

**Tacoma Community College  
Board of Trustees Retreat  
3017 Ruston Way  
Tacoma, WA**

**MINUTES**

**Thursday, June 26, 2014**

**Present:**

Chad Wright, Board Chair  
Liz Dunbar, Board Vice Chair  
Gretchen Adams, Trustee  
Don Dennis, Trustee  
Bob Ryan, Trustee  
Pamela Transue, President  
Cathie Bitz, Special Assistant

Tod Treat, Executive Vice President Academic/Student Affairs  
Silvia Barajas, Vice President for Administrative Services  
Mary Chikwinya, Vice President for Student Services  
Andy Duckworth, ctLink Project Director  
Shawn Jennison, Director, Marketing/Communications/Social Media  
Matt Lane, McGranahan Architects  
Elizabeth Russell, Archivist  
Bill Ryberg, Foundation Director/Development Director  
Pat Shuman, President, Foundation Board

**1. Call to Order**

Board Chair **Wright** called the meeting to order at 8:30 a.m.

**2. Action Items:**

**Approve: Resolution 2014-01: 2014-15 Operating Budget**

**MOTION:** Upon a motion by Board member **Dennis**, the Board unanimously approved Resolution 2014-01: 2014-15 Operating Budget.

**Approve: Resolution Authorizing Investment of TCC Monies in Local Government Investment Pool**

**MOTION:** Upon a motion by Board member **Ryan**, the Board unanimously approved the Resolution authorizing investment of TCC Monies in the Local Government Investment Pool.

**Approve: Capital Projects Encumbrances**

**MOTION:** Upon a motion by Board member **Ryan**, the Board unanimously approved the Capital Projects Encumbrances.

**Approve: 2014-18 Strategic Plan**

**MOTION:** Upon a motion by Board member **Dennis**, the Board unanimously approved the 2014-18 Strategic Plan.

**Approve: Strategic Investments**

**MOTION:** Upon a motion by Board member **Ryan**, the Board unanimously approved the Strategic Investments.

**Approve: Revision of Resolution 2010-02; Naming of Joe Harned Center for Health Careers**

**MOTION:** Upon a motion by Board member **Dennis**, the Board unanimously approved a revision to Resolution 2010:02 that the Harned Center for Health Careers be named and permanently known as the "H.C. Joe Harned Center for Health Careers."

**3. Mission Fulfillment Targets – Core Indicators**

**Tod Treat** provided a copy of the core indicators update presented at the April Board meeting when the Board approved them. These align with the strategic plan just approved. He expressed his gratitude to the Board for its support.

As previously indicated, we tried in the past to set targets and then use them for decision-making. He explained how we use keys to monitor success (at or above 50% of mission fulfillment target; meets mission fulfillment but is below 50% of target; and falls below mission fulfillment target). We can use those keys to quickly see if we are failing to meet our mission target and can then fix it. Tod discussed some changes to the core indicators, including the addition of the new theme "Embrace Discovery." In the accreditation process, the review team looks at the objectives in terms of fulfillment. With the new strategic plan, we are following new objectives:

- Student learning outcomes (program and degree).
- Career and academic preparation.
- Student intention.
- Industry partnerships (we recognized from our past strategic plan that industry partnerships were not as strong as they need to be, so that is addressed around internships).
- Campus infrastructure and accessibility.
- Employee development (core theme Embrace Discovery)
- Organizational development (core theme Embrace Discovery)

When attending the accreditation summary meeting, the question was posed about how the Board makes sense of four or five targets for particular objectives. Tod explained that we are simplifying reports to the Board by having two levels of priorities:

1. Institutional in scope and key measure for external accountability.
2. Narrower in scopes and key measures for internal decision-making (each Level Two indicator has been cross-referenced to the Pathway to Completion and the Board will continue to be informed as to progress and attainment of Level Two indicators).

Tod highlighted aspects of the 2014-18 Strategic Plan indicators and mission fulfillment targets for the four themes (Create Learning, Achieve Equity, Engage Community, and Embrace Discovery), detailing what the priorities are for each theme, what the strategic objectives are, and what the mission fulfillment targets are for the core indicators.

Trustee Dennis asked how often we will be monitoring this information. Tod explained that prior to his arrival, monitoring was under Institutional Advancement. Now a bridge has been created between him and Mecca Salahuddin, Dean of Organizational Learning and Effectiveness. That will ensure the communication of performance and driving results out to the campus for discussion and motivation. He stated that we take very seriously the use of data and the resulting changes that might be needed.

Discussion was held on the new goals of community engagement. We must ensure the appropriate people go out into the community and let them know what we are doing. We haven't targeted that very well and we need to do that. We also want to create an environment that shows TCC as a community gathering place. When asked about partnerships and internships, Tod explained that our advisory committees help in this effort, but we need to increase our efforts in getting advice from employers. **Mary Chikwinya** remarked that we have recognized this as an area we want to put more effort into. We have a Workforce Advisory Group meeting to discuss how we can utilize work force funds, and our Career Services staff members can now get out a little more to create some on-campus connections with outside business industries. Trustee Dennis offered to help over on the Peninsula. Trustee Adams asked about the environmental scan that was performed, and Tod stated that we made a very concerted effort to reach a variety of stakeholders in Tacoma and on the Peninsula. One of the areas of improvement that became apparent is the need to have a greater presence, particularly on the Peninsula, and we have made a commitment to do that. There are elements of what we learned from the scan that have been integrated into the Strategic Plan.

Trustee Dunbar asked about the theme Create Learning. There are so many different areas in the college. Will the Board be receiving reports on key areas such as health careers and what our success rates are in getting students through the prerequisites and programs? She believes those reports would be interesting. Tod stated that in addition to the Level 2 monthly reports that are narrower in scope and key measures, we can also do a focused program report to the Board at any time.

#### **4. Master Plan**

**Matt Lane**, McGranahan Architects, provided an update on the TCC Facilities Master Plan which has been linked to our new Strategic Plan. The purpose of the Master Plan is:

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1. A sequenced campus development that supports our Mission and Vision, Strategic Plan, academic plan, and College priorities.
2. That provides justification for future funding requests for program needs, facility conditions, capacity and growth, infrastructure needs, and agency requirements.

The Facilities Master Plan Committee has been working on this for the past five months and is putting together reports that it plans to have completed in August. He discussed some of our new strategies and projects as they relate to our four core themes:

- Create Learning: Bring curricular and co-curricular activity closer together with faculty offices and learning spaces.
- Achieve Equity: Increase use of art, color, flexible spaces and technology that can bring culture into learning spaces and address multiple needs.
- Engage Community: Incorporate spaces that intentionally bring communities together around learning, culture and programs to ensure development and sustainability of partnerships and common purposes.
- Embrace Discovery: Physical and technological infrastructure that is more transparent, intimate and barrier-free.

Matt went over the projects and their projected timeline that encompasses the next 12 years. The projects are:

- H.C. Joe Harned Center for Health and Wellness to be completed in 2014.
- Health and Wellness Center to be completed in Winter 2017.
- New Humanities and Business Center to be completed in Spring 2021.
- Visual and Performing Arts additions to be completed in Spring 2021.
- Gig Harbor Campus expansion to be completed in Spring 2021.
- New Student Learning Commons Building replacement to be completed in Spring 2023.
- Building 7 South renovation to be completed in Winter 2025.

Traffic has been a concern and we are getting a positive response from the City and SBCTC to put in an entrance and light that aligns with the street across from the campus on 19<sup>th</sup>. Matt reported that the City is also interested in working on storm water management to develop the area. Liability was mentioned as a concern, and President Transue suggested rerouting the road through the wetlands to the north.

Matt explained the process for planning future capital projects:

- Identify highest projected programmatic needs.
- Strategize how to maximize scoring for renovation, replacement, and/or new buildings.
- Set stage to demonstrate and justify needs in Project Request Reports.
- Show long-term strategic thinking. Looked at how to prioritize replacement of older buildings. Scored how it should happen.

Trustee Dunbar asked about the status of the Visual and Performing Arts building renovations. Bill Ryberg stated that there have been case statements made about that and the Health and Wellness Center to gauge community interest and support that we hope to get out to the community in late summer with test results collected by early September. The responses will impact the projects.

### 5. ctcLink Update

Tod mentioned that **Andy Duckworth** and Silvia Barajas presented this information to the State Board and did an excellent job.

Andy went over the major activities of the ctcLink update:

- Data conversion/validation (this has been the most challenging part of the project).
  - ✓ Six conversion cycles to move all legacy data to new system (currently on cycle six)
  - ✓ College staff validates data in each conversation cycle.
  - ✓ Creativity in legacy system has made conversion to ctcLink difficult.

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- User acceptance testing (to begin June 30. Was supposed to be done in May, but we are about six weeks behind schedule).
  - ✓ Approximately 4,500 hours of testing for all pillars: Finance, Human Capital Management, and Campus Solutions.
- Supporting Systems (this has been challenging because people have only had data for about six weeks).
  - ✓ Twenty-three applications, built and managed by Information Systems, will be integrated with ctcLink.
  - ✓ Information Systems staff are currently working to build a new Operational Data Store that can be used to integrate applications with ctcLink.
- Training is key component beginning this summer.
  - ✓ Over seven hundred hours of training for all three pillars: Finance, Human Capital Management, and Campus Solutions.
  - ✓ Badges will be awarded to staff upon completing training modules.

Andy discussed the fundamentals for Campus Solutions:

- Developing digital badges as credentials when staff goes through training. There are 150 courses.
- Leveraging learning communities for faculty development, especially eLearning, frontline staff and management group. Will be the beta testers for mobile interface.

The First Link project managers and ctcLink teams will discuss strategies and develop a new Go Live date to help insure implementation success.

President Transue stated that we are as ready as we can be given the circumstances we've had to deal with. She said that Andy has done a great job, and Andy remarked that TCC staff have been wonderful to work with considering they have to do both this project and still complete their regular job duties.

## 6. Future Plans

### • Archive Project Update

**Elizabeth Russell**, College Archivist, explained the college archiving process which preserves documents, reports, photographs, film, video and other items significant to TCC history and makes them accessible for research. Many items have been brought into the archives such as issues of the student newspaper *The Challenge* dating back to 1966; a campus photo collection; scrapbooks created by student groups and TCC staff, and films of the campus. An internal database has been created to track all these collections.

Students, faculty and staff have been very interested in this information and many are accessing the information, using the archives extensively for research. With the upcoming 50<sup>th</sup> anniversary of the college, we've put together a comprehensive history of the school for publication and have gathered photos that will be put into a 50<sup>th</sup> anniversary calendar and used on our website. An oral history was developed to celebrate our 50<sup>th</sup> anniversary, but it has now taken on a life of its own. People are very interested in hearing the stories of former students, faculty and staff, and we have been able to build a diverse collection of stories. Two alumni of note who were interviewed for this oral history were Jim Walton and TCC basketball champion Dean Ecklund.

This project has also been found to be valuable for the classroom. Elizabeth gave an example of an instructor, Quill West, who used the archival content for an assignment in her ABE course, Reading and Writing for Social Students: US History. She drew on the archive's collection of oral histories and asked her students to watch an oral history video of their choice and integrate what they had learned into a short piece of creative writing. This type of use is supporting the mission of the college to engage and teach students. It can also be used to help in collaboration with faculty and using technology appropriately. This builds student engagement, a connection between students and history, and informing students about the campus, particularly evening students who might not otherwise be able to learn about the campus. This has been a positive project that we need to keep expanding.

Elizabeth made a couple of points:

- There has been a challenge with technology. Having a library database on line for people to be able to access for resources would open up the archives and make it more successful. We need to add a website tool that would be available online to search for content.
- The new Learning Resource Commons would be a good place to house the archives to safely store historical documents.

**Shawn Jennison** said that Elizabeth and Sharon Winters have done a fabulous job over the past few years putting this all together. Elizabeth has been working on a 16-month photo calendar with Marketing. Trustee Adams mentioned that having a public space for people to access our archives is a good idea, and the calendar is a brilliant piece of work for creating awareness and as a resource.

○ **50<sup>th</sup> Anniversary Plans Update**

Shawn reported on the activities of the 50<sup>th</sup> Anniversary Committee. The committee is made up of people from a variety of divisions and departments across campus. The objective of the anniversary is to connect with the people who have shaped TCC, to celebrate our culture, and to build support for the future of the College and its students. He provided a power point presentation that details the plans for this year-long celebration.

- There is a 50<sup>th</sup> Microsite that people can access to get historical information about the College, lists celebratory events as they are scheduled, and provides a place to make donations.
- An “anniversary cake” will be built (not baked) and moved around to various campus locations and events.
- A historical book/narrative is being written about TCC.
- Exhibits will be strategically placed around campus and a possible art show in the Art Gallery by former students and faculty.
- There will be an animated message on the reader board.
- A 16-month calendar with historical photos is being created.
- 50<sup>th</sup> Anniversary pole banners have been placed around campus.
- Promotional items (swag) will be purchased.
- Small events are being considered such as having a 50<sup>th</sup> Anniversary hole at the annual golf tournament, trike races, etc.
- The 50<sup>th</sup> celebration will be integrated into events such as The Wine Classic.
- A large event is being planned that will include the entire community. (It was suggested that this be an informal affair and include families.)
- **Pat Shuman** stated that she would like to use this as an outreach opportunity for retirees.

● **Foundation Plans**

Bill Ryberg and Pat Shuman updated the Board on Foundation accomplishments.

**Relationship with TCC community**

- Invited faculty or staff to make presentations at most board meetings.
- Increased TCCF visibility by presenting at Instructional Council, MAC, attending campus-wide meetings, president’s receptions.
- Foundation board members participated in the college’s strategic planning process.
- Attended 100% of trustee meetings to provide briefings on TCCF activities.
- Hosted 2 receptions for TCC faculty and staff.
- Sponsored and hosted annual TCC Holiday luncheon at reduced price.
- Sponsored the second annual Alumni Night at Cheney Stadium – sell out.

**Relationships with donors**

- Increased personal contacts with key donors through one-on-one meetings, invitations to college events and sharing of relevant information.
- Successfully presented our second annual fundraising luncheon and raised \$58,000 in one hour.
- Presented the Tacoma Wine Classic in a new venue on campus and raised \$125,000 for the TCC Foundation.
- Welcomed nearly 500 donors and friends to campus for various events.
- Expanded the President’s Circle which recognizes donors making annual gifts of \$1000 or more, by 28 new members.
- Secured new scholarships for TCC students, including the establishment of the largest single individual scholarship established at TCC in the amount of \$300,000 with the Joe Harned Endowed Scholarships.

**Financial base**

- Increased unrestricted individual giving by 82% (\$31,000).
- Increased board giving over last year from \$54,000 to \$56,000 with 100% participation
- Saw an increase in trustee giving of 28%, from \$18,400 to \$23,620.
- Major Campaign readiness internal assessment completed. Foundation board approved implementation of recommendation of assessment.
- Increased Foundation’s unrestricted net assets by 55% over prior year to \$218,000.

President Transue mentioned that a friend of Trustee Ryan donated a wine collection valued at about \$200,000. We are researching ways to best capitalize on this contribution.

**Operating effectiveness**

- Brought on 5 new board members in 2014. Board membership at full compliment.
- Implemented Strategic Planning committee for pre-planning work summer 2014.
- New officer slate for 2014-2015 includes continuity as well as expanded roles.

**Future plans:**

- The Foundation will be working together with the College on its Strategic Plan. They need to raise funds, so a successful outreach to the community is important. There are some shared opportunities such as the grand opening of the H.C. Joe Harned Center for Health Careers and the 50<sup>th</sup> anniversary to renew and expand community connections and increase donations. They are working to leverage the donated wine collection. The Foundation is considering new goals and plans that align with the College Strategic Plan and will be updating plans this summer to make sure it is consistent with the Foundation and TCC missions.
  - The Alford Group report on our capital campaign internal readiness assessment has given the Foundation a prescription for raising funds.
  - The Foundation will be testing major campaign requests from the College and will report its findings by year end.
- **H.C. Joe Harned Center for Health Careers: Grand Opening Event**  
Bill Ryberg updated the Board on the plans for the grand opening event of the H.C. Joe Harned Center for Health Careers. The ribbon cutting is Thursday, September 4. The program will be held on the campus commons from 10:00—11:00 a.m. and will be similar to the groundbreaking event two years ago with speakers followed by refreshments. Invitations to about 1,000 people will be going out next month. There will be a program book, souvenir takeaways such as Joe Harned's key chain lights and the 50<sup>th</sup> anniversary calendar. They also plan to have a special gift for Joe. For the ribbon-cutting, Trustee Dunbar suggested that everyone be given small scissors so that the dignitaries can cut small pieces of the ribbon to take home.

**7. Executive Session**

At 12:25 p.m. Chair **Wright** announced that the Board would adjourn into Executive Session for approximately 15 minutes to review professional negotiations. No action was expected to be taken.

At 12:31 p.m., the Board reconvened for open public meeting.

**8. Board Reports**

On March 31, the AFSCME Council 28 sent a letter to President Transue and the Board of Trustees requesting a modification to the Board's standing agendas that the Exempt Union be added to give monthly reports as is done with the Classified Staff and faculty.

The Trustees reviewed the Board Policy Manual and discussed the inclusion of a policy on constituency reports. Discussion was held and the Board approved the following section be added to Board Policy Manual Chapter XI, Miscellaneous:

Item 2: "Constituency Reports"

The Board of Trustees values the opportunity to be briefed by various college constituencies at Board meetings. Those constituencies include the students, the faculty, classified staff, exempt staff, and the College Foundation. The Board considers exempt staff to be represented at Board meetings by senior administrative staff as designated by the President. This ordinarily includes the vice presidents. Because the Board delegates to the President the management of the College, including contractual matters (Board of Trustees Policy Manual, Chapter IV.3.d), the Board's role is to approve contracts once they have been negotiated. Faculty and staff should therefore avoid including contractual matters in their reports.

**MOTION:** Upon a motion by Board member **Adams**, the Board unanimously approved the addition of "Constituency Reports" to the Board policy manual under Chapter XI, Miscellaneous, Item 2.

President Transue will respond to the Exempt Union request with copies to the other unions.

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**9. Public Comments – None.**

**10. 2015 Board Meeting Calendar**

The meetings suggested were agreed upon as follows:

<b>Month</b>	<b>Day</b>	<b>Time</b>	<b>Comments</b>
January 14, 2015	Wednesday	4:00	Regular meeting
February 6, 2015	Friday	8:00-5:00	Possible Winter Board Retreat
February 18, 2015	3rd Wednesday	4:00	Regular Meeting (2 <sup>nd</sup> Wednesday is ACCT Washington, DC)
March 11, 2015	Wednesday	4:00	Regular meeting
March 19, 2015	Thursday	1:00-5:15	Tenure Interviews (13)
April 8, 2015	Wednesday	4:00	Regular meeting
May 7, 2015	Thursday	3:30-5:00	Ellen Pinto Interviews
May 20, 2015	3 <sup>rd</sup> Wednesday	4:00	2 <sup>nd</sup> Wednesday is travel day for Spokane TACTC spring conference.
June 10, 2015	Wednesday	4:00	Regular meeting
June 25, 2015	Thursday	1 day	Summer Board retreat
July 2015			No meeting
August 2015			No Meeting
Sept. 9, 2015	Wednesday	4:00	Regular Meeting
October 21, 2015	3 <sup>rd</sup> Wednesday	4:00	Regular Meeting (2 <sup>nd</sup> Wednesday is ACCT Conference in San Diego)
Nov. 18, 2015	3 <sup>rd</sup> Wednesday	4:00	Regular Meeting, Gig Harbor Campus (2 <sup>nd</sup> Wednesday is Veterans Day)
December 9, 2015	Wednesday	4:00	Regular Meeting

Trustee Adams is unable to attend the May 7 meeting.

Trustee Ryan might not be able to attend the March meetings.

**11. Board Self-Evaluation and Assessment of Board Goals for 2013-14; Develop goals for 2014-15**

Board Chair Wright lead a discussion on the Board's self-evaluation based on the evaluation form filled out by the trustees. Each Trustee shared their individual thoughts on all the categories and after discussion, the board ranked themselves as follows (with the range being 1=needs improvement; 2=meets standards; 3) excellent). Overall, the consensus was:

- TCC Mission— Excellent
- Strategic Plan—Excellent
- Student Success--Excellent
- Educational Advocacy— Between “meets standards” and “excellent.”
- External Relations—Between “meets standards” and “excellent.” Trustee Dennis does a good job with legislators and the Gig Harbor Chamber of Commerce, but is there a more organized approach to how we fulfill that role? We need to develop better relations with the City. Trustee Dennis will help in that effort in Gig Harbor. The Board also needs to establish a strategy. President Transue has asked Shawn Jennison to bring to campus two or three legislators at a time to meet with her, Trustee Dennis, Shawn, and two or three business people from the private sector. The business attendees will be asked to make the presentation to the legislators. Having the support of community members and employers would support our Strategic Plan and do much to strengthen our position.
- Foundation—Between “meets standards” and “excellent. The Trustees need to be apprised of more Foundation events. We need to get the most current and complete schedule from the Foundation to keep the Board calendar current. It was also suggested that Bill send monthly reminders about events.
- Diversity—Excellent
- Ethics— Excellent
- Budgets—Excellent
- Relationship with CEO—Excellent
- Board governing—Excellent
- Board participation—Excellent
- Board chair—Excellent
- Board education—Between “meets standards” and “excellent.”

**12. 2013-14 Goals**

The Trustees discussed goals for 2014-15. After reviewing the 2013-14 goals, the Board affirmed these goals for 2014-15 although the Board would like to increase their efforts under Board Participation for a coordinated plan for advocacy activities in the areas of legislation, community contacts and fundraising. It was requested that a coordinated plan for external relations advocacy be developed at the Winter 2015 retreat. Trustee Dunbar agreed to work on this with staff support. The Board also requested a mid-year check-in on how it is doing in meeting its goals.

**MOTION:** Upon a motion by Board member **Dennis**, the Board unanimously approved the 2014-15 goals.

**13. 2014-15 Board Committee Assignments and board member attendance at meetings and conferences**

The following are the tentative appointments to the 2014-15 Committees. The Board will confirm appointments for the positions at the September 2014 meeting. Board Chair Wright announced that he may be moving out of the TCC district and is unable to accept committee appointments at this time.

1. TACTC Legislative Action Committee: Don Dennis primary, Bob Ryan secondary
2. TCC Legislative Connection Committee: Don Dennis
3. TCC Foundation Board: Chad Wright and possibly Gretchen Adams  
(Cathie to find out if both can be on Foundation Board)
4. Pierce County Coordinating Council: Bob Ryan, Liz Dunbar (Trustee Dunbar might have occasional conflicts with another board she serves on)
5. ACCT Voting Delegate: Bob Ryan
6. TCC Art Committee: Liz Dunbar, Gretchen Adams
7. Multicultural Advisory Council: All Trustees

**14. Travel meetings**

After discussion, it was agreed that attendance at conferences is tentatively scheduled as shown below.

<b>Meeting</b>	<b>Date</b>	<b>Day</b>	<b>Location</b>	<b>Board Member(s)</b>
ACCT Annual Congress	Oct. 22-25, 2014	Wednesday-Saturday	Chicago	Bob Ryan
Legislative Action Committee Retreat	November 13, 2014	Thursday	SeaTac Hilton	Don Dennis
TACTC Fall Conference	November 14, 2014	Friday	SeaTac Hilton	Bob Ryan
TACTC New Trustee Orientation	January 28, 2015	Wednesday	Red Lion, Olympia	N/A at this time
TACTC Winter Conference	January 28-29, 2015	Wednesday-Thursday	Red Lion, Olympia	Bob Ryan Don Dennis Gretchen Adams
ACCT National Legislative Conference	February 9-12, 2015	Monday-Thursday	Washington, DC	Don Dennis (tentative) Gretchen Adams
TACTC Spring Conference	May 14-15, 2015	Thursday-Friday	Red Lion, Yakima	Don Dennis Bob Ryan (tentative)

**15. Executive Session**

At 1:25 p.m., Board Chair **Wright** announced that the meeting would adjourn into executive session to review the performance of the President and the President's contract. The executive session was expected to last approximately one half hour and action was expected to be taken as a result of the session.

At 1:57 p.m. the Board reconvened to open public meeting.

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Board Chair Wright reported that during the executive session, President Transue announced to the Board her plans to retire effective December 31, 2014, so no action was needed to approve her contract that is currently in effect until 2016. The Board will hold a Special Meeting on either July 7 or 9 depending on availability to discuss the search process to replace her.

**16. ADJOURNMENT**

There being no further business, the meeting was adjourned at 2:01 pm.

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Chad Wright, Board Chair