

MINUTES
District Board of Trustees
Tallahassee Community College
Tallahassee, FL 32304
March 19, 2012
Board Workshop – 2:30 pm
Business Meeting – Immediately Following

Chair DeFoor called the District Board of Trustee workshop and business meeting to order at approximately 2:32 pm.

Members Present: Chair DeFoor, Trustees Callaway, Callen, Lamb, Messersmith, Moon and Moore.

Absent: None

Via phone: None

Others Present: President Jim Murdaugh, Heidi Kerr, Mike Robeck, Alice Nied, Marge Banocy-Payne, Susie Hall, Bill Spiers, David Hendry, Frank Brown, Margaret Wingate, Carol Easley, Bonnie Holub, Bobby Jones, Bill Bierbaum, E.E. Eunice, Dale McColsky, Monte Finkelstein, Kim Allen, Teresa Smith, Danny James, Barbara Sloan, Calandra Stringer, Brandie Oscar Faulkner, John Chapin, Gareth Euridge, Marissa Mainwood, Sharon Jefferson, Karinda Barrett, David Wildes, J. Buckley, Sally Search, Deborah Robinson, Kristen Strominger, Curtis Watkins, Suzanne Ferrell-Locke, Larry Bourdeau, Andre Jamison, Marilyn Dickey, Anne Winston, Dean Ridings, Robin Johnston, Jerry Schilling, David Valladares, Rochelle Ramirez, Melissa Olsen, Elise Ray, Ellenar Harper, Lei Wang and Lenda Kling.

COMMENTS

Board Chair – Chair DeFoor asked everyone to stand for a moment of silence and the pledge of allegiance.

Board Members – Trustee Lamb thanked the President and Board for having the meeting in Gadsden County.

President – President Murdaugh welcomed everyone to FPSI, indicating it was nice to move to some of the venues so we could see the things going on throughout the college. He introduced our newest Associate Vice-President, Lei Wang, who joined us March 1st.

BOARD WORKSHOP

Associate Vice-President (AVP) Wang stated she was born in the People's Republic of China in a communist labor camp near the capitol city of Beijing. Her parents were sent there for punishment, because they were anti-communist, and her older sister starved to death in the camp. AVP Wang was then sent to live with her grandparents in Shanghai, where she spent her early childhood.

The Cultural Revolution launched by Mao from 1966 to 1976 disrupted the education system and resulted in the persecution of many people, including some of her family that was tortured. At that time in China she needed a residency certificate to go to school. Because her residency certificate was for the labor camp, her grandparents taught her at home until high school.

In 1976 Mao died and the political, economic and educational policies changed, allowing her to attend public high school. In 1980, she passed the national entrance examination to attend college. At the time, only about 1% of the high school students could go to college because there were few higher education institutions.

In 1984, she graduated from college and the government appointed her to teach in the military academy in Beijing. In 1988, she received the outstanding teacher award and in 1990, she decided to come to America for two reasons. First her family had strong ties to America, since her grandfather had received his Ph.D. in Engineering from the University of Missouri in 1930.

Her grandfather had taught her about America, saying the people are the most generous on earth and it is the best nation on the planet – sharing her grandfather was right. The other reason was the Tiananmen massacre of 1989. She learned some of her students were sent to stop the student movement and was troubled when she heard some of the students were killed.

She spoke to the Army General of the military academy, who supported her decision to come to America and further her education – support for which she is still grateful. Upon arrival in America she pursued two graduate degrees and worked in the Center for Research and Educational Policy (Center of Excellence established by the State of Tennessee) as a Senior Research Associate.

In 2004, Our Lady of the Lake University in San Antonio, Texas hired her as the Director of Institutional Research and Effectiveness. During her time there, she worked very closely with their executive team in the areas of strategic planning, research, evaluation, assessment and accreditation.

When she came for the TCC interview, she found the team to be very capable, knowledgeable and forward thinking. Since moving here she has talked to many people, who have all spoken very highly of TCC and told her how TCC has impacted their family. She stated she was very proud to come here and work for TCC.

She thinks that one of the defining themes of contemporary organizational theory is information and measurement. Information analysis is one of the seven criteria for organizational performance excellence. Management by Fact has been a core value and this office will support data informed decision making and facilitate the integration of institutional research, strategic planning, evaluation, resource allocation and support services. She stated she is honored to lead this important office at the College and looks forward to working with everyone.

President Murdaugh thanked Dr. Wang, indicating the Board has now received a glimpse of why the team was so impressed with the interview. He stated increasing accountability is something he has been advocating with the Board and the addition of Dr. Wang, to the staff that has already been focused on institutional research, will take us to the next level.

Strategic Planning – Improving the Performance of our Institution

President Murdaugh welcomed the Board to be even more involved in the discussion this month. The Board's role in strategic planning is to provide guidance and insight during the development of the plan, approve the strategic plan along with the vision and mission of the college and monitor the progress toward the achievement of the strategic goals. He placed an emphasis on his commitment via a dashboard to monitor the progress.

The current plan approved for 2007-2010 was organized around functional areas. It was extended due to presidential transitions and trustee vacancies. He stated he had delayed developing a new plan, thinking we would have our Trustees appointed and they would have the opportunity to embrace the plan.

The priorities of the current plan are student success, enhanced learning, community, alternative delivery systems, technology and out of class support, finance, facilities and Foundation. The model was operational in its focus, but could fall short if we wished to be strategic. The process used to develop the plan was not inclusive enough and he will be recommending we include others outside our organization. The current plan was used simply for reporting, not managing the organization.

The new model should allow us to benchmark and/or compare our strategies with others doing similar work, the process should promote maximum inclusion with external constituents and the strategies should be used for managing the college. AVP Wang identified the models explored including Organic Planning, Ansoff's Strategic Opportunity Matrix, Porter's Five Force Model and Balanced Scorecard.

She indicated her observation was the operational plan could be included in the strategic plan. She stated we should think big and develop long-term strategies to get there. Although strategic planning is relatively new to higher education, the process is very important since it promotes strategic thinking. She stated that no institution can be everything to all people, although the strategic plan should have a process for revision.

Organic Planning, used by many institutions, utilizes SWOT analysis. The focus of this plan is the alignment of the institution and the environment. Ansoff's Strategic Opportunity Matrix is based on mathematic principles, specifically the GAP analysis, and looks at current situation compared to where it wants to be. Porter's Five Force Model has a market focus – looking at new competitors, threat of potential competitors, bargaining powers of buyers and suppliers, and the degree of rivalry between existing competitors.

Although not highlighted, she referenced the Crisis Based model which focuses on critical issue based planning. However the current atmosphere at TCC is stable, which is a great time to launch our next strategic plan, and she recommends the Balanced Scorecard model.

Balanced Scorecard is a top 10 strategy employed by private sector, although many universities have adopted in recent years. It translates mission and strategy into tangible objectives and measures. It would balance external measures for constituents and internal measures of critical business processes, innovation, learning and growth.

We would develop key performance indicators within the four major perspectives – financial, constituents, internal business processes, and growth and learning. She recommended this model because it can link short term operational control with long term strategies, provide an integrated view of the organizational performance via a dashboard with a cause/effect relationship and help assess the performance and progress toward goals and objectives.

Trustee Moore thanked AVP Wang, indicating the Balanced Scorecard model is one where you can view the dashboard and very quickly assess the situation. This model is very helpful in both the business and non-profit environment. She said if we are really looking for a plan that will be

a driving factor of the management of the institution; this would be the right model. Trustee Callaway asked how long other institutions used this model and their experience.

AVP Wang indicated one institution had used the model for ten years, indicating their Board liked it since they could see the health of the major aspects of the institution. Trustee Moon inquired how long it had been in use at Ohio State, with AVP Wang stating it was fairly recent and their VP of IE gave a presentation indicating they organize it differently.

The Balanced Scorecard has gone through several generations, with their most recent publication "Executing your Strategy". Another organization developed a five category Balanced Scorecard for research institutions. She recommends we be faithful to the original model, but make the modifications that are best for TCC. There are research articles for business showing performance increases significantly three years after the implementation.

Trustee Callen indicated that for a strategic plan to be successful it must reach every child in the classroom, stating the students we have from Leon County are familiar with strategic planning and we are in a good place. She agreed that making it a living, working plan would be best for students.

President Murdaugh stated the model categories should force us to ask the appropriate questions before moving forward. He indicated there was discussion about a potential fifth element on teaching and learning, although we could view our students as constituents. He would like us to leave the door open a little to allow us to revisit a possible fifth category and invited the Board to weigh in.

Chair DeFoor stated it is not always about quantification and would hope that we do not forget that. Trustee Callaway indicated if it was a living document, it would be far different than what has been done here before. Trustee Messersmith shared that a living document would result in a plan that was updated every year, like many other organizations. He found it interesting the current plan had its own life through the Board vote for budget and projects, since the Ghazvini Center was the primary end focus of the last plan.

Chair DeFoor indicated the Board had talked a lot about vision and planning during the presidential selection process. Trustee Lamb indicated the ideas were all good and we should move forward. President Murdaugh stated the baccalaureate and other things going on in our community was also driving the timeliness of this.

Chair DeFoor stated a lot of colleges have been driven to make decisions that may produce mediocre four-year colleges, but did not feel we want to go there. President Murdaugh asked the Board not to read change into his comments. He stated we need to inform the Board the best we can about what others are doing and the impact it will have on the college and students.

AVP Wang stated that during the planning process we would identify strategic issues impacting the College (Board, external and internal constituents) over the next 5 to 10 years, analyze data and conduct an environmental scan, use the data to inform revision of the vision and mission statements and develop strategic objectives, measures, targets, initiatives and budgets that will guide action and resource allocation.

She indicated we would spend a lot of time benchmarking ourselves against others nationally and locally, and against our past performance. We will look at capacities and how big we wish

to be, considering the labor market. She stated we will ask ourselves a lot of hard questions, indicating many times strategic plans fail because there is no overall system to align operational management with strategic management. She emphasized that Balanced Scorecard can help us achieve that alignment.

The TCC mission statement:

Tallahassee Community College is an open-admission comprehensive community college committed to preparing students for university transfer and to meeting economic and workforce needs. Its mission is to attract and support an outstanding faculty and staff that pursue excellence in teaching and learning through educational programs and services that promote the intellectual, social, and personal development of students; to assist students in developing the ability to think critically, creatively and reflectively; and to prepare students for productive and satisfying lives.

President Murdaugh shared that after looking at our mission statement, Bill Proctor, Flagler College, asked "What does TCC not do?" President Murdaugh indicated this was a valid point and the Board may want to look at it from a student perspective. Chair DeFoor stated Flagler College is very clear about what they do and he would like to have Dr. Proctor involved with our strategic planning, if possible.

Trustee Messersmith indicated our statement grew as people added more things that TCC does, although he agrees Dr. Proctor is correct. Trustee Callaway stated Dr. Proctor is also involved with the School for the Deaf and Blind, which has a very clear mission you see in action on graduation day. Trustee Callen shared it took months to develop a succinct statement at Leon Schools, one the elementary students could explain.

Trustee Moore stated part of the plan should be how to take the organization to an exceptional change level. She encouraged a retreat of the Trustees near the beginning of the process to explore the very difficult questions. Trustee Lamb indicated one of the reasons TCC is so well received in the community is the statement speaks for itself. Trustee Messersmith stated the success of the plan will depend a lot upon who leads, since they will need to do considerable research with different groups.

President Murdaugh indicated his idea was to bring in an external neutral facilitator for the process, although AVP Wang and her team would do most of the research. Asking the Board for their thoughts and ideas, he stated the facilitator should be someone who could draw out the questions/answers but did not have a vested interest. He thought the previous facilitator should be part of the process since he has many great ideas, but not as facilitator. He indicated that given the level of questions we have, before we lay down the mission and vision, he would like us to identify the issues and let us do some research.

The TCC vision statement:

Tallahassee Community College exists to transform lives and communities by providing access to affordable, high quality instruction in a supportive environment that embraces the diverse needs of its students.

Our recommendations are to revise TCC's strategic plan in a manner that is transparent in its process, brings new learning to the organization, charts the path to transformative outcomes, is fundable and creates an enhanced level of accountability. During Stage 1 (Spring 2012) there

will be college-wide preparation for the new planning cycle, we will announce the planning cycle and appoint the planning committee, and review the mission and vision.

During State 2 (Summer 2012) we will identify strategic issues (SWOT Analysis, GAP Analysis and Benchmarking) and develop intended strategies. During Stage 3 (Fall 2012) we will develop strategic goals, action plans, tactics and assessment mechanisms and complete the final strategic plan for submission to Board.

Chair DeFoor indicated this was a very ambitious timeline. President Murdaugh stated he would like to have some flexibility on the timing, since we want to get this right. He shared there is nothing statutorily, SACS related or external that indicates we must have the plan by a specific date.

The strategic planning process will be led by three teams. The Core Team will lead the execution of strategy development process. The Analytic/Measurement team will collect and analyze data. The Leadership Team will provide resources to the Core and Analytic teams and make strategy decisions, with the Board guiding us through the entire process.

AVP Wang indicated she would be involved with all three teams. Chair DeFoor inquired about the participants on the teams, with AVP Wang stating there would be faculty, staff and external people. President Murdaugh indicated the external people should be from education, business, non-profit organizations, involved in the community and interested in TCC.

Trustee Moore indicated she would like to see current and past Foundation leadership involved, since they have a vested interest. Trustee Callen stated she felt we needed to get people involved quickly and provide materials up front before meetings.

BUSINESS MEETING

Chair DeFoor called the Board meeting to order at approximately 4:01 pm.

COMMENTS

Chair – None

Board Members – None

President – None

APPROVAL OF MINUTES

Chair DeFoor asked if there were any comments and requested a motion to approve the minutes of the February 20, 2012 Workshop and Board Meeting.

MOTION: Trustee Moore

SECOND: Trustee Moon

Motion passed unanimously.

INFORMATION AND NEWS ITEMS

Susie Hall introduced news clips that included the Black History Month Breakfast at FPSI and Pathways to Success at Quincy House. President Murdaugh shared with the Board the 2011 Year-in-Review of TCC and Gadsden County.

UNFINISHED BUSINESS

None

PUBLIC COMMENT OR PRESENTATIONS

President Murdaugh introduced Wendy Abberger, President, Leadership Florida, to present an idea to the Board. Ms. Abberger thanked everyone for allowing them to be in attendance and introduced Dean Ridings, President and CEO, Florida Press Association. She congratulated TCC on the things we are already doing, indicating FPSI was a point of pride for the community.

She proposed TCC host the televised GOP Primary Debate in Florida's U.S. Senate race, indicating Leadership Florida and the Florida Press Association have produced live statewide televised debates of critical elections in Florida for five election cycles. In a partnership with NBC, they produced the 2008 GOP Presidential Primary Debate televised nationally.

They would like to move the primary debate from a television studio into an academic setting, preferably at TCC. With the statewide visibility, TCC will have benefits and opportunities. Mr. Ridings indicated this is an important press event, with the newspapers wanting to cover the election site. They have seen an increase in political advertising and the ability of the candidates to move an election through paid advertising is significant.

He stated the debate process is an opportunity for the candidate to speak directly with voters, a very important component. They will run a number of quarter-page ads to promote the event that will drive people to watch the debates, while also making the debates available online. He stated that virtually all the newspapers participate in the process.

Ms. Abberger stressed we could brand TCC as the site of the debate and provide students with an opportunity for special seminars. Trustee Messersmith indicated this was a unique opportunity and hoped that we would embrace it.

Motion was made for TCC to move forward with the opportunity.

MOTION: Trustee Messersmith

SECOND: Trustee Moore

Motion passed unanimously.

Trustee Lamb stated it would be a good opportunity to see a candidate and hear where they stand, although he knew it would take a lot of planning for safety purposes. Trustee Callaway indicated we could not buy this kind of exposure and thanked them for thinking of us.

President Murdaugh indicated there is a financial commitment of about \$50,000. He wanted the Board to support raising the money, since he did not want to take it from the college operating budget. Trustee Lamb asked how the funds would be used, with Ms. Abberger indicating they would pay a television production company who will distribute the debate throughout the area.

She indicated the actual debate is about an hour long, but there could be a non-televised pre-debate panel. Mr. Ridings stated there is usually a whole evening of events. Trustee Moore thanked President Murdaugh for addressing the financial situation and asked how the funds would be handled.

Ms. Abberger indicated donors would make contributions to the College or Foundation, then we would transfer the payment to Leadership Florida. Trustee Messersmith inquired if we could

recognize the donors on the broadcast. Ms. Abberger stated previously donors have been recognized on the tickets, promotional materials, etc., along with access to the candidates at a post-debate gathering.

Trustee Moore confirmed we can seat 480 people in our auditorium. Trustee Moon inquired if they had considered FSU Ruby Diamond, with Ms. Abberger indicating TCC was their first approach. President Murdaugh stated we would work out the logistics and shared that Leadership Florida asked us first, indicating if we said no that they would ask someone else.

Provost Sloan stated she was excited to hear about this, indicating this would be very beneficial to our political science students. Many of our students are involved in politics within the community and we are offering a special course in the fall on the 2012 elections.

Ms. Abberger stated the next step should be a press conference to announce this to the community and the state, expressing her thanks for our vote of confidence. Chair DeFoor thanked Leadership Florida for everything they do for the state.

NEW BUSINESS

Approval of Consent Agenda

Chair DeFoor asked if there were any comments or requests for the Consent Agenda.

MOTION: Trustee Lamb

SECOND: Trustee Moore

Motion passed unanimously.

Academic Affairs

Affiliation Agreements – Health Facilities/Dental Offices (Action)

President Murdaugh stated this item requires board approval.

This request is that the Board authorize the President to renew agreements with these facilities during the period of April 1, 2012 through March 31, 2013.

MOTION: Trustee Moore

SECOND: Trustee Lamb

Motion passed unanimously.

Recommendation of Annual Faculty Contracts for 2012-2013 (Action)

President Murdaugh indicated we had several faculty present that would be part of this contract, asking them to stand and be recognized. The faculty introduced themselves, indicating the areas in which they teach.

This request is that the Board approve these faculty for annual contract for the 2012-2013 academic year.

MOTION: Trustee Lamb

SECOND: Trustee Moon

Motion passed unanimously.

Recommendation of Continuing Faculty Contracts for 2012-2013

President Murdaugh indicated this is for faculty who have been at TCC for at least three years.

This request is that the Board approve continuing contract status for these faculty.

MOTION: Trustee Moon

SECOND: Trustee Lamb

Motion passed unanimously.

President Murdaugh stated the previous two items bring him great joy, indicating there is a lot of effort that goes into faculty development. He shared he has seen the staff in action and it is a real delight to see these recommendations.

Chair DeFoor expressed his surprise at the process for the President to make the commitment and take the time to observe faculty before the three year commitment, indicating that spoke well of the President. President Murdaugh stated there was a lot of effort made by the Provost, Deans and Center for Teaching, Learning and Leadership to make sure the staff are mentored.

Administrative Services

Construction Status Report (Information)

David Wildes indicated the Pat Thomas Blvd. lighting and the electrical infrastructure projects should be completed in the next couple of weeks. Trustee Lamb inquired on the current status of the lighting project. Mr. Wildes indicated the light poles and wiring are installed, although they are awaiting the electrical vault.

The ADA project will have some revisions college-wide as a result of a civil rights review done by DOE. Trustee Messersmith inquired about the glitch in the HVAC control system at the Ghazvini Center. Mr. Wildes indicated that during construction, an animal was inadvertently sealed into the system which caused problems.

Fund Analysis – February 2012 (Information)

President Murdaugh indicated we would address any questions. Trustee Moon inquired if federal support would change. VP Smith indicated funding is received for Fund 2 around October 1st, the start of the federal government new fiscal year. We book the federal expenses on an annual reimbursable basis and cannot draw on the indirect cost until the grants spend the funds, making sure we cover all expenditures before transferring any revenue.

Annual SREF Update – March 2012 (Information)

President Murdaugh stated we are nearing completion of this report. Mr. Wildes indicated he hoped to bring this year's report next month, with hopes of a faster resolution time.

Tallahassee Community College Spot Survey Approval for Gadsden County (Action)

President Murdaugh asked Mr. Wildes to explain this item. Mr. Wildes indicated the legislature would have to approve our acquisition of land, although our request came after the session.

The spot survey will be for approval to acquire a site and another request will follow to populate the site with classrooms, etc., with an ultimate goal to expand and relocate the facilities at the Quincy House. Trustee Moon verified this would remain in the same general vicinity. Trustee Lamb inquired and Mr. Wildes confirmed the actual site had not yet been located.

This request is for the Board to authorize approval for a spot survey requesting permission to acquire additional property in Gadsden County.

MOTION: Trustee Lamb

SECOND: Trustee Moon
Motion passed unanimously.

Budget Amendment No. 2 (Action)

President Murdaugh asked VP Smith to address this amendment. VP Smith stated the major request is to move \$5,000,000 from Fund 1, Operating Budget, to Fund 7, Capital Budget, for a new administrative software system. Trustee Messersmith confirmed the move would protect the funds from future adjustments.

This request is for the Board to approve the amendment and the removal of designation from the fund balance of the Operating Fund.

MOTION: Trustee Moore
SECOND: Trustee Lamb
Motion passed unanimously.

President Murdaugh requested and VP Smith introduced FSU Higher Ed program Intern Kristen Strominger, who is working on process analysis with Financial Aid, the Business Office, the Cashier's Office and Bookstore.

Pre-Qualification of General Contractors (Action)

President Murdaugh stated this is for Board Approval.

This request is for the Board to approve the list of pre-qualified general contractors as recommended for the period of April 1, 2012 to March 31, 2013.

MOTION: Trustee Moon
SECOND: Trustee Lamb
Motion passed unanimously.

TCC Foundation

TCC Foundation Update (Information)

VP Johnston invited the Board to join him this Wednesday at 7:00 a.m. at the Tallahassee Northside Kiwanis Club meeting, where he will be speaking. Beginning next year TCC Foundation will host a two-day Strategic Planning process, which will dovetail on the college initiative.

PRESIDENT'S REPORT

President Murdaugh recapped the legislative session indicating there were 2,052 bills introduced with only 292 passing both chambers. The College System maintained current operating budgets and received some additional funds for facilities operations and specific college requested projects. Speaker Cannon called President Murdaugh to ask if we wanted to add a project, so TCC listed the Wakulla Environmental Institute and proceeded with the special request.

The Governor is very supportive of STEM related projects and this project is perfectly aligned with his vision and ours. The current capital planning process is long-term and a new President inherits the previous list, which did not have any TCC projects for the next three years. With the request for the Wakulla project, he created what is called a "turkey". If it survives the veto pen, then we will do great work.

The budget passed by the House and Senate includes a 2.8% budget increase and a 5% tuition increase, although the Governor has been opposed to tuition increases. Should the Governor veto the tuition increase, Florida Statute allows the Board the authority to increase tuition based upon the CPI (currently 3%).

If we discuss an increase, President Murdaugh has committed to build from zero up and justify the increase dollar by dollar. Chair DeFoor stated he was proud of President Murdaugh for going for the "turkey", indicating personally any tuition increase would come with a heavy burden.

President Murdaugh shared the state university reduction of \$300,000,000 was out of their fund balance, with UF and FSU receiving permission to charge market value for their tuition. We will now have a twelfth state university entering the system.

There was a change in general education, where the hours were lowered from thirty-six to thirty and an understanding that fifteen hours would be standardized across both delivery systems. Although the change does not take effect until 2014, it may impact some of our faculty hiring decisions and our delivery of the general education coursework.

Distance learning, student advising and library support will now be consolidated into one entity. Although the state university system had their own library association and there was a distance learning group, we have been fiscal agent for the Community College Library Association (CCLA). A brief, initial conversation with DOE indicates they will be looking for someone to be fiscal agent of the consolidated entity and we are one of the groups with whom they will speak.

President Murdaugh believes next year in the legislature we can expect a renewed interest in what is known as education reform. Governance is an issue clearly on the mind of Incoming Speaker Weatherford.

More than 300 gubernatorial appointments were offered, with only 8 confirmed by the Senate. Although Trustees Moore and Callaway were appointed, the Senate did not confirm and the Governor must reappoint within 45 days or the appointments will expire.

The lawsuit for the employee 3% FRS contribution is being appealed, which could have significant financial implications to the college depending upon how it is resolved.

Trustee Messersmith referenced distance learning and how we can lower costs. President Murdaugh stated Incoming Speaker Weatherford is particularly interested in virtualizing education, but we should be well positioned to do the work well. Chair DeFoor inquired about our conversations with St. Leo, with Provost Sloan indicating we have an agreement in place.

Trustee Lamb complimented President Murdaugh on the prison probation program with the Judge in Gadsden County. President Murdaugh indicated we also hosted the Rural Economic Development Summit at FPSI, where we discussed how the state services rural areas.

NEXT MEETING DATE

Monday, April 16, 2012

Location: Centennial Bank, Crawfordville

ADJOURNMENT

Meeting adjourned at approximately 5:03 pm.

Minutes approved at regular meeting of the District Board of Trustees on April 16, 2012.

Allison DeFoor
Chair

Jim Murdaugh, Ph.D.
President