

**North Central State College
Board of Trustees' Meeting
December 1, 2021**

I. CALL TO ORDER

This meeting was held in a hybrid format with some participants attending in-person in the Board Room (165-Fallerius) and others online via Zoom. All Trustees participating in tonight's meeting attended in person.

Chair Mr. Matthew Smith called the meeting to order at 5:45 p.m. and asked all to rise and join him in reciting the pledge of allegiance followed by his reading of the Global ENDS Policy for North Central State College.

II. ROLL CALL

The Secretary, Mr. Stephen Williams called the roll.

Present:

Dr. Dwight McElfresh
Mr. Roger Miller
Ms. Elisabeth Morando
Ms. Pamela Mowry
Ms. Linda Nelson
Mr. Matthew Smith
Mr. Steven Stone
Ms. Kimberly Winkle

Absent:

Mr. Mark Masters

III. INTRODUCTION OF GUESTS

Board Chair, Mr. Matthew Smith asked President Dorey Diab to introduce the guests present. President Diab acknowledged the presence of Dr. Kelly Gray, Vice President of Academic Services; Ms. Lori McKee, Vice President of Business Services; Mr. Tom Prendergast, Vice President of Student Services; Ms. Chris Copper, Vice President of the Development; Mr. Gaven Remy, Student Organizations Representative; and Ms. Barb Keener, Advisor of Student Organizations.

IV. FOCUS OF THE MEETING – *Mr. Matthew Smith*

Mr. Matthew Smith explained that the primary focus of tonight's meeting will include: A Report on the annual audit from our Auditor, as well as reports from our Students, our Foundation, and our President. We will attend to our Required Approval Agenda, and our Policy Governance Agenda.

V. AUDITOR’S REPORT – Plattenburg & Associates, Inc.

Mr. Kevin Vaughn presented the results of the annual Auditor’s Report. He began with an overview of the document. It starts off on page 1 with the Auditor’s Opinion. The financial statements include: The Balance Sheet, Net Position, the Income and Expense Statement, Statement of Cash Flows, Notes, and Closures. He explained that GASB also requires there to be a Management Analysis Discussion and their Pension and OPAS Schedules. These are both required supplemental information since they are not required parts of the actual financial statements. There are basically three main parts to the audit, the financial statements, the yellow book report on internal controls and compliance, and the federal awards that were expended under federal guidance. There is also a schedule of findings and prior findings. This report will focus on the schedule of federal awards and schedule of findings, and questions crossed because it gives a nice concise overview of all three reports contained in this audit package. The Schedule of Federal Awards (the pink page) shows that the College spent \$7.5M in scholarships and other awards. The Schedule of Findings (the yellow pages) gives an overview of the entire audit. This is the format that is required by the federal government. This report shows that the type auditor’s opinion is “Unmodified” on the financial statements which is generally considered a “clean audit opinion.” There was also some testing of internal controls “yellow book reports.” That opinion includes two different opinions: one on internal controls and one on compliance. Related to Internal Controls (material weaknesses) none were identified. Significant deficiencies identified were “none identified” and compliance was also identified as “none identified.” The next area was Federal Awards Audit. In this area, again, material weaknesses were “No” – none identified”, significant deficiencies were “none identified” and Type Auditor’s Report on Compliance was “Unmodified.” The College is identified as a “Low-Risk Auditee” which means that in our two prior audits we had no material issues. Overall, the audit was a “Clean” audit, no major (material) issues were noted.

Following the report from the Auditor, the Board conveyed their Thanks and Congratulations to Lori and her team for once again turning in a “Clean” audit for the College and Foundation.

VI. OSU-MANSFIELD ADVISORY BOARD REPORT

Board Chair, Mr. Matthew Smith called for the OSU-M Advisory Board Report. As our OSU-M Advisory Board representative was not present, NCSC Representative, Dr. Dwight McElfresh provided his report of the meeting. Dr. McElfresh reported the following:

- There was a general overview of student enrollment for the fall semester which was reported as being down. They do believe that the vaccine mandate has had some impact on their enrollment causing some students to withdraw from school.
- There was discussion about the new scholarship with an emphasis on debt-free education with scholarships to match. This is an exciting opportunity for their campus.

- There was discussion about the revised general education curriculum. Which had a greater emphasis on pathways with a Generalist Degree that could lead to some opportunities.
- There was discussion about the OSU-M capital needs that included HVAC updates and roof repairs. It also includes substantial repairs, improvements, and upgraded security for the walking path from Molyet Village Apartments to Ovalwood Hall, as well as rebuilding the elevator in Eisenhower (it is currently a freight elevator at the end of its usable life, so it will be more cost-effective in the long term to replace it with a full-service elevator that will comply with ADA requirements.
- In celebration of Louis Bromfield's 125th birthday, Ohio State Mansfield held multiple events during the week of November 15th

VII. PRESIDENT'S REPORT – *Dr. Dorey Diab*

Dr. Diab introduced Mr. Gaven Remy to deliver the Student Organizations Report.

A. Phi Theta Kappa (PTK) and Sigma Alpha Pi (SAP) Updates

NLSL (National Society for Leadership and Success)

- We held a leadership training and two additional speaker broadcasts.
- We invited Choose Ohio First students to attend our speaker broadcasts.
- We have had about 30 of them attend, which also satisfies their engagement requirement for their scholarship.
- Fifty percent of students who joined this semester have completed their orientations and have begun attending events.
- This is the highest level of engagement to date.
- We are offering virtual, face to face sessions, both in a group setting and one on one. This level of flexibility may be the difference.

PTK (Phi Theta Kappa)

- The advisor sent out a doodle poll to find a time that works for most members to have weekly meetings. We will adjust our meeting times to engage more members.
- Also, we will be hosting information sessions for new members.
- The goal is to choose a new honors topic by the end of February to begin researching.
- A service project will be developed throughout this process.
- Is there any particular project you would like us to focus on?

BOTH:

- Tutoring is under way at Sherman and Barb trained each mentor individually.

- Tom Prendergast, Amanda Kaltenbaugh, Caroline Henry, and Barb Keener are working together to develop a process to pay students who qualify through work-study funds.
- The federal government requires that NC State uses 6% of the funds for reading tutoring for elementary students, so this program will satisfy this requirement.
- Any students who do not qualify for work-study funds can work toward earning a free class.
- Students have been very excited about the generosity of the administration as they were planning to volunteer.
- This program provides an experiential learning opportunity for our students, which will teach them leadership and soft skills while they build their resumes and make connections.

B. North Central State College Foundation Development and Update – Ms. Christine Copper

Dr. Dorey Diab introduced Ms. Chris Copper to present the Foundation Report. Ms. Copper presented the Foundation Development and Update Report as follows:

Emerald Club - \$420,000 on a goal of \$350,000, with \$35,000 pledged for a total of \$455,000

Scheduling is in process with hospitals LPN information sessions for the summer cohorts.

Request College BOT make a note for Richland Gives on November 30th - Early Bird Gets the Worm

Target hours are:

7:00 am – 8:00 am first hour as our BOT hour

If you miss the early window of opportunity or you prefer later day

11 am to 12 pm

4 pm to 5 pm.

NCSC Foundation Board has new committee members – Elisabeth Morando and Chad Birge

Arts for Success – March 3, 2022

- Planning for in person at Trillium Event Center in Bucyrus, with virtual contingency plan
- Arts for Success Leadership award nomination form mailed last week
- Developing a food plan to translate to virtual if necessary
- Sponsorships are at \$18,000 already
- Auction item donation requests

Hall of Excellence – April 8, 2022

Honorees are: - Chris update

Brigitte Coles
Dan Seckel
Doug Leuthold

Tina Husted requested to speak on women in leadership

Workforce- Director out on leave, team members covering the respective areas.

- \$32k invoiced and received during the 1st quarter of this fiscal year on a \$130,660 goal
- Active prospecting with new business by one of our adjuncts with a long manufacturing leadership background and with strong Ashland and Wooster to add trainings throughout FY22
- Direct mail and email campaign will target January 2022 drop.
Workforce Marketing Plan and adding communication on quarterly Supervisor trainings and customized training

C. Monitoring Report: Executive Limitations Policies – Compensation and Benefits Policy (4.4)

Dr. Dorey Diab explained that the monitoring report discussion is continuing with going over the six Ends policies and the 10 Executive Limitations.

This report focuses on Communication and Support to the Board (Executive Limitations 04-10).

Policy 4.1 Communication and Support to the Board policy states,

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

The CEO will not

4.11 Withhold, impede, or confound information relevant to the board's informed accomplishment of its job.

- *Neglect to submit monitoring data required by the board in Board-CEO Linkage policy "Monitoring CEO Performance" in a timely, accurate and understandable fashion, directly addressing provisions of board policies being monitored, and including CEO interpretations consistent with Board-CEO Linkage policy "Delegation to the CEO," as well as relevant data.*
- *Allow the board to be unaware of any actual or anticipated noncompliance with any Ends or Executive Limitations policy, regardless of the board's monitoring schedule.*
- *Allow the board to be without decision information required periodically by the board or let the board be unaware of relevant trends.*
- *Present information in unnecessarily complex or lengthy form or in a form that fails to differentiate among information of three types: monitoring, decision preparation, and other.*
- *Let the board be unaware of any supplemental information it requires including anticipated media coverage, threatened or pending lawsuits and material internal changes.*

- *Let the board be unaware if, in the CEO's opinion, the board is not in compliance with its own policies on Governance Process and Board-CEO Linkage, particularly in the case of board behavior that is detrimental to the work relationship between the board and the CEO.*

4.12 Withhold from the board and its processes logistical and clerical assistance.

- *Allow the board to be deprived of a workable, user-friendly mechanism for official board, officer, or committee communications.*
- *Allow the board to be deprived of pleasant and efficient settings and arrangements for board and committee meetings.*

4.13 Impede the board's holism, misrepresent its processes and role, or impede its lawful obligations.

- *Deal with the board in a way that favors or privileges certain board members over others except when (1) fulfilling individual requests for information or (2) responding to officers or committees with respect to duties charged to them by the board.*
- *Allow the board to do its work without the necessary items on its Required Approvals agenda. Necessary items are those decisions delegated to the CEO yet required by law, regulation, or contract to be board-approved, along with applicable monitoring information.*

President Diab reported that evidence of communicating with, informing and supporting the board by the president and the administration includes:

1. Conference calls with the executive committee prior to every board meeting.
2. Providing supplemental information with the board packet in a verbal or written format.
3. Budget presentation every month.
4. Reporting on one End Policy or one Executive Limitation every month
5. Corresponding (phone calls, emails) with board chair and board members when important issues arise
6. Sharing presentations with the board on important academic, economic, and political factors affecting the institution, and trends affecting higher education at the regional, state or federal level.
7. Share pertinent information through connections with state and federal entities such as OACC, AACC, ACCT and our legislators/representatives.
8. Alerting the board to different community and state activities and events to link and learn
9. The president/president's office/college departments provide the board with logistical and clerical assistance such as budget reports, board membership renewal, travel arrangements...
10. Bringing up before the board data metrics (federal, state, local) that align board's Ends Policies and Executive Limitations with the strategic plan, the college vision and mission, and the academic and financial viability of the institution, especially during the board retreat. Examples include student access and success metrics; data on college human, fiscal, and physical resources; state share of instruction performance funding formula; budget contingency and reserve.

D. Updates/Other

1. Efficiency Report

Back in 2015, Gov. John R. Kasich created the Ohio Task Force on Affordability and Efficiency. As a result, each institution of higher education must provide an “**efficiency report**” updated annually to the Department of Higher Education, which is compiled by the chancellor into a statewide report shared at year end with the governor and legislature.

Due to the unprecedented level of institutional disruption caused by the COVID-19 pandemic, this year’s template has been revised significantly to highlight post-pandemic strategies and initiatives, including the expansion of online delivery models. The report is divided into 5 sections:

Section I: Operational Efficiency – on practices likely to yield significant savings to students and the institution, and information on the impacts of COVID-19.

Section II: Academic Practices – on areas more directly related to instruction, including remote and online learning post-pandemic, and savings strategies such as reducing the cost of textbooks, time-to-degree and program reviews.

Section III: Policy Reforms/Continued Progress – on responses to policy reforms originating in gubernatorial task force efforts, legislative joint committee reports, student loan debt advisory group reports, etc.

Section IV: Student Benefit – to provide cost savings and/or resource generation benefiting students and whether savings have been redeployed to students or reinvested in the institution.

Section V: Future goals – to benchmark and update five-year goals to actual institutional cost savings or avoidance, and provide feedback on steps the state can take to support institution’s goals.

Much of the information is usually provided in the annual monitoring report, including reducing campus costs, sharing services with co-located OSU-M, alternative online delivery, program efficiency and course reduction, financial aid and scholarships, and financial savings of around 27 million dollars over the past 5 years from personnel and health care costs.

2. Community Engagement and Outreach

- a. Presenting at Noon Lions on topics:
 - i. College goals and profile
 - ii. College Credit Plus
 - iii. Tuition Freedom
 - iv. Open Education Resources
 - v. Delivering quality relevant programs
 - vi. The future of higher education: online, hybrid, shorter terms like 8-weeks or less, right-sizing our foot print, and remote work

- b. Advisory committee meetings
 - Every technical program has a business advisory committee that meets every semester. I have attended the IT/Cyber Security meeting and members are very pleased of what we are delivering and they are pushing us to pursue the baccalaureate program. The VCMT and Engineering advisory committees are next.
- c. Meeting with Superintendents
 - i. Presented to the area superintendents during their meeting at Pioneer on the importance of working together to raise the educational attainment and provide our employers with graduates with the appropriate technical and soft skills.
 - ii. Suggested doing internships in the summer between junior and senior years of our College Now programs in Engineering and Business to provide our students with technical skills, human skills, and hands on experience. Our career center folks will be working with them to make it happen.
 - iii. We will be meeting with another group of superintendents at the Mid-Ohio Education Service Center on December 3.
 - iv. We have formed a core education group with OSU-M Dean, Pioneer Superintendent, Lexington Superintendent, Mid-Ohio ESC Superintendent and our marketing department for public relation purposes and outreach.
- d. On Tuesday morning (11/16), we will be doing a Radio Podcast at iHeart Studios about:
 - i. How college is changing and what that means for students (lifelong learning)
 - ii. How NC State is providing a number of new ways to take classes, like 8-week terms, certificates, online and in-person, associate and baccalaureate degrees to accommodate the busy lifestyle of students and meet employers needs
 - iii. How technology and the economy are changing fast and how important it is for student to continue their education past high school.
 - iv. How the College provide value to students through affordable quality education with relevant in-demand programs, with financial support from Pell grants, scholarships and free tuition, with great return on their investment with only one in four having to take a loan, thus reducing debt on the student and the family.

3. State engagement and advocacy

- a. OACC meeting
 - i. Discussed with Senator Cirino the capital budget process and how projects need to be focused on workforce in partnership with businesses; and the second chance initiative that provide support for stop-out students.
- b. Lt. Governor on campus for the tech tower project:
 - i. The College is partnering with the Governor's Office of Workforce Transformation to erect a telecommunication tower behind the Kehoe Center. The College has been selected as one of three pilot sites in the state as part of Ohio's broadband and 5G workforce strategy. The purpose is to provide training for a technician to install; maintain; repair towers and related systems

such as antennas, microwave dishes and lightening systems; and perform routine inspections, maintenance and repairs.

- ii. We have been awarded \$235,000 to erect the tower, and the College will host Lt. Governor Husted to make the statewide announcement next Wednesday, November 17, around 11:00 a.m.

VIII. REQUIRED APPROVALS AGENDA

CONSENT AGENDA

The Chair presented the Consent Agenda and called for any items that should be removed from the consent agenda for further discussion. On a motion by Ms. Pamela Mowry and seconded by Ms. Linda Nelson and passing unanimously, the following items were approved:

A. Approval of Minutes for October 27, 2021 “Regular Meeting”

REGULAR AGENDA

A. Consideration of Approval of 2021 Report of Efficiency Review and Implementation Plans for North Central State College – R-2021-30

CONSIDERATION OF APPROVAL OF 2021 REPORT OF EFFICIENCY REVIEW AND IMPLEMENTATION PLANS FOR NORTH CENTRAL STATE COLLEGE

R-2021-30

WHEREAS: *In the early part of 2015, Gov. John R. Kasich created the Ohio Task Force on Affordability and Efficiency to make recommendations to Ohio’s institutions of higher education based on three simultaneous principles,*

- 1) to be more efficient both in expense management and revenue generation*
- 2) while offering an education of equal or higher quality*
- 3) decreasing costs to students and their families, and*

WHEREAS: *In October 2015, the Task Force issued a report with ten recommendations to advise institutions on efficiency and academic practices which will improve both the quality of education and lower costs for students, and*

WHEREAS: *House Bill 49 (Section 381.550) requires each institution’s board of trustees to complete an efficiency review, based on the Task Force’s recommendations, and*

WHEREAS: House Bill 49 (ORC 3333.951) requires colleges and universities to annually review best practices and shared services and include this review as part of the efficiency report.

NOW, THEREFORE BE IT RESOLVED: by the Board of Trustees that the following 2021 Report of Efficiency Review and Implementation Plans is hereby approved for submission to the Chancellor, Ohio Department of Higher Education as required.

ACTION TAKEN: Ms. Elisabeth Morando moved for approval of resolution R-2021-30 2021 Report of efficiency Review and Implementation Plan for North Central State College. Dr. Dwight McElfresh seconded the motion and the motion carried unanimously.

B. Treasurer’s Report for October 31, 2021 – Ms. Lori McKee

Ms. Lori McKee presented the Treasurer’s Report for the period ending October 31, 2021. She stated that revenues for the month totaled \$858,351. Expenditures were \$1,630,339 leaving a deficit of \$77,988. Year-to-date revenues totaled \$8,920,697. Year-to-date expenditures totaled \$5,367,961 leaving an excess of \$3,552,735. The Month End Investment Balance for October 2021 was \$6,097,121 (\$3,052,037 in Star Ohio and \$3,045,084 in Richland Bank). Ms. McKee described the trends that are demonstrated by the Tracking of the Monthly Cash Flow feature as well as the dashboard indicators.

ACTION TAKEN: Ms. Kim Winkle moved for approval of the Treasurer’s Report for the period ending October 31, 2021. Mr. Roger Miller seconded the motion and the motion carried unanimously.

IX. POLICY GOVERNANCE

A. Nominating Committee Report – Mr. Steven Stone

Board Chair, Mr. Matthew Smith called upon Mr. Steven Stone to provide a report from the Nominating Committee. Mr. Stone recapped last meetings discussion on recruitment for replacement of Mr. Roger Miller of Crawford County. They have had a good pool of candidates and Ms. Kim Winkle is currently meeting with a potential candidate and should have more information soon on their desire to pursue the appointment. That position being a Local appointment should go fairly smoothly. With the resignation of Ms. Pamela Mowry of Ashland County, he and Dr. McElfresh came together to assemble a listing of about five potential candidates from Ashland County as well. They have been interviewing potential candidates and encouraging them to submit their application to the governor’s office for consideration.

B. Discussion of Agenda Planning – Mr. Matthew Smith

1. Review of Actionable Items.

Board Chair, Mr. Matthew Smith reviewed the listing of Actionable Items which

Included:

- a. Send College Efficiency Report to Board for Review well in advance for review in preparation for consideration at December meeting – This item was completed earlier in the agenda.
- b. Send Board Member Candidate Contact List to Nominating Committee – This item was completed prior to the meeting.
- c. Send second recommendation for re-appointment of governor-appointed position to Office of Boards and Commissions – This item will be completed after January 16, 2022.
- f. Discuss reschedule of BOT Meeting for October 2022 due to conflict with 2022 ACCT – This item will be completed early in 2022.

2. Owners Connections.

Ms. Pamela Mowry – shared observations from the Ashland Chamber of Commerce Membership Awards Luncheon that was attended by College Staff and Trustees as the College was recognized as a Quarter Century Member. Ms. Mowry also discussed opportunities with Ashland High School and Ashland County West-Holmes Career Center in the Cyber fields.

Mr. Matthew Smith – attended the Tri-county Expo and got to meet and chat with Nathan Harvey of NC State’s Crawford Success Center. Mr. Smith also shared his opportunity to talk with Lt. Governor Jon Husted and Pioneer Superintendent Greg Nickoli about the Tower Tech Program.

Ms. Kim Winkle – shared that there were thirty-four individuals from Avita who were interested in the new program and met in the hub in Crestline to discuss the program. Ms. Chris Copper shared some additional information on that meeting and the program prospects.

Dr. Dwight McElfresh – shared discussions he had heard regarding Ohio State University’s Debt-free initiative and Franklin University’s pursuing an initiative similar to our Tuition Freedom model.

C. Board Policy Governance Training (IAW 02.70) – Mr. Matthew Smith

1. Ms. Pamela Mowry led the discussion of Policy Governance Enrichment Activity for Principle #8 Delegation to Management, a discussion of the article “Board Concerns and Worries – Letting Go of the Wheel” by Eric Craymer and Susan Stratton

2. Policy Governance Policy Review (IAW 02.14) – training will continue to include a review, refresher, and reassessment of current Policy Governance policies. Ms. Linda Nelson led the discussion and review of Executive Limitations policies 4.6 – Financial

Conditions and Activities, 4.7 Asset Protection, & 4.8 – ENDS Focus of Grants and Contracts. It was confirmed that all policies are still relevant and still accurate as presented.

X. BOARD CHAIRPERSON REPORT- *Mr. Matthew Smith*

A. Trustee Appointments to the NCSC Foundation Board

Mr. Matthew Smith called for discussion of status of Trustees serving on the Foundation Board. Ms. Elisabeth Morando recently took the position vacated by Ms. Pamela Mowry on the Foundation Board. Mr. Matthew Smith and Dr. Dwight McElfresh also currently serve on the Foundation Board. Dr. Diab pointed out that while Mr. Roger Miller is leaving the College BOT he is willing to continue his membership on the Foundation Board although he will no longer be a BOT representative. Dr. Diab pointed out that the Board is allowed to have 3-4 representatives on the Foundation Board and although board members Smith, McElfresh, and Morando currently serve, with Miller's departure from the Board, there would be room for a fourth Trustee to serve if someone is interested in doing so. Mr. Smith called for any other Trustees who might be interested in serving on the Foundation Board as a representative of the NCSC BOT. Ms. Linda Nelson asked if there could be a schedule of meeting dates and committee activities made available for Trustees to review in consideration of service on that Board and if this could be added to the Actionable Items for next meeting to allow Trustees to consider. Ms. Elisabeth Morando also asked if there could be a description of the various committees, responsibilities, and expectations for Foundation Board members?

B. ACCT National Legislative Summit (Washington, D.C February 6-9, 2022)

Mr. Matthew Smith called for discussion of attendance at the ACCT NLS. Mr. Smith recapped some of the discussions he has been having at the state level and whether our participation at the federal level can make a difference in the issues that are affecting higher education to justify our attendance. Following some discussion of issues currently up for consideration, Mr. Matt Smith and Dr. Dwight McElfresh expressed the ability to attend while Dr. Diab expressed the desire to have Ms. Chris Copper attend since Government Relations is part of her responsibilities.

C. Upcoming Events

Employee Appreciation/Awards Event (*December 2 at 3:00pm*) – Mr. Matthew Smith reminded Trustees that this year's event will be held virtually via Zoom. All Trustees were invited and encouraged to attend as their availability allowed.

Arts for Success Event (*Crawford Success Center - March 3rd*) – Mr. Matthew Smith reminded Trustees to mark their calendar for this fundraising event to support the Crawford Success Center.

NCO Hall of Excellence (April 8, 2022 – Ralph Phillips Conference Center)

Mr. Matthew Smith reminded Trustees to mark their calendar for this event as the Foundation office has sent out invitations and notices.

Chancellor's Ohio State Trustees Conference (December 16, 2021 – Virtual)
Mr. Matthew Smith reminded Trustees to mark their calendar for the Chancellor's Ohio State Trustees Conference and to remember to RSVP to the Chancellor's office if they are planning to participate.

D. Gifts of Service

Mr. Matthew Smith announced the presentation of gifts of service to departing Trustees, Ms. Pamela Mowry and Mr. Roger Miller and thanked them for their service to the College as part of the North Central State College Board of Trustees. The Trustees also presented President Dorey Diab with a contribution to his Foundation Scholarship Fund as a token of their appreciation of his service.

XI. MEETING EVALUATION (IAW 02.16) – *Mr. Matthew Smith*

Board Chair, Mr. Matthew Smith called for a discussion on tonight's meeting evaluation. Trustees commented on the decorations for the holiday event and conveyed their deep appreciation for the festive nature of the meeting. Kudos for a great Auditor's Report.

XII. TIME AND PLACE OF NEXT MEETING

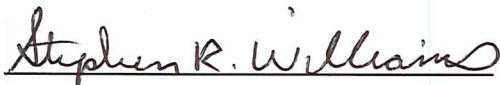
The next Regular meeting of the Board of Trustees is scheduled for Wednesday, January 19, 2022 at 5:30 p.m. in the Gorman Room (Board of Trustees Meeting Room – 165-Fallerius).

XIII. ADJOURNMENT

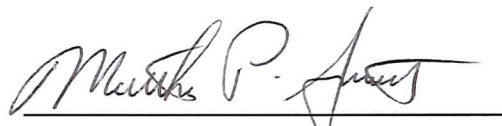
The Chair called for any additional information items.

ACTION TAKEN: As there was no further business or information items, the Board Chair, Mr. Matthew Smith declared the meeting adjourned at 7:34 p.m.

Respectfully submitted:



Mr. Stephen R. Williams, Board Secretary



Mr. Matthew Smith, Board Chair