

**ANNE ARUNDEL COMMUNITY COLLEGE
BOARD OF TRUSTEES PUBLIC SESSION
February 26, 2019**

Members present: Lawrence W. Ulvila, Jr., Chair; Sandra E. Moore, Vice Chair; Paula J. Darrah, J.D.; Rev. Dr. Diane R. Dixon-Proctor; Dr. James H. Johnson, Jr.; Jerome W. Klasmeier; Caleb S. Schaeffer; and Dr. Dawn Lindsay, President

I. CALL TO ORDER AND APPROVAL OF AGENDA

The public session of the Board of Trustees was called to order by Mr. Ulvila at 4:04 p.m. in Cade 219.

By motion of Rev. Dr. Dixon-Proctor, seconded by Mr. Schaeffer, the Board of Trustees unanimously approved the February 26, 2019, Board of Trustees public session agenda.

II. WELCOME AND INTRODUCTIONS

CHANGE IN THE ORDER OF THE AGENDA

A motion was made by Mr. Klasmeier and seconded by Mr. Schaeffer to change the order of the agenda and bring action items V.B.1 – V.B.3 to the board at this time. The board agreed to bring those agenda items forward.

V.B.1 Approval of Faculty Promotions – Dr. Michael H. Gavin, Vice President, Learning

By motion of Rev. Dr. Dixon-Proctor, seconded by Mr. Klasmeier, the Board of Trustees unanimously approved the president's recommendations for promotions, effective August 16, 2019, of the following faculty to the rank as listed:

- **Assistant Professor:** Jennifer L. Birdsell, Mathematics
- **Associate Professor:** Arnold K. Adkins, Jr., Homeland Security & Criminal Justice Institute; Dr. Abigail M. Brackins, Mathematics; Erik Dunham, Visual Arts; Karin T. Haynie, Nursing/Healthcare Initiatives; Denise M. Lyons, Nursing/Healthcare Initiatives; Dr. Takamitsu Ono, Sociology; Heidi L. Rayner, Nursing/Healthcare Initiatives; Dr. Thomas G. Saunders, Biology; Shawn M. Wilson, Nursing/Healthcare Initiatives
- **Full Professor:** Dr. Debra M. Bartlett, Biology; Wilfredo Valladares Lara, Visual Arts; Dr. Erica Owens Yeager, Sociology; Dr. Brian P. Riley, English/Communications; and Kasia J. Taylor, Cybersecurity, Networking, & Digital Forensics

V.B.2 Approval of Faculty Tenure – Dr. Michael H. Gavin, Vice President, Learning

By motion of Dr. Johnson, seconded by Mr. Schaeffer, the board unanimously approved the president's recommendations for the award of tenure, effective August 16, 2019, to the following faculty: Dr. Tiffan L. Bumpass, Health, Fitness, & Exercise Studies; Professor Claudia L. Clark, Emergency Medical Technician/Paramedic; Dr. Candice J. Hill, English/Communications; Professor Dawn M. Ryan, Cybersecurity, Networking, & Digital Forensics; Dr. Darian T. Senn-Carter, Homeland Security & Criminal Justice Institute; Dr. Philip B. Terry-Smith, Social Sciences & Philosophy; and Professor Mary E. Wallingsford, Cybersecurity, Networking, & Digital Forensics.

V.B.3 Approval of Faculty Sabbaticals – Dr. Michael H. Gavin, Vice President, Learning

Dr. Gavin introduced the faculty members recommended for sabbaticals and briefly described how their sabbaticals would benefit students and align with the college's strategic plan, *Engagement Matters: Pathways to Completion*.

By motion of Mr. Klasmeier, seconded by Ms. Moore, the Board of Trustees unanimously approved the president's recommendations for sabbatical leave for Dr. Susan Cohen and Lynda Fitzgerald, fall 2019, and Dr. Jaclyn Gambone, Timothy Callinan and Matthew Moore, spring 2020.

III. APPROVAL OF MINUTES – Lawrence W. Ulvila, Jr., Chair

A. Minutes of the January 8, 2019, Board of Trustees Meeting

By motion of Rev. Dr. Dixon-Proctor, seconded by Dr. Johnson, the Board of Trustees unanimously approved the minutes of the January 8, 2019, Board of Trustees meeting.

IV. BOARD CHAIR AND COMMITTEE REPORTS

A. Audit and Finance Committee – Walter J. Hall, Committee Chair

There was no report from the Audit and Finance Committee.

B. Board Development Committee – Paula J. Darrah, Committee Chair

There was no report from the Board Development Committee.

C. Board Policy Oversight Committee – Vice Chair Sandra E. Moore, Board Representative and Committee Chair

There was no report from the Board Policy Oversight Committee.

D. Budget Committee – Jerome W. Klasmeier, Committee Chair

Mr. Klasmeier reported that the Budget Committee met on January 15, 2019, to discuss the preliminary FY2019 operating budget status report as of December 31, 2018, and noted no major changes from the last report as of November 30, 2018. The FY2019 operating budget is currently balanced with estimated savings of approximately \$4 million, driven primarily by turnover savings, offsetting the \$1.2 million in projected shortfalls in tuition and fees revenue. Current projections indicate the need for approximately \$550,000 from the Tuition Stabilization Fund to balance the budget. This is significantly lower than the budgeted \$3.46 million and will be factored into the FY2020 budget development process.

The committee also discussed the proposed FY2020 operating budget to include: the guiding principles and priorities; (2) the FY2020 revenue and expenditure assumptions; (3) the revenue and expenditure summaries depicting multiple possible scenarios; and (4) an assessment of the scenarios compared to the guiding principles and priorities. The committee agreed to provide one scenario at the February 12, 2019, Board Budget Workshop.

The committee reviewed the proposed FY2020-2025 capital budget request. The number one priority continues to be the construction of the new Health & Life Sciences Building.

At the January 29, 2019, meeting, the committee reviewed new scenarios that reflected feedback from the committee's previous meeting and updated state funding announced in the governor's budget. Lastly, the committee reviewed the assessment of the proposed FY2020 scenarios in meeting the guiding principles and priorities previously endorsed by the committee.

D.1 Approval of FY2020 College Operating Budget

Mr. Klasmeier noted that the committee met several times to provide input and guidance on the proposed FY2020 operating budget. He advised that this is the third budget that has been developed within the framework of the college's strategic plan *Engagement Matters: Pathways to Completion*. While revenue constraints continue to create fiscal challenges, the college was able to continue reallocations to support impactful initiatives in support of key strategic priorities.

Mr. Klasmeier reported that the governor's budget includes additional state funding. The college is asking the county for an increase of \$4 million, which will bring the county funding to 41% of the budget. With that additional funding, the college is able to maintain affordability for students with a moderate tuition increase of \$4 per credit hour, in-county. Vice President Melissa Beardmore advised that there are savings from turnover in the current operating budget for FY2019 that will fully accommodate the estimated 3% under budget in tuition and fees for FY2020.

From an administrative perspective, Dr. Michael Gavin, vice president for learning, shared updates of how funds have been dedicated over the years for reallocations to strategic plan priorities. Those reallocations require spatial, fiscal, and human resources. He stated the FY2020 budget is a continuation of funds being carried over from previous years. Work is being done to implement strategic initiatives by rewriting job descriptions, rethinking processes and reallocating positions. The director of articulation is an example of a reallocated position that helps students seamlessly transfer to a four-year degree. Dr. Gavin was pleased to report the 5% completion increase as a result of the work that is continuously being done towards the strategic plan. He advised that the strategic plan aligns with the budget, which is a multi-year process that impacts student success.

Ms. Beardmore noted that the budget helps the college meet its mission, fulfill the strategic plan, and does not roll over from year to year. She was pleased to report that the college received the Government Finance Officers Association's Distinguished Budget Presentation Award for FY2017 and Best Practices Community College Budgeting Award for FY2018. She advised that compensation is 80% of the budget. As such, the main priority is funding the compensation pool to help attract and retain full-time faculty and staff. Ms. Beardmore stated the proposed budget provides a compensation adjustment pool of 3% for faculty and staff and a 2.5% contingency rate increase for health insurance from the county. Overall, the budget contains a 2% increase from the FY2019 budget, with the bulk relating to compensation adjustments. The budget also includes a 2.5% increase in state Cade funding. Lastly, a transfer of \$1.6 million was made from the Tuition Stabilization Fund to fund retirement liability costs.

Mr. Ulvila explained the collaborative effort involved to present the balanced budget. In order to understand expenditures and provide fiscal oversight, the Budget Committee regularly meets with the staff while the budget is being built. The full board then spends half a day in a workshop discussing assumptions, guiding principles, and priorities of the new budget. He commended the staff for their impressive work to build the FY2020 budget that involved reallocating existing resources to align with the strategic plan.

By motion of Dr. Johnson, seconded by Ms. Moore, the Board of Trustees voted unanimously to approve the FY2020 college operating budget request in the amount of \$118,618,700 and the auxiliary, enterprise, and restricted funds appropriation authority in the amount of \$37,718,000 and to authorize the president to submit the request to the County Executive. The Board of Trustees reserves the right to revisit the budget after the state and county funding amounts have been finalized.

D.2 Approval of FY2020 – FY2025 Capital Budget

Ms. Beardmore advised that with respect to the proposed FY2020-FY2025 capital budget, the college's number one priority continues to be the construction of the new Health & Life Sciences building. The second priority is funding for the renovation and addition of the Dragun Science building. The capital budget also includes requests for funding for some deferred maintenance projects, repairs, and replacements.

By motion of Mr. Klasmeier, seconded by Dr. Johnson, the Board of Trustees unanimously voted to approve the FY2020-2025 capital budget as presented.

E. Facilities Committee – Dr. James H. Johnson, Jr., Committee Chair

Dr. Johnson reported that the committee met on February 12, 2019, as Mr. Vollie Melson, executive director of institutional advancement and the AACC Foundation, provided an update on the foundation's recent purchase of the ground lease associated with the Arundel Mills building. The purchase was a big accomplishment and evidence of the partnership between the college and foundation. An update on the Moore Road property was also discussed during the meeting, along with updates on the construction of the Health & Life Sciences building. Dr. Johnson reported that the project is on schedule, within budget, and the final construction – Phase III – will begin in August 2019. Lastly, planning is underway to hold the 2019 Commencement at Live! Hotel and Event Center in order to save the college expenses associated with an on-campus event and to maximize the experience for AACC graduates.

F. Human Resources Committee – Rev. Dr. Diane Dixon-Proctor, Committee Chair

There was no report from the Human Resources Committee.

G. Report of Trustees' Liaison to the AACC Foundation – Lawrence W. Ulvila, Jr., Chair

Mr. Schaeffer read a thank you letter from the recipient of the Annapolis ESOL/NHS Scholarship. The student is a first-generation student who comes from a family of non-English speaking immigrants who earn minimum wage working 40 hours in a restaurant. The student desires to transfer to the University of Maryland to pursue a degree in Business Administration. The student is grateful for the scholarship that will help her acquire an education so that she would be in a better position to take care of herself and family.

Mr. Ulvila reported that through the generosity of the AACC community and members of their families, the foundation has established two memorial scholarships. The Dr. Jill Loukides Memorial Scholarship, in honor Jill Loukides, tenured professor of biology who passed away in November, will support students pursuing degrees in biology. The Mary Boyd Memorial Scholarship, in honor of Mary Boyd, an 18-year adjunct professor with AACC's School of Nursing, will support students pursuing studies in nursing.

The AACC Foundation was awarded a \$46,000 private grant from Symantec Corporation to support an internship program for cyber students. These paid internships will be administered by AACC's Cybersecurity, Networking and Digital Forensics Department faculty. Interns will work with a faculty mentor to select a scenario/lab topic, develop project steps including research and hands-on practice, create a scenario/lab document, and present scenarios/labs to cohort members and relevant academic courses.

In addition, the college was recently awarded a grant through a proposal submitted by the Office of Sponsored Programs for funding as part of the STARTALK 2019 Program. The grant, which is just over \$61,000, is sponsored by the National Security Agency and the National Foreign Language Center. Funding from this grant will support a four-week language immersion summer program, a collaboration

between AACC and the United States Naval Academy, and students who complete this program are eligible to receive six credits in a 200-level Russian course.

V. PRESIDENT'S REPORT – Dr. Dawn Lindsay, President

A. Information Items

1. College Updates – Dr. Lindsay

Dr. Lindsay reported that on January 16th, college leadership joined her in presenting its preliminary 2020-2025 capital program to the county's Capital Program Oversight Committee. The meeting provided an opportunity to share updates on any master plan changes and long-range projects. She also reported that on January 17th, the chair of the board joined her and college leadership at the 20th Annual Legislative Breakfast held at Anne Arundel Chamber of Commerce where the college was able to network with state, county, and city elected officials. The networking experience continued as the chair of the board joined her and leadership with further meetings throughout the month with new county council members and elected officials, including Senator Pam Beidle, to share the positive impact that the college has on the educational and economic fabric of the county and the enormous return on investment the county receives for its support of the college.

Dr. Lindsay reported that on January 21st, she attended the 38th annual breakfast in memory of Dr. Martin Luther King, Jr. She was pleased to share that during the breakfast Dr. Kelly McCants-Price, associate professor of psychology, and Ms. Cassandra Moore, assistant director of enrollment development and admissions, received the Dr. Martin Luther King, Jr., Zeitgeist Award for their vision, service, and leadership on student inclusion, equity, and social justice in higher education.

Dr. Lindsay commented that she was honored to be the keynote speaker at a dinner reception on January 30th held by the Severna Park Chamber of Commerce in recognition of the college being ranked among the top community colleges in the country. It was an opportunity for her to share the accomplishments and achievements of the college.

Dr. Lindsay was pleased to report that on January 30th, she signed an enrollment agreement with Hood College (Frederick, MD) to provide scholarship opportunities for students and a variety of benefits at Hood College. Dr. Lindsay was also pleased to report that AACC has earned the designation as a *2018 Leader College* from Achieving the Dream as a result of the work of the college's strategic plan. On February 19th, she will attend the 15th Annual Achieving the Dream Conference to receive the distinguished award for the college's academic excellence, improved student retention, and improved completion rates.

In recognition of Black History Month, the college hosted a series of events and discussions to promote and share the legacy, history and culture of the African American community. On February 6th, Dr. Lindsay attended an interactive panel and dialogue on the historical context, impact, and solutions for addressing the phenomenon of colorism. Dr. Lindsay added that in order to achieve and sustain a healthy, diverse campus climate where equity and inclusion are important outcomes, the Campus Climate Survey was deployed today to faculty and staff. Answers will be anonymous and the data is being collected by an outside source.

2. Monthly Update on Accreditation – Dr. Dawn Lindsay, President

Dr. Lindsay reported that the process for finalizing the steering committee is nearing completion. The target for the final list of steering committee members is the end of February. Dr. Lindsay advised that formal invitations from her will be sent in March. There will be two kick-offs, one in the spring and another college-wide in fall 2019. The steering committee work will officially begin in fall 2019.

3. Student Government Association (SGA) – Jacob Smith, President

SGA President Jacob Smith reported that changes to the SGA Constitution have been made, pending the president's and vice presidents' final approval. He thanked Mr. Leon Thomas, III, Dr. Tiffany Boykin, and Vice President Dr. Felicia Patterson for their input on edits to the SGA constitution.

Dr. Lindsay added that she will be taking a group of students to Annapolis for Student Advocacy Day, where they will share with elected officials the importance of community colleges and how bills that are enacted impact them as students. She thanked Mr. Smith for his leadership as SGA President.

4. Academic Forum/Council – Dr. Amy Allen-Chabot, Chair

Dr. Allen-Chabot reported on the progress of four Academic Forum/Council committees. The Committee on Teaching and Learning has approved three new Thematic Learning Communities for fall 2019 that will align well with the new Fields of Interest.

The Academic Standards committee has heard 162 petitions in 7 meetings. Of these, 113 petitions were approved, 33 petitions were approved with limitations, 13 petitions were denied, and 3 petitions were tabled to gather further information. The majority of petitions involve requests to repeat a course (58) or course substitutions (47) and requests for a grade change (24). The committee also brought forth an Academic Clemency proposal which was voted on and approved at the February 14th Council meeting. This policy allows students who have been away from the college for at least five years to get some course forgiveness for a maximum of 15 credits taken in their first enrollment. This means that the grades for those courses will not be included in their adjusted GPA.

The Academic Integrity Committee has received 48 notices since August, and sanctions were accepted in 40 of those 48 cases. Three hearings were requested, and there were five non-responders. They are also researching academic integrity practices at other institutions as a means of refining procedures here at AACC.

Lastly, the Educational Policies and Curriculum Committee has approved 283 regular EPC proposals and 22 general education course proposals this academic year to date. There were 103 programs identified that needed general education updates. Eleven of the 15 left are in various points of the approval process and should be on EPC agendas over the next two weeks. There are four remaining programs. EPC has also been exploring ways the committee can support the integration of diversity, equity, and inclusion into the curriculum to assist in efforts to align with the college goal of continuous improvement. The committee has also been evaluating the proposal approval process as a whole, including the workflow and timelines in order to streamline the process.

5. The Faculty Organization (TFO) – Professor Ken Jarvis, President – No report

6. Professional and Support Staff Organization (PSSO) – Sarah Earle, President – No report

7. Administrative Staff Organization (ASO) – Fran Turcott, President

Ms. Turcott reported that ASO held its third general membership meeting on February 6, 2019. At the meeting, Dr. Lindsay announced that the college had earned Leader status with Achieving the Dream, which is a significant milestone. Dr. Lindsay also provided an update on college fundraising efforts for the Skilled Trades Center, in addition to a progress report on the college budget planning process and legislative concerns. Ms. Turcott reported that Dr. Gavin joined Dr. Lindsay to present on the accomplishments of the current strategic plan and spoke about retaining the current goals for the next strategic plan. The entire college community will be asked to participate in a survey to collect ideas to update the plan. Ms. Turcott shared that Ms. Tirrany Thurmond, coordinator for inclusive excellence, showed a video on Unconscious Bias and facilitated a discussion with ASO on how to deal with it. Lastly,

Mr. Michael Rees, director of infrastructure services, provided information on Skype for Audio Conferencing, and Mr. Leon Thomas III, director of student engagement, provided an update on the HelpLink appeal and the addition of a food pantry at the AMIL location.

8. Maryland Association of Community Colleges (MACC) Activities – Dr. Dawn Lindsay

Dr. Lindsay advised that MACC held its annual Trustee Leadership Conference and Legislative Reception at the Calvert House in Annapolis on February 4, 2019. The conference included a higher education legal update and an opportunity to informally meet members of the Maryland General Assembly at the reception. Dr. Lindsay reported that the MACC Legislative Committee continues to meet on a weekly basis to review bills and the impact they could have on Maryland community colleges. Lastly, she advised that MACC will sponsor Student Advocacy Day on March 5, 2019, which provides community college students an opportunity to come to Annapolis to meet with their legislators. Community colleges from around the state, including AACC, are organizing their groups of students and working closely with MACC on the schedule and agenda for the day.

V.B.4. Approval Academic Programs – Dr. Michael H. Gavin, Vice President, Learning

Dr. Gavin advised that the Board of Trustees is being asked to approve two academic programs: Life and Engagement Coach and Medical Laboratory Assistant. He explained the programs were approved by the committee on Educational Policies and Curriculum and the Academic Forum in the spring of 2018. With the board's approval, the Maryland Higher Education Commission will be notified of the college's intent to offer the programs beginning in the fall of 2019; the programs will consist of coursework that has existing faculty and instructional resources. Dr. Gavin advised that the college also has built-in enrollment for both programs; however, increased enrollment could potentially require new adjunct contracts. Dr. Johnson inquired about classroom capacity, specifically how many students the classes would need before hiring an adjunct professor. Dr. Gavin advised that the coaching certificate program is a contract-based program. Therefore, the first contract would warrant hiring an adjunct professor. On the other hand, ten students would be required for the medical laboratory assistant program before another section would be added for an adjunct professor.

By motion of Ms. Moore, seconded by Mr. Schaeffer, the Board of Trustees voted unanimously to approve the Life and Engagement Coach and Medical Laboratory Assistant programs.

V.B.5. Approval of Proposed 2019-2020 Student Academic Calendar – Dr. Michael H. Gavin, Vice President, Learning

Dr. Gavin requested to amend Exhibit 1, Proposed Student Academic Calendar 2019-2020, of this agenda item so that it reflects the Summer Term 2020 Independence Day Break to be July 3 – July 5, 2020.

By motion of Mr. Klasmeier, seconded by Dr. Johnson, the Board of Trustees voted unanimously to approve the 2019-2020 Student Academic Calendar, as amended, to be published in the *2019-2020 Catalog* and in other college publications as appropriate.

Dr. Lindsay pointed out that Winter Term 2020 will begin on January 6, 2020. She was appreciative that the Board of Trustees approved the extended break to give faculty and staff two full weeks during the holidays.

V.B.6. Approval of Award of Contract for Transcript Capture and Evaluation System – Dr. Felicia L. Patterson, Vice President, Learner Support Services

Dr. Patterson requested the Board of Trustees approve an award of contract for the purchase and implementation of transcript capture and evaluation software. She explained that the purchase will expedite the evaluation of college, military, and high school transcripts critical to guiding students' planning for degree completion and course selection. Hyland is recommended for the award of contract for their experience with supplying transcript capture and evaluation solutions to the higher education sector. Hyland has also demonstrated a clear understanding of all aspects of this project. As such, Dr. Patterson noted that if the Board of Trustees approves this award of contract, the college will immediately begin final contract development for the transcript capture and evaluation implementation and ongoing service. The work will begin in March 2019 and will be completed on or before October 1, 2019, with estimated two-year costs not to exceed \$337,872. Dr. Patterson did not believe there would be any fiscal implications with the award spanning two fiscal years.

By motion of Rev. Dr. Dixon-Proctor, seconded by Ms. Moore, the Board of Trustees unanimously approved the award of contract for the purchase and implementation services of a transcript capture and evaluation system to Hyland of Westlake, OH with an estimated two-year cost not to exceed \$337,872

V.B.7. Approval of Award of Contract for Math Building Air Handler Replacement – Melissa A. Beardmore, Vice President, Learning Resources Management

Ms. Beardmore explained the scope of work of the air handler replacement for the Math building on the Arnold campus. She advised that Chilmar Corporation fully understands the nature of the work. Funding for this contract will come from the Campus Improvement capital budget, which has sufficient funds. Mr. Klasmeier asked if the college had a performance bond. Ms. Beardmore confirmed performance bonds are standard with most projects.

By motion of Dr. Johnson, seconded by Ms. Moore, the Board of Trustees unanimously approved the award of contract for the air handler replacement of the Math building to Chilmar Corporation of Baltimore, Maryland, in an amount not to exceed \$255,196.

V.B.8. Ratification of Approval of East & West Campus Forest Conservation Easements, Storm Water Management and Forestation Agreements for the Health & Life Sciences Building Project – Melissa A. Beardmore, Vice President, Learning Resources Management

Ms. Beardmore explained that certain easements and agreements were needed prior to the issuance of grading permits for the Health & Life Sciences building project. Because their execution was time-sensitive, the board was asked to approve the agenda item by email vote on January 24, 2019. The chair of the board authorized and executed the easement documents which were submitted to the county to support the college's grading permit. Ms. Beardmore advised that the ratification of this agenda item was being presented during public session as board bylaws mandate.

By motion of Ms. Moore, seconded by Mr. Schaeffer, the Board of Trustees voted to ratify its action of January 24, 2019, which authorized the chair of the board to execute the Forest Conservation Easements (east and west campus), the Storm Water Management Agreement, and the Forestation Agreement.

VI. NEW BUSINESS

There was no new business.

VII. NEXT BOARD MEETING

The next board meeting will be March 12, 2019.

VIII. ADJOURNMENT

The meeting was adjourned at 5:24 p.m.

Respectfully submitted,



Dr. Dawn Lindsay
Secretary-Treasurer

A session of the Board of Trustees was held on February 26, 2019, at 3:00 p.m. in CADE 228. The purpose of the meeting was to consult with and obtain legal advice from counsel and to discuss personnel matters pursuant to the General Provisions Article of the Maryland Annotated Code Sections 3-305(b)(1)(i)&(ii) and 3-305(b)(7). Pursuant to Section 3-305(d) a vote was taken to close the meeting and the following Board Members voted to close the meeting: Lawrence W. Ulvila, Jr., chair; Sandra E. Moore, vice chair; Rev. Dr. Dixon-Proctor; Dr. James H. Johnson; Paula J. Darrah, J.D.; Jerome W. Klasmeier; Caleb S. Schaeffer; and Walter J. Hall (via teleconference). Also present were President Dawn Lindsay, counsel Martin J. Snider, and staff members Dr. Deidra B. Dennie, Dr. Michael H. Gavin, Dr. Felicia L. Patterson, Ms. Melissa A. Beardmore and Ms. Tracie M. Thomas. The meeting ended at 3:58 p.m.