

OCTOBER 27, 2020
MONTHLY MEETING OF
THE BOARD OF TRUSTEES

The monthly meeting of the Washtenaw Community College Board of Trustees will begin at 1:00 pm on October 27, 2020. This meeting will be held electronically due to Senate Bill 1108 signed by Governor Gretchen Whitmer on October 16, 2020.

PUBLIC PARTICIPATION:

The public may join the meeting via the link below:

<https://wccnet-edu.zoom.us/j/87623616450?pwd=MEtLYm9hclRlZkIBTlNRSmhBd1A0UT09>.

The public may also join the meeting via telephone using one of the following numbers and the webinar id below:

US: +1 301 715 8592 or +1 312 626 6799 or +1 646 876 9923 or +1 408 638 0968 or +1 669 900 6833 or +1 253 215 8782
or +1 346 248 7799 *(for higher quality, dial a number based on your current location)*

Webinar ID: 876 2361 6450

PUBLIC COMMENTARY:

Citizens wishing to participate during Citizen Participation should email comments to Vanessa Brooks – vbrooks@wccnet.edu by 11:00 am prior to the start of the meeting. Comments will be read during the public commentary portion of the meeting agenda.

The Washtenaw Community College Board of Trustees will provide necessary and reasonable aids and services to individuals with disabilities who desire information by contacting Vanesa Brooks, Chief of Staff and Director of President and Board Affairs - vbrooks@wccnet.edu or 734-973-3491 by 11:00 am prior to the start of the meeting.

**WASHTENAW COMMUNITY COLLEGE
MONTHLY MEETING OF THE BOARD OF TRUSTEES
1:00 P.M. – OCTOBER 27, 2020**

- I. CALL TO ORDER; APPROVAL OF AGENDA**
- II. APPROVAL OF MINUTES (Action).....Tab A**
- III. CITIZEN PARTICIPATION**
 - A. Verbal Communications
 - 1. WCC Education Association
 - 2. Public
 - B. Written Communications
- IV. SPECIAL REPORTS**
 - A. NASA Community College Aerospace Scholar – Emilee Seghi
 - B. Grants Awarded to Washtenaw Community College
 - C. Annual Student and Financial Aid Profile; Fall Student Profile
- V. REPORTS**
 - A. Monthly Reports
 - 1. Personnel Recommendations (Action).....Tab B
 - 2. Financial Reports (September 2020) (Action).....Tab C
 - 3. Facilities Development ReportTab D
- VI. REMARKS**
 - A. Remarks of Members of Board of Trustees
 - B. President’s Remarks
- VII. OLD BUSINESS**
 - A. Action
 - 1. Recommendation for New Programs 2020-21(Action).....Tab E
 - 2. Approval of the 2022 – 2026 WCC Capital Outlay Plan (Action).....Tab F
 - 3. Operational Reporting Tool Contract (Action)Tab G
 - 4. Appointment to the Washtenaw Technical Middle College Board of Directors (Action).....Tab H
- VIII. NEW BUSINESS**
 - A. Discussion
 - 1. Student Center Renovation Project Engineering Services Contract.....Tab I
 - 2. Approval of an Additional 2020-21 Faculty Sabbatical.....Tab J
 - B. Action
 - 1. Proposed Winter 2021 In-District Tuition Rate Revision (Action)Tab K
 - 2. Ratification of the Washtenaw Community College Education Association Part-Time Adjunct Teaching Faculty Agreement One Year Extension (Action)Tab L
 - 3. Ratification of the Washtenaw Community College Education Association Master Agreement One Year Extension (Action).....Tab M
- IX. ADJOURNMENT OF MONTHLY MEETING (Action)**

Board of Trustees
Washtenaw Community College

ACTION

4800 E. Huron River Drive
Ann Arbor, Michigan 48105-4800

Subject
Approval of Minutes

Date
October 27, 2020

RECOMMENDATION

That the Board of Trustees approve the minutes of the September 22nd Monthly Meeting as submitted.

A ROLL CALL VOTE WILL BE TAKEN

Prepared by: Vanessa Brooks
Title: Chief of Staff and Director of
President and Board Affairs

Recommended by: *Rose B. Bellanca, Ed.D.*
Rose B. Bellanca, President

MINUTES
WASHTENAW COMMUNITY COLLEGE
MONTHLY MEETING OF THE BOARD OF TRUSTEES
TUESDAY, SEPTEMBER 22, 2020

CALL TO ORDER

The Monthly Meeting of the WCC Board of Trustees was called to order by Chair Christina Fleming on September 22, 2020 at 6:04 p.m. virtually per [Executive Order 2020-154](#) issued on July 17, 2020 by Governor Whitmer.

Present: Chair Christina Fleming, Vice Chair Bill Milliken, Treasurer Angela Davis, Secretary David DeVarti, Trustee Ruth Hatcher, Trustee Richard J. Landau and Trustee Diana McKnight-Morton

Approval of Agenda (Action)

It was moved by Treasurer Davis and seconded by Trustee Hatcher that the Board approve the agenda for the September 22nd Monthly Meeting as submitted.

A roll call vote was taken: Chair Fleming; yes, Vice Chair Milliken; yes, Treasurer Davis; yes, Secretary DeVarti; yes, Trustee Hatcher; yes, Trustee Landau; yes, and Trustee McKnight-Morton; yes. The motion was adopted.

Approval of Minutes (Action)

It was moved by Trustee Hatcher and seconded by Secretary DeVarti that the Board approve the minutes of the July 28th Monthly Meeting as submitted.

A roll call vote was taken: Chair Fleming; yes, Vice Chair Milliken; yes, Treasurer Davis; yes, Secretary DeVarti; yes, Trustee Hatcher; yes, Trustee Landau; yes, and Trustee McKnight-Morton; yes. The motion was adopted.

CITIZEN PARTICPATION

WCC Education Association

Ms. Julie Kissel, English and College Readiness faculty member and WCCEA President talked about the successful launch of the fall 2020 semester. She also informed the Board that the administration and WCCEA continue to meet and talk regularly to work together on issues and concerns. Lastly, she mentioned the high emotion she and others were experiencing due to the death of Justice Ruth Bader Ginsburg.

Public Comments

There were no public comments received.

Written Communications

There were two written communications received in August and one in September.

Call to order

Approval of Agenda (Action)

Approval of Minutes (Action)

CITIZEN PARTICPATION

WCC Education Association
WCC Education Association

Public Comments

Written Communications

SPECIAL REPORTS

Presentation on the Local Strategic Value Document

Dr. Julie Morrison, Executive Director of Institutional Effectiveness, Planning and Accreditation, spoke about the compliance document. She reminded the Board that WCC needs to meet four of the five categories in each area in order to be considered for funding.

Dr. Kimberly Hurns, Vice President for Instruction, Dr. Michelle Mueller, Vice President of Economic & College Development, Mr. Brandon Tucker, Associate Vice President of Workforce and Community Development and Mr. Phil Snyder, Associate Vice President of Advancement talked about the areas updated for Economic Development and Business and Industry Partnerships.

Ms. Linda Blakey, Executive Vice President of Student and Academic Services, Dr. Kimberly Hurns, Vice President for Instruction, Dr. Michelle Mueller, Vice President of Economic & College Development, Mr. Brandon Tucker, Associate Vice President of Workforce and Community Development and Mr. Todd Krueger, Chief Information Officer reviewed the areas that were updated for Educational Partnerships.

Dr. Michelle Mueller, Vice President of Economic & College Development, Ms. Christine Mihaly, Associate Vice President for Human Resources, Dr. Kimberly Hurns, Vice President for Instruction, Mr. Brandon Tucker, Associate Vice President of Workforce and Community Development and Mr. William Johnson, Executive Vice President and Chief Financial Officer spoke about WCC's best practices in Community Service.

MONTHLY REPORTS

Personnel Recommendations (Action)

It was moved by Trustee Hatcher and seconded by Secretary DeVarti that the Board approve the personnel recommendations as submitted.

A roll call vote was taken: A roll call vote was taken: Chair Fleming; yes, Vice Chair Milliken; yes, Treasurer Davis; yes, Secretary DeVarti; yes, Trustee Hatcher; yes, Trustee Landau; yes, and Trustee McKnight-Morton; yes. The motion was adopted.

Financial Reports (Year End – June 2020)

It was moved by Treasurer Davis and seconded by Trustee Landau that the Board receive the Financial Reports for June 2020 as follows: General Fund, Deferred Maintenance Fund, Capital Fund, and Combined Schedule of Investments-All Funds.

A roll call vote was taken: Chair Fleming; yes, Vice Chair Milliken; yes, Treasurer Davis; yes, Secretary DeVarti; yes, Trustee Hatcher; yes, Trustee Landau; yes, and Trustee McKnight-Morton; yes. The motion was adopted.

SPECIAL REPORTS

Presentation on the Local Strategic Value Document

MONTHLY REPORTS

Personnel Recommendations (Action)

Financial Reports (Year End – June 2020)

Facilities Development Report

REMARKS

Remarks from Members of the Board of Trustees

President's Remarks

NEW BUSINESS

Recommendation for New Programs 2020-21

Review of the 2022-2026 WCC Capital Outlay Plan

Operational Reporting Tool Contract

Facilities Development Report

Mr. William Johnson, Executive Vice President and Chief Financial Officer informed the Board that a number of key projects were completed at the Fitness Center. He also talked about the GM Building energy project noting it is on schedule.

REMARKS

Remarks from Members of the Board of Trustees

Secretary DeVarti talked about the positive feedback he received from students taking Art Classes in person. He also thanked the administration for keeping the health and safety of students at the forefront of each decision.

Trustee Hatcher reminded the Board that the Voice was still posting articles online. She suggested that photos be shown of people who have a mask on. Lastly, she shared a concern from faculty.

Chair Fleming talked about her experience as a currently enrolled student. She also thanked the administration for keeping the health and safety of students at the forefront of each decision.

President's Remarks

President Bellanca began her remarks by acknowledging the passing of Justice Ginsburg. She also acknowledged the Team who worked tirelessly to establish the safety protocols for campus. President Bellanca recognized SBDC for receiving the Great Lakes Women's Business Council 2020 Ambassador Award. Lastly, she thanked the Board for their support and leadership during these unprecedented times.

NEW BUSINESS

Recommendation for New Programs 2020-21

Ms. Kimberly Hurns, Vice President of Instruction explained to the Board the necessity to add the new programs submitted.

Review of the 2022-2026 WCC Capital Outlay Plan

Mr. William Johnson, Executive Vice President and Chief Financial Officer, Dr. Kimberly Hurns, Vice President for Instruction, Dr. Michelle Mueller, Vice President of Economic & College Development and Ms. Linda Blakey, Executive Vice President of Student and Academic Services highlighted for the Board the changes from last year's submission.

Operational Reporting Tool Contract

Mr. Todd Krueger, CIO shared with the Board the need and benefit of purchasing an Operational Reporting Tool.

Resolution Regarding SB 0927 of 2020 (Action)

It was moved by Trustee Hatcher and seconded by Vice Chair Milliken that the Washtenaw Community College Board of Trustees certifies that the College does meet the “local strategic value” best practice standards required for state appropriations under Michigan SB 0927 of 2020.

A roll call vote was taken: Chair Fleming; yes, Vice Chair Milliken; yes, Treasurer Davis; yes, Secretary DeVarti; yes, Trustee Hatcher; yes, Trustee Landau; yes, and Trustee McKnight-Morton; yes. The motion was adopted.

Revision to the 2020 schedule of Monthly Board Meetings (Action)

It was moved by Trustee Hatcher and seconded by Treasurer Davis that the Board revise their 2020 Schedule of Monthly Board Meetings and begin the October 27, 2020 meeting at 1:00pm.

A roll call vote was taken: Chair Fleming; yes, Vice Chair Milliken; yes, Treasurer Davis; yes, Secretary DeVarti; yes, Trustee Hatcher; yes, Trustee Landau; yes, and Trustee McKnight-Morton; yes. The motion was adopted.

Motion to Adjourn Monthly Meeting and Move Into Closed Session (Action)

It was moved by Vice Chair Milliken and seconded by Trustee Hatcher that the Board move to adjourn the Monthly Meeting and go into Closed Session. A roll call vote was taken: Chair Fleming; yes, Vice Chair Milliken; yes, Treasurer Davis; yes, Secretary DeVarti; yes, Trustee Hatcher; yes, Trustee Landau; yes, and Trustee McKnight-Morton; yes. The motion was adopted. The Monthly Meeting was adjourned at 8:10 p.m.

Respectfully submitted,

David DeVarti

Secretary

Christina Fleming

Chair

**Resolution Regarding
SB 0927 of 2020
(Action)**

**Revision to the 2020
schedule of Monthly
Board Meetings
(Action)**

**Motion to Adjourn
Monthly Meeting and
Move Into Closed
Session (Action)**

Board of Trustees

Washtenaw Community College

4800 E. Huron River Drive
Ann Arbor, Michigan 48105-4800

ACTION

Subject
Personnel Recommendations

Date
October 27, 2020

RECOMMENDATION

That the Board of Trustees approve the personnel recommendations as submitted.

A ROLL CALL VOTE WILL BE TAKEN

Prepared by: Christine Mihaly
Title: Associate Vice President
Human Resources

Recommended by: 
Rose B. Bellanca, President

PERSONNEL RECOMMENDATIONS

October 2020

Instruction

Part-Time New Hires

Professional Faculty

Angela Allen, Mathematics & Engineering Studies, \$906 per course contact hour

Jackie Stiles, Radiography, \$906 per course contact hour

Cornelius Fortune, English & College Readiness, \$906 per course contact hour

Jody Klann, Behavioral Sciences, \$906 per course contact hour

Faculty - Classified & Professional Services Personnel

Twunna Stephens, Surgical Technology, \$36.87 hourly

Support Staff

Yu Zhang, Computer Science & Information Technology Department Support Staff, \$13.10 hourly

Michael Hoyle, HVAC Support Staff, \$13.10 hourly

Student & Academic Services

Part-Time New Hires

Independent Staff

Tara Robinson, Security Dispatcher, \$14.94 hourly

Mia Bashlor, Temp Public Safety Aide C19, \$14.94 hourly

Tyler Goble, Security Patrol Officer, \$14.94 hourly

Support Staff

Jaleesa Smart, Financial Aid Clerk, \$15.06 hourly

Full-time Employment Ending

John Elkin, Campus Resource Officer with four (4) years of service

Jennifer Beckerman, Financial Aid Clerk II with twenty (20) years of service

Workforce & Community Development

Part-Time New Hires

Professional Faculty

Hadar Saad, Public Service Training, \$906 per course contact hour

Faculty - Classified & Professional Services Personnel

Bryan Wynn, Public Service Training, \$36.06 hourly

Thomas Guynes, Public Service Training, \$36.06 hourly

Richard Paquette, Public Service Training, \$36.06 hourly

Facilities Management

Full-Time New Hires

Casey Taulbee, Journeyman Electrician, \$35.21 hourly

Replacement

Phillip Carpenter, Mechanical Systems Technician/Refrigeration, \$31.54 hourly

Replacement

Full-time Employment Ending

David Culverhouse, Custodian with eleven (11) years of service

Economic & College Development

No Report

Advancement

No Report

Finance

No Report

President

No Report

Human Resources

No Report

Board of Trustees

Washtenaw Community College

4800 E. Huron River Drive
Ann Arbor, Michigan 48105-4800

ACTION

Subject
Financial Reports (September 2020)

Date
October 27, 2020

RECOMMENDATION

That the Board of Trustees receive the Financial Reports for September 2020 as follows:
General Fund, Deferred Maintenance Fund, Capital Fund, and Combined Schedule of
Investments-All Funds.

A ROLL CALL VOTE WILL BE TAKEN

Prepared by: William Johnson
Title: Executive Vice President of Finance
and CFO

Recommended by: Rose B. Bellanca, Ed.D.
Rose B. Bellanca, President

Financial Narrative

September 2020

The financial narrative discusses the financial operating performance of Washtenaw Community College for fiscal year 2020-21, the three months ended September 30, 2020.

Revenue

As of September 30, 2020, Total Revenues were \$58.1 million; Total Expenditures and Operating Transfers were \$26.9 million. Revenues in total are behind the expected budget for the first quarter by approximately \$1.6 million.

Fall Tuition revenue of \$10.0 million is below budgeted revenue of \$11.0. Compared to the prior Fall semester, enrollment headcount and credit hours are down by 7.4% and 4.0%, respectively. While the drop in credit hours is better than the budgeted 6% reduction, the shift to mainly online course offerings at lower tuition rates than on-campus rates resulted in lower tuition revenue. The pandemic also impacted Contact Hour fees, as many Lab courses were either offered at reduced capacity or were not offered for Fall 2020. As a result, Student Fees were approximately \$700,000 below budget.

State Aid revenue reflects an accrual for 25 percent of the annual appropriation for the new fiscal year. Appropriation payments for the current year begin in October. The College budgeted for an approximate 10% decrease in its annual appropriation (similar to the decrease in fiscal year 2019-20). As the State passed its budget in September, the College was very pleasantly surprised to find out that its annual appropriation was restored to the pre-reduction levels of fiscal year 2019-20. The College will therefore show a growing positive variance to budget throughout fiscal year 2020-21. We expect this positive variance to grow to approximately \$1.5 million by the end of the fiscal year. This positive variance will more than likely be offset somewhat by a decrease in the Local Community Stabilization Authority revenue (the make whole mechanism for lost personal property tax revenue). While annual amounts remain unknown, early indications are that first disbursement to be received in the next month or two is below the amount the College budgeted.

Receipts for Local Government Taxes are \$40.4 million through September, which represents 68.6 percent of the total budgeted revenue from property taxes. This is slightly ahead of the expected collections through the first quarter and is a positive indication that we will meet, if not exceed, the budgeted amount of tax revenue for the year.

The COVID-19 pandemic continues to have a significant impact on a number of other revenue areas for the college. Contract training and community enrichment courses have shifted to online class offerings when possible but enrollments have fallen behind budget for the first quarter. Additionally, conference center events remain cancelled.

Expenditures

Total Expenditures through September 30, 2020, represent 22 percent of the budgeted expenditures for the fiscal year. Overall expenditures are approximately \$2.9 million less than what was expected through the first quarter of the year. This variance is attributed to both personnel and non-personnel items. The positive personnel-related variance stems from vacancy savings in excess of budget as well as savings from part-time positions. Currently, the College is averaging 33 full time vacancies to budget and part time personnel expenditures are running significantly below budget, as the College continues to operate primarily in a remote environment with a very limited number of students on campus. Reduced on campus activities have similarly impacted Non-personnel expenditures, which are \$1.2 million below budget. At this time, we expect a large portion of these positive variances to be permanent.

Operating Transfers

The full-year budgeted allocations for Deferred Maintenance, Campus Repair & Maintenance, Technology Infrastructure, and Furniture were transferred from the General Fund to the appropriate Plant Funds as of the first of the fiscal year. Due to the governor's executive order, The Health & Fitness Center remained close until mid-September. Accordingly no member dues were billed and a corresponding transfer into the General Fund was not made for the first quarter.

Washtenaw Community College
 Revenues and Expenditures - General Fund
 Statement as of September 30, 2020

	Annual Budget	YTD Budget	YTD Actual	YTD Variance
REVENUES				
Tuition Fall	11,030,166	11,030,166	9,972,506	(1,057,660)
Tuition Winter	10,426,878	-	(16,876)	(16,876)
Tuition Spring	4,859,945	1,749,580	1,725,954	(23,626)
Student Fees	4,566,000	1,934,337	1,247,157	(687,180)
Total Tuition and Fees	<u>30,882,989</u>	<u>14,714,083</u>	<u>12,928,741</u>	<u>(1,785,342)</u>
Local Property Taxes	58,880,204	40,365,289	40,405,131	39,842
State Appropriations	14,045,232	3,348,808	3,739,339	390,531
Trade Partnerships	2,658,931	480,546	531,016	50,470
Investment Income	600,000	142,447	125,744	(16,703)
Other	1,930,845	530,400	347,900	(182,501)
Auxiliary Activities	786,850	158,399	70,949	(87,450)
Total Revenue	109,785,051	59,739,972	58,148,820	(1,591,152)
EXPENDITURES				
Humanities & Social Sciences	11,997,305	2,769,771	2,594,701	175,070
Math, Science & Engineering Technologies	9,669,245	2,254,051	2,137,423	116,629
Health Sciences	6,415,321	1,455,498	1,071,299	384,198
Business & Computer Technologies	7,680,113	1,808,869	1,545,189	263,680
Advanced Technologies & Public Service Careers	7,594,477	1,840,179	1,417,192	422,987
Continuing Education	733,054	134,543	59,951	74,592
Distance Learning	1,998,229	471,638	411,224	60,414
Instructional Support	14,957,696	3,560,558	2,947,189	613,368
Total Instruction	<u>61,045,440</u>	<u>14,295,107</u>	<u>12,184,168</u>	<u>2,110,939</u>
Student Services	9,222,577	1,847,394	1,712,367	135,027
Scholarships	1,907,795	723,583	501,601	221,983
Executive Management	2,124,834	529,269	462,561	66,707
General Admin - Institutional Services	4,550,099	1,430,217	1,778,506	(348,289)
MIS/Computer Services	8,516,138	2,633,440	2,632,315	1,124
Public Relations Development	2,958,407	760,567	614,050	146,518
Community Services	1,843,110	416,621	311,660	104,961
Physical Plant Operations	10,785,720	2,599,180	2,172,031	427,149
Utilities	2,089,700	490,568	432,640	57,928
Equipment	1,519,356	357,749	335,241	22,508
Total Non-Instruction	<u>45,517,736</u>	<u>11,788,588</u>	<u>10,952,972</u>	<u>835,616</u>
Total Expenditures	106,563,176	26,083,695	23,137,140	2,946,555
OPERATING TRANSFERS				
Repair & Maintenance	300,000	300,000	300,000	-
Technology Infrastructure Upgrade	1,450,000	1,450,000	1,450,000	-
Debt Retirement	1,221,875	280,675	280,675	-
Health & Fitness Center	(1,450,000)	(362,500)	-	(362,500)
Deferred Maintenance	1,500,000	1,500,000	1,500,000	-
Furniture	200,000	200,000	200,000	-
Total Operating Transfers	3,221,875	3,368,175	3,730,675	(362,500)
Total Expenditures and Operating Transfers	109,785,051	29,451,870	26,867,815	2,584,055
Operating Revenue Over Expenditures & Transfers	-	30,288,102	31,281,005	992,902
OTHER NON-OPERATING ACTIVITY				
Unrealized Gain/(Loss) on Investment	-	-	-	-
Total Revenue over Expenditures & Transfers	-	30,288,102	31,281,005	992,902

Capital Fund
Project Summary
September 30, 2020

ORG	Project Category	Budget	Actuals	Commitment	Balance
Revenues					
	State Appropriation CC - STEP Equipment	4,516,749	4,516,749	-	0
	General Fund	6,055,178	6,055,178	-	0
	Misc. Revenue		11,167		11,167
	Total Revenues	\$ 10,571,927	10,583,094	-	11,167
Construction/Repair Projects					
Storage Receiving Building					
Renovations:					
70701	SRB Addition	1,830,000	1,828,220	-	1,780
	Total Storage Receiving Building	\$ 1,830,000	\$ 1,828,220	\$ -	1,780
Campus Wide					
System Improvements:					
70002	Classroom & Lab access Control	570,802	570,742	-	60
70003	CC - STEP Equipment	7,627,434	7,504,061	-	123,373
70005	Campus Security System Upgrades	318,691	317,723	-	968
70006	Classroom & Lab Access Control	225,000	224,080	-	920
	Total Campus Wide	\$ 8,741,927	\$ 8,616,606	\$ -	125,321
Grand Total Construction/Repair Projects		\$ 10,571,927	\$ 10,444,827	\$ -	127,101
Revenue Over (Under) Expenditures			\$ 138,268		

Washtenaw Community College
Deferred Maintenance Fund
September 30, 2020

Since inception of fund:

General Fund Transfers	21,300,000	
Completed projects	(17,989,516)	
Projects in process	(1,966,409)	
Uncommitted Fund Balance	1,344,075	119,075

Completed Projects:

	<u>Final Cost</u>	
Projects completed in prior years	15,919,831	

Current year completed projects:

95119	75215	EC RPLC Campus Cooling Twr	1,306,548
95120	75112	GM Fire Alarm Upgrade	85,083
95120	75222	Campus Wide Parking Lot Repairs	183,344
95120	75224	Campus Wide Concrete Repairs	84,210
95120	75324	HFC Pool Resurfacing	96,125
95120	75415	EC Chiller Maintenance Overhaul	181,098
Current year completed projects < \$50,000 each			133,277

Total Completed **17,989,516**

Projects in Process or scheduled to begin:

	<u>Allocated Budget</u>		
95118	75210	EC Boiler Control & Valve Repl	75,000
95119	75509	ML Renovation	375,362
95120	75113	BE Store Front Entry	125,000
95120	75115	GM Library Lighting Replacement	90,000
95120	75220	Campus Lighting Upgrades	90,000
95120	75226	Campus HVAC Repairs	105,000
95120	75323	Men' Hot Tub Replacement	175,000
95120	75328	FE West Brick & Tuck Pointing Rprs	90,000
95120	75510	ML Retention Pond Dredging	225,000
95121	75227	Tunnel Waterproofing	70,000
95121	75417	LA Fire Alarm Upgrade	116,047
95121	75512	* ML Gun Range Roof Replacement	100,000
95121	75513	ML Exterior Waterproofing	40,000
Total of other projects < \$50,000 each			290,000

Total in Process **1,966,409**

* Scheduled; no financial activity as of report date

Projects anticipated to begin in FY 21

	<u>Expected Budget</u>	
Roof Repairs - Phase 2	300,000	
FE Lighting Replacement	150,000	
OE Replace AC Unit Demo Labs	250,000	
DM Emergent Requirements	200,000	
Boiler Valves and Controllers	95,000	
Parking Lot Lighting Repairs	80,000	
Total of other projects < \$50,000 each	150,000	

Total Pending **1,225,000**



**WCC Active Portfolio
Portfolio Management
Portfolio Summary
September 30, 2020**

Washtenaw Community College
4800 East Huron River Drive
Ann Arbor, MI 48105
(734)973-3300

Investments	Par Value	Market Value	Book Value	% of Portfolio	Term	Days to Maturity	YTM/C 360 Equiv.	YTM/C 365 Equiv.
Federal Agency Coupon Securities	2,000,000.00	2,112,550.00	2,000,180.90	7.57%	2,317	931	2.282	2.314
Treasury Discounts -Amortizing	7,500,000.00	7,498,265.00	7,498,259.09	28.38%	121	92	0.092	0.094
Miscellaneous Coupon Securities	5,000,000.00	5,111,330.00	5,009,935.21	18.97%	2,168	951	2.322	2.354
Municipal Bonds	11,840,000.00	12,572,477.00	11,908,415.71	45.08%	2,617	1473	2.507	2.542
	26,340,000.00	27,294,622.00	26,416,790.91	100.00%	1,801	941	1.770	1.794

Investments

Total Earnings	Month Ending 9/30/2020	Fiscal Year 2020 - 2021 To Date	Month Ending 9/30/19	Fiscal Year 2019 - 2020 To Date
Current Year	38,946.86	121,025.15	53,992.35	158,947.04
Average Monthly Balance - Long Term Invested Balance		26,421,535.74		26,253,853.31
Effective Rate of Return - Long Term Invested Balance		1.83%		2.42%

	6 Month	1 Year	5 Year	10 Year	20 Year
Treasury Yield Curve 09/30/2020	0.11%	0.12%	0.28%	0.69%	1.23%

Reporting period 09/01/2020-09/30/2020

Washtenaw Community College
Office of Facilities Management

FACILITIES DEVELOPMENT REPORT

Capital Projects Update

Morris Lawrence Renovation Project

- Continue with design/Field Investigation
- Construction postponed one year
- Construction December 2021 – June 2022

Advanced Transportation Center

- Budget approved by the State
- Phase 400 approved by State

Deferred Maintenance Project Update

1	Energy Center Cooling Tower Replacement <i>FY19 \$1,340,000 – Replace campus cooling tower, associated piping and electrical</i>	Complete
2	EC Boiler Flow Valves <i>FY21 \$90,000 – Main flow valves replacement</i>	Construction in progress
3	FEB Lighting Replacement <i>FY21 – all lighting, egress and exit</i>	Award in Process
4	Parking Lot Lighting Repairs <i>FY21- ph1 \$80,000 – Replace lights with new LED fixtures</i>	Design in Process
5	Campus Wide LED upgrades <i>FY21 \$40,000 – Replace fluorescent lighting fixtures</i>	Ongoing
6	EC Summer Boilers Upgrades <i>FY20 \$75,000 – Retro commission and replace selective components.</i>	Construction in progress
7	EC Tunnel Water Proofing repairs <i>FY21 \$70,000 – Utility tunnel is leaking ground water</i>	Construction in progress
8	HFC Pool Surface Refinishing <i>FY20 \$100,000 – Resurface lap and therapy pool surfaces.</i>	Complete
9	HFC Men’s Hot Tub Renovation <i>FY20 \$175,000 – Repair performance issues and upgrade finishes</i>	Complete
10	HFC Shower Valve Replacement <i>FY20 \$75,000 Mixing valves in constant repair</i>	Complete
11	BE – Entry Door Replacement <i>FY21 \$125,000 – Replace all doors & closers</i>	Award in Process
12	FEB Rpr Tuck Pointing on West Brick <i>FY21 \$90,000 – Repair mortar joints and replace brick</i>	Construction in progress
13	HFC Replace Natatorium Lighting <i>FY21 \$75,000 – Outdated lighting, no replacement – new LED</i>	Complete

14	Campus Wide Concrete Repairs and Replacement <i>FY21 \$90,000 – Replace failing concrete sidewalks.</i>	Complete
15	Campus – primary heat loop filtration <i>FY21 \$30,000 – install side stream filtration on heat loops</i>	Equipment on order
16	SRB Dock 1 & 2 Loading Dock Replacement <i>FY20 \$70,000 – Replace failing dock levelers</i>	Complete
17	Campus Wide Roof Replacement / Repairs <i>FY21 \$90,000 – Replace / Repair identified areas from IR study</i>	Construction in progress
18	Campus Wide HVAC Repairs due to Recommissioning <i>FY21 \$80,000 – Replace failed components identified by Siemens</i>	Ongoing
19	Campus wide egress lighting replacement <i>FY21 \$50,000 battery operated change to LED</i>	Ongoing
20	L.A. Fire Alarm Panel Upgrades <i>FY21 \$80,000 / replace outdated fire control panels</i>	Equipment on order
21	Parking Lot Repairs <i>FY20 \$90,000 – mill and recap various areas</i>	Complete
22	MLB Retention Pond Dredge & Treatment <i>FY21 \$205,000 – drainage issues</i>	Construction in progress
23	SRB Repair steps next to truck dock <i>FY21 \$20,000 – Replace cracking and sinking steps</i>	Complete
24	HFC Skylight Replacement <i>FY20 \$10,000 – Replace skylight with broken seal</i>	Complete
25	Campus Wide Roof Fall protection Study <i>FY21 \$30,000 –</i>	Award in Process
26	HFC Coil Replacement <i>FY21 \$20,000 Replace damage heating coil</i>	Construction in progress
27	MLB – Brick repairs to entry ways of MLB building <i>FY21 \$20,000 – Replace loose or missing bricks</i>	Construction in progress
28	PS Safety Stair Rail Replacement <i>FY21 \$40,000 – Replace failing rails</i>	Construction in progress

Campus Repair & Maintenance Projects Update

1	SEMCOG Non-Motorized Pathway <i>FY18 \$90,000 – WCC cost to support new grant funded pathway along HRD</i>	Closeout
2	Campus Emergency Lights – wall packs <i>FY21 \$35,000 – replace nonfunctional emergency and outdated lights</i>	Ongoing
3	Campus Wide Elevator Upgrades <i>FY21 \$435,000 – upgrade safety controls in numerous elevators</i>	Equipment on order
4	GM HVAC Controls Migration to DDC <i>FY21 \$230,000 – update controls from outdated pneumatic</i>	Construction in progress
5	Construct Observation Dock in Pond <i>FY20 \$35,000 – Complete renovation of new surgical tech lab and classroom.</i>	Construction in progress
6	Parking lot line stripping <i>FY21 \$10,000 – restripe various areas of the campus parking lots</i>	Complete
7	Campus wide lock updates <i>FY21 \$20,000 – Replace outdated locks to standardize locks</i>	Design phase
8	ML chiller repairs <i>FY21 \$20,000 – Repair controls and compressor</i>	Complete

9	SC Bird netting install <i>FY21 \$20,000 – Install bird netting various areas of SC building</i>	Design in process
10	OE Torit Dust Collector Rebuild <i>FY21 \$10,000 – Rebuild the dust collector in the welding shop</i>	Award in process

Construction Contracts issued in the past 60 days exceeding \$20,000

1. Aerodynamics Inspecting Company; Air Testing, Adjusting, and Balancing: Other Areas; \$30,000
2. Cass Erectors; Parking Structure Staircase Repair; \$43,000
3. Enviro-Aire; Air Testing, Adjusting & Balancing: Student Center Building; \$40,000
4. Johnson Controls; Fire Alarm Work: BEB and Crane LASB Elevators; \$29,413
5. Siemens Industry Inc.; GMB VAV Controls Work; \$25,787.53

Board of Trustees
Washtenaw Community College

ACTION

4800 E. Huron River Drive
Ann Arbor, Michigan 48105-4800

Subject
Recommendation for New Programs for 2020-21

Date
October 27, 2020

RECOMMENDATION

That the Board of Trustees approve the New Programs for Winter 2021 as listed below:

- ☼ Addiction Studies Certificate - Humanities, Social and Behavioral Sciences Division – Behavioral Sciences Department
- ☼ Human Resources Essentials Certificate - Business & Computer Technologies Division – Business Department
- ☼ Sports and Entertainment Management Certificate - Business & Computer Technologies Division – Business Department

A ROLL CALL VOTE WILL BE TAKEN

Prepared by: Dr. Kimberly Hurns
Title: Vice President for Instruction

Recommended by: *Rose B. Bellanca, Ed.D.*
Rose B. Bellanca, President

Recommendation for New Programs for 2020-2021

Addiction Studies Certificate

Certificate – 12 credits

Humanities, Social and Behavioral Sciences Division – Behavioral Sciences Department

Description: This program is designed for individuals interested in pursuing Certified Alcohol and Drug Counseling (CADC) certification through the State of Michigan. Courses focus on knowledge and skills necessary for working with clients with substance abuse disorders. This program will fulfill the educational requirements needed for CADC. Additional requirements for work experience and supervision must be met outside of this program.

Need/Job Demand: This certificate was originally created as a post-associates certificate. The credential, Certified Drug Alcohol Counselor (CADC) and the credentialing body (Michigan Certification Board for Addiction Professionals) do not require that professionals have a degree in order to be credentialed as a CADC. Therefore, it is being requested that these four classes be combined to create an Addiction Studies Certificate. According to the Bureau of Labor Statistics, Substance Abuse and Behavioral Disorder Counselors openings are expected to increase 11% between 2018 and 2028¹.

Student Learning Outcomes:

1. Demonstrate the professional expectations and responsibilities of an addiction professional outlined in the professional code of ethics.
2. Recognize and apply concepts of substance abuse counseling such as co-occurring disorders, cultural awareness, counseling, case management, assessment and treatment, biology, client, family and community education, and working with varying populations.

Curriculum Review: The Curriculum and Assessment Committees recommended approval of this program on 1/9/20.

Wage Data: The 2019 median wage was \$22.23 hourly or \$46,240 annually.

Program Requirements:

HSW 296	Neuropsychology of Addiction	3 Cr
HSW 297	Assessment of Co-occurring Disorders	3 Cr
HSW 298	Treatment of Addiction	3 Cr
PSY 240	Drugs, Society and Human Behavior	3 Cr
Total		12 Cr

¹ Occupational Outlook Handbook U.S. Bureau of Labor Statics

Recommendation for New Programs for 2020-2021

Human Resources Essentials

Certificate – 9 credits

Business & Computer Technologies Division – Business Department

Description: Interested in a career in HR? Interested in some quick credentials to serve you on the job? In this accelerated certificate program, students will learn basic human resources principles that promote organizational success and obtain a valuable resume credential in as little as one semester.

Need/Job Demand: We saw a need for a quick pathway, especially for working students, to gain quick HR credentials. By using existing courses, we can create a program that leads to a certificate. Those who are more committed and have more time can earn the full HR Skills and Operations Certificate.

Student Learning Outcomes:

1. Identify basic management concepts and principles that promote organizational success.
2. Recognize the framework of essential human resource management concepts and techniques that will guide human resource activities.
3. Identify the foundations of human behavior in a variety of organizations.

Curriculum Review: The Curriculum and Assessment Committees recommended approval of this program on 7/16/20.

Wage Data: N/A

Program Requirements:

BMG 230	Principles of Management	3 Cr
BMG 240	Human Resources Management	3 Cr
BMG 279	Organizational Management	3 Cr
Total		9 Cr

Recommendation for New Programs for 2020-2021

Sports and Entertainment Management

Certificate – 18 credits

Business & Computer Technologies Division – Business Department

Description: In this program, students will focus on the unique sports and entertainment management industries. They will be introduced to the variety of sports and entertainment employment opportunities such as ticket sales, event management or representing a professional athlete or team. Students will develop analytical, critical thinking, and problem-solving skills that sports and entertainment industry employers are looking for. Innovative instruction from industry professionals and collaborative learning will enhance their experience.

Need/Job Demand: According to the U.S. Bureau of Labor Statistics "Employment of entertainment and sports occupations is projected to grow 5 percent from 2018 to 2028, about as fast as the average for all occupations. Employment is projected to increase by about 42,600. Strong demand from the public for more movies and television shows, as well as the increasing popularity of sports, will contribute to job growth for the entertainment and sports occupations." ²

Student Learning Outcomes:

1. Recognize the economic impact of the sports and entertainment industries.
2. Develop and analyze a case study to practice strategies in managing a sports and entertainment venue
3. Create effective communication plans to market sports and entertainment events based on market strategies.

Curriculum Review: The Curriculum and Assessment Committees recommended approval of this program on 4/9/20.

Wage Data: In addition, According to the U.S. Bureau of Labor Statistics "The median annual wage for entertainment and sports occupations was \$42,940 in May 2018, which was higher than the median annual wage for all occupations of \$38,640."

Program Requirements:

BMG 163	Introduction to E-sports	3 Cr
BMG 165	Introduction to Sports and Entertainment Management	3 Cr
BMG 166	Sports and Entertainment Communications and Public Relations	3 Cr
BMG 168	Facilities and Event Management	3 Cr
BMG 169	Sports and Entertainment Marketing	3 Cr
BMG 230	Principles of Management	3 Cr
Total		18 Cr

² Occupational Outlook Handbook U.S. Bureau of Labor Statistics

Board of Trustees
Washtenaw Community College

ACTION

4800 E. Huron River Drive
Ann Arbor, Michigan 48105

Subject
Approval of the 2022 – 2026 WCC Capital Outlay Plan

Date
October 27, 2020

RECOMMENDATION

That the Board of Trustees approve the Five-Year Capital Outlay Plan for fiscal years 2022 - 2026 as submitted.

A ROLL CALL VOTE WILL BE TAKEN.

Prepared by: William Johnson
Title: Executive Vice President
and CFO

Recommended by: *Rose B. Bellanca Ed. D.*
Rose B. Bellanca, President

Board of Trustees

Washtenaw Community College

ACTION

4800 E. Huron River Drive
Ann Arbor, Michigan 48105-4800

Subject
Operational Reporting Tool Contract

Date
October 27, 2020

Background

The quickly changing environment of higher education demands vigilance and the ability to utilize the College's constantly changing student enrollment, retention, and other data in daily decision making and operations. To this end, the college has identified the implementation of an operational reporting tool as an important opportunity to better leverage college data in examining and improving student success and retention, as well as enhancing overall efficiency and effectiveness. The major goals of this initiative are to offer more immediate and direct access to just-in-time data from WCC's Banner system to users who need it and provide additional means to promote data-informed decision making.

The best option for Washtenaw Community College was identified after an extensive review of five RFP submissions and two on-site demos. Argos, a reporting solution by Evisions, focuses exclusively on the needs of colleges and universities. The Argos reporting tool enables user access of student and institutional data in real time. Argos is focused on the higher education space and is also integrated with Banner and DegreeWorks, allowing for a seamless application of the tool. Argo will provide pre-built data blocks for the College's current Banner data system that will accelerate the redevelopment of existing data reports, as well as the development of new reports. Argos will also enable the College to decommission a number of legacy homegrown applications, and will offer the College access to a co-op of 500 Banner institutions for collaboration and sharing data blocks and reports.

Recommendation

That the Board of Trustees approve a contract to purchase the Argos Reporting Solution by Evisions for an amount not to exceed \$255,000 for the initial five-year term.

A ROLL CALL VOTE WILL BE TAKEN

Prepared by: Todd Kreuger
Title: Chief Information Officer

Recommended by: Rose B. Bellanca, Ed.D.
Rose B. Bellanca, President

Board of Trustees
Washtenaw Community College

ACTION

4800 E. Huron River Drive
Ann Arbor, Michigan 48105

Subject
Appointment to the Washtenaw Technical Middle College
Board of Directors


Date
October 27, 2020

RECOMMENDATION

That the WCC Board of Trustees approve the appointment of Bryan Muthig as a Washtenaw Technical Middle College Board of Director with a term ending April 2024. Mr. Muthig currently serves as the CEO of A2 Hosting – an international web hosting company. He replaces Peg Talburt who left the WTMC Board earlier this year. Mr. Muthig’s vitae follows on the next page.

A ROLL CALL VOTE WILL BE TAKEN

Prepared by: Linda Blakey
Title: Executive Vice President
Student and Academic Services

Recommended by: 
Rose B. Bellanca, President

Bryan Muthig

FOUNDER AND CEO – A2 HOSTING INC.

P.O. Box 2998
Ann Arbor, MI 48106
734.222.4678

Professional

FOUNDER AND CEO – A2 HOSTING INC.

Ann Arbor-based technology company hosting more than 500,000 websites in over 215 countries and territories around the world. A2 Hosting employs 184 people and has been recognized by *Inc 5000* as one of the fastest-growing private companies in the United States.

A2 Hosting provides student internship opportunities for students studying network administration. Under Bryan's leadership, the company has sponsored hundreds of technology events including the local chapter of Girl Develop It.

As a community business, A2 Hosting has been the lead sponsor of the Ann Arbor Blues Festival and supports the Ann Arbor Symphony Orchestra, a non-profit community swimming pool, and other local organizations.

Education

MICHIGAN TECHNOLOGICAL UNIVERSITY

Electrical engineering

Personal

Ann Arbor resident for 30 years.

Holds dual citizenship in Germany, fluent in German.

Works as an angel investor to support and launch southeastern Michigan companies.

Board of Trustees

Washtenaw Community College

DISCUSSION

4800 E. Huron River Drive
Ann Arbor, Michigan 48105-4800

Subject
Student Center Renovation Project Engineering Services Contract

Date
October 27, 2020

Background

The Student Center was originally built in 1974 and over the past 45 years it has had numerous renovations. However, the existing HVAC system has remained original to the building and is nearing the end of its service life. In addition to replacing the HVAC system, the College has identified and requested State of Michigan Capital Outlay funding for a number of other usage related improvements, including a new "Front Door" and transforming the SC Building into the Center for Success. Recently the State announced that given the pandemic induced economic downturn, that it would not be funding any new capital outlay requests for Fiscal Year 2021. Given the pressing need to replace the SC building HVAC system, the College is recommending that we proceed only with the deferred maintenance portion of the SC building renovation project at an estimated \$7 million cost.


The initial step of this project is to obtain engineering services to perform an assessment/redesign and cost estimate for the replacement of the entire SC building HVAC system. The College issued an RFP (Bid 6294) and received 7 proposals for this project. After review of each proposal, the College is recommending that we contract with Fishbeck Architectural and Engineering firm for an amount not to exceed \$307,000. Fishbeck, with its headquarters in Grand Rapids and offices throughout Michigan (including Ann Arbor), has significant higher education facilities construction/renovation experience, including HVAC system replacement. Please find the bid sheet attached. Funding for this contract will be supported from the Campus Repair & Maintenance fund.

RECOMMENDATION

It is the recommendation that the Board of Trustees approve a contract with Fishbeck in the amount of \$307,000 to provide the engineering services required to design the replacement of the Student Center building HVAC system.

A ROLL CALL VOTE WILL BE TAKEN

Prepared by: William Johnson
Title: Executive Vice President of Finance
and CFO

Recommended by: 
Rose B. Bellanca, President

Board of Trustees
Washtenaw Community College

DISCUSSION

4800 E. Huron River Drive
Ann Arbor, Michigan 48105-4800

Subject
Approval of an Additional 2020-21 Faculty Sabbatical

Date
October 27, 2020

RECOMMENDATION

That the Board of Trustees approve the attached requested 2020-21 Faculty Sabbatical Leave.

A ROLL CALL VOTE WILL BE TAKEN

Prepared by: Dr. Kimberly Hurns

Title: Vice President of Instruction

Recommended by: *Rose B. Bellanca Ed.D.*

Rose B. Bellanca, President

Summary for Recommended Sabbatical Leave Request

Julie Kissel: English and College Readiness, Winter 2021

Julie proposes to work with the guidance of the MCCA initiative and members of the WCC English and College Readiness department, to review and propose pathways for WCC students on the margins of college readiness in reading/writing. She will focus on ENG 075 as a means to investigate how to integrate and create meaningful programming for students below college level reading/writing. She will leverage her participation in MIStart2Finish to propose equitable programming for WCC students just below or at college-level reading/writing, and develop program options/support for students using the Futures for Frontliners funding, such as learning communities, seminars and/or co-requisite coursework. Julie believes these support models can help WCC students pass college-level English, help close the educational gap, and shorten time in developmental education allowing students to more quickly enter degree-seeking programs. She will share her findings and recommendations with her department as well as her dean and the VPI.

Board of Trustees
 Washtenaw Community College

ACTION

4800 E. Huron River Drive
 Ann Arbor, Michigan 48105

Subject
 Proposed Winter 2021 In-District Tuition Rate Revision

Date
 October 27, 2020

DISCUSSION

On April 28, 2020 the Board of Trustees approved the following student tuition rate structure for the 2020-21 academic year:

On Campus Tuition Rates:

- In-District** - \$95/credit hour
- Out-of-District** - \$164/credit hour
- Out-of-State** - \$227/credit hour
- International** - \$268/credit hour
- Work In-District** - \$95/credit hour
- Property In-District** - \$95/credit hour

Distance Learning Tuition Rates:

- In-District** - \$108/credit hour
- Out-of-District** - \$117/credit hour
- Out-of-State** - \$123/credit hour
- International** - \$124/credit hour
- Work In-District** - \$108/credit hour
- Property In-District** - \$108/credit hour

Since this time and as the College has been planning its course offerings for the Winter 2021 semester, we have been assessing the potential impact of the ongoing COVID-19 pandemic to the health and safety of our students, employees and community for all on campus activities. As a result of this continued COVID-19 risk, the College has determined, consistent with our Fall 2020 course schedule, to minimize on campus course offerings for the Winter 2021 semester. This decision will particularly impact our In-District students that would normally elect to take on campus courses, in that our In-District distance learning tuition rate is \$13/credit hour greater than the In-District on campus tuition rate. Given this potential financial impact to our In-District students, the College is proposing that for the Winter 2021 semester that the Distance Learning tuition rates for In-District, Work In-District and Property In-District be revised and lowered to \$95/credit hour.

RECOMMEDATION

In recognition that the ongoing COVID-19 pandemic will impact the College’s Winter 2021 on campus course offerings and in further consideration of the potential financial impact that this may have on In-District students, the Board of Trustees approve the revision to the Distance Learning tuition rates for In-District, Work In-District and Property In-District from \$108/credit hour to \$95/credit hour for the Winter 2021 semester.

A ROLL CALL VOTE WILL BE TAKEN

Prepared by: William Johnson
 Title: Executive Vice President and Chief
Financial Officer

Recommended by: Rose B. Bellanca, Ed.D.
 Rose B. Bellanca, President

Board of Trustees

Washtenaw Community College

ACTION

4800 E. Huron River Drive
Ann Arbor, Michigan 48105

Subject
Ratification of the Washtenaw Community College Education
Association Part-Time Adjunct Teaching Faculty Agreement
One Year Extension

Date
October 27, 2020

RECOMMENDATION

That the Board of Trustees ratifies the proposed one year extension effective August 16, 2022, continuing through August 21, 2023, between Washtenaw Community College Education Association Part-Time Adjunct Teaching Faculty and the Washtenaw Community College Board of Trustees.

A ROLL CALL VOTE WILL BE TAKEN

Prepared by: Katherine DeLong
Title: Executive Director of Labor
Relations

Recommended by: Rose B. Bellanca E.D.
Rose B. Bellanca, President

Board of Trustees

Washtenaw Community College

ACTION

4800 E. Huron River Drive
Ann Arbor, Michigan 48105

Subject
Ratification of the Washtenaw Community Education
Association Master Agreement One Year Extension

Date
October 27, 2020

RECOMMENDATION

That the Board of Trustees ratifies the proposed one year extension effective August 29, 2021, continuing through August 22, 2022, between Washtenaw Community College Education Association and the Washtenaw Community College Board of Trustees.

A ROLL CALL VOTE WILL BE TAKEN

Prepared by: Katherine DeLong
Title: Executive Director of Labor
Relations

Recommended by: *Rose B. Bellanca E.D.*
Rose B. Bellanca, President