

KANSAS BOARD OF REGENTS

MINUTES

March 16-17, 2022

The March 16, 2022, meeting of the Kansas Board of Regents was called to order by Chair Cheryl Harrison-Lee at 1:45 p.m. The meeting was held in the Board Office located in the Curtis State Office Building, 1000 S.W. Jackson, Suite 520, Topeka. Proper notice was given according to law.

MEMBERS PRESENT:

- Cheryl Harrison-Lee, Chair
- Jon Rolph, Vice Chair
- Bill Feuerborn
- Mark Hutton
- Carl Ice
- Shelly Kiblinger
- Cynthia Lane
- Allen Schmidt
- Wint Winter

APPROVAL OF MINUTES

Regent Rolph moved that the minutes of the February 16, 2022 meeting be approved. Following the second of Regent Schmidt, the motion carried.

INTRODUCTIONS

President Mason introduced Ryan Stanley who was the 2021 NCAA Division II National Champion in the outdoor pole vault and 2022 NCAA Division II National Champion in the indoor pole vault. He also set new records in the pole vault and is the Student Body Vice President. The Board congratulated Mr. Stanley on his accomplishments.

GENERAL REPORTS

REPORT FROM CHAIR

Chair Harrison-Lee stated that at the December Board meeting, Ed O'Malley, President of the Kansas Leadership Center, held a work session with the Board to discuss communication and messaging strategies. Since that meeting, Mr. O'Malley has provided feedback for the Board and the system leaders to consider in the following areas: 1) strengthening and building relationships both internally and externally, 2) increasing dialogue during the Board meeting on complex issues, and 3) adding clarity to the process for setting the Board's goals. Chair Harrison-Lee reported that Regent Rolph will take the lead on this project to determine the best way for the system to move forward with feedback received from the Kansas Leadership Center. She then congratulated Chancellor Girod and President Flanders who were recognized last month in *Ingram's* magazine as Icons of Education in the region. Chair Harrison-Lee also noted that last month she spoke with *Governing* magazine about the proposed state funding increases for higher education and what those funds can do for the system.

REPORT FROM PRESIDENT AND CEO

President Flanders announced that former Regent Dick Hedges passed away last week. He was a teacher, coach, principal, and Fort Scott Community College president three different times. Dick Hedges was appointed as a Regent by Governor Kathleen Sebelius in July 2007. During his time on the Board, the new systemwide strategic plan for higher education, *Foresight 2020*, was developed and adopted. The Board also appointed three university CEOs during that time and one of those hires was President Scott. President Flanders stated that Dick Hedges was a true public servant who impacted many in a positive way and will be missed.

REPORT FROM COUNCIL OF FACULTY SENATE PRESIDENTS

Janet Stramel reported that the faculty are currently enjoying spring break week. She noted that at future meetings the Council looks forward to receiving additional information on the program review work that rpk Group will be conducting and the Board's general education package. She also congratulated Regent Lane, Regent Winter, and Regent Ice on their Senate confirmation.

REPORT FROM STUDENTS' ADVISORY COMMITTEE

Mark Faber reported that members of the Students' Advisory Committee are scheduled to meet with a member of Governor Kelly's staff to review the Governor's higher education budget recommendations. This meeting will help the students as they prepare for their higher education day at the Statehouse. Mr. Faber noted that moving forward the Committee would like to schedule an annual meeting with the Governor to discuss topics that impact college students.

STANDING COMMITTEE AND OTHER REPORTS

ACADEMIC AFFAIRS

Regent Kiblinger reported that the Board Academic Affairs Standing Committee approved the University of Kansas's request to require more than 120 credit hours for its updated Bachelor of Arts in Architectural Studies. The Committee reviewed the University of Kansas Medical Center's request to seek accreditation for its Graduate Certificate in Health Informatics and Board staff provided information on the Visible Music College's request for a new certificate of approval for degree granting authority. Both these items are on the Board's consent agenda for consideration. The Committee also received an update on the Advantage Kansas Coordinating Council.

FISCAL AFFAIRS AND AUDIT

Regent Hutton presented the Fiscal Affairs and Audit Standing Committee report. Jim MacMurray presented information on the state universities' rates of indebtedness and the new rating methodology of Moody's Rating Service. The new framework has six factors, some of which are of a qualitative nature, affecting ratings to a greater extent. The Committee received information on KU's, WSU's, and FHSU's financial outlook and reviewed their expenditure trends, Composite Financial Index data, revenues tied to student enrollment and their federal COVID-related funding. The Committee was pleased to hear that the campuses are seeing increases in their fall applications. The Committee then discussed student fees and the revenues generated and populations of students paying the fees, compared to the student populations accessing the services. Staff then provided updates on the Capital Renewal Initiative and the Student Health Center Task Force. Regent Hutton reported that he has a conflict of interest with the Kansas State University West Memorial

Stadium project, which is on today's Board discussion agenda, and that he will leave the room when that item is discussed and acted on.

GOVERNANCE

Regent Harrison-Lee reported that the Governance Committee reviewed the state university policies and initiatives related to free expression. These materials were submitted to the Board Office in accordance with the Board's direction last April that each university review its various policies with a focus on free expression, and that they share appropriate free expression materials across their campuses. The state university CEOs are scheduled to present to the Board their campus information on free expression over the next three months. Board staff then provided an update on the system's communication and advocacy plan, and the Committee discussed the new Regent orientation process.

RETIREMENT PLAN

Regent Harrison-Lee reported that the Retirement Plan Committee held its semi-annual meeting on March 15. Blake Earl was introduced as the Board's new Relationship Manager with TIAA. He will be working closely with the Committee and is the Board's primary contact at TIAA. The Committee received the semi-annual investment review from the Board's financial consultant, Advanced Capital Group (ACG). Based on ACG's recommendation, one fund—the TIAA-CREF Large-Cap Value Institutional—was removed from the watch list for the Mandatory and Voluntary Plan, and one fund—the Voya American Beacon Small Cap Value R5—was added to the watch list. ACG also evaluated the amount of Russian exposure within the Plan lineups. Most of the funds in both retirement plans have little if any exposure. One emerging market fund had a nine percent Russian equity exposure at the end of the year. By the end of February that was reduced to around two percent of assets. ACG indicated this was a good decision by the Portfolio Management team to unwind most of their positions. Additionally, the Committee formed a procurement negotiation committee to work with Board staff and the State Procurement Office to issue a Request for Proposals for multiple vendor coordinator services. The Board requires these services to assist with distributions, loans, and hardship withdrawals because those activities require information sharing across vendors and across the state universities and Board Office.

APPROVAL OF CONSENT AGENDA

Regent Winter moved, with the second of Regent Lane, that the Consent Agenda be approved. The motion carried.

Academic Affairs

DOCTORATE IN CLINICAL LABORATORY SCIENCE (DCLS) ACCREDITATION – KUMC

The University of Kansas Medical Center received authorization to pursue programmatic accreditation for its Doctorate in Clinical Laboratory Science from the National Accrediting Agency for Clinical Laboratory Sciences. The estimated cost of accreditation is \$4,850, with an anticipated annual fee of \$2,692.

MASTER'S IN HEALTH DATA SCIENCE – KUMC

The University of Kansas Medical Center received approval to offer a Master's in Health Data Science (30.7001). This program will total 36 semester credit hours. The estimated cost of the program for the first three years is as follows: year one - \$48,393, year two - \$50,494, and year three - \$50,494. Student tuition and fees will finance the program.

STATE AUTHORIZATION RECIPROCITY AGREEMENT (SARA) REPORT

The 2021 Annual State Authorization Reciprocity Agreement report was received.

(Report filed with Official Minutes)

NEW CERTIFICATE OF APPROVAL FOR DEGREE GRANTING AUTHORITY FOR VISIBLE MUSIC COLLEGE

Visible Music College received a Certificate of Approval for degree granting authority to operate in Kansas. The College intends to open a campus in Olathe, Kansas at a location operated by The Culture House and Störling Conservatory of Dance. It will offer certificate, bachelor, and master-level programs in online and blended learning formats in the areas of Dance, Music Business, Music Production, Worship, Modern Music and Leadership.

*Fiscal Affairs and Audit*RAZED BUILDING – KSU

Kansas State University informed the Board that its commodities storage shed (building number 464C, located at the Beef Cattle Research Center in Manhattan, KS) has been razed for safety reasons. In December 2021, high winds shifted the building from its foundation causing extensive damage to the exterior walls, siding, and roof. Because of the rapidly deteriorating condition, the building was razed on February 15, 2022 and notice was given to Board staff. The cost to demolish the structure was approximately \$5,000, which was financed with departmental funds. The site will be utilized as a parking area until funding can be identified for a new facility.

*Retirement Plan*APPOINTMENT TO THE RETIREMENT PLAN COMMITTEE

Doug Ball, Pittsburg State University's Chief Financial Officer, was appointed to the Board's Retirement Plan Committee to replace Mike Barnett, who retired at the end of last year. He will serve the remainder of the term ending on June 30, 2023 as a representative for the Council of Business Officers.

Technical Education Authority

DEGREE AND CERTIFICATE PROGRAMS SUBMITTED BY NEOSHO COUNTY COMMUNITY COLLEGE

Neosho County Community College received approval to offer an Associate of Applied Science degree (68 credit hours) in Diagnostic Medical Sonography (51.0910). The College plans to begin offering the program in the fall of 2022. The estimated cost of the program is \$492,966. All startup costs associated with the program will be funded through a US Department of Education Title III Strengthening Institutions Grant. Program costs beyond year one will be funded through the Title III grant, institution general funds, and student tuition and fees.

EXCEL IN CTE FEES FOR PROGRAMS SUBMITTED BY NEOSHO COUNTY COMMUNITY COLLEGE

The requested Excel in Career Technical Education fees for the below new program were approved:

- Neosho County Community College: Diagnostic Medical Sonography for a total of \$420. Fees are for textbooks and access to TestOut Desktop Pro.

PROMISE ACT PROGRAMS SUBMITTED BY NORTHWEST KANSAS TECHNICAL COLLEGE AND NEOSHO COUNTY COMMUNITY COLLEGE

The below programs were approved to become Promise Eligible programs:

- Northwest Kansas Technical College: EMT, which falls under the Mental and Physical Healthcare category, which is specified in legislation.
- Neosho County Community College: Diagnostic Medical Sonography, which falls under the Mental and Physical Healthcare category, which is specified in legislation.

CONSIDERATION OF DISCUSSION AGENDA

Presentation

UPDATE FROM THE KANSAS INDEPENDENT COLLEGE ASSOCIATION

Matt Lindsey, President of the Kansas Independent College Association, presented an update on the Kansas independent colleges. The independent colleges are private institutions that are exempted from the Kansas Private and Out-of-State Postsecondary Educational Institution Act, which the Board administers. All the independent colleges offer undergraduate degrees, have open admissions, and are domiciled in Kansas. The institutions receive no operating support from the state, but students are eligible for some student aid programs administered by the Board of Regents. Mr. Lindsey reviewed enrollments, student demographics, the number of degrees and certificates awarded, and student debt rates for these institutions. Regent Lane asked about student need-based aid options at the colleges. Mr. Lindsey stated that most of the student financial aid is raised privately, but noted the colleges also receive a portion of the Kansas Comprehensive Grant, which is available to eligible Kansas residents.

(PowerPoint filed with Official Minutes)

Fiscal Affairs and Audit

EXPAND RESIDENT TUITION RATE PROGRAMS TO ADDITIONAL LOCATIONS – WSU

President Muma presented Wichita State University's request to expand its tuition discount offerings in specific geographical locations and cities as part of its Shocker Select and Shocker Cities programs. Since 2015 WSU has experienced extensive enrollment growth by focusing on the recruitment of students from out-of-state markets along the I-35 and I-70 corridors. Specifically, WSU has expanded enrollment of students from Oklahoma, Missouri and Texas by 260 percent. President Muma stated that WSU wants to continue this growth by adding additional states in the Midwest through targeted outreach and tuition discount programs. WSU's request includes the following enhancements:

Colorado

- Expansion of Shocker Select (150% of resident tuition rate) to all students in the state for those not eligible for other discounts
- Expansion of Shocker City Partnership (resident tuition rate) to all students in the Colorado Springs and Pueblo MSAs which includes El Paso, Pueblo and Teller Counties

Nebraska

- Expansion of Shocker Select (150% of resident tuition rate) to all students in the state for those not eligible for other discounts
- Access to Shocker City Partnership (resident tuition rate) for all students in Omaha, Grand Island and Lincoln MSAs which includes Cass, Douglas, Hall, Howard, Lancaster, Merrick, Sarpy, Saunders, Seward, and Washington Counties
- Currently Nebraska has membership in the Midwest Student Exchange Program (MSEP); Shocker City and Select programs would provide greater student discounts than the MSEP rates.

Iowa

- Expansion of Shocker Select (150% of resident tuition rate) to all students in the state for those not eligible for other discounts
- Access to Shocker City Partnership (resident tuition rate) for all students in Ames, Des Moines, and Omaha (IA) MSAs including Boone, Dallas, Guthrie, Harrison, Jasper, Madison, Mills, Polk, Pottawattamie, Story, and Warren Counties.

Arkansas

- Expansion of Shocker Select (150% of resident tuition rate) to all students in the state for those not eligible for other discounts
- Access to Shocker City Partnership (resident tuition rate) for all students in Fayetteville, Fort Smith, and Little Rock MSAs including Benton, Crawford, Faulkner, Franklin, Grant, Lonoke, Madison, Perry, Pulaski, Saline, Sebastian, and Washington Counties.

Illinois

- Expansion to Shocker City Partnership (resident tuition rate) to all students in Chicago MSA within Illinois including Cook, DeKalb, DuPage, Grundy, Kane, Lake, McHenry, Kendall, and Will Counties.

President Muma stated the proposed expansion is designed to be net neutral to a net gain in tuition revenue, which is based on the success of the discount strategies that have already been implemented. In order to break even on an annual basis, the University will need to grow the current enrollment from these new regions from 192 students to 268 students. The Board discussed the tuition discount programs. Regent Hutton wanted to know how many of the students from these regions are staying in Kansas after graduation. President Muma stated that over the last three years, the labor data that the Board office collects show that between 72 to 75 percent of WSU's undergraduate students are employed in Kansas after graduation. WSU also distributes an exit survey to all of its graduates and 81 percent indicated they were going to stay in Kansas. Specifically looking at the data for the students who came from Oklahoma, Missouri and Texas, President Muma stated that approximately 50 percent are staying in Kansas after graduation. It was noted that the other state universities have similar tuition discount programs, which were developed based on their institutional needs. President Flanders stated that a lot of analysis is done by the universities before bringing these types of proposals to the Board because the mix of tuition revenue is impacted. Regent Hutton stated that it will be important to communicate how these tuition discount programs have positively impacted the state by recruiting new students to Kansas and retaining them here after graduation. Following discussion, Regent Hutton moved to approve WSU's request to expand its tuition discount offerings as listed. Regent Rolph seconded, and the motion carried.

AMENDMENT TO THE FY 2023 CAPITAL IMPROVEMENT PLAN AND REVISED PROGRAM PLAN FOR WEST MEMORIAL STADIUM – KSU

Chad Bristow, Director of Facilities, presented Kansas State University's request to amend its FY 2023 Capital Improvement Plan and revise its program statement for the West Memorial Stadium project. Director Bristow stated that the project's costs have increased from \$4,500,000 to \$4,915,500 due to the current market conditions. President Flanders stated that because of the current economic environment he anticipates more capital projects to come back to the Board for approval because the Board's policy requires reapproval if a project's scope changes or budget increases. The Board members expressed an interest in reviewing the policy to see if a policy waiver should be implemented in the short term for projects that have already been approved by the Board but are now needing to increase their budgets by a certain percentage because of market conditions. Regent Ice noted that the project budgets should have contingencies built in but those may not be enough to cover the rising costs. President Flanders stated that Board staff will review the policy. Following discussion, Regent Rolph moved to approve. Regent Ice seconded, and the motion carried. It was noted that Regent Hutton was not in the room during this discussion or vote because he has a conflict with this project.

BREAK

Chair Harrison-Lee called for a break at 2:46 p.m. and resumed the meeting at 3:00 p.m.

Other MattersENROLLMENT REPORT

Elaine Frisbie, Vice President of Finance and Administration, presented the report on system enrollments for Academic Year (AY) 2021. In 2021, the enrollment headcount for the public higher education sector was 224,462 and the full-time equivalency (FTE) student count was 126,915. Vice President Frisbie noted the headcount enrollment for the public higher education system is down 5.7 percent from AY 2020 and is down 13.3 percent from its peak enrollment in AY 2012. FTE is also down 4.8 percent from last year. Vice President Frisbie stated that the system enrollment decline has been amplified by the pandemic. For state universities, headcount had been steady in recent years but is down 2.3 percent from last year and down 2.9 percent from 2011. FTE has continued to decline every year since 2015. It is down 2.7 percent from last year and 3.9 percent from 2011. The universities' international student enrollments have decreased 1.1 percent from the 2011 count and have experienced losses from the peak enrollment year in 2015 (-10.7 percent). Vice President Frisbie noted that Fort Hays State University and Wichita State University did increase their international student enrollments from last year. Washburn University's headcount is down 21.5 percent from 2011 and decreased 6.4 percent from last year. Its FTE has also decreased 22 percent from 2011 and 7.4 percent from last year. The community colleges are experiencing similar enrollment trends with headcount down 26.9 percent and FTE down 26.1 percent since 2011. Vice President Frisbie noted the community colleges have experienced the most significant enrollment losses. This, in part, is influenced by a high number of part-time adult learners and a low unemployment rate. Technical colleges have experienced the highest gains in headcount over the last decade; however, headcount and FTE are down from last year (-9.7%, -12.9% respectively). Vice President Frisbie also reviewed the system's overall enrollments by race/ethnicity, age, and residency. She noted that the demographics of the Kansas population are changing, and the system can expect more persons declaring Hispanic as their ethnicity and fewer declaring White as their race. Regarding age groups, the system has seen decreased enrollments over the past decade in all age groups except for those under the age of 20, which has increase 28.1 percent in a decade. Vice President Frisbie stated that this growth is connected to the Excel in CTE initiative, which allows Kansas high school students to take state-funded technical courses.

Vice President Frisbie also reviewed data regarding Kansas high school graduates entering college. She noted the demographics of high school students has changed over the last ten years. There are fewer students who self-identify as White, and more students who self-identify as Hispanic or as multi-racial. Vice President Frisbie reported that college readiness for Kansas high school graduates, based on ACT benchmarks, has worsened since 2013. Beginning in 2019, Kansas high school juniors and seniors can take the ACT for free, and the data trends show as more students test, the percentages in the benchmarks have decreased. This is the same trend that is occurring in other states that have implemented similar policies. Vice President Frisbie reviewed the ACT benchmark data. In 2021, 29,284 Kansas graduating seniors took the ACT and of those, 21 percent met all four ACT benchmarks with an average composite score 19.9. Vice President Frisbie stated that the data shows that students who meet an ACT Benchmark have at least a 50 percent chance of earning a B or higher grade and approximately a 75-80 percent chance of earning a C or higher grade in the corresponding college course or courses.

The Board discussed the decline in the ACT benchmarks. It was noted that many colleges have implemented co-requisite remediation, which allows college students who have been assessed as not yet ready for college work to receive extra help while they take a college-level course. President Flanders stated that this standard is the best practice, but it does make it hard to capture data on these students because they are no longer enrolled in developmental education courses. Vice President Frisbie also noted that the state universities are prohibited by Kansas law from using state appropriated funds to pay for remedial education. Instead, universities must use other funding sources like tuition to finance these wraparound student services. The Regents expressed their concerns with the dramatic decline in the college readiness metrics and believe this would be a good topic to discuss with the Kansas State Board of Education so the systems can address the problems together.

Vice President Frisbie reviewed the College-Going Rate, which is the percentage of high school students entering postsecondary. In the last year, about 45 percent of Kansas high school graduates entered Kansas public postsecondary institutions within one year of high school graduation and about 49 percent the two years previous. This is a significant downward trend since 2014, a decrease of 9.3 percentage points over the last five years and 10.8 percentage points over the last decade. The most alarming gaps are in the Hispanic and Black groups. The Hispanic college-going rate for 2015 was seven percentage points lower than their White peers and the current gap is 15 percentage points. For Black students, the gap is nearly 16 percentage points compared to 10 percentage points in 2015. Vice President Frisbie noted that the Board's strategic plan, *Building a Future*, has metrics that focus on equitable access to higher education. President Flanders highlighted that the system is currently working with the Georgia State University's National Institute for Student Success to analyze how the institutions can address the enrollment gaps and increase opportunities for underrepresented populations.

Vice President Frisbie stated that affordability is a key focus in the Board's strategic plan and additional time to degree is costly for families and students. For typical academic load and financial aid purposes, undergraduate students are considered full-time at 12 hours per fall and spring semester (24 hours). However, to earn a bachelor's degree within four years, students must earn a minimum 120 hours or 30 hours per academic year. For the state universities, only 56 percent of the full-time undergraduate students who enroll in at least 24 hours take a load of 30 hours, or what it takes to graduate on time. It was noted that Emporia State and Pittsburg State offer a flat-rate tuition program that allows full-time undergraduate students (enrolled in at least 12 credit hours) to pay a single tuition rate regardless of the number of total credits taken, which may be why their academic load enrollments are higher than the other universities. Regent Lane asked to see the student academic load data broken down by race and ethnicity. The Board discussed the academic load metric, and the CEOs noted that there are many factors that influence student enrollments. President Mason stated that many students work a full time job, which prevents them from taking a full load. Vice President Frisbie then reviewed the data regarding Pell-Eligible students, developmental education, dual enrollment, and distance education.

Chair Harrison-Lee stated that at the April meeting the Board can discuss the next steps on how to use this data and she would like staff to provide an update on the work being done by the Georgia State University's National Institute for Student Success.

(PowerPoint filed with Official Minutes)

GRANTING OF HONORARY DEGREE – KSU

President Linton presented a request to bestow an honorary degree on Ms. Cheryl L. Mellenthin, who is the President and Director of the Mark A. Chapman Foundation in Sealy, Texas, which is dedicated to offering collegiate scholarships and funding for the arts, animals and wildlife, children and youth services. Regent Rolph moved to approve, and Regent Kiblinger seconded. The motion carried. The honorary degree will be conferred at the Kansas State University Graduate School Commencement on May 13, 2022.

EMPORIA STATE UNIVERSITY PRESIDENTIAL PROFILE

Regent Lane presented the Emporia State University Presidential Profile, which will be used to advertise the position. She thanked the Search Committee Chair, Greg Kossover, and the Committee members for their work on the profile. She also highlighted that the document contains the presidential attributes that the Board identified in its charge to the Committee. Regent Lane moved to approve the ESU Presidential Profile. Regent Schmidt seconded, and the motion carried.

(ESU Presidential Profile filed with Official Minutes)

LEGISLATIVE UPDATE

Vice President Frisbie presented the Legislative update. The Senate passed its budget earlier in the week and the House Committee on Appropriations began working on its budget this morning. It is anticipated that the House will finalize its budget next week and then the two chambers can conference on their differences before first adjournment on April 1. Vice President Frisbie reported that the majority of the Governor's higher education budget recommendations have remained unchanged during the legislative process. However, the Senate deferred \$25 million of the \$45.7 million for the state universities to the omnibus session. The \$25 million for the Kansas Access Partnership Need-Based Aid program was moved to the Kansas Comprehensive Grant, and she noted the Legislature is discussing whether to add a match component to the Comprehensive Grant. The funds proposed for economic development activities in the Kansas Department of Commerce's budget was also deferred to omnibus. Vice President Frisbie stated the legislative committees working non-exempt bills will wrap up their work within the next week.

RECESS

Chair Harrison-Lee recessed the meeting at 4:10 p.m.

RECONVENE

Chair Harrison-Lee reconvened the meeting at 9:45 a.m. on Thursday, March 17, 2022.

MEMBERS PRESENT:

Cheryl Harrison-Lee, Chair
Jon Rolph, Vice Chair
Mark Hutton
Carl Ice
Shelly Kiblinger
Cynthia Lane
Allen Schmidt

Wint Winter

MEMBER ABSENT: Bill Feuerborn

EXECUTIVE SESSION

At 9:46 a.m., Regent Rolph moved, followed by the second of Regent Hutton, to recess into executive session in the Kathy Rupp Conference Room for 30 minutes to discuss personnel matters of non-elected personnel. The subject of this executive session was to prepare for university CEO evaluations and the purpose was to protect the privacy of the individual Board employees involved. Participating in the executive session were members of the Board, President Flanders, and General Counsel Julene Miller. The motion carried. At 10:16 a.m., the meeting returned to open session. Regent Rolph moved to extend five minutes. Regent Hutton seconded, and the motion carried. At 10:21 a.m. the meeting returned to open session.

ADJOURNMENT

Chair Harrison-Lee adjourned the meeting 10:22 a.m.

Blake Flanders, President and CEO

Cheryl Harrison-Lee, Chair