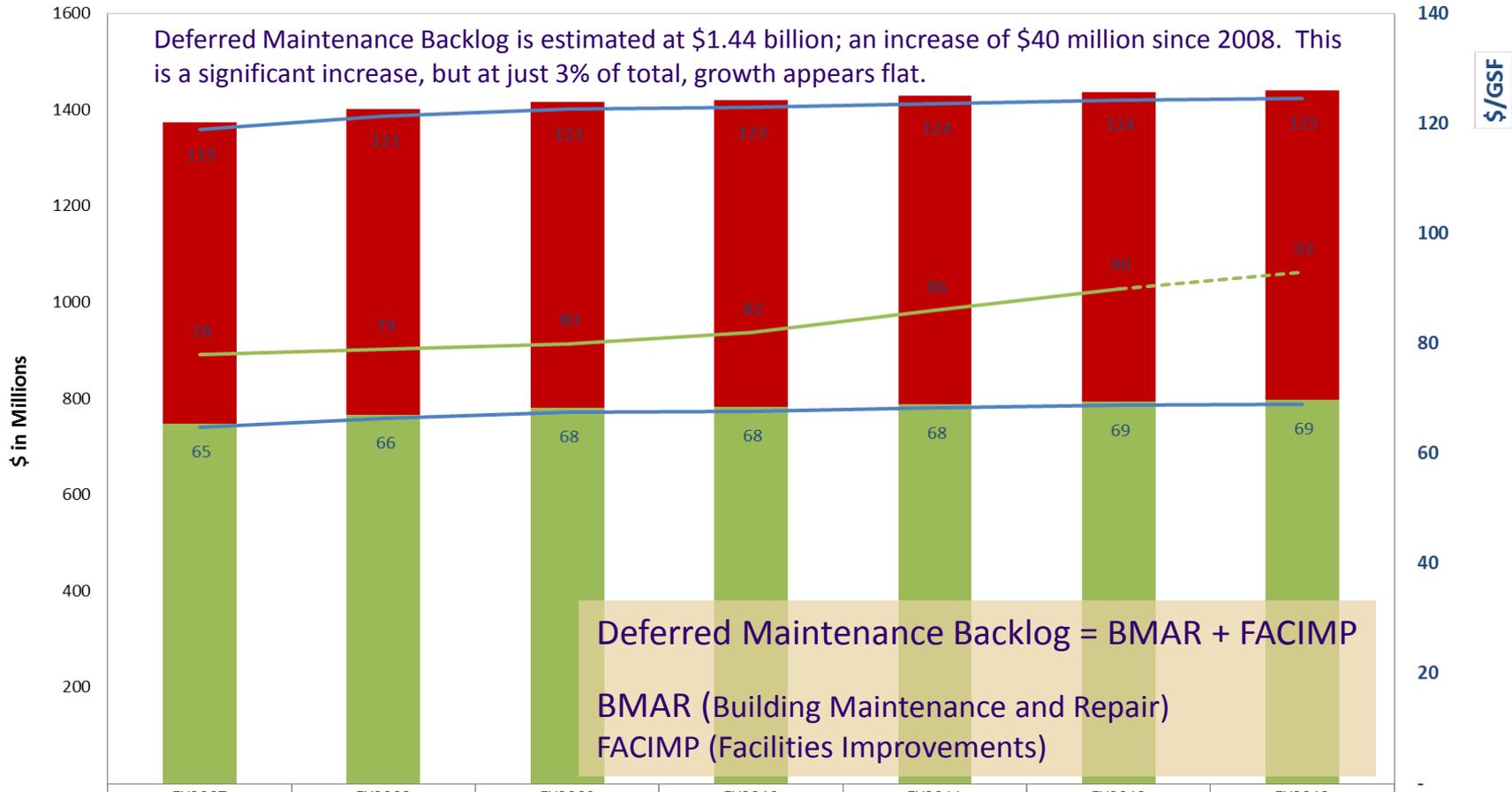
OWN IS CHEAPER

Net difference between lease cost and ownership cost is \$35m

But, if we own, we have residual value in owning the building; however, we have deferred maintenance issues.

# Deferred Maintenance Backlog

## UW Seattle Campus 2007 to 2013



Deferred Maintenance Backlog = BMAR + FACIMP  
 BMAR (Building Maintenance and Repair)  
 FACIMP (Facilities Improvements)

FACIMP in Million	626	635	636	638	640	642	643
BMAR In Million	749	767	781	783	789	795	798
	1374	1403	1417	1421	1429	1437	1441
BMAR\$/GSF	65	66	68	68	68	69	69
Backlog\$/GSF	119	121	123	123	124	124	125
Sightline Backlog/GSF	78	79	80	82	86	90	93



Questions?

BOARD OF REGENTS MEETING

**Approve Appointment of the Chair of the Presidential Search Advisory Committee and Regent Members**

The Presidential Search Advisory Work Group recommends the Board appoint Kenyon Chan, Chancellor Emeritus of UW Bothell, as Chair of the Presidential Search Advisory Committee.

The Work Group further recommends the Board approve appointment of the Regents who will serve on the Presidential Search Advisory Committee: Kristianne Blake, Joanne Harrell, Jeremy Jaech, and Rogelio Riojas.