

American University
EXECUTIVE COMMITTEE MEETING MINUTES

June 14, 2005

The Executive Committee of the American University Board of Trustees met by telephone conference on Tuesday, June 14, 2005.

Trustees Present

Leslie E. Bains
Edward R. Carr
George J. Collins
Thomas A. Gottschalk
Leonard Jaskol

Trustees Absent

Gary Cohn

Guests

James P. Joseph, *Arnold & Porter LLP*

Chair Leslie Bains called the meeting to order at 5:00 pm EST. Ms. Bains asked Mr. Jaskol, the Chair of the Audit Committee, to provide the Executive Committee with an update on the pending investigation of President Ladner's travel and expense account and residential expenses.

Mr. Jaskol explained that, in response to Dr. Ladner's request for more specifics regarding the issues being reviewed, Protiviti Inc., the forensic investigators conducting the investigation, prepared a detailed list of open and closed issues, which was provided to Dr. Ladner. Protiviti and Arnold & Porter will be conducting interviews of the staff of the Residence and Dr. Ladner's personal assistant. To date, Dr. Ladner has failed to arrange the interviews, despite numerous requests to do so. Mr. Jaskol would like to inform Dr. Ladner that, if he does not arrange the interviews by a date certain, Don Myers will be told to make the arrangements.

The Committee expressed concern about the length of time it is taking for the investigation to be completed and the slowness of Dr. Ladner's response to requests and the lack of detailed information being provided by Dr. Ladner. The Committee also expressed its concern that the Audit Committee is facing the same pattern confronted by the Board in dealing with Dr. Ladner's compensation over the last 18

months – Dr. Ladner’s delay, lack of cooperation, expressing confusion of simple concepts, et cetera.

Upon a motion duly made and seconded and unanimously approved, the Committee:

RESOLVED, that Mr. Jaskol, as Chair of the Audit Committee, must schedule, as soon as possible, interviews of any University employees he deemed necessary;

RESOLVED, that, at Mr. Jaskol’s option, Dr. Ladner be given a deadline of June 24, 2005 to respond to all outstanding requests for information and that, after such date, Protiviti Inc. be requested to prepare a report of its findings.

RESOLVED, that Mr. Jaskol report back to the Committee as he deems necessary.

**American University Board of Trustees
Executive Committee**

**Minutes of the August 23, 2005, Meeting
of the
Executive Committee**

At 5:00 pm., Eastern time, on August 23, 2004, the Executive Committee of the Board of Trustees (the "Committee") of American University met by telephone. Participating in the meeting were Leslie Bains (Chair), Thomas Gottschalk, Ed Carr, Gary Cohn, George Collins, and Len Jaskol, being all members of the Committee. Also participating were James Joseph of Arnold & Porter LLP, and Tara Owens Antonipillai of Arnold & Porter LLP.

The Chair of the Committee, Ms. Bains, called the meeting to order. A quorum of the Committee was present.

Ms. Bains identified that the purpose of the meeting was to hear the recommendations of the Audit Committee in response to the August 19, 2005 report prepared by Protiviti Inc. following their investigation of the President's expenses, the President's response to Protiviti's draft July 29, 2005 report, as well as the draft legal analysis being prepared by Arnold & Porter LLP regarding the issues identified in the Protiviti reports, all of which had previously been circulated to and reviewed by the Committee, along with the August 19, 2005 submission by Dr. Ladner's counsel. In addition, Ms. Bains proposed that the Committee respond to the Audit Committee's recommendations. Ms. Bains also generally reported on the state of affairs at the University, with respect to the ongoing investigation into the President's expenses.

Mr. Jaskol then presented the Audit Committee's recommendations. The Audit Committee made the following recommendations to the Executive Committee for adjustments from May 1, 2002 - April 30, 2005:

(1) Meals at the Residence. The total amount identified by Protiviti (\$67,983.02) should be imputed as taxable income to Dr. Ladner and reported to the Internal Revenue Service on an amended Form W-2. If Dr. Ladner provides evidence of the 90 impromptu events mentioned in his August 19 submission, the total amount of imputed income should be reduced to take such events into account.

(2) Meals Outside of the Residence. The University should seek reimbursement from Dr. Ladner, with interest, for the total amount identified by Protiviti (\$16,332.57). The Protiviti estimate was reasonable, and Dr. Ladner did not provide reasonable evidence refuting Protiviti's estimate.

(3) Wine and Liquor. The total amount identified by Protiviti (\$43,484.49) should be reimbursed, with interest, unless the Ladners can provide additional evidence that the dollar amount should be reduced to reflect the cost of the bottles of alcohol still in inventory at the President's Residence.

(4) Personal Entertaining. The total amount identified in the August 19, 2005 Protiviti Report (\$17,412.91) should be reimbursed, with interest. Protiviti reduced the previous amount that it considered personal by over \$3,000 because several events were identified as University-related in materials submitted by Dr. Ladner on August 4, 2005.

(5) Personal Services. Protiviti estimated that the 85% of the chef's time was spent providing personal services to the President and Mrs. Ladner. Dr. Ladner asserted in his August 19 submission that the correct number was 25%. The Committee determined that Protiviti's original estimate did not take into consideration all of the time that the chef spent preparing for University events. The Committee recommended adjusting the estimate of time spent performing personal services for the Ladners to 77%. The social secretary is determined to have spent 50% of her time providing personal services to the President and Mrs. Ladner. The allocation is based on evidence and is reasonable. Dr. Ladner did not produce reasonable evidence supporting his assertion that the social secretary spent no time providing personal services to the Ladners. The driver is determined to have spent 50% of his time providing personal services to the President and Mrs. Ladner. The allocation is based on evidence and is reasonable. Dr. Ladner did not produce reasonable evidence supporting his assertion that the driver spent 10% of his time providing personal services to the Ladners.

(6) Travel. The Paris and London layovers should be reimbursed in full, with interest, although there was some discussion of giving an allowance for the reasonable cost of one day for a layover. The Rome layover needs to be investigated further to determine if the President had a University-related lunch meeting, in which case the layover would not need to be reimbursed. The Florida trip needs to be investigated further to determine what University-related functions Mrs. Ladner performed. The President has conceded that the cost of the \$600 South Carolina trip should be reimbursed to the University. The cost should be reimbursed with interest. The Atlanta trip needs to be further investigated to determine whether Mrs. Ladner attended a University-related development event. The costs of the dinners in New York, where Mrs. Ladner performed no identifiable University-related function, should be reimbursed at 50% of the cost of the dinners, with interest. Additional information regarding the New York dinners should be obtained from Dr. Ladner to determine if Mrs. Ladner had a University-related purpose for attending such dinners.

(7) Limousine. The limousine charges (\$6,402.57) do not appear to be University-related and should be reimbursed, with interest.

(8) Credit Card Charges. There are approximately \$10,000 in charges by Mrs. Ladner that have not been sufficiently explained. Charges for staff gifts (\$1,704.66) should be reimbursed to the University, with interest. Charges for cleaning supplies (\$245.73) do not have to be reimbursed.

The Executive Committee asked questions of Mr. Jaskol and discussed each recommendation presented in detail.

Mr. Jaskol summarized the Audit Committee's findings stating that there was generally a lack of documentation, there were a number of extravagant charges, and the President assumed rights under the contract and had a sense of entitlement that the University should underwrite his lifestyle. Mr. Jaskol did note that one member of the Audit Committee only wanted to amend the Forms W-2s and demand reimbursements for 2005, but that the general consensus was that any amendments to Forms W-2s or reimbursements should go back three years.

The Executive Committee discussed how to respond to the Audit Committee's recommendations and report. The Committee discussed these options at length.

Upon a motion duly made, seconded and unanimously carried, the Board approved the following resolutions:

RESOLVED, that the recommendations of the Audit Committee be adopted and recommended to the Board of Trustees for their review.

RESOLVED, that, based on the Audit Committee's findings relating to its internal investigation into the travel and other expenditures of Dr. Benjamin K. Ladner, the Executive Committee hereby places Dr. Ladner on paid administrative leave, effective immediately. During his administrative leave, Dr. Ladner will have no authority to act on behalf of the University and will not be permitted to speak on behalf of the University. Dr. Ladner's administrative leave will continue, at least, until the Audit Committee's recommendations are presented to the Board and the Board takes final action on the Audit Committee's recommendations and Dr. Ladner's status as President. A public announcement of Dr. Ladner's being placed on administrative leave will be made at 5:00 pm on August 24, 2005.

RESOLVED, consistent with the Bylaws of the University, Cornelius Kerwin, the University's Provost, is named as Acting President.

RESOLVED, that the positions of the social secretary and chef in the President's Residence are hereby eliminated.

**American University Board of Trustees
Executive Committee**

**Minutes of the September 8, 2005 Meeting
of the
Executive Committee**

At 5:00 pm., Eastern time, on September 8, 2005 the Executive Committee of the Board of Trustees (the "Committee") of American University met by telephone. Participating in the meeting were Leslie E. Bains (Chair), Edward Carr, Gary Cohn, George Collins, and Leonard R. Jaskol. A quorum of the Committee was present. Thomas A. Gottschalk did not participate in the meeting. Also participating was James Joseph of Arnold & Porter LLP.

The Chair of the Committee, Ms. Bains, called the meeting to order.

Ms. Bains identified that the purpose of the meeting was for the Executive Committee to vote to indemnify all Board members with respect to the investigation of Dr. Benjamin Ladner's travel, residential and personal expenditures.

RESOLVED that, as provided in Article XIII of the Bylaws of the University, the Executive Committee hereby approves the indemnification by the University of current and former members of the Board of Trustees for judgments and expenses actually and necessarily incurred by each such member of the Board in connection with the defense, settlement or resolution of any action, suit or proceeding relating to the Audit Committee's investigation into travel and expense account expenditures of Dr. Benjamin Ladner and the President's residence, including but not limited to the placement of Dr. Ladner on administrative leave, and any employment or breach of contract claim brought by Dr. Ladner against the Board of Trustees or any current or former member of the Board. This indemnification is not intended to indemnify or otherwise hold harmless Dr. Ladner, who was, until he was placed on administrative leave, a member of the Board of Trustees, for any of the acts under investigation, his conduct during the investigation or any litigation or other action by or against him that is adverse to the University or any of the members of the Board of Trustees.

DRAFT

**American University Board of Trustees
Executive Committee**

**Minutes of the September 21, 2005, Meeting
of the
Executive Committee**

At 9:00 a.m., Eastern time, on September 21, 2005, the Executive Committee of the Board of Trustees (the "Committee") of American University held a meeting by telephone. Participating in the meeting were Leslie Bains (Chair), Thomas Gottschalk, Edward Carr, Gary Cohn and Leonard Jaskol. George Collins was unable to attend. Also participating was James Joseph of Arnold & Porter LLP.

Ms. Bains called the meeting to order. A quorum of the Committee was present.

Mr. Jaskol presented the findings of the Audit Committee, including the arguments raised in dissent by Audit Committee member John Petty.

Mr. Jaskol presented the following items as the findings of the Audit Committee:

(1) Meals at the Residence. The total amount identified by Protiviti (\$68,806.87) should be imputed as taxable income to Dr. Ladner and reported to the Internal Revenue Service on an amended Form W-2.

(2) Meals Outside of the Residence. The total amount identified by Protiviti (\$17,201.70) should be reimbursed, with interest.

(3) Wine and Liquor. The total amount identified by Protiviti (\$41,312.93) should be reimbursed, with interest.

(4) Personal Entertaining. The total amount identified by Protiviti (\$17,412.91) should be reimbursed, with interest.

(5) Personal Services. The University should impute taxable income to Dr. Ladner equal to the cost of 72% of the chef's time, 25% of the social secretary's time and 50% of the driver's time.

(6) Travel. The total amount identified by Protiviti (\$14,004.34) should be reimbursed, with interest.

(7) Limousine. The limousine charges (\$5,859.94) are found not to be University-related and should be reimbursed, with interest.

(8) Credit Card Charges. There are \$13,037.47 in charges by Mrs. Ladner that have not been sufficiently explained and, therefore, are treated as personal. These charges should be reimbursed, with interest.

AUSF 010700

(9). Miscellaneous Expenses. A set of miscellaneous expenses (Metropolitan Club fees, cost of financial services, driver's credit card charges, medical bills and XM radio charges) are found not to be University-related and should be reimbursed, with interest, or imputed as taxable income consistent with Arnold & Porter's legal analysis.

Upon a motion duly made and seconded, the Committee unanimously determined that the Audit Committee's findings are accepted as final and should be presented to the Board of Trustees for its consideration.

American University Board of Trustees Executive Committee

Minutes of the October 5, 2005, Meeting of the Executive Committee

At 5:00 p.m., Eastern time, on October 5, 2005, the Executive Committee of the Board of Trustees (the "Committee") of American University held a meeting by telephone. Participating in the meeting were Leslie Bains (Chair), Edward Carr, Gary Cohn, George Collins and Leonard Jaskol. Thomas Gottschalk was unable to attend. Also participating was James Joseph of Arnold & Porter LLP and, for a portion of the meeting, Stephen Ryan of Manatt, Phelps and Phillips LLP.

Ms. Bains called the meeting to order. A quorum of the Committee was present.

The Committee discussed the proposed agenda for the October 10, 2005 special meeting of the Board and the materials that Ms. Bains planned on circulating to the Board before the meeting. The Committee agreed with the proposed agenda and the materials that Ms. Bains' suggested be circulated before the special Board meeting.

At Ms. Bains' request, Mr. Joseph provided an update on recent contact from the Department of Justice and the University's efforts to respond to the two subpoenas received to date (Subpoena # 411869 and Subpoena # 423032). Ms. Bains requested that the Executive Committee authorize Arnold & Porter to respond to the subpoenas received. Upon a motion duly made and seconded, the Committee unanimously approved the following resolution:

RESOLVED, that Arnold & Porter LLP in representing the University continue to cooperate fully with the Department of Justice's inquiry relating to the Audit Committee's internal investigation into personal and travel expenditures of Dr. Ladner and respond fully to all subpoenas issued to the University while, to the extent possible and advisable, preserving claims of attorney-client privilege and work-product protection.

Mr. Ryan left the call. The Committee then discussed ratifying the retention of Manatt, Phelps and Phillips LLP. Ms. Bains explained the background on how Manatt Phelps was retained and the need to retain second counsel. On a motion duly made and seconded, the Committee unanimously approved the following resolutions:

RESOLVED, that the Chair of the Board is authorized to retain Stephen Ryan of Manatt, Phelps and Phillips LLP to assist James Joseph, Arnold & Porter, general outside counsel to the Board, on issues relating to the investigation of Dr. Ladner's expenses, the Department of Justice investigation and Dr. Ladner's ongoing status at the University.

BE IT FURTHER RESOLVED, that the Chair will have the authority to direct Mr. Ryan to provide advice to the Board and work on such other projects for the Board as the Chair deems necessary and appropriate and in the best interest of the University.

There being no further business, the meeting was adjourned at 6:00 pm.

**American University Board of Trustees
Audit Committee**

**Minutes of the August 23, 2005, Meeting
of the
Audit Committee**

At 8:30 a.m., Eastern time, on August 23, 2005, the Audit Committee of the Board of Trustees (the "Committee") of American University held a meeting by telephone. Participating in the meeting were Leonard Jaskol (Chair), Gary Cohn, George Collins and John Petty, being all members of the Committee. Also participating were James Joseph and Tara Owens Antonipillai of Arnold & Porter LLP.

The Chairman of the Committee, Mr. Jaskol, called the meeting to order. A quorum of the Committee was present.

Mr. Jaskol identified that the purpose of the meeting was to review the August 19, 2005 and July 29, 2005 reports prepared by Protiviti Inc. following their investigation of the President's expenses, the President's response to Protiviti's July 29, 2005 draft report, as well as the draft legal analysis being prepared by Arnold & Porter, LLP regarding the issues identified in the Protiviti reports, all of which had previously been circulated to and reviewed by the Committee, along with the August 19, 2005 submission by Dr. Ladner's counsel. The Committee discussed, in detail, the issues identified in the Protiviti Reports, the President's response, and Arnold & Porter's legal analysis. The categories of expenses discussed included: (1) dining; (2) personal use of University staff time; (3) travel; (4) limousine service; (5) personal credit card charges; and (6) miscellaneous items. The Committee discussed each item that Mr. Jaskol raised at length.

With regard to each of the categories of expenses, the Committee discussed and agreed that it would make the following recommendations to the Executive Committee. Except as noted below with respect to the filing of amended Forms W-2 and reimbursements for 2003 and 2004, these recommendations were unanimously approved:

(1) Meals at the Residence. The total amount identified by Protiviti (\$67,983.02) should be imputed as taxable income to Dr. Ladner and reported to the Internal Revenue Service on an amended Form W-2. If Dr. Ladner provides evidence of the 90 impromptu events mentioned in his August 19 submission, the total amount of imputed income should be reduced to take such events into account.

(2) Meals Outside of the Residence. The total amount identified by Protiviti (\$16,332.57) should be reimbursed, with interest. The Protiviti estimate of time spent at Gibson Island and food taken to Gibson Island was reasonable, and Dr. Ladner did not provide reasonable evidence refuting Protiviti's estimate.

(3) Wine and Liquor. The total amount identified by Protiviti (\$43,484.49) should be reimbursed, with interest, unless the Ladners can provide additional evidence that the dollar amount should be reduced by the value of the bottles still in inventory at the residence.

(4) Personal Entertaining. The total amount identified in the August 19, 2005 Protiviti Report (\$17,412.91) should be reimbursed, with interest. Protiviti reduced the previous amount that it considered person by over \$3,000 because several events were identified as University-related in materials submitted by Dr. Ladner on August 4, 2005.

(5) Personal Services. Protiviti estimated that the 85% of the chef's time was spent providing personal services to the President and Mrs. Ladner. Dr. Ladner asserted in his August 19 submission that the correct number was 25%. The Committee determined that Protiviti's original estimate did not take into consideration all of the time that the chef spent preparing for University events. The Committee recommended adjusting the estimate of time spent performing personal services for the Ladners to 77%. The social secretary is determined to have spent 50% of her time providing personal services to the President and Mrs. Ladner. The allocation is based on evidence and is reasonable. Dr. Ladner did not produce reasonable evidence supporting his assertion that the social secretary spent no time providing personal services to the Ladners. The driver is determined to have spent 50% of his time providing personal services to the President and Mrs. Ladner. The allocation is based on evidence and is reasonable. Dr. Ladner did not produce reasonable evidence supporting his assertion that the driver spent 10% of his time providing personal services to the Ladners.

(6) Travel. The Paris and London layovers should be reimbursed in full, with interest, although there was some discussion of giving an allowance for the reasonable cost of one day for a layover. The Rome layover needs to be investigated further to determine if the President had a University-related lunch meeting, in which case the layover would not need to be reimbursed. The Florida trip needs to be investigated further to determine what University-related functions Mrs. Ladner performed. The President has conceded that the cost of the \$600 South Carolina trip should be reimbursed to the University. It should be reimbursed with interest. The Atlanta trip needs to be further investigated to determine whether Mrs. Ladner attended a University-related development event. The costs of the dinners in New York, where Mrs. Ladner performed no identifiable University-related function, should be reimbursed at 50% of the cost of the dinners, with interest. Additional information regarding the New York dinners should be obtained from Dr. Ladner to determine if Mrs. Ladner had a University-related purpose for attending such dinners.

(7) Limousine. The limousine charges (\$6,402.57) do not appear to be University-related and should be reimbursed, with interest.

(8) Credit Card Charges. There are approximately \$10,000 in charges by Mrs. Ladner that have not been sufficiently explained. Charges for staff gifts (\$1,704.66) should be reimbursed to the University. Charges for cleaning supplies (\$245.73) do not have to be reimbursed, with interest.

Mr. Petty suggested, without making a formal motion, that the Audit Committee not recommend filing amended Forms W-2 and seeking reimbursement of unauthorized expenditures for 2003 and 2004, but rather file a correct Form W-2 for 2005, seek reimbursement for unauthorized expenses only for 2005 and revise Dr. Ladner's employment agreement to include standards for residential and travel expenses. The suggestion not to amend Forms W-2 for, or seek reimbursement for unauthorized expenditures in, 2003 and 2004 was rejected by all the other members of the Committee.

The meeting concluded with Mr. Jaskol prepared to report the Audit Committee's findings to the Executive Committee at its meeting at 5:00 pm that afternoon.

**American University Board of Trustees
Audit Committee**

**Minutes of the September 21, 2005, Meeting
of the
Audit Committee**

At 8:00 a.m., Eastern time, on September 21, 2005, the Audit Committee of the Board of Trustees (the "Committee") of American University held a meeting by telephone. Participating in the meeting were Leonard Jaskol (Chair), Gary Cohn, George Collins and John Petty, being all members of the Committee. Also participating was James Joseph of Arnold & Porter LLP.

The Chairman of the Committee, Mr. Jaskol, called the meeting to order. A quorum of the Committee was present.

Mr. Jaskol identified that the purpose of the meeting was to review the final adjustments made by Protiviti Inc. to its August 19, 2005 report to reflect additional information submitted by Dr. Ladner and his counsel on September 10, 2005, and Arnold & Porter's legal analysis of such expenses.

With regard to each of the categories of expenses, the Committee discussed and voted, with Mr. Petty dissenting, that it would make the following recommendations to the Executive Committee and the Board of Trustees for January 1, 2002-April 30, 2005:

(1) Meals at the Residence. The total amount identified by Protiviti (\$68,806.87) should be imputed as taxable income to Dr. Ladner and reported to the Internal Revenue Service on an amended Form W-2.

Dr. Ladner provided no evidence of the 90 impromptu events mentioned in his August 19 submission, and Meg Clemmer, in her signed statement, stated that Dr. Ladner rarely held business meetings at the President's Residence. In light of these facts, no additional adjustments were made to the allocation of food between personal and University-related.

(2) Meals Outside of the Residence. The total amount identified by Protiviti (\$17,201.70) should be reimbursed, with interest.

The Committee discussed the information regarding the amount of time spent by Dr. and Mrs. Ladner at Gibson Island provided by Rodney Scruggs and Sally Ekfelt in their statements to Dr. Ladner's counsel. These statements contradict what both Mr. Scruggs and Mrs. Ekfelt previously told Arnold & Porter and Protiviti, were unsupported by documentary evidence and were contradicted by Mrs. Clemmer in her signed statement. Mrs. Clemmer estimated, after a detailed review of Dr. Ladner's calendar, that he spent approximately 26% of his time at Gibson Island. In light of these facts, the Protiviti estimate of time spent at Gibson Island and food taken to Gibson

Island was reasonable, and Dr. Ladner did not provide reasonable evidence refuting Protiviti's estimates.

(3) Wine and Liquor. The total amount identified by Protiviti (\$41,312.93) should be reimbursed, with interest. Dr. Ladner provided no additional evidence to the Committee regarding inventory of alcohol at the Residence, despite repeated requests for such information.

(4) Personal Entertaining. The total amount identified by Protiviti (\$17,412.91) should be reimbursed, with interest.

(5) Personal Services: Chef. Protiviti estimated that 72% of the chef's time was preparing non-University-related meals. Dr. Ladner argued that the chef spent only 25% of his time on non-University-related events, explaining that Mr. Scruggs spent 3.5 days preparing for each event and an additional 90 days preparing for informal University-related events.

In analyzing Dr. Ladner's response, Protiviti noted that events ranged from very small (under 10 attendees) to large (over 100 attendees). Protiviti adjusted its previous estimate to include two additional days of preparation time for events held for more than 25 attendees. Protiviti considered Mrs. Clemmer's statement that she knows of only "rare[]" unscheduled or impromptu events or meetings at the Residence, noting three such events that she is aware of since April 1, 2002. Given Mrs. Clemmer's statement and the fact that no documentary evidence has been provided relating to the 30 impromptu events per year claimed by Dr. Ladner, Protiviti made no additional allowance for preparation for the claimed impromptu events.

The Committee reviewed and accepted Protiviti's adjusted estimate of the time (72%) spent by the chef performing personal services for the Ladners.

(6) Personal Services: Social Secretary. Protiviti originally estimated that 50% of Mrs. Ekfelt's time was spent performing personal services for Dr. and Mrs. Ladner. Dr. Ladner estimated Mrs. Ekfelt's time spent on non-University matters to be 5%. Mrs. Ekfelt states in a statement provided to Dr. Ladner's counsel that she spent 5% of her "overall time at work" scheduling "personal appointments for Mrs. Ladner (e.g. medical appointments and hair appointments) and . . . run[ning] personal errands or participat[ing] in the planning of personal events for Mrs. Ladner." Taking into account all of Mrs. Ekfelt's duties, including serving as personal assistant to Mrs. Ladner, coordinating the personal services provided by the chef and the driver to the Ladners and running the Residence, and after reviewing Mrs. Ladner's calendar and Mrs. Clemmer's statement, Protiviti concluded that 25% of Mrs. Ekfelt's salary and benefits should be treated as personal expense.

The Committee concluded that the revised allocation is based on evidence and is reasonable. Dr. Ladner did not produce reasonable evidence supporting his assertion that the social secretary spent only 5% of her time providing personal services to the Ladners.

(7) Personal Services: Driver. Protiviti estimated that the driver spent 50% of his time providing personal services to the President and Mrs. Ladner. Dr. Ladner claimed the driver spent 28% of his time providing personal services. Having reviewed the drivers calendar and Mrs. Clemmer's statement, which discusses personal services provided by the driver to the Ladners, Protiviti concluded that its original estimate is correct. The Committee agreed with Protiviti's estimate, noting that Dr. Ladner provided little or no evidence to support his 28% estimate, and concluded that driver is determined to have spent 50% of his time providing personal services to the President and Mrs. Ladner.

(8) Travel. Paris, London and Rome layovers should be reimbursed in full, with interest.

Dr. Ladner stated that he believed that the Ruler of Sharjah would reimburse the University for his layovers to and from AU Sharjah and submitted an email communication from Mr. Hamid Jafar which stated that layovers are appropriate. In addition, Dr. Ladner stated that he met with James Creagan of John Cabot University regarding AU's World Capitals Program during his visit to Rome. Protiviti considered both of Dr. Ladner's arguments. On the Rome trip, Mr. Jaskol explained that Mrs. Clemmer states that, on May 2, 2005, Dr. Ladner instructed her to add into his calendar for June 5, 2004 a lunch with Dr. Creagan. Mrs. Clemmer had no information or independent knowledge that the meeting with Dr. Creagan actually occurred. Leslie Bains has provided information to the Board contradicting Dr. Ladner's claim that he had lunch with Dr. Creagan on June 5, 2004. In addition, the Board could not obtain confirmation from Dr. Creagan that the meeting with Dr. Ladner took place. Mr. Jaskol also explained that the Ruler of Sharjah stated that the layover costs were appropriate, not that he would reimburse them. Mr. Petty explained that the Ruler has agreed to reimburse the cost of these layovers. The Committee determined that, unless clear evidence is obtained that the Rome meeting with Dr. Creagan occurred, the Paris, London and Rome layovers are considered personal, and, if the Ruler were to reimburse the University for the layovers, then the cost of these layovers could be moved to the imputed income category.

In addition, the \$600 South Carolina trip should be reimbursed, with interest, to the University, as should the costs of 50% of dinners in New York on December 8, 2002 and September 11, 2003.

(9) Limousine. The limousine charges (\$5,859.94) are found not to be University-related and should be reimbursed, with interest.

(10) Credit Card Charges. There are \$13,037.47 in charges by Mrs. Ladner that have not been sufficiently explained and, therefore, are treated as personal. These charges should be reimbursed, with interest.

(11). Miscellaneous Expenses. A set of miscellaneous expenses (Metropolitan Club fees, cost of financial services, driver's credit card charges, medical bills and XM radio charges) are found not to be University-related and should be reimbursed, with interest, or imputed as taxable income consistent with Arnold & Porter's legal analysis.

Upon a motion duly made and seconded, the Audit Committee adopted, with Messrs. Jaskol, Cohn and Collins voting in favor and Mr. Petty dissenting, Protiviti's report, as amended, and Arnold & Porter's legal analysis, which concluded that \$398,911.35 will be imputed as additional taxable income to Dr. Ladner from January 1, 2002-April 30, 2005 and the University will seek reimbursement of \$125,703.26, with interest, for such period.

In his dissent, Mr. Petty argued that the Committee was retroactively changing the "standard expense rules" relating to Dr. Ladner and that only a small portion of the expenses identified by Protiviti should be reimbursed by Dr. Ladner or imputed to him as taxable income. Mr. Petty explained that Dr. Ladner's 1997 employment agreement "exempts" Dr. Ladner from University policies relating to travel and personal expenses. Mr. Petty also stated that the reference in Dr. Ladner's employment agreement to "first-class travel" allowed Dr. Ladner to incur travel, dining and other personal expenses at a very high standard and that, under the 1997 agreement, such expenses must be paid for by the University. Other members of the Committee disagreed, noting that the "first class" reference only applies to travel, it must be "reasonably incurred" and, even if authorized by Dr. Ladner's agreement or otherwise, personal expenses paid for by the University must still be imputed as taxable income to Dr. Ladner. Finally, the other members of the Committee noted that both law firms that have reviewed the 1997 agreement for the Board have concluded that the agreement is likely not valid.

Mr. Petty requested that the Audit Committee's findings not be finalized until the University could commission a special study, along with other universities, of the travel and personal expenses of university presidents in general. The other members of the Committee rejected this request, expressing concern about the delay and cost of conducting such a study and questioning its usefulness.

American University
BOARD OF TRUSTEES MEETING MINUTES
September 12, 2005

The American University Board of Trustees met in the Paul Porter Room at Arnold & Porter LLP in Washington, DC, on Monday, September 12, 2005.

Trustees Present

Gary M. Abramson	Jerome King Del Pino	Robert P. Pincus
Leslie E. Bains	Fuad El-Hibri	Matthew S. Pittinsky (by video)
Michael D. Capellas (by phone)	Thomas A. Gottschalk	John R. Schol
David M. Carmen	Margery Kraus (by phone)	Jeffrey A. Sine (by video)
Edward R. Carr	Leonard R. Jaskol	Paul Martin Wolff
Jack C. Cassell	A. Robyn Mathias	
Gary D. Cohn	Regina L. Muehlhauser (by phone)	
George J. Collins	John R. Petty	
Pamela M. Deese		

Trustees Absent

Hani M.S. Farsi
Charles H. Lydecker

Parliamentarian

Samuel Brand

Guests (not present during the Closed Executive Session)

James P. Joseph and Bridget M. Weiss, *Arnold & Porter LLP*; Steven M. Ryan, *Manatt, Phelps & Phillips, LLP*; Kenneth Yormark and Anne Marie Minogue, *Protiviti Inc*; Michael Forman, *former Trustee**; Randolph M. Goodman, David W. Ogden, Theodore D. Chuang, *Wilmer Cutler Pickering Hale and Dorr LLP***; Benjamin Ladner, *American University President (currently on administrative leave)***.

* Only present during the Procedural Issues discussion.

** Only present during Presentation by Dr. Ladner and his Representatives.

EXECUTIVE SESSION

(The Board convened in Executive Session and Chair Bains called the meeting to order at 3:00 p.m; the meeting concluded at 8 p.m.)

1. Procedural Issues.

The Board discussed procedural issues relating to the meeting's agenda, including when and in what capacity Dr. Ladner and his attorneys would be present at the meeting, and when voting on issues before the Board would take place. Chair Bains noted that the Board was legally constituted, that the Board has 25 members, as noted as the minimum in the Charter, and that a quorum was present to conduct the meeting. Mr. Gottschalk further noted that the election of the new Trustees had been approved by the General Board of Higher Education and Ministry of the United Methodist Church. No objections were made as to the legal constitution of the Board.

2. Presentation on Fiduciary Duties.

Mr. Ryan provided a brief presentation on the fiduciary duties of members of the board of directors of a nonprofit corporation. Mr. Ryan noted that the applicable insurance policies covering the Board of Trustees remained in effect.

3. Audit Committee Presentation.

Mr. Jaskol presented a timeline of the investigation into the travel and personal expenses of Dr. and Mrs. Ladner, the Audit Committee's findings relating to its investigation, and the Committee's recommendations to the Board. Mr. Jaskol's presentation is attached to these Minutes as Exhibit A. A detailed discussion of the investigation and its findings followed Mr. Jaskol's presentation.

4. Presentation by Dr. Ladner and his Representatives.

Dr. Ladner's Representatives – Messrs. Ogden, Goodman and Chuang – provided an overview of their analysis of the conduct of the investigation, responded to the Audit Committee's findings, and provided alternative conclusions. The presentation materials are attached to these Minutes as Exhibit B. Dr. Ladner offered remarks regarding his tenure as president, the investigation, and his views on the issues raised in the investigation. After the conclusion of this presentation, the Board engaged in a discussion with Dr. Ladner's counsel regarding their recommendations.

CLOSED EXECUTIVE SESSION

The Board discussed the investigation into the travel and personal expenses of Dr. and Mrs. Ladner, the Audit Committee's recommendations and the actions that the Board should take relating to the tax treatment of these items. After detailed discussion, the Board **VOTED** that the Audit Committee should provide its final findings at a meeting of the Board to take place on or around September 30, 2005, reviewing Dr. Ladner's recent submission and any additional facts necessary for the Board to consider in resolving the investigation.

1. Resolution. On a motion made and seconded, it was **VOTED** to approve the following resolution:

AMERICAN UNIVERSITY
Washington D.C.

BOARD OF TRUSTEES
12 September 2005

Resolution

BE IT RESOLVED by the Board of Trustees, that the Audit Committee will review all of Dr. Ladner's submissions to date and any additional necessary facts and revise, if the members of the Committee believe it is appropriate, the Committee's findings on items that will be the subject of a request for reimbursement and for revised tax filings as imputed income. In making this evaluation, the Audit Committee will contact and be advised by KPMG, and other audit and tax experts. The Audit Committee will represent its final findings to the full Board at our meeting to be held on or around September 30, 2005.

Respectfully submitted,

Mark C. Huey
Secretary of the University

American University
BOARD OF TRUSTEES MEETING MINUTES
October 10, 2005

The American University Board of Trustees met in a Special Meeting in the Butler Pavilion Boardroom at American University in Washington, DC, on Monday, October 10, 2005.

Trustees Present

Gary M. Abramson	Jerome King Del Pino	Regina Liang
Michael D. Capellas (by phone)	Fuad El-Hibri	Muehlhauser (by phone)
David M. Carmen	Hani M.S. Farsi	John R. Petty
Edward R. Carr	Thomas A. Gottschalk	Robert P. Pincus
Jack C. Cassell	Margery Kraus	Matthew S. Pittinsky
Gary D. Cohn	Leonard R. Jaskol	John R. Schol
George J. Collins	Charles H. Lydecker (by phone)	Jeffrey A. Sine
Pamela M. Deese	A. Robyn Mathias	Paul Martin Wolff

Trustees Absent

Leslie E. Bains

Guests (not present during closed executive sessions)

James P. Joseph and Tara Owens Antonipillai, *Arnold & Porter LLP*; Stephen Ryan, *Manatt, Phelps and Phillips LLP*; Kenneth Yormark, and Anne Marie Minogue, *Protiviti Inc.*

(Acting Chair Gottschalk called the session to order at 11:00 am; it concluded at 7:00 pm.)

1. Procedural Issues.

In closed executive session, the Board discussed procedural issues relating to the meeting including the agenda and the proper conduct of the meeting in light of the Chair's absence, and Ms. Bains' stated intent to resign from the Board.

2. Campus Representatives

The Board heard from the campus representatives, including the Deans, faculty representatives, and student representatives.

3. Dr. Ladner's Employment.

In closed executive session, the Board discussed at length whether Dr. Ladner should continue as President of the University. A motion was made to terminate Dr. Ladner for cause with no severance. The motion was defeated. After considerable discussion, the Board **VOTED** to approve the following resolutions:

BE IT RESOLVED by the Board of Trustees, that the American University Board of Trustees has decided that Dr. Ladner will not be returned to the Office of the Presidency and has appointed a Committee to meet with Dr. Ladner and his representatives to effect an orderly transition from office. Until Dr. Ladner's successor is named, Dr. Kerwin will remain Acting President of the University. (Approved by a majority vote.)

BE IT RESOLVED by the Board of Trustees, that a Committee of the Board consisting of Mr. Cohn, Mr. Cassell, and Bishop Schol will negotiate with Dr. Ladner and his representatives regarding an appropriate separation from the University and report back a recommended resolution at the special Board meeting scheduled on October 20, 2005, but in any event no later than the regularly scheduled Board meeting on November 11, 2005. (Approved by a majority vote.)

4. Audit Committee's Recommendations.

In closed executive session, Mr. Jaskol as chair of the Audit Committee presented that committee's findings from its investigation into travel and personal expenses of Dr. and Mrs. Ladner and moved that the Board accept the Committee's report and recommendations regarding additional imputed income to be reported by the University for the Ladners and amounts of personal expenses for which reimbursement would be sought by the University from the Ladners. A motion was made to amend the recommendation and findings of the Audit Committee to move certain expenses from the reimbursable category to imputed income. This motion was initially **APPROVED** by a majority vote. Subsequently, a motion to reconsider the previous motion was made and **APPROVED** by a majority vote. A third motion was made to amend the first motion that had been made and approved regarding amending the Audit Committee's recommendation and findings to move certain expenses from the reimbursable category to imputed income. The third motion was **DEFEATED**. After considerable discussion, a majority of the Board **VOTED** to accept the report and recommendations of the Audit Committee as presented and without modification.

5. New Committees of the Board.

In closed executive session, the Board discussed the formation of three additional committees and **VOTED** to approve the following resolutions:

BE IT RESOLVED by the Board of Trustees, that a Committee of the Board consisting of Mr. Cassell, Mr. del Pino, Ms. Mathias, and Mr. Pittinsky is appointed to

establish a process for identifying a new University President, and this Committee is hereby directed to involve American University students, faculty, donors, alumni, and other trustees in this effort to the maximum extent possible. This Committee shall report back to the full Board at the next regularly scheduled Board meeting with its recommendations on how to proceed with the search to ensure the best possible leadership for the future of the University.

BE IT RESOLVED by the Board of Trustees, that a Committee of the Board, consisting of Mr. Carr , Mr. El-Hibri, Ms. Mathias, and Mr. Pincus is appointed to consult with Board members and to recommend a trustee for election by the full Board to serve as its Chairperson to fill the unexpired term of Ms. Bains.

BE IT RESOLVED by the Board of Trustees, that a Committee of the Board, consisting of Mr. Abramson, Ms. Deese, Bishop Schol, Ms. Muehlhauser, and Mr. Sine is appointed to evaluate Board governance and make recommendations to the full Board for improvements in such governance to enable the Board to more fully and effectively meet its fiduciary responsibilities to the University. The Committee is directed to consult with such individuals on or off-campus as the Committee deems appropriate who may inform the Committee's perspective or otherwise contribute to its work and eventual recommendations.

6. Notice of a Special Meeting of the Board.

At the conclusion of the meeting, notice was given to all trustees that a special meeting of the Board would be held on October 20, 2005.

Resolutions. On a motion made and seconded, it was **VOTED** to approve the following resolutions:

**AMERICAN UNIVERSITY
Washington D.C.**

**BOARD OF TRUSTEES
10 October 2005**

Resolutions

BE IT RESOLVED by the Board of Trustees, that the American University Board of Trustees has decided that Dr. Ladner will not be returned to the Office of the Presidency and has appointed a Committee to meet with Dr. Ladner and his representatives to effect an orderly transition from office. Until Dr. Ladner's successor is named, Dr. Kerwin will remain Acting President of the University.

BE IT RESOLVED by the Board of Trustees, that a Committee of the Board consisting of Mr. Cohn, Mr. Cassell, and Bishop Schol will negotiate with Dr. Ladner and his representatives regarding an appropriate separation from the University and report back a recommended resolution at the special Board meeting scheduled on October 20, 2005, but in any event no later than the regularly scheduled Board meeting on November 11, 2005.

BE IT RESOLVED by the Board of Trustees, that a Committee of the Board consisting of Mr. Cassell, Mr. del Pino, Ms. Mathias, and Mr. Pittinsky is appointed to establish a process for identifying a new University President, and this Committee is hereby directed to involve American University students, faculty, donors, alumni, and other trustees in this effort to the maximum extent possible. This Committee shall report back to the full Board at the next regularly scheduled Board meeting with its recommendations on how to proceed with the search to ensure the best possible leadership for the future of the University.

BE IT RESOLVED by the Board of Trustees, that a Committee of the Board, consisting of Mr. Carr , Mr. El-Hibri, Ms. Mathias, and Mr. Pincus is appointed to consult with Board members and to recommend a trustee for election by the full Board to serve as its Chairperson to fill the unexpired term of Ms. Bains.

BE IT RESOLVED by the Board of Trustees, that a Committee of the Board, consisting of Mr. Abramson, Ms. Deese, Bishop Schol, Ms. Muehlhauser, and Mr. Sine is appointed to evaluate Board governance and make recommendations to the full Board for improvements in such governance to enable the Board to more fully and effectively meet its fiduciary responsibilities to the University. The Committee is directed to consult with such individuals on or off-campus as the Committee deems appropriate who may inform

the Committee's perspective or otherwise contribute to its work and eventual recommendations.

BE IT RESOLVED by the Board of Trustees, that the Board accepts the findings and recommendations of the Audit Committee regarding its investigation into the travel and personal expenses of Benjamin and Nancy Ladner.

Respectfully submitted,

Mark C. Huey
Secretary of the University

American University
BOARD OF TRUSTEES MEETING MINUTES

October 20, 2005

The American University Board of Trustees met in a Special Meeting in the Butler Pavilion Boardroom at American University in Washington, DC, on Thursday, October 20, 2005.

Trustees Present

Gary M. Abramson	Jerome King Del Pino	Regina Liang
David M. Carmen	(by phone)	Muehlhauser (by phone)
Edward R. Carr	Fuad El-Hibri	John R. Petty
Jack C. Cassell	Thomas A. Gottschalk	Robert P. Pincus
Gary D. Cohn	Margery Kraus	Matthew S. Pittinsky
George J. Collins (by phone)	Leonard R. Jaskol (by phone)	John R. Schol
Pamela M. Deese	Charles H. Lydecker	Jeffrey A. Sine (by phone)
	A. Robyn Mathias	

Trustees Absent

Hani M.S. Farsi
Cornelius Kerwin

Guests

James P. Joseph and Tara Owens Antonipillai, *Arnold & Porter LLP*; Stephen Ryan, *Manatt, Phelps and Phillips LLP*.

(Acting Chair Gottschalk called the session to order at 3:00 pm; it concluded at 6:30 pm.)

1. Report of the Negotiating Committee.

Bishop Schol presented the report of the Negotiating Committee. He updated the Board on the progress of the negotiations, presented the Committee's written report, and reviewed Dr. Ladner's letter to the Negotiating Committee regarding his separation. Bishop Schol, on behalf of the Committee, recommended that Dr. Ladner be presented with a final separation offer and, if he does not accept the separation offer by October 24, 2005 at 12:00 noon, that his employment with the University be terminated. The Committee's recommended separation offer was that Dr. Ladner be provided with the following:

- (1) Full ownership of his split-dollar life insurance;
- (2) Immediate vesting in his deferred compensation accounts;
- (3) A final split-dollar life insurance premium payment of \$103,000; and
- (4) A single \$750,000 payment.
- (5) Up to \$20,000 in actual relocation expenses.

2. **Discussion of the Validity of Dr. Ladner's 1997 Employment Agreement.**

The Board discussed the validity of Dr. Ladner's 1997 Employment Agreement at length. After considerable discussion, the Board **APPROVED** the following resolution by a majority vote:

BE IT RESOLVED by the Board of Trustees, that the Board hereby determines, based on recommendations from counsel, that Dr. Ladner's 1997 employment agreement is invalid.

3. **Termination of Dr. Ladner If Offer Rejected.**

After considerable discussion, the Board **APPROVED** the following resolution by a majority vote:

BE IT RESOLVED by the Board of Trustees, that if Dr. Ladner does not accept the final separation offer as approved by the Board and sign a separation agreement containing the terms of that offer by noon on October 24, 2005, Dr. Ladner will thereupon be terminated as an at-will employee or, alternatively, terminated for cause as defined in his 1994 employment agreement and his 1997 employment agreement.

4. **Final Separation Offer.**

A motion was made to amend the Negotiating Committee's recommendations to authorize a one-time separation payment of \$950,000. The amendment was **APPROVED** by a majority vote. A motion was made to amend the Negotiating Committee's recommendations to authorize \$800,000 in payments over 8 years, in addition to the Negotiating Committee's recommendation of a one-time \$750,000 separation payment. The amendment was **DEFEATED**. A motion was made to amend the Negotiating Committee's recommendations to authorize no separation payment, but retain Dr. Ladner as a faculty member. This motion was also defeated. After considerable discussion and formal consideration of several suggested amendments to the Negotiating Committee's recommendations, the Board **APPROVED** the following resolution by a majority vote:

BE IT RESOLVED by the Board of Trustees, that the Board authorizes and instructs the Negotiating Committee, consisting of Mr. Cassell, Mr. Cohn, and Bishop Schol, to make a final separation offer from the Board to Dr. Ladner with the following terms.

- (1) Dr. Ladner's employment by the University will terminate effective October 24, 2005.
- (2) Dr. Ladner will have use of the University-owned residence and automobile for a maximum of 90 days.
- (3) The University will pay Dr. Ladner a cash settlement payment of \$950,000.00.
- (4) The University will pay Dr. Ladner up to \$25,000 in actual relocation expenses.
- (5) The University will accelerate Dr. Ladner's vesting in, and pay Dr. Ladner all amounts included in, the Deferred and Retention Compensation Plan account of Dr. Ladner.

- (6) The University will accelerate Dr. Ladner's vesting in, and pay Dr. Ladner all amounts included in, the Supplemental Retirement and Compensation Plan account of Dr. Ladner.
- (7) Any amounts due to be reimbursed by Dr. Ladner to the University will be deducted from the net settlement payment if not otherwise paid by October 24, 2005.
- (8) The University will make one final annual premium of \$103,000.00 to Dr. Ladner's split-dollar life insurance policy.
- (9) The University will release its interest as collateral assignee under the Collateral Assignment Split-Dollar Life Insurance Agreement and Collateral Assignment Agreement, both dated 1997, between the University and Dr. Ladner, and thereafter the University will have no interest in the policy such that Dr. Ladner will own the whole policy.
- (10) The President will provide a release to the University for any legal claims he might have otherwise made.
- (11) The University and Dr. Ladner will issue a joint press release announcing Dr. Ladner's retirement and thanking him for his service to the University.

The Negotiating Committee, with the advice of counsel, will develop and present the specific terms of the final separation offer in a written separation agreement to Dr. Ladner that Dr. Ladner must accept or reject by noon on October 24, 2005 or Dr. Ladner will be terminated as set forth above.

5. Elections of New Chair of the Board of Trustees.

The Committee to select a new Chair presented its recommendation of Mr. Abramson as Chair of the Board of Trustees. Following discussion by the Board, and upon a motion made and seconded, the Board **VOTED** unanimously to elect Mr. Abramson as Chair, effective November 11, 2005.

Resolutions. On a motion made and seconded, it was VOTED to approve the following resolutions:

AMERICAN UNIVERSITY
Washington D.C.

BOARD OF TRUSTEES
October 20, 2005

Resolutions

BE IT RESOLVED by the Board of Trustees, that the Board hereby determines, based on recommendations from counsel, that Dr. Ladner's 1997 employment agreement is invalid.

BE IT RESOLVED by the Board of Trustees, that if Dr. Ladner does not accept the final separation offer as approved by the Board and sign a separation agreement containing the terms of that offer by noon on October 24, 2005 Dr. Ladner will thereupon be terminated as an at-will employee or, alternatively, terminated for cause as defined in his 1994 employment agreement and his 1997 employment agreement.

BE IT RESOLVED by the Board of Trustees, that the Board authorizes and instructs the Negotiating Committee, consisting of Mr. Cassell, Mr. Cohn, and Bishop Schol, to make a final separation offer from the Board to Dr. Ladner with the following terms:

- (1) Dr. Ladner's employment by the University will terminate effective October 24, 2005.
- (2) Dr. Ladner will have use of the University-owned residence and automobile for a maximum of 90 days.
- (3) The University will pay Dr. Ladner a cash settlement payment of \$950,000.00.
- (4) The University will pay Dr. Ladner up to \$25,000 in actual relocation expenses.
- (5) The University will accelerate Dr. Ladner's vesting in, and pay Dr. Ladner all amounts included in, the Deferred and Retention Compensation Plan account of Dr. Ladner.
- (6) The University will accelerate Dr. Ladner's vesting in, and pay Dr. Ladner all amounts included in, the Supplemental Retirement and Compensation Plan account of Dr. Ladner.
- (7) Any amounts due to be reimbursed by Dr. Ladner to the University will be deducted from the net settlement payment if not otherwise paid by October 24, 2005.
- (8) The University will make one final annual premium of \$103,000.00 to Dr. Ladner's split-dollar life insurance policy.

- (9) The University will release its interest as collateral assignee under the Collateral Assignment Split-Dollar Life Insurance Agreement and Collateral Assignment Agreement, both dated 1997, between the University and Dr. Ladner, and thereafter the University will have no interest in the policy such that Dr. Ladner will own the whole policy.
- (10) The President will provide a release to the University for any legal claims he might have otherwise made.
- (11) The University and Dr. Ladner will issue a joint press release announcing Dr. Ladner's retirement and thanking him for his service to the University. The Negotiating Committee, with the advice of counsel, will develop and present the specific terms of the final separation offer in a written separation agreement to Dr. Ladner that Dr. Ladner must accept or reject by noon on October 24, 2005, or Dr. Ladner will be terminated as set forth above.

BE IT RESOLVED by the Board of Trustees, that Gary Abramson is elected as Chair of the Board of Trustees effective November 11, 2005.

Respectfully submitted,

James P. Joseph
Counsel to the Board of Trustees

American University
BOARD OF TRUSTEES MEETING MINUTES

November 11, 2005

The American University Board of Trustees met in the Butler Pavilion Boardroom at American University in Washington, DC, on Friday, November 11, 2005.

Trustees Present

Gary M. Abramson	Fuad El-Hibri	Regina Muehlhauser
David M. Carmen	Thomas A. Gottschalk	John R. Petty
Jack C. Cassell	Cornelius Kerwin	Robert P. Pincus
Gary D. Cohn	Margery Kraus (by phone)	Matthew S. Pittinsky
Pamela M. Deese	Charles Lydecker	John R. Schol
Jerome King Del Pino	A. Robyn Mathias	

Trustees Absent

Edward R. Carr	Hani M.S. Farsi	Jeffrey A. Sine
----------------	-----------------	-----------------

Administrators

Albert Checcio, <i>V.P.-Development</i>	Cornelius Kerwin, <i>Proust</i>
Gail Hanson, <i>V.P.-Campus Life</i>	Donald Myers, <i>V.P.-Finance and Treasurer</i>
Mark Huey, <i>Assistant to the President</i>	Robert Pastor, <i>V.P.-International Affairs</i>
Mary Kennard, <i>V.P.-General Counsel</i>	David Taylor, <i>President's Chief of Staff</i>

Campus Representatives

Anthony Ahrens, *Faculty Senate*; Robin Beads, *Staff Council*; Peter Brusoe, *Graduate Leadership Council*; Adam Cohen, *Student Bar Association*; Margo Herron, *Alumni Association*; Kyle Taylor, *Student Government*

GENERAL SESSION

Mr. Abramson convened the General Session of the Board of Trustees meeting at 9:35 am.

Report from the Chairman of the Board

New Chairman of the Board Gary M. Abramson welcomed the other trustees, interim President Neil Kerwin, the university's vice presidents, and the six Campus Representatives. In his opening remarks, Mr. Abramson thanked the AU community for its loyalty, its concern for the university's progress, and its offers to assist the Board in its efforts to return the university to stability and further growth.

Report from the Trusteeship Committee

Committee Chair Tom Gottschalk, reported on the committee's meeting. He said the group discussed the composition and leadership for the next two-year term (2005-2007) of the Board's standing and ad hoc committees. The committee recommended a slate of committee chairs, vice chairs, and members for the 2005-2007 term (see Appendix A).

Following the Board's discussion of the committee's recommendations, the Board, on a motion made and seconded, **VOTED** to approve the new committee memberships and leaders for 2005-2007 as proposed by the Trusteeship Committee and amended during discussion. Committee chairs for the 2005-2007 term are as follows: Academic Affairs – Bishop John School; Athletics – Jack Cassell; Audit – Charlie Lydecker; Campaign Steering & Development – Gary Abramson and Gary Cohn, co-chairs; Campus Life – Pamela Deese; Compensation – Gary Abramson; Finance & Investment – Gary Cohn; International Affairs – Jeff Sine; and Trusteeship – Tom Gottschalk.

Mr. Gottschalk said that the Trusteeship Committee would work in conjunction with the Board's Governance Committee to make recommendations for committee charters and to define Board committee roles and functions, and will report on these activities to the Board at its Winter 2006 Meeting.

Report from the Special Committee on Governance

Committee Chair Pamela Deese updated the Board on its activities since being appointed in late October. Ms. Deese reported that the committee, whose other members are Gary Abramson, Regina Muehlhauser, Bishop John Schol, and Jeffrey Sine, had requested consultancy proposals from the American Council on Trustees and Alumni's (ACTA's) Institute for Effective Governance, the Association of Governing Boards of Universities and Colleges (AGB), and the National Association of Corporate Directors (NACD) to consult with the committee to fulfill its charter (The committee's charter is "to evaluate Board governance and make recommendations to the full Board for improvements in such governance to enable the Board to more fully and effectively meet its fiduciary responsibilities to the university.").

In addition to describing the committee's work with consultant organizations, Ms. Deese informed the Board of the committee's timeline for its activities:

- Mid-November to mid-December 2005 – Determine which consultant(s) to retain.
- January to mid-February 2006 – Conduct a formal self-assessment of the Board under the direction of the consultant(s).
- February 17, 2006 Board Meeting – Make a preliminary report to the Board.
- End of February through March 2006 – Conduct extensive and inclusive consultations with the university community, including the university-wide Task Force on Governance, the Faculty Senate's ad hoc Committee on Governance, and the ad hoc University-wide Student Task Force on Reformation of University Governance
- May 19, 2006 Board Meeting – Make final recommendations to the Board.

Report from the Special Committee on the Presidential Search Process

Committee Chair Matthew Pittinsky made the committee's first report to the Board, following several meetings the previous week with the university's deans and representatives from the university's Faculty Senate, student leadership, and Staff Council. Based on the committee's report, the Board decided to schedule the kick-off of an inclusive presidential search process *no earlier than* June 2006, after the end of the academic year, so that the Board can focus on governance changes that will help it attract the best possible candidate and ensure that important lessons from recent events have been learned. In the meantime, no solicitation or appointment of a candidate will be made outside of a committee-based search process.

Report from the Academic Affairs Committee Meeting's General Session.

Committee Chair Bishop John Schol reported on the committee's discussion of Interim Provost Ivy Broder's report and asked her to highlight for the full Board some of the university's academic achievements since the May Board meeting. Following that report, the committee asked student representatives to speak about their opposition to the Faculty Senate's proposal to amend the Faculty Manual and end voting membership positions for students on the schools' and colleges' rank and tenure committees.

Report from the Campus Life Committee Meeting's General Session.

The chief focus of the Campus Life Committee meeting was the annual presentation of a set of campus "metrics" to the committee. Committee Chair Pam Deese asked Vice President of Campus Life Gail Hanson and Director of Institutional Research and Assessment Karen Frosolid-Jones to summarize their findings from the "campus metrics," the results of the 2004 Freshman Survey, the 2005 Graduation Survey, and the 2005 Campus Climate Survey.

Report from the Finance & Investment Committee Meeting's General Session.

Committee Chair Gary Cohn reported that the committee met and discussed the mid-year update on the FY 2006 university budget and capital refinancing.

Report from the Campaign Steering and Development Committee Meeting's General Session.

Committee Co-chair Gary Abramson reported on the committee's meeting and presented some of the highlights of its discussion. As part of the committee's review of the performance of the capital campaign, Mr. Abramson spoke about the successful leadership and recent resignation of Vice President of University Relations Al Checcio for a similar position at Fordham University. In light of Vice President Checcio's significant contributions to the work of the Office of University Relations and the current success of the university's capital campaign, the Board, on a motion made and seconded, **VOTED** to approve a resolution of appreciation for Mr. Checcio's achievements:

AMERICAN UNIVERSITY
Washington, D.C. 20016

BOARD OF TRUSTEES

November 11, 2005

A Resolution

WHEREAS Al Checcio, as Vice President of University Relations, has given outstanding service to American University over the past six years; and

WHEREAS Al Checcio has made great improvements and positive changes during this time to the university's offices of development, alumni affairs, athletics, university relations, and other areas under his management and oversight responsibilities; now, therefore,

BE IT RESOLVED that the Board of Trustees of American University expresses its sincere appreciation and gratitude to Vice President of University Relations Al Checcio and wishes him well in his new position.

Out-going Vice President of University Relations Al Checcio thanked the Board and updated it on the progress of *Amu*AU, the university's capital campaign. Since the campaign was announced in 2003, AU has received to date approximately \$109 million in gifts and pledges toward a total goal of \$200 million. In addition, alumni participation in giving has increased 14% over the same time last year.

Reports of the President, Vice Presidents, and Campus Representatives

As part of the materials the President's Office sends to the Board in preparation for its meeting is a set of reports from the President, the Vice Presidents, and the Six Campus Representatives. These reports inform the trustees about significant events and achievements since the Board last regular meeting (May 2005) and present to the Board the issues and concerns that are affecting the university's offices and representative organizations. The reports also provide the substance of part of its discussions during the Board meeting's general session. Later this month, these reports will be made available on the university's Governance website [URL].

Another item that will be accessible from the AU Governance website is the report of the ad hoc University-wide Student Committee on Reformation on University Governance. Among the committee's recommendations are (1) to add three students and three faculty to the Board of Trustees as voting members; (2) removing the president as an ex officio member of the Board; and (3) increasing the number of annual regular Board meetings from three to four.

There being no further business to address in the General Session, Mr. Abramson adjourned the meeting at 12:30 pm.

Respectfully submitted,

Mark C. Huey
Secretary of the University

American University
BOARD OF TRUSTEES MEETING MINUTES
May 13, 2005

The American University Board of Trustees met in the Butler Pavilion Boardroom at American University in Washington, DC, on Friday, May 13, 2005.

Trustees Present

Gary M. Abramson	Pamela M. Deese	John R. Petty
Leslie E. Bains	Jerome King Del Pino	Robert P. Pincus
Michael D. Capellas	(phone)	Matthew S. Pittinsky
David M. Carmen	Fuad El-Hibri	John R. Schol
Edward R. Carr	Margery Kraus	Jeffrey A. Sine
Jack C. Cassell	Leonard R. Jaskol	Paul Martin Wolff
Gary D. Cohn	A. Robyn Mathias	
George J. Collins	(phone)	

Trustees Absent

Hani M.S. Farsi	Thomas A. Gottschalk	Laurence C. Siegel
Michael R. Forman	Benjamin Ladner	

Guests

James P. Joseph and Tara Owens Antonipillai, *Arnold & Porter LLP*; Kenneth Yormark, Pamela Stone, and Anne Marie Minogue, *Protiviti Inc.*

CLOSED EXECUTIVE SESSION

(Chair Collins called the session to order at 9:30 am; it concluded at 11:40 pm.)

1. **Minutes.** On a motion made and seconded, it was **VOTED** to approve the minutes of the February 25, 2005, Board of Trustees meeting.
2. **Audit Committee.** As part of an internal investigation of the University's financial accounting procedures relating to the Office of the President and the President's Residence, Arnold & Porter LLP, the Board's outside counsel, was retained to provide advice to the Audit Committee. Arnold & Porter engaged Protiviti Inc. to perform an investigation into the expenses of Dr. and Mrs. Ladner for fiscal years 2004 and 2005. Chair Jaskol gave the background on how and why the audit was commenced. Protiviti presented an interim report on the results of its internal investigation, during which they presented their preliminary findings. Protiviti stressed that additional information would be needed to complete the investigation and draw final conclusions. Following Protiviti's presentation, the Board questioned Protiviti about their preliminary findings and discussed the preliminary report. Upon

motions duly made and seconded, the Board unanimously authorized the Audit Committee to complete its investigation of Dr. Ladner's expenses.

3. **Retention of Counsel.** Chair Collins noted for the record that Arnold & Porter had been retained last year to give advice to the Board on compensation matters. Arnold & Porter's role was expanded when Chair Collins retained the firm to assist the Board and the Audit Committee in conducting the internal investigation, as well as other matters that may come before the Board of Trustees. Chair Collins stressed that the Audit Committee's internal investigation was a clear example of why independent Board counsel is necessary. Chair Collins asked if there were any objections to the retention of Arnold & Porter as Board counsel, and, hearing none, he requested a report from the Trusteeship Committee.

4. **Trusteeship Committee.** As Chair of the committee, Mr. Carr announced the recommendation of two new trustees: Charles H. Lydecker and Regina Liang Muehlhauser. The Board discussed the cultivation of new trustees, as well as an overall plan for trustee recruitment and an overall vision for the Board. On a motion made and seconded, it was VOTED unanimously to elect Charles H. Lydecker and Regina Liang Muehlhauser as trustees. When Mr. Carr introduced the issue of selecting a new Chair and Vice Chair for the Board of Trustees, Ms. Bains left the room for both the discussion and subsequent vote. Mr. Carr then presented the committee's unanimous recommendation of Ms. Bains as Chair of the Board of Trustees and Mr. Gottschalk as Vice Chair. Following discussion by the Board, and upon a motion made and seconded, the Board VOTED unanimously to elect Ms. Bains as Chair and Mr. Gottschalk as Vice Chair.

Resolutions. On motions made and seconded, it was **VOTED** to approve the following resolutions:

**AMERICAN UNIVERSITY
Washington D.C.**

**BOARD OF TRUSTEES
13 May 2005**

Resolutions

BE IT RESOLVED by the Board of Trustees, that the Audit Committee is authorized to complete the investigation into the travel and personal expenses of Benjamin Ladner being conducted by Protiviti Inc., with the advice and counsel of Arnold & Porter LLP, with the Chair of the Audit Committee having the authority to expand the investigation to back to January 1, 2002, at his option.

BE IT RESOLVED by the Board of Trustees, that the Audit Committee, when it has completed its investigation, shall present its findings and make recommendations to the Board regarding the results of the investigation.

BE IT RESOLVED by the Board of Trustees, that Charles H. Lydecker and Regina Liang Muehlhauser are elected to the Board of Trustees.

BE IT RESOLVED by the Board of Trustees, that Leslie E. Bains is elected as Chair of the Board of Trustees and Thomas A. Gottschalk is elected as Vice Chair.

Respectfully submitted,

Mark C. Huey
Secretary of the University

a.

b. BOARD ACTIONS, MAY 13, 2005 MEETING

1. *Approved:* Minutes of the February 25, 2005 Board Meeting
2. *Approved:* Completion of the Ongoing Investigation of the Audit Committee
3. *Approved:* Appointment of Charles H. Lydecker and Regina Liang Muehlhauser to the Board of Trustees.
4. *Approved:* Appointment of Leslie E. Bains as Chair of the Board of Trustees.
5. *Approved:* Appointment of Thomas A. Gottschalk as Vice Chair of the Board of Trustees.

SCHEDULE

(*Meetings— Butler Pavilion, 6th floor; Reserved Parking— Parking Garage, 6th floor*)

Thursday, November 10, 2005

1:00 pm – 2:00 pm	Audit Committee	<i>Conference Room</i>
1:00 pm – 2:30 pm	Trusteeship Committee	<i>Board Room</i>
2:00 pm – 3:00 pm	Finance & Investment Committee	<i>Conference Room</i>
3:00 pm – 4:00 pm	Compensation Committee	<i>Conference Room</i>
	Academic Affairs Committee	<i>Board Room</i>
4:00 pm – 5:30 pm	Campus Life Committee	<i>Board Room</i>
5:30 pm – 6:30 pm	Campaign Steering Committee	<i>Conference Room</i>
7:00 pm – 8:30 pm	Reception	<i>Rotunda, Katzen Arts Center</i>
8:00 pm – 9:00 pm	Town Meeting (optional)	<i>Ward Building, Room 2</i>

Friday, November 11, 2005

8:00 am – 9:15 am	Cont'l Breakfast with Students	<i>Board Room & 6th Floor Hall</i>
9:30 am – 4:00 pm	Board of Trustees Meeting	<i>Board Room</i>

BOARD MEETING

Friday, November 11, 2005 9:30 am – 4:00 pm
Board Room, 6th Floor, Butler Pavilion

AGENDA— General Session

Discussion Items

1. Report of the Chair
2. Report of the Trusteeship Committee (p. 57)
3. Reports of the Board of Trustees Special Committees
 - a. Committee on the Presidential Search Process
 - b. Committee on Governance
4. Reports of the Standing Committees' General Sessions
 - a. Academic Affairs Committee (p. 58)
 - b. Campus Life Committee (p. 59)
 - c. Campaign Steering Committee (p. 59)
5. Report of the President (pp. 9-16)
6. Reports of the Acting Provost and Vice Presidents
 - a. Acting Provost (pp. 16-24)
 - b. Vice President of Finance and Treasurer (pp. 25-26)

- c. Vice President of Campus Life (pp. 27-29)
 - d. Vice President of University Relations (pp. 30-34)
 - e. Vice President of International Affairs (pp. 35-43)
 - f. Vice President and General Counsel (pp. 7)
7. Reports of the Campus Representatives
- a. Faculty Senate (pp. 48-49)
 - b. Student Government (pp. 49-51)
 - c. Graduate Leadership Committee (pp. 51-52)
 - d. Student Bar Association (pp.52-54)
 - e. Staff Council (pp. 55-56)

AGENDA— Executive Session

Discussion Items

1. Minutes of May 13, 2005 Regular Board Meeting, Special Board Meetings and Executive Committee Meetings (separate handout)
2. Report of the Special Committee on the Presidential Search Process' Executive Session
3. Report of the Standing Committees' Executive Sessions
 - a. Academic Affairs Committee (Appendix C)
 - b. Audit Committee (p. 56)
 - c. Finance & Investment Committee (Appendix A and Appendix B)
4. Report of the General Counsel (pp. 44-47)
5. Report on the U.S. Senate Committee on Finance Request (previously distributed)
6. Report of the Compensation Committee (p. 58)

COMMITTEES

Executive

Gary Abramson, *Chair*
 Tom Gottschalk, *Vice Chair*
 Gary Cohn, *Finance & Invest.*
 John Schol, *Acad. Affairs*
 Neil Kerwin, *Acting President*
 Bob Pincus, *At-large*
 Jack Cassell, *At-large*

Academic Affairs

John Schol, *Chair*
 Robyn Mathias, *Vice Chair*
 David Carmen
 Jerome King Del Pino
 Matthew Pittinsky

Audit

Charlie Lydecker, *Chair*
 Gary Cohn, *Vice Chair*
 Fuad El-Hibri
 John Petty
 Jeff Sine

Compensation

Gary Abramson, *Chair*
 Tom Gottschalk, *Vice Chair*
 Ed Carr
 Gary Cohn
 Charlie Lydecker

Trusteeship

Tom Gottschalk, *Chair*
 Jerome Del Pino, *Vice Chair*
 Ed Carr
 Margery Kraus
 Matthew Pittinsky

Campus Life

Pam Deese, *Chair*
 Robyn Mathias, *Vice Chair*
 David Carmen
 Jerome Del Pino
 Margery Kraus
 Charlie Lydecker

Athletics

Jack Cassell, *Chair*
 Bob Pincus, *Vice Chair*

Finance & Investment

Gary Cohn, *Chair*
 Regina Muehlhauser, *Vice Chair*
 John Petty
 Jeff Sine

Campaign & Development

Gary Abramson, *Co-Chair*
 Gary Cohn, *Co-Chair*
 Ed Carr
 Jack Cassell
 Pam Deese
 Robyn Mathias
 Bob Pincus

International Affairs

Jeff Sine, *Chair*
 Margery Kraus, *Vice Chair*
 Fuad El-Hibri
 Hani Farsi

 CLASSES [* Alumni; () Year of Election]
Class of 2006

Jack Cassell* ('03)
 Margery Kraus* ('03)
 John Petty ('94)
 Robert Pincus ('00)
 Matthew Pittinsky* ('00)
 John R. Schol ('04)
 Jeffrey Sine* ('03)

Class of 2007

Gary Abramson* ('86)
 David Carmen ('01)
 Gary Cohn* ('01)
 Pamela Deese* ('01)
 Jerome Del Pino ('01)
 Fuad El-Hibri ('04)
 Tom Gottschalk ('95)

Class of 2008

Edward Carr * ('75)
 Hani Farsi* ('96)
 Charlie Lydecker ('05)
 Robyn Mathias* ('91)
 Regina Muehlhauser ('05)

MEETING DATES:

2006— February 23-24; May 18-19; November 2-3

ATTENDANCE

	May 2004			November 2004			February 2005			May 2005		
	Committee Meetings	Reception	Board Meeting									
Abramson, G.		NA			NA	*	*	NA			NA	*
Carmen, D.						*			*	*	?	*
Carr, E.	*	*	*	*		*	*	*	*	*	*	*
Cassell, J.	*	*	*	*	*	*	*	*	*	*	*	*
Cohn, G.				*		*	*	*	*			*
Deese, P.	*	*	*	*	*	*	*	*	*	*	*	*
Del Pino, J.	*	*	*						*			*
El-Hibri, F.	*	*	*	NA		*	NA	*	*	NA	?	*
Farsi, H.												
Gottschalk, T.	*	*	*	*	*	*	*	*	*			
Kerwin, C.	NA	NA	NA									
Kraus, M.	*	*	*			*	*		*	*	?	*
Mathias, R.	*	*	*	*	*	*	*	NA	*	*	?	*
Petty, J.	*	*	*	*	*	*	*	*	*	*	*	*
Pincus, R.	*		*	*		*	*		*			*
Pittinsky, M.						*	*		*			*
Schol, J.	NA	NA	NA	NA	NA	NA	NA	NA	*	NA	?	*
Sine, J.			*	*	*	*	*		*			

AREAS OF PARTICIPATION

Arts

Gary Abramson, Hani Farsi

Athletics

Jack Cassell, Bob Pincus

Center for Peace and

Conflict Resolution

Fuad El-Hibri

Center for Islamic Peace

Hani Farsi

International Affairs

Jack Cassell, Fuad El-Hibri, Hani Farsi, Tom

Gottschalk, Margery Kraus, Jeff Sine

School of Public Affairs

Pam Deese, John Petty, Matthew Pittinsky

School of Education

Robyn Mathias

Facilities and Grounds

Gary Abramson

Kogod School of Business

David Carmen, Ed Carr, Bob Pincus

Technology

Matthew Pittinsky

WAMU-FM

Pam Deese, Jeff Sine, John Petty

DIRECTORY

<u>Trustee</u>	<u>Office</u>	<u>Fax</u>	<u>E-mail</u>	<u>Assistant</u>
Gary Abramson	301-984-7000	301-984-6033	gma@towercompanies.com	Gina Beckmann
David Carmen	202-785-0500	202-326-1616	carmend@carmengroup.com	Alison Cricks
Edward Carr	703-658-6060	703-205-9303	ercdc2@aol.com	Deborah Bennett
Jack Cassell	561-748-7990	561-748-1014	jackvae@aol.com	Crystal Steele
Gary Cohn	212-902-7616	212-346-3180	gary.cohn@gs.com	Susan Giannone
Pamela Deese	202-828-3431	202-857-6395	deese.pamela@arentfox.com	Sandra Thomas
Jerome Del Pino	615-340-7356	615-340-7048	jkdelpino@gbhem.org	Cheryl Casner
Fuad El-Hibri	301-217-9929	301-217-9935	felhibri@ewrcorp.com	Kerry Kisling
Hani Farsi	44-7802-953-000	44-2074-349-817	hani@hanifarsi.com	Thuria Bilbeisi
Tom Gottschalk	313-667-3406	313-667-3188	t.gottschalk@gm.com	Cathy Gillis
Neil Kerwin	202-885-2121	202-885-3265	ckerwin@american.edu	Meg Clemmer
Margery Kraus	202-778-1010	202-861-0525	mkraus@apcoworldwide.com	Cathy Crane
Chas. Lydecker	386-239-7201	386-239-5705	clydecker@bbdaytona.com	Marsha Nichols
Robyn Mathias	301-229-8013		arrmathias@aol.com	
Regina Muehlhauser	925-462-5381		reginaliang@aol.com	
John Petty	703-744-8444	703-506-1484	johnp@tecsec.com	Xandra Petty
Robert Pincus	202-367-3024	202-367-3001	rpincus@milestonecap.com	Chris Evans
Matthew Pittinsky	202-463-4860	202-466-3448	matthew@blackboard.com	Janis Butler
John Schol	202-546-3110	202-546-3186	jschol@bwcumc.org	Margie Green
Jeffrey Sine	212-821-6161	212-821-6160	jeff.sine@ubs.com	Susan Jaffe

American University BOARD OF TRUSTEES MEETING MINUTES

May 13, 2005

The American University Board of Trustees met in the Butler Pavilion Boardroom at American University in Washington, DC, on Friday, May 13, 2005.

Trustees Present

Gary M. Abramson	Pamela M. Deese	John R. Petty
Leslie E. Bains	Jerome King Del Pino (phone)	Robert P. Pincus
David M. Carmen	Fuad El-Hibri	Matthew S. Pittinsky
Edward R. Carr	Leonard R. Jaskol	John R. Schol
Jack C. Cassell	Margery Kraus	Paul Martin Wolff
Gary D. Cohn	Benjamin Ladner	
George J. Collins	A. Robyn Mathias	

Trustees Absent

Michael D. Capellas	Michael R. Forman	Laurence C. Siegel
Hani M.S. Farsi	Thomas A. Gottschalk	Jeffrey A. Sine

Administrators

Albert Checcio, *V.P.-Development*
 Gail Hanson, *V.P.-Campus Life*
 Mark Huey, *Assistant to the President*
 Mary Kennard, *V.P.-General Counsel*

Cornelius Kerwin, *Provost*
 Donald Myers, *V.P.-Finance and Treasurer*
 Robert Pastor, *V.P.-International Affairs*
 David Taylor, *President's Chief of Staff*

Campus Representatives

Anthony Ahrens, *Faculty Senate*, Peter Brusoe, *Graduate Leadership Council*; Adam Cohen, *Student Bar Association*; Melissa Ramsepaul, *Staff Council*; Kyle Taylor, *Student Government*

Guests

James P. Joseph and Tara Owens Antonipillai, *Arnold & Porter LLP*; Kenneth Yormark, Pamela Stone, and Anne Marie Minogue, *Protiviti, Inc*

CLOSED EXECUTIVE SESSION

Minutes of this session provided under separate cover by James J. Joseph, *Arnold & Porter LLP*, Counsel to the Board of Trustees.

EXECUTIVE SESSION

(New Chair Leslie Bains called the meeting to order at 12:05 pm; it concluded at 12:25 pm.)

1. Academic Affairs Committee. In Mr. Gottschalk's absence, Ms. Mathias summarized the committee's executive session and asked Mr. Kerwin to discuss the proposed tenure-track appointments, recommendations for tenure, and recommendations for promotion.
 Following the discussion, on a motion made and seconded, it was **VOTED** to approve the Faculty Personnel Actions as presented in the Board materials.
2. Kogod School of Business Building Expansion. At the Chair's request, Mr. Myers made a brief presentation about the proposal to expand the Kogod School of Business building by renovating the former Experimental Theatre and connecting it with the school's present building. Following discussion, on a motion made and seconded, it was **VOTED** to approve the following resolution, authorizing the Vice President of Finance and Treasurer to proceed with planning for the expansion of the Kogod School of Business building:

THE AMERICAN UNIVERSITY
Washington, D.C.

BOARD OF TRUSTEES
May 13, 2005

Kogod School of Business Building Expansion

A Resolution

WHEREAS, the Kogod School of Business is a key part of the university's academic program; and

WHEREAS, an expansion of the Kogod School's facilities by renovating and connecting the former Experimental Theatre to the School would enhance its facilities and academic program; and

WHEREAS, preliminary funding sources have been identified, including a major fundraising initiative of the capital campaign; and

WHEREAS, there is a long lead time for the design and approval process for capital construction in the District of Columbia; now therefore

BE IT RESOLVED by the Board of Trustees that the Vice President of Finance and Treasurer is authorized to proceed with planning for the proposed Kogod School of Business Building Expansion, including the design, development, zoning authorization, and funding for the project, estimated to cost \$11.5 million; and

BE IT FURTHER RESOLVED, that the Vice President of Finance and Treasurer shall secure prior authorization from the Board of Trustees, as necessary and required with regard to execution of documents, including Project construction contracts and financing instruments.

GENERAL SESSION

(Chair Bains called the meeting to order at 12:30 pm; it concluded at 1:05 pm.)

1. **Introduction of Campus Representatives.** Ms. Bains welcomed the campus representatives and asked them to introduce themselves.
2. **Reports.** Ms. Bains asked for questions and comments related to the President's Report. She pointed out highlights of the university's progress since 1994 and thanked Mr. Ladner for his leadership in the university's achievements. Mr. Pincus asked about the Presidential Management Scholars and the significance of AU having the largest number of scholars in the country. Ms. Bains enquired about the uses of the university's highlights in promoting AU. Ms. Deese commented on the importance she inferred from a University of Cincinnati researcher's observation that AU is among only six private universities to have made a "dramatic" advancement in the *U.S. News & World Report* annual rankings.

Mr. Pincus suggested that at a future meeting the Board discuss the university's priorities for the next five years. Ms. Bains recommended that the Board discuss the university's priorities and their benchmarks at the next Board meeting. Mr. Ladner said that the university faces more intense competition as it progresses and that its successes will be linked increasingly to the size of its endowment. In closing discussion of his report, Mr. Ladner noted that the President's Circle Dinner would be the evening of Thursday, October 20, 2005, the day of the opening of the Dr. Cyrus and Myrtle Katzen Arts Center.

Ms. Bains asked for questions and comments about the President's Cabinet reports. Mr. Kerwin discussed recruitment of international students. He said U.S. universities are facing increasing competition from Great Britain, Australia, and Canada for international students. He also said that the university was working to focus its efforts to recruit international students to make the process more effective and successful.

Ms. Bains asked for questions and comments about the Campus Representatives' reports. Mr. Taylor, the recently elected president of Student Government, highlighted the new structure and programs of the undergraduate organization. Mr. Brusoe described the Graduate Leadership Council's plans for the coming academic year. Mr. Ahrens spoke on the Faculty Senate's proposed revisions to the membership of the Rank and Tenure Committee. Representatives of the Student Government and Graduate Leadership Council said that they have had constructive discussions with members of the Faculty Senate about the issue.

3. **Academic Affairs Committee**. Ms. Mathias summarized the general session of the Academic Affairs Committee meeting and asked Mr. Kerwin to discuss the enrollment issue. Mr. Kerwin said that the university is attracting and admitting more highly qualified students but still having some difficulty converting admitted students into AU freshman primarily because AU cannot offer as attractive a financial aid package to admitted students as our competitors.
4. **Campus Life Committee**. Ms. Deese reported that Ms. Hanson, representatives of her Residential Life staff, and one in-residence faculty member spoke about faculty engagement in campus life. For the presentation, Mr. John Richardson made a DVD describing his first three years living in one of the university dormitories. Ms. Kraus asked that copies of the DVD be made and distributed with support materials to each Board member.
5. **Facilities Overview**. Mr. Ladner brought the Board up to date on the campus plan, buildings and grounds priorities, and their connections to the *ArewAU* capital campaign.

EXECUTIVE SESSION

(Chair Bains called the meeting to order at 1:10 pm; it concluded at 1:15 pm.)

1. **Campaign Steering Committee.** Mr. Checcio provided an update on progress made in the capital campaign. He said that the campaign is slightly ahead of schedule for the amount raised to date. He also said that alumni participation had surpassed its 20% participation rate goal. Ms. Bains thanked Mr. Ladner and Mr. Checcio for their time and effort over the past three months in traveling around the country on fundraising and student recruitment activities.
2. **Vice President and General Counsel Report.** There were no questions from the Board about Ms. Kennard's report.

Respectfully submitted,

Mark C. Huey
Secretary of the University

BOARD ACTIONS, MAY 13, 2005 MEETING

1. *Approved:* Minutes of the February 25, 2005 Board Meeting
2. *Approved:* Completion of the Ongoing Investigation of the Audit Committee
3. *Approved:* Appointment of Charles H. Lydecker and Regina Liang Muehlhauser to the Board of Trustees
4. *Approved:* Appointment of Leslie E. Bains as Chair of the Board of Trustees
5. *Approved:* Appointment of Thomas A. Gottschalk as Vice Chair of the Board of Trustees
6. *Approved:* Faculty Personnel Actions
7. *Approved:* Planning the Kogod School of Business Building Expansion

PRESIDENT'S REPORT Acting President Neil Kerwin

Key Issues: General Condition of the University • Board Actions Regarding the Former President • Progress on the 15 Points • Resignation of Vice President Checcio and Transition in the Office of University Relations • Challenges Ahead

1. **Condition of the University.** I commend to the members of the Board the individual reports of the provost, vice presidents and campus representatives for detailed information on recent activities that have contributed to the current condition of American University. I draw several general conclusions from these individual summaries. The University is very strong, highly focused on the key

elements of its fundamental educational mission and making substantial progress in a number of areas.

The recent controversy surrounding the former president and the Board has obviously been a matter of deep concern and serious effort for the administration, the faculty, students, staff, alumni and parents. I find ample evidence in the attached reports that the community has been able to engage these matters without significant negative impact on the scholarly, creative, instructional, learning and service elements of our work. I will not attempt to review that evidence here, but the following items from the individual reports convey the sense of energy and accomplishment that has come to characterize this institution:

- Student Accomplishment: We learned in the last week that American University has finalists for both the Rhodes and the Marshall Scholarships. Generally considered the two most competitive and prestigious scholarship awards for undergraduate students, it is a tribute to our students, their faculty and the Office of Merit Awards that they have reached this level of distinction. We will provide them all the support we can in the remaining stages of the selection process. This news comes on the heels of an extraordinary performance by our students in a number of national competitions during the last academic year
- Faculty Achievement: Dr. Alan Kraut of the Department of History, College of Arts and Sciences, has been awarded three prestigious book awards for his recently published book *Goldberger's War: the Watson Davis and Helen Miles Davis Prize* for the best book in the history of science intended for a general audience; the Henry Adams Prize from the Society for History in the Federal Government for the best volume on the history of the federal government in 2003, and the Arthur J. Viseltear Award for the best book on the history of public health from the American Public Health Association.
- Rankings and Distinctions: The report of the acting provost lists a number of recent rankings and recognition by national organizations and services. These include a number of program-specific accomplishments and acknowledgements of the quality and value of the university, overall, by *US News & World Report*, the *Fiske Guide*, and the *Princeton Review*
- Alumni Accomplishment: Each issue of *American* magazine is replete with news of the latest accomplishments by our distinguished alumni. While many could be cited here, it is fitting to note that Lonnie Bunch has been named the first director of the Museum of African-American History of the Smithsonian Institution. For this distinction, and many others throughout his career, Mr. Bunch was the recipient of this year's Alumni Achievement Award.

- Financial Health of the Institution. KPMG performed the annual audit of the university's financial statements and gave AU an unqualified audit opinion. As of September 30, 2005, the value of the university's endowment was approximately \$290 million. For the year ending June 30, 2005, the total return on the endowment pool was 14.5%, which performance ranked us in the top 15% of Cambridge Associates' survey of 132 institutions.
- Student Services. The Student Health Center moved to its new facility on the first floor of McCabe Hall in May and implemented co-payments for office visits to help support a more comprehensive program of health care services and expanded access to physician care. Co-payments are \$10 per visit for student subscribers to the student health insurance plan and \$15 per visit for student non-subscribers. Consultants who guided us in redesigning the Student Health Center facility and staffing cautioned us to expect a drop in service utilization following implementation of co-payments. Nevertheless, because of what we think are the convenience of the new facility and the ease of using Eagle Bucks for co-pays, the actual results suggest that we may have neutralized any negative consequence of the new fee schedule. The September monthly report shows patient visits up by about 100 over September 2004.
- Fundraising and Development. Two years after the *AnewAU* capital campaign was publicly launched, the gifts and pledges to the campaign remain strong. As of the end of October, \$108.9 million dollars (54%) has been raised toward the \$200 million goal. Total giving for the current fiscal year through October is \$10.4 million, 53% greater than a year ago at this time.
- Progress in International Affairs Activities. With its official opening less than two months ago, ABTI-American University of Nigeria (AAUN) has moved from an idea into an actual university with the admission of its first class of 124 students. Under the leadership of President David Huwiler and Provost James Garafolo, and with the help of four separate search firms, the involvement of Patrick Ukata, director of the new university's Washington office, and the dedication of many other AU faculty and staff, hundreds of employment candidates were interviewed during the past year in order to recruit the full complement of 25 senior management, staff, and faculty. In addition to these Americans, there are 84 other staff – mostly clerical and service – from Nigeria, bringing the total of new employees to 109 faculty and staff.
- Katzen Arts Center Opening: To date, the highlight of our Campaign "*AnewAU*" was the formal opening and dedication of the Cyrus and Myrtle Katzen Arts Center. Roughly nine hundred people joined the Katzens in an event that was as successful as it was unprecedented in the history of the institution.

- Governance: The Faculty Senate, the councils of the schools and colleges, our undergraduate, graduate and law student government organizations and the Staff Council each played significant roles in the recent discussions and controversy regarding the former president. They demonstrated that they are robust and involved, with deep commitments to the University and its future. As we contemplate new approaches to governance at the University, it appears that the building blocks for faculty, students and staff are firmly in place and quite ready to engage the Board in serious, constructive discussions.

Again, these are offered as exemplars of accomplishments and progress that fill the reports that are attached. They make it plain that the University is strong enough to manage its most important work while in this period of transition.

2. Board Actions Regarding the Former President. It is reasonable to expect, in light of current attitudes of major campus constituencies and the recent communication from Congress, that the University will be dealing with the aftermath of the matter of the former president for some time. At this writing, our constituencies remain very concerned and vocal regarding the terms of the separation agreement and deeply involved in their responses to the call by the Board for new approaches to governance. The letter to the campus by Vice Chair Gottschalk and Chair-elect Abramson was frank with regard to past shortcomings and direct on the Board's willingness to engage the University community in a serious and searching dialogue on how best to design and implement a governance system that serves the long-term interests of the institution and regains confidence. The memo was generally well-received. So, too were the meetings held by Gary Abramson on November 1 with various campus constituencies; the outreach on presidential succession by the trustee group headed by Matthew Pittinsky on November 3; and the plans for similar interactions by the Board's committee on governance, headed by Pamela Deese. Calls for similar interactions in these types of venues and town meeting arrangements will persist.

Going forward it will be important for the Board to build steadily on this strong start. It will require unusual levels of commitment by individual Board members over what promises to be an extended period of discussion, debate and deliberation. The community is deeply engaged in these issues. The Board has raised expectations with regard to Board-community collaboration that are, in my experience, unprecedented. Those expectations will be satisfied only by serious interactions with key constituencies and actions that promise to ensure campus voices are a regular and respected part of its deliberations. The administration of the University stands ready to assist in any way it is able.

3. Progress on the 15 Points. The 15 Points remains the strategic plan for the University, and the institution has made considerable progress in both realizing key

goals and adjusting certain objectives in response to changing conditions and perspectives on how to best advance the University. The website devoted to the 15 Points is updated periodically, but there are a number that merit specific attention in this report.

Point 1 – Campaign. As has been reported elsewhere, we are at roughly the mid-point in our \$200 million campaign. The remaining effort is crucial to the future progress of the institution. Attention is properly focused on the remaining capital projects for the School of International Service, the School of Communication, the Kogod School of Business, and others, but there are other needs that require immediate and substantial attention. Among these are the dearth of endowed professorships, additional financial assistance for students, and support for the Library, the Honors Program, the Center for Teaching Excellence, campus life and athletics.

Point 2 -- Smaller University. We have reconsidered the earlier call for a smaller university in light of the impact of the revenue implications on other major priorities. The current policy is to maintain the size of entering classes while steadily improving student quality. That strategy will require considerable effort and ingenuity on our part to convince very highly qualified students to accept our offer of admission and, possibly, some flexibility on rates of admission until our yield rate improves. On that point we do expect steady progress, due in part to the expert assistance we have secured from the Noel-Levitz firm.

Point 3 -- Undergraduate Education. We have implemented the initial offering of the University College, and the early indications are that it has been a successful addition to the curriculum. Roughly 120 students are enrolled in seven course sections that span the full range of the General Education Program. The entire program faculty and student body participated in a common intellectual experience built around Shakespeare's *Othello*, and the residential component, ably supported by staff in Campus Life, has proven a strong component. We plan a systematic evaluation of the program's first year and expansion for the entering 2006 freshman class.

Point 5 -- Operational Efficiency. Given the national debate on the cost of higher education, ever increasing competition and the importance of integrity in our administrative operations, this element of the 15 Points remains important to our future. Accordingly, periodic review of patterns in management and spending is essential. At the February 2006 meeting of the Board of Trustees I will report on our status with regard to this element of the strategic plan.

Point 7 -- Faculty Teaching, Research and Service and Point 9 -- Differential Teaching Loads. This is an important year for the goal of implementing a program of differential teaching loads for the faculty. Proposals will be developed in the schools and colleges, with attention to last year's resolution on the matter passed by the Faculty Senate. Along with compensation and other forms of support, this is a critical

element in our efforts to attract and retain the strongest faculty possible. We will continue to support faculty research, creative efforts and professional work in a variety of way, including differential teaching loads, and continue to provide faculty with numerous and varied opportunities to interact with students outside the formal setting of courses. The Center for Teaching Excellence continues to provide outstanding assistance to faculty seeking to supplement and improve their pedagogical skills. Support for CTE will continue. Our faculty's record with regard to service is admirable and we will do whatever appropriate to promote this as well.

Point 8 -- Adjunct Faculty. Future efforts with regard to adjunct faculty will focus on limiting their numbers in our basic undergraduate courses, including General Education, and in doctoral programs. We will also continue to improve our support for adjunct faculty and take action to link the best of these instructors to the university. This program will include enhancement of compensation and support, with a heavy emphasis on increasing the number of in-residence appointments.

Point 10 Academic Advisement. Having completed a thorough review of our academic advisement system and creating a coordinating committee under the supervision of the provost to implement the major recommendations, we must now turn our attention to retention of existing students. We are gratified that current student retention statistics are among the strongest in recent history but experience indicates that this number can fluctuate significantly due to a variety of factors. For those variables subject to influence by the University, such as academic and social development, we must support systems that identify at-risk students early and ensure that we are proactive with appropriate interventions. Retention must be as important to our overall enrollment management strategy as student recruitment.

Many elements of the 15 Points are permanent works in progress. Nevertheless, we have accomplished a great deal to implement the key elements of that plan. It is fair to state that when a new president is takes office it will be appropriate for the Board and community to consider the development of our next strategic plan, be it a reaffirmation or modification of the current document that contains new visions for the University.

4. Resignation of Albert Checcio, Vice President of University Relations. As you are now aware, Al Checcio has announced he will leave American University to assume the same position at Fordham University in New York. In his letter of resignation, Al stated:

“In my almost six years at American University, I have been proud to be a part of a team that has moved the university forward, in an almost dramatic fashion. While the current events have overshadowed these accomplishments, I have confidence AU will bounce back and reach its true potential.

"I value our relationship and respect your talents and commitment to this university. I will do everything possible during the next two months, and beyond, to help you, the Board of Trustees, and the entire AU community to make my transition as smooth as possible."

Al's departure is a considerable loss to the University. He has provided essential leadership in all aspects of our current Campaign and development overall and has built highly effective organizations in support of our alumni, athletics, and external communications. He will be missed as a great colleague and good friend. We wish him and his family the best in the future.

5. Challenges. Looking ahead for the balance of the academic year, I see a number of challenges.

As always, we have the task of assembling the highest quality classes of incoming undergraduate and graduate students. Our increased selectivity and goals for student quality place us in a highly competitive environment at both levels of recruitment.

We have an active program of faculty recruitment underway, and here, too, we are competing for the best talent available. The work underway to balance course loads and to ensure competitive salaries and strong support systems will be vital to our success in this crucial area.

To continue our impressive progress and to continue to attract the best colleagues and students, we cannot allow important program and development efforts to lag. Whatever the demands created by the Board inquiry and its aftermath, we cannot lose focus on projects that are critical to the quality of our academic programs and the conduct of campus life.

Despite our great progress in both endowment and financial management, we remain a tuition-dependent institution with a requirement to balance the budget this year. As is the case most years, we have some mixed results with regard to enrollment and in other, related sources of revenue. In addition, each year we inevitably face surprises in the form of unavoidable and unanticipated expenses. This institution has established an admirable record of fiscal responsibility while investing in human and other resources that have helped to produce the academic advances we've experienced. Nevertheless, the current budget situation warrants close scrutiny over the coming months and, as always, efforts to locate efficiencies, contain costs, and seek out new sources of revenue are very important.

Various university offices will be called on to assist the Board in the pending request from the U.S. Senate Committee on Finance for information and provide similar support in matters pertaining to the Department of Justice inquiry. We are

also expected to provide a brief report to the Middle States Commission on Higher Education related to our ongoing compliance with their accreditation standards related to leadership and governance. This request was prompted by reporting related to the Board inquiry and its aftermath. The impact of these additional demands is difficult to judge at this point and depends largely on the eventual scope of review by each of these external authorities.

Communication is a complex challenge in the current environment. The Board's outreach to the community is both laudable and absolutely essential. The amount of discussion and activity by campus constituencies, individually and in groups, is impressive and extremely valuable. However, this level and intensity of activity can result in miscommunication and an apparent lack of coherence in our messages to the campus community and those outside the institution. Time to ensure free, accurate and complete communication is hard to find with the other demands being placed on the institution. An important, and, where possible and appropriate, effort is required to fashion messages that reflect the true strengths of this institution. A sophisticated and self-conscious approach to communication for all elements of the University, including the Board of Trustees, is important and should be a priority for the months ahead.

PROVOST'S REPORT

Acting Provost Ivy Broder

Key Issues: Enrollment • Katrina Students • Graduation Outcomes Report • Campus Climate Survey • Transition in the University Library and Academic Affairs • Rankings

1. Enrollment. Fall enrollments are strong and are, on balance, close to the projections set for this fiscal year. New full-time freshmen total 1221, fifteen more students than last year but below the budgeted figure of 1325. A robust recruitment of new full-time transfers (396 vs. 335 budgeted) combined with a strong returning student cohort make up for the shortfall of new freshmen. The Washington Semester Program is slightly below its target, both for its traditional program and the Washington Mentorship Program.

In general, there have been a number of notable successes in enrollment this fall. The fall 2005 retention rate is at an all-time high of 89.5% from freshmen to sophomore year. Sophomore to junior and junior to senior retentions are also at record levels. The overall quality of the incoming freshmen class is impressive, with an average SAT score of 1267 compared to 1249 in 2004, and an average high school GPA of 3.51 compared to 3.47 in 2004. More than 47% of the entering freshmen are in the top 10% of their class compared to 44% in the top 10% of the class in 2004.

Graduate admissions are similar to last year at the master's level and stronger at the doctoral level. Overall master's applications for fall 2005 were down slightly (1.75%) from fall 2004; however, admissions were up 1%, the number of new students is virtually the same as last year (1140 this year vs. 1137 last year). Doctoral programs were robust this year, with applications up 11%, admissions up 18%, and enrollment up 6%. The biggest increase was in the School of Public Affairs, where the number of new doctoral students increased 54% (20 this year vs. 13 last year). However, graduate degree-seeking enrollment is at 3.5% below budget, due mainly to aggressive budget targets and weaker than expected enrollment in the largest school, CAS.

Entering qualifications of both master's and doctoral students have remained steady or improved. The undergraduate GPA of master's students remained unchanged at 3.39 for fall 2005. The average GRE Verbal score improved slightly from 539 to 542, and GRE Quantitative rose from 593 to 595. In just four years, master's students' undergraduate GPA has risen one-tenth of a point, GRE Verbal has risen 35 points, and GRE quantitative has risen 37 points. The rise in GRE Quantitative is made all the more impressive given that in 2001 the university had a greater proportion of students in science programs. For the incoming doctoral students of fall 2005, the undergraduate GPA was 3.57 (compared to 3.50 in fall 2004), the average GRE Verbal was 550 (compared to 555) and the average GRE Quantitative was 632 (compared to 635). For the Washington College of Law, the admission rate for the fall 2004 class was 23%, with an LSAT range of 160 (25th percentile of class) to 163 (75th percentile). The median GPA was 3.46. These figures are not dramatically different from last year, where the LSAT range was 159-162 and the average GPA 3.47.

2. Hurricane Katrina. In addition to AU's traditional students, the university is hosting 113 students displaced by Hurricane Katrina. These students are enrolled as traditional freshman and non-degree undergraduate and graduate students. The breakdown across the units is seven students in the School of Communication, seven in the School of Public Affairs, six in the School of International Service, 17 in the Kogod School of Business, 33 in the College of Arts and Sciences, 22 in the Washington Semester Program, and 21 in the Washington College of Law, including LLM and JD students. The university's policy has evolved in terms of charging tuition. Initially, there was no estimate of the magnitude of number who would come and the emphasis was on accommodating them, so AU decided to waive tuition and fees for those who had already paid them at their home institutions, setting a cap at 30. The response was overwhelming, even before announcing what the policy would be. As some higher education associations weighed in, AU decided to go along with their recommendation and waived tuition and fees for all those who had already paid at home institutions. Finally, because of the administrative difficulty of confirming payments and billing students, we decided to waive tuition for all students. The students are paying housing fees, and about half require housing. Most are staying in

residence halls and Park Bethesda, with Washington Semester Program students at the Tenley Campus. Approximately 90% of the students are from Tulane; the rest are from Xavier, Loyola, and the University of New Orleans.

3. Graduate Students Outcomes Report. Last May, the Board requested an update on student post-graduation plans. This year, the university implemented new procedures for capturing this information. Students received a request for their employment and graduate school information at the time they placed their cap and gown order and this was followed up at the time of graduation. In June, July, August, and September recent graduates received a number of communications from AU that asked them to update their information. The Career Center attempted, and continues to attempt, to telephone every student seeking employment. The process was a collaborative effort between the Office of Institutional Research and Assessment, deans, advisors, the Career Center, and the Alumni Office. As a result of the better procedures, the response rate increased from 83.7% to 89.7% of all May undergraduate bachelor's recipients. The process of updating this information will continue through November 2005, at six-month post-graduation. Of the May 2005 undergraduates who responded in some way to our request for information thus far:

- 32.0% are working
- 11.2% are attending graduate school
- 5.9% are working and attending graduate school
- 8.0% are volunteering, caring for family, or traveling
- 27.8% were looking for employment in May and have not provided an update
- 2.9% said they were still seeking employment in October
- 11.9% declined to provide information

The range of places where recent bachelor's recipients are working is impressive:

Select Employers for Undergraduate Alumni 2003-2005

<p>CAS Smithsonian Institution US Bureau of Labor Statistics Federal Communications Commission American Bar Association American Red Cross National Institutes of Health US Census Bureau US Environmental Protection Agency Walter Reed Army Institute of Research National Geographic Society</p>	<p>SOC Fox 5 Clear Channel Discovery Communications Washington Post NBC Ketchum, Inc. DC United MTV Networks Fox News Channel US News and World Report</p>
---	--

	Kennedy Center Dana-Farber/Harvard Cancer Center	Hill and Knowlton
KSB	Accenture Smith Barney Morgan Stanley JP Morgan Chase Deloitte Price Waterhouse Coopers American Express Bank of America Goldman Sachs KPMG CitiBank Bearing Point	SPA Emily's List US Secret Service US Environmental Protection Agency Arnold and Porter 21st Century Democrats US House of Representatives Republican National Convention US Department of Justice US Senate Intelligence Committee Akin, Gump, Strauss, Hauer & Feld US Department of Commerce
SIS	National Security Agency American Red Cross Peace Corps US Department of State World Bank European Parliament Defense Intelligence Agency US Army Embassy of Ireland Organization of American States US Institute of Peace Lufthansa Airlines	

Below are a few examples of select graduate schools that students are attending:

Masters

Columbia University
George Washington University
Georgetown University
Johns Hopkins University
New School University
New York University

Law

American University
Emory University
George Mason University
Georgetown University
Temple University
Tulane University

Sciences Po
 SUNY Stony Brook
 Syracuse University
 University of California, Berkeley
 University of Chicago
 University of Maryland

University of Georgia
 University of Houston
 University of Michigan
 University of North Carolina-Chapel Hill
 University of Oregon
 Villanova University

Doctorate

Pennsylvania State University
 Saint Louis University
 Texas A&M
 University of Georgia
 University of North Carolina
 University of Toronto

4. Campus Climate Survey Results. In spring 2005, the Campus Climate Survey was administered to all undergraduate and graduate students at AU. The survey had its highest response rate ever, 29% for both undergraduate and graduate students. The results show strong support for academics at AU:

- 93% of undergraduates say that courses in their major are demanding intellectually and require high standards of performance.
- 95% of undergraduates say that they are satisfied with the quality of faculty in their major.
- 76% of undergraduates say that they are satisfied with the quality of academic advising.
- 88% of graduate students say that their program is intellectually challenging.
- 85% of graduate students say that the program will assist in giving them the background needed to obtain a job in their field.

Satisfaction with most services showed improvement over 2003, the last year the survey was administered. For example, the percentage of undergraduate students rating the library 'excellent' or 'good' is as follows:

- Services: 78.5% (compared to 74.9% in 2003)
- Materials: 50% (compared to 43.7%)
- On-line research tools: 81% (compared to 74%)
- Facilities: 65.3% (compared to 58.7%)

Satisfaction with some services went down slightly. The percentage of students who rated the 'efficiency of the registration process' 'excellent' or 'good'

decreased from 74.3% in 2003 to 71.2% 2004. Satisfaction with service when phoning the Financial Aid Office went from 32.5% to 31%.

5. **Transitions.** University Librarian Patricia Wand will be leaving her position at the end of the fall semester 2005 to become dean of libraries at Zayed University in Dubai. Her tenure at AU began in 1989, and she has been an outstanding leader for the Bender University Library. Under her leadership, the library reached major milestones, which include, to name a few, increasing the collection to over one million volumes, providing access to 17,000 journal titles, establishing an effective Friends of AU Library group, raising over \$1.6 million. Librarian Diana Volgelsong will serve as Acting University Librarian until a permanent replacement is appointed. Ms. Volgelsong joined American University in September 1975 as Reference Librarian. She has an M.A. in Art History from American University, and an M.L.S. degree from the University of Maryland, College Park.

Professor Haig Mardirosian, Associate Dean of Academic Affairs and Director of the General Education Program, will serve as Acting Dean of Academic Affairs. Dr. Mardirosian is a tenured faculty member in the Department of Performing Arts, and his contributions to the many endeavors of undergraduate education and academic affairs have been considerable.

6. **Rankings.** Since the May 2005 Board of Trustees meeting, several rankings have been released that reaffirm American University's strong national position. The 2006 *Fiske Guide to Colleges* has designated AU as a "Best Buy" college for the quality of our academic offerings in relation to the cost of attendance. AU is one of just 45 colleges nationwide— and the only institution in the Washington, D.C., area— selected for this honor.

In the 2006 *U.S. News & World Report's* rankings, AU's position moved from 86 to 85. This adjustment should be viewed in the context of the tremendous jump over the past five years: AU's position has moved up 26 places from a ranking of 111 in 2001. Such significant movement is so unusual that AU has been part of a study delineating 'best practices' among leading institutions.

Princeton Reviews' 2005 *America's Best Value Colleges* recommended AU along with 76 other colleges nationwide for its outstanding academics, low-to-moderate tuition and fees, and generous financial aid packages.

American University ranked # 37 in 2005 among NCAA Division I Athletic Schools. The National Collegiate Scouting Association's "power rankings" are calculated for each school by averaging the *U.S. News & World Report's* academic excellence ranking, the U.S. Sports Academy Director's Cup Ranking (NACDA) of the strengths of the athletics department, and the school's student-athlete graduation rates.

In the 2005 *U.S. News & World Report* rankings, the Washington College of Law's clinical program is ranked 2nd and its international law program is ranked 5th; AU's School of Public Affairs is ranked 10th overall, with the Justice, Law and Society program ranked 3rd and the Public Administration/Public Management program ranked 8th.

The School of International Service, which is recognized as having one of the top undergraduate international affairs programs in the US, was rated as a top 25 PhD program (tied with Indiana University and University of Pennsylvania) and a top 10 MA program (rated # 8), in a survey of 1,046 international relations scholars conducted by the College of William & Mary.

Beyond the rankings, AU has received outstanding scores in the *National Survey of Student Engagement*— an alternative tool to rankings which queries undergraduates directly about their educational experiences. In the latest survey (2004), AU was the top doctoral-extensive institution in 3 out of 5 categories (level of academic challenge, student-faculty interaction, and enriching educational experiences) for seniors.

7. University College Update. In fall 2005, AU implemented a pilot of its University College (UC), a first-year programming concept that had been in development for two and a half years. Implementation was handed to a steering group of office heads from both Academic Affairs and Campus Life. In a matter of six months, eight General Education foundation sections had been designated UC Seminars; faculty had been recruited to teach the seminars; students had been invited and selected for the program; students had been assigned residences in UC neighborhoods; upper-class student Program Assistants had been selected and trained; a team of librarians had been attached to the seminars; nontraditional teaching spaces in residence halls had been selected and equipped; and a broad range of experiential learning opportunities had been developed and attached to the traditional courses. The early assessments of this project indicate that it is successful. We invited 3407 students who were accepted at AU to apply for the UC. Of these, 14.9% or 506 enrolled at AU. Currently, 4.1 % of invitees or 142 enrolled in the UC. However, the ability of these enrolled students is remarkable. Of the invited number, the 2882 who **did not attend AU** had a mean SAT score of 1291 and a mean high school GPA of 3.60. Of those invited, the 365 who came to AU but **did not join the UC** had a mean SAT of 1263 and a mean GPA of 3.59. But, those participating in UC had a mean SAT of 1297 and a mean GPA of 3.64. Furthermore, the students have welcomed the living/learning opportunities and interactions. In the words of one student in COMM-100, Understanding Mass Media, "it is as though we have 18 people teaching 18 people."

8. Faculty Senate Action. The Faculty Senate proposed a change to the faculty action process, which is being submitted to the Board's Committee on Academic Affairs for approval.

9. Faculty and Student Accomplishments.

- Professor **Alan Kraut**, Department of History, College of Arts and Sciences has been awarded three prestigious book awards for his recently published book *Goldberger's War: the Watson Davis and Helen Miles Davis Prize* for the best book in the history of science intended for a general audience; the Henry Adams Prize from the Society for History in the Federal Government for the best volume on the history of the federal government in 2003; and the Arthur J. Viselwear Award for the best book on the history of public health from the American Public Health Association. Professor Kraut was AU's Scholar-Teacher of the Year in 1999.
- **Charles Lewis**, founder and director for 17 years of the Center for Public Integrity, has joined the School of Communication faculty as a Distinguished Journalist-in-Residence. Under Chuck's leadership, the Center for Public Integrity won more than 30 national and international journalism awards. SOC journalism students did much of the research for Lewis' *NY Times* # 1 bestseller, *Buying of the President 2004*, and the Center and SOC created a joint graduate fellowship in investigative reporting. Lewis will begin teaching at American University in the fall of 2006. Over the next year he will participate in a variety of SOC activities, including the American Forum programs, and he will develop an SOC center for the study and practice of investigative reporting. During the current academic year, Lewis will be a lecturer at Princeton University's Woodrow Wilson Center and at the Harvard University Shorenstein Center for Public Policy and the Press.
- **Will Rogers Institute PSA on Teen Stress.** School of Communication students, **Ben Connors'** and **Chris Kosek's** winning public service announcement script on teen stress, "Stress Making You Blue?" will be shown on over 20,000 movie theater screens this fall, and then aired on national television, featuring the Muppets and Teri Hatcher and carrying the AU SOC logo. Speaking about the script, the winner of an SOC contest with over 60 entrants, Todd Vradenburg, executive director of the institute, said, "It was a thrill to work with American University from start to finish. In over 20 years of making public service announcements, Ben and Chris wrote the best script we've ever had."
- Kogod School of Business Associate Professor **Erran Carmel** and co-author Paul Tjia (Netherlands-based consultant on off-shore outsourcing) recently published the book titled: *Offshoring Information Technology: Sourcing and Outsourcing to a Global Workforce*, Cambridge University Press, 2005.

- School of International Service Associate Professor **Julie Mertus** won the American Political Science Association's award for the best book on human rights for her book, *Bait and Switch, US Foreign Policy and Human Rights*. Assistant Professor **Marwan Kraidy** won a Woodrow Wilson Fellowship for his work on the Arab media. Assistant Professor **Sharon Weiner** won an American Academy of Arts and Sciences Fellowship for her work on the proliferation of weapons of mass destruction. Assistant Professor **Mireya Solis** won an Abe Fellowship for her work on Japan's economic policy. Professor **James Mittelman** was elected Vice President of the International Studies Association.
 - School of Public Affairs Professor **Robert Durant** has been named associate editor for administrative research at the *Public Administration Review*. Assistant Professor of Government **Todd Eisenstadt** received a visiting research fellowship at the Center for U.S. Mexican Studies at the University of California, San Diego for 2005-06. Assistant Professor of Government **Alan Levine** and Assistant Professor of Justice, Law and Society **Lynn Addington** received fellowships from the Foundation for the Defense of Democracy to participate in an anti-terrorism training project in Israel this past summer. Assistant Professor **Jeffrey Schaler**, Justice, Law and Society, was appointed executive director of *Current Psychology: Developmental, Learning, Personality, Social*, an international peer-reviewed journal published by Rutgers University.
 - Washington College of Law's student-run publication, the *Business Law Brief*, received the ABA's Law School Magazine of the Year Award.
 - WCL launched a Disability Rights Law Clinic in the fall 2005, bringing to nine the number of WCL's in-house clinics. The law school's acclaimed clinical program provides hundreds of students each year with practical experience, representing actual clients, addressing "real" legal issues and devising "real world" solutions.
 - WCL Dean **Claudio Grossman** and a group of WCL students and alumni were granted, and participated in a hearing before the Inter-American Commission on Human Rights in a case on behalf of three Cuban nationals who were summarily executed without due process of law and in violation of the American Declaration of the Rights and Duties of Man.
-

FINANCE AND TREASURER REPORT
Vice President Don Myers

Key Issues: • Financial Management • Capital Projects • Technology • Other Initiatives

1. Financial Management

- (a) **Annual Audit.** The annual audit of the university's financial statements, performed by KPMG, received an unqualified audit opinion. The annual financial audit of WAMU-FM and the NCAA audit of the athletics department revenue and expenses also were completed.
- (b) **Endowment Valuation.** As of September 30, 2005, the value of the university's endowment was approximately \$290 million.
- (c) **Endowment Performance.** For the year ending June 30, 2005, the total return of the endowment pool was 14.5%. In Cambridge Associates' survey of 132 institutions, AU's performance ranked within the top 15% of those schools.
- (d) **Health Plan Renewals.** For the plan year beginning January 1, 2006, the university health plans will renew at a rate lower than the national average of 10%. The CareFirst Blue Cross plan will increase 4%. The lower-than-average increase is attributed to savings earned through the prescription drug consortium program that the university joined in mid-2005. The Kaiser Permanente HMO will renew at 4.4%. A change in the prescription drug benefit for this plan reduced the planned increase by nearly 3%.

2. Capital Projects

- (a) **Katzen Arts Center.** Construction was completed and a certificate of occupancy received in June. Arts units moved in August and the building is now in full use. The building's gala opening was held on October 20 in conjunction with the President's Circle Dinner.
- (b) **McKinley Renovation for the School of Communication.** Bowie Gridley Architects were selected to do the preliminary design work needed to transform McKinley into the new home for the School of Communication. This first phase of the design will allow the university to obtain cost estimates and to produce materials for fundraising.

3. Technology

- (a) **Datatel Colleague R18 Implementation.** American University uses Datatel's Colleague and Benefactor products as its Enterprise Resource Planning (ERP) system. We are planning to migrate from the current release R17 to R18 by August 2007. Staff has begun the conversion process, and a transition plan is being developed to involve the AU community.
- (b) **Network Security and Stability Enhancements.** In order to make the AU computing environment safer and more reliable, the first implementation phase of a new approach to managing network access was completed. A new software application ("Cisco Clean Access") was installed for use in the residence halls during the fall 2005 semester. The system will be extended to the rest of the campus during 2006. Using this software, any connected computer automatically undergoes a "health check" process. The user is asked to review and agree to the terms of AU's Computer Use and Copyright Policy.
- (c) **Implementation of Residence Hall Cellphone Only Telephone Service.** The final stage of moving to a wireless environment in residence halls was implemented by removing local telephone service. The university's specialized in-building radio distribution system enables cellphones to work reliably in the residence halls and other campus buildings.
- (d) **Other Student Service Improvements in the Residence Halls.** Working in cooperation with the Office of Campus Life, we provided the Napster music sharing service. It provides legal access to music over the Internet for students and helps AU discourage inappropriate use of peer-to-peer file-sharing technology. We also implemented the "eSuds" internet laundry interface. eSuds offers a web-based display by e-mail and cellphone text messaging of the operational status of laundry machines in the residence halls.

4. Other Initiatives

- (a) **ABTI-American University of Nigeria (AAUN).** The finance senior team members continued to provide guidance to the Office of International Affairs to help AAUN open its inaugural class of 124 freshmen in fall 2005 and an additional 70 freshmen in spring 2006. A number of implementation tasks included recruiting deans and key administrators, guidance on technology and facilities, and budget matters for the AAUN Board meeting.
- (b) **Hurricane Katrina Students.** The finance office worked with the Provost's office and other administrative offices to accommodate the 113 students displaced by Hurricane Katrina. All tuition and mandatory fees have been waived for these students as a good-will gesture.

CAMPUS LIFE REPORT

Vice President Gail Hanson

Key Issues: Campus Metrics • Alternative Break Program • Napster • Staff Exchange with AU Sharjah • Military Recruiting on Campus • Civility Project • Student Health Center • Resident Faculty Program

1. **Campus Metrics.** Annually, the Committee on Campus Life reviews data from surveys conducted by AU's Office of Institutional Research and Assessment and tracks selected data points for trends in student retention and satisfaction with the AU experience. The data are presented as an appendix to the Campus Life Committee agenda and include reports from the 2004 Freshman Census, the 2005 Graduation Census – Bachelors, and the 2005 Campus Climate Survey, along with retention and graduation data. Board members interested in discussion and interpretation of the data are invited to attend the committee meeting for the presentation by Karen Froslid-Jones, director of Institutional Research and Assessment.

2. **Alternative Break Program.** Two years ago, the Office of Campus Life engaged Protiviti to audit planning and oversight processes for the Alternative Break Program. Alternative Breaks are service-learning trips planned by students during breaks in the academic calendar. At AU, nearly all the trips are international, and most expose students to conditions that inform their thinking about social justice issues. The final audit report recommended a number of measures to improve student safety and accountability in program management, the most fundamental of which was to centralize responsibility for the program. This summer, we were able to achieve that objective with the appointment of a new program coordinator in the Community Service Center. The coordinator works with an advisory group comprised of staff colleagues whose work supports the travel programs, and faculty and students with Alternative Break experience. Each year, about 70-80 students participate in these student-led trips, but interest routinely exceeds the number of trips and seats available. With new staffing, we anticipate expanding options and, in particular, adding domestic destinations. The trips planned for spring 2006 include the following; each subject focus is in parentheses: Belize (Garifuna Culture), Guatemala (Fair Trade Coffee), Honduras (Inequalities), Nicaragua (Labor Movement and CAFTA), US-Mexico Border (Immigrant Rights).

3. **Napster.** At the end of the spring semester, resident students voted to replace the Ruckus Network with Napster as their source for legal music downloading. Among a number of influential factors, Napster offers a more extensive music library and is available at a lower rate per semester, \$12.50, billed to students' housing accounts. In addition, we have provided a way for students with Macs to opt out of the subscription service. Utilization reports indicate a Napster adoption rate of roughly 1,200 regular users out of a resident population of approximately 3,500. We have

agreed to an annual review of our Napster relationship to assure that we stay in step with the rapidly evolving on-line entertainment industry and with students' interests.

4. Staff Exchange with AU Sharjah. In mid-November, the Office of Campus Life will host the AUS vice chancellor for student affairs for a week. Dr. Moza is particularly interested in learning more about our community service and student activities programs. She also will use the time to get acquainted with International Student & Scholar Services advisor Kristina Thompson, who will spend the spring semester at AUS in a staff exchange. Ms. Thompson is a former Peace Corp volunteer and frequent staff leader of Alternative Break trips who is knowledgeable in the area of co-curricular program development. She will work with Dr. Moza to identify opportunities for enhancing student life at AUS. While Ms. Thompson is in Sharjah, one Dr. Moza's staff members will come to AU to learn about student activities advising from our staff.

5. Military Recruiting on Campus. Since the Solomon Amendment has required universities to accommodate military recruiters on their campuses or risk loss of federal funding, American University has tempered its compliance with affirmative and contemporaneous expressions of institutional commitments to equal opportunity and non-discrimination. To interview students on campus, company recruiters must sign a statement of nondiscrimination: *(Company name) is an equal opportunity employer and does not discriminate on the basis of race, color, religion, national origin, sex, age, sexual orientation, disability or other protected bases under federal or local law*. Because the military is exempt from this requirement, the Career Center staff posts a sign at recruitment events to alert students to the military's discriminatory policies and to inform students that AU is hosting the military recruiters because it is compelled to do so or risk loss of federal funding. The Washington College of Law goes beyond notification through the efforts of an amelioration task force. Now students on main campus want an institutional response that more closely mirrors the law school's approach. The director of the Career Center and I met recently with interested students to hear their thoughts and identify steps that might be taken to satisfy their desire for more active engagement on this issue by the university. In brief, the students are looking for advocacy beyond the GLBT student community and for educational programs concurrent with recruitment activities. We will meet again at the beginning of the spring semester to plan activities in conjunction with the Job Fair in March. On December 6, the Supreme Court will hear *Cook v Rumsfeld*, a case that is challenging the Armed Forces "Don't Ask, Don't Tell" current policy and will soon decide the constitutionality of the Solomon Amendment in *FAIR v Rumsfeld*, a case brought by the Forum for Academic and Institutional Rights (FAIR), the Society for American Law Teachers, and several individual plaintiffs.

6. Civility Project. The Office of Campus Life's Civility Project is attracting attention in the higher education community. What began just over two years ago as a staff retreat based on the book, *Choosing Civility*, by P.M. Forni, has matured into a

continuing campaign and week-long program of activities each fall encouraging students to be engaged and considerate citizens. Teams from the project group are being invited to other campuses to present our program framework, and last spring, Paperclip Communications, Inc., featured the AU civility project in a national audio conference. At the end of January, we have agreed to partner again with Paperclip to host a civility conference on AU's campus that will feature presentations by the Campus Life project staff. The honoraria from these activities are funding the AU CIVITAS program.

7. Student Health Center. The Student Health Center moved to its new facility on the first floor of McCabe Hall in May and implemented co-payments for office visits to help support a more comprehensive program of health care services and expanded access to physician care. Co-payments are \$10 per visit for student subscribers to the student health insurance plan and \$15 per visit for student non-subscribers. Students may use Eagle Bucks to make the payments or charge their student accounts. Consultants who guided us in redesigning the Student Health Center facility and staffing cautioned us to expect a drop in service utilization following implementation of co-payments. We think the convenience of the new facility and the ease of using Eagle Bucks for co-pays have neutralized any negative consequence of the new fee schedule. The September monthly report shows patient visits up by about 100 over September 2004.

8. Resident Faculty Program. We were not successful in recruiting additional faculty to occupy the apartment in Hughes Hall and the office in Leonard Hall for this academic year, though we secured a commitment for the Leonard Hall office in fall 2006. To sustain momentum in the Resident Faculty Program, we are trying a third variety of "faculty presence" in the halls. SOC Professor John Doolittle has agreed to base his TV production class project in Leonard Hall, producing video stories on resident student life. The staff and students of Leonard agreed to the project after meeting with Professor Doolittle to explore the opportunity. There are 18 students in the TV production class who have already proposed a range of program ideas from "freshmen who are homesick" to "RA job: 24/7." We are grateful to Professor Doolittle for collaborating with us and look forward to seeing Leonard through the lenses of his students. SIS Professor John Richardson continues to reside as "dorm grandpop" (his blog name) in Anderson Hall; and SOC Professor Joseph Campbell still occupies an office in McDowell Hall, where he now also teaches his University College seminar on understanding mass media.

UNIVERSITY RELATIONS REPORT

Vice President Al Checcio

Key Issues: • *AnewAU* Campaign and Development Update • Alumni Programs and Annual Giving • Athletics and Recreation • University Marketing and Communication

1. AnewAU Campaign and Development Update. Two years after the *AnewAU* capital campaign was publicly launched, the gifts and pledges to the campaign remain strong. As of the end of October, \$108.9 million dollars has been raised toward the \$200 million goal. Total giving for the current fiscal year through October is \$10.4 million, compared to \$6.8 million at the end of October 2004.

Each of the schools and colleges continue to launch their individual campaigns. We are currently working on an updated mini-case statement for the Kogod School of Business that will include the new dean, Dick Durand. The next case statements to be developed are for the College of Arts and Sciences and the School of Communication. These small case statements reflect the specific priorities of each school and college, while supporting the look and language of the larger campaign case statement. Case statements have already been produced for the Washington College of Law, Department of Athletics and Recreation, the School of Public Affairs, and the School of International Service.

The Katzen Arts Center was successfully opened at the 24th Annual President's Circle Dinner held on October 20. More than 850 guests attended the black-tie dinner. This is the largest attendance of any President's Circle Dinner and is more than double the attendance from last year. The evening included a ribbon cutting ceremony with the Katzens and Acting President Kerwin, student and alumni performances, and remarks by Acting President Kerwin, Dr. Cyrus Katzen, and Robert Kogod. The event was produced by PineRock and Visual Aids Electronics and catered by Ridgewells.

Additionally, the Abramson Family Recital Hall at the Katzen Arts Center was officially dedicated at a ceremony held on October 16. The event included remarks by Dr. Kerwin and Gary Abramson. There was also a special performance by students from the Heifetz International Music Institute. A reception was held after performance in the David Lloyd and Carmen Kreeger Lobby.

2. Alumni Programs and Annual Giving. Alumni and Family Weekend was combined this year for the first time in five years. The combination of the two was very successful, and it makes sense to do this again for a number of reasons, including the ability to share costs between Campus Life and Development for events that include both alumni and parents, as well as to allow students and current parents to socialize with alumni. Attendance for the two major alumni events of the weekend was virtually unaffected by the recent campus events. Attendance for the Golden

Eagles luncheon was 85 alumni and guests. Cocktails & Conversation had an attendance of 295 alumni and guests, with the average graduation year of attendees being 1977 compared to 1990 last year. Overall attendance for Alumni and Family Weekend was more than 750 alumni and friends and over 650 families

In addition to the various events, the National Leadership Council, the Parent's Executive Council, and various school and college advisory councils met during the weekend and received updates about campus issues and the campaign. Improving communication to parents was a major topic of discussion with the Parent Executive Council.

Many of the regional alumni chapters are having annual meetings this fall, including Denver, Phoenix, Boston, Seattle, and Chicago. An alumni programs staff person is scheduled to be in attendance at all the meetings, and these meetings are being used as an opportunity to spread good will to the alumni community in light of recent events, as well as to plan for the upcoming year and recruit new alumni to the chapter leadership.

Members of the Alumni Board have been in constant communication with the alumni office and with their fellow alumni regarding the events of the past few months. They look forward to becoming more involved with the Board of Trustees concerning governance issues and the search for a new president. They also sent a statement advocating that the president of the Alumni Board be made a permanent, voting member of the Board of Trustees.

As of October 28, 2005, the number of alumni donors for the fiscal year stood at 5,070 compared to 4,429 as of the same time last year (a difference of 641 donors). A total of 14,820 alumni donors must be secured by April 30, 2006 to meet the goal of 20% participation. Although we are presently ahead in donors, the recent campus situation has affected the pledge results somewhat. For those alumni donors who were newly acquired last year (about 4,000 individuals), the renewal rates have been very low, and we expect that this group will be one of the toughest to win back. For those donors who have given for two or more consecutive years (about 6,200 individuals), the renewal rates are on track with last year. Although the overall pledge rates are just a bit lower than last year, the fulfillment rate for those pledges remains to be seen over the next couple of months.

The faculty and staff campaign was officially kicked-off with a reception on October 27. This is about a month later than last year. As of October 28, 262 employees had contributed \$133,305, compared to a total of 319 contributing \$219,034 at the same time last year.

3. **Athletics and Recreation.** American University Athletics and Recreation continue to demonstrate the success and excellence that have become hallmarks of

our programs. AU teams have performed well this fall, led by the field hockey, men's soccer, cross country and volleyball teams. The winter sports have started practice and pre-season competition in preparation for the Patriot League seasons. The entire campus has taken notice of the new recreational and athletics facility this fall. The William I Jacobs Complex is complete and used all day, every day for fitness, recreation and athletics.

4. Fall Sports Highlights. The AU field hockey team is off to its best season in school history. The Eagles are 16-1 overall and ranked fifth in the country. Nationally, three different Eagles are ranked in the top-20 for individual statistics, and AU as a team is ranked fourth in the nation in scoring and sixth in defense. After defeating Colgate, the Eagles have earned the right to host the 2005 Patriot League Tournament on Nov. 5 and 6. Men's soccer is currently 4-8-1 overall, but 3-2 in the Patriot League and tied for first place with four other teams. The team has the chance to host the Patriot League Championship Tournament Nov. 11 & 13, or it could not make the tournament. Only the top four teams make the tournament. Women's Soccer is currently 5-9-2 overall, 2-2-0 in the Patriot League and in fifth place. The team has a chance to make the league tournament if they win on Saturday at Colgate.

The volleyball team is 18-8 overall, 9-1 in the Patriot League. The PL loss was the first ever for the Eagles after a 70-match winning streak. AU has a half-match lead over Army -- the team that defeated it -- for the right to host the league tournament. They have four league matches remaining. The men's cross country team has been ranked in the top-30 all year and is currently second in the Mid-Atlantic region. This past weekend the men won their fourth straight PL title. Women are led by Keira Carlstrom, AU's first cross country All-American. She's won her third PL individual title this year at the Patriot League Championship Meet.

5. Winter Sports Outlook. The 2005-06 American men's basketball team was picked to finish fifth in the Patriot League this season. The Eagles feature PL Player of the Year candidate Andre Ingram, who led AU in scoring in both his freshman and sophomore seasons and is just 150 away from 1,000 career points. Junior guard Linas Lekavicius also returns to the starting lineup after averaging just under seven points per game last season. The Eagles, however, will feature a young lineup, with as many as three freshmen on the floor at once. American will be bolstered when 6-11, 240 lbs. transfer Paulius Joneliunas becomes eligible after the first semester.

Despite losing six seniors last year to graduation, the women's basketball squad is optimistic with the return of two players from season-ending injuries and a class of five freshmen joining the seven returners. The Eagles have an exciting schedule this year, which includes regional rivals like Delaware, Towson and UMBC along with local rivals Navy, Georgetown and Howard. AU also has the distinction of being the only women's team in the Patriot League to have a conference home game televised under the College Sports Television package.

The swimming and diving squads are led by the PL Swimmers of the Meet, Val Fomenko on the men's side and Meghan Thiel for the women. Steve Brennan and Estebe Salgado will be huge contributors to the team as they were All-PL first and second team selections, respectively. Besides Thiel who dominated the PL last year, the Eagles look to Kaitlin Moughty to break records and score major points at the PL's as she was an All-PL First Team selection in 2004. In addition, the team won Academic All-American awards for the 2004-05 year. The 2005 wrestling team is coming off a program-best 2004 year that featured Daniel Waters as the school's first wrestling All-American, the highest finish ever at EIWA's, and number of wrestlers sent to the NCAA Championships. This year's squad will be led by Muzaffar Abrurakhmanov who became the school's first EIWA champion in 2004, Josh Glenn, who won EIWA Freshman of the Year honors, and Adam LoPicollo who joined the other three (including Waters) at NCAA's last year.

Indoor track is looking to score big points in the middle distance and distance events at indoors this upcoming year as well as qualify individuals for the NCAA Championships. Last year, Keira Carlstrom became the first Eagle individual to qualify for the Championships in the 3K, and Sean Duffy just missed out in the 3K as both set school records in the events. The Eagle men won the 800, 1000, mile, and 5000 at last year's championships and both the men and women swept the 4 x 800 relay and the distance medley relay.

6. Development. Athletic development and external relations continue to grow at a healthy pace. Philanthropic giving numbers are up 25 percent from this point last year, to over \$163,000 and over 214 donors. We will hold over 30 local, regional, chapter and sport-specific alumni events throughout the year, as well as the Eagles Club Golf Classic, Friends of AU Wrestling Golf Outing, the Stafford H. Cassell Hall of Fame Induction Dinner and the AU Careers in Sports Forum. The Capital Campaign is about to surpass \$2.75 million nine months after its launch, and the advisory committee will hold its first meeting before the end of the calendar year. External relations also added three new staff members in athletics communications, marketing and ticketing with an improved focus on media attention, branding AU Athletics to alumni and the DC community, and increasing attendance at men's and women's basketball games.

7. Fitness Center and Recreational Sports. The fall Intramural Sport Program had more participants than in many years. This was due primarily to the use of the Jacobs Recreational Complex. Soccer was played exclusively at Tenley and even with a greater number of teams, the field held up well without the everyday use of past years. Flag football was played only on the turf and also enjoyed a growth spurt to 38 teams. Tennis doubled previous participation with 46 players. Sand volleyball, swimming, and a turkey trot have been added to the usual fall activities. In total for the fall semester with several events still remaining, 955 participants have resulted in

2,661 hours of play. The Club Sports program has also grown this fall with the addition of Sailing, Equestrian, Women's Softball, Gymnastics and the reinstatement of Men's Ultimate. The Jacobs Complex softball diamond made the addition of that club possible, and home games have already been hosted. Both Men's and Women's Rugby clubs have practiced on campus for the first time in many years, and Women's Soccer hosted home matches for the first time.

The Jacobs Fitness Center continues to be very busy at peak times in the early evening. Much equipment has been replaced and all older equipment is on both a preventive maintenance plan and replacement cycle. We continue to get about double the industry standard in terms of usage, which accounts for a shorter life span for equipment than was originally planned. Individual TV screens have been added over the past year to 15 treadmills and elliptical machines in the cardio mezzanine. This addition had proved to be very popular.

8. University Marketing and Communications. University Marketing and Communications (UMC) published a summer issue of *American Magazine*, and introduced three summer issues of the in-house newspaper, *The American Weekly*. UMC also began work on the annual report, "Ideas into Ideals," and the fall issue of *American Magazine*, which will include the honor list of donors for the first time. This issue is due to be mailed in mid-November. UMC continues to support Alumni Relations and Annual Giving with design and production of materials as needed.

University Marketing, Athletics, and SOC Film Professor Randall Blair are completing a new thirty-second NCAA television spot that will air during American televised games. UMC and Athletics have also been looking to work with an outside company to place AU licensed merchandise at various retail outlets around the world.

In addition, UMC worked closely with the College of Arts and Sciences and University Relations to develop the visual identity for the Katzen Arts Center and the American University Museum, as well as develop the promotional strategy for the museum. UMC and Development worked together to place advertisements announcing the opening and developed the promotional materials for the "Soft Openings" exhibit in July.

The monthly marketing group meetings continue to be held for marketing and communication staff throughout the university. Representatives from each school and college, athletics, international affairs, the career center, and enrollment come together to share information on the programs and marketing efforts in each of their schools or departments.

INTERNATIONAL AFFAIRS REPORT

Vice President Robert Pastor

Key Issues: AU Abroad • Abroad at AU • Center for North American Studies • Center for Democracy and Election Management • AU's International Presence • Communications • Fundraising

1. **AU Abroad.** Our AU Abroad programs have received a record number of applications this fall. These have resulted in record enrollments: 376 students are currently participating in AU Abroad programs, a 32% increase over fall 2004. Enrollments in AU Abroad summer programs have more than doubled, from 30 in summer 2004 to 72 in summer 2005.

The number of study abroad programs administered by the AU Abroad office has reached 84 in 33 geographic locations, stemming from the successful completion of negotiations with 21 prestigious universities. As a result, 88 of our current study abroad students are directly enrolled in partner universities, or approximately 24% of study abroad enrollments, up from 10% one year ago.

The number of Permits to Study Abroad at non-partner institutions and non-AU enclave sites continues to decrease - from 38 in fall 2004 to 16 this fall, a decline of 55%. This has permitted AU to recapture approximately \$303,072 in tuition revenues.

As of October 31, 2005, we have received 303 applications for study abroad in spring 2006, up slightly from the 294 applications received as of October 31, 2004 for study abroad in spring 2005.

We continue to expand our efforts to encourage students to study in the less traditional study abroad sites in Africa, Asia, and the Middle East. Our new program in Nairobi, Kenya had a very successful inaugural semester in spring 2005 with nine students enrolled, and it doubled enrollment to 18 for the current fall 2005 program. We have transformed our Southern Africa enclave program into a new cultural immersion/direct enrollment program in which our students may choose one of four top universities in South Africa. We enrolled eight students in South Africa for fall 2005 and anticipate that those numbers will increase in the future as they have in Nairobi. In China, increased marketing and targeted advising have led to a doubling of enrollment for fall 2005, 30 as compared to 15 in fall 2004. Study abroad in the Middle East was also re-established as a priority, with partnerships in Egypt, Israel, Lebanon and Sharjah.

We have expanded the use of our existing program sites abroad. It is now possible for students to study abroad for both semesters at every one of our sites abroad, rather than being restricted to a single semester. We have added links

between our enclave programs and prestigious universities, including the Free University of Berlin and the University of Paris system. For some of our enclave programs in non-English speaking countries, we have increased the level of language immersion. We are placing emphasis on language immersion and are promoting heavily the idea of studying a foreign language in the summer prior to a fall semester abroad where that language is spoken. Our summer language offerings abroad increased from 10 sites in 2004 to 32 sites in 2005. Enrollments in our summer language programs accounted for 44% of total summer enrollments abroad in 2005.

To assess our progress, we have revised our student evaluation form for AU Abroad and made it available for students to complete on-line. This should increase the number of responses, and it will also enable us to tabulate and analyze the results more efficiently. Also in response to student demand, we have begun to assess how some of our sites might serve the needs of AU's large graduate student population.

2. Abroad at AU. Our new Abroad at AU program, designed to bring international students from excellent universities around the world to study at AU for a semester or year, was formally launched in the current fall 2005 semester. The program received 41 applications, and 28 students were offered admission. Of those, four withdrew for financial reasons, and four withdrew for personal reasons, resulting in an inaugural class of 20 students from 18 universities in 12 countries. Ten of these students will attend AU for the full academic year. For the spring 2006 semester, an additional 29 applications have been received as of October 31, 2005. The new applicants come from 10 universities in eight countries.

Dr. Pastor developed good relationships with the State Department's Ambassador Maura Harty to facilitate visas. We have inter-institutional agreements to admit students who arrive as exchange students or pay fees at a reduced tuition of \$5,000 per semester to AU plus room and board. Currently, there are 10 completed and seven pending agreements involving fee-paying with universities and organizations in 10 countries. Exchange agreements involve payment of tuition by students to their home universities. We currently have 15 completed and two pending exchange agreements, which are preferred by many institutions. We are careful to work out balancing arrangements in the exchanges in order to minimize any adverse financial impact. In addition, the number of students attending AU under exchange agreements is limited to no more than one or two per year from most universities.

Before classes began, the inaugural group of Abroad at AU students participated in a one-week orientation organized by International Student Services and Abroad at AU. Students attended information sessions and cultural immersion activities, which facilitated their transition into campus life (for example, a session on visa issues, a Health Center session on health insurance issues, and attendance at a movie featuring cross-cultural themes). The Abroad at AU students, together with current AU students who have been selected to partner with them, also participated

in a half-day field trip around Washington. Three students represented their home countries and universities at AU Abroad's Study Abroad Fair on September 8, 2005. AU students interested in future study abroad had the opportunity at the fair to meet international students.

All current Abroad at AU students are enrolled in the required "What Is America" course being taught for the first time by Professor Allan Lichtman, a distinguished faculty member in the Department of History. This innovative and interdisciplinary course is introducing the students to the complexity and diversity of American society, economic relations, and political system. Two students are participating in internships, a number we hope to increase substantially in the future.

In short, the first semester's experience with Abroad at AU is convincing both students and OIA staff of the value of such an integrated educational experience on the AU campus. The new Abroad at AU website will capture the students' many and diverse curricular and extra-curricular activities through the medium of a mini-movie currently under preparation.

3. Center for North American Studies. As Vice Chair of the Council on Foreign Relations Independent Task Force on the Future of North America, Dr. Pastor helped draft the final report entitled "Building a North American Community", disseminated it, and spoke at the University of Chicago, Harvard, Yale, and many other places on the report. The Council has also promoted a follow-on research report based on the paper that Dr. Pastor wrote with three other Senior Fellows from CNAS on reducing the development gap with Mexico.

CNAS has continued its efforts to promote student exchanges among Canada, Mexico, and the United States. The U.S. Department of Education, through its Program for North American Mobility (FIPSE), has just given its third grant to CNAS - this one for \$55,667, which includes funding for \$3,000 for each of 10 AU undergraduates to study in Canada and Mexico during the summer and fall of this year. AU also began its second year of participation in the prestigious Killam Fellowships Program providing for student exchanges among partner universities in Canada and the United States. One undergraduate student from AU's School of Public Affairs is currently attending York University in Toronto, and one student each from the University of Montreal and the University of Ottawa are studying at AU. CNAS is working with several Congressmen, including David Price (D-NC) and Henry Cuellar (D-TX), on policy initiatives regarding student exchanges and research centers in North America.

CNAS, in cooperation with the Kogod School of Business, launched a new Summer Institute on North American Business from June 1-10, 2005. Enrollment was 24, including eight Kogod MBA students and 16 from the world-renowned business school (EGADE) at Tec de Monterrey. Two EGADE professors also

participated in the institute. From June 6-July 15, 2005, CNAS also conducted its third annual Summer Institute on "Discovering North America," in which three students from Canada, six from Mexico, and four from the United States attended 27 lectures and participated in 13 internships.

CNAS is hosting a number of distinguished Senior Fellows during the 2005-2006 academic year, including Marcela Celorio, a Diplomat-in-Residence from the Mexican Ministry of Foreign Affairs; Dr. Isidro Morales Moreno, visiting Fulbright Fellow and Dean of Social Sciences, Universidad de las Americas-Puebla; Dr. Maria Isabel Studer Noguez, Research Director at the North American Commission for Labor Cooperation; and Dr. Christopher Sands, Senior Associate, Canada Project, Center for Strategic and International Studies. Dr. Morales is teaching a course this fall on "Post-NAFTA North America," and in spring 2006, Dr. Sands will teach "North American Politics."

In September, the CNAS Faculty Advisory Committee met to discuss priorities for research, teaching, and fundraising. The committee also considered grant opportunities for AU students and professors during the next twelve months. The committee has helped to organize a lecture and four faculty seminars on North American issues. On September 29, AU Professor Todd Eisenstadt and Dr. Alejandro Poire, Visiting Professor at Harvard's Kennedy School of Government, lectured on "Campaign Finance in Mexico's 2006 Election." The first faculty seminar took place on September 21 and consisted of a wide-ranging discussion of two recently issued reports on North America—the aforementioned report of the Independent Task Force on the Future of North America and "The Security and Prosperity Partnership of North America," a report for the Prime Minister of Canada and the Presidents of Mexico and the United States. The faculty seminar held on October 26 focused on issues concerning regulatory cooperation in North America. Additional seminars will focus on a potential continental energy strategy and border security issues.

CNAS is currently active in designing an ambitious research project on regulatory issues in North America, including the transaction costs created by regulatory divergence among Canada, Mexico, and the United States in the transportation sector. This fall CNAS will begin co-editing a peer-reviewed journal, *Norteamérica*, with colleagues from the Center for Research on North America at the Universidad Nacional Autónoma de México.

4. Center for Democracy and Election Management. The Commission on Federal Election Reform, co-chaired by former U.S. President Jimmy Carter and former U.S. Secretary of State James A. Baker, III, was organized by CDEM, and CDEM's Director, Dr. Robert Pastor, served as the Commission's Executive Director. Following its first public hearing held at American University on April 18, the Commission held a second hearing at Rice University in Houston on June 30. At

both meetings the Commission heard and questioned a total of 21 expert witnesses. In addition, CDEM conducted extensive background research and commissioned studies to inform the Commission's deliberations.

The Commission issued its final report to the President, Congressional leaders, and the public on September 19, 2005. The report presented a strong package of 87 recommendations for improving U.S. election systems by strengthening voter registration and identification, improving voting technology, expanding participation, reducing election fraud, making election administration institutions more effective and impartial, and revising the system for presidential primaries. The release of the Commission's report re-opened national debate on election reform. More than 320 articles on the Commission's report have appeared in print and online with an estimated circulation of over 28.5 million. CDEM has begun to follow up with activities to promote consideration and implementation of the Commission's recommendations.

CDEM has recently undertaken several new initiatives to expand AU's teaching and research on democracy and elections. CDEM is conducting a search, jointly with the School of Public Affairs, for a Visiting Distinguished Professor in Democracy and Elections for the 2006-07 academic year. The Visiting Distinguished Professor will teach courses on democracy and election management at AU's School of Public Affairs, serve as a Senior Fellow at CDEM, and participate in the programs of the Center for the Study of the American Electorate.

A new course on Global Democracy and its Promotion will be introduced by CDEM in the spring 2006 semester, in collaboration with the Council for a Community of Democracies (CCD) and the School of Public Affairs. The course will explore the spread of democracy over the past two decades and will assess the efforts of the United States and other countries to promote democracy around the world. CDEM Associate Director Daniel Calingaert will teach the course jointly with practitioners from CCD.

CDEM has also begun to plan a 10-day Summer Institute on Democracy and Election Management for June 2006. This will be the first-ever university program of election management education in the United States and probably in the world. It will provide a broad, comparative perspective on election processes and will educate election officials and other professionals from the United States and other countries in the full complexity of electoral systems and in the process of decision-making for election management. The objective is to prepare such professionals for assuming leadership roles in managing electoral systems or in organizing effective public oversight and participation in elections.

CDEM is also designing a program to develop a series of case studies on critical elections throughout the world. These case studies will provide a collection of

core texts to educate students and professionals in the political dynamics and organizational challenges of elections. The collection will provide a solid foundation for students and professionals to learn about election management and its impact on democracy by drawing upon the lessons learned from the worldwide experience with particularly important elections.

5. AU's International Presence.

ABTI-American University of Nigeria. With its official opening on September 12, 2005, ABTI-American University of Nigeria (AAUN) has moved from an idea into an actual university. Under the leadership of President David Huwiler and Provost James Garafolo, the staff have overcome formidable problems, demonstrating a level of dedication and comity that would have stopped a lesser group.

With the help of four separate search firms and the dedicated involvement of Patrick Ukata, Director of AAUN's Washington office, and many American University faculty and staff, hundreds of employment candidates were interviewed during the past year. We succeeded in recruiting the full complement of 25 senior management, staff, and faculty. In addition to these 25 Americans, there are 84 other staff – mostly clerical and service – from Nigeria, bringing the total of new employees to 109 faculty and staff. Expatriates currently comprise 80% of the faculty, but President Huwiler wants to move toward a 50-50 division within the next two or three years.

The first class of 124 students is intelligent and hard-working. The largest percentage (33%) of the students wants to study Information Technology (IT). The remainder want to study economics and business, or are not yet certain about their majors. The students come mostly from the northern part of the country, but a number are from the south, and there is a student from Zambia and one from the United States. The gender composition of the student body is 57% male and 43% female. Scholarships were awarded to 17 students, including four full scholarships. The expectation is that another 70 students will enroll for the spring 2006 semester, bringing the total for the year to approximately 200, which was the original projection for the 2005 entering class. AAUN is planning to enroll 275 new students next fall. In future years, the university is planning to offer 11 majors, including software engineering and information systems, business management and entrepreneurship, economics, and international and comparative politics.

In October 2004, the AAUN Board decided to begin classes one year later, but there was no housing for expatriate staff or for students. Since then, houses have been renovated, and five new hostels have been built for the students. Classes are held at ABTI Academy, across the road from the university. The cafeteria was

redone, and a library was built from a storage facility. Wireless routers have been placed throughout the academy to support classroom internet access.

The AAUN Board of Trustees met for two days in Yola on October 13-14, 2005, to review the progress of the last year and to examine the plans for physical facilities and programs for the next year. The Board also reviewed and approved a memorandum drafted by Dr. Pastor on procedures for evaluating the performance of the President and senior management. It approved the budget and business plan first developed by Nana An, AU Executive Director, Budget and Payroll. The website developed by Paulina Puig of the Office of International Affairs was acknowledged as very important for recruiting students and informing the Nigerian community of the progress of AAUN.

An American-style University in China. In early May, the Washington, DC-based Coordinating Council for International Universities (CCIU) commissioned AU to prepare a model for a proposed American-style university in Nanjing, Jiangsu Province, China. The university would be the first of its kind in that country. In July, a small team of AU advisors, led by Dr. Pastor, visited Shanghai, Nanjing, and Beijing, holding discussions with senior provincial officials, Chinese university administrators, national Ministry of Education officials, AU alumni, and State Department personnel. At the conclusion of the trip, Dr. Pastor and Mr. Wang Bintai, the Director-General of the Jiangsu Provincial Department of Education, signed a "Points of Agreement" document to guide the project team's development of a preliminary report. In late September, the draft report was submitted to CCIU and, following extensive discussions between the project team and CCIU, was translated and submitted to Mr. Wang in October.

The preliminary report describes an "American University of China in Nanjing" (AUCN) opening in September 2007 as an autonomous, private institution registered in China, incorporated in the United States, and eventually, like American University of Sharjah, accredited in the United States. The report goes on to say: "AUCN will be planned and managed with the aim of achieving a world-class reputation and of being competitive with the top tier of Chinese universities in attracting excellent students. The curriculum and instructional strategies will resemble those of the best American universities, using the most modern educational techniques and information technology, and taking into account the latest research about how students learn most effectively." As envisioned, the new university would be financed by Jiangsu Province and CCIU, the project's primary partners. As with AU Sharjah and ABTI-American University of Nigeria, AU may be asked to provide management consultancy on a contractual basis to the new Chinese university.

The week after the fall meeting of AU's Board of Trustees, the team will visit Nanjing for discussions with Chinese officials about the report and to conduct additional research for a final report. After the visit, the preliminary report will be

revised and resubmitted as a final report to the Chinese authorities at the end of January 2006. This final report will include a full plan of implementation for the project. CCIU continues to fund the project team's activities and reimburse the University for all appropriate expenses related to the site visits.

6. Web and Communications. The Fall 2005 issue (Volume 2, Issue 1) of the *Premier Global University* newsletter was printed and delivered in late August and sent to about 27,000 recipients, via print and email, including 3,000 international alumni and parents abroad. OIA worked with International Admissions to include the newsletter in a special mailing to 2,600 high schools abroad.

A video conferencing unit was purchased by the AU Sharjah Liaison Office and shared with OIA. OIA will communicate with Sharjah, ABTI-American University of Nigeria (AAUN), as well as other contacts across the country and around the world.

As noted above, the Commission on Federal Election Reform culminated on September 19, when its final report was presented to President Bush, members of Congress, and the media. Four thousand copies of the report were distributed to members of Congress, key White House and Capitol Hill staff, political scientists and other academics, non-governmental organizations, media representatives, and interested citizens. News coverage updates were kept current on the commission's website, which was designed and maintained by OIA staff. Based on WebTrends statistics, the website traffic increased considerably since September 19. The site receives an average of 534 page views per day. On September 19, however, the number of page views increased dramatically to 6,755.

The AAUN website is also maintained by OIA. In early June, the website was redesigned to improve its appearance and to provide a more scalable design for content updates as well as more efficient use of the home page. Updates were also made to the university's online application for prospective students to assist with the admissions process. Average monthly website page views of the AAUN site for the summer of 2005 were 9,422 in June, 8,135 in July, and following aggressive recruitment efforts by the new university, increased considerably to 20,757 in August and 18,073 in September.

In response to interviews with students, the AU Abroad website was improved over the summer. A dynamic image gallery for each program page was created to show more photographs of students in their diverse local settings abroad. AU Abroad also created an interactive map, including both countries and cities, in Macromedia Flash. The map clearly details all AU Abroad programs. Additional website sections were also created or reorganized.

7. **Fundraising.** The Carter-Baker Commission on Federal Election Reform secured \$350,000 in grants from the Carnegie Corporation of New York (\$50,000); the Ford Foundation (\$100,000); the John S. and James L. Knight Foundation (\$100,000); Omidyar Network (\$75,000); and the Smith Richardson Foundation (\$25,000). The Pew Charitable Trusts provided in-kind support through a grant to www.electionline.org, whose staff provided research for the Commission. For the second phase, Carnegie, Knight, and Omidyar have invited proposals of \$200,000 each for the period January 2006-June 2007. OIA also received the third FIPSE grant of \$55,667 of the total \$144,334. CNAS received a grant of \$30,000 for a research project on narrowing the development gap in North America.

8. **Looking Ahead.** OIA will continue to be active in all the areas discussed in this report. AU Abroad is seeking additional partnerships and will accelerate its efforts to link study abroad more integrally with students' majors and minors by working more closely with faculty and academic advisers. Abroad at AU will seek to double the enrollment of visiting international students for the fall 2006 semester and is working with many campus offices to facilitate their arrival.

Our two centers intend to expand and diversify their activities. CNAS is recruiting visiting fellows and visiting professors and a strengthened research program. It will also work to stimulate greater student interest in its Certificate in North American Studies and its undergraduate minor in that field. CDEM will introduce a greater international focus in its work through its critical elections case studies and its summer institute on election management. CDEM is also recruiting visiting fellows and professors to enlarge the curriculum on democracy and elections.

With regard to our international presence, we will finalize a report on the establishment of an American-style university in China following the next visit of our advisory team. At that point, we are prepared to consider a management consultancy agreement similar to what we developed in Nigeria. Regarding AAUN, we will also work closely with the Washington Liaison Office and the new university's administrators to consolidate the progress already attained and to oversee the significant expansion in enrollment that we foresee for next year. Continued development of the curriculum, information technology resources, and physical infrastructure will be key concerns.

We will continue to improve website construction and enhancements, and work with other campus units on improvements to databases and the facilitation of statistical analyses of our study abroad and other international programs. Finally, we will continue to seek additional funds from diverse sources to enable us to pursue our many ambitious objectives.

GENERAL COUNSEL REPORT
Vice President Mary Kennard

Privileged & Confidential
Attorney Work Product

A. Recent Litigation

**MATERIAL
REDACTED**

**MATERIAL
REDACTED**

**MATERIAL
REDACTED**

B. Army Corps Munitions Clean Up Operations

**MATERIAL
REDACTED**



FACULTY SENATE REPORT
Chair Anthony Ahrens

Key Issues: Governance • Faculty Action Process • Continuing Concerns

1. Motions Approved.

September 7, 2005 [September Meeting]

A proposal to change the faculty action process for recommending tenure and promotion was introduced at the March 2 meeting. From that meeting, Senators agreed to discuss it with their units and provide feedback to the Committee on Faculty Relations and the Senate as a whole on April 6. This matter was discussed further at the April 6 meeting. With a new Senate introduced, we continued discussion at the May 4 meeting. The proposal would change the *Faculty Manual* as follows (additions to the current language are highlighted in *bold italics* in the following paragraph from the *Faculty Manual*):

Each teaching unit council must establish a rank and tenure committee. This committee must be consulted for its recommendation on all faculty personnel actions, and it must keep minutes of its meetings. ***Voting members of unit Rank and Tenure Committees may only be tenured faculty.***

This motion was passed by the vote of 13 to 3; the Provost has approved the proposed change and is presenting it to the Board for final action

September 29, 2005 [Special Meeting]

“The Faculty Senate has lost confidence in the leadership of Benjamin Ladner and urges him to resign as President of American University. If his resignation is not forthcoming shortly, we recommend that the University Board of Trustees remove Dr. Ladner from office immediately.”

This motion was passed unanimously.

“The current situation with regard to President Ladner has clear implications for the present governance structure of the university. Although we do not believe it would be productive to address these issues at the present time, the Senate resolves to turn to them at the earliest possible date.”

This motion was passed unanimously.

October 19, 2005 [October Meeting]

“Be it resolved that the Faculty Senate expresses its gratitude for the leadership of Acting President Cornelius Kerwin and Acting Provost Ivy Broder during this period of institutional challenges. Further, the Senate expresses its strong confidence in their ability to guide the University through the upcoming transition.”

This motion was passed unanimously.

“The Faculty Senate expresses its gratitude to the Katzens for their support of the university and to all of our friends at the Circle Dinner.”

This motion was passed by acclamation.

2. Additional Matters Discussed.

September 7 and October 19, 2005

- Agenda for the Year
 - Benefits
 - Establishment of an ad hoc committee on governance.

3. Continuing Concerns.

The paramount concern for the campus is resolution of the ongoing governance issues confronting us. To that end, we will take up at our November meeting the formation of an ad hoc committee of faculty to develop a proposal for governance reform. This reform will emphasize the need for transparency, accountability, and participation.

In the near term, we will also consider changes in the Student Evaluations of Teaching, as well as other items.

STUDENT GOVERNMENT REPORT **President Kyle Taylor**

Key Issues: Progress Update • University-Wide Student Task Force on Reformation of University Governance • Social Justice • Be Campaign • DCUSA & NFUSG

1. Progress Update. The Student Government continues to pursue the objectives laid out in our May report. A compromise was reached on the Academic calendar that left the entire community satisfied and set a precedent for communication and involvement among different constituencies on campus. The Outreach Committee, an effort to reach out to student groups, has had record attendance, and campus leaders continue to give their input on University matters. As their representatives, we continue to actively listen and engage them. The Student Government Community

Service Liaison continues to work at coordinating service efforts on campus, as the students' commitment to service is stronger than ever. Finally, the Civitas campaign was an enormous success, with unprecedented student involvement. Thanks are due to the incredible Civitas Cluster in Campus Life.

2. University-Wide Student Task Force on Reformation of University Governance. While the American University community is pleased with the departure of President Ladner, students are dissatisfied with both the settlement and the process by which that agreement was made. The university community regrets that AU was forced to deal with this matter at all. The Undergraduate Student Government, the Student Bar Association, and the Graduate Leadership Council all believe that the Board has completely failed in its oversight role, and for too long has lacked the institutional safeguards necessary to ensure that Trustees adequately perform their fiduciary role. While we appreciate the volunteer service of every board member, we also believe that this volunteerism should be carried out in the image of service, morality, and ethics that American University holds so dear, or not at all. A number of immediate changes must be made for this Board to be able to fulfill its responsibilities to the AU community it is charged to serve. At the November 11, 2005 meeting, the University's student-elected representatives will present a Comprehensive Action Plan that integrates student and faculty concerns from each of the six colleges. We hope that the Board will consider and adopt this plan as the University seeks to regain the internal strength necessary to move forward.

3. Social Justice. The students of American University are committed to our core values of leadership, morality, and service. In the wake of Hurricane Katrina, students gave their time, energy, and money to help those in need. An organization, K.A.R.E. (Katrina Aid and Relief Effort) was formed to lead our aid activities. Led by Student Government and two undergraduates directly affected by the storm, K.A.R.E. raised over \$6000 in only three days, a testament to the generosity and selflessness of our community. We chose Habitat for Humanity as the recipient of our fundraising, with the goal of building a long-term service initiative. This choice was shared with President Carter during his visit to campus, and he was excited by our decision. The giving continues, as we have several events planned this semester to raise money and awareness. We are also researching trips to the region for next semester. This will allow students to do what they love most - community service. In addition to our Hurricane relief efforts, students have seven Alternative Break trips scheduled for Winter and Spring Breaks -- a record. Students will travel around the world on their own dime to do service and raise awareness about major social justice issues.

4. Be Campaign. The Student Government has launched a University-wide spirit and unity campaign that has been incredibly popular with the students, faculty, staff, and administration. The campaign charges every group to develop their own "Be" slogan that best represents their organization. For example, the Student Government's slogan is "Be Heard," while Campus Life asks the campus to "Be

Inclusive.” The underlying theme is “Be You - AU - Where do you fit?” We are encouraging students to find their place at AU, be proud of it, and unite around this mutual respect for individuality. With over 10,000 T-shirts ordered and 14,000 buttons circulating around campus, this effort is helping to unite the AU community in new and exciting ways. The Student Government will be hosting a “Be” Week at the end of November, and we encourage the Board of Trustees to “Be Involved” with the campus through the week’s events.

5. **DCUSA & NFUSG.** The American University Student Government has successfully reconstituted the District of Columbia Undergraduate Student Government Association and is the executive chair for the 2005-2006 academic year. We are making significant strides in the areas of book buyback prices, HIV/AIDS awareness, and DC-wide college events. AU organized the first annual Washington Nationals DC College Night, attended by more than 500 students from eight different universities. AU will host the association’s Fall Summit next week, where agenda items include community service, student services, and university governance. The Student Government is also moving forward with its goal of creating the National Federation of Undergraduate Student Governments, an association focused on uniting colleges and universities around service. Our information packets were mailed to over 100 campuses this week, and we anticipate considerable response.

GRADUATE LEADERSHIP COUNCIL REPORT

Executive Chair Peter W. Brusoe

Key Issues: Update on GLC • University-Wide Student Task Force on Reformation of University Governance • Developing a University Graduate Community • Late Classes • Rank and Tenure

1. **Update on GLC.** The Graduate Leadership Council, in its third year of existence, is streamlining and formalizing its institutional operations. Changes in the length and frequency of meetings have resulted in higher student participation and higher quality programs. This is the first year where none of the founding generation has been around to guide the organization, and we are currently conducting some focus groups to see how we can serve students better. Some other changes include a better internal budget system, where each of the school councils now provides its own budget to justify its allotment, as well as improved office hour scheduling to serve the needs of graduate students.

2. **University-Wide Student Task Force on Reformation of University Governance.** While the American University community is pleased with the departure of President Ladner, students are dissatisfied with both the settlement and the process by which that agreement was made. The university community regrets that the university was forced to deal with this matter at all. The Undergraduate

Student Government, the Student Bar Association, and the Graduate Leadership Council all believe that the Board has completely failed in its oversight role, and for too long has lacked the institutional safeguards necessary to ensure that Trustees adequately perform their fiduciary role. While we appreciate the volunteer service of every board member, we also believe that this volunteerism should be carried out in the image of service, morality, and ethics that American University holds so dear, or not at all. A number of immediate changes must be made for this Board to be able to fulfill its responsibilities to the AU community it is charged to serve. At the November 11, 2005 meeting, the University's student-elected representatives will present a Comprehensive Action Plan that integrates student and faculty concerns from each of the six colleges. We hope that the Board will consider and adopt this Plan as the University seeks to regain the internal strength necessary to move forward.

3. Developing a University Graduate Community. This year, the Graduate Leadership Council has been striving to break graduate students out of their own "school shell" and attempting to make the University a cross-discipline community. This has included the sponsorship of many academic events designed to foster dialogue and growth from throughout the institution. We are implementing social events that will be of an interest to a broader campus community.

4. Off Campus Safety/Late Classes. Graduate students are concerned with the lateness of the classes that are being offered in several programs. Oftentimes these courses are only offered late at night. With a scheduled 10:40 p.m. end time, which often translates into 10:45 p.m., or 10:50 p.m., many graduate students are forced to walk at midnight around less than safe communities. We are in conversation with the administration about this issue and hope to implement some changes for the future. We do want to stress that the students feel safe and are safe on our campus.

5. Rank and Tenure. Graduate students are still displeased about their removal as voting members of the Rank and Tenure Committees. While we understand the reasoning behind such a move, we do not agree with it. As I am typing this report for the Graduate Leadership Council, we are slated to meet with the Provost to discuss this issue one final time. We request that you do not approve this change.

STUDENT BAR ASSOCIATION REPORT
President Adam J. Cohen

Although the year is young, the 2005-2006 WCL Student Bar Association (SBA) already has several early accomplishments to its credit, as well as several other initiatives planned that it will seek to achieve. It would be my pleasure to discuss in greater detail any of the following accomplishments or initiatives with any of the trustees.

1. Student Bar Association Selected Accomplishments.

- a. Renovation of Important Student Lounge: After several years of discussion between the Student Bar Association and the WCL Administration, in September an agreement was reached to jointly fund the renovation of a popular student lounge on WCL's top floor. This \$50,000 capital improvement will provide students, faculty, alumni and visitors with a casual, yet professional setting in which to congregate and converse amid bold leather couches, modernized tables and chairs, and two flat screen televisions. In addition to being an aesthetic enhancement and a functional improvement, this important renovation will support consistent priorities of recruiting and retaining prospective students, as well as developing and cultivating relationships with returning alumni and outside visitors. The presence of an attractive, expansive lounge area in which all of these parties can converge and discuss the law is an essential step in WCL's continuous efforts to attract the best and brightest prospective law students and legal professionals that our nation has to offer.
- b. Unprecedented Increase in Student Bar Association Golf Classic - Attendance: On October 28, 2005, over 40 students joined 40 WCL faculty, alumni, and friends on the Fort Belvoir, Virginia golf course for the Ninth Annual Student Bar Association Golf Classic. With over 80 participants in all, and a total of 125 dinner guests at the Community Service Awards banquet that follows the day on the course, this year's Classic was the first one ever to sell out in WCL history. This achievement is even more remarkable considering last year only eight students participated, and many of the remaining 30 golfers in 2004 were corporate vendor sponsors. The Student Bar Association hopes this will be the dawn of a new tradition at the law school for many years to come.
- c. Financial and Social Response to Hurricane Katrina: After watching our Dean, Claudio Grossman, lead the nation's law schools in accepting students displaced by Hurricane Katrina, the Student Bar Association actively coordinated a fundraising campaign to maximize its resources and avoid duplication of effort. The Student Bar Association raised nearly \$5,000 to benefit the victims of Hurricane Katrina - an amount that surpassed the amount of funds raised by each of Washington, D.C.'s other law schools.

2. Student Bar Association Initiatives.

- a. University-Wide Student Task Force on Reformation of University Governance. While the American University community is pleased with the departure of President Ladner, students are dissatisfied with both the

settlement and the process by which that agreement was made. The community regrets that the university was forced to deal with this matter at all. The Undergraduate Student Government, the Student Bar Association, and the Graduate Leadership Council all believe that the Board has completely failed in its oversight role, and for too long has lacked the institutional safeguards necessary to ensure that Trustees adequately perform their fiduciary role. While we appreciate the volunteer service of every board member, we also believe that this volunteerism should be carried out in the image of service, morality, and ethics that American University holds so dear, or not at all. A number of immediate changes must be made for this Board to be able to fulfill its responsibilities to the AU community it is charged to serve. At the November 11, 2005 meeting, the University's elected representatives will present a Comprehensive Action Plan that integrates student and faculty concerns from each of the six colleges. We hope that the Board will consider and adopt this Plan as the University seeks to regain the internal strength necessary to move forward.

- b. Facilitate Communication between Student Organizations and the WCL Administration. The SBA recognizes the importance of interconnectedness within the law school and that WCL is strongest when the students, deans, and administrators all work together to advance the institution's interests. To ensure that the Offices of Alumni Relations and Career Services do not miss opportunities to build and cultivate relationships with those alumni and visitors participating in WCL student organization events, the SBA has commenced the development of a user-friendly law school-wide scheduling system that contains a formal reporting functionality. This system will permit these important WCL offices to expand the law school's network while simultaneously respecting the autonomy that student organizations presently enjoy when hosting panel discussions and other events.

I look forward to having the opportunity to report to the Board of Trustees progress on these initiatives and many others over the course of the next year, as well as working with the Board to adopt our Comprehensive Action Plan in the near term. Thank you.

STAFF COUNCIL Chair Robin Beads

Key Issues: Elections • Community-Building Events • Communication

1. Elections. Nominations for new Staff Council members, and the re-nomination of incumbent members were held during the last two weeks of May 2005. During this nomination period, Staff Council members took great effort to attract staff from departments that have not had recent representation in an effort to increase our nomination pool, to positively impact diversity among potential Staff Council members, and to increase election response rates. Elections were conducted in early June via mailed ballots, which were collected and tabulated by staff in Human Resources. The seven open seats were filled by the time of the regular July Staff Council meeting, and at that time the new members were announced to the university community via a Today@AU message. New Executive Officers were elected during the first August meeting.

Staff Council is continuing its discussion into reform of its representation and electoral process to make Staff Council more representative of American University staff. Feedback on potential changes from current members, staff, and faculty has thus far been very positive. Reform will continue to be an important topic of investigation and discussion throughout the 2005-2006 academic year in the hopes of the Council being able to make a decision on the issue prior to the next nomination and election period in May 2006.

2. Community-Building Events. Staff Council planned and hosted an International Fair in conjunction with the Staff Showcase during Staff Appreciation Week. The fair included tables of staff artifacts, clothing, jewelry and desserts from various countries. The Fair was photographed by the university photographer and several staff members were interviewed on Voice of America (VOA). In June, Staff Council held its semiannual Book Swap, which has grown to become a much anticipated event on campus.

In conjunction with CIVITAS week in the fall (September 19-23), Staff Council held a campus blood drive conducted by INOVA Health Services. Also during that week, due to the success of the May International fair, Staff Council hosted an International Festival open to the university community and featuring staff, faculty, and student participants on the Friedheim Quadrangle. Staff Council will continue to host this event for the university community at least once a year.

In response to the Hurricane Katrina Relief, Staff Council placed contact information on the Council web site for staff who wished to make charitable donations to national and regional relief efforts as well as a web link to the American University Faculty and Staff Assistance Program (FSAP) for staff who may have been in need of support in dealing with this crisis. During the winter

months Staff Council anticipates hosting its biannual clothing drive for clothing donations to local shelters and a Book Swap this winter.

As a special project, Staff Council is exploring the issue of better communication and inclusion of off-campus staff in the university community. The goal is to counter some of the feelings of isolation and disconnect that some staff off-campus experience.

3. **Communication.** In August Staff Council began to explore ways to better communicate with and receive feedback from staff. Better use of the Council e-mail account, targeted communication through Today@AU and direct e-mail to constituent groups, and small department level meetings held by Council representatives has resulted in increased communication with staff. Staff Council will also begin to announce its regular meetings through Today@AU. This will continue to increase Council visibility, openness, and communication with staff. This improved communication has proved valuable over the past few months as Staff Council has used many opportunities to obtain feedback from staff in response to the leadership changes and current governance issues facing the university. Staff Council has solicited comments, held special meetings, hosted a staff forum, and met with the Faculty Senate Chair and with members of the Board of Trustees to share staff comments and to communicate information back to staff. Staff Council has received very positive feedback from staff on its communication efforts.

AUDIT COMMITTEE

Thursday, November 10, 2005 1:00 pm – 2:00 pm
Conference Room, Butler Pavilion (6th Floor)

<i>Committee:</i>	Charlie Lydecker, <i>Chair</i>	John Petty
	Gary Cohn, <i>Vice Chair</i>	Jeff Sine
	Fuad El-Hibri	

Administrators: Don Myers, *Vice President of Finance and Treasurer*; Douglas Kudravetz, *Assistant Vice President of Finance*

AGENDA (Executive Session)

Discussion Items:

1. KPMG Presentation - Financial Statements
2. Protiviti Presentation
 - a. Sarbanes-Oxley Internal Control Review
 - i. Example of Process Documentation
 - b. Audit Plan 2006

Action Item:

1. KPMG Renewal

TRUSTEESHIP COMMITTEE

Thursday, November 10, 2005 1:00 pm – 2:30 pm
Board Room, Butler Pavilion (6th Floor)

Committee: Tom Gottschalk, *Chair* Margery Kraus
Jerome Del Pino, *Vice Chair* Matthew Pittinsky
Ed Carr

Administrators: Al Checcio, *VP-University Relations*; Mark Huey, *Assistant to the President*

AGENDA (Executive Session)**Action Items**

1. Minutes of May 12, 2005 Meeting

Discussion Items

1. 2005-2007 Committee Chairs and Members (List of committees is on page 3)
2. Student Participation on Board Committees

FINANCE AND INVESTMENT COMMITTEE

Thursday, November 10, 2005 2:00 pm – 3:00 pm
Conference Room, 6th Floor, Butler Pavilion

Committee: Gary Cohn, *Chair* John Petty
Regina Muehlhauser, *Vice Chair* Jeff Sine

Administrators: Donald Myers, *Vice President of Finance and Treasurer*; Douglas Kudravetz, *Assistant Vice President of Finance*

AGENDA (Executive Session)**Discussion Items:**

1. FY2006 Budget Status Update (see Appendix A)
2. Cambridge Associates - Investment Update
 - a. Wellington Energy Fund
 - b. Oak Associates Change - Alternative Strategies

Action Item:

1. Capital Refinancing (See Appendix B)

COMPENSATION COMMITTEE

Thursday, November 10, 2005 3:00 pm – 4:00 pm
Conference Room, 6th Floor, Butler Pavilion

Committee Gary Abramson, *Chair* Gary Cohn
Tom Gottschalk, *Vice Chair* Charlie Lydecker
Ed Carr

Administrators: Neil Kerwin, *Acting President*; Don Myers, *Vice President of Finance and Treasurer*; Mark Huey, *Assistant to the President*

Guests: James P. Joseph, *Arnold & Porter LLP*; Margaret Handmaker, *Mercer Consulting*

AGENDA (Executive Session)

Discussion Items

1. Mercer Report
2. Price Waterhouse Coopers Report
 - Executive Compensation Plan Changes Required by New IRS Regulation 409(A)

Action Item

1. Review and Approval of Compensation Changes for Senior Administrators

ACADEMIC AFFAIRS COMMITTEE

Thursday, November 10, 2005 3:00 pm – 4:00 pm
Board Room, Butler Pavilion (6th Floor)

Committee John Schol, *Chair* David Carmen Matthew Pittinsky
Robyn Mathias, *Vice Chair* Jerome Del Pino

Administrators: Ivy Broder, *Acting Provost*; Mark Huey, *Assistant to the President*

Campus Representatives: Anthony Ahrens, *Faculty Senate*; Kyle Taylor, *Student Government*; Peter Brusoe, *Graduate Leadership Council*; Adam Cohen, *Student Bar Association*

AGENDA (General Session)

Discussion Item

1. Provost's Report

ACADEMIC AFFAIRS COMMITTEE (continued)

AGENDA (Executive Session)

Action Item: Faculty Actions (See Appendix C)

CAMPUS LIFE COMMITTEE

Thursday, November 10, 2005 4:00 pm – 5:30 pm
Board Room, Butler Pavilion (6th Floor)

Committee: Pamela Deese, *Chair* David Carmen Margery Kraus
Robyn Mathias, *Vice Chair* Jerome Del Pino Charlie Lydecker

Administrators: Gail Hanson, *V.P. – Campus Life*; Karen Froslid-Jones, Director of Institutional Research and Assessment

Campus Representatives: Anthony Ahrens, *Faculty Senate*; Kyle Taylor, *Student Government*; Peter Brusoe, *Graduate Leadership Council*; Adam Cohen, *Student Bar Association*

AGENDA (General Session)

Discussion Items:

1. Campus Metrics (See Appendix D)
 - a. 2004 Freshman Census
 - b. 2005 Graduation Census
 - c. 2005 Campus Climate Survey
 2. Committee Dialogue
-

CAMPAIGN STEERING COMMITTEE

Thursday, November 10, 2005 5:30 pm – 6:30 pm
Conference Room, Butler Pavilion (6th Floor)

Committee: Gary Abramson, *Co-Chair* Jack Cassell Robert Pincus
Gary Cohn, *Co-Chair* Pamela Deese
Edward Carr Robyn Mathias

Administrators: Al Checcio, *VP-University Relations*; Mark Huey, *Assistant to the President*

AGENDA

Discussion Items

1. Update on Progress toward Campaign Goals
 2. Alumni Response to Current Controversy
 3. Plans to Complete the Capital Campaign
 4. Transition and Leadership in the Office of University Relations
-