MISSOURI SOUTHERN STATE UNIVERSITY Board of Governors Minutes

August 15, 2014 – 1:00 pm Billingsly Student Center, Room 310

The August 15, 2014 meeting of the Missouri Southern State University Board of Governors was called to order by Jim Fleischaker, Chair. Governors in attendance were Rod Anderson, Dr. Sherry Buchanan, Tracy Flanigan, Jim Fleischaker, Bill Gipson (newly appointed), and Keith Hankins. Others in attendance were Dr. Alan Marble, Dr. Pat Lipira, JoAnn Graffam, Rob Yust, Darren Fullerton, Rachel Burleson (for Jared Bruggeman), Dr. Michal Garoutte, Jake Messer, Ron Mitchel (for Jon Dermott), Linda Eis and Sharon Odem; Lynn Ewing, Mitch McCumber, Jared Bruggeman, Robert Frossard, and Jon Dermott were absent.

ANNOUNCEMENTS

Mr. Fleischaker welcomed everyone and noted several changes around the Board table. Attorney Ron Mitchel in attendance on behalf of Jon Dermott; Board members Lynn Ewing and Mitch McCumber absent; Bill Gipson in attendance as a newly appointed Board member; Jake Messer as the new Student Senate President; Robert Frossard (absent) is the new Staff Senate President; and Dr. Michel Garoutte as the new Faculty Senate President. Mr. Fleischaker also noted lobbyist Kyna Iman was in attendance to give a legislative update from Jefferson City.

MINUTES

Mr. Fleischaker asked if there were any additions or corrections to the June 2, 2014 minutes; none were noted.

A motion was made by Tracy Flanigan and seconded by Keith Hankins to approve minutes of the June 2, 2014 Board meeting as submitted. Motion passed. (Minutes are archived in the permanent record book.)

REPORTS

Treasurer (Ms. Linda Eis):

Linda noted the auditors have been on campus during the last two weeks as part of the annual FY2014 audit. The audit is running smoothly and work will continue over the next two months in anticipation of presenting the annual audit report to the Board during the October 17th Board meeting.

Linda noted the FY2014 year ended with an estimated \$12.1 million in unrestricted cash plus investments. In FY2013 the year ended with unrestricted cash plus investments of \$12.8 million resulting in a decrease between these two years of \$699,355. Linda noted several different things impacted ending cash in FY2014 and gave examples of the Board generously pledging \$800,000 to the FEMA project and appropriation withholdings (money anticipated, but not received) in the last quarter of FY2014 that totaled \$443,000.

Financial Statements ending on July 31, 2014 were presented as follows:

- Cash Graph
- Statement of Net Position
- Comparative Statement of Revenues, Expenses and Changes in Net Position
- Cash Flow Statement

Cash Graph: The Cash Graph as of July 31, 2014 shows cash at \$9.1 million reflecting a decrease of \$1.3 million compared to the prior year.

Statement of Net Position: As of July 31, 2014, Total Assets are \$148 million. The first line reflects Cash of \$2.6 million. This number seems small but cash also includes \$6.5 million investments for a total of \$9.1 million. As reflected on the Cash Graph, it is normal for July to have a smaller cash balance and then increase as the semester progresses with the payment of student fees and financial aid disbursement. The second line, Board Designated Cash, reflects the transfer of Board Cash of \$800,000 for the FEMA project.

Treasurer (continued):

On the Board Designated Investments line, a \$500,000 CDARS investment matured in August and will be placed in Board Designated Cash on the August statements. Total liabilities are \$46 million which includes debt from the Residence Hall bonds for total bonds payable of \$38.6 million and the Notes Payable of \$1.5 million for Residence Hall furniture. Total Net Position as of July 31, 2014 is \$102 million.

Comparative Statement of Revenues, Expenses and Changes in Net Position: In looking at the "difference column", Total Operating Revenues increased by \$876,000. Total Operating Expenses increased by \$446,000. Total Non-operating Revenues decreased by \$39,000. Appropriations reflect an increase but in reality this is only a timing difference due to a catch-up payment received in September of 2013 (FY2014). At this time, unless the Governor releases the performance funding dollars, we anticipate receiving the same monthly allotment as FY2014.

Income (Loss) Before Other Revenues: As of July 31, 2014, the current year reflects an increase of \$15.6 million. The prior year shows an increase of \$15.1 million resulting in a comparative decrease between the two years of \$469,000.

A motion was made by Rod Anderson and seconded by Dr. Sherry Buchanan to approve the July 31, 2014 financial statements as presented. Motion passed. (A copy of the financial statements for July 31, 2014 is attached to the minutes in the permanent record book.)

Vice President for Business Affairs (Mr. Rob Yust):

- ✓ **Baseball Stadium:** Crossland Construction/Corner Greer and Associates (CGA) Architects have been chosen as the design/build team to construct the new baseball stadium on campus. The stadium will be located just to the east of the softball fields.
- ✓ End Zone Facility: The plumbing lines and corresponding parking lot reconfiguration is complete on the west side of the stadium. The basement is currently under construction with the first section already poured. Some parking spots have been lost temporarily, but eventually additional parking spaces will be gained.
- ✓ **FEMA Shelter:** Precast panels have been ordered for the FEMA shelter being constructed in conjunction with the new residence hall, but due to the large number of shelters being constructed in our area, the panels are not scheduled to be delivered until January; MSSU is on a waiting list. In preparation for the panels, the contractor will install the footings, plumbing, electrical and floor slab so once the precast panels are delivered completion of the shelter will progress quickly.
- ✓ **Residence Hall Complex Project:** This project is progressing well. Concrete slabs for four of the six new residence hall buildings have been poured and pre-constructed framing panels have arrived. The framing sub-contractor could have as many as 60 framers on site at the same time enabling these building to go up quickly.

The underground piping to the existing seven apartments is complete and the related sidewalks have been replaced. The new entrance to Duquesne Road and the new parking lot on the west side of the Residence Halls is complete. This new parking lot will be used for staging until this building project is complete.

✓ **Trail Project w/City of Joplin:** The Joplin Public Works Director has received clearance from the EPA to move forward with the bridge design on the trail project which will connect Missouri Southern to the Northpark Mall. This EPA clearance will enable work to begin again on this project that has been on hold the last several months. The intended completion date for this project is now the summer of 2015.

Assistant Director of Athletics (Ms. Rachel Burleson for Mr. Jared Bruggeman):

Note: Highlights of Rachel's report are as follows. Additional information can be found in a handout distributed to the Board that is attached to the minutes in the permanent record book.

✓ Fall Sports are beginning with Football practice beginning this week. Other fall sports also beginning are Volleyball, Women's Soccer, Men's and Women's Cross Country.

Assistant Director of Athletics (continued):

- ✓ This summer an intern working on his masters contacted over 200 businesses in Joplin and the surrounding area giving away MSSU display items such as stickers, schedule posters and other free information from MSSU. Rachel noted approximately 70% of these businesses accepted the display items greatly increasing displays of Lionhead Stickers and #GOMOSO!
- ✓ The annual Lionbacker campaign is underway. Currently there are 28 new memberships and 49% of the members from last year have renewed.
- ✓ Rachel thanked Dr. & Mrs. Mike LaFerla for a recent fundraiser they held for men's basketball; approximately \$8,500 was raised.
- ✓ Athletics annual fundraising event, Southern Fest, was held on July 31st and August 1st. Processing of expenses and payments are still in progress, but estimates from the Silent Auction show an increase this year of approximately \$3,000 in total revenue and proceeds from the Live Auction show an increase of approximately \$2,000. Approximately 40 additional paying guests attended this year's event.
- ✓ The Lionbacker Steering committee held its annual spaghetti feed for the football team on Sunday, August 10th. Approximately 140 athletes and coaches attended this event.
- ✓ A KOMA Hunting Expo will be held at the Leggett and Platt Field House on August 16 17. Proceeds from this event will benefit the Wounded Warrior program.
- ✓ A Lionbacker Membership Town Hall meeting is scheduled for August 25th. This meeting will give Lionbacker's an opportunity to pick up season tickets, membership items, and to learn updates from coaches.
- ✓ A Basketball Golf Tournament Fundraiser will be held at Twin Hills on August 28th.
- ✓ The first Lion Pride lunches are scheduled for Friday Aug 29th & Tues Sept 9th.

Vice President for Development/Executive Director of the Foundation (Ms. JoAnn Graffam):

Note: Highlights of JoAnn's report are as follows. Additional information can be found in a handout distributed to the Board that is attached to the minutes in the permanent record book.

- ✓ Robert Corn has joined the Advancement Team as the Alumni Relations Director Athletics. Robert's new duties include both alumni relations and fundraising activities.
- ✓ Several different outreach events by Alumni have taken place over the summer. On September 12th another event is scheduled at the Kansas City Royals Stadium. This event is already at capacity with 150 reservations.
- ✓ Work is taking place with the Art Department to raise \$50,000 that is needed to renovate space in the art department in order to create a suitable secure, climate-controlled storage space for MSSU's very valuable African art collection.
- ✓ The dedication ceremony for the Julio S. León Health Sciences Center is scheduled for August 27th. A dedication of the Ruth Kolpin classrooms in Webster Hall, dedication ceremonies for other naming opportunities in the Health Sciences building as well as a lunch to honor Dr. and Mrs. León and other donors is also planned.
- ✓ Outreaches to strategic departments educating them about the benefits of a central database and providing departments with mailing lists in order to reduce and ultimately eliminate the use of shadow databases on campus is underway.

Vice President for Academic Affairs (Dr. Pat Lipira):

Note: Highlights of Dr. Lipira's report are as follows. Additional information can be found in handouts distributed to the Board that are attached to the minutes in the permanent record book.

✓ An All-Faculty welcome back "celebration" was held this morning. Dr. Lipira noted she considers it an honor and privilege to welcome MSSU's faculty back to campus for the beginning of the fall semester. During this celebration several things took place including honoring faculty for their years of service; welcoming 24 new faculty members; honoring the Outstanding Teachers and Outstanding Academic Advisor from last year; recognizing 12 faculty members who earned a promotion in rank; and celebrating what appears to be an increase in enrollment for the fall semester. During this celebration it

Vice President for Academic Affairs (continued):

was announced the word "interim" was being removed from Dr. Lipira's title and she is now officially the Vice President for Academic Affairs!

- ✓ Work continues on several projects including the faculty handbook; graduate school programs; partnerships with community colleges, universities, and the community; increasing dual credit enrollment; preparing for the upcoming HLC accreditation; General Education assessment; and establishing departmental writing competencies.
- ✓ Dr. Lipira noted faculty members are ready to "get to work" and do their part in making Missouri Southern a great place to work and a great place to go to school by striving for exceptional classroom teaching, outstanding academic advising and university as well as community service.
- ✓ Dr. Lipira also noted changes in leadership are ahead and referred the Board to a handout listing new hires, retirements, resignations, and changes in department chair and director positions.

Vice President for Student Affairs and Enrollment Management (Mr. Darren Fullerton):

Note: Highlights of Darren's report are as follows. Additional information can be found in handouts distributed to the Board that are attached to the minutes in the permanent record book.

- ✓ Darren noted, as reported by Dr. Lipira, the preliminary enrollment numbers for the fall indicate an increase, but there are students who have not paid for the fall semester and are on the drop list. Support Staff in Financial Aid and other areas are working with these students in order to find all possible ways for these students to pay for the fall semester and stay enrolled. The official enrollment count for the semester won't be available until Census Day which is September 12th.
- ✓ Darren referred the Governors to handouts listing detail for upcoming weekend events for Campus Craze which is a weekend of activities and events for students and parents to help with their transition to MSSU. One highlight of the weekend will be the First Year Student Convocation scheduled for Sunday, August 17th which Darren encouraged the Governors to attend.
- ✓ MSSU has received notification from the Missouri Family Education Loan Program that over \$236,000 in potential loan funds from the Missouri Scholarship and Loan Foundation is available for MSSU students for AY2014. Darren noted these are the best possible loans because they are available to qualifying students at zero percent interest and zero fees.
- ✓ MSSU has also received a \$25,000 grant from the MDHE Default Prevention Program to assist in the university's loan default prevention efforts. Unofficially, word was shared that MSSU's proposal for this grant scored the highest of all proposals submitted in the state.
- The residence halls are at full capacity with 732 students. A small waiting list remains. Darren noted students who live in the residence halls this year will have first choice to live in the new residence hall next year. Darren said a special thank you to President's Council and the Board for their support of the new residence hall and the positive impact it will have for students and the campus. Darren also thanked members of President's Council and especially the campus Greek organizations for their assistance to students and parents during move-in day on August 14th.
- ✓ New upgrades to food service, paid for by Sodexho, have taken place this summer. Darren noted these upgrades will provide more variety for students and the campus and is a very exciting change.

Faculty Liaison (Dr. Michael Garoutte - Faculty Senate, President):

Highlights of Dr. Garoutte's report are as follows.

✓ This morning's All-Faculty meeting was filled with high energy and faculty ready to begin the fall semester. Dr. Lipira's remark regarding having a permanent new president for 45 days created enthusiastic applause.

Faculty Liaison (Dr. Michael Garoutte continued):

✓ Dr. Garoutte noted he did not have a written report for today's Board meeting, but he did want to draw the Board's attention to two statements from the 2014 faculty satisfaction survey noted in his written report submitted for the June Board meeting. Dr. Garoutte noted these statements (#1 and #38a. listed below) illustrate how much faculty satisfaction has improved under the current president:

#1: Overall, I am satisfied being a faculty member at MSSU. 52.4% (2013) 71.6% (2014) #38a.: The president of the university values the faculty. 13.0% (2013) 67.7% (2014)

- ✓ Dr. Garoutte noted Faculty Senate is working with Staff Senate to create a combined Faculty/Staff survey to use next year.
- ✓ Ongoing work of the Faculty Senate includes filling vacancies on Senate committees; improving communication among faculty, staff and the administration; determining Faculty Senates' stance on the resolution approved by Student Senate regarding a smoke, tobacco and vapor-free campus; create and recommend wording of a weather-cancellation policy for the campus; finalize updating the Faculty Handbook with a goal of bringing it before the Board during its May Board meeting for approval; and continued work on Continuous Quality Improvement.
- ✓ Dr. Garoutte noted due to Dr. Lipira announcing her retirement at the end of the 2014-2015 academic year, Faculty Senate will also need to actively work with the administration in a national search for the new Vice President for Academic Affairs. Dr. Garoutte also noted Dr. Crystal Lemmons, Assistant Vice President for Academic Affairs, will return to full-time teaching at the end of this academic year.

Dr. Garoutte invited all faculty and staff to the welcome-back celebration planned tonight at JB's Piano Bar, 112 S. Main and noted this celebration was organized jointly by Wendy McGrane (Faculty Senate) and Elisa Bryant (Staff Senate). Dr. Garoutte also thanked the Employee Appreciation Committee for their financial support of this event.

Staff Liaison (Mr. Robert Frossard – Staff Senate, President):

No report was given on behalf of Staff Senate. Mr. Frossard was absent.

Student Representative (Mr. Jake Messer - Student Senate, President):

Highlights from Jake's report noting key points Student Senate plans to work on are as follows.

- ✓ Fill vacancies on Senate and Senate committees.
- ✓ Work on ways to better connect Student Senate and students and to connect students and the administration.
- ✓ Work on ways to better connect students with the community with events such as St. Baldrick's.
- ✓ Increase discounts offered by area restaurants and businesses to MSSU students.
- ✓ Overcome legitimacy issues of how Student Senate funds are used on campus for things such as the Lion statute and improve and help students understand connections with private donors and the important roles they play.
- ✓ Continue work on orientation for freshman Senators including parliamentary procedures, proper dress, etiquette, etc.
- ✓ Continue work on opening up new avenues of communication and increasing recognition of the importance of Student Senate. Jake noted during the spring semester, Student Senate opened a Facebook page and went on Twitter, both of which are great communication tools.

Board Committees:

Mr. Fleischaker noted he has given an updated list of committee member appointments to Board secretary Sharon Odem and has asked Sharon to email this updated information to the Board after today's meeting.

Academic Affairs Committee (Lynn Ewing, Chair):

No report.

Budget Audit Committee (Mitch McCumber, Chair):

No report.

Executive Committee (Jim Fleischaker, Chair):

No report.

Personnel Committee (Jim Fleischaker, Chair):

No report.

President (Dr. Alan D. Marble):

Highlights of Dr. Marble's report are as follows:

Mr. Fleischaker noted this is Dr. Marble's first Board meeting as the permanent president of Missouri Southern and congratulated Dr. Marble on behalf of the Board.

Dr. Marble welcomed and congratulated Dr. Michael Garoutte, Mr. Robert Frossard, and Mr. Jake Messer as Faculty, Staff, and Student Senate presidents and noted he is looking forward to working closely with each of them during the upcoming year.

Summer went by very quickly with many activities taking place. Twenty-four new faculty members have been hired and the semester kick-off for faculty this morning was a great event. The new residence hall project is on-time and on-budget with plans to complete by the fall 2015 semester.

The new Donor Wall, located outside Connor Ballroom, is very beautiful. Dr. Marble encouraged the Board to take time to look at it if they haven't already and noted videos of donors are a great new feature.

Work on CQI/Program Prioritization was put on hold during the summer, but will begin as the semester gets underway. Work on this project will continue closely with the Faculty and Staff Senates. Dr. Marble noted great progress was made on this project last year and with this being Dr. Pat Lipira's and Dr. Crystal Lemmons last year in their current positions, it is very important work on this project continues to progress.

The Financial Stability committee has had an active summer. Committee members attended workshops and met with Jack Stack's "Great Game of Business" group to begin creating a framework for the "Great Game of Education" that Dr. Marble plans to "adapt" for use at Missouri Southern. This open book management style that focuses on sharing of financial and decision-making tasks will involve <u>all</u> employees. Dr. Marble noted Missouri Southern is the first institution of higher education that has expressed interest in adapting its own version of this business model. The work of developing this model and "adapting" (not "adopting") it at Missouri Southern is just beginning. Dr. Marble noted this is a very exciting opportunity with potentially endless possibilities!

Currently the Governor has restricted state appropriation dollars and for Missouri Southern the amount is \$950,000. Dr. Marble noted he is hopeful the Governor will begin releasing at least some of this money since an increase in revenue for the state is beginning to be seen. Dr. Marble noted he will be very interested to hear Kyna's report and know her thoughts regarding the FY2016 budget.

Dr. Marble reminded the Board of upcoming events as follows: Dedication of the Julio S. León Health Sciences Center is scheduled for August 27th; the first football game is scheduled for September 4th at Emporia State; and the first home game against Northwest Missouri State is on September 11th. Dr. Marble also recognized, Judy Stiles, Director of KGCS, and noted this year marks the 30th anniversary of KGCS. Judy shared that many events are being planned for the 30th anniversary including a reunion during Homecoming and the featuring of past programming throughout the year. Dr. Marble also drew the Board's attention to a new booklet now being produced listing all of the Fine Arts events at the University for the upcoming year and invited everyone to attend the many and varied activities scheduled during the Turkey fall themed semester.

Dr. Marble noted excitement about the upcoming presentation at today's Board meeting regarding the cooperative effort to establish a DNA lab at Missouri Southern. This project is being worked on by Rob O'Brian, President of the Joplin Chamber of Commerce, Steve Russell, Director of the Joseph Newman Innovation Center, and Dr. Gerald Schlink, MSSU Professor of Biology and Environmental Health.

OLD BUSINESS

None.

NEW BUSINESS

Consideration of Academic Policies Proposals (Dr. Pat Lipira)

None.

Legislative Update (Ms. Kyna Iman)

Highlights of Ms. Iman's report are as follows. Her complete report is attached to the minutes in the permanent record book as well as a summary of Senate Bill 492.

- ✓ It was another very busy legislative session in Jefferson City and now legislators are preparing for the Veto Session scheduled for September 10; thirty-four bills were vetoed this year. After the outcome of the Veto Session is known, the legislature will then work on the budget vetoes and expenditure restrictions. Kyna emphasized that a lot is riding on the veto-session.
- ✓ Reasons cited by Governor Nixon for recent withholds in state appropriations include the tobacco settlement and economic uncertainty. Projected budget revenues have fallen short.
- ✓ Governor Nixon has stated, depending on the outcome of the Veto Session, funding withheld from K-12 and the five percent performance funding increases will be the first funds to be released; if funds are released. Kyna noted MSSU has \$950,000 in appropriations that depend on the outcome of the Veto Session.
- ✓ Most funding for capital needs will require local matching funds of 50/50. Kyna stressed the importance of keeping Reynolds Hall at the top of the capital projects list for MSSU.
- ✓ Kyna noted the Governor's office is showing support for new funds for Caring for Missourians and STEM initiatives and encouraged Missouri Southern to request funds for these initiatives for the FY2016 budget.
- ✓ Kyna distributed a summary of Senate Bill 492 which will change how higher education funds are allocated. Under this bill, performance funding will be calculated in the formula (the formula is outlined in SB 492) for higher education funding standards.
- ✓ Rod Anderson and Dr. Sherry Buchanan asked Kyna for clarification on legislation introduced by Representative Todd Richardson and Senator Ryan Silvey that will be on the November ballot. This constitutional amendment could have an impact on the Governor's ability to withhold funds instead of vetoing them. Kyna will do more research on this legislation and provide clarification.

Kyna noted Missouri Southern still has the best interns at the Capitol and has a great intern program. Dr. Marble thanked Kyna for her work on behalf of MSSU and noted she spearheaded efforts to increase funding for Missouri Southern by an additional 1% during this year's legislative session.

Kyna noted appreciation for the continued opportunity to lobby in Jefferson City on behalf of Missouri Southern and invited the Governors to visit anytime.

DNA Lab (Dr. Alan Marble)

Dr. Marble introduced Dr. Gerald Schlink and Mr. Steve Russell who shared information with the Board about developing a DNA Testing Facility, housed in Reynolds Hall, in collaboration with the Joseph Newman Innovation Center. Dr. Schlink made a PowerPoint presentation that is attached to the minutes in the permanent record book. Highlights of Dr. Schlink's presentation and Mr. Russell's comments are as follows:

- ✓ Dr. Schlink shared highlights of his bio and noted he is a professor of Biology & Environmental Health with over 25 years of experience in DNA testing and teaching. Dr. Schlink also noted he has worked on quality control in the Southwest Regional Missouri Crime Lab with Director Dr. Phil Whittle.
- ✓ The idea for this new DNA testing facility at MSSU began last April. Dr. Schlink noted there is a great need for DNA testing facilities such as the one being proposed at MSSU because currently these types of facilities are only located in Asia, Europe and Iowa.

DNA Lab (continued):

- ✓ Dr. Schlink noted four very positive reasons to develop a DNA testing facility (lab) at MSSU as follows:
 - Use the lab for recruitment by showcasing this technology unique to MSSU to tour groups and use for science camps.
 - Enhance **student education** by incorporating DNA technology courses into MSSU's curriculum to better prepare students for the workforce and to provide a centralized location for DNA research.
 - Use as **industry outreaches** to introduce local industries to new technologies and offer training workshops that target the food industry. Dr. Schlink noted, due to the efforts of Dr. Phil Whittle, when the Regional Crime Lab was moved from Missouri Southern to Carthage, Dr. Whittle was able to secure the donation of equipment that enables this type of DNA testing to be performed very rapidly in hours instead of days.
 - Use as support for the **S.T.E.M.** program which has important components in this type of research.
- ✓ Mr. Steve Russell shared information regarding the Joseph Newman Innovation Center and Joplin Area Chamber of Commerce involvement in this endeavor. Highlights are as follows:
 - Work through the Joseph Newman Innovation Center and the Joplin Chamber encourage a positive environment for entrepreneurs pursuing innovative technology and job creation.
 - Target industries for economic growth in Missouri are Life Sciences, Advanced Manufacturing, and Information Technology.
 - The food industry is one of the leading industries in Joplin and requires safety testing. Nationally food safety testing is a \$3 billion dollar industry and continues to grow.

At the conclusion of the DNA lab presentation, Dr. Schlink asked for approval of the Board to move forward with this collaboration between MSSU, the Joseph Newman Innovation Center and the Joplin Chamber of Commerce. Dr. Schlink noted the only cost involved in establishing this lab will be for paint and cleaning of an existing space in Reynolds Hall. Due to the efforts of Dr. Whittle, equipment to begin this lab is already in place and operational.

Chair Fleischaker asked for a motion for Board approval to support this DNA testing facility (lab) at Missouri Southern.

A motion was made by Rod Anderson and seconded by Keith Hankins to affirm the Board's support of a DNA testing facility at Missouri Southern using existing equipment and space in Reynolds Hall. Motion passed.

Future Meeting Dates:

The next meeting of the Board is scheduled for Friday, September 19th.

ADJOURNMENT

Chair Fleischaker asked for a motion to adjourn.

A motion to adjourn was made by Bill Gipson and seconded by Keith Hankins. Motion passed.

Secretary Odem

James B. Fleischaker Chair