

**Bristol Community College  
Fall River, Massachusetts**

**Board of Trustees  
Meeting Minutes**

**November 7, 2022**

**I. Call to Order**

The three hundred and ninety-eighth regular meeting of the Bristol Community College Board of Trustees was held on Monday, November 7, 2022, in person in Room AT225 on the Attleboro Campus at 11 Field Road, Attleboro, Massachusetts. The meeting was called to order at 4:14 p.m.

Trustees present: Joan Medeiros, Chair; Valentina Videva Dufresne, Secretary; Pamela Gauvin, Esq.; Jeffrey Karam, Vice Chair; James Mathes; and Lynn Motta.

Trustees absent: Frank Baptista; Renee Clark; Samuel Horton; Todd McGhee; and Steven Torres, Esq.

**II. Chair's Remarks**

Chair Medeiros welcomed all to the meeting and had a few items to mention. She said that Ms. Judi Urquhart, Chief Development Officer, will be speaking later regarding the Development Office's Annual Campaign. Chair Medeiros said that 100% Trustee participation in the Annual Fund is expected of the Trustees; the amount is not as important as participation.

Chair Medeiros said a request has been made for the June Board Meeting date be changed from Monday, June 5 to Thursday, June 1, 2023. If there was no opposition to this request, then the new date will be Thursday, June 1, 2023. There were no issues with this request.

Chair Medeiros said on Thursday, November 3, 2022, President Laura Douglas was one of the recipients of the One SouthCoast Chamber's Brayton Community Service Award which was presented during their annual meeting and breakfast. The award recognizes leaders for their outstanding commitment and service to our communities.

Chair Medeiros said that Trustee Frank Baptista will be the recipient of the SouthCoast Chamber's Valcourt Outstanding Citizen of the Year Award to be presented sometime in December. The date has not yet been determined.

**III. Consideration of Consent Agenda Items**

Chair Medeiros asked if any consent agenda items needed to be moved to the regular agenda. There were no items to move. She then read the Consent Agenda Items listed and asked for a motion to approve said items.

- Consideration of Minutes of Board of Trustees Meeting for October 3, 2022
- Report of Personnel Actions November 2022
- Report of Workforce and Community Education Contracts November 2022

A motion was made by Trustee Videva Dufresne to approve the consent agenda items and seconded by Trustee Karam. The motion was approved.

#### IV. President's Report

President Laura Douglas introduced several members of Bristol Community College's administration to the Board: Dr. Janet Ray, Dean of the Attleboro Campus; Dr. Christine Hammond, the new Interim Vice President for Academic Affairs; and Mr. Emmanuel Echevarria, the new Chief Human Resources Officer.

Chair Medeiros said it has been her initiative to move the Board meetings to the other campuses throughout the year - the reason for today's meeting at the Attleboro Campus. She asked members of the President's Leadership Team and others attending to introduce themselves.

#### Trustee Talking Points

After introductions were made, the following Trustee Talking Points were discussed.

##### Tableau Dashboards

Jo-Ann Pelletier, Chief Information and Data Officer, reviewed a Sample Dashboards handout provide to the Board. Information Technology merged with Institutional Research recently. Their data is presented in various dashboards to make information more appealing and accessible to the college. Dashboard format use is Tableau. The focus is to help Bristol make strategic decisions and to be able to see data that is super impactful to student populations, such as BIPOC. This has brought great strides to data utilization. The dashboards can be publicly viewed at [www.bristolcc.edu/studentsuccessandachievement](http://www.bristolcc.edu/studentsuccessandachievement)

##### Annual Campaign and Targeted Campaigns

Judi Urquhart, Chief Development Officer, gave an update on the Annual Campaign and targeted campaigns. She said the Fall Campaign started in mid-September and was one of the largest – a 38,000 household mailing. A copy of a mail piece was provided to the Board. Of the 38,000 mailings, they have received \$150,000 in gifts to date which equals a 5% response rate. They would like to see between 6 – 8% response rate. The average amount of gifts received were \$1,500. Of the 60,000 alumni prospects, only 5 gifts to date have been received. The Development Office is in the process of hiring a Director of Alumni Affairs. For external lists, 10 gifts have been received averaging \$43 per donation.

##### TRAIN Grant

Since Ms. Jennifer Menard, Vice President for Economic and Business Development, was unable to attend the meeting, Ms. Urquhart gave a report to the Board regarding the Training Resources and Internships Network (TRAIN) Grant. (This grant program from the Massachusetts Department of Higher Education

supports long-term unemployed, under-employed and new entrant adult workers who wish to enter/re-enter the workforce.) Bristol has recently received this grant award for just under \$80,000 from the DHE to enroll a cohort of 24 students in Bristol's Cyber Security Certificate Program, a 22-credit program that will provide skills required for entry-level employment in the field. President Douglas added that there were 1,500 responses to this program with 22 seats to fill. Bristol's Cyber Security TRAIN Grant Program is the most successful in Massachusetts.

#### President's Approved 2022-2023 Key Goals

President Douglas said not a lot has happened since her goals were approved last month. The one item to note was in Strategy 4 – Partnerships; Objective 1: Expand the Early College Programming and infrastructure as a strategic enrollment pathway. The college applied for two DESE grants for Taunton and Attleboro, but unfortunately did not receive them. Taunton's Superintendent Cabral is leading a fundraising effort to underwrite the program for Early College Designation; they will build on this and apply again for next year. It takes a year to apply as there are many steps involved.

President Douglas concluded her report.

#### V. Report of the Instructional and Student Services Committee

Trustee Valentina Videva Dufresne, Chair of the Instructional and Student Services Committee, gave her report to the Board of the Committee meeting of October 5, 2022. The following are the highlights of her report.

Kate O'Hara, Vice President Student Services and Enrollment Management, provided a high-level overview of the enrollment situation and shared reports and data with the Committee. V.P. O'Hara reviewed Enrollment Terminology and various types of reports that are produced such as the Enrollment Summary Comparison Report, Admissions Daily Counts Reports, and Totals by Admit Major and Concentration. V.P. O'Hara shared Preliminary Fall 2022 Enrollment Data and Trends:

- Part-time status is still prevalent amongst our students.
- In-person enrollment (FTE) up 73% since Fall 2021.
- Operational efficiencies led to a higher admit rate, even with fewer applications
- Dedicated BIPOC student resources contributed to stronger numbers.

V.P. O'Hara said Fall 2022 Enrollment Strategies focused on “nurturing” our students. With the implementation of Slate (the new enrollment software), admit decisions are made in 24 – 48 hours instead of weeks. It allows for secure document uploads; automated outreach for incomplete applications; and engagement of students during gaps in the enrollment process. They are also providing proactive outreach to new, current and readmitted students who may be active but not registered, students with account balances or who are not in good academic standing.

V.P. O'Hara said looking forward they are aligning enrollment strategies with the Strategic Plan in the following ways:

- Development of more relevant reports and queries utilizing data by campus and analyzing lead source of enrolled students.
- Recruitment strategies for adult learners and BIPOC students.
- Managed growth and sustainability of our Early College programs.
- Targeted and intentional communication through Slate.
- Comprehensive strategic plans for Attleboro, New Bedford and Taunton.

She also spotlighted Early College as an Enrollment Strategy as Early College has boomed this year. She noted early college designations such as BMC Durfee in Fall River, New Bedford High School, Argosy Collegiate Charter School with applications for 2023 from Attleboro and Taunton High Schools.

Discussion involved several areas: 1) engagement and onboarding students in targeted areas; 2) retention; and 3) the programs offered at the college. V.P. O'Hara said they are identifying the most important needs to focus their energy on; the number one priority is why the students come to college. The Student Success Center has been a great asset in providing assistance with the targeted students. They also analyze labor market data and demand using Lightcast data (a labor market service for the four campus locations). The offering of programs is data driven at the college.

The Committee decided that the November Board of Trustees Meeting would include a presentation on Enrollment and Lightcast data.

Trustee Videva Dufresne concluded her report.

#### VI. Strategic Enrollment and Lightcast Data Presentation

Dr. Angelina Medeiros, Director, Strategic Analytics & Enterprise Systems, April Lynch, Chief of Staff and Strategy Development, and Kate O'Hara, Vice President for Student Services and Enrollment Management gave a presentation to the Board regarding Lightcast Labor Market Analytics and Additional Data Sources. The following are the highlights of their presentation.

##### Overview

- Review of Lightcast Analytics – Angelina Medeiros
- Triangulating Labor Market Data – April Lynch
- Enrollment Strategy Based on Labor Market Data – Kate O'Hara

Dr. Medeiros spoke about the following items:

##### Lightcast's Mission in Education

Provide data and analytics that help educators:

- Optimize program offerings
- Connect students to programs and careers
- Communicate outcomes and impact

Sample of Lightcast Data Sources

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**U.S. Department  
of Commerce**

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**Bureau of Economic Analysis**

- Local Area Personal Income
- State Annual Estimates
- State Quarterly Income Estimates
- Industry Economic Accounts,
- Benchmark and Annual Input
- Output (I-O) Accounts

**U.S. Census Bureau**

- American Community Survey
- County Business Patterns
- Zip code Business Patterns
- Nonemployer Statistics

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**U.S. Department  
of Labor**

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**Bureau of Labor Statistics**

- Quarterly Census of Employment and Wages (QCEW)
- Current Employment Statistics
- Current Population Survey (CPS)
- Local Area Unemployment Statistics (LAUS)
- National Compensation Survey
- National Industry-Occupation
- Employment by Occupation
- Occupational Employment, Training, and Earnings

**Employment and Training  
Administration (ETA)**

- Characteristics of the Insured
- Unemployed
- National O\*NET Consortium, O\*NET Production Database

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**U.S. Department  
of Education**

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- Integrated Postsecondary Education
- Data System (IPEDS)
- Common Core of Data (CCD)
- Characteristics of Private Schools in the United States
- Office of Educational Research and Improvement for the CIP, 2000 Standard Occupational Classification Crosswalk to 2000 Classification of Instructional Programs

Labor Market Insights

Profiles – More than 300 million career profiles with filters by company, job title, industry, skills and more.

Job Postings – More than a billion current and historical job postings updated daily with filters by company, job title, skills, keywords and more.

Labor and Economic Data – 18 billion data points curated from dozens of government data sources.

Compensation Data – 40 million compensation observations based on government sources, job postings and our analysis.

Bristol Alumni Profiles – 13,121 profiles (updated since 2020).

Top Cities Where Bristol Alumni Work

- Fall River 1,971
- Boston 1,591
- New Bedford 1,373
- Taunton 569
- Providence 563
- Attleboro 411

### Top Occupations

- Chief Executives 450
- Registered Nurses 422
- General/Operations Managers 421
- First-Line Supervisors of Administrative Support 417
- Managers 361

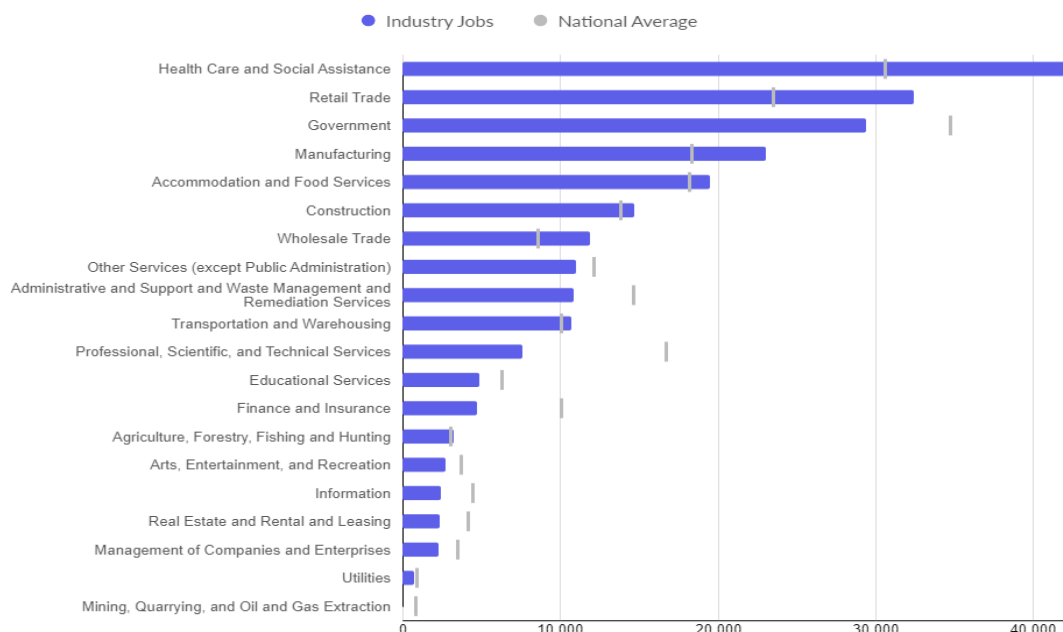
### Top Common Skills

- Customer Service 38%
- Sales 26%
- Microsoft Office 25%
- Management 24%
- Microsoft Excel 19%
- Leadership 18%
- Microsoft Word 18%
- Microsoft PowerPoint 18%

### Bristol County Economy Overview

- 580,164 Population (2021) - Population grew by 21,751 over the last 5 years and is projected to grow by 7,397 over the next 5 years.
- 237,071 Total Regional Employment – Jobs decreased by 4,107 over the last 5 years but are projected to grow by 18,843 over the next 5 years.
- \$71,500 Median Household Income (2020) – Median household income is \$6,500 above the national median household income of \$65,000.

### Largest Industries



### Educational Attainment

Concerning educational attainment, 19.4% of Bristol County, MA residents possess a Bachelor's Degree (1.1% below the national average), and 9.3% hold an Associate's Degree (0.6% above the national average).



	% of Population	Population
Less Than 9th Grade	6.8%	27,976
9th Grade to 12th Grade	6.3%	26,062
High School Diploma	30.2%	124,029
Some College	17.1%	70,291
Associate's Degree	9.3%	38,238
Bachelor's Degree	19.4%	79,506
Graduate Degree and Higher	10.8%	44,342

### Educational Pipeline

School	Total Graduates (2021)	Graduate Trend (2017 - 2021)
University of Massachusetts-Dartmouth	1,890	
Bristol Community College	1,340	
Stonehill College	725	
Wheaton College	480	
Motoring Technical Training Institute	285	
Southeastern Technical Institute	102	

### Business Characteristics

Top Companies	Profiles	Top Companies Posting	Unique Postings
Southcoast Health	1,310	Amazon	1,815
Commonwealth of Massachusetts	594	Southcoast Health	1,523
Bristol Community College	517	Saint Luke's Health System	1,101
CVS Health	488	Johnson & Johnson	657
New Bedford Public Schools	438	Blood Systems	645
Target	415	Sturdy Memorial Hospital	581
Fall River Public Schools	399	Fall River Public Schools	553
General Dynamics	395	Blount Fine Foods	431
Walmart	392	Walgreens Boots Alliance	421
Stop & Shop	371	Kelly Services	418

Ms. Lynch spoke about the following items:

Strategic Objective #1 – Year Three Strategic Plan

Program and curriculum review and alignment based on Labor Market Data.

- Piloting two initial programs (Supply Chain and Early Childhood Education).
- Building an enrollment/opportunity pipeline map for each program defining pathways, stackable credentials, skill sets, career and transfer opportunities.
- Working with academic deans to identify criteria for program assessment and development (opportunities, cost of entry, competition, skill set alignment, etc.).
- Building a more robust partnership pipeline to access future organizational and industry trends within our partnership organizations.
- Leveraging current corporate partnerships to gain insight into short and long-term needs.

Data Utilization for Program Expansion/Modification

Data analysis for new opportunities must be triangulated using several sources. One subset of data alone is not enough to make program-based decisions.

- Lightcast Labor Market Data
- Bristol Program Expansion and Modification
- National/Regional Trends
- Community/Regional Partnership Needs

Top Skill Sets Across All Careers

- Digital Skills in Non-Digital Occupations
- Soft Skills in Digital Occupations
- Visual Communication
- Social Media Skills

National/Regional Hottest Jobs 10 Year Forecast

Healthcare:

- Nurse Practitioners \$111,000
- Physician Assistants \$115,000
- Speech Pathologists \$80,000
- Genetic Counselors \$85,000
- Respiratory Therapists \$62,000
- Physical Therapist Assistants \$60,000
- Phlebotomists \$36,000

Business:

- Statisticians \$92,000
- Operations Research Analysts \$86,200
- Logisticians \$76,270

Information Technology

- Software Developers and Quality Assurance Analysts \$110,000
- Information Technology Security Analysts \$115,000



General

- Animal Trainers \$40,000
- Interpreters and Translators \$52,000

Business Logistics

Associate Degree

- Inventory Analysts \$55,000
- Buyer or Purchasing Agent \$62,000
- Production, Planning, and Expediting Clerk \$45,000

Bachelor's Degree

- Logistician \$76,270
- Transportation Planner \$87,260
- Supply Chain Manager \$96,390

General Skill Sets/Competencies

- Communication
- Stress Management
- Problem Solving

Specialized Skill Sets/Competencies

- Information Technology and Automation
- Market Dynamics
- Numerical and Analytical Skills
- Best Practices Knowledge

Marketing Career

Associate Degree

- Marketing Assistant \$30,000
- Marketing Coordinator \$45,000

Bachelor's Degree

- Media Buyer \$55,000
- Product Manager \$70,000
- Brand Manager \$85,000

General Skill Sets/Competencies

- Data Analytics
- Data Visualization
- Social Media Marketing
- Adobe Product Suite

Project Management

2 years – 287 jobs in Bristol County – only 1% of jobs advertised for associate degree or less.

- Local retirements are expected to be high.
- Racial and gender diversity is low.
- Top industries in region: Medical, Construction and Manufacturing.
- When looking at skill sets across multiple business, banking, medical and administrative jobs, project management was a top skill set identified in many areas.

Top Companies	Unique Postings
Johnson & Johnson	19
GPAC	14
Kelly Services	13
ASGN	10
Eclinical Solutions	9
Southcoast Health	7
Civil & Environmental Consultants	6
Randstad	6
Emerson Electric	5
Evans Construction	5

V.P. Kate O’Hara spoke about the following items:

#### What We Know About Bristol Students

Data:

Transfer rates are below 20% - in first three years. After 8 years it increases to 33%.

Our students are getting older – average age of student is 24 - 26 (depending on program).

Two distinct groups are emerging:

- 1) 18 - 22 right out of high school – taking F2F classes; many are first generations and are also working 30+ hours.
- 2) 24+ adult learner – many online students; many of whom are either already in or are going into the workforce upon graduation.

What It Means:

Most of our students are not necessarily transferring upon completion at Bristol.

A larger percentage of our students are already working.

- 1) This is group may be more likely to transfer but we need to provide them the basis for identifying which programs and skills provide the most long-term opportunities given their interests and strengths.
- 2) Many of these students are coming back to school to increase their access to better paying jobs and increase their career opportunities.

#### Considerations for a Student-Ready Program

- Time to completion
  - Curriculum development
  - Transfer credit evaluation
  - Credit for Prior Learning (CPL)
- Stackable programs
- Industry connections
  - Internships and experiential education

- Career services
- Affordability
  - Grants
  - Employer partnerships
  - Title IV (federal aid) eligibility standards

### Informing Enrollment Strategies

#### Economic and Business Development

- Curriculum and program alignment
- Two-way referral system

#### Product Knowledge

- Marketing & Recruitment
- Academic, Career & Transfer Advising

#### Institutional Planning Cycle

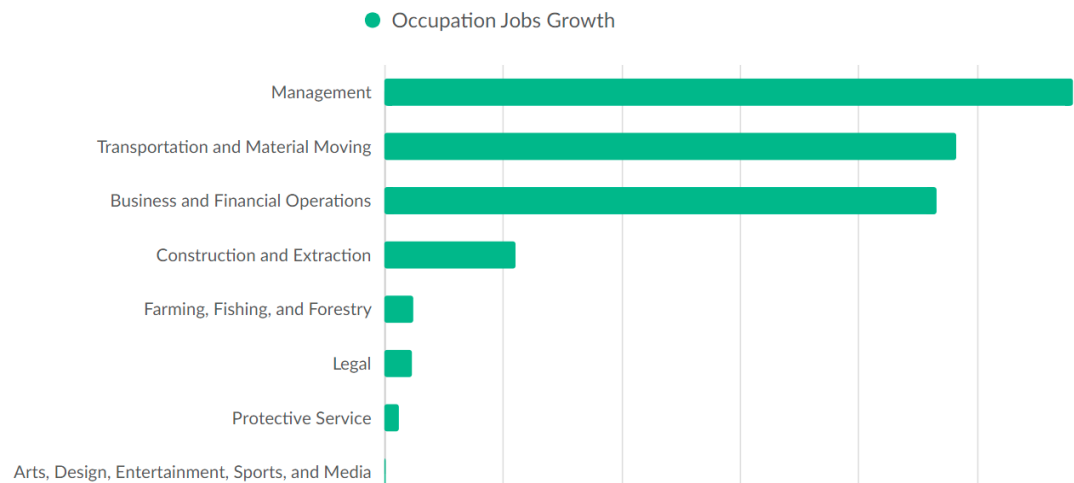
- External: Financial Aid, NECHE, Dept of Higher Education
- Internal: Catalog, SIS, Admissions application

#### Campus-Specific Plans

- Community and industry partners
- Jobs and internships
- Programs that meet regional needs

### Spotlight: Attleboro Campus

#### Top Growing Occupations



There was discussion about emerging trends. Trustee Videva Dufresne said it is great to see the data and to think in context of execution. Ms. Lynch said we are choosing some of the biggest program areas of growth prioritizing Business and Early Childhood to start at first. It takes 12 – 18 months to build out. Trustee Motta asked if Business is our largest area, as Nursing appears to be the greatest area need. Trustees asked what focus on business have we had and are we creating careers that will lead to jobs in the supply chain. Ms. Lynch said that supply chain issues are not going away. Supply Chain Management is an up-and-coming field. Business and management are some of the college's biggest areas, so they are starting with this. Trustee Motta said we need to be

more specialized and look at partnerships/profitability and how to attract more students. Trustee Gauvin said if the college is revamping programs to keep up with trends, have you identified programs that are not working. Is it time to let some programs go? Ms. Lynch said they are learning from the data and will be doing that very soon. Trustee Motta asked if any companies have requested training for Supply Chain Management. President Douglas said companies such as Stop N Shop, Taunton Industrial Park, Galleria Mall and the new Fedex Hub have. Trustee Karam said 95% of these are unskilled positions; 5% are highly skilled. We need to offer our students the most bang for their buck. Chair Medeiros said that the college should push the accounting program or Project Management Training. Trustee Mathes said the presenters have presented data on emerging trends; he liked that they are gathering the information and filtering it to make program decisions, that can be built upon to create fundamental opportunities.

Chair Medeiros thanked V.P. O'Hara, Dr. Medeiros and Ms. Lynch for their presentation. She then requested for the next meeting that V.P. O'Hara and Ms. Lynch provide a report to the Board that ranks the most active to inactive majors and includes the number of students in each major.

## VII. Financial Update

Vice President Kenyon gave the following report to the Board. He said the President's Leadership Team (PLT) spent time this past month discussing open or vacant positions that could remain vacant either temporarily or permanently to help reduce the FY23 budgeted deficit and help with balancing the FY24 budget. They identified over \$1 million worth of positions. Between these positions and others that become vacant during the year, they estimated they will reach about \$2 million in savings for FY24.

The PLT also reviewed a list of about 20 or so other ways to reduce spending for both FY23 and FY24. They will implement some and continue to refine others and come up with additional ideas. The goal is to reduce spending by \$4 million overall for FY24 compared to FY23. That is challenged by contractual wage increases that must be included. V.P. Kenyon said they have not yet finalized a FY24 revenue projection for tuition and fees but anticipate overall enrollment will continue to decline. The revenue impact of that will vary depending on our fee increase.

We are simultaneously trying to reduce our overall spending but also trying to realign our spending with the Strategic Plan. It has been a challenge, but we are making good progress.

We had some really good news this past week that the state will no longer require the college to remit tuition for courses taught by full-time faculty. The tuition is the \$24 per credit portion of our total per credit tuition and fee charge, currently \$220 per credit. This had been on the table for years, with the state wanting to reduce our state appropriation by the amount they would no longer receive from the colleges. This recent news does not include that language. The impact for Bristol is about \$340,000 per year based on current enrollment. It also saves a lot of wasted administrative effort.

V.P. Kenyon concluded his report.

VIII. Report of the Finance/Budget Committee

Trustee Lynn Motta, Chair of the Finance/Budget Committee gave her report to the Board of the Committee meeting of October 13, 2022. The following are the highlights of her report.

College management presented the required disclosures including the Annual Trust Fund report and the Fourth Quarter Trust Fund report. These reports provide detail transactions for larger expenditures for the six trust funds.

The Committee asked Management that they include a static annual budget and another column showing the adjusted budget. This will help the board see any large variances from the original budget.

She said they reviewed the Report on Reserves which showed the continuing decline in unrealized market losses in the Fidelity investment account. The report also showed the dramatic increase in rates we are earning on CDs. What were once rates of well below 1% are now over 4%.

They next reviewed the quarterly operating budget which compares actual to budget and also projects out the remainder of the fiscal year. The college received \$1.7 million in HEERF funds since the original budget and another \$1.1 million in ARPA funds. The reports also shows that tuition and fee revenue is close to what was originally budgeted for the year.

Most of the meeting was spent reviewing the audited financial statements for FY23. The college received a clean audit report with no adjustments or findings. The auditors will be presenting to the full board at our December meeting.

The college adopted a new GASB, GASB 87 for operating leases. This required a restatement of the FY21 statements so we could continue to have comparative statements.

The Cash Flow statement showed an overall increase in cash of approximately \$1 million for the fiscal year. The footnotes included a breakdown of the \$36.2 million in HEERF funds that will be entirely spent by June 30, 2023.

The Committee next reviewed our Investment Policy which was up for renewal. We made no changes to the Policy which will now go to the entire Board.

Lastly, we approved the President's expenditures for the quarter.

Trustee Motta concluded her report.

IX. Report of the Student Trustee

Student Trustee Samuel Horton was not in attendance at the meeting, so no report was given.

X. Report of the Risk Management Committee

Trustee Pamela Gauvin, Chair of the Risk Management Committee, gave her report to the Board of the Committee meeting of October 4, 2022. The following are the highlights of her report.

Enterprise Risk Management is only a few years old at Bristol and still developing policies and procedures surrounding this effort. In this brief time, the college has standardized a policy format and process and have approved 232 policies. About a dozen of them are board approved policies.

There is a great deal of work that needs to be done at the college in this area and this committee will provide the necessary governance and oversight.

The college's Risk/Compliance Officer provided the committee with an overview on ERM including the Board committee's purpose and regulatory requirements. Part of the committee's role is reviewing and approving the Risk Appetite Statement, Advisory Charter, Risk Management Policy and Risk Acceptance Policy.

The college leadership is now tasked with identifying risk, especially high risks. Those risks need to be assessed with the goal of maintaining a strong internal control environment. The Committee will be working with the President and college leadership to review those risks and assess what has been addressed and what is outstanding.

Grant management is another area that will be a priority. We will meet with the President and college leadership to track grants. At those meetings we will identify tracking procedures and make sure spending plans are met.

For enrollment, our role will be to oversee the enrollment plan and the efforts being made to manage enrollment and the implications it has on the budget.

Information Technology is another area identified as high risk. Our role is to identify high risk areas and be sure the proper policies and procedures are in place to minimize risk to the extent possible.

Adjunct faculty is the last area identified at this time. A great deal has been done and much more needs to be done to be sure our hiring of adjuncts is in accordance with the contract. This includes seniority and pay rates and practices that may exist that do not need to and implement best practices where appropriate.

Lastly, the role of the committee is to review any Board level policies before they are brought to the Board for approval.

The next meeting of the committee will be in December or January.

Trustee Gauvin concluded her report.

XI. Old Business

There was no Old Business to come before the Board.

XII. New Business

Policy Review

Chair Medeiros asked if the Trustees had any questions regarding the four policies presented. There were no questions. Chair Medeiros requested a motion to approve all four policies presented. A motion was made by Trustee Karam to approve the following four policies:

- College Insurance Policy
- Debt Policy
- Investment Policy
- New Employee Relocation Policy

This was seconded by Trustee Motta. The motion was approved.

XIII. Adjournment

There being no further business to come before the Board, Chair Medeiros declared the meeting adjourned. The time was 5:56 p.m.

Respectfully submitted,

*Valentina Videva Dufresne*

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Valentina Videva Dufresne, Secretary

12/12/22  
Date Approved

KAW  
Initials