
**METROPOLITAN STATE UNIVERSITY of DENVER
BOARD OF TRUSTEES**

Meeting Minutes

Friday, January 27, 2023

Jordan Student Success Building

890 Auraria Pkwy., Room 400 (University Advancement Boardroom)

I. CALL TO ORDER

Chairman Russell Noles read the Trustees into Executive Session at 8:00 a.m. and asked for a motion. The motion was made and seconded, and unanimously approved.

II. EXECUTIVE SESSION

The Board of Trustees business meeting was called to order at approximately 9:00 a.m. by Chairman Russell Noles. Trustee Albus Brooks, Trustee Jerry Glick, Trustee Olivia Mendoza, Trustee Emily Renwick Garnett, Trustee Mike Kopp, Trustee Kristin Hultquist, Trustee Marissa Molina, Alumni Trustee Jim Qualteri, Faculty Trustee Meredith Jeffers, Student Trustee Gabriel Trujillo, Faculty Senate President Liz Goodnick, were also in attendance, along with President Janine Davidson, Board Secretary David Fine, Vice President/Chief Operating Officer Larry Sampler, Interim CFO Jim Carpenter, Assistant Secretary Melinda Olivarez, various faculty, administrators, and staff.

III. CHAIR'S WELCOME & REPORT

Olivia Mendoza and Jerry Glick were welcomed to the Board of Trustees.

Dr. Annie Butler was welcomed. Chairman Noles thanked Dr. Butler for serving as interim chair for the School of Hospitality.

Chairman Noles invited Ashley Hernandez, an MSU Denver student, to introduce herself and tell a little bit about how she came to be a student at MSU Denver. Ms. Hernandez was encouraged by her high school guidance counselor to enroll in AP classes. Because English was not her first language, she struggled academically. An AVID coordinator at her high school told her about MSU Denver. She knew right away, by the diverse body of students and professors she saw on MSU Denver's website, that MSU Denver was the university she wanted to attend. She has taken an English course and avails herself of all that the Writing Center has to offer. She is a major in Criminology and Criminal Justice and is excelling and succeeding at MSU Denver. The Trustees thanked her for sharing her story and congratulated her on her presentation skills. Mr. Fine shared some opportunities that Ms. Hernandez might pursue as law school becomes her next big challenge.

IV. CONSENT AGENDA

A. Approval of August 26, 2022, Board of Trustees Meeting Minutes.

Trustee Brooks **moved for approval** of the minutes of the August 26, 2022 minutes, **with a second** by Trustee Molina. The motion was unanimously approved.

B. Office of Human Resources report of personnel actions for the Board's approval, which have occurred since the last Board Meeting on Friday, August 26, 2022

C. Approval of Recommendation for Tenure Upon Appointment (carry-in)

D. Approval of Honorary Degree Award Recommendation (carry-in)

Trustee Molina moved for approval of Items B., C., and D. of the Consent Agenda, with a second by Trustee Hultquist. The motion was unanimously approved.

V. STRATEGIC DISCUSSION ITEMS

A. Comprehensive Update on Stuff That Works – James Mejia, Chief Strategy Officer

President Davidson introduced James Mejia who has served as Chief Strategy Officer for several months following Kelly Brough's departure from the University.

President Davidson stated that the experiences relayed by student Ashley Hernandez indicate that MSU Denver is the best higher ed institution in the State of Colorado. The SWAT analysis conducted some months ago revealed that not many people knew of this University's unique combination of academic excellence and student support. MSU Denver began a campaign to promote its brand and to continue developing its Strategic Plan. COVID temporarily interrupted these efforts, but the pandemic also exposed archaic systems and neglected infrastructure at the University. The state of Colorado made additional funding available which MSU Denver used to update its IT systems, systems in Financial Aid and Accounting, and to update its data analytics, enabling the University to make data-informed decisions. HEERF dollars from the federal government enabled the University to pivot to online offerings during the pandemic. Enrollment has been declining, but the University has strong retention rates.

The University's data analytics revealed that the TRIO program and financial aid provided by the Denver Scholarship Foundation have been effective in student retention. Retention has also been bolstered through the development of student cohorts through which students gain camaraderie and a sense of belonging at MSU Denver.

Mr. Mejia explained that MSU Denver is at an inflection point where it must invest in and launch three Strategy Priorities:

The first is to put together the 2030 Strategic Plan dashboard. In March, a Strategic Team with the help of several departments will develop metrics to be included in the Dashboard and will come back to the Board with an outline. The Dashboard will also include Responsibility, a Timeline, and Milestones to support the larger categories of metrics. Many of these have to do with enrollment, retention, graduation rates, transfer student rates, retention of faculty and staff, and the University's relevance to the Denver community.

The Second Strategic Priority is to put physical infrastructure in place matching the University's aggressive programming. These Strategic Infrastructure Developments include development of on-campus affordable housing for faculty and staff as a priority. Affordable on-campus housing for students funded through philanthropy will be analyzed for viability alongside the analysis of faculty and staff housing. The University is partnering with AHEC to create a development plan and is drafting an MOU. MSU Denver and AHEC together would enter a public/private partnership with a private developer to complete the project. President Davidson stressed that there are many challenges to overcome before these housing projects can be realized.

In an expansion of the Nursing program, simulation labs (SimLabs) are now being planned which will meet the demand of the industry. These labs will more than double the number of simulation labs in the Nursing program. Funding for the second phase of the Health Institute is being sought from the JBC and is one element being considered by the Governor in finalizing his budget. Funding for the Classroom to Career Hub is also before the Governor as part of his budget considerations.

The Third Strategic Priority is investment in non-degree programs. The Governor and the legislature have indicated their support of stackable credentials and certificates offered by institutions of higher education. MSU Denver is already offering some of these programs.

Current "Stuff That Works," or STWs, include:

- Pathways to Possible (P2P), a program that recruits and supports underserved high school students all the way through their college experience. 93% of P2P students are first-generation. Two-thirds are Pell-eligible; the majority carry a higher credit load than average and their academic performance is higher than average. Additionally, P2P students have a retention rate of 74% as compared to the average of 54.9%. Because of the demonstrated validity of P2P, MSU Denver will continue to invest significantly in the program.
- Experiential Learning, an Earn & Learn Program, offers financial support to students who are working in unpaid internships. The program provides students who would otherwise be unable to participate in unpaid internships the opportunity to do so and thereby gain valuable real-life experience. It also provides a service to industry in the Denver community. The program has been very successful: The Fall 2022 cohort had 63 applicants as compared to the Spring 2023 cohort, which has 120 applicants.
- The Dean's Grant is designed to entice students who, through a predictive analytic model, have been identified as "unlikely to return" to MSU Denver. Students who register for 12 or more credits are offered \$1,000, and students registering for between 9 and 11 credits are offered \$500. 256 students applied for this grant in Fall 2022, and a total of \$74,250 in grants were awarded.
- The Roadrunner Promise targets low-income students and is a "last-dollars-in" grant. After applying other forms of financial assistance received, including federal and state aid, scholarships, and gifts, students may apply for this grant. A total of \$624,555 was awarded to 5,710 students.
- The Indigenous and Native Peoples' Grant was awarded to 166 students in the total amount of \$239,988. After applying federal and state aid, scholarships, and gifts, this last-dollars-in grant for Indigenous and Native American students covers gaps in tuition and fees for up to 15 credits.
- MSU Denver invested \$160,000 in Fall 2022 to hire two staff members for dual enrollment, or College Credit in High School (CCHS). Revenue projections for the program Spring 2023 across CCHS programs are \$266,263. President Davidson added that the CCHS program is a very effective pipeline. The University's metrics will include the number of CCHS students who eventually register at MSU Denver. The Superintendent of St. Vrain School District, which is one of the most active partners in the CCHS program, predicts that the current number of students in the District, 35,000, will double to 70,000, and that MSU Denver will be the school of choice for many St. Vrain students. He suggested that the District could potentially consider purchasing buses solely to transport students from St. Vrain to MSU Denver. Mr. Mejia said that many high schools are unable to offer a breadth of courses, especially STEM courses, and MSU Denver could pick up that slack and become the school of choice for CCHS students to enroll in those courses. Provost Tatum added that the two new staff members facilitate the eventual enrollment of CCHS students.

Trustee Molina suggested introducing CCHS students to many of the outstanding programs offered by MSU Denver, as some CCHS students may only be considering other institutions because they lack awareness of MSU Denver's excellent and unique programs.

Trustee Hultquist asked for some of the data to be disaggregated to show where the University is doing well and where there may be some gaps. Mr. Mejia agreed that this will be provided to the Board going forward and said that the Dashboard will be a living document. He asked for ongoing feedback from the Board so that the Dashboard can be shaped in ways that Trustees find most helpful.

Other STWs fall under the umbrella of Advising and include:

- The Rowdy Pit Stop, an online student portal designed to help students track their degree progress. Launched in October 2022, the Rowdy Pit Stop web page received more than 2,200 hits in its first week online.
- One-Click Registration will be rolled out in the Fall of 2023 and available for Spring 2024 registrations.

An additional STW is accelerated adoption of virtual/augmented reality. The School of Hospitality is offering the first virtual reality module and course in Spring 2023. The School of Business, College of Aerospace, Computing, Engineering, and Design will roll out their programs following that.

For the Spring 2023 Semester, applications are up nearly 27%; acceptances are up nearly 23%; and registrations are up 17%. Enrollments in the School of Business are up. Headcounts of graduate and undergraduate students are both down by approximately 3%. President Davidson noted that headcounts last year were down approximately 12%.

In terms of working to retain students, the University offered flat tuition as an incentive, to students enrolled in Fall 2022, for four years. Chairman Noles asked whether retention and graduation data is being gathered for the cohort receiving the tuition lock and is being compared to the corresponding revenue tradeoff. President Davidson responded that that data would become available and that the mechanism is being viewed more as an investment than an expense.

President Davidson noted that one of the primary goals of the Strategic Plan is post-completion ROI. The data is challenging to obtain. Trustee Brooks suggested that this type of analysis should be available from any industry. Chairman Noles suggested that the C2Hub may be able to help because of the industry partnerships being built there. Adrian Martinez, AVP for the C2Hub, stated that graduates are requested to complete a survey to help gather this data in support of the University's mission and to ensure that it is driving the intended economic outcomes. Resources and staffing are needed to embed that career/outcome expectation. A data manager in the C2Hub focuses on the Career Services platform. The investment made this year will embed experiential learning liaisons positions within the academic units so that both the aggregated and disaggregated data on academic programs becomes available, as well as racial disaggregated data.

Student Government Trustee Gabe Trujillo stated that Student Government passed a resolution asking senior leadership to keep in mind non-traditional students when weighing the costs and benefits of on-campus student housing. Mr. Mejia stated that focus groups will seek input from students to understand the services they value.

B. Update on Minority Serving Institution (MSI) Servingness – Edward Brown, Jr., Chief of Staff

Edward Brown, Chief of Staff, provided an update with regard to the Board's charge to determine how MSU Denver is positioned to elevate and advance aims for Black Coloradans around educational excellence. The charge incorporates the state's goal to close attainment and achievement gaps for Black Coloradans.

Staff are developing a white paper which will address the Board's charge specifically while detailing the background of the problem set, focus group findings and associated data, recommend strategies for implementation, and the associated resource asks in terms of how the institution can move forward with recommended strategies. A steering committee has been meeting since early December. Committee members include Dr. Rosemarie Allen who is well known throughout the Black community in Denver, Dr. Katia Campbell, Nahum Kisner, Executive Director of Student Support and Retention, among others. The Executive Committee of the Board directs the steering committee which is advised and additionally informed by Vice Presidents of Student Affairs and Diversity and Inclusion to include proposed strategies for addressing the charge.

Students consistently mention the importance of “belongingness” with regard to the college or university they attend, and this was echoed by MSU Denver student Ashley Hernandez at the beginning of today’s meeting. The committee will consider belongingness for the targeted community encapsulated through the framework of MSI servingness.

The committee is working with the assistance of Dr. Dwinita Mosby Tyler and her consulting firm, The Equity Project. This firm was strategically chosen because it is local and Dr. Mosby Tyler has strong community ties, experience in EDI work and the higher ed landscape overall, as well as being expert in crafting strategies. The Equity Project will oversee the focus groups and then provide a report to the steering committee that will include recommended strategies. The steering committee’s work since it was formed in December has been to design focus groups with the assistance of the advisors and consultants, and that part of the process will be completed in March. In April and May the steering committee will receive and review the document with recommended strategies from The Equity Project and will then prioritize those strategies and add any additional strategies needed internally to draft the white paper. Dr. Benitez, Dr. Simpkins, and Provost Tatum will vet the document before it is delivered to President Davidson by May 18.

The focus groups are roughly as follows:

Non-returning students

Current students

Community and faith leaders

Prospective students & local school districts

Faculty/Staff

Alumni

Trustee Hultquist inquired as to what this will mean in terms of investment, given that the University’s budget reflects its priorities. She asked that next year’s budget guidelines be included with delivery of the white paper. Mr. Brown responded that the resource ask is a component of the project and will be framed in terms of the President’s budget.

Trustee Brooks asked Dr. Benitez how the ideas in the white paper can be executed and ultimately provide change and growth in the African American community. Dr. Benitez stated that he will reach out to NAACP, Urban League, Spectrum, and other community groups. He believes that Dr. Tyler will be able to capably represent the University with respect to this work, as she knows theory and strategy, but also knows the communities. Additionally, the broader faculty ecosystem, especially as it relates to community and participatory research, is critical to this undertaking. Deans and faculty will connect with and offer students opportunities to return and be the bridge that relays the messaging about the critical work that the University is doing. The investment required will become clearer after receiving feedback from the various focus groups.

President Davidson confirmed that the Board continues to support the charge it issued at the Board retreat, which was to “Determine how MSU Denver is positioned to elevate and advance the aims for Black Coloradans around the educational experience.

In response to a question from Chair Noles, Provost Tatum stated that keeping the agenda in mind is key in accomplishing the results intended. The University’s goal is to position the next generation for social and scientific protection to interrupt stubborn hierarchies that have existed since the beginning of this nation. If the University rallies around this as its principal aim, the right people will come to the table at the right time and the focus will remain on the community at the core of the Board’s charge.

VI. REPORTS & ACTION ITEMS

A. Government Affairs & State Legislative Update – *Kaycee Gerhart, Director of Government Affairs*

Ms. Gerhart noted that this is the first meeting of the year and she will be providing 2023 legislative priorities.

The University continues to push for preserving and continuing the state's base investment around measures of equity that include both the enrollment of students of color, Pell-eligible students, first-gen students, and the servingness of those students: retention metrics, and graduation metrics specific to the student breakout groups. As a result of the prioritization of these metrics, there has been significant advancement in the University's base funds. MSU Denver has been a catalyst within this ecosystem and the state has indicated priority for higher education and increasing degree attainment specifically for these populations.

Ms. Gerhart said that MSU Denver views policy through a value-based lens at the local, state, and federal levels, around efforts that improve equity, access, and opportunity specifically for its students, faculty, and staff.

MSU Denver is working with its partners on the Auraria campus to pursue federal grant opportunities. Institutions of higher education may apply for these through their congressional delegation. Partnership continues to attract government investment.

Advocacy efforts on HSI priorities, including policy advancement as well as additional grant opportunities, are being led primarily by the team in Dr. Benitez's office. The University's role in supporting the network is key. Affordability, career pathways, and funding immigration reform are all issues that come up year after year that the University weighs in on.

At the local level, MSU Denver serves as an anchor institution and plays a critical role in the city's vitality through civic engagement, public outreach, and funding. Ms. Gerhart stressed the importance of informing and reminding community members and those in government of the great work happening at this University. Michael Ramsey, formerly with the City, has been hired as the new Director of External Affairs, and will be charged with leading community outreach efforts.

Ms. Gerhart is tracking city-level investments, including the implementation of Amendment 123 and the opportunities it might afford. There are several buckets of funding around workforce development. In general, she said, she watches for opportunities to continue to attract resources to the University and to signal to those in the City that MSU Denver is a worthwhile investment because of the great work happening at the University.

Education of mayoral candidates is important as there is a mayoral election this spring, and Ms. Gerhart is working to ensure that the notion of MSU Denver as an anchor institution in the city remains.

President Davidson and Ms. Gerhart presented the University's funding requests to the JBC on January 12. MSU Denver was aligned with the other state institutions of higher ed which, for the last several years, has been a request of the JBC. While it may not always make sense for MSU Denver to align with what its peer institutions are advocating for, it always joins the conversation with a strong voice, to arrive at a shared perspective so that peer institutions understand what the University needs and is advocating for. This year its foremost need was the preservation of the Governor's equity-based investment, while recognizing that peer institutions have other interests at the same time. Preserving its equity-based investment was key for MSU Denver to align to the agreement.

The request to preserve the University's equity-based investment ended at approximately double the original proposal in the Governor's Fall budget. The Governor's original request directed approximately \$8 million in new funds to MSU Denver, after being run through the funding formula. This amount was insufficient to meet the University's needs. The new request is approximately double the original proposal,

preserving the University's equity investment but significantly increasing the base dollars that go toward addressing inflationary costs. This amounts to approximately \$13.1 million in new base funds, plus the opportunity to increase tuition up to 4%. This was framed as authority because the Board of Trustees in collaboration with each university determines what that number is, but the legislature, the institutions of higher education, and the Governor are all aligned this year to a 4% cap. Its impact is dependent on a variety of factors, enrollment being the most significant one. Tuition is also affected, but the formula is grounded in MSU Denver's graduation rates, retention, and enrollment of certain student populations. This indicates that the metrics by which the University measures its performance internally and that are directly related to its mission, are also directly related to its funding.

Public comment on the budget is on February 1. Ms. Gerhart is working with a group of students to ensure that their voices are at the forefront of the University's advocacy on that day. Simultaneously, Dr. Davidson and Ms. Gerhart will be holding one-on-one meetings with JBC members to reinforce the University's request and provide institutional context.

Ms. Gerhart said that she will be calling on Trustees to join her in outreach, particularly if they have relationships with legislators, to help further inform and reinforce the information that Dr. Davidson and she have shared with the committee thus far.

The University has four capital requests in front of the legislature, two related to construction and two in the realm of IT. Ms. Gerhart and IT leaders in the University met with the chair of the Joint Technology Committee to explain the importance of these two investments and to provide an update on the ERP implementation. Wi-Fi is significantly faster in several buildings now, and campuswide transformation can be completed with just an additional \$800,000 from the legislature. The investment in continuing the University's ERP transformation is somewhat higher. This carries with it, however, the student-based impact. It will provide the student interface to access financial aid, to integrate with course registration and to replicate the digital transformation and modernization of the University's ERP system. Feedback around the importance of this investment has been favorable. The challenge is that the Governor did not allocate funds for IT. This is not uncommon, and Ms. Gerhart said that committees have found ways to fund these projects, even though there weren't set-asides specifically for them.

On the capital construction front the University has two projects: the Health Institute Tower and the C2Hub. The Health Institute Tower was included in the Governor's recommended funding requests this Fall. The legislature gave firm feedback last year after funding the Nursing Labs that this is a one-time investment and that the University would probably have to wait its turn. However, a window of opportunity is presenting itself at this moment in time where there's deep interest in shoring up the healthcare workforce. There's a tension on the work that MSU Denver is doing because of its successful advocacy last year to fund its Simulation Labs. There is also recognition that infrastructure in Colorado and in higher ed is at a point of great need and deserving of investment. Over the next few weeks Ms. Gerhart is conducting outreach under the leadership of the dean and director of the Health Institute. At the same time, the importance of having a facility to house the C2Hub is becoming more pressing.

The Health Institute Tower Project is a three-year project with a price tag of approximately \$45 million. A digestible initial investment in the first year is roughly \$6.5 million. The C2Hub is a single-year investment with a cost to the state of around \$18 million.

By the end of February, the committee's recommendations to the Joint Budget Committee for funding will be known. There are opportunities to be on the funding list or move up on the funding list. A successful outcome is dependent on continuing to reinforce support for these projects with committee members.

Two hundred bills have been introduced in the state legislature. New members account for approximately a third of the legislature, so the learning curve sometimes causes delays.

MSU Denver has registered positions for support on three bills.

- The first is the continuation and expansion of a bill last year that provided stipends to aspiring teachers. The hours requirements for students to be apprentice teachers is very high, and it's difficult for students to hold a paid position while fulfilling their student teaching requirements. Historically, student teaching was fully unpaid. There are now \$10,000 stipends that go to qualifying prepared educators. This bill continues the program and makes some technical fixes.
- House Bill 1114 creates a first-gen serving-designation in the state of Colorado. This is modeled off the HSI designation and recognizes those institutions in Colorado that are specifically dedicated to serving first-generation students. It is in direct alignment with the state's goals around increasing credential attainment for Colorado's families, and it recognizes that in Colorado, there are institutions that are serving most first-gen students and there are institutions that are not. HB 1114 has potential to increase the University's visibility in this space. The average percentage of first-gen students enrolled in HSIs is approximately 42%. MSU Denver set the threshold for this designation at 45% and is working on a multi-year designation to further align with the HSI model. MSU Denver is working alongside Colorado Mesa University to signal to the state that there are places for students like Ashley Hernandez and so many other MSU Denver students who identify as first-gen and are seeking a home that deeply understands that identity.
- SB 48 would allow the University to offer five-year contracts to adjunct or affiliate faculty, creating more stability and a more incentivized environment. It does not require the University to set contracts at that five-year level, but it creates the option to do so.

Several bills are in development. There continues to be significant interest in micro stackable credentials, direct-to-career pathways that are tied to industries that are growing in the state. These are programs that MSU Denver excels in, and representatives of the University continue to join bill sponsors to discuss what this work looks like.

Affordability is one of the core priorities of the Governor's office and the statehouse this year. Broad topics include scholarships, stipends, and the manner in which financial aid is distributed.

Workforce development is an area that is gaining traction. MSU Denver is playing a key role in these discussions and brainstorming creative ideas about incentivizing employers to come to the table to discuss partnerships between universities and employers.

Ms. Gerhart stressed that this is an important moment in terms of the University's legislative strategy. The time is now to reach out to elected officials to communicate our talking points. Right now the legislature is focused on getting up to speed, getting good policy passed, and raising their budget priorities. The coming summertime when many legislators are able to take a breath and have more free mental space will be a great time to educate Colorado's new legislators about who MSU Denver is beyond the specific policy priorities that it is agitating for right now.

Opportunities for Board members to become engaged include:

- Direct advocacy on the University's priorities, including budget, capital bills, anything that resonates with the trustee and where they have specific relationships that can support the University. Please contact Ms. Gerhart to partner with her in ensuring a coordinated effort toward accomplishing as much as is possible.
- If there are other organizations or people that Trustees have great relationships with that are aligned to some of the priorities just named, please contact Ms. Gerhart. Some of the University's most successful advocacy strategies have been reinforced by partner organizations. Similarly, the legislative team will try to find ways that MSU Denver might be able to support the things that they care about.

- With regard to educational efforts that will be in full swing this Summer and Fall, Ms. Gerhart asked Trustees to consider which one-on-one meetings and tours they might be interested in hosting or joining her for, whether because of an existing relationship they have an affinity for and that they perhaps share with a new legislator, or anything that creates a connection point and which will bring folks to the table.
- If there is an opportunity to host an event, or just be out in the community and join events as a representative of MSU Denver in the spaces where legislators tend to move, the Summer and Fall are great times to do that. Please contact Ms. Gerhart for talking points.
- Summertime is a great time for one-on-one conversations. The Fall, when the campus is a little more active, is an excellent time for tours and on-campus events. If a great opportunity is knocking at your door, she said, or someone that should be prioritized meeting with during the session, please contact Ms. Gerhart.

Trustee Mendoza asked if there are MSU Denver alumni in the legislature. Ms. Gerhart answered that there are, and there are also two Congresswomen in Washington who are alumni of MSU Denver. Historically around 10% of the state legislature was at some point enrolled at MSU Denver. MSU Denver is tied with CU Boulder for having the most alumni in the state legislature. Congresswoman Brittany Petterson from Colorado is an MSU Denver alum. Kat Cammack, a Republican from Florida, graduated from MSU Denver ten or 15 years ago. Ms. Gerhart noted that it would be excellent if some of those elected alums could be brought to campus, as they would be readymade constituents who could directly advocate for the issues that are important to the University.

Trustee Hultquist asked if HB 1114 regarding first-generation-serving institutions has authorized authority for additional funding, and if it is a component of MSU Denver's strategy for closing the equity gap. Ms. Gerhart answered that it will ideally drive funding but the bill does not specifically have a funding mechanism tied to it for this year. It appears that the first priority is to create an understanding of the importance of the work.

The funding formula for higher ed in the state is under a statutorily mandated review with the potential for a revision, and that work is anticipated to begin this Fall. Launching conversations around the institutions that serve first-gen students in advance of that work is strategically sound.

The request to increase the Governor's base budget for higher ed so significantly is based on the chance that there is money to fund it. Legislators are wary of projects tied to multi-year commitments, that set new standards of investment, or that have significant spending associated with them this year. That extends to any bill that has a fiscal note or a fiscal impact tied to it because of dynamics having to do with tax policy and the state of the future economy.

Ms. Gerhart said that there is no fiscal note, but the hope is that it launches the right dialogue for a shift in the future.

B. Finance Committee Report – Mike Kopp, Committee Chair

Trustee Kopp reported that Finance Committee received an update on the Foundation's \$75 million campaign goal. Approximately \$39,487,000 has been raised to date. There is approximately \$26 million in the active campaign pipeline.

In 2020, Colorado voters approved the FAMI Act and as of January 1 it is being implemented across the state. All employers, including MSU Denver, must participate. The University has examined three possible courses of action:

One would be for MSU Denver and its employees to participate in the state's plan and split the cost of the premium, each paying .45%.

The second option is to participate in the state's plan and for the University to pay the entire cost, which would be \$1.4 million.

A third option is to expand the University's existing family medical leave plan to cover all employees and exempt the University from the FMLI program. The cost to the University would be \$1.4 million plus fees. The state is not yet ready to provide exemptions from FMLI, but eventually, that \$1.4 million, minus the fees, would be refunded to the University.

Trustee Kopp requested a motion to approve the minutes of the December 9, 2022 meeting of the Finance Committee.

Trustee Brooks moved for approval of the December 9, 2022 meeting of the Finance Committee, **with a second** by Chair Noles. The motion was unanimously approved.

Chairman Noles encouraged Trustees to participate in the University's fundraising campaign as Board participation is short of 100%.

C. Governance Committee Report – Kristin Hultquist, Committee Chair

1. Proposed Changes to Board Meeting Schedule

Trustee Hultquist said that Governance Committee voted to align committee and Board meeting schedules with new budget processes. Beginning this June, the proposed schedule would be to meet in January, March, June, and September. Meetings will no longer be held in December. Student auditors will present their audit findings to the senior leadership team and Trustees will be invited to participate, but it will not be at a formal Board meeting.

The next committee/Board meeting dates are March 16 and 17, and June 1 and 2.

Trustee Molina moved for approval of the new meeting schedule, **with a second** by Chair Noles. The motion was unanimously approved.

D. Academic and Student Affairs (ASA) Committee Report –Marissa Molina, Committee Chair)

Trustee Molina reported that ASA Committee's discussion centered on faculty workload. She thanked participants for their engagement in the conversation. She said that the Board has a fiduciary duty to the institution and must continue its due diligence to understand the impact of changes on the institution. The committee will continue to move the conversation forward and discuss a proposal to be brought to the Board.

Three action items are presented to the Board for approval today:

1. Approval of New Programs – Majors, Minors, Concentrations & Certificates

Trustee Hultquist moved for approval of the new Programs - Majors, Minors, Concentrations & Certificates, **with a second** by Chair Noles. The motion was unanimously approved.

2. Approval of Discontinued Programs

Trustee Brooks moved for approval of Discontinued Programs, **with a second** by Trustee Hultquist. The motion was unanimously approved.

3. Approval to Use Bachelor of Science in Nursing for University Nursing Programs

Trustee Brooks moved for approval to Use Bachelor of Science in Nursing for University Nursing Programs, **with a second** by Trustee Hultquist. The motion was unanimously approved.

E. Auraria Higher Education Center (AHEC) Board Report – *Albus Brooks, Trustee*

Trustee Brooks reported that the Auraria Campus Master Plan has kicked off and has a targeted completion date of 2024. The committee voted to select the firm to create the plan. The anticipated total budget is \$700,000; MSU Denver will pay 50% according to the current cost distribution.

Auraria Police Department Chief Michael Phipps has accepted a new position with the Department of Revenue and has tendered his resignation effective today. Trustee Brooks thanked Chief Phipps for his service to Auraria. Commander Jason Mollander has been named interim Chief of Police. AHEC will be working with recruiting firms specializing in law enforcement to manage a search while gathering input from campus leaders, students, and other constituents.

AHEC continues to work with the Student Advisory Committee to the Auraria Board (“SACAB,”) on their revised bylaws.

AHEC is encouraging revitalization and renovation of the properties along the Ninth Street corridor. UCD is underway with one of the renovations.

President Davidson noted that a retreat is scheduled in the Spring at which agreement on decision-making among the institutions will be discussed. Processes and structures are needed that each institution feels comfortable with. Tracy Huggins, the Board Chair of AHEC, is taking that on and will likely hire a consultant to think through the next phase of AHEC 3.0. Trustee Brooks added that a structure for and governance regarding decision-making will be welcome. President Davidson said that the MOU for MSU Denver’s current project has the potential to become a model going forward. Leaders of each of the institutions agree at a strategic level that their shared vision is a campus village model and building out with partnerships. A process and concrete structures are necessary first considerations.

Chair Noles requested that the topic be brought back to this Board when the time is right. He stated that having the CEOs of each of the four institutions in alignment and optimizing the experiment of Auraria could turn out to be a unique advantage for institutions of higher education in urban Denver.

F. Alumni Representative Report – *Jim Qualteri, Alumni Trustee*

Trustee Qualteri reported that the Alumni Association has reached nearly 6,900 engaged alumni year-to-date, which is 80% of its goal. The Alumni Association has a goal of 2,600 alumni donors and has reached 1,600. This is attributable to the added headcount that the Board of Trustees included last year in the budget, Trustee Qualteri said. Alumni donors have been very active in the community.

Three new board members were added at the last board meeting on Wednesday, bringing the total to 18. An additional board member will be added, and Trustee Qualteri stated that the board is very engaged.

A system of scoring board members was implemented in order to clearly communicate areas where board members can contribute. Quarterly, board members will be reviewed privately on several different categories to make sure that the Alumni Association is doing everything it can for the institution.

The Rockies 50/50 Raffle is coming up and 80% of the volunteer spots are already filled. Opening day is April 6, and the Alumni Association would love Trustees to volunteer. Last year, 956 volunteers raised \$143,000.

Chair Noles asked Trustee Qualteri to make a roster of the Alumni Association board members available to the Board of Trustees. Ideally it would include when they graduated and other information, in an effort to strengthen the connectivity between the Alumni board and Board of Trustees. Some Trustees may know people who are serving on the Alumni board and could be interacting with them.

G. Faculty Trustee Report – Meredith Jeffers, Faculty Trustee

Faculty Trustee Jeffers presented an overview of select faculty activities and initiatives, especially those that align with the University's mission and values. Faculty are engaged in many amazing projects this year, she said.

The MSU Denver Open Educational Resources Program is spearheaded by Dr. Emily Ragan in the College of Letters, Arts and Sciences. Dr. Ragan has led a group to pursue grant funding every year since 2018. In 2018, a House bill created a grant program for university development of OERs. Each year MSU Denver worked to win that grant and each year it received the maximum state award in addition to receiving generous support from the Provost's office annually.

OER grant funding supports:

- Faculty learning communities and training to adopt, adapt or create OERs with an emphasis on no-cost and low-cost materials (less than \$40 total, which includes everything the student would need to purchase for the entire semester);
- The creation of low-cost and no-cost pathways through full minors, majors, and certificate programs on campus;
- The creation of low-cost and no cost pathways through General Studies programs, particularly required courses, for all students at the University;
- The creation of student-facing course attributes for registration so that a student can easily see which courses have no cost for materials, which have low cost, and make more informed choices about which classes to pursue.

All of this aligns with the Governor's "Zero Textbook Cost," or ZTC Challenge program. MSU Denver faculty and programs have won several the awards associated with the ZTC Challenge.

As a point of reference, in 2015 and 2016, fewer than 100 students on campus were taking courses that used OERs. Beginning in 2018-2019 with the maximum award from the state and additional funding from the Provost, 2,335 students saved a combined \$284,500 from Summer to Spring.

The following year, the maximum award was again received, and over 5,000 students saved \$819,000 from Summer 2020 to Spring 2021, and an additional savings of \$182,000 with the amount invested by the Provost.

In academic year 2020-2021 the University again received the maximum award which the Provost matched so that the total award of \$100,000 could be received. As a result, 11,200 students saved over \$1 million.

In 2021 a Senate bill committed to five additional years of funding for this type of state award, and the University has pursued that each year.

Psychology 1001, a General Studies course, is one of the highest enrolled courses on campus. The typical cost for a used textbook is \$100 per student. Approximately 800 students take that course each year.

Spanish 2110 and 2120 are concurrent enrollment courses. OER saved 150 college credits through High School students enrolled in the program at \$90 per student. This is significant and provides an additional talking point as MSU Denver continues working to expand the program in other school districts.

In the most recent student survey which had over 600 respondents, nearly 90% said they noticed a significant benefit to having the options of no-cost and low-cost courses and pathways; only 3% said there was no clear benefit.

In terms of seats filled, it was determined that for the no-cost-for-materials classes, 80.6% of those courses fill, and 81.3% the low-cost courses (courses with less than \$40 for all the course materials), fill. Under 65% of traditional-cost classes fill. This data is contributing to a more qualitative picture of trends that impact MSU Denver students.

In Spring 2023 there are eight ongoing Faculty Learning Communities (FLC) which are faculty-initiated and led. They include OER; Creating Interdisciplinary Course Offerings; Trauma-informed Educational Practices; Community Engagement and Service Learning which explores benefits of experiential, community-engaged, and service-learning courses which align with MSU Denver's Strategic Plan and President Davidson's commitment to 100% student engagement in career planning through coursework and the C2Hub initiatives.

The Center for Teaching, Learning & Design ("CTLTD") has been active in providing professional development for faculty. The Peer Associates Training creates a repository of pedagogical materials created by faculty which are then shared with the rest of the community. A Proactive Accessibility Certification enables faculty to ensure they meet the highest standard possible.

The Office of Faculty Affairs and the Office of Learning and Development have created and implemented leadership opportunities for faculty to learn more about how the University operates and the different services available to students, everything from the budget to advising.

Aligning with the institution's HSI and DEI commitments, the College of Health and Human Sciences and the College of Aerospace, Computing, Engineering and Design have a joint DEI committee that is holding a workshop day next Friday focusing on "Making Space in Higher Ed for Anti-Racist Practices." They are collaborating with the CMEI.

Undergraduate Research & Mentoring is again exploding now that classes are again being held on campus and in person. The TA Program has expanded. Students are now receiving hourly pay for that work, as well as the opportunity to earn credit through internships and independent studies.

Two conferences are coming up in April: The MSU Denver Undergraduate Research Conference, and the World Languages Undergraduate Research Conference, which has students coming from such areas as Middlebury, Minnesota, and Houston, Texas, to participate and present.

In response to a question by Trustee Molina, Faculty Trustee Jeffers stated that openly licensed resources are available to faculty in all disciplines to adopt or adapt within the learning management system. In terms of creation, it depends on the individual faculty member. The University can provide significant stipends or reassigned time for those faculty so that they can have the time and space to create those resources and then share and openly license them so that they are used at other institutions, elevating the brand name of MSU Denver as an accessible university.

H. Faculty Senate Report – *Liz Goodnick, Faculty Senate President*

Liz Goodnick, Faculty Senate President, reported that Faculty Senate was busy during Fall semester. In addition to the usual work of approving new courses, course revisions, and reviewing General Studies designations, the Curriculum Committee approved several new undergraduate programs, graduate certificates, and a new Master of Education and Curriculum and Instruction.

The Curriculum Committee also worked with the Office of the Registrar, Online Learning and the CTLTD to rework the language used to describe course delivery methods, such as "in-person," "online," "hybrid," "sync-flex," "high-flex," among others, to reflect the amazing variety of course delivery methods offered across campus and to make those options clearer for students when they register.

Faculty Senate also helped to fill a committee to approve microcredentials, also known as digital badges, and has begun approving those as they are created by faculty.

A significant piece of curriculum work was the complete overhaul of the Multicultural Graduation requirement. The name of that designation was changed to the Ethnic Studies Social Justice, or “ESSJ” requirement. The description was updated and all the student learning outcomes were redesigned to be more in line with the Board's commitment to engaging in the anti-racism work necessary to create systemic change. The new requirement will equip students with tools to confront and contextualize racially and ethnically marginalized groups; will center the experiences of marginalized groups in the United States; will encourage students to examine, interrogate and explore the shaping effects of oppression and systems of white supremacy, and to recognize key moments of liberation and movements that advance social justice. This new requirement will conscientiously and effectively serve all MSU Denver students and it starts next Fall.

Provost Tatum presented information around the 3/3 teaching load to the Academic and Student Affairs Committee yesterday. And will be attending our next faculty senate meeting to discuss implementation plans and financial implications and to answer questions faculty have about the process. Faculty look forward to learning more about the data requested by the Board and the potential timeline for future implementation of this proposal. The 3/3 has overwhelming support from the faculty; thus Faculty Senate is ready to collaborate in the process of answering questions and determining how this might be possible moving forward.

Faculty look forward to the remainder of the Spring semester and will be busy working on retention tenure and promotion (“RTP”) and post-tenure review (“PTR”) decisions, Handbook language changes, economic policy, and business internal to the Senate.

I. Staff Senate Report – *Rebecca Reid, Staff Senate President*

Rebecca Reid, Staff Senate President, provided updates from Staff Senate. She stated that the creation of the College of Health and Human Sciences, and the College of Aerospace, Computing, Engineering and Design left the Senate's structure misaligned with the University's structure. Staff Senate convened a task force to recommend a new Staff Senate structure, and recently voted to approve a proposal that includes a two-phase restructure and recommendations for ratifying Staff Senate's constitution and bylaws. Phase One would redistribute the existing 26 Staff Senate positions to align with University structure. Phase Two, driven by a short planning window and the implementation of Workday, allows for a deeper investigation into the University's overall staff structure -- positions, roles, and duties -- along with direct feedback from staff, to make an informed and meaningful proposal for long-term change to the structure of SS.

Staff Senate was formed in 2019 by bringing together the Council of Administrators, the Classified Staff Council, and student employees. Ms. Reid has served two terms as president of Staff Senate over four years. She thanked the Board for the honor of serving as the first president of Staff Senate.

Staff Senate's Jedi Committee, or “Justice, Equity, Diversity and Inclusion Committee,” in alignment with its anti-racism work, will be hosting a “Me and White Supremacy” book club. Registration was open to all University staff, and several books were procured for participants. Approximately 20 staff members, including officers and Staff Senators, have registered for the book club. There will be three meetings beginning in February and continuing through April.

J. Student Trustee & Student Governance Report – *Gabriel Trujillo, Student Trustee*

Student Trustee Gabe Trujillo reported that Student Government passed a resolution recommending the designation of Indigenous Peoples Day as a holiday, a day on which the institutions should offer opportunities for education and reflection in light of the fact that the Auraria Campus is sited on stolen land, Mr. Trujillo said.

In its role overseeing various student organizations, Student Government passed a resolution requiring student groups to make “green” purchases -- recyclables and reusables -- when hosting events, creating a greener Colorado in general.

Students appreciate the University’s concern for housing, especially considering rising rents and high inflation. They asked, however, that such housing be designed with the needs of non-traditional students, who constitute a large percentage of the student body, in mind.

Inspired by the Board's decision to send letters in support of DACA to state legislators, Student Government also sent letters in a show of unity with the Board of Trustees, faculty, staff, and students, to indicate that all of MSU Denver supports its Dreamer and DACA students.

Student engagement at all institutions is low. As an urban, commuter campus, MSU Denver’s students face unique challenges and roadblocks to student engagement. Student Government hopes to collaborate with Faculty Senate in its design of surveys so that responses illuminate and elevate an understanding of students’ needs in an effort to enhance student engagement.

Student Government is collaborating with the Student Advisory Committee to the Auraria Board, “SACAB,” to strengthen its relationship with students. SACAB has two representatives from each institution who meet to make recommendations to the Auraria board and AHEC.

Student Government is working to strengthen its relationship with the other student governments to create a sense of community and partnership, recognizing that although there are three institutions on campus, the three institutions form one big community.

Student Government urges the Board of Trustees, AHEC, and SACAB to be accountable for access on campus -- ensuring that doors are working, ramps are in place, clean, and free of hazards – to keep the campus as accessible as possible to people with different abilities so that their experience and that of all students may be elevated and enhanced.

K. Athletics Report – *Todd Thurman, Director of Athletics*

Athletics Director Todd Thurman reported that there were many upstarts in Athletic programs.

In November and despite snow on the ground, Athletics staff worked hard to host the RMAC Cross-Country and the Region Cross-Country at Washington Park, and at the same time, hosted the NCAA Volleyball Region and RMAC Region in the gyms.

New coaches in Men’s and Women’s Soccer are having great success. Although the Men’s team lost the League in the semi-finals, it was by only one goal, to Colorado School of Mines.

At January’s meeting, the Board met the Volleyball team and Coach Glenn. Coach Thurman said the team is playing extremely well. Although they lost in the finals of the Region tournament to West Texas A&M, they are undaunted and have firm plans for next year.

Accomplishments of the Volleyball team include:

- Sweet 16 finished No. 3 in national polling and had the best winning percentage in all D2,
- Riley Lackey was named the Academic All-America Team Member of the Year,
- Riley lackey was named the Volleyball Player of the Year by the Sportswomen of Colorado,
- Riley Lackey, RMAC Player of the Year,
- Coach Glenn, RMAC Coach of the Year,
- Four All-Americans in RMAC Regular Season and Tournament Champions,
- A 3.73 GPA.

The second highest cause of death in student-athletes is suicide. At the beginning of COVID, Athletics began focusing on the mental health of student-athletes and coaches, and training in that area continues today. MSU Denver's Athletics Department is very invested in mental health and suicide prevention training.

Last year, MSU Denver's student-athletes and their coaches completed over 2,500 hours of community service, serving the community, giving back to the campus and the city of Denver. This contrasts with an average of 500 hours of community service at most colleges.

Despite being forced by the pandemic to pivot to online this past semester, the overall GPA of 246 student-athletes in the Athletics Department was 3.31. Coach Thurman expressed his sincere pride in the entire department.

Athletics formed a DEI task force on Coach Thurman's first day as Athletics Director. Their first activity was to mark Indigenous Native Americans' Day by inviting a Native American chief to come to campus to bless the University's teams and its facilities in a traditional Native American ceremony with smoke and prayers.

MSU Denver Athletics is Division II. It will hold an auction on June 2. This evening and tomorrow, Athletics will host an Alumni Weekend at which it will honor its 2013 National Runner-up Men's Basketball Team and its 2002 National Champions Team. More than 75 alums are signed up to attend.

President Davidson inquired about the Stars of Honor Basketball Program. Coach Thurman said that Athletics, with the help of Paul Pogge who initiated the program, gives a free ticket to the University's games to high school students with a sufficient GPA and their entire families as well. More than 500 students attended the first game at MSU Denver. Coach Thurman noted that this is an effective form of community outreach and a positive introduction of MSU Denver to these students.

Coach Thurman noted that the Men's Basketball game tonight will be televised on KWGN Channel 2. He said that Athletics is pleased that its games are televised at all, but he said that he is working, in a politic fashion, toward having the Women's games televised as well. The University's Women athletes are excellent and deserve the same exposure.

L. President's Report – *Janine Davidson, President*

President Davidson thanked Coach Thurman. For Trustees who are new to the Board she explained that Division II is fundamentally different from Division I. At the NCAA level, the presidents manage the conference. The motto of Division II is "Life in the Balance." Division II students are less likely to become professional athletes than they are doctors and lawyers, and these student-athletes' high GPAs reflect that. She said that Division II is a "front porch" of sorts for the University as well as a marketing and recruiting opportunity.

President Davidson welcomed the new Board Trustees, Jerry Glick and Olivia Mendoza, and expressed her deep satisfaction at the Governor's reappointment of Board Chair Russell Noles and Trustee Marissa Molina.

President Davidson also welcomed:

- Jim Carpenter, interim CFO. Mr. Carpenter was most recently with the Denver Public School system where he was COO and CFO, and he has experience working with the U.S. Treasury abroad.
- James Mejia, the new Chief Strategy Officer. She said that he is focused internally on the Strategic Plan and data analytics, and externally has been representing the University as one of its senior leadership team.

- Hope Szyplski will be elevated from her interim role to Dean of the College of Health and Human Sciences.
- Jeffrey Newcomer will be starting in the summer and comes from Western Washington University and will be the Dean of the College of Aerospace, Computing, Engineering and Design.
- Annie Butler who is serving as interim chair for the School of Hospitality.
- Graham Ignizio who is the new Presidential Faculty Fellow and is a Spanish professor in the Modern Languages Department. Professor Ignacio has been teaching at MSU Denver for ten years. He is the third Faculty Fellow. President Davidson explained that Faculty Fellows shadow President Davidson and learn about every aspect of the University
- Mike Ramsey, new External Affairs Officer, reporting to Kaycee Gerhart. Mr. Ramsey will be resetting the Community Cabinet with a focus to become very strategic. MSU Denver has an immense amount of soft power in the community through embedding its leaders in the Departments of Chicano Studies, Athletics, Art, Theater, and Music. All of these promote the University's brand.

President Davidson noted the key facts and messages that she has repeated to state legislators:

- Colorado has dropped to 49th in the country in state funding for per-student spending in higher ed.
- Its neighbors in the West, Wyoming and New Mexico, are in the top 5 in the country; Utah and Kansas are near the national average.
- Georgia and Florida are pumping money into higher ed so that education is nearly free. Florida is a competitor of MSU Denver's in the aerospace industry.
- Colorado is losing out economically and socially by not investing in higher education. Sophisticated societies invest in their next generation and failing to do so as a state and a country will result in huge economic and social losses.

Higher education is the key to prosperity, economic growth, and civil society. These talking points will be provided to the Board and other interested parties.

- 91% of the top jobs in this state require postsecondary education, debunking the idea that a student shouldn't go to college or a working adult shouldn't return to college to level up their skills.

Higher education plays a huge role in advancing social and economic integrity in society. President Davidson supports the University's Public Service Institute, its free speech initiatives, and its soft power across the community.

These are crucial messages that President Davidson hopes Trustees will deliver to and reinforce in their spheres of influence.

- State funding ensures equitable access to affordable higher education, which is extremely important to MSU Denver's students. More students than ever are first in their family to attend college, which is the fact to be celebrated but one which also creates new pressures for services that support student success. This is one of the main reasons MSU Denver strongly supports HB 1114, the First-Generation Initiative.

- In 2023, compensation increases are required if the University is to keep pace with the inflation pressures happening everywhere. Those are embedded into the University's ask of the legislature. It is experiencing increases in the cost of benefits, of its contracts, of other foundational operating expenses, all of which mean that more resources are needed just to stay afloat, let alone get to the next level. This issue is vitally important, President Davidson said, not only for MSU Denver but for its colleagues across the state, and they are in lockstep on the issue. Employees at colleges in the state of Colorado deserve competitive compensation. Faculty and staff are the backbone enabling Colorado's quality of life and they should be paid fairly.

This year, the institutions wrote a shared letter to the legislature as they did last year. The year prior to that, MSU Denver did not sign on to the joint letter penned by the other universities, which was an attention-grabbing move that provided MSU Denver with the power to frame the initiative and the policy with respect to the state's funding of higher education.

President Davidson congratulated Michael Benitez on his election to the Board of Directors for the National Association of Diversity Officers in Higher Education. MSU Denver continues to strive to be a model Hispanic-Serving Institution, and this national recognition of Dr. Benitez is key to its strategy.

President Davidson congratulated David Fine, General Counsel to the University, who has been named one of the "Top 25 Lawyers in Denver" by Attorneys Intel.

President Davidson congratulated the MSU Denver Aerobatics Team which has once again won first place in the nation, for the second year in a row. The team began competing in 2016 and they have won four titles in six years. Congratulations also to Roadrunner Ryan Tierney who won the individual national championship, and to Dylan Beale who finished third. President Davidson encouraged Trustees to meet Dagmar Kress, the coach of the Aerobatics Team. She is an internationally recognized aerobatics competitor and instructor who nearly singlehandedly operates the Aerobatics Program at MSU Denver. President Davidson said it would be ideal to have the team visit the Board at some point.

President Davidson stated that the University will honor Congresswoman Brittany Petterson from Colorado who is an MSU Denver alum, and Kat Cammack, a Republican from Florida, who graduated from MSU Denver ten or 15 years ago.

President Davidson stated that there is a tradition in the military whereby commanders give out challenge coins in recognition of superior service. President Davidson presented a new President's coin to Michael Benitez, David Fine, and to each of the Trustees.

President Davidson welcomed Taylor Tackett, the new AVP for Student Engagement and Wellness and Dean of Students. Mr. Tackett comes to MSU Denver from Ohio State University.

VII. INFORMATION ITEMS

A. Human Resources report of personnel actions for the Board's information, which have occurred since the last Board Meeting on Friday, August 26, 2022

VIII. PUBLIC COMMENT

There was none.

IX. ADJOURNMENT

The meeting was adjourned at 12:03 p.m.