

THE UNIVERSITY CORPORATION
Board of Directors
October 4, 2022

A meeting of The University Corporation Board of Directors was called to order by Chair Erika Beck at 3:01 p.m. on Tuesday, October 4, 2022 via Zoom Conference Call at California State University, Northridge. A quorum was present.

Members Present via computer video and audio:	Josephine Anderson, Erika D. Beck, Mechelle Best, Ronald Friedman, Carlos Fuentes, Paige Hajiloo, Hamid Johari, Mitul Kalra, Dave Moon, Shayan Moshtael, Michael Phillips, Jerald Schutte, Eden Shashoua, Michael Tejax, Ben Yaspelkis
Members Absent:	Harvey Bookstein, Colin Donahue
Staff Present via computer video and audio:	Heather Cairns, Rick Evans, Mike Lennon, Philia Militante, Cindy Ruan, Grace Slavik, Linda Turner, Kathryn Weeks, Lih Wu
Others Present via computer video and audio:	Sue Duits, Omar Galvez, Tom McCarron, Bella Newberg, Emily Porter, Ken Rosenthal, Samanha Thuotte

ITEM I WELCOME NEW DIRECTORS

<u>Faculty:</u>	Mechelle Best	Three-year term (2022-2025)
	<i>(Reappointed)</i>	
	Ben Yaspelkis	Three-year term (2022-2025)
	<i>(Reappointed)</i>	
<u>Community</u>	Harvey Bookstein	Three-year term (2022-2025)
	<i>(Reappointed)</i>	
<u>Administration</u>	Colin Donahue	Three-year term (2022-2025)
	<i>(Reappointed)</i>	
<u>Students:</u>	Josephine Anderson	Two-year term (2022-2024)
	Mitul Kalra	Two-year term (2022-2024)
	Shayan Moshtael	One-year term (2022-2023)
	Eden Shahoua	One-year term (2022-2023)
	Michael Tejax	Two-year term (2022-2024)

Dr. Beck thanked Dr. Mechelle Best, Dr. Ben Yaspelkis, Mr. Harvey Bookstein and Colin Donahue for continuing on for another three-year term. Dr. Beck welcomed the five new student Board members Josephine Anderson Mitul Kalra, Shayan Mosthael, Eden Shahoua and Michael Tejax. Each student introduced themselves and provided brief information about their academic major, interests and clubs and organizations they are part of.

ITEM II APPROVAL OF THE JUNE 7, 2022 MINUTES

MSP (Phillips/Johari): That the minutes of the June 7, 2022 Board of Directors meeting be approved as circulated.

ITEM III FACULTY STAFF HOUSING-DEVONSHIRE DOWNS UPDATE

Rick Evans, Executive Director -TUC, reported that TUC is half-way through developing the design build documents, which will be completed early next year. Mr. Evans reiterated that AC Martin is the architectural firm taking the lead on the criteria documents, and the North Campus Development Corporation is funding the pre-design and development work. He emphasized that the Design Build method is a good approach especially for these particular times when a project may be put on hold due to financial viability, as the criteria documents will hold their shelf-life for a long time. Prior to the official project kick-off late last year, when interest rates were very low and the cost of construction was increasing yet not out of control, a proforma was developed utilizing Systemwide Revenue Bonds (SRB). After the January kick-off of the project, with rising interest rates and construction costs increasing at unprecedented rates, the project is deemed not currently financially viable. The estimated total project cost has risen from \$125 million to \$175 million. That being said, Mr. Evans stated that TUC will continue to work with AC Martin to complete the criteria documents.

Bella Newberg, Project Manager -North Campus, recapped the project overview by describing that the site is approximately 6.4 acres, located at the corner of Lindley and Lassen streets and that it has a base program consists of 200 apartments and 300 covered surface parking stalls. She reported that the 2018 Demand Study facilitated by JLL was updated earlier this year and showed results consistent with the previous study that recommends a 200-unit project be built. Similar to the 2018 study, the current study revealed that the total cost of rent and utilities, quality of housing, travel time to campus, and size of housing are top factors in making decision on where to live. Ms. Newberg stated that the team, along with AC Martin, have been participating in multiple workshops to develop the program and detailed description of how the project should be designed and constructed. A critical milestone is the cost estimate which is scheduled to be completed in January 2023. This will provide the TUC team with a cost based upon current market conditions. At that time, the team will evaluate the financial viability of moving forward. If there is not a pause with the project, the intended project completion date would be late 2026. Ms. Newberg shared good news with regard to the site analysis done which shows that the site of the project will use less expensive type of foundation. She also reported that fulfilling the CEQA requirement will only involve an amendment since the faculty-staff housing was already included in the current campus master plan.

Michael Tejax, Chief of Staff – CSUN Associated Students, asked if there will be another low-cost parking option for students who normally parked in Lot F10 once the faculty-housing project starts. Mr. Evans responded that hopefully with improved mass-transit and more housing on and off campus, that there will be less of a need for parking. He acknowledged that it is a good point to bring up and that the team will have to work with the campus to address that concern.

Josephine Anderson, Attorney General - CSUN Associated Students, asked if taking away Lot F10 will create more traffic. Mr. Evans added that having this faculty-staff housing project with 200 employees living on-campus that are not commuting anymore and not needing to park on campus parking lots, will hopefully alleviate traffic.

Dave Moon, Professor – Art Department, asked if there will be an opportunity at some point to discuss ADA compliant issues and about building these units with intention to design living spaces that will have full wheel-chair accessibility. Both Mr. Evans and Ms. Newberg indicated that the project will be build up to ADA code.

ITEM IV CONFLICT OF INTEREST STATEMENTS AND DIRECTOR'S HANDBOOK

The 2022/2023 Directors Handbook was distributed via email. Changes in the Directors Handbook were noted in red. Mr. Evans announced that the conflict-of-interest statements will be e-mailed for signing to the board of directors on October 5. Dr. Beck noted the importance of signing and filing these forms.

ITEM V CSUN DELEGATION OF AUTHORITY FOR CALIFORNIA OFFICE OF EMERGENCY SERVICES (CALOES) GRANTS AND CONTRACTS

Grace Slavik, Director, Sponsored Programs Administration & Systems Improvement reported that in August 2022, California Office of Emergency Services (or CalOES) conducted a performance and financial review of eight funded awards. One of the findings of that review is that the TUC delegation of authority document is not sufficient. CalOES handbook requires that delegation of authority document, approved by the Board, should indicate the individuals who have authority to execute agreements on behalf of the organization, and the award number and performance period of each active sponsored project. The list of subaward numbers and grant years are listed below.

Agency Award No.	Project Title	Performance Period
AT21 02 1253	Child Abuse Treatment Program	January 1 through December 31, 2022
CT21 03 1253	Campus Sexual Assault (CT) Program	January 1, 2020 through December 31, 2023
FJ21 01 1253	FJ - Family Justice Center Program	April 1, 2022 through March 31, 2024
FY2019 California State Non-Profit Security Grant Program, Grant# 2019-2030, CalOES# 037-90800	California State Nonprofit Security Grant Program	January 1, 2020 through December 31, 2022
KC21 05 1253	CalOES Child Advocacy Centers (KC)	April 1, 2022 through March 31, 2023
RC21 24 1253	RC NWLA	October 1, 2021 through September 30, 2023
RC21 35 1253	RC VN	October 1, 2021 through September 30, 2023
RC22 25 1253	RAPE CRISIS (RC) PROGRAM	October 1, 2021 through September 30, 2023

RP21 01 1253	RP - Domestic Violence American Rescue Plan Program	January 1, 2020 through December 31, 2023
SD21 01 1253	SD - Sexual and Domestic Violence Prevention Program	May 1, 2022 through April 30, 2024
UV21-04 1253	Unserved/Underserved Victim Advocacy and Outreach (UV) Program	January 1, 2022 through December 31, 2022
XS21-04 1253	Sexual Assault Response Team Program	January 1, 2022 through December 31, 2022
XY21 01 1253	Underserved Child & Youth Advocacy Program- CALOES XY	October 1, 2016 through December 31, 2022

MSP (Phillips/Schutte): That The University Corporation Board of Directors approve giving proof of authority to the following individuals for the current CalOES subaward agreements.

- **Christopher Sanford, Associate Vice President, Research & Sponsored Programs**
- **Charlene Manzueta, Managing Director of Research and Sponsored Programs,**
- **Amy Levin, Assistant Vice President of Graduate Studies**

ITEM VI PROJECTS UPDATE

Mr. Evans shared that the board has a long-standing tradition of including a projects update at the first board meeting of the academic year. The updates cover some of the highlights of projects that have been completed during the summer. Linda Turner, Associated Director for Real Estate – TUC, reported on the recently acquired home at 9600 Rathburn in which acquisition will have TUC now own the entire block contiguous to campus across the street from the parking Lot B6 to the Physical Plant Management building at Etiwanda Street. Ms. Turner stated that the 1955 built, 4 Bedrooms/3 Baths, home, with a guest house of 720 square feet, was purchased at \$1,364,000. The property requires approximately \$200,000 to renovate which will be covered by the Real Estate fund. TUC will lease the main house and the guest house to separate tenants producing two revenue streams from this property.

Michael Lennon, Associate Director, Facilities and Operations – TUC, reported that the Campus One Card Program will launch in the spring 2023 semester. One Card program, a campus led initiative and in collaboration with TUC's partners, will have the official name Matacard. The MataCard will have a digital credential that will allow students, faculty and staff to use their Smart Phones for this program, but also have an option of a physical card for those who prefer that. Mr. Lennon described that the Matacard will serve as a student or staff ID, a key entry card for dormitories and other buildings and allow students to

access services in the Library and other locations. With regard to TUC partners, the card can serve as a form of payment across campus including the dining units and the Campus Store. It will also be a Meal Plan access card.

Heather Cairns, Director of Administrative Services – TUC, shared that while discussion around Premier’s connection or integration into the Campus One card is rather premature, at the moment TUC added the Premier logo on the campus Meal Cards and the Mata Cash card in an effort for brand recognition. Ms. Cairns reported that the Premier retail branch in the Campus Store is scheduled to have a soft opening on October 11, 2022. At the start of the semester, Premier team tabled at various events, such as the AS Fair and the Meet the Clubs and promoted their future services outside of the branch. Ms. Cairns also mentioned that the Premier leadership was present at a recent Women’s Volleyball game at the newly branded “Arena”. TUC Board Member Dr. Mechelle Best who is one of the newest board members for Premier was also present at the said event.

Omar Galvez, District Manager, Southern California – Chartwells, reported a couple of re-modeling projects done in some of the food units on campus such as the rebranding of the logo, adding new furniture, tile painting and changing lighting at the Arbor Grill. Similar renovations were done at Freudian Sip USU. Mr. Galvez mentioned about the launching of Sambazon Acai Bowls, a brand-new brand and first of its kind at a college campus, that brings in a large selection of healthy options. Another new addition is Fry Shack which is an internal brand. Mr. Galvez noted that introducing an internal brand not only fits the needs of the students who are looking for this type of food concept, but it also allows Chartwells to control easily since there is no term-long contract in this set-up. Hence, this opens up possibility for change in the near future.

Ronald Friedman, Partner – Marcum LLP, asked whether the Mata Card is a credit card or a card that students put money in. Mr. Lennon clarified that the Mata Card is not a credit and it is not associated with any credit card companies or bank. There is a stored value in the account that will be managed on campus essentially in a One Card office.

Mitul Kalra, Senator – Associated Students, inquired if the faculty-staff housing project is available for student employees to apply for housing as well since student employees can access employee parking permits. Mr. Evans stated that the housing project will be primarily targeted to faculty and staff. Mr. Evans mentioned that there will be a waterfall type of criteria on who can apply for housing which helps with financing and making sure units are fully occupied. The first priority in this eligibility to obtain an open unit would be out of area faculty. Somewhere down the list, it would be open to part-time staff, then further down to non-CSUN governmental employees. Further on would be for open-market. He clarified that as long as a student employee falls in a category list of eligibility, he or she may apply for housing.

ITEM VII CHARTWELLS HIGHER EDUCATION UPDATE

Mr. Evans informed the group that they should have received an e-mail update from him discussing the challenges that Matador Eats has experience with the start of the school. He thought the updates helped provide people with an understanding of the various issues everyone is dealing with. The updates also offered people the opportunity to provide direct feedback and suggestions, as well as help get the word out

to prospective employees that Matador Eats need more staff. He thanked the student leadership on this board who were very helpful in this regard.

Ivy Kusler, Regional Vice President – Chartwells, stated that although there is a lot of great things to celebrate with some of Chartwells’ recent projects, they acknowledged that this fall’s opening has been challenging. Long lines and product shortages marked a rough start. Accordingly, Ms. Kusler assured everyone that Chartwells is 100% focused on continual improvement. She stated that Covid still impacts Chartwells and the food industry much more than other industries. On a staffing perspective, Southern California locations seem to be impacted more than their Central Coast and Northern California counterparts. She mentioned that fortunately being part of the Compass Group, they get support from their teams in talent acquisition and procurement group, working behind the scenes. She reported that Chartwells is currently 95% staffed from an hourly employee perspective and their talent acquisition managers aggressively recruit for a few salaried position openings. She expressed her appreciation for everyone’s patience as Chartwells worked through the staffing and supply chain challenges.

Mr. Galvez noted Chartwells’ aggressive hiring which resulted to filling 100 positions in a little over two weeks. He credited this accomplishment generally to communication, with Mr. Evans working closely with Chartwells to ensure that information goes out and reach the right people. Mr. Galvez mentioned that Sierra Marketplace opened last week with a selection of food such as Boba, sushi and sashimi, coffee and pastries being offered. He reported that the fall Meal Plans garnered high numbers at 1,675 with over 570 of those from Voluntary Meal Plans. Mr. Galvez enumerated a couple upcoming events such as FESTI-ful - Farmers Market on October 6 and the event “Thank-ful” with Chef Jet Tila and his wife Ali who is an CSUN Alumna which event is scheduled in November. With regard to Chartwells’ Sustainability efforts, Mr. Galvez talked about introducing WasteNot 2.0, a valuable tool to measure and track campus waste, at Arbor Grill. Another program Chartwells initiated in relation to Sustainability is “Chefs to End Hunger” which involves donating leftover food to local pantries. Mr. Galvez also mentioned a couple of key campus events such as the President’s Picnic, the Compass Zone 5 Meeting and AS Fair that Chartwells provided catering services on.

Dr. Beck shared that she has heard very clearly about the challenges associated with dining services at the start of the academic year from different groups including student leaders Mr. Shayan Moshtael and Ms. Eden Shashoua. She expressed her appreciation with the partnership that came together to find solutions both from Chartwells and TUC, as well as the student leaders who absorbed information and communicating all that out.

Shayan Moshtael, President – Associated Students, asked how the FESTI-ful - Farmers Market and the AS Farmers Market can be differentiated and in terms of marketing, would there be any potential for confusion. Mr. Galvez replied that there is some clear identification on both programs. He explained that there will be other activations that will be seen in FESTI-ful that are not the usual situation for the Farmers Market. He relayed that Chartwells worked with getting approval from Associated Students. Ms. Cairns added that the intention to have FESTI-ful is not to confuse or conflict with the regular market. She continued that it just so happens that the theme of what Chartwells is trying to execute fit very nicely with the Farmers Market, so bringing back the theme another day will be a great idea since it has been fun for students. Ms. Cairns indicated that more communication will be coming from Matador Eats about the event.

Paige Hajiloo, Chair of Personnel – Associated Students, asked how the recent aggressive hiring play out with regard to addressing the long lines and long wait as see in the Freudian Sip locations. Mr. Galvez

explained that in the last couple of weeks, Chartwells hired more people specifically in the Freudian Sip locations and there is about two to three weeks for the new hires to get acclimated. He shared that they are paying more attention on the supervisory roles, to ensure that these people have experience to continue to train versus what was done in the past wherein Starbucks/Nestle does a one-day training with the staff which took a bit a longer time. A Boost mobile application was activated last week for the Freudian Sip locations to fulfill on-line orders, so he hopes that this will also facilitate speed in services.

Ms. Hajiloo commented that if hiring employees is a problem, how come there is not a lot of hiring ads posted on the Matador Eats social media. Mr. Galvez clarified that Chartwells does not have a lack of applicants but the difficulty lies with filtering through those part-time applications and filling in specific schedule gaps to help with the lines. He reported that two managerial positions have been filled recently and hopefully this will help address the challenge of filtering through those applications. Ms. Hajiloo would like to know why Burger King was taken out and replaced by Fry Shack despite the less favorable comments (e.g. food lacks flavor) the latter receives in Social Media. Mr. Galvez contended that Fry Shack is a better choice because it produces whole food with whole ingredients, which Burger King does not. Chartwells plans to continue to modify the menu from time to time and since this is an internal brand, the campus has the flexibility to review the concept each year and analyze if something needs to be changed. He added that Fry Shack is actually 37% higher in sales than a typical Burger King sales.

Mr. Moon asked if there is a correlation between the increase in the Meal Plan purchase and the student housing vacancy and student enrollment. Mr. Lennon replied that the increase in Meal Plan purchase is mostly related to housing (lack of) vacancy as there is currently a high demand for student housing with over 800 people still in the waiting list. He noted though that there is also a considerable number of Voluntary Meal Plans which some are units that have a kitchen but are not required to participate in a meal plan. He stated that with Chartwells being on-board, this number may continue to grow higher since they have the ability to market to those groups

Mr. Moon brought up his concern about enrollment management and how this directly affects TUC's operations. He asked whether TUC has the responsibility to be more active in facilitating those kinds of conversations. Mr. Evans acknowledged that this is an important concern. Although there is no immediate answer to Mr. Moon's question, Mr. Evans shared that there are several people on campus very interested in what is going on regarding the future of foot traffic. Further, he said that this is a big part of student life student-life on campus and TUC and its partners are a big part of that. Dr. Beck shared her appreciation towards Mr. Moon for bringing up this question and mentioned that these conversations are happening at the cabinet level on a regular basis. She stated that Dr. William Watkins, Vice President for Student Affairs & Dean of Student, and his team are trying to engage the university in long term planning which requires a lot of dialogue not only about in terms of students enrolling in academic programs but also the shape of the class with respect to transfer relative to freshmen students.

Dr. Hamid Johari, Professor – Department of Mechanical Engineering, voiced out his and some of the other faculty members' concern about the no response or delayed response with regard to scheduling events at the Orchard Conference Center (OCC). Mr. Evans expressed that this issue is a very high priority, Chartwells and TUC staff. Communication and responsiveness at the OCC has not been up to TUC standards. He suggested that a little more patience will be required as the catering manager will be leaving. Mr. Galvez indicated that he is aware of the issues and expressed commitment to address that matter as changes will be happening in that field and a few other salaried positions on campus.

Mr. Tejax inquired why the job opportunities section posted on the Matador Eats website indicates to only apply to one job and that multiple applications will reduce one's probability of hire. The common assumption is that applying to multiple positions, should increase the chances of hiring depending on the applicant's skills asset. Mr. Galvez explained that when filtering for the associates, the application can easily be missed if it is the same application going across different divisions. Most of Matador Eats applications are universal and so whether one applies for a cashier or foodservices worker, during the interview process, Chartwells can decide if the applicant is better for one position over another. Accordingly, upon hiring Chartwells can easily be assign to which location the applicant should work. This process has been done to facilitate and speed up the process both for applicants and for Chartwells. Mr. Tejax asked why there is a disparity between the price of El Pollo Loco item in the Boost Mobile app versus the one in Reseda and Roscoe locations. Mr. Galvez clarified that Chartwells does not control pricing but El Pollo Loco provides the pricing to them. He suggested that there might be some additional expenses that El Pollo Loco picks up from operating in school that would justify the price difference but he would be happy to post this question to El Pollo Loco and connect with Mr. Tejax directly.

Ms. Anderson commented that the Panda Express Beyond Orange Chicken is not shown as a vegan option in the Boost Mobile app. She also wanted to get an update on TUC's future plans for more vegan and Kosher food options on campus. Mr. Galvez reported that since last week, there is already a Grab n' Go program for Kosher food on campus. He shared that Chartwells is also looking into partnering with a vendor to source in a restaurant and bring in some more Kosher food options. Mr. Galvez noted that Chartwells was just recently made aware of the Panda Express Beyond Orange chicken program and worked under the assumption that it would be available after the promotional campaign launch. Chartwells will start the research and will add that option to the Boost Mobile app shortly.

Dr. Jerarld Schutte, Professor – Department of Sociology, commented that with regard to maximizing housing, campus services and other programs associated to increasing enrollment, it will be advantageous for the campus to look outside the relationship with the Chancellor's Office and start seeing what is happening at California Community Colleges (CCC) and the University California schools. Dr. Beck assured the board that the campus is looking beyond the Chancellor's Office and is acutely aware of the shift in the dynamics of enrollment. The Enrollment Management Committee is forwarding proposals and a whole set of recommendations and creating conversations throughout the campus. This will take a collective response, thoughtful dialogue and making choices to where the resources be allocated, thus she encouraged everyone to lean on to these conversations.

ITEM VIII IMMEDIATE AND EQUITABLE ACCESS

Mr. Evans prefaced his presentation by providing a survey that describes 65% of students skipped purchasing course materials despite 90% fearing that this might hurt the student's grade. To meet this challenge, TUC has collaborated with Follett and the campus through Access Programs. The goals of these Access Programs are to transform course materials so that they are affordable, can be accessed on the first day of class, help improve grades, increase student retention, and reduce equity gap. Mr. Evans provided a quick reminder as to how an Access program works where digital course materials are delivered to the student through Canvas and students are informed if their hard books are ready for pick-up or shipping. If a student chooses to Opt-Out from the Access program, then they simply obtain their book elsewhere. He went on and discussed the difference between the two types of Access Programs: Immediate Access (IA) and Equitable Access (EA). Immediate Access or MyCSUNDigitalAccess (MCDA) as it is called at CSUN,

has a course-by-course implementation while Equitable Access is a campus or cohort-wide implementation. CSUN Ready is an example of Equitable Access since it affects the First-Time Freshmen (FTF) cohort. The discount in MCDA is up to 40-60% versus new books while EA offers upto 60-80% discount versus new books. Thus, it's the size and volume of EA programs that result in even lower pricing than an IA program, because the volume of books being procured. Mr. Evans reported that this fall 2022 semester, the opt out rate is only 9% of the 20,000 currently enrolled in MCDA classes. Thus, 91% of the MCDA students are staying in the program and receiving all their learning materials for that class. Mr. Evans reported that the following findings came from an analysis conducted by CSUN's Institutional Research (IR) on the MCDA program: 1) No demographic group was more likely than any other to opt-out; 2) There is a positive association on average course grades; and 3) Participants are more likely to earn higher course grades and less likely to receive a failing grade. Mr. Evans also mentioned that CSUN IR surveyed the CSUN Ready cohort and the students responded strongly agreeing that the program helped them 1) Prepare for class; 2) Improve their ability to complete assignments; and 3) Improve their grades. Given CSUN Ready's success, Mr. Evans posted the question: "Is the time right to consider the next step into a more sustainable EA program?" He listed a couple of CSUs who are already implementing different forms of EA's or are already in the planning stages. San Diego State University's model provides every undergraduate student access to their required textbooks for \$22 per credit unit (plus a 20% discount this semester equal to \$17.60). Some CSUN faculty and administrator took notice of San Diego State's model and considered if something similar can be implemented at CSUN. Mr. Evans stated that this prompted the conversation today. For analysis, Mr. Evans utilized the annual report of University of California Davis which is the first California university to do an EA program. According to the report, the participation rate last year was 70% which is an increase from 53% on the first year; before EA only 30% of their students had all their learning materials; and last year 70% had all their learning materials. He also shared that the cost to students (at Davis) went down 15% while inflation went up by 9%. For next steps, Mr. Evans recommended that an ad hoc committee of TUC's student and faculty board members meet to review if EA is something CSUN should start considering, or if continuing to just grow the MCDA is the direction to take. Furthermore, he stated that if it is determined that taking further steps into EA is the direction, then boarder discussions with the campus community will take place. Before he concluded his presentation, Mr. Evans played a video of San Diego State University's EA program.

Dr. Schutte suggested if there is going to be a success in getting EA implemented at CSUN, a strong support from the Chancellor's Office would be prudent. He also recommended to take some time researching on the efficacy of digital print versus hard copy books. Sue Duits, Learning Materials consultant, indicated that cost of digital materials has stabilized, as there are consistent decreases for the past 3 or 4 years as publishers shifted from printed to digital. Ms. Duits postulated that CSUN will continue to grow 5-10% each year in the digital ratio as the campus moves toward an EA program and the pricing from print will certainly come down.

Rick reiterated that in the next few weeks he would like to schedule a couple Zoom meetings with a sub-committee consisted of six faculty board members and six student board members and these meetings will have to be posted as a board meeting. He would like to spend a couple of hours with these faculty and students who both have vested interest in this matter. From these meetings, recommendations will be formed.

Dr. Beck asked if there is anyone who objects to this idea of having an exploratory committee begin a conversation that will shape what the next steps may be. There were no objections from the board.

ITEM IX ANNOUNCEMENTS

There being no further business, the meeting adjourned at 4:55 p.m.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Colin Donahue", written in a cursive style.

10/18/2022

Colin Donahue, Recording Secretary