

# BOARD OF VISITORS

## BOARD MEETING

President's Conference Room

December 7, 2007

### MINUTES

#### 1. Establish Quorum/Call to Order

Mr. Bobby Norris Vassar, Rector, called the meeting to order at 2:30 p.m. and established that a quorum was present.

##### Board Members Present:

Mr. Bobby Norris Vassar, Rector  
Mrs. Viola M. Madison, Vice-Rector  
Ms. Virginia M. Board, Secretary

Ms. Renitalynette K. Anderson  
Mr. Willie L. Brown (*arrived 3:05 p.m.*)  
Mr. Stanley Green, Jr.  
Mr. Howard P. Kern  
Mr. Gary T. McCollum  
Mr. Wade W. Perry, Jr.  
Dr. Lauren R. Tucker

##### Board Members Absent:

Mr. Henry D. Light  
Ms. Judith L. Rosenblatt  
Mr. Donald W. Seale

##### Members of the NSU Staff Present:

Dr. Carolyn W. Meyers, President  
Dr. Elsie M. Barnes, Vice President, Academic Affairs  
Dr. Adebisi O. Oladipupo, Vice President, Research and Technology/E<sup>2</sup>F Executive Director  
Mr. Ralph W. Johnson, Vice President, Finance and Business  
Mr. Larry Curtis, Vice President, Student Affairs  
Mr. Phillip D. Adams, Interim Vice President, Univ. Advancement/NSUF Executive Director  
Mr. Earlie P. Horsey, Executive Director, Planning and Budget  
Mr. Marty L. Miller, Athletics Director  
Mrs. Terricita E. Sass, Associate Vice President, Enrollment Management  
Mrs. Sharon R. Hoggard, Acting Executive Director, Communications and Marketing  
Ms. Pamela F. Boston, University Counsel  
Mr. Ernest M. Ellis, Internal Auditor  
Dr. Curtiss Wall, Professor, Department of Mathematics and President of Faculty Senate  
Dr. Dorothy L.R. Jones, Associate Vice President for Academic Affairs  
Mrs. April T. Allbritton, Office Manager/Board Liaison

## **BOARD OF VISITORS**

Board Meeting

December 7, 2007

Page 2

### Others Present:

Mr. Matthew Bowers, Writer, *The Virginian-Pilot*  
Representatives, *Spartan Echo*

### Student Representative Absent:

Ms. Keisha M. Kirkland, SGA President

**Guests** - Mr. Vassar acknowledged Mr. Bowers, Writer for *The Virginian-Pilot*, and other guests in the room.

## **2. Approval of Board Minutes**

Mr. Vassar stated that the minutes were mailed to Board members prior to the meeting. He asked for a motion to approve.

Mrs. Madison motioned, seconded by Ms. Board and unanimously voted by the Board to approve the August 31, 2007 Board minutes.

## **3. Rector's Report**

**Board Budget Report** – Mr. Vassar stated that after checking the Bylaws, he realized that the Vice Rector is responsible for reporting on the Board's budget. He asked Mrs. Madison to give the report. Mrs. Madison stated that she reviewed the budget for the period (October through December) and the Board is on target compared with the same period last year.

**March 2008 Board Meeting** – Mr. Vassar reminded the Board that the upcoming March Board meeting will be held March 6-7, 2008, so as not to conflict with the MEAC Basketball Tournament scheduled for the following week (March 10-15, 2008). He stated that later in the meeting, the Board would hear a recommendation to hold the annual Board Retreat in March in conjunction with the regular Board meeting. He stated that if this is approved, the March schedule would be a two-day meeting.

### **Board Members' Activities**

- Mr. Vassar thanked the Board members who came out to support the football team. On behalf of the Board, he offered congratulations to the players and the coaches for a very successful season. He stated that the Board's support of the team is just as strong in any case, winning or losing. Besides the Labor Day Classic, Mr. Vassar stated that he was able to attend the Rutgers, the Battle of the Bay and Homecoming games.

## **BOARD OF VISITORS**

Board Meeting

December 7, 2007

Page 3

- Mr. Vassar stated that he and Mr. McCollum attended a very informative orientation provided by the State Council of Higher Education for Virginia (SCHEV) for new Board Members and Rectors on November 5, 2007 at the Omni Richmond Hotel. He stated that Dr. Tucker was unable to attend due to a previous commitment.
- Mr. Vassar stated that he would be remiss if he didn't thank Mr. McCollum and his wife for their generous gift to the Norfolk State University Foundation. Board members gave Mr. McCollum a round of applause.
- Mr. Vassar thanked Mr. Green for giving of his time to participate in the Career Services Mock Interviews in October 2007, Chairing the Ad-Hoc Committee on Board Policies and Procedures, and also serving on the NCAA Steering Accreditation Committee.
- Mr. Vassar thanked Dr. Tucker for her tremendous contributions and efforts to provide pro bono work for the university. He stated that these are just a few examples of the kinds of things Board members are doing to support the university. Applause was also given for Mr. Green and Dr. Tucker.
- Mr. Vassar stated that he had the opportunity to attend and bring remarks during the Military Alumni Chapter's 20th Anniversary Gala held at the Washington Navy Yard Conference Center in DC on November 3, 2007. He stated that Mr. Phillip Adams was in attendance representing the President's Office and Ms. Shelvee Osborne represented the National Alumni Association. Mr. Vassar stated that in addition to this being the Chapter's annual fundraiser, a special presentation was made to former Board Member, Col. Chauncey Crenshaw, as the founder of the Military Alumni Chapter. He added that Col. Crenshaw served on the Board of Visitors from 1997-2001. Mr. Vassar stated that the Military Alumni Chapter has made great contributions to the university financially and through their tireless work with the campus ROTC.

#### **4. President's Report**

Mr. Vassar asked Dr. Meyers to make her report. Dr. Meyers started by thanking the Board for their endearing and important contributions to the success of the university. She thanked Mr. Vassar for attending the Opening Conference in the Fall. She stated that the faculty were really impressed that Mr. Vassar stayed throughout the day and attended all of the workshops. Dr. Meyers encouraged Board members, as much as possible around their professional activities, to come to some of the campus activities because it means a lot to our faculty, students and staff to know that Board members are actively engaged.

## **BOARD OF VISITORS**

Board Meeting

December 7, 2007

Page 4

- **Spring Opening Conference** – Dr. Meyers stated that the Spring Opening Conference will be held on Thursday, January 3, 2008 at 8:30 a.m. in the Wilder Center. She stated that the conference will follow the same format as in the Fall to include opening remarks and breakout sessions. She stated that the Spring Conference will have three sessions on the following topics:
  - Enrollment Management (recruitment, retention and graduation)
  - Strategic Planning and Resource Council (SPARC)
  - Strengths, Character and Virtues
- **Boards** – Dr. Meyers stated that she has accepted a three-year term to serve on the Regional Board of Directors for the Hampton Roads Chamber of Commerce. She stated that she also agreed to serve as an Advisory Committee member for the Extraordinary Women Engineers Project (EWEP) which is funded by the National Science Foundation. Dr. Meyers stated that the EWEP meets once a year.
- **Chart of President's Activities** – Dr. Meyers spoke on her chart of activities dated September 1, 2007 through December 7, 2007 that included a considerable number of speaking engagements, welcomings and greetings during the Fall semester. She stated that she also spent quite a bit of time with state and local officials and remarked that Secretary of Administration Viola Baskerville visited campus to commend Norfolk State for its leadership in Small Women and Minority Businesses (SWAM) participation. Dr. Meyers stated that she is very proud of Mr. Johnson, Vice President for Finance and Business, for bringing this positive press for the university. She added that Mr. Johnson was invited by Secretary Baskerville to come to the Council of Presidents' meeting in Richmond when Baskerville was scheduled to speak on how other universities were doing on this initiative.

Dr. Meyers also mentioned the following activities from her chart of activities:

- Tour and meeting with Speaker of the House William "Bill" Howell and Delegate Algie Howell
- Various group and individual meetings on Light Rail
- SACS conference call with Michael Johnson
- External evaluation meeting on Title III which the university is doing very well
- Exit interview with ABET accreditation team which was very positive. The self-study team commented that NSU's accreditation materials were the best they had ever encountered.

## BOARD OF VISITORS

Board Meeting

December 7, 2007

Page 5

- Agreement signing with New College Institute in Martinsville, VA to offer the bachelors in social work degree program. An NSU faculty member will be located on site.
- Participated in the college president's evaluation for Norwich University. Dr. Meyers stated that she is really proud of Norwich University as they admitted women and African Americans long before our national military academies.
- Met with Warren Thompson of Thompson Hospitality
- Met with Vicki Freidman, *The Virginian Pilot*, who wrote a very good article
- Met for the first time with the three Faculty Working Groups (selected by faculty) regarding their reports. Dr. Meyers stated that she shared her response to their report with them and they have gone back to do more work.

Mr. McCollum stated that he wrote a letter to Bruce Bradley regarding the reporting by Vicki Freidman as her coverage (she wrote the story behind the story) of the football season was excellent. Dr. Meyers concurred that it was very positive reporting and that it generated even more interest in our football program. Mr. Kern stated that this is an important part of the positive image that is being created.

**Articles** – Dr. Meyers stated that included at Tab 10 is a copy of her response “*NSU, other black colleges still play vital role*” to former Board member David Peck’s editorial “*Black Colleges often fail their students.*” She thanked Board members for their notes about her response as she has received a lot of positive feedback. Dr. Meyers stated that also at Tab 10 are three articles compiled for the Board regarding the “*U.S. News and World Report HBCUs Rankings.*” She stated these articles and some others are provided to help the Board compare what is being said about the rankings.

Dr. Meyers stated that she along with sixty-five other college presidents signed a letter with the Education Conservancy requesting the development a new approach to the rankings (see additional information on Education Conservancy – Beyond Ranking Project summary of meeting at Yale University). She stated that there have been long discussions within the HBCU community that the rankings are not really applicable and do not reflect the distinctive character of our universities. She stated that a copy of the letter she sent to Matthew Sourwine of *U.S. News and World Report* that NSU would not participate this year is also provided; however, *U.S. News* used whatever data it could find.

In addition to the articles mentioned above, Dr. Meyers also provided an article from the *Chronicle of Higher Education* on libraries today. She stated that the library renovation is part of NSU’s capital request and that libraries today are more of a 24-7 information/stimulation center. The last article she provided is from the July 2007 *Journal of Positive Psychology* on strengths of character, orientations to happiness and life satisfaction.

## BOARD OF VISITORS

Board Meeting

December 7, 2007

Page 6

**School of Education Award** – Dr. Meyers stated that the School of Education received a recent award of \$493,350 for the Project Vision program in early childhood education.

**2007 HBCU-UP Research Conference** – Dr. Meyers stated that she was a keynote speaker at the National Science Foundation Research Conference and was thrilled to see the Norfolk State bus there when she arrived. She stated that the students gave a wonderful showing and named the three that were awarded prizes:

- **Lauren Wagner**, Biology – 1<sup>st</sup> place Oral Presentations - Behavioral and Social Sciences
- **Keith Goodman**, Physics – 2<sup>nd</sup> Place, Oral Presentations – Ecology, Environmental and Earth Sciences
- **Angelitta Britt**, Mathematics – 3<sup>rd</sup> Place, Oral Presentations – Physical Science and Mathematics

**Cox Summer Internship** – Dr. Meyers stated that she included in her report a letter from Mr. McCollum expressing how pleased he was with a NSU student who participated in Cox's 2007 Summer Internship program.

**Outstanding Customer Service** – Dr. Meyers stated that she received a letter from Captain Wiley Tiller of South Carolina State recognizing one of our officers, Sgt. Kevin Genwright, for his superb planning ability and tact while escorting President Hugine.

**Provost Position Description** – Dr. Meyers shared a copy of the job description for the Provost that ran in the *Chronicle of Higher Education*. She stated that the position closes next week and to-date there is a good pool of twenty-four applicants. Dr. Meyers stated that this is a faculty led and mostly faculty driven committee. She stated that Dr. Page Laws from the Honors Program is serving as chair of the committee.

Dr. Meyers extended congratulations to the following individuals:

- **Dr. Rasha Morsi**, Assistant Professor, Electronics Engineering, selected as one of the 10 Emerging Scholars by *Diverse: Issues in Higher Education's* standout scholars to be listed in its January 2008 edition.
- **Pete Adrian**, head football coach, named MEAC Football Coach of the Year. Adrian has also been named one of sixteen finalists for the Eddie Robinson Award.
- **Marching Spartan Legion** for receiving the Chairman's Award in the Downtown Illumination Parade. She stated that the Legion has again been selected to participate in the Honda Battle of the Bands and out of the ten categories used to select the bands, NSU received the number one vote in all categories.

## **BOARD OF VISITORS**

Board Meeting

December 7, 2007

Page 7

**Invitations** - Dr. Meyers stated that Board members are invited to attend the Honda Battle of the Bands in Atlanta, GA. She stated that for those interested in attending, please fill out the invitation card provided in the front of Board books and return to Mrs. Allbritton. Dr. Meyers stated that Board members are also invited to stop by the holiday reception for employees on Thursday, December 13, 2007 from 3:00 to 5:00 p.m. in the Wilder Center.

**ADA Report** - Dr. Meyers provided the Board with a copy of the corrective action plan (already in the public domain) in response to the ADA's report on Health and Human Services.

Dr. Meyers gave special thanks and acknowledgment to Dr. Barnes for heading the SACS leadership. She stated that Dr. Barnes and her team did a wonderful job assembling the report which is no small task. She thanked her Executive Cabinet, office staff and the Board for their support and concluded her remarks by providing Dr. Curtiss Wall with a small token of appreciation for his service as Faculty Senate President. Dr. Wall stated that he has had a very good year. He thanked the President and the Board for their support.

Mr. Vassar thanked Dr. Wall for his many contributions to the university and extended a welcome to his successor, Dr. Joseph Hall, whom he stated gave a fascinating presentation on research during the Research and Technology Committee meeting this morning.

### **5. Standing Committee Reports**

Mr. Vassar stated that there are no action items from the Standing Committees. He moved forward to the next item on the agenda.

### **6. Old Business**

Mr. Vassar stated that Mr. Light called to say that he has been detained due to pressing business activities. Mr. Vassar asked Mr. Green, chair of the Ad-Hoc Committee on Board Policies and Procedures to give his report. Mr. Green stated that Mr. Light had done a great job in working with him to develop and review the first draft. Mr. Green thanked the staff members Ms. Boston, Ms. Thompson and Mrs. Allbritton for their work on the document and for arranging meetings. He stated that this document will be very important to the Board and will include items such as the description of the logo, seal and university colors. He added that these types of things the Board should know in order to be fully knowledgeable about the university.

Mr. Green stated that the minutes were revised and Ms. Boston passed out copies to the Board. He stated that the Committee members reviewed manuals from Old Dominion University, the University of Virginia and Virginia State University and recommended items for inclusion in the development of NSU's manual. Mr. Green stated that the Committee

## **BOARD OF VISITORS**

Board Meeting

December 7, 2007

Page 8

plans to have a second draft completed by mid-January to send to the full Board for comments. He stated that a copy of the second draft would also be provided to the President to distribute as needed for review and input. Mr. Green stated that the minutes include a list of changes, modifications, additions for the first draft; however, there were three items the Committee would like to have the Board to approve. He offered the following items for consideration as outlined in the November 27, 2007 minutes of the Ad-Hoc Committee on Board Policies and Procedures:

**Item #1** - Recommend to the Bylaws Committee to add a line (red highlight below) to amend ARTICLE II Power, Authority, and Duties, item (j) Visitors Emeriti. In recognition of the invaluable service rendered to the University during their appointments to the Board of Visitors and the informed counsel they are capable of providing after their terms expire former members of the Board shall be designated Visitors Emeriti at the completion of his/her appointment term by favorable recorded vote by current members of the Board. They shall be invited to meet at least once each year with current members of the Board at a social or other function hosted by the Board of Visitors. Committee members discussed the need to determine what the appointment to Visitors Emeriti would include. Several suggestions were (a) invitations to Commencement (b) parking pass (c) keeping them informed (d) submitting information on the website to them, and (e) identified at Commencement.

**Item #2** - Recommend to the Board that it return to the “concurrent meeting” schedule. If this request is approved, also recommend the addition of a Buildings and Grounds Committee which would require a change in the Bylaws.

**Item #3** - Recommend to the Board that the Board Retreat be held annually in the Spring to coincide with the March meeting on the Thursday before the Board meeting. This will make the March meeting a two-day session, beginning with March 2008. The Board should also be made aware that its next formal self-evaluation would be scheduled for the March 2009 Board Retreat. The formal self-evaluation is usually done with the assistance of an outside consultant. The Retreat date change should be reflected in the manual. The Rector may also want to consider appointing an Ad-Hoc Committee to help set the agenda for the Board’s formal self-evaluation.

Mr. Green stated that the Retreat should be held off-campus and that past Retreats were more like workshops. He stated that one advantage of having the Retreat at an independent facility is that it would promote greater attention and participation by Board members. Mr. Green also listed other general changes or additions to the Board Manual such as:

- A list of all Rectors and Presidents by date of service from former to current would be added
- A list of all Board members since inception with dates of service will be added

## BOARD OF VISITORS

Board Meeting

December 7, 2007

Page 9

- A list of all buildings on campus will be added
- The addition of polices, resolutions, guidelines to include: Code of Ethics, Whistle Blowing, Naming of Buildings, Authority to Act on Behalf of the University, Recognition of the Alumni Association, etc.

Mr. Green stated that the other changes are as listed in the minutes and he asked Ms. Boston if she would like to add anything. Ms. Boston stated that she would like to emphasize that the Committee members said that they wanted to make sure the second draft is sent to Dr. Meyers for her to decide who else needs to give input and that she would get with the Executive Cabinet to make sure whatever policies and procedures were out there were incorporated in the manual.

Mr. Vassar asked if the Board needed to vote on the item for the Bylaws Committee or would the recommendation be referred to the Bylaws Committee for consideration? Mr. Green stated that the Board did not need to vote at this time and that the information was provided so that the Board would be aware of the recommendations being made to the Bylaws Committee. **Mr. Vassar stated that hearing no objections, item #1 above would be referred to the Bylaws Committee.**

Dr. Meyers stated that the university invites past Board members to functions each year. Mrs. Madison said that she believes that all of them are invited and some of them will ask to come to various functions; however, only a few actually come to events. Mr. Green stated that having the names of previous members in the manual will help new Board members to know who former members were and inviting past members to events will keep them involved and bring about financial support.

The Board had a long discussion on the pros and cons of the concurrent meeting schedule versus single meetings, as well as a two-day versus a one-day schedule. After much discussion, the Board agreed that it would like the opportunity to be able to interact more beyond the conference rooms; become more engaged in the campus environment such as tours; as well as continue with the business aspect of Board meetings.

Other main points made by Board members included:

- The concurrent schedule is practical only if the Standing Committees agree not to reiterate the same information all over again at the full Board meeting and to only report on the action items the way it is structured now.
- Many of the Board members enjoy the single Committee meetings as they are able to attend any of the meetings which allows them to hear what is going on in other areas.
- Using a Friday and one-half day on Saturday is more feasible than trying to come to campus for two workdays (Thursday and Friday).

## BOARD OF VISITORS

Board Meeting

December 7, 2007

Page 10

- Board members should take the responsibility of reading the Board materials ahead of time from cover to cover and not wait until the day of the meeting to try and digest the large volume of information that is presented in one day.

Mr. Vassar stated that he is not sure that the Committee structure currently in place would allow the Board to revert back to the concurrent schedule without having to make modifications (reassignment of Committee membership). Mr. Green stated that when he first started on the Board the Committees were structured so that there were no conflicts.

**For item #2 that was presented, Mr. Vassar stated that he would like to appoint several Board members to work with the administration to chart out a proposed schedule for the year that would be conducive to possibly allowing for Thursday evenings, Saturday mornings and/or a concurrent meeting schedule.**

Mr. Green stated that the Board Manual will be set up in a way that anytime there is a change in the Bylaws, the change can be automatically made in the manual at any point in time.

**For item #3 that was presented, Mr. Vassar stated that since the Bylaws does not specify a particular time during the year which the Retreat should be held, as Rector he will schedule the next Board Retreat on March 6, 2008 to coincide with the March meeting scheduled for March 7, 2008.**

Mr. Green reminded the Board that it would have to perform a formal self evaluation during the 2009 Board Retreat.

Mr. Vassar asked if there was any other old business?

**Tuition Assistance** - Mr. Green stated that after hearing the report of the Student Affairs Committee this morning that he would like to propose that the Board consider being financially responsible for one of the eighty-three students that had to go home due to lack of funds. He stated that the student he is referring to needs \$7,600.

**Ms. Anderson commended Mr. Green on the idea and stated that it would be helpful to develop a full proposal for the entire group of students that includes: 1) assessing the amount of need to finish out their degrees; 2) identifying a strategy to ensure that these students are successful academically; and 3) setting up guidelines/criteria for providing the assistance.**

Mrs. Madison and Ms. Board asked if the intent is to set up a Board Scholarship Fund? Mr. Green stated that he would like the Board to think about what it can do to help. Mr. Vassar asked Mrs. Sass if the situation was that the students had some resources but not enough? Mrs. Sass responded yes. Mr. Vassar stated that he takes Mr. Green's point to be that Board members should think about ways to address this situation, particularly from a

## BOARD OF VISITORS

Board Meeting

December 7, 2007

Page 11

personal perspective by assisting in a resource pool that could perhaps help as many students as it might.

Mr. McCollum stated that more than a bandage approach should be considered. He asked what the university is doing for the eighty-three students to educate them on where to find resources, how to prepare for the future or personal accountability? **Mr. McCollum stated that he would like to see a plan for these and other students as they matriculate from their freshman, sophomore, junior, senior year – looking ahead to their financial situation to be prepared to get into school and to stay in school.**

Dr. Meyers stated that one of the finest moments she experienced was when the Foundation Board, at its August meeting, after seeing the students lined up downstairs (juniors and seniors in good academic standing who had maxed out their funds) found enough immediate support to have sixty-five students re-enroll that day.

Dr. Tucker asked if there is some way the student can project that a gap in funding may occur? Dr. Meyers stated that the only thing that is wrong with projecting and the Psychology department can back her up on this statement, “Students at seventeen cannot see what is a day later opposed to what may happen four years later.”

Mrs. Sass stated that entrance counseling is provided that students must attend and are required to sign that they have received the counseling. She stated that the counseling includes all of the steps in the process such as telling them about expenses and how to reduce the amount of borrowing by borrowing only what they need. Mr. Sass stated that exit counseling is also provided. She stated that the entrance and exit counseling are done as a national requirement. Mrs. Sass stated that most students have to borrow early so they max out early and there is always a gap. Mr. Vassar asked what is the average insufficiency amount for students? Mrs. Sass stated that unmet need is located at Tab 5 on page 41 of the Board book. She stated that the amount for in-state students is \$3,900 and \$7,400 for out-of-state students.

Mr. Vassar stated that Mr. Green has put the challenge out to the Board. He added that he feels the Board is in agreement that it would like to work with the administration in looking at ways to better address this situation.

### 7. New Business

Mr. Vassar asked Dr. Meyers to present the university’s priorities for proposed funding needs to the Norfolk State University Foundation. Dr. Meyers stated that the preliminary information in the Board package is not ready for consideration by the Board. She stated that she would seek approval at a later date after receiving information that has been requested from the Foundation that would help to appropriately restructure the request. Dr. Meyers

**BOARD OF VISITORS**

Board Meeting

December 7, 2007

Page 12

stated that once the information is received she would like permission to give the final assessment to the Rector or the Executive Committee for transmittal.

Mr. Vassar stated that since this item is still under development, it would be provided to either the Board or Executive Committee for action in the future. Dr. Meyers stated that Article 9 of the Memorandum of Understanding between the University and the NSU Foundation states that the NSU Board of Visitors and/or University President will develop and submit its proposed budget of funding needs from the NSU Foundation by December 31 annually. She stated that her Executive Cabinet has had some discussions on the funding request but more information is needed from the Foundation before the university can move forward.

**8. Closed Session**

Mrs. Madison motioned, seconded by Mr. Brown and unanimously approved by the Norfolk State University Board of Visitors to move to adjourn and reconvene in Closed Session as permitted by §2.2-3711.A.1, 7 and 8 of the Code of Virginia, for the specific purpose of discussing strategic campaign planning; personnel matters, including the evaluation and salary of the President; and the report on current/potential litigation and university legal matters.

The Board reconvened in Open Session at 6:17 p.m.

The Norfolk State University Board of Visitors having reconvened in open session, took a roll call vote on certification that (i) only public business matters lawfully exempted from open meeting requirements, and (ii) only such public business matters as were identified in the motion by which the Board of Visitors closed meeting was convened were heard, discussed or considered in the meeting by the Board. Any member of the Board who believed that there was a departure from the requirements as stated above, was asked to so state prior to the vote, indicating the substance of the departure that in his or her judgment has taken place.

A roll call vote was taken for Board members who certified the motion:

Anderson.....	yes	Board.....	yes
Brown.....	yes	Green.....	yes
Kern.....	yes	Light.....	(absent from meeting)
Madison.....	yes	McCollum .....	yes
Perry .....	yes	Rosenblatt .....	(absent from meeting)
Seale.....	(absent from meeting)	Tucker .....	yes
Vassar.....	yes		

**BOARD OF VISITORS**

Board Meeting

December 7, 2007

Page 13

**9. Adjournment**

Mr. Vassar reminded the Board of the Holiday Celebration at the President's House. There being no further business the meeting was adjourned at approximately 6:20 p.m.

Respectfully submitted,

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April T. Allbritton, Board Liaison

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Ms. Virginia M. Board, Secretary  
Board of Visitors