



# Northeast Ohio

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## MEDICAL UNIVERSITY

### Board of Trustees

Northeast Ohio Medical University  
via Zoom  
March 3, 2021

#### Trustees Present:

Richard B. McQueen, Chair  
Phillip L. Trueblood, Vice Chair  
E. Douglas Beach, Ph.D.  
Sharlene Ramos Chesnes  
Chander M. Kohli, M.D.  
AuBree R. LaForce  
Darrell L. McNair, M.B.A.  
Joshua L. Tidd  
Susan Tave Zelman, Ph.D.  
John T. Langell, M.D., Ph.D., M.P.H., M.B.A., Ex Officio

#### Trustees Absent:

Robert J. Klunk

#### NEOMED Personnel Present:

Daniel S. Blain, M.A., M.S.W.  
Samantha A. Bliss  
Andre L. Burton, J.D.  
Andrea Coard  
Roderick L. Ingram Sr., M.B.A.  
Richard J. Kasmer, Pharm.D., J.D.  
Lacey A. Madison, M.B.A., M.Ed., LSSBB  
Michelle M. Mulhern, M.P.A.  
Dana Peterson, M.Ed., M.A., Ph.D.  
Maria R. Schimer, M.P.H., J.D.  
Steven P. Schmidt, Ph.D.  
Jared F. Slanina  
John J. Stilliana, M.A.  
Mary Taylor, M.Tax., CPA  
Michael Wright  
Elisabeth H. Young, M.D.

**1. Call to Order, Roll Call and Approval of the Minutes**  
**Richard B. McQueen, Chair**

**CALL TO ORDER  
AND ROLL CALL**

Chair McQueen called the meeting to order at 12:03 p.m. Ms. Mulhern, Secretary, called the roll and noted that a quorum was present.

**Request for Recusal**

**REQUEST FOR  
RECUSAL**

Chair McQueen asked if any Trustee would need recusal from any of the agenda items presented; there being none, he proceeded with the meeting.

**1.1. Approval of the Minutes of the December 1, 2020, Meeting**

**APPROVAL OF THE  
SEPTEMBER 9, 2020  
MINUTES**

Chair McQueen noted that all Trustees had received copies of the minutes from the full Board meeting on December 1, 2020. He asked if there were any additions, deletions, or corrections. There being none, Chair McQueen called for a motion to approve the minutes of the December 1, 2020, meeting. Trustee Zelman moved approval. Trustee Trueblood seconded the motion. The motion carried unanimously by voice vote.

**2. Executive Session**

**EXECUTIVE SESSION**

Chair McQueen moved to go into Executive Session for the purpose of discussing legal matters at 12:06 p.m. Trustee Kohli seconded the motion. Secretary Mulhern called the roll and the motion passed unanimously.

At 12:28 p.m. Chair McQueen moved to reconvene the Board meeting. He stated that during the Executive Session, legal matters were discussed, and no actions were taken.

**3. Report of the President  
John T. Langell, M.D., Ph.D., M.P.H., M.B.A., FACS**

**REPORT OF THE  
PRESIDENT**

Dr. Langell began his report by saying it has been an unusual year and that it has been particularly difficult for higher education in both Ohio and nationally. Already stretched institutions of higher education have suffered severe economic losses due to increased operating losses, reduction in state aid, having to switch to virtual education and the associated costs, empty facilities, and a declining enrollment.

The President of the Inter-University Council gave testimony to the Ohio Legislature and noted the combined losses for Ohio's public institutions of higher education due to the pandemic amounted to greater than \$620 million. The pandemic has escalated the longstanding business model concerns that exist at many universities and as a result many universities have undergone massive restructuring and layoffs. Dr. Langell shared that NEOMED is not in a similar position. The University's enrollment is continually increasing, and the pandemic-associated financial losses were minimal. The measures to reduce the financial impact of the pandemic have worked and the stage has been set for a sustainable future.

The COVID-19 control measures have been second to none. A task force was created which was led by Dr. Joseph Zarconi and Dr. Erica Stovsky. The University experienced a little more than 40 cases which involved University staff, students, and employees. Strict safety protocols were implemented and enforced, and NEOMED now has low-cost point of care tests available for both self-administration and campus-administration. These are all free to employees and the community. Also, per the Governor's request, the University is conducting asymptomatic testing on campus to help reduce transmission of identified positive cases.

The Rootstown Community Pharmacy has been approved as a vaccine site and received its first 100 vaccinations for distribution. NEOMED is working with its health system partners to ensure vaccines are available to all our at-risk clinical students. In addition, the University has partnered with the Portage County Health District to conduct large scale weekly vaccination clinics for the community on campus. Dr. Langell said his team deserve tremendous accolades for all their efforts to keep the community safe and healthy.

Dr. Langell continued by saying we have a dramatic reduction in cases in both the state and nationally over the past six weeks and we are expected to have enough vaccination to protect the entire United States population by May. It is the University's hope that its faculty, staff and students are able to return to normal campus activities by the Fall semester or possibly sooner. Much has been learned during the pandemic and NEOMED continues to evaluate efficiencies and effectiveness in alignment with the mission.

Key to that will be the implementation of the University's Strategic Plan. The plan's five pillars and foundational element are woven together by four critical elements: diversity, leadership, development of people and the exceptional experience for all community members. Dr. Langell shared that great progress has been made since the endorsement of the strategic plan by the Board in September including moving forward with the execution on that strategy. These efforts have been led by our new Chief Strategy Officer, Ms. Lacey Madison, who will provide an update later in the agenda.

Dr. Langell shared that combining a disciplined approach to the University's Strategic Plan in alignment with a new zero-based budget process will allow NEOMED to be more proficient, effective, and impactful as an organization, while being excellent stewards of its fiscal resources. In addition, a third element has been a well-orchestrated roll out of Lean Six Sigma initiatives. The intent of the program and the subsequent culture change at NEOMED allows the University to be better at what it does while also using its resources more effectively.

Great progress has been made on diversity initiatives. A President's Diversity and Equity Advisory Council was created, chaired by Dr. Daisy Alford-Smith, which focuses on the cultural competence in health care education. Changes have been made to internal training, recruitment and hiring processes to address inclusivity and diversity on campus. There has been an increase in the number of offers to under-represented minority (URM) candidates for the incoming class within the College of Medicine – approximately 50%. The College of Pharmacy has achieved 17% with regard to its diversity which is in-line with the composition of the state of Ohio. It is anticipated the percentage will increase. The College of Pharmacy's efforts have really been a standout at the University.

Dr. Langell reported there have been thirteen senior leadership hires since he started at the University. This aligns well with the new hiring initiatives and a focus on diversity. He noted there is a long way to go, but the progress to-date has been exemplary and has exceeded his initial expectations.

The student health clinic is officially open. It is currently serving the University's students, but there are plans to expand to the community. Leadership continues to work through credentialing, billing, collections, and electronic health records. The University has worked hard to improve all its programs and has made tremendous progress, including the Liaison Committee for Medical Education accreditation process. The results of their findings have not been shared, but Dr. Young will provide an update on the progress that has been made and her perceptions of the recent site visit.

Dr. Langell shared NEOMED has worked hard to strengthen its health system partnerships to attain sustainability and to provide better training opportunities for all its students. The University has done a very good job serving Akron, Canton, and Youngstown, but has not been able to successfully serve the Cleveland area until recently. Dr. Langell noted NEOMED has expanded its partnership with MetroHealth, the first partner that permitted NEOMED to be in Cleveland and to train with the Cleveland population. In addition, the University created a full partnership with University Hospitals (UH) and a press release will be shared very soon. The UH partnership includes twenty-four core rotations for the College of Medicine's third year students. The partnership UH appears to be one that will be long-lasting and strong. NEOMED is excited for the opportunity to be able to expand across the region and serve the entire population of Northeast Ohio. Finally, the University has moved forward with a primary affiliation exploration with Summa Health. Both Summa and NEOMED have engaged individuals from their institutions to best identify ways to enhance the partnership.

Dr. Langell spoke briefly about Lean Six Sigma. One of his key priorities was to focus on making NEOMED a lean organization. A continuous learning organization which focuses on delivering ultimate value to its customers and students but also to the community and all employees. To do this, it is important to educate the community on the importance of Lean Six Sigma, empower individuals and provide the tools to allow them to make changes consistent with who we are as an institution.

Dr. Langell shared Ms. Sara Briechele, who has been with us for just over one year, created an educational program with opportunities for both support in lean program development as well as educational opportunities. Ms. Briechele has come very close to achieving 100% acclaim and the quality of the overall program she has developed is incredible.

Following his report, Trustee McNair asked if the University faces any exposure, risk or liability associated with being a vaccination site. Dr. Langell commented that there is a broad protection for all vaccinations. Dr. Langell asked Ms. Schimer to provide more detail. Ms. Schimer shared protocols have been established for the use of vaccinations and as long as NEOMED adheres to the protocols the University will have immunity and will be free from liability both under federal and state protection. The only issue that could arise would be if we were to mandate the vaccination. The vaccination is mandated under an emergency use authorization. This could put the

University at risk, so it is waiting until there is full authorization for the vaccination before moving forward.

There being no further questions, Dr. Langell, introduced Ms. Lacey Madison, chief strategy officer, who would provide an update on the University's Strategic Plan. Ms. Madison began her report by briefly summarizing the activities that had occurred related to the strategic plan. The NEOMED community came together to undergo a modernization, creation, and adoption of a new strategic plan under the visionary title, "Creating Transformational Healthcare Leaders." True to its name, the theme of transformation has become the University's north star. The community has mobilized to create action that drives NEOMED's mission, vision, and values to harness diversity, innovation, and collaboration; to create transformative health care leaders; and to be the model of excellence in innovative education and impactful research.

**NORTHEAST OHIO  
MEDICAL  
UNIVERSITY  
STRATEGIC PLAN**

There are three stages related to the planning process. The first stage of work is the define stage where the University will better understand who we are and where we are going. What emerged from this stage is a redefined mission, vision, and core values as well as key initiatives. These initiatives were informed by the NEOMED community and have been placed within six pillars. Each pillar is led by a NEOMED leader or group of leaders and comprised of multiple working groups. The second stage will include executing the strategic initiatives. The working groups established action plans to outline innovative solutions to enable the advancement of the plan. During this stage, the working groups formalized their ideas into tactics in which they identified deliverables, key performance indicators and metrics to better assist with capturing the progress of the goals. These action plans will be synthesized, scored, and prioritized. In parallel, the measure phase began and will continue to capture the collective impact as well as the communication of the plan. Finally, a "check and adjust" process will also occur where questions will be asked such as "Are we advancing in a way that drives the mission, streamlines our focus, and enhances our competitive advantage?"

The NEOMED strategic plan is structured in a six pillar format and is comprised of 42 initiatives. The pillars include People, Education, Discovery, Service and Community Engagement, Growth and Administrative and Academic Support Operations. In total, more than 100 individuals contributed to the design and development of the tactics to drive this plan. These individuals are also working in concert with over 16 strategic partners and community stakeholders. In addition, the University has reviewed the strategic initiatives and identified four specific focus areas which include the exceptional experience, diversity, leadership, and development of people.

Ms. Madison noted the people pillar is focused on the University's stakeholders which include students, faculty, staff, partners, and alumni. Core indicators will include faculty and staff satisfaction, diversity initiatives and demographics; as well as recruitment and retention; and alumni engagement. The University has made strides with the work in this pillar related to compensation, health benefits, faculty development, flexible work arrangements, new excellence awards and an establishment of an Alumni Government Affairs Council. In the pipeline are engagement and development strategies to increase diversity training, enhance leadership and professional skills, improve retention and overall satisfaction from all our people.

The education pillar has the highest priority. Guiding principles embraced for this work include celebrating diversity, inclusiveness, and creating a nurturing yet value-maximized environment and curricular experience while simultaneously providing academically rigorous and experiential opportunities for the students to learn, lead, and grow. The stakeholder focus shifts to be more student focused, but still shows representation across the value chain. The exceptional experience comes to the forefront, but most initiatives include components of diversity, and advancing leadership. Many of these initiatives have been executed, with more proposed specifically in areas regarding leadership, research, high value technologies, value add partnerships, and CQI processes to drive satisfaction.

To measure the success of this pillar, we will be watching drivers that influence student satisfaction, performance, progression, and placement as well as diversity opportunities. Wins to report in this pillar include the new curriculum, infrastructure, enhanced diversity in leadership within the College of Medicine, programs for students who are underrepresented in medicine, new pathways focused on urban populations and social justice, new graduate programs including Modern Anatomical Sciences, the Certified Anesthesia Assistant Program, as well as a Master's Degree in Leadership and Health Sciences. Also, we have seen great success with our VITALS Leadership Speaker Series featuring national thought leaders in health care.

The discover pillar's overarching objective is to improve health and health care through discoveries to advance new models of care. The plans illustrate opportunities for growth through impactful research, innovation, and entrepreneurship. The strategic partnerships, metrics on scholarly activity and intellectual property, as well as leadership opportunities will measure success. The programs proposed expand opportunities within the research focus areas and within innovation and entrepreneurship, strengthens partnerships through development of a robust translational research program, and grow opportunities for our leadership in our students. Successes in this pillar include the build out of the Research and Graduate Education building, collaboration with the Kent State University Brain Health Initiative, and enhanced research fellowships experiences for our students. Trustee Beach inquired how leadership and developing people can be differentiated. Ms. Madison responded by saying Leadership enables us to be leaders not only in the development of our people but also in what we are doing to establish being healthcare leaders in our community and ecosystem. Developing of people is targeted to talent.

The service and community engagement pillar strives to strengthen and leverage critical partnerships to drive that transformation and health care leader focus and to provide growth, improve health outcomes within our community, and offer leadership opportunities to the community. True to the mission, most of the focus is in advancing NEOMED to be leaders in the community and as a point of measure the University will be translating its collective impact on health care outcomes through the collaborative strategic partnerships. To illustrate, there has been success around the partnership with the Portage County Health District as a COVID-19 testing and vaccination site and the NEOMED Student Run Free Clinic received the Free Clinic of the Year Award in 2020.

Ms. Madison reported exciting work has been done related to the growth pillar where the guiding principles include expanding NEOMED's reach, expertise, and sustainability. Many programs benefit students, faculty, staff, as well as the University's clinical partners. NEOMED has created a campus-based clinical operation which opened in November 2020 that will first address students' needs with projected expansion to employees and the community with focuses in primary care, addiction, and integrated mental health care services. The Medical Office Building is nearing completion, the University has established a presence in the Cleveland space with the NEOMED satellite offices on the CSU campus and there are exciting new partnerships with University Hospitals, MetroHealth, and Summa Health.

The last pillar, administrative and academic support operations, serves as a support beam or foundation. This pillar is guiding by operational effectiveness, compliance, and continuous quality improvement. Lean Six Sigma training and the zero-based budgeting process fall within this pillar and other wins include upgraded banner systems, automation of key processes, improvements in purchasing, increased information technology bandwidth, and utilizing Signet for effective property management.

Dr. Langell then introduced Dr. Dana Peterson, Associate Professor, Department of Anatomy and Neurobiology, who provided an update regarding the Modern Anatomical Sciences Degree Program which is a pathway for underrepresented in medicine students within the College of Medicine. Dr. Peterson thanked Dr. Langell

**MODERN  
ANATOMICAL  
SCIENCES DEGREE  
PROGRAM –**

for the opportunity to provide information on this new master's degree program and especially the pathway program that Dr. Langell was instrumental in creating.

Dr. Peterson shared the program includes capstone opportunities which is one of the essential elements of the degree program and is not included in similar programs offered by our partner institutions. The students are expected to complete a research project or capstone project which is almost a year-long opportunity where they are engaged in either research laboratories or a medical education project.

Dr. Peterson noted the University is limiting the program to sixteen students. There are currently fourteen students in the 2021 cohort and twelve are part of the pathway program for underrepresented in medicine students. Twelve of these students are potentially matriculating into the College of Medicine upon completion of the degree program.

Dr. Peterson further explained the admissions process begins in December and students are notified of acceptance beginning in March. The fall class begins in late July and spring classes end May 1. The criterion for applicants is that they must have an overall undergraduate G.P.A. of 3.2 and an accumulative G.P.A. of 3.0 in biology, chemistry, physics and mathematics.

The program is rigorous and includes clinical experiences provided by the University's clinical partners. It was anticipated that each student would have over 40 hours in hospitals with the different imaging modalities but due to the pandemic it was modified this year. There are expectations from these students that they must complete clinical rotations together with the capstone project which includes an imaging component as well as over 30 hours of technical experience involving cat scan, ultrasonography, MRI and Nuclear Medicine. These students are receiving an extensive background to assist with better understanding.

Dr. Beach noted the program and capstone project are quite extensive. Dr. Peterson replied that it is a full-time commitment for the students, but all of the students in the pathway program have exceeded expectations. Their commitment to their capstone project is phenomenal. Many came back to start their project as soon as they could return following the winter break. In addition, the students have dedicated many late nights and weekends to get the lab work done.

Dr. Langell explained that when it comes to admitting students to a medical school, there is a bias, we know that URM students do not do as well on average for several reasons. Much of this goes back to structural racism issues that are in communities. Dr. Langell shared this is our NEOMED's attempt overcome this. He added if these students are able to successfully move forward in the program while taking the most difficult classes in medical school, these students have what it takes. The students are not required to go back and get a particular score on their MCAT exams. NEOMED is removing that element and eliminating the national bias issue that so many institutions struggle with.

Student Trustee Tidd asked if all the have made it through that have enrolled. Dr. Peterson confirmed there have been two cohorts and this year a total of eighteen students will graduate from this program. She further shared all from either last year or this year have matriculated into NEOMED's College of Medicine or regional medical schools. We are very proud of them.

Dr. Langell reported that was the end of the President's Report. There being no further comments or questions, Chair McQueen thanked Dr. Langell, Ms. Madison and Dr. Peterson for their presentations.

Chair McQueen moved that the Board function as a Committee of the Whole. Trustee Kohli seconded the motion. The motion carried unanimously by voice vote.

**PATHWAY FOR  
UNDER-  
REPRESENTED IN  
MEDICINE  
STUDENTS TO  
NORTHEAST OHIO  
MEDICAL  
UNIVERSITY  
COLLEGE OF  
MEDICINE**

**COMMITTEE OF THE  
WHOLE**

<b>4. Report of the Institutional Advancement Committee Sharlene Ramos Chesnes</b>	<b>REPORT OF THE COMMITTEE CHAIR</b>
The report on Institutional Advancement was given at the Committee meeting.	
<b>4.2.</b> The NEOMED Foundation update was provided at the Institutional Advancement Committee meeting.	<b>NEOMED FOUNDATION</b>
The fundraising results through Dec. 31, 2020 report was given at the Institutional Advancement Committee meeting.	<b>FUNDRAISING RESULTS</b>
The strategic initiatives fundraising teams update was given at the Institutional Advancement Committee meeting	<b>STRATEGIC INITIATIVES</b>
The Giving Day report was given at the Institutional Advancement Committee meeting.	<b>GIVING DAY</b>
<b>4.3</b> The University Styleguide institutional names and editorial guidelines report was given at the Institutional Advancement Committee meeting.	<b>UNIVERSITY STYLEGUIDE</b>
<b>5. Report of the Academic and Scientific Affairs Committee Susan Tave Zelman, Ph.D.</b>	<b>REPORT OF THE COMMITTEE CHAIR</b>
The report on Academic and Scientific Affairs was given at the committee meeting.	
<b>5.2.</b> The recommendation to approve the degree of Doctor of Medicine to candidates in the Class of 2021 upon successful completion of each student's course of study (R2021-01) was approved under consent agenda.	<b>DEGREES APPROVED FROM THE COLLEGE OF MEDICINE CLASS OF 2021 (R2021-01)</b>
<b>5.3.</b> The recommendation to approve the degree of Doctor of Pharmacy to candidates in the Class of 2021 upon successful completion of each student's course of study (R2021-02) was approved under consent agenda.	<b>DEGREES APPROVED FROM THE COLLEGE OF PHARMACY CLASS OF 2021 (R2021-02)</b>
<b>5.4.</b> The recommendation to approve the Degrees of Master of Arts (M.A.) in Medical Ethics and Humanities; Master of Modern Anatomical Science (M.M.A.S.); Master of Science (M.S.) in Modern Anatomical Science; Master of Science (M.S.) in Health-System Pharmacy Administration; Master of Public Health (M.P.H.); and Doctor of Philosophy (Ph.D.) in Integrated Pharmaceutical Medicine to candidates in the Class of 2021 upon successful completion of each student's course of study (R2021-03) was approved under consent agenda.	<b>DEGREES APPROVED FROM THE COLLEGE OF GRADUATE STUDIES CLASS OF 2020 (R2021-03)</b>
<b>5.5.</b> The recommendation to approve academic personnel actions (R2021-04) was approved under consent agenda.	<b>ACADEMIC ACTIONS APPROVED (R2021- 04)</b>
<b>5.6.</b> The recommendation to approve nontenure-track faculty appointments (R2021-05) was approved under consent agenda.	<b>NONTENURE-TRACK APPOINTMENTS APPROVED (R2021- 05)</b>
<b>5.7.</b> The recommendation to approve nontenure-track faculty promotions (R2021-06) was approved under consent agenda	<b>NONTENURE-TRACK PROMOTIONS APPROVED (R2021- 06)</b>

<p>5.8. The recommendation to approve College of Pharmacy nontenure-track faculty promotions (Core Faculty) (R2021-07) was approved under consent agenda.</p>	<p><b>COLLEGE OF PHARMACY NONTENURE-TRACK FACULTY PROMOTIONS (CORE FACULTY) (R2021-07)</b></p>
<p>5.9. The recommendation to approve tenure and/or promotion for tenure-track faculty (University-wide) (R2021-08) was approved under consent agenda</p>	<p><b>TENURE AND/OR PROMOTION FOR TENURE-TRACK FACULTY (UNIVERSITY-WIDE) (R2021-08)</b></p>
<p>5.10. The recommendation to approve the award of Degree, Doctor of Science, Honoris Causa, to Daisy L. Alford-Smith, Ph.D., M.Ed., BSN (R2021-09) was approved under consent agenda.</p>	<p><b>AWARD OF DEGREE, DOCTOR OF SCIENCE HONORIS CAUSA TO DAISY L. ALFORD-SMITH, PH.D., M.ED., BSN (R2021-09)</b></p>
<p>5.11 The recommendation to approve the award of Degree, Doctor of Science, Honoris Causa, to Ronald B. Richard, M.A. (R2021-10) was approved under consent agenda.</p>	<p><b>AWARD OF DEGREE, DOCTOR OF SCIENCE HONORIS CAUSA TO RONALD B. RICHARD, M.A. (R2021-10)</b></p>
<p>5.12. <b>Liaison Committee on Medical Education (LCME) Update</b>  Dr. Elisabeth Young presented an update of the Liaison Committee on Medical Education (LCME) process during the Academic and Scientific Affairs Committee meeting.</p>	<p><b>REPORT ON THE LIAISON COMMITTEE ON MEDICAL EDUCATION</b></p>
<p>5.13. <b>Report on Research and Sponsored Programs and Academic Programs</b>  The report on research and sponsored programs was highlighted during the Academic and Scientific Affairs Committee meeting.</p>	<p><b>REPORT ON RESEARCH AND SPONSORED PROGRAMS</b></p>
<p>6. <b>Report of the Finance, Fiscal Policy, and Investment Committee Phillip L. Trueblood</b>  The report on Finance, Fiscal Policy and Investments was given at the committee meeting.</p>	<p><b>REPORT OF THE COMMITTEE CHAIR</b></p>
<p>6.2. The recommendation to approve hourly personnel actions (R2021-11) was approved under consent agenda.</p>	<p><b>HOURLY PERSONNEL ACTIONS APPROVED (R2021-11)</b></p>
<p>6.3. The recommendation to approve administrative personnel actions (R2021-12) was approved under consent agenda.</p>	<p><b>ADMINISTRATIVE PERSONNEL ACTIONS APPROVED (R2021-12)</b></p>
<p>6.4. The recommendation to approve Fiscal Year 2022 tuition and fees (R2021-13) was approved under consent agenda.</p>	<p><b>FISCAL YEAR 2022 TUITION AND FEES APPROVED (R2021-13)</b></p>



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| 6.5. | The recommendation to approve the Northeast Ohio Medical University Operating and Endowment Funds Investment Policy (R2021-14) was approved under consent agenda.  | <b>OPERATING AND<br/>ENDOWMENT FUNDS<br/>INVESTMENT POLICY<br/>APPROVED (R2021-<br/>14)</b> |
| 6.6. | The report on revenue and expenditures, budget to actual comparison was given during the Finance, Fiscal Policy, and Investment Committee meeting.   | <b>REVENUE AND<br/>EXPENDITURE,<br/>BUDGET TO ACTUAL<br/>COMPARISON</b>                     |
| 6.7. | The report on operating cash and endowment funds, investment was given during the Finance, Fiscal Policy, and Investment Committee meeting.  | <b>OPERATING CASH<br/>AND ENDOWMENT<br/>FUNDS, INVESTMENT<br/>REPORT</b>                    |
| 6.8. | A General Receipts Bond Issuance update was given during the Finance, Fiscal Policy, and Investment Committee meeting.   | <b>GENERAL RECEIPTS<br/>BOND ISSUANCE<br/>UPDATE</b>  |
| 6.9. | The Key Performance Indicators were discussed during the Finance, Fiscal Policy, and Investment Committee meeting.   | <b>KEY PERFORMANCE<br/>INDICATORS</b>   |
| 7.   | Chair McQueen stated that all committee reports, and action items have been reviewed and called for a motion to approve a consent agenda items 5.2 through 6.5. This includes Resolutions 2021-01 through R2021-14. Trustee Kohli moved approval. Trustee Trueblood seconded the motion. No one opposed. The motion was carried unanimously by voice vote.   | <b>CONSENT AGENDA<br/>APPROVED (R2021-<br/>01 THROUGH R2021-<br/>14)</b>                    |
| 8.   | <b>Old Business</b><br><br>No old business was discussed.  | <b>OLD BUSINESS</b>   |
| 9.   | <b>New Business</b><br><br>No new business was discussed.  | <b>NEW BUSINESS</b>   |
| 10.  | <b>Executive Session (if needed)</b><br><br>There was no need for an Executive Session   | <b>EXECUTIVE SESSION</b>  |
| 11.  | <b>Adjournment</b><br><br>There being no further business, Chair McQueen reminded the Board of Trustees of the intent to conduct the Board retreat from 8:00 – 11:30 a.m. prior to the next Board of Trustees meeting on May 26, 2021. Dr. Sally Kandel, Tomorrow's People, will facilitate the retreat and the agenda will be forthcoming.<br><br>Chair McQueen called for a motion to adjourn the meeting at 3:05 p.m. Trustee Kohli moved the approval. Trustee McNair seconded the motion. No one opposed. The motion was carried unanimously by voice vote. | <b>MOTION TO<br/>ADJOURN</b>  |

Respectfully submitted:

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Michelle M. Mulhern  
Secretary

Approved by:

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Richard B. McQueen  
Board Chair