



WYSO BOARD MINUTES

June 18, 2014

WYSO Conference Room
Yellow Springs, Ohio

Members present: Seth Gordon, Don Hayashi, Nancy Nash, William Linesch, Bruce Bradtmiller, Fred Bartenstein, Ashley Appleman, Natalie Skilliter, Kristen Wicker, David Seyer, Kevin Rose and Glenn Watts.

Members absent: Heather Bailey, Karen Meade and Chuck Berry.

Staff present: Neenah Ellis, Doug Hull and Luke Dennis.

Seth called the meeting to order at 8:17 a.m.

Minutes. It was moved by Don, seconded by Nancy, to approve the draft 2 version of the Minutes of the meeting of April 16, 2014 that had been circulated prior to this meeting. The vote to approve the Minutes was unanimous. Glenn will E-Mail a copy to Juliet Fromholt for posting on the station's website.

Check-in. Seth invited the Board members to comment on a driveway moment or something else that they had heard on the station recently that they thought was special. William commented that he always tried to leave the office a couple of minutes before 5:00 pm so he could catch the NPR news, but he would frequently be stopped in the hallway by a colleague with a problem. This meant that he would have to return to his office and work until 6:00 pm. Another member said that she found the story on the development of a 'Bionic Pancreas' for diabetics to be particularly interesting. Seth said that Don did a marvelous job of managing the recent StoryCorps visit to Dayton and Neenah added that Don's work made the whole project a great success. Don thanked everyone who helped and modestly said that it had been a team effort. He said that the mobile unit has left Dayton and is returning to the factory for refurbishment. Seth gave Don a gift certificate as a token of our appreciation.

Agenda Review. Seth asked if there were any items to be added to the draft agenda that he circulated by E-mail prior to the meeting. Glenn said that he would like to schedule a discussion of how the station should position itself to deal with the digital future that is rapidly approaching.

Dashboard Review. Fred summarized the components of the Strategic Plan Dashboard for the benefit of the new members and to bring everyone up to date on some changes that had been made since the last meeting. He went through each of the seven Target Outcomes and noted that most are on schedule. He pointed out that Target 2, Increase and Diversify Revenue, has been expanded and now has four specific outcomes that were developed in consultation with Luke and Doug. A major determinant of whether the station will be able to Expand the Listening Audience is the FM antenna relocation. Neenah indicated that we are currently not on target to get the full funding for the tower by the end of September, but we have received a \$400,000 pledge for it as part of Target 5, Implement a Capital Campaign. This means that we need another \$200,000 pledge or gift. We are on schedule to have the Campaign goals, case statement and campaign cabinet in place by the end of the calendar year.

Fred said that we are on track to meet Goal 6, Establish a Friends of WYSO Organization. This would be either a free-standing 501(c)(3) organization or operate as a fund within a community foundation such as the Yellow Springs Foundation or the Dayton Foundation. Doug believes that the formal structure can be in place by the end of September.

The components of Target 7, Integrate Strategically with Antioch College, are all on schedule.

Seth asked about the sufficiency of the annual deficit reduction identified in Target 3. He questioned whether this reduction was adequate. Doug responded that this is a more significant reduction than it may appear because it is from the current year base and follows this year's reduction from the prior year.

Financial Report. Doug distributed a schedule of the financials through May 2014. This schedule shows actual and budget numbers for the most recent month, and year-to-date for the current and two prior years. Doug noted that YTD total revenue is \$1,558,834 which is above budget by \$74,025. Total Expenses are \$1,679,878 and these are over budget by \$11,486, but through the first eleven months of the fiscal year we're better than budget by \$62,539.

Looking at the Year-to-Date detail, Gifts are a little under budget by \$10,044 which is not significant. It is hard to precisely predict gift revenue because it comes from members, but Doug expects that Gifts will meet the budget target by the end of June.

Grants are divided into three categories, Private, Federal and State. Grants are over budget this year, primarily because of the CPB. Last July we underestimated the amount of the University's contribution for the support of the station, and because the CPB includes this kind of support when determining how much each station receives, we received more than we budgeted. The University had given the station \$1.0 million to renovate the present location and this money is considered non-federal support. This will not happen in the future, but it is very welcome this year. Our federal grants line is above budget by \$117,732.

Underwriting and Released from Restrictions need to be combined to understand what's happening. When combined, we look to be right on target.

In-Kind, Trade and Other is the last revenue category. Trade is a swap or barter; we exchange air time for something that the vendor has that we need. This category is a significant part of the budget, but it can be misleading. The \$299,528 boosts revenue, but it also increases expenses on a dollar for dollar basis. This category is currently under budget, but expenses are similarly down, so it is not a matter of concern.

Overall, Total Revenue looks good.

Expenses are divided into four categories. The station functions on people, programming and the various supplies and services needed by the staff. Wages and benefits represent all of the full- and part-time people who keep WYSO on the air. Wages & Benefits is down for two primary reasons. First, a vacancy has existed since January; and second, in the transition from the University to the College we received one month of medical insurance paid for by the University because the transition occurred on July 3 and not July 1.

Programming & Purchased Services is slightly over budget for a couple of reasons. Program costs are up relative to what was budgeted and there is about \$50,000 in expenses for services needed to make the transition from the University to the College. These include one-time expenses for legal and engineering services and the support needed to do the transfer.

The budget for facilities is better than expected by about \$50,000 primarily because Doug budgeted as if the station would be a stand-alone operation. However, the College picked up a number of facility expenses including housekeeping, the energy costs for the studio building and insurance. Next year these costs are not in WYSO's budget because they will be paid by the College's Facilities Management Department. Therefore, we should not see another positive variances like we enjoyed this year, but the budget will more accurately reflect where expenses are paid.

The bottom line is that Expenses are over budget, but not by much, and the station is looking good through the first eleven months of the fiscal year.

In the lower section of the handout, the accrual numbers are adjusted to a cash basis. The College has indicated a willingness to focus on cash when assessing the station's financial performance. When Depreciation is added back, the station has a net positive position of \$74,410 for the first eleven months of the fiscal year. The budget was set at \$55,095, which gives the station a positive variance of \$19,315. Depreciation is high because of the building. The station uses only one floor, but depreciation for the whole building is charged to the station.

Kevin asked what happens when the station has a deficit. Doug responded that the College has to absorb the loss and to cover the station's cash-flow needs. For this reason it is important that the station become self-sustaining on both an accrual and cash basis.

Seth pointed out that the station provides direct value to the College by making the College's existence and programs known to the public. Doug said that this advertising has an annual value of \$500,000. He has pushed for recognition of this value so that the station does not work against a deficit budget.

2014-15 Budget. Doug distributed a schedule showing the current year Actuals and Budget as of the end of June, as well as the Variance between the two. The schedule also shows the current year Budget and the Budget for the coming year. Doug noted that the proposed budget has a smaller deficit (-\$192,902) than the current budget (-\$213,912). In the new budget, Total Revenues are up by \$22,722 and Total Expenses are flat (+\$1,712).

Underwriting revenue is projected to be \$25,000 above the current year budget. This increase comes after a very significant increase this year over last. Most of the new clients this year are small accounts and there is no indication whether they will renew or at what level.

Within the Expenses section, Wages & Benefits are up by \$60,313. The College is projecting that medical costs for the station will increase by \$38,000 this year, which is a significant adjustment. The one-time transition costs related to the asset sale that the station experienced this year will not repeat. This means a savings of \$50,000 that can be applied to cover the healthcare cost increase. Other than these two changes, there is not a lot of difference between this year's expense budget and the one for next year.

The College went through three iterations in creating the budget for next year. Initially, the station presented what was wanted. College staff responded by directing that we cut \$16,000 from the budget. They then asked for an additional 5% reduction, but the station ultimately was not required to make this cut.

Kevin asked about the near doubling of Travel, Events & Other. Doug responded that this category includes the travel expenses of the Account Executives and there is increased travel costs associated with the push for more underwriting. This category also includes employee reimbursements and this year we are changing from cell phones that were paid for from a College account to phones owned by the employees and reimbursed by the station. The Events budget has \$40,000 in revenue and corresponding expenses that add \$5-6,000 to this line item. There are some expenses for Community Voices, Reinventing Radio and other programming.

Bruce asked if the amount shown on the Gifts line came from the station or the College. Doug replied that this number was determined by the station. It is based on experience in the prior year and an estimate of what they think they can generate. The Dashboard looks to realize more funding from Leaders, more from each member and more members. When combined, those factors look to generate about \$20,000 more next year. Also, when the station was asked to reduce the deficit by \$16,000, they revisited both revenue and expenses. Expenses tend to be fixed, and with the exception of programming, there isn't much that can be done. The payroll is fixed by the College and we were told that we can have 2% more. Facilities are fixed, as are utilities. This means that Revenue is the only area with much flexibility. As a result, when asked to reduce the deficit they looked more closely at member donations, special events and grants.

Dave asked if Doug could provide a full-year projection of FY14 actuals so that the Variance with the full-year FY14 budget could be directly compared with the proposed FY15 budget. Doug said he could do that.

Fred noted that having reliable multi-year financial data was a relatively recent development, largely due to the work of Doug. Doug said that the College had been very accommodating and had shared their thoughts on the budget with him. Neenah said that she has been working to get Doug more integrated into the College's financial planning processes and the College has accepted his input.

Cat & Dog War Update. Luke said that he would like to report on the recent on-air appeal in the context of a membership update for the year. Member revenue has really been growing. Last year the station received a one-time \$25,000 contribution that has been more than offset by new and larger average member gifts. That being said, he wished that they could have raised more during the Pet War drive, but gift revenue is doing well.

It is always hard to create a sense of excitement for a June drive because, in part, June does not coincide with the end of the tax year. The end of the calendar year push works better because it coincides with charitable giving patterns. None-the-less, over 200 people called to make pledges and that is a high number for a two-day drive. Call volume never reaches this level on a Monday of a regular March or October drive, so it felt like a Friday during a regular drive.

Originally, Luke said that he was thinking about a robust direct mail campaign that would go out to about 3,000 lapsed members. The \$60 Member Card seemed like a really solid enticement to renew. However, the College would not allow the expense so all of the

fundraising had to be done on-air. The \$60 Member Card worked well on-air, but Luke would not want to use this inducement too often or people will begin to wait for it.

In summary, 216 people called in with pledges totaling \$13,600, and the cats won. Luke said that the staff responded to the challenge of creating entertaining promos for the drive. He hoped that the station hadn't over done the promotions by blanketing the air for two weeks prior to the drive.

Nancy asked about previous June drives and how this one compared to what they produced. Luke said that this one was better than when the station gave away tickets to the Frazee, but was not as good as when we sold watts. However, when we sold watts we were on-air all week and we had been \$40,000 or \$50,000 short in the March drive. Some of the people who didn't pledge in March probably pledged in June. Neenah added that we also had the Open House event that was being promoted and this generated a bit of excitement for the June drive.

Luke said that the new reality is that we need to make on-air appeals in December and June, but it has to be done carefully to avoid creating fatigue among the listeners. Glenn noted that we need to stop saying that, "We only come to you twice a year."

Next Up Update. Ashley said that Next Up is a relatively new initiative concentrating on young adults ages 18-34. She has been working, with the help of Natalie and Luke, to create a mini-marketing plan for this age group. She has been concentrating on three of the goals of the larger strategic plan: Goal 1 to improve programming, including music and the community concert; Goal 2 to increase revenues from gifts below the \$500 level; and Goal 7 to integrate with the College plus regional institutions, high schools, etc. Much of this effort involves outreach, such as staffing tables at college internship fairs and career fairs, having young adult and youth groups staffing phones and pitching on air during pledge drives, and having more youth-centric stories and features on air. Brad Price and Ashley are completing their Community Voices training next week and they should be able to work on the programming. She has a few pages of ideas and some fun things that could be tried out. The planning is still in its infancy and anyone who would like to learn more or has suggestions or ideas should contact her.

Luke said that more Next Up Committee members are needed. Ashley added that she had been at the Street Fair and was looking for candidates, but if Board members meet someone in the target demographic, they should refer them to her. Seth said he has an ex-special forces member who loves WYSO and who would be a good candidate. Nancy suggested that social media may be a way to reach people who are not current listeners. Ashley replied that she is definitely thinking about Facebook and LinkedIn, and she's working on a Next Up webpage.

Marketing & Development Update. Natalie said that the Committee has met and they are working on the marketing plan. They have identified their targets rather specifically. They are centered on Membership, Listenership and Listener-Sensitive Revenue. With these in mind, their next step is to identify the key audiences, and they are waiting for the results of the listener survey before developing the communication plan. Identifying the listener demographic is important and they want to be able to divide the audience into the three targets.

NPR has provided a 400 page analysis of the national audience and they are studying it to get clues as to what the local listenership is like. Once the WYSO survey results are available they will have a better picture of how the local audience differs from the national. They will then be

able to identify the key messages and how best to deliver them. Although our radio voice can be very effective, it might not always be the best medium for reaching certain demographics. Luke mentioned that he wanted to use a direct mail appeal, but was constrained by the budget. Given the limited budget, the Committee will need to be careful in deciding how they will reach the target demographics.

The Committee has an outline of strategies and tactics that includes marketing, communications, community relations, advertising, sponsorship and tower relocation. These are big, broad categories, but the Committee can't get into them too deeply until it identifies the audience.

WYSO Leaders. Luke said that the Leaders Committee is working hard to reach out to the Leaders by writing notes and making "thank you" phone calls. This kind of "high touch" approach is great and it would be wonderful if we could do this for all 3,700 members, but that is not realistic.

The number of Leaders has been growing rapidly. There were 109 pledges of \$500 or more in fiscal year 2012-13 and as of today we have 189, which means we have 80 new leaders this year. The dollar value of these pledges is more than \$40,000 because some pledges are larger than \$500. After June 30 Luke will tabulate the pledges by giving level.

There have been no prospect mailings to potential Leaders, but Luke would like to reach out in two ways during the next fiscal year. One would be to identify the people who are in the range, but not quite there. The other would be to identify people who have never given to WYSO, but who are affiliated or identified with organizations that have a public service role similar to WYSO's. Luke has a list of 40 potential Leaders from other arts and cultural organizations and he is wondering how best to approach them. Luke said he is ready to launch his first mailing to this non-WYSO group and he is grappling with what to say. He would like to share the draft with the Marketing Committee.

Glenn cautioned that the first contact probably should not be a request for a donation, but rather some way to interest them in the station. Luke agreed and wondered if it should be an invitation to the station or to an event, perhaps something at the Engineers Club before the Community Concert. Fred suggested inviting dignitaries not yet associated with the station to a reception when we have NPR luminaries (e.g., Nina Totenberg or Peter Sagal) in town at a location that would be convenient for them.

David asked if these people are WYSO listeners or if Luke was planning to approach them because the station is vital to the region and they should support it even if they are not listeners. Luke replied that he would not know if they are listeners until he talked with them, so his approach would be based on their concern for community. David said that getting people of means to identify with the station is a long, multi-step process. If they are unfamiliar with WYSO they will not come to an event. Every nonprofit organization in town knows who they are and these people receive countless solicitations. A mailed membership solicitation up front will just go to the stack that these people receive daily.

Dave said that an approach he has been using, and it is one that takes time, is to reach out to these people with something that may be of direct interest to them. For example, if there is a unique story that is going to run on the station that they might find of interest, let them know. A problem in trying to make contact with people who are not regular listeners is that they may

have a perception of the station as being more liberal than they are. It might be smart to use a multi-touch approach to bring these people in. Then, casually invite them to drop in at the station should they find themselves in the Yellow Springs area.

Kevin said that most of these people do not open their own mail. Often, they have an assistant who screens their mail and determines what should reach them.

Dave suggested that Luke circulate the list of names so that Board members might approach them. If any of these people are known to Board members, the initial letter could be personal and, therefore, much more likely to reach the potential donor.

Fred said that our best chance to increase the list of Leaders is to start with the 3,700 members who already know us. We need to concentrate on upgrading those who already support the station and who have the capacity. Luke said that Fred led a session with eight or nine people who are familiar with the philanthropic community and they went through all 3,700 names to determine which people could be upgraded to Leader status. Luke said that 200 names emerged from that working session who have the interest and capacity to become Leaders. The strategy for cultivating this group has not been developed yet. Nancy said this is the group to invite to an event, perhaps at the Engineers Club before the Community Concert. Fred added that as David had suggested, using current Leaders to make additional contacts could prove very effective.

Luke said that he is looking for a membership coordinator to replace Stephanie Elsass. This person has not been identified yet, but she or he will have the skills necessary to track and analyze the membership database. Right now, we look only at when and how members pledge, but there is so much more that we could know before we make decisions. Kevin asked if Luke could give the Board a geographic analysis of the membership at a future meeting. Seth asked if this could happen at the next meeting and Luke said he has the information and it will be updated after the end of the fiscal year.

Nominations Committee. Nancy reported that there are five seats open and she asked the members to provide names of people who could add diversity to the Board. The Committee is particularly interested in minority candidates with qualifications that will strengthen the Board. Fred and Kevin mentioned possible candidates. Neenah said that she has been working on identifying a person to serve as the College representative and she will move on this soon.

Seth said that we are starting two big, new organizations: a Friends of WYSO Board and a Capital Campaign Board. This means that we will need a lot more people. We also need to think about how these bodies will interact with each other and how the membership of this Board will overlap with the other two.

General Manager's Report. Neenah said that Emily McCord had her baby and she is leaving to go to WFDD in Winston-Salem, NC. Recruiting for her position is starting and also for the membership and traffic position. Neenah hopes to have the membership and traffic position filled by the middle of July. Emily's news position is covered through August, so she is hoping to have that position filled by then.

The College got fast tracked for accreditation candidacy. This is good news for the College and the station, and the fast track option will allow the College to apply for accreditation in two

years rather than four. With this credential the College should be able to raise more money and students will be eligible for financial aid.

Neenah thanked Natalie for all of her work on developing the listener survey. The new survey will help Neenah decide on the program changes that should be made to strengthen the station. A while ago Neenah created an internal committee to help her decide on new programs and how the schedule might be improved. The committee has met four or five times to provide feedback and to discuss the implications of possible program changes. It became clear that input from the public was necessary, so she contacted a number of other public stations and got their surveys and advice. Natalie helped select the best material from the several surveys and designed questions specific to WYSO. While there is demographic information in the survey, the primary purpose is to find out what people want to hear. The survey will be released in a couple of days and promoted with radio spots throughout each day of the week.

Neenah encourages Board members to listen to the Rediscovered Radio stories being produced by Jocelyn Robinson. Those who may have missed them when they were broadcast can listen to them on the web. Jocelyn was in the Community Voices program last year and, with money from the Ohio Humanities Council, she has created a series based on recorded material in the station's archives. There was a really beautiful story last week about Maya Angelou that included a segment from the WYSO collection. Jocelyn's work is helping tie together a lot of the civil rights anniversaries that are occurring this summer and to link them to the community and the station. A current Community Voices participant, Dave Barber, is working on a civil rights piece that ties back to the archives. This project has been five years in the making and is now coming to maturity. It is also helping the station connect to the College. The College has created a multi-disciplinary project built around activism, especially activism at Antioch, and the Rediscovered Radio stories tie directly to the activities of the College. The College project involves a number of faculty and students.

The station is contributing its archives to the American Archive Project. This is a national effort to gather broadcast material and make sure it is not lost. The Project was recently transferred from the Corporation for Public Broadcasting to WGBH and the Library of Congress. The WYSO material now belongs to them and a year from now it will be available to a national audience. The material will be for listening only and will not be downloadable. We are continuing to work with Karl Colón to make our material available through the Greene County Library System.

Neenah said that the station received a grant from the Corporation for Public Broadcasting in January to support another amazing project that is just getting started. It's called the Veterans Voices Project and we are cooperating with Seth and the Veteran and Military Center at Wright State University to develop the programming. We will hire two students who are veterans to interview other veterans. The plan is to have post-nine/eleven veterans interview pre-nine/eleven veterans. The overall goal of the National project is to help veterans connect with resources in the community. WYSO's role is to train the two hires in how to conduct interviews and Seth said that the new hires will start producing material for broadcast by the fall. Neenah hopes that this is the start of a long collaboration between WYSO and Wright State University.

Seth said the two veterans to be hired by WYSO have been selected. They are Alison M. Loy, a 14-year Air Force veteran, and Jeremy Dobbins who is a Marine veteran. Two additional

veterans are being hired by Wright State University to work with Seth. He said that Bridget Federspiel taught an oral history class at Stivers School for the Arts in which her students interviewed veterans. Four people from that class are the ones being hired. The two going to WYSO will focus on radio and the two who will be at Wright State will be concentrating on the Veteran's History Project for the Library of Congress. Neenah said that there were 18 organizations nationally that have been funded and only two are radio stations. Once again WYSO has shown that a little station can compete.

Neenah announced that WYSO has been funded by the Ohio Arts Council for a Youth Radio Project. The station is working to supplement the \$15,000 grant from the Council. This past year the station worked with the Dayton Public Schools and she hopes that they can expand on this start and have a class this year at the Ponitz Career Technology Center. There are lots of youth radio projects around the country and WYSO will use the best approaches. The goal is to give radio production skills to high school students and to have them produce material that can be used on air, just as we use material from the Community Voices program.

Community Voices is about to graduate another class. Will Davis came on to teach the course this year after Sarah Buckingham left and he will be the adjunct at the College teaching the course this summer. He will use the curriculum that WYSO developed. Will is also associated with the veterans programming effort. Nancy asked if we track the Community Voices graduates. Neenah said that there are 14 projects that have or will be aired. It takes a lot of work to retain these people and to keep them involved. She has used some of the money from Sarah's vacancy to hire an editor to work with the graduates and this has resulted in some good programming for the station.

Bruce asked if there will be an Email concerning the survey. Neenah said there will be an email blast. Kevin asked if there will be an effort to survey non-listeners. Natalie said that they will try and asked everyone to use social media to reach their friends who may not be listeners. The survey will also go to community organizations.

Future Agendas. Seth said there are three meetings left this calendar year and we have some major topics to resolve: we want to have the friends of WYSO established before the end of the year, we want to have the capital campaign board in place before the end of the year, and we need to resolve the tower relocation by the end of the year. Additionally, the topic Glenn raised about how the station should position itself to deal with the digital future is important. Seth said that the survey results should be available before the next meeting and he asked that it and the program changes that it suggested be discussed at the next meeting. Bruce asked that we get the survey results a week or ten days before the next meeting. Seth also wants to talk about the changes that technology is bringing—how many people are listening on line for example—and much of what we are already doing is multimedia. Clearly, something is happening in these dimensions.

Seth also noted that there are still more things that need to be added to future agendas. Doug has said that there will be audit results available and Seth asked that they be presented at the December meeting. Also, the four new Board members need to be integrated into the committee structure or placed in other areas where their talents are most appropriate.

Kevin said that political affiliation and the perception of NPR as liberal radio will be hard to overcome, but we need be aware of how we are viewed. Neenah said that we need to have this

conversation, but she feels that the listener base is much more diverse than she had expected before coming to the area. This is anecdotal, but in talking with volunteers she has been surprised at the wide diversity in their education, economic level and political affiliation.

Glenn distributed a copy of an Email announcing that more than 40 NPR stations were now available on Apple's iTunes Radio. Seth asked what Glenn expected if the Board were to have a conversation about digital media in August. Glenn responded that he would prefer not to have the discussion in August because he will not be able to attend the August meeting, but he said he would like to have the survey results available before a discussion because if there are questions about how people are listening, the answers will point us in certain directions. He noted that NPR is already offering many of its programs on the web, Apple is getting into the distribution of public radio content in a big way and SiriusXM provides NPR content both by satellite and on the web. Where will WYSO fit into this array, what market do we plan to serve and how do we plan to serve it? Seth said that the digital discussion might be best held in October.

Story Ideas. Fred asked if we have an association with Dayton Access TV. Neenah said that we do not have any formal links, although we know some people. Fred said that Jim Bucher, who had been with DATV, is now without portfolio and has done some things that are similar to what WYSO is doing. Fred also suggested that there is a good local story in Springfield that may have national interest: the Champion City Kings baseball program is starting this summer in Springfield's Carleton Davidson Stadium. The players are from 18 different colleges and get a contract for the summer. The players are living in the Wittenberg dorms and are getting to know each other and the area. It seems like this offers a rich opportunity to focus on Springfield.

Neenah said that Board members should always feel free to contact her with local story ideas. The Miami Valley Story Corps programs will resume in September and Community Voices producers have started editing the interviews. Also, Antioch College students taking the course this summer will be asked to edit some of the interviews.

Next Meeting. The next regularly scheduled meeting will be held at **8:15 a.m.** on Wednesday, **August 20, 2014** at the station's studio location, 150 E. South College Street, Yellow Springs. The Agenda will include approval of the Minutes of the meetings of June 18, 2014, reports from each of the committees, and Luke will give the Board a geographic analysis of the membership. Glenn said that he will not be able to attend that meeting and someone else will need to take Minutes. Committee Chairs should E-mail agenda topics to the Board Chair not later than the Friday before the meeting. The E-mail should include the topic, the desired outcome (e.g., a resolution) and the estimated time that the discussion will require.

Adjournment. Moved by Fred, seconded by Don, to adjourn. The vote to approve was unanimous and the meeting adjourned at 10:12 a.m.

Respectfully submitted,
Glenn Watts, Secretary