

Meeting of the Full Board March 16, 2023 8:30 a.m. MINUTES

Members Present: Betsy Oakley, Chair (via teleconference); Margaret Benjamin, Mae Douglas; Mona Edwards, Ernest Grant, George Hoyle, Hazael Mengesha, Dean Priddy, Linda Sloan, Tim Rice

Members Absent with Notice: Anita Bachmann; Brad Hayes; Elizabeth Phillips

Others Present: Chancellor Frank Gilliam; Debbie Storrs, Executive Vice Chancellor and Provost; Bob Shea, Vice Chancellor for Finance & Administration; Jerry Blakemore, Vice Chancellor for Institutional Integrity and General Counsel; Cathy Akens, Vice Chancellor for Student Affairs; Richard Campbell, Vice Chancellor for Strategic Communications; Beth Fischer, Vice Chancellor for University Advancement; Donna Heath, Vice Chancellor for Information Technology; Andrea Hunter, Chancellor's Fellow for Campus Climate; Brian Mackin, Director of Athletics; Jeanne Madorin, Associate Vice Chancellor and Chief Human Resources Officer; Terri Shelton, Vice Chancellor for Research and Engagement; Kristen Bonatz, Deputy General Counsel; Waiyi Tse, Chief of Staff; Kelly Harris, Assistant Secretary to the Board of Trustees; James Lyons, Technology Support Analyst, and other members of the faculty, staff, and general public.

Chair Betsy Oakley called the meeting to order at 8:31 am and read the conflict-of-interest statement. None were identified. Roll Call was read and quorum was confirmed.

Chair's Remarks

Chair Oakley congratulated Vice Chair Mae Douglas, who recently received the Greensboro Chamber's Thomas Z. Osborne Distinguished Citizen Award for extraordinary service to the community and extraordinary achievement. Oakley noted that the Believe in the G fundraiser concluded the previous day and congratulated Vice Chancellor Fischer's team for their efforts.

Chancellor's Report

Chancellor Gilliam recognized Vice Chancellor Richard Campbell, who has accepted the Chief Communications Officer position with Auburn University. Gilliam thanked Campbell for his service, including his work on the Paths to Prosperity campaign and esports. Kimberly Osborne will serve as interim Vice Chancellor for Strategic Communications starting April 1.

Gilliam also congratulated Men's Basketball Coach Mike Jones, who was named Southern Conference Coach of the Year, and Vice Chancellor Terri Shelton, who received the Engagement Scholarship Consortium's 2022 Distinguished Engaged Scholar Award.

Gilliam gave a legislative update, noting that the Board of Governors approved the following appropriations requests specific to UNCG:

- \$16.8m non-recurring funds for the Faculty Retirement Incentive program for tenured faculty at UNCG, ECU, NC Central, UNC Asheville, and Winston-Salem State
- \$3m non-recurring "stop loss" funds to offset the disproportionate impact to UNCG under the new funding model (embedded in the UNC System's enrollment funding ask)
- \$5m in recurring funds for student success and scholarships ("Prosperity Scholars Program")
- Non-recurring inflationary increases of \$17.1m for Jackson Library and \$3.4m for the Chiller Loop Project

The UNC System has also requested non-specified funds to address inflation and tight labor market, to be used for faculty and staff raises (commensurate with those allotted to state agencies) and for Labor Market Adjustment Reserve funding. Non-specified funds were also requested to offset inflationary increases to operational costs.

Regarding budgetary matters at the campus level, Gilliam has charged a Task Force on Financial Sustainability focused on identifying near- and long-term strategies for fiscal sustainability and helping with development of informed recommendations to make the university more efficient and cost-effective. The Task Force is chaired by Jerry Blakemore, Vice Chancellor for Institutional Integrity and General Counsel, along with representatives from faculty and staff. The Task Force has requested ideas and recommendations from the entire campus by way of an online survey.

In addition, Provost Storrs has sought input from the Faculty and Staff Senates and deans to develop a process on academic portfolio review. The goal is to have a Portfolio Review Task Force to review UNCG's academic offerings, build upon strengths, achieve financial sustainability, meet student and labor market demand, and deliver on student success and accessibility. This will be the first review since 2009 and will become an annual practice. The review in development will proceed with our mission and values in mind; our mission around access and excellence, our values around inclusion, academic freedom, tolerance, and the like. The process will be ongoing over the summer and will take time to get input from faculty and academic leadership, with consensus being the goal.

Gilliam addressed the matter of transparency in terms of budget-related communication with the campus community. Over the last 18 months, the Chancellor, Provost, Vice Chancellor for Finance, and Associate Vice Chancellor for HR (or some combination thereof) have conducted more than 100 conversations with faculty and staff through forums, meetings, open space sessions, and roundtables of different sizes and configurations.

These sessions, particularly the forums, provide opportunities for unscripted, open, and frank discussions and input. We've provided on roads for both quantitative data, which will appear in a set of dashboards RPK is helping provide structure for, and qualitative data. In particular, the open space model is an organic process that allows self-definition of issues, concerns, and problems. Leadership doesn't participate, other than some introductory remarks. Rather, the faculty and staff participants use the time as a "marketplace of ideas." Day-long discussion leads to 5 to 7 sets of ideas that are then discussed with Gilliam, Provost Storrs, and Deans at the end of the day. It's a ground up way to gain insight and the qualitative data. We will use both to look across time, space, and method to find common themes, patterns, and ideas. This is a very careful, thoughtful, and open set of processes for decision making. These instances and opportunities counter the narrative that there has been a lack of transparency around the budget and our way forward.

The university also remains committed to preserving our core mission of research and teaching and is making investments accordingly. Examples include student success initiatives such as academic peer counselors, new positions in Financial Aid to better assist students, and new faculty lines as needed based on student demand/strength of program. UNCG has evolved and adapted many times from the WC days to now. It will do so again and will be a better and more efficient university, and more focused to continue to follow our north star of access and excellence and continue to change lives.

Despite the budget situation, there are reasons to be hopeful, including research, where there has been growth for ten consecutive years. Currently, external awards are up over \$11 million or approximately 33% relative to this time last year. UNCG is also leading innovative and impactful initiatives that reduce inequities while providing cutting edge opportunities for both graduate and undergraduate students and opportunities for community engagement. Some examples include the following:

- Psychology Dr. Gabriela Stein's CAMINOS lab has obtained more than \$5 million in funding to address mental health inequities for Latinx, Asian American, and African American communities.
- Nursing –School of Nursing faculty received \$3.7 million from the U.S. Health Resources
 and Services Administration for "Nurse Led Mobile Health" Units in collaboration with
 Cone Health. The grant is designed to promote health equity and reduce health disparities
 by increasing access to health care of underserved populations in the Piedmont as well as
 providing scholarships for UNCG nursing students from disadvantaged backgrounds.
- Health and Human Sciences Professor Esther Leerkes and her co-PIs received a new \$2.9m NIH grant for their research related to Childhood obesity.

This work aligns with the health and wellness pillar of our strategic plan and is right on target. It also illustrates the fact that we have great things happening at this university. We need to collaborate and move our way forward.

Gilliam reported that he participated in a recent fundraising trip to New York, where he and University Advancement hosted a salon for area alumni. Alumni of all generations attended, including Tony award winner and recent honorary degree recipient Beth Leavel. The attendees wanted to hear about our students and were interested to learn all of the ways we have evolved, while remaining focused on our 130+ year mission of providing access and excellence.

Gilliam closed by noting that we are past the halfway point of the semester and are nearing commencement on May 5. We look forward to participating in that with our students and seeing the joy of their friends and families, particularly of those students who are first in their families to earn a college degree.

Committee Reports

Finance and Administration Committee

Acting Committee Chair Mae Douglas reported on the business conducted by the Finance and Administration Committee at the March 14, 2023 meeting.

Action Item

• Moore Strong Elevator Replacement Project

The Committee discussed and approved a capital improvement project in the amount of \$468,000 for replacement of the Moore Strong Elevator. The project will renovate and modernize the hydraulic elevator in the Moore Strong building. After 29 years in service, the elevator has become increasingly difficult to maintain and needs updating and modernization. This project will update and replace components and restore the elevator to its long-term functionality.

The Committee is recommending this project for approval of the full board by way of the consent agenda.

The impact of inflation on planned projects was also a topic of discussion, as was the possibility of special funding to offset that impact for both the Jackson Library project and the Chiller Loop project.

Information Items

• Emergency Justification for Jefferson Suites Stucco Replacement Project

The Committee was also updated on the System's approval of an emergency-justified project to address stucco-related design deficiencies at the Jefferson Suites Residence Hall. Scaffolding has been placed around the building to protect pedestrians from potential falling debris.

Other topics discussed included the university's deferred maintenance burden and the importance of reserves, which will fund the Jefferson Suites project.

• University Investment Fund Update

Vice Chancellor Bob Shea gave an update on UNCG's endowment performance and the minimal, if any, impact the closure of Silicon Valley and Signature Banks might have. Given the substantial diversification of the endowment portfolio and the use of large primary banks, there should be little to no impact.

Endowment performance as of January 31, 2023 is as follows:

- Year to Date performance is 5.6%.
- Trailing one year performance is -4.9%.
- Trailing 3 year performance is 8.6%.
- Performance since inception (July 31,1990) is 8.5%.

These performance measures are all above both the policy benchmark and the simple benchmark.

The Committee was also provided information regarding annual service agreement contracts for 2023-2025 and an update on university facilities and design.

Compliance, Audit, Risk Management, & Legal Committee (CARL)

Committee Chair Mona Edwards reported on the business conducted by the CARL Committee at the March 14, 2023 meeting.

Consent Agenda

The Committee considered and approved a consent agenda for two items —minutes of the Committee's November 29, 2022 meeting and acknowledgement of receipt of the State Auditor's report regarding the University's annual financial statement audit. The State Auditor determined that the University's financial statements as of June 30, 2022, were presented fairly, in all material respects.

Discussion Items

Internal Audit Report

Director of Internal Audit Katherine Skinner reported on the results of an internal audit of the Weatherspoon Art Museum's inventory management system. She advised that there were no findings, but the audit did identify one minor control deficiency related to inconsistencies with dates recorded for new acquisitions. This control issue has been resolved. The Committee also discussed valuation for the Museum's holdings. AVC Zach Smith advised that the Museum works with the UNCG Office of Enterprise Risk Management to insure the collection, and the annual Fine Arts insurance renewal process was just completed for this year.

• NCAA Compliance Review

Executive Associate Athletic Director and Senior Woman Administrator Jody Smith provided an update on the University's compliance with NCAA rules and regulations. She described various steps that have been taken to strengthen athletics compliance, including the addition of two dedicated compliance staff members, investment in athletics compliance software, and ongoing training for staff and student athletes. Smith also provided an overview of past NCAA compliance challenges, noting that the University's probation for past infractions expires on July 24, 2023.

In addition, the Offices of Enterprise Risk Management and Institutional Integrity and General Counsel have jointly purchased a governance, risk, and compliance (GRC) software to modernize processes performed in enterprise risk management, internal audit, policy management, and compliance. Once fully implemented, this software solution will increase the collaboration between these units, improve efficiency, and provide robust GRC data management and visualization.

• Title IX Office Update

Title IX Coordinator Murphie Chappell gave an update on the activities and priorities of the University's Title IX Office. She provided an overview of the federal Title IX rules and reviewed the status and priorities of the Biden administration's new Title IX rules, which are expected to be released in May. She also discussed the Title IX Office's current caseload and trends in the number of cases handled in fall versus spring semester since the 2018-2019 academic year. Chappell then discussed the Title IX Office's priorities and upcoming campus training. She concluded her presentation by noting that the Title IX Office is proud to have recently hosted the North Carolina Campus Consortium, which is a statewide gathering of Title IX professionals from public and private institutions. The Chair acknowledged Murphy Chappell's participation in a NACUA CLE presentation in March and a planned presentation for the N.C. Bar on Title IX changes in April.

Information Item

As an information item, the Committee was provided documents confirming the organizational independence of the University's internal audit function. This is a best practice and requirement for the audit function.

<u>University Advancement Committee</u>

Committee Chair Margaret Benjamin reported on the business conducted by the University Advancement Committee at the March 14, 2023 meeting.

Discussion Items

• University Advancement, Fundraising, and Campaign Update

Benjamin congratulated the Advancement team on another successful Believe in the G, the university's annual celebration of giving. The event ran from Tuesday March 14 through Wednesday the 15th for a period of 1,891 minutes to represent the year of the university's founding. As of March 16, more than \$750K was raised from over 1,350 unique donors.

Additionally, the Advancement team has raised \$17.8M toward the \$26M goal for FY2023. The *Light the Way* Campaign is currently at \$157.4M toward its \$200M goal.

The Committee received updates on a recent alumni engagement trip to NYC, which focused on laying the foundation for a consistent presence in major alumni hubs. Chancellor Gilliam and Associate Vice Chancellor Kevin Williamson will head to Washington, DC, at the end of April.

The Committee was also briefed on Advancement's efforts in the DEI space with the launch of their inaugural Diversity Equity and Inclusion Council. Fischer also announced the hire of Amber Post as the new Director of Corporate and Foundation relations. Post will begin her tenure at UNCG on April 17.

• University Guidelines for Distinguished Service Awards

The Committee heard an update on revisions to the Distinguished Service Awards Guidelines. The changes will help to refine the nomination and selection process for the future.

Chancellor Approved Named Space

Pursuant to the Naming Policy, the Chancellor approved the naming of the Paul and Janice Hessling Home Economics Pamphlet Collection, which will be housed within the Rare Book collections in Martha Blakeney Hodges Special Collections & University Archives. It will recognize the Hesslings for their continued support of the collections in Rare Books.

• Campus Activity - Believe in the G

Committee members and other trustees had an opportunity to participated in a Believe in the G student event held at Moran Commons, where they met students and distributed swag.

Academic Affairs Committee

Discussion Items

Budget Reduction

Budget reduction planning within academic affairs has been ongoing. Deans and department chairs/heads have been actively engaged in the planning process, working with their departments to propose reduction plans at the 4, 6, and 8% levels. They engaged in many conversations with Provost Storrs before final decisions were made.

Those decisions took into account the deans' recommendations, consideration of the results in terms of outcomes and adjustments to overall operations; the university's strategic framework and priorities, which include student success, areas of distinction and growth, and scholarship/research/creative activity.

Strategic reductions were considered rather than across-the-board cuts. A key focus was protecting student credit hours and student success. The resulting 4% overall reduction in academic affairs is differential, ranging from 0% to 8% across colleges, schools, and administrative units.

Program Review

Provost Storrs discussed the process that will be used to determine the health of each undergraduate and graduate program and identify those that need investments or may need to be discontinued. A suggested review process has been developed by a group of faculty and refined by deans and the provost, who has shared the draft process with all faculty. The goal is to have an agreed upon process by the end of this semester.

The provost will then charge a task force of faculty to develop a rubric and weighting of data variables to evaluate each program. That will then be presented to all faculty in the fall and thereafter refined based on their feedback. Once confirmed, the deans will use the rubric and weighting to evaluate their programs. Any programs that are deemed potential for discontinuation will go through an additional review process at the college/school level, with qualitative context and faculty feedback. Deans will make recommendations for program investment/discontinuation to the provost, who will confer with the chancellor for final decisions. Those will then be submitted to UNC System President Hans for final approval. Policies will be followed and teach out plans will be developed for students in impacted programs.

Program review is a best practice. Though the budget is the impetus behind this review, it is something campuses should engage in on a regular basis to evaluate if programs are meeting student demand and needs.

A number of academic efficiencies are also being reviewed and/or implemented. Examples include offering shorter term courses, looking at the number of electives and required courses for each program, and coordinating the type and number of general education courses to reduce the number of small size classes.

rpk Group

Consulting firm rpk Group is collaborating with leadership on providing surge capacity to UNCG by creating data dashboards which will be helpful in reviewing programs in the near term and guide regular review of our academic portfolio. They are also providing support to the Chancellor's task force on financial sustainability. Provost Storrs noted that rpk is merely consulting – they are not making any decisions.

• Student Success Updates

Associate Vice Provost Regina McCoy discussed retention efforts she is leading. As part of the Chancellor's challenge for us to innovate and reinvent our way forward, proposals aimed at improving enrollment and retention were solicited from faculty and departments. Fourteen have been funded from a mix of donor and Chancellor's strategic investment funds.

One of these initiatives provides direct support for students via Peer to Peer Support, meaning academic support for students who need tutoring & skill development.

The peer coaching model embeds peer guides within low performing courses. Peer Coach Grace Heilmann, a sophomore biology major, spoke to the Committee about her college journey to UNCG and her transformative experience as a tutor and mentor. The Committee then discussed how to scale the model and the fact that fundraising is needed to support peer mentors.

OPEN SESSION

Action Items

Consent Agenda

Oakley reviewed two items on the consent agenda: the minutes from the January 24, 2023 board meeting and a recommendation from the Finance and Administration Committee for approval of the Moore Strong Elevator Replacement project. There being no questions or requests to discuss any of the items individually, Oakley invited a motion to approve the consent agenda. Trustee Mona Edwards made the motion, which was seconded by Trustee Time Rice. The motion carried unanimously.

BOT-1 All Funds Budget FY 24

Vice Chancellor Bob Shea presented the proposed All Funds Budget (AFB) for fiscal year 2024, as required by Board of Governors and UNC System Code. The proposed AFB is drafted to better align resources with strategic priorities, promote stewardship and financial sustainability, better understand the impact of discrete decisions on the broader financial picture, improve transparency and campus engagement, and strengthen the fiduciary responsibility of the Board of Trustees. The AFB consists of the following components: General Fund, Auxiliary and other Trust Funds; Overhead Receipts; and Restricted Trust Funds. Per requirements of the UNC System Office, the AFB excludes certain capital and debt service items, endowments, foundations, loan funds, and agency funds.

The proposed AFB for FY24 was presented as follows:



FY2024 All Funds Budget

					nsboro unds Budget					
		General Fund		Auxiliary & Other Trust Funds		Overhead/F&A Receipts		Restricted Trust Funds		Total
Revenues	State Appropriations	\$	191,661,000	\$	-	\$	-	\$	-	\$ 191,661,000
	Tuition & Fees	\$	92,000,000	\$	34,296,000	\$	-	\$	-	\$ 126,296,000
	Less Discounts and Allowances	\$	(10,050,000)	\$	(3,138,000)	\$	-	\$	(46,949,000)	\$ (60,137,000)
	Sales & Services	\$	89,000	\$	64,614,000	\$	-	\$	1,182,000	\$ 65,885,000
	Contracts & Grants	\$	132,000	\$	2,086,000	\$	8,062,000	\$	112,403,000	\$ 122,683,000
	Gifts & Investments	\$	-	\$	8,400,000	\$	-	\$	11,802,000	\$ 20,202,000
	Other Revenues	\$	13,000	\$	2,422,000	\$	-	\$	190,000	\$ 2,625,000
Revenues Total		\$	273,845,000	\$	108,680,000	\$	8,062,000	\$	78,628,000	\$ 469,215,000
Expenses	Salaries and Wages	\$	175,741,000	\$	27,704,000	\$	1,169,000	\$	22,220,000	\$ 226,834,000
	Staff Benefits	\$	56,507,000	\$	9,261,000	\$	338,000	\$	6,415,000	\$ 72,521,000
	Services, Supplies, Materials, & Equip.	\$	26,458,000	\$	39,129,000	\$	6,555,000	\$	26,672,000	\$ 98,814,000
	Scholarships & Fellowships	\$	15,035,000	\$	2,112,000	\$	-	\$	70,268,000	\$ 87,415,000
	Less Discounts and Allowances	\$	(10,050,000)	\$	(3,138,000)	\$	-	\$	(46,949,000)	\$ (60,137,000)
	Debt Service	\$	-	\$	19,027,000	\$	-	\$	-	\$ 19,027,000
	Utilities	\$	10,154,000	\$	3,914,000	\$	-	\$	2,000	\$ 14,070,000
	Other Expenses	S	-	\$	524,000	\$	-	\$	-	\$ 524,000
Expenses Total		\$	273,845,000	\$	98,533,000	\$	8,062,000	\$	78,628,000	\$ 459,068,000
Net Transfers		\$	-	\$	(12,431,000)	\$	-	\$	-	\$ (12,431,000)

Following discussion, Oakley invited a motion to approve the All Funds Budget for fiscal year 2024. Trustee Tim Rice made the motion, which was seconded by Trustee Ernest Grant. The motion carried unanimously.

Discussion Items/Presentations

BOT – 2 SGA Update and Reflections

Hazael Mengesha gave an update on the work of the Student Government Association (SGA) and shared his reflections after two years as SGA President and ex officio member of the Board of Trustees. Topics included the history of the SGA, its purview and activities, its membership composition, and membership demographics, which are reflective of the student body as a whole. Mengesha discussed the impact of COVID on SGA leadership, the number of participants, and the challenges that functioning virtually presented. He also illustrated how the SGA approached a rebrand in its 100th Session and highlighted restructuring efforts that lead to better representation and campus engagement.

Mengesha noted the importance of continuing to strengthen the SGA's relationships with departments and divisions and encouraged the Board to continue support for innovation by and for students. He thanked campus leadership and the members of the Board for their support and shared his gratitude for having been accepted, encouraged, and mentored.

Following the presentation, Chair Oakley and Chancellor Gilliam recognized and thanked Haz for his service.

BOT-3 Student Success Panel

Regina McCoy, Associate Vice Provost for Retention and Student Success, moderated a conversation with students Antoinette Gregory, Sky Strickland, and Sa'mya Muhammad, UNCG Guarantee Scholars students who shared their experiences as UNCG students and their perspectives on what has helped them be successful and committed to their academic and personal goals. The Guarantee Scholars program provides exceptional scholarship support for North Carolina students with great academic promise but limited financial means.

Information Item:

BOT – 4 Strategic Plan Update

An informational update on the university's strategic plan set out the trajectory of the 2016 Giant Steps plan, its intersection with the System's Higher Expectations Plan of 2016, the impact of the System's updated 2022 plan, and pending legislative approval of new performance metrics recently developed and approved by the Board of Governors. Those new metrics, in combination with the new funding formula, will inform development of a new strategic plan for UNCG that will align with those elements.

Following final approval at the System-level, the university will begin a formal development process, building on informal efforts that have been ongoing as part of leadership's conversations with faculty and staff around the university's strategic direction.

Transition to Closed Session

Oakley announced that closed session discussion was required for the final agenda items. She reminded the Board that nothing would be discussed during closed session other than those items and that votes on the two items requiring action would not happen until the board returned to open session. Oakley also noted that the live stream of the meeting will remain active during the closed session and will resume when the board returns to open session.

Oakley then move to convene in closed session pursuant to Section 143-318.11(a)(1), (5), and (6) of the Open Meetings Act in order to:

- (1) prevent the disclosure of information that is privileged or confidential pursuant to the law of this State, or not considered a public record under Chapter 132 of the General Statutes;
- (5) prevent the disclosure of confidential personnel information pursuant to Chapter 126 of the North Carolina General Statutes, and
- (6) establish the position to be taken by or on behalf of the public body in negotiating the amount of compensation and other material terms of an employment contract or proposed employment contract, and consider the qualifications, competence, performance, character, fitness, conditions of appointment, or conditions of initial employment of an individual employee.

Trustee Mona Edwards seconded and the motion carried.

General Account of Closed Session Discussion

Members Present: Betsy Oakley, Chair (via teleconference); Margaret Benjamin, Mae Douglas; Mona Edwards, Ernest Grant, George Hoyle, Hazael Mengesha, Dean Priddy, Linda Sloan, Tim Rice

Others Present: Chancellor Frank Gilliam; Provost Debbie Storrs; Vice Chancellor Bob Shea; Jerry Blakemore, Vice Chancellor and General Counsel; Jeanne Madorin, Associate Vice Chancellor and Chief Human Resources Officer; Brian Mackin, Athletics Director (BOT – 5); Waiyi Tse, Chief of Staff; Kelly Harris, Assistant Secretary to the Board

Discussion Items:

BOT – 5 Head Coach Contract

Athletics Director Brian Mackin reviewed the terms of a head coach contract extension.

BOT – 6 Faculty Personnel Report dated February 24, 2023

The Board reviewed a faculty personnel report dated February 24, 2023.

Information Item:

BOT – 7 Staff Personnel Reports

The Board reviewed two staff-related personnel reports provided as informational reports.

Following discussion, the Board returned to open session.

Open Session Vote on Closed Session Discussion Items

BOT – 5 Head Coach Contract

Chair Oakley invited a motion to approve the head coach contract presented in agenda item BOT – 5. Trustee Mona Edwards made the motion, which was seconded by Trustee George Hoyle. The motion carried.

Chair Oakley invited a motion to approve the faculty personnel report dated February 24, 2023. Trustee Mae Douglas made the motion, which was seconded by Trustee Ernest Grant. The motion carried.

There being no further business, the meeting was adjourned at 11:29 am.

Respectfully submitted,

Kelly Harris

Kelly Harris

Assistant Secretary to the Board of Trustees