



# Fitchburg State University

## Minutes

### Fitchburg State University Board of Trustees

#### Board of Trustees Meeting

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#### **Date and Time**

Tuesday February 18, 2025 at 1:00 PM

#### **Location**

Hammond Hall, Main Lounge. The meeting will also be livestreamed.

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Notice of a meeting of the Fitchburg State University Board of Trustees on Tuesday, February 18, 2025 at 1:00 p.m.

The meeting will take place in the Main Lounge, Hammond Hall, Fitchburg, MA 01420

#### **Public Live Stream:**

<https://www.fitchburgstate.edu/live>

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#### **Trustees Present**

C. Stimpson, D. Phillips (remote), D. Tiernan, E. Gregoire, J. Flanagan, K. Spinelli, L. Barrieau, M. Fiorentino, Jr., M. Gill

#### **Trustees Absent**

M. Morris, S. King-Goodwin

#### **Guests Present**

K. Lundgren

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## I. Opening Items

### A. Record Attendance and Guests

### B. Call the Meeting to Order

M. Fiorentino, Jr. called a meeting of the board of trustees of Fitchburg State University to order on Tuesday Feb 18, 2025 at 1:09 PM.

### C. Public Comment

There are no public Comments

## II. Board Chair's Report

### A. Approval of Minutes, December 12, 2024 VOTE (10.2024-2025)

C. Stimpson made a motion to approve the minutes from Board of Trustees on 12-12-24.

J. Flanagan seconded the motion.

The board **VOTED** to approve the motion.

#### Roll Call

|                    |        |
|--------------------|--------|
| M. Morris          | Absent |
| S. King-Goodwin    | Absent |
| L. Barrieau        | Aye    |
| C. Stimpson        | Aye    |
| M. Gill            | Aye    |
| K. Spinelli        | Aye    |
| J. Flanagan        | Aye    |
| E. Gregoire        | Aye    |
| M. Fiorentino, Jr. | Aye    |
| D. Tiernan         | Aye    |
| D. Phillips        | Aye    |

## III. President's Report

### A. From the President

#### President's Report (President Hodge):

- President Hodge announced that her written report would stand as submitted.
- She prioritized three presentations:
  - Academic Affairs Report (Dr. Patricia Marshall)
  - Enrollment Report (Rich Toomey)
  - Housing, Contracts and Real Estate Report (Matt Lechter)

### B. Provost and EVP Update

## **Academic Affairs Report (Dr. Patricia Marshall):**

### **• Academic Portfolio Analysis:**

- A contract was signed with Eduventures to conduct an academic portfolio analysis.
- Eduventures was selected for its clear assessment methodology and detailed metrics.
- The analysis will use data from various sources (IPEDS, BLS, Lightcast) to inform strategic planning.
- Both external (market demand, competition) and internal metrics (enrollment, retention) will be analyzed.
- Eduventures will provide a summary document and a program strengths assessment scorecard.
- The goal is to strengthen existing programs, not eliminate them.
- The analysis aligns with the 2021-2022 academic plan and the 2020-2025 strategic plan, focusing on differentiation and program resonance.
- The first scoping call with Eduventures is scheduled for February 21st.
- Results are expected in fall 2025.

### **• New Finance Major:**

- A new cross-disciplinary finance major is being developed between economics and business administration.
- An EAB feasibility study indicated strong student demand and career opportunities.
- The program will be submitted to governance for consideration this spring.
- If approved, a letter of intent will be submitted to the Board of Higher Education (BHE).
- The BHE will determine if the program receives fast-track or standard approval.
- The goal is to launch the program in fall 2026.
- One new faculty member will be required.
- Discussion of the market demand for finance graduates.
- Discussion of the ability to add a minor in finance.

### **• Cyber Security Concentration:**

- The computer science department will add a cyber security concentration to the MS in computer science program in fall 2025.
- This concentration does not require BHE approval.
- It will be a four-course concentration available online and face-to-face.
- No additional costs are anticipated beyond course development expenses.

### **• Personnel Updates:**

- A new fiscal coordinator was hired in the Office of Research and Sponsored Programs.
- The search for a Dean of Business and Technology closed with 38 applicants.
- Campus visits for dean candidates are expected in March and April.

- Provost Marshall thanked Dean Jannette McMenemy for her service as dean of two schools.
- President Hodge thanked Provost Marshall and Dean McMenemy for their work.

• **Q&A and Discussion:**

- Clarification on the new finance major curriculum.
- Discussion about the resources needed for the new finance major.
- Discussion about the timeline for the dean of business and technology search.
- Discussion regarding the applicant pool for the dean of business and technology position.

**C. Enrollment Management Update**

**Enrollment Management Report (Rich Toomey):**

• **Forecasting and Growth:**

- The focus is on forecasting and projecting future enrollment, moving beyond post-COVID recovery.
- The goal is to set a positive and ambitious path for growth, focusing on both recruitment and retention.
- Enrollment management requires extensive campus partnerships and collaboration.
- New initiatives include:
  - Direct admission programs with targeted regional schools.
  - Enhanced financial aid programs (Falcon Promise, Fitchburg Promise, sibling grants).
  - Targeted outreach to adult learners, veteran students, and niche populations.

• **Undergraduate Day Enrollment Goals:**

- A 2% enrollment increase is targeted for fall 2025 (45 additional students).
- An additional 2% increase is targeted for fall 2026.
- A 5% growth in first-time, full-time (FTFT) freshmen is targeted for fall 2025.
- Transfer student population will be stabilized due to community college initiatives.
- The university has met budgeted enrollment targets, but stretch goals are now being set.

• **President Hodge's Comments:**

- Emphasized the shift from trend data to aspirational goals.
- Highlighted the need to invest in academics.
- Acknowledged the importance of adult learners and upskilling students.
- Discussed the impact of free community college programs and the need to engage with those students early.
- Discussed creative ways to partner with community colleges, such as offering on-campus housing.

- Discussed the need to message the value of a full college experience.
- Discussed the importance of direct admission programs.
- Discussed the need to have a single enrollment plan for all of campus.
- Discussed the need to pull retention efforts into enrollment management.

#### **Q&A and Discussion:**

- **Community College Partnerships:**

- Discussion on engaging with community college students and offering transfer pathways.
- Discussion of creative partnerships with community colleges.

- **SGOCE and Graduate Programs:**

- Discussion on goals and expectations for continuing education and graduate programs.
- Discussion on the need for a single enrollment plan for all of campus.

- **Enrollment Landscape:**

- Discussion on the challenges and opportunities in the enrollment landscape over the next five years.
- Discussion on the need for managed growth and collaboration with state and federal partners.

- **Market Share:**

- Discussion on whether the growth potential is from reclaiming market share or expanding into new markets.
- Discussion on the importance of serving the local region and rebuilding partnerships.
- Discussion on the growth potential in adult learners and military/veteran students.
- Discussion on the need to invest in programs and support systems that attract those student populations.

- **Retention:**

- Discussion on the increased effort needed to retain students in today's environment.
- Discussion on the impact of food and housing insecurity on student retention.

- **Marketing:**

- Discussion on the shift towards a marketing focus in enrollment management.

- **General Comments:**

- Jen Flanagan thanked Provost Marshall and the campus for being nimble enough to reach out to people where they are.
- President Hodge and Rich Toomey discussed the importance of collaborative efforts and setting ambitious goals.
- Discussion on the need to evaluate and improve the supports and resources available to students.

- Discussion on the need to communicate the value of Fitchburg State University.

## **D. Housing, Contracts and Real Estate**

### **Housing, Contract and Real Estate Report (Matt Lechter)**

- Lechter is serving as Special Assistant to the President for special projects.
- The focus is on clarifying housing possibilities, addressing misinformation, and preparing for discussions on real estate holdings.
- **Herlihy Hall Update:**
  - 64 applications were received for 13 beds.
  - The announcement and tour were successful, with positive feedback.
  - The second side of the first floor opened in January, with ongoing work.
  - Eight commuter students were brought onto campus, some living in Herlihy Hall, others in other residence halls.
  - Strategic planning for student needs and revenue generation is ongoing.
- **Spring Occupancy:**
  - Spring occupancy is at 927 students, matching last spring's numbers, despite starting with 31 fewer students in the fall.
  - This indicates a significant retention boost.
  - Efforts continue to attract commuter students to on-campus living.
- **Graduate Student Housing:**
  - Graduate student occupancy at North Street increased from 4 to 9 students.
  - These students do not count towards state occupancy reports.
  - International student website now advertises graduate student housing.
- **Year-Round Housing:**
  - Year-round housing is available, with over 50 students living on campus last summer.
  - Apartment-style housing with kitchens is needed for year-round residents.
- **Financial Considerations:**
  - Fitchburg State has the lowest housing costs within the MSCBA portfolio.
  - Rising insurance costs, utilities, personnel, and deferred maintenance require balancing revenue generation with affordability.
- **Property Portfolio:**
  - The university owns a variety of properties, including residential, commercial, and vacant buildings.
  - A comprehensive review of the portfolio is underway.
  - Heide Messing from CPM is providing valuable assistance in understanding the properties.
- **MSCBA Funding:**
  - \$700K to \$1 million in MSCBA funding has been secured for townhouse renovations, boiler and lighting updates, and heating systems.
  - This is the first time in 5-6 years that such projects have been funded.
- **Mount Wachusett Partnership:**

- Discussions are ongoing to create a housing program for Mount Wachusett students.
- This could serve as a recruitment tool for Fitchburg State.
- **International Student Housing:**
  - Efforts are being made to increase international student housing opportunities.
- **24/7 Support:**
  - Housing requires 24/7 support, including maintenance and resident director staff.
- **Future Executive Session:**
  - A future executive session is planned to discuss property details in greater detail.

#### **President Hodge's Comments:**

- Emphasized the importance of asking for MSCBA funding.
- Highlighted the collaborative approach with MSCBA, DCAMM, finance, housing, and capital planning and maintenance.
- Discussed the challenges of managing the university's property portfolio.
- Emphasized the importance of employee engagement and feeling part of solutions.
- Reiterated the university's commitment to not purchasing additional property without board approval.
- Emphasized the need to review existing properties and their potential uses.

#### **Q&A and Discussion:**

- **MSCBA and DCAMM Requirements:**
  - Discussion on the complexities of state regulations and reporting.
  - Discussion on the need for creative solutions and collaboration with state agencies.
- **Family Housing:**
  - Discussion on the possibility of offering family housing and the associated challenges.
- **Property Inventory and Condition:**
  - Discussion on the need for a complete inventory of properties and their conditions.
  - Discussion on the current occupancy rates and the impact of various factors.
- **Summer Housing and Revenue Generation:**
  - Discussion on the need to streamline processes for summer housing, camps, and clinics.
  - Discussion on the need to move towards a "yes" mentality.
- **Property Assessment and Management Plan:**

- Discussion on the need for a full assessment of properties and a management plan.

## **IV. Student Trustee Report**

### **A. Student Trustee Report**

- **Elevating the Student Trustee Role:**

- Matt announced his efforts to elevate the role of the student trustee by establishing connections with various campus offices and departments.
- He collaborated with Michael Kennedy, Director of the Office of Student Development, to identify key offices for outreach.
- Initial meetings were conducted with Veteran Affairs, International Education, and the School of Graduate, Online, and Continuing Education (SGOCE).
- The primary goal was to understand how the student trustee and the Student Government Association (SGA) could support these offices and their student populations.

- **Veteran Affairs:**

- Met with the Fitchburg State University Chief of Police, who oversees Veteran Affairs.
- Discussed the university's efforts to hire a Director of Veteran Affairs to strengthen support for the approximately 139 veteran students.
- Announced an alumni and student veterans' event on March 29, 2025, featuring social activities and a guest speaker.
- Explored the possibility of creating an official veterans club or organization on campus.

- **International Education:**

- Met with Nelly Wadsworth, Director of International Education.
- Discussed the international student experience, focusing on opportunities for improvement.
- Identified challenges in accessibility for international graduate students and planned to collaborate on solutions.
- Collaborating with Michael Kennedy and the Office of Student Development to enhance programming for international students.

- **School of Graduate, Online, and Continuing Education (SGOCE):**

- Met with Peter August, Assistant Dean of Enrollment from SGOCE.
- Discussed the need to provide on-campus experiences for online and continuing education students who are locally based.
- Explored ideas to address challenges and create a better experience for all SGOCE students.

- **Undergraduate Day Student Experience:**

- Highlighted successful spring semester events, including "Rock the Lounge" and a "Bingo Blowout."



- Reported high usage of the Commuter Lounge, with consistent swipe numbers.

- September: 448 swipes
- October: 474 swipes
- November: 419 swipes
- December: 297 swipes

- **Student Government Association (SGA) Updates:**

- Held a spring retreat on January 19, 2025, focusing on long-term change, advocacy, leadership, and goal setting.
- Featured guest speaker Adam Keyes, a former Fitchburg State SGA e-board member.
- Announced an SGA reunion on March 1st from 10:00 a.m. to 2:00 p.m.

### **President Hodge's Comments:**

- Commended Matt and the SGA for their efforts to address the diverse needs of the student population.
- Highlighted the importance of creating inclusive experiences for all students.
- Noted the positive impact of the employee incentive program on graduate student inclusion in the dining hall.
- Acknowledged the approval of the first graduate student organization by the SGA.
- Thanked Matt and the SGA leadership for their dedication.
- Thanked Michael Burns, SGA president, for his work.

## **V. Athletics Update**

### **A. Athletics Update**

#### **Athletics Update**

- Matt Burke, Executive Director of Athletics and Recreation, presented a high-level overview of the athletics program.
- He discussed student-athlete accomplishments and future growth opportunities.
- He oversees 17 varsity athletic programs and the recreational sports program.

- **Student-Athlete Snapshots:**

- Highlighted the dedication and passion of student-athletes, showcasing their competitive spirit.
- Emphasized the "17 sports, one team" philosophy, promoting unity and support across all programs.
- Stressed the importance of university-wide support for successful athletic programs.

### **Athletics Mission and NCAA Division III:**

- **Mission Statement:**

- Extends education beyond the classroom, fostering valuable life skills.
- Promotes an inclusive environment for student-athletes to excel.

- **NCAA Division III Overview:**

- Integrates student-athletes into the overall college experience, balancing academics and athletics.
- Focuses on developing well-rounded individuals for professional success beyond sports.
- Emphasized that Fitchburg State does not offer athletic scholarships.
- Encourages student-athletes to participate in clubs, organizations, and leadership roles.

- **Division III Facts and Figures:**

- 429 member institutions, the largest NCAA division.
- 80% private, 20% public institutions.
- Average of 18 athletic programs per institution.

**MASCAC Conference:**

- Highlighted the MASCAC as the oldest Division III men's and women's playing conference.
- Emphasized the conference's regional focus, minimizing travel time for student-athletes.
- Noted the strong sense of community and shared experiences among MASCAC institutions.

**Student-Athlete Demographics:**

- Approximately 360 student-athletes (223 male, 137 female).
- High number of student-athletes participate in multiple sports.
- 194 student-athletes reside on campus.
- Student-athletes represent 28 states and several international countries.
- Highlighted the diversity of student-athlete majors, with Business Administration and Exercise and Sports Science being the most popular.
- Noted the trend of multiple siblings participating in Fitchburg State athletics.

**Coaching and Recruitment:**

- Emphasized the crucial role of coaches in recruiting and retaining student-athletes.
- Highlighted the extensive recruitment process, including showcases, tournaments, and campus tours.
- Reported that 57% of first-year student-athletes chose Fitchburg State primarily for the opportunity to participate in athletics.
- Highlighted Kayla Quinn, MASCAC Field Hockey Coach of the Year.

**Academic Performance and Retention:**

- Student-athletes maintain a GPA above 3.0.
- Student-athlete retention rate is slightly higher than the general student population.
- Reported that senior student-athletes identify leadership, time management, communication, teamwork, and accountability as key skills developed through athletics.

#### **Athletic Successes:**

- Highlighted team and individual accomplishments from the past year, including:
  - Field hockey: MASCAC regular season champions.
  - Men's and women's soccer: Conference semi-finalists.
  - Individual All-American honors.
  - Discussed ongoing seasons for ice hockey and basketball, and preparations for spring sports.

#### **Future Opportunities and Growth:**

- Emphasized the role of athletics in supporting institutional enrollment goals.
- Identified opportunities to grow enrollment within existing athletic programs.
- Highlighted the need to expand female athletic opportunities to ensure Title IX compliance.
- Proposed exploring the creation of a varsity women's ice hockey program due to:
  - Existing facility (Wallace Civic Center).
  - Growing popularity of women's ice hockey.
  - MASCAC sponsorship of ice hockey.
  - Contribution to gender equity.
  - Potential to balance costs with the men's ice hockey program.

#### **Q&A and Discussion:**

- **Student-Athlete Support:**
  - Discussed the need to enhance academic support for student-athletes, particularly first-year students.
  - Highlighted the importance of communication and collaboration with other campus departments, such as dining services.
  - Discussed the Student-Athlete Advisory Committee (SAAC) as a valuable forum for student-athlete feedback.
- **Balancing Academics and Athletics:**
  - Discussed results of the satisfaction survey.
  - Explained that the Student-Athlete Advisory Committee and conversations with student athletes are the primary ways that the athletic department receives feedback.

## **VI. Marketing Update**

### **A.**

## **Marketing Update**

### **Marketing Update (Rich Toomey)**

- Rich Toomey, Associate Vice President of Enrollment Management, presented an overview of the Marketing and Integrated Communications team's work.
- He emphasized the team's small size and nimbleness, highlighting their ability to produce high-quality content with limited resources.
- He encouraged attendees to explore the numerous links, videos, and resources provided in the presentation materials.
- He highlighted the "One-Minute Majors" video series and other digital content available on the university's website and social media platforms.

### **Team Overview:**

- The Marketing and Integrated Communications team is responsible for social media, website content, visual elements (videography and photography), and overall university marketing.
- Toomey noted the significant difference between Fitchburg State's marketing budget and the industry standard of 10% of the operating budget.
- He emphasized the team's role in educating the campus community about brand guidelines and ensuring consistent messaging.
- He reiterated that everyone associated with Fitchburg State is a brand ambassador.

### **Social Media:**

- The team manages 13 social media platforms, developing content and engaging with various audiences.
- Social media ambassadors and content creators, consisting of over 30 students, contribute to the team's efforts.
- The team collaborates with academic and administrative units through a social media advisory group.
- Data-driven decision-making is employed, with significant reach and engagement metrics reported.
- Various video content is produced for different platforms, including welcome videos, tour guides, and alumni outreach.

### **Major Advertising Campaigns (Kelly Norris):**

- The team works with Mass Media for Google Ads (search, display, marketing) and Davis Advertising for broader campaigns.
- Google Ads are used to promote priority programs, open houses, and other initiatives.
- Audience matching campaigns, using lookalike audiences, have shown high click-through rates.

- Davis Advertising campaigns include connected TV, display ads, social media (Instagram, Snapchat, TikTok, YouTube, Facebook), Spotify, and Spanish radio.
- Geo-fencing is used to target specific high schools for recruitment purposes.
- Additional marketing efforts include journal advertisements, community newspapers, and banner ads.

#### **Collateral Creation and Graphic Design:**

- The team utilizes both external vendors and in-house graphic designers for collateral creation.
- In-house designers handle a high volume of projects, including publications, posters, and promotional materials.
- The team leverages student talent for real-time content creation.

#### **Website Management:**

- The team partners with Technology for website management, focusing on content development and user experience.
- The website receives over 1.3 million hits annually, with a 24-hour turnaround time for updates.
- The team prioritizes accessibility, consistently maintaining a high accessibility score.
- The team manages the Burg Blog, SmugMug, One-Minute Majors video series, and the online magazine.

#### **Future Initiatives:**

- The team is exploring new marketing strategies, including digital displays at community colleges and targeted international advertising.
- The team emphasizes the use of QR codes and digital content over traditional collateral.
- The "It's About You" campaign is being integrated into various marketing efforts.
- The team is partnering with Wachusett Mountain for promotional activities.
- The team plans to expand its resources and prioritize marketing efforts.
- The team is focused on representing brand integrity and ensuring consistent messaging.
- The team is adapting to the evolving landscape of digital and social media marketing.

#### **Q&A and Discussion:**

- **CASE Conference:**
  - President Hodge highlighted the importance of the upcoming CASE conference for professional development and industry best practices.
  - The conference will provide opportunities for team members to collaborate and learn from other institutions.

- **Budgetary Constraints:**

- President Hodge acknowledged the team's limited budget and the need for increased investment in marketing.
- She noted the successful marketing strategies employed by SGOCE and the need to replicate them for undergraduate programs.

- **Viral Video:** President Hodge highlighted a viral video created by the women's lacrosse team, showcasing the power of student-led social media. She commended the team, coach, and student-athletes for their authentic and positive representation of Fitchburg State.

## **VII. Academic Affairs Committee Update**

### **A. Update from Jennifer Flanagan, Chair of the Academic Affairs Committee**

Due to a cancellation, there was no Academic Affairs Committee Meeting.

#### **Student Life Committee Update (Carolyn Crowley Stimpson):**

- **Chartwells:**

- Matt Lechter worked with Chartwells' to extend dining hall hours for student-athletes.
- Chartwells is introducing Latin-inspired dinners and an on-demand pancake machine.
- Plans to issue an RFP for dining services in fall 2025, with a decision in 2026.

- **Herlihy Hall Renovations:**

- Updates on Herlihy Hall renovations were provided

- **Dean of Students Report:**

- Tim St. John, Dean of Students, highlighted the increased complexity of serving student needs.
- The revamped CARE program saw a 92% increase in utilization compared to the previous fall.
- Top student concerns include:
  - Academics
  - Medical issues
  - Mental health
  - Basic needs (food and housing)
  - Suicidal ideation
  - Grief and loss (anecdotal evidence)
- The Falcon Bazaar pantry experienced a 265% increase in visits.
- Student involvement is on the rise, with a 70% increase in student clubs and seven new clubs.
- Leadership development is a key focus this spring, with workshops on effective communication and skill-building for future careers.

- The Falcon Bazaar is exploring ways to provide prepared foods for student-athletes who return late at night.

## **VIII. Finance Committee Update**

### **A. Update from Karen Spinelli, Chair of the Finance Committee**

#### **Finance Committee Update (Karen Spinelli):**

##### **• Fiscal Year 2025 and 2026 Budgets:**

- The finance committee met to discuss the fiscal year 2025 budget and a preview of the fiscal year 2026 budget.
- President Hodge introduced Heidi Swift, Executive in Charge of Finance, and emphasized the importance of financial planning, including cash flow and investments.
- Heidi Swift shared observations about the university's financial status and the need for open communication.
- Tuition revenue was reported as stable.
- The university is closely monitoring the impact of federal executive orders on state aid.
- A fifth board meeting was proposed for May 12th to confirm the fiscal year 2026 budget.
- Enrollment numbers were discussed, with a goal to increase enrollment by 2% for fall 2025.
- The importance of online programs was emphasized.
- President Hodge stressed the need for strategic growth in maximizing assets and announced the elimination of extraordinary budget requests.
- The committee reviewed the budget document and discussed grant funding, which is currently stable.
- A collaboration between student accounts and academic affairs to improve billing practices and student retention was noted.
- Further details were said to be provided in Heidi Swifts report to the full board.

## **IX. Budget Report/Updates**

### **A. Presented by Dr. Hodge/Heidi Swift**

- President Hodge reported that the budget updates were proceeding as expected, indicating stability.
- The budget is included in the presentation packet, and the university will continue to reconcile approved budgets with actual expenditures.
- The goal for fiscal year 2026 is to work with individual units to develop accurate budgets based on actual expenses and operational needs, rather than historical allocations.

- Extraordinary budget requests will be eliminated, with operational needs addressed through cabinet-level leadership.
- Heidi Swift will work closely with cabinet-level leadership to develop the fiscal year 2026 budget plan.
- Campus was informed of a request to plan for a level-funded budget, meaning funding aligned with actual expenses.
- The university is aiming to operate agilely and intentionally, avoiding deficits.
- The “dear colleague” letter to university presidents regarding executive orders was acknowledged, and the university is working with state partners to navigate potential impacts.
- The university's financial standing is currently stable, with funds being drawn down as expected.

### **Q&A and Discussion:**

#### **• Personnel Expenditures:**

- Discussion on managing personnel expenditures, vacancies, and attrition.
- President Hodge emphasized intentional backfilling, working with cabinet-level leadership and the finance team.
- Job descriptions are being reviewed and updated, and entry-level hiring is considered where appropriate.
- New roles require cabinet-level discussion and approval.
- Strategic investments in areas like admissions and academic programs were highlighted.
- The feedback from the financial sustainability task force was taken into account.
- The importance of collaborative and transparent personnel decisions was emphasized.

#### **• Operational Needs:**

- Discussion on identifying core operational needs, anticipated needs, and growth opportunities.
- The university is aiming to empower individuals and realign resources to maximize their potential.
- The provosts process for determining operational needs was highlighted as a good model.
- Fiscal year 2026 planning is a step toward achieving this goal by fiscal year 2027.
- The university is being transparent about its current financial situation and making careful adjustments.
- Trustees will be engaged in a thorough review of the FY2026 budget in the near future.

### **B. FY26 Budget Planning Process**



## **X. Closing Items**

### **A. Adjourn Meeting**

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 4:09 PM.

Respectfully Submitted,  
M. Fiorentino, Jr.