

**North Central State College
Board of Trustees' Annual Planning Retreat
June 26, 2019**

I. CALL TO ORDER

The Chair, Ms. Pamela Mowry called the annual planning retreat to order at 5:10 p.m. in the Gorman Room (165) of the Fallerius Technical Education Center.

II. ROLL CALL

The Recorder, Mr. Stephen Williams called the roll.

Present:

Mr. Mark Masters
Dr. Dwight McElfresh
Mr. Roger Miller (6:30pm)
Ms. Pamela Mowry
Ms. Linda Nelson
Mr. Matthew Smith
Mr. Steven Stone

Absent:

Ms. Elisabeth Morando
Ms. Shelly Niese

III. INTRODUCTION OF GUESTS

President Dorey Diab introduced Dr. Karen Reed, Chief Academic Officer; Ms. Lori McKee, Chief Finance Officer; Mr. Tom Prendergast, Chief Student Services Officer.

IV. VISION, MISSION, STRATEGIC GOALS AND GLOBAL ENDS POLICY 1.0
– *Dr. Dorey Diab*

President Dorey Diab described the Challenges (academic, economic, and political) and Opportunities (access, success, and resources) facing the college in the coming year. He also introduced information from the Chronicles of Higher Education regarding “The Successful President of Tomorrow: The 5 Skills Future Leaders Need.” These skills included: 1. Analyzing the institution’s business model; 2. Innovating; 3. Building Relationships; 4. Developing a 21st Century Communication Strategy; and 5. Managing a Crisis. President Diab also shared information from Governance Coach, (V24, No. 2, June 2019) “Board Members for the Future.”

President Diab distributed the Monitoring Report Ends and Executive Limitations Policies Checklist in order for the board to evaluate the CEO’s Policy Interpretation and Accomplishment. He began the discussion on the Global Ends Policy Statement with a recap of the relationship of the Global Ends Policy to the Strategic Goals of access,

success, and resources. He further reported on the Key Performance Indicators (KPI's) for the past year.

Key Performance Indicators for Access:

1. Increase annual headcount by 1% for students under age 25.
 - The annual difference from the previous year was -5%, this is Below the KPI Goal.
2. Increase annual headcount by 0.5% for student age 25 and over.
 - The annual difference from the previous year was 7%, this Exceeds the KPI Goal.
3. Increase annual FTE by 1% for students under age 25.
 - The annual difference from the previous year was -1%, this is Below the KPI Goal.
4. Increase annual FTE by 0.5% for students 25 and over.
 - The annual difference from the previous year was 4%, this Exceeds the KPI Goal.

Key Performance Indicators for Success:

1. Increase 3-year cohort success rate by 2.5%.
 - The annual difference from the previous year was 7%, this Exceeds the KPI Goal.
2. Increase by 2.5% graduation rates of entering fall cohorts (3-year window).
 - The annual difference from the previous year was 3%, this Exceeds the KPI Goal.
3. Increase by 2.5% university transfer rates of entering fall cohorts (3-year window).
 - The annual difference from the previous year was 6%, this Exceeds the KPI Goal.
4. Increase by 2.5% re-enrollment rates in third fall term of entering fall cohorts
 - The annual difference from the previous year was 0%, this is Below the KPI Goal.

Key Performance Indicators for Resources:

1. Maintain a state fiscal health composite score of at least 4.0 (1-5 range).
 - The annual difference from the previous year was 0.1, this Exceeds the KPI Goal.
2. Increase primary reserve level by 2%.
 - The annual difference from the previous year was 6%, this Exceeds the KPI Goal.

V. ENDS POLICIES – Dr. Dorey Diab

01-10 Diversity Policy

The College maintains an environment that encourages tolerance of differences while recognizing similarities and providing equalizing opportunities for participation by all.

President Diab reported that one way to evaluate commitment to diversity is through our employee hiring practices. Below are the employee numbers as of spring 2018. Demographically, and generally speaking, we have room for improvement in representing the communities we serve through race and gender. Although the numbers have changed slightly, they largely remain similar to last year. There is still much to be done as it continues to be very challenging to attract qualified minority personnel, especially on the faculty side.

President Diab showed a breakdown of diversity among the College's 422 employees.

- American Indian/Alaskan Native (1) representing 0.2%
- Asian or Pacific Islander (7) representing 1.7%
- Black, Non-Hispanic (18) representing 4.3%
- Hispanic (3) representing 0.7%
- White, Non-Hispanic (393) representing 93.1%

01-20 Equal Opportunity Policy

The proportion of students from economically or educationally disadvantaged backgrounds is a least equivalent to the proportion in the local communities.

President Diab reported that overall, our student population is somewhat representative of the college service region, mainly the population in the tri-county service area.

Evidence presented includes:

- 3,719 headcount (76% under 25 ; 24% over 25); ~500 non-credit
- 52,081 credit hours (1,736 FTE). Distance: 12,138 credits (23%)
- Age: Overall 22
- Part-Time 71%; Full-Time: 29% - Gender: 60% Female; 40% Male
- 88% white, 12% minorities (B 4%, H 3%, A 1%, M 4%)
- Early College headcount 1,460 (39%); Post high school 2,270 (61%)
- Majors: 872 BIT; 1,054 HSCI; 512 LA; 1,292 undeclared
- State at risk categories: 54% (meet 1 category), 30% (2), 11% (3)
- High number of graduates in 2019 (degrees / certs): 436

01-30 Career Readiness and Development Policy

Students acquire and enhance relevant business and industry credentials, job skills, work habits, job leads and pathways to economic self-sufficiency especially in high demand technologies.

President Diab reported that the region recognizes and values the career and job readiness of NC State graduates and certificate completers because they are hiring them in their fields or related career fields. This is helping the service area reduce the skills gap and

increase employment. Graduate and employer satisfaction with core competencies and occupation specific skills is evident through the feedback from advisory committee members. Employers are finding NC State graduates to be reliable, responsible workers who have the needed technical skills to solve problems, with needed improvement in the area of soft skills. Employers are also increasingly seeking our NC State students for internships, co-ops and work experience.

Evidence presented includes:

- Survey of 149 graduates: 79% indicated “above average to very well” job preparation by the College, 21% average, and 1% below.
- Survey of 61 advisory committee members: 97% would hire another NCSC graduate. Area of improvement is soft skills.
- Licensure/certification rate as percentage of graduates: Nursing 91%; LPN: 100%; PTA: 88%; OTA: 88%; Radiological science: 60%; Respiratory care: 94%; Criminal justice: 100%.
- This year 61 internships (33 NC State, 28 OSU-M). More than 100 apprentices in engineering, not to mention health practicum. Internships exceeded 300 with more than 100 companies since starting.
- GPS program (CCP cohort) at Mansfield Senior High to finish associate degree and high school at the same time
- Liberal Arts Academy (CCP cohort) at Galion High School
- Piloted cultural communication exchange between our students in Cultural Diversity class and Yanshan University in China on WeChat
- Quarterly wage matching of 850 graduates from AY 2015-17 six months after graduation: increased 6% between these two years, and 18% in 2016-17.

01-40 Transferability Policy

Students prepared for advanced academic success will have the ability and the prerequisite academic experience sufficient for entry into a four-year college or university.

President Diab reported that with the ability of technical colleges to offer the Associate of Arts and Associate of Science since 2009, and become part of a more comprehensive community college system, more NC State students have been able to transfer seamlessly to 4-year institutions. The transfer module and the Transfer Assurance Guide systems established by the state have further helped the transferability of credits. The College has been very active in pursuing transferability agreements with 4-year institutions.

Evidence presented includes:

- The college currently has 36 articulation agreements (2+2) with 20 in-state 4 year institutions, and blanket articulation for all AA’s and AS’s concentrations with

- University of Phoenix, Western Governors University, Franklin University and DeVry.
- Top six universities: Ohio University, Franklin University, Mount Vernon Nazarene, Ohio State University, University of Akron, and Ashland University.
 - Overall, transfer rates of associate degree graduates dropped by 1% from 30% to 29% between AY 2017-18 (likely for work). AA and AS students are transferring more (from 36% to 83%).
 - Agreements with more than 55 area high schools to deliver dual enrollment CCP courses that are part of TM and TAG that would transfer to universities.

01-50 Enrichment Policy

Enrichment opportunities exist to reflect community needs and values.

President Diab reported that enrichment fulfills a part of the College mission by providing continuing education opportunities that meet the needs and add values to individuals, groups and organizations in the community based on their willingness to invest their time and money or commitment for lifelong learning. This in turn will strengthen the fabric of our community resulting in a more vibrant and growing region. From a physical location perspective, such opportunities are mostly provided at the Kehoe Center that serves as a focal point for workforce training, business development, entrepreneurship, and social activities for the local community and for north central Ohio.

Evidence presented includes:

- Non Credit Customized training - 464 people trained; 49 companies; 7,789 training hours; and 648 instructor hours. Revenues totaled \$87,952. Additional revenues from testing totaled \$33,831.
- We had 133 unique apprentices enrolled (22 being sponsored by the College, 58 by different companies, and 53 IBEW electrical apprentices). Revenue totaled \$114,033.
- Working closely with Next Gen and Nanogate, blown film system and injection molding machines installed at Kehoe with training in plastics (food packaging) and injection molding (automotive parts).
- Kehoe Conference Center for events and Hall of Excellence.
- Many employees are members in local boards and enrich our community through their experiences: WDB, JFS, United Way, RCDG, Chambers, SPARC, Rotary, school boards...

VI. EXECUTIVE LIMITATIONS POLICIES – Dr. Dorey Diab

04-00 Global Limitations

The CEO will not cause or allow any organizational practice, activity, decision, or circumstance which is either unlawful, imprudent or in violation of commonly accepted business and professional ethics and practices.

President Diab reported that to the administration awareness, there has been no intentional activity, decision, or circumstance that led to legal action taken against the college.

Evidence presented includes:

- Federal Office of Civil Rights (OCR) in Cleveland informed college of inaccessibility of some parts of website by people of disabilities.
- We updated our web pages and provided training to employees.
- On June 5, 2019 OCR closed its case against the college.
- Three grievances related to faculty load and work conditions, and attendance at open forum made their way to the President's Office and were addressed.
- A request was brought up by the Faculty Association to review work done in clinical and practicum sites, in reference to the number of face-to-face visits that need to be made as stated in the contract. The discussion is continuing and the situation has not been resolved.

04-01 Communication and Support to the Board

The CEO will not permit the board to be uninformed or unsupported in its work.

President Diab presented the evidence of communicating with, informing and supporting the board by the president and the administration.

Evidence presented includes:

- Conference calls with the executive committee prior to every board meeting to establish board agenda
- Going over one End / Executive Limitation at every board meeting
- Creating a new board member orientation for the Search Committee
- President's Report including students' input and foundation update
- Being very connected with state and federal entities such as OACC, AACC, ACCT and our legislators and representatives to share changes affecting the college
- Holding board meetings at other areas of the college and offsite
- Board immediately informed about major happenings on campus
- Board informed about multiple media communications (op-ed...)
- Supporting the board in administrative and travel needs for state and national conferences

04-20 Treatment of Consumers

With respect to interactions with consumers or those applying to be consumers, the CEO will not cause or allow conditions, procedures, or decisions that are unsafe, undignified, unfair or unnecessarily intrusive.

President Diab reported that based on the Noel Levitz Student Satisfaction survey of more than 240 students in spring 2018, students indicated the following:

Evidence presented includes:

- On the question: so far, how has your college experience met your expectations? 88% indicated that it did or better, 9% indicated that it did not or worse.
- On the question: rate your overall satisfaction with your experience here thus far, 78% were satisfied or better, 12% neutral, 6% were not or worse.
- On the question: all in all, if you had to do it over, would you enroll here again? 80% indicated yes or better, 8% don't know, and 9% did not.
- Strengths from survey: Students feel welcome and safe, faculty and staff are available and caring, campus is well maintained.
- Opportunities to improve: equipment not up to date, classes are not convenient, faculty not providing timely feedback, financial aid awards are not timely, students get the run around.
- Improvements:
 - Continue upgrade: smart classrooms, computers, health science equipment.
 - Online credits increased. Need more evening courses / depend on enrollment of adult students.
 - One stop at Byron Kee Center.
 - Financial aid to be among the first steps in the admission process.
 - Working on a policy for faculty to continually enter grades in CANVAS so students are updated on their course progress.
 - Honors College for student engagement (PTK, SAP achieving their pillars).

04-30 Treatment of Employees

With respect to the treatment of paid employees and volunteer staff, the CEO will not cause or allow conditions that are unfair, undignified, disorganized, unclear, or characterized by the non-uniform application of rules.

President Diab reported that employees have an effective and unbiased method to deal with grievances, and the human resources office does a good job in dealing with those issues and bringing them to the attention of the administration and the president. The director of HR is a permanent member of the Presidents' Staff meetings to discuss personnel related matters.

Evidence presented includes:

- HR Director permanent member of President Staff meetings to address personnel matters. Continuous professional development at all college meetings.
- Security:
 - Campus Emergency Response Team (CERT, 14 members) meeting monthly.
 - Limiting access: main building doors open at ~7:00 a.m., locked at ~6:00 p.m.
 - Camera surveillance and stickers at entrances.
 - Room numbering installation to begin mid-July.
 - Every room will soon have updated emergency information.
 - Starting Fall 2019, Run-Hide-Fight video will be shown in first class session.
 - Met with local first responders (CSC, Kehoe). Main campus in August.
 - Continuous communication, text messaging, and training.
 - Researching an additional texting software besides OSU's (Regroup).
 - Planning a crisis communication event late summer / early fall.
- Surveys indicate people have freedom to express their opinions with no retribution.

04-40 Compensation and Benefits

With respect to employment, compensation, and benefits to employees, consultants, contract workers and volunteers, the CEO will not cause or allow jeopardy to fiscal integrity or to public image.

President Diab reported that true to human nature our employees feel that their salaries should be higher, and this is especially true with faculty who continually emphasize it during negotiations. However, there is a higher level of satisfaction when the whole compensation package of salaries and benefits are considered together. In addition to opportunities for advancement, exit interview with employees have also indicated that.

Evidence presented includes:

- Higher satisfaction when considering salary & benefits.
- Next year's compensation package:
 - Every full-time employee will receive a raise of \$1,000 or 2%, whichever is greater.
 - The Council of Governance (COG) informed the College that the insurance cost will increase by 3.25% for the coming year (last year's increase was 6.85%).
 - The employee contribution for health care cost will increase from 15% to 16% (as was negotiated with the faculty two years ago).
 - The COG will be providing 2 premium holidays (2 months), savings will range between \$268 for single coverage and \$653 for family coverage over the 4 pays for employees.
 - As a result, minimum net increase in income per employee will be \$1,114 for those with single coverage and \$1,279 for those with family coverage.
- Next year's additional benefits:
 - The college provides \$20 per individual employee for Thanksgiving.

- The college is closing for two weeks over the Christmas and New Year holidays allowing employees more family time with pay.
- We continue with the 4-day summer schedule to allow 3-day weekends for employees to rest and enjoy summer activities with their families.
- We continue with the Earned-Time-Off for part-time faculty and staff based on their service (this is usually not provided at other colleges). For the coming year we are increasing the hourly rate by 50 cents, with a \$10 minimum wage, and giving part-time faculty a \$50 stipend per semester.

04-50 Financial Planning/Budgeting

Financial planning for any fiscal year or the remaining part of any fiscal year will not deviate materially from board's Ends priorities, risk fiscal jeopardy, or fail to be derived from a multi-year plan.

President Diab reported that the President and the CFO continue to provide the Board with monthly budget revenues, expenses, and projections based on state and the Government Accounting Standards Board (GASB) required principles. Monthly comparison between last year and current year, year-to-date comparison, and monthly cash flow that are presented every board meeting for approval, provide the Board with a clear snapshot of how finances are tracking. We also have had a clean financial audit.

04-60 Financial Conditions and Activities

With respect to the actual, ongoing financial condition and activities, the CEO will not cause or allow the development of fiscal jeopardy or material deviation on actual expenditures from board priorities established in Ends policies.

President Diab reported that again, the College follows the standard required by the state and federal government. The Unqualified financial audit with no findings has proven that practice. Payroll, debts, and taxes are paid appropriately. Some old and obsolete inventory is being auctioned off based on state requirements on Govdeals.com website.

Evidence for both 04-50 Financial Planning/Budgeting and 04-60 Financial Conditions and Activities includes:

- Continue to balance the budget, and provide the board with monthly budget update.
- Maintained fiscal viability composite ratio above 4.0 (4.1). OACC average is 3.8.
- Among top 2 of all 23 community colleges for fiscal year 2020 percent projections for the SSI. Average change for all colleges is 1%.
- Continue to increase the reserve, from 31% to 37% (OACC average is at 42%).
- College continues to provide financial support for all board activities.
- Real estate: continue to lease the CSC (\$1). Ceased offering courses at the Urban Center while continuing to lease it. Moved courses to Mansfield Senior High – GPS program.

04-70 Asset Protection

The CEO will not cause or allow corporate assets to be unprotected, inadequately maintained or unnecessarily risked or improperly used.

President Diab reported that we are very diligent in protecting the institution, and minimize its risk for exposure and liability through continuous review of situations that arise with the Attorney General's Office. However, we can't control what actions others may take.

Evidence presented includes:

- The Board Chair (since the board act as one) and key administration personnel (CEO, CFO, Controller, and Foundation Director) are insured for \$1.3 million each. Also, all Board members are covered under the "Pillar Liability Policy" (which includes legal and employment practices) up to \$5,000,000 with a \$10,000 deductible.
- Diligent in protecting the institution, and minimize its risk for exposure and liability working with the AG's Office.
- Major purchases are made through vendors that are approved by the state, while eliminating any conflict of interest, and placing out for bids projects with more than \$20,000.
- Due to a tremendous global increase in electronic viruses, "spam" and "phishing" attacks, our IT department has been able to thwart hundreds of attempts on our systems. Continue to enhance back-up server capabilities to protect our files.
- State-approved auditors have been performing their responsibilities while maintaining their independence with no interference.
- We hold no operating capital in insecure instruments, and has no subsidiaries.

04-80 Ends Focus of Grants and Contracts

The CEO will not enter into any grant or contract arrangements that fail to emphasize the production of Ends and the avoidance of unacceptable means.

President Diab reported that the College acts as a financial agent on multiple grants. These grants are performed by college employees or other quasi-employees (directly or indirectly hired by the College). We generally do performance evaluations of these employees in collaboration with the entities they represent. Renewal of many of these grants is evidence of the college acting in a prudent, lawful and ethical way.

Evidence presented includes:

- Since 2014, the college has managed over 17 million dollars in state and federal grants, and over the past year has been managing multi million dollars in capital projects (mainly at Kehoe) in prudent, lawful and ethical ways.

04-90 Emergency CEO Succession

In order to protect the board from sudden loss of CEO services, the CEO will have no fewer than two other executives sufficiently familiar with board and CEO issues and processes to enable either to take over with reasonable proficiency as an interim successor.

President Diab reported that at each of the Board's January board meetings, a standing item on the January Agenda is the President's Annual Emergency CEO Succession statement.

Evidence presented includes:

- Interim successors have been announced to the Board at its January 2019 meeting. They are:
 - Dr. Karen Reed, Chief Academic Officer
 - Either Dr. Kelly Gray, Dean of Health Sciences; or Dr. Greg Timberlake, Dean of Business, Industry and Technology
- Additionally, new Interim Vice President of Business Lori McKee; or new Interim Vice President of Student Services and Institutional Effectiveness Tom Prendergast should be ready very soon to be potential successors. Their positions will no longer be interim as of July 1, 2019.

VII. COLLEGE SUSTAINABILITY POSITION - Dr. Dorey Diab

President Dorey Diab addressed the three areas of focus in the College's sustainability position. They included, Human Resources, Fiscal Resources, and Physical / Environmental Resources.

Human Resources Sustainability

1. By continually providing raises, a good compensation and benefit package, and professional development to our employees, we are able to retain more current talent and enhance morale.
2. By restructuring the college and promoting internal personnel to address positions that became vacant, we were able to address concerns about the lack of advancement and mobility while reducing cost.
3. By holding an internal Management and Leadership Institute for professional development for middle managers, we are able to prepare the next generation of college leaders and enhance succession planning.

Physical/Environmental Sustainability

1. Objective: reducing the College carbon footprint
2. Recycling is continuing on the main campus: plastics and aluminum cans are being collected by shared services personnel.

3. A dedicated cardboard dumpster is being added to CDC, bringing the total to three on campus. The bookstore and Byron Kee Center already have them. A cardboard dumpster will also be added this year at the Kehoe Center.
4. Buckeye Recycling, from Fostoria, has been contracted for removal of outdated computers.
5. We have increased awareness of paper recycling, cloud based storage and limited printing (less copying in Duplicating Services). Board members using iPads.
6. We have increased paper containers at Byron Kee Center, Fallerius and Schuterra (maintenance building), which serves the CDC.
7. College is leading 19 other colleges/universities in Open Education Resources to develop courses online instead of paper books.
8. We have a beautiful green campus with many trees and an OSU urban agriculture.
9. Increasing our utilization of e-signature for PO's and grants.
10. Replacing obsolete chillers/boilers with energy efficient models (Kehoe, Kee soon).
11. Teamed up with Shared Services to produce "electrifying results": start changing pathway lights, roadway lights and parking lot lights to reduce the energy used.
12. Another continuing project is, to replace the necessary hallway and classroom lights to LED.
13. Kehoe falls under AEP, Shelby Lighting:
 - a. Looking into the roadway lighting and parking lot lighting to switch to LED.
 - b. The IST lab on second floor has 82 lights to be switched to LED.
 - c. With the continued efforts at Kehoe we saved a record \$141k on our energy contract.
14. Studies are being done on installing motion sensors in classrooms, labs and restrooms, in areas that have usage that is intermittent.
15. Preventative maintenance is being done on our high voltage switch gear and transformer at Kehoe this summer, to help ensure all equipment is running at maximum effectiveness.

Trustee, Mr. Matthew Smith shared a future consideration in providing electric charging stations as a potential income source. Board Chair, Ms. Pamela Mowry contributed a consideration for exploring a contractor or individual who might partner with us in sustainability. She further inquired about other sustainability items that may be on the horizon or being explored for future consideration.

VIII. COLLEGE ACCOMPLISHMENTS and ACCOLADES - *Dr. Dorey Diab*

President Dorey Diab shared some of the College's latest accomplishments and accolades in the pursuit of excellence. They included:

1. Recognized by ATD as a Leader College of Distinction (1 of 11 nationally).
2. Receiving full accreditation for 10 years from the Higher Learning Commission.
3. Getting approval for the Baccalaureate of Applied Science in Mechanical Engineering Technology (one of five colleges in the state) from the Ohio Department of Higher Education and the Higher Learning Commission.
4. MIT visit to the College to gain insight on the future of the workforce.
5. Visit by 11 doctoral students from Cuyahoga Community Colleges to meet the leadership and learn from our experiences and successes.
6. Richland Chamber and RCDG award for investing in our future.
7. Crawford County – Innovation Award for collaborative efforts.
8. Receiving multiple compliments from the state and OACC for leading the OER \$1.3M grant with 2 universities and 18 other community colleges.
9. CCRC recognition for being among the first colleges in the nation to take math pathway to scale.
10. Holding one of few Complete to Compete statewide events led by Philanthropy Ohio to advance educational attainment in the region.
11. Invited by Lt. Gov. Husted to join the Amazon Web Services partnership (with Columbus, Cleveland and Dayton) to develop cloud-computing pathway cert.
12. CDC is a 5-star day-care center.
13. Board and president continue to be requested to present at national conferences.
14. The OACC Executive Committee decided to hold the annual conference in 2020 at North Central State College, while recognizing two of our awardee recipients Matt Smith with the Maureen Grady award, and Marilyn John with the Community College Alumni award.

VIII. EXECUTIVE SESSION

The Chair called for an Executive Session at 8:27 p.m. Ms. Linda Nelson made a motion and it was seconded by Dr. Dwight McElfresh to adjourn to Executive Session to discuss Employment and/or compensation of a public employee (The president's annual evaluation). Ms. Mowry explained that she did not expect any further business following

the executive session. A roll call vote on the motion was approved unanimously by all members present.

Mr. Mark Masters – “yes”
Dr. Dwight McElfresh – “yes”
Mr. Roger Miller – “yes”
Mrs. Elisabeth Morando – not present
Mrs. Pamela Mowry – “yes”
Mrs. Linda Nelson – “yes”
Ms. Shelly Niese – not present
Mr. Matt Smith – “yes”
Mr. Steve Stone – “yes”

At 8:45 p.m., the Chair, Ms. Pamela Mowry declared the Executive Session concluded and the Regular Session resumed.

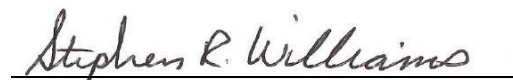
REGULAR SESSION RESUMED


IX. ADJOURNMENT

The Chair called for any additional business requiring Board action.

ACTION TAKEN: As there was no further business requiring the Board’s consideration, the Board Chair, Ms. Pamela Mowry declared the annual planning retreat adjourned at 8:46 p.m.

Respectfully submitted:


Mr. Stephen R. Williams, Board Secretary


Ms. Pamela Mowry, Board Chair