**Staff Association Executive Board Meeting**

Minutes for 3/1/2023

1. Call to Order - *Sarah Long 9:01am*
	1. Establish Quorum/Attendance - *Chelle Martinez*
* Shawn Hood, Staff Member at Large - Present
* Lisa Jones, Staff Member at Large - Present
* Sarah Long, Past President - Present
* Matthew Beckwith, Vice President - Present
* Mikayla Greenfield, Treasurer - Present
* Deann Barrett, Chair of University Staff Pay and Benefits Committee & UCSC Representative - Present
* Deborah OConnor – Policy Committee - Present
* Cynthia Norton – SEEDS - Present
* Laura Chandler – UCSC Classified Staff & Staff Award Committee Chair - Present
* Polly Knutson – Communications Director - Present
* Vonda Weiss - Present
* Amy Sutz - Present
* Mary Lile - Present
	+ - Nancy Mars – Present
		- Sam Tomovich – Present
		- Brett Mayer – Present
		- Alexa Salstrand – Present
		- Jana Hoffmann – Present
		- Michaela Toni – Present
		- Jina Fagerburg – Present
		- Valerie McClinton – Present
		- Paul Deniston – Present
		- Jonathon DeWitt – Present
		- Beckie Pyles Munoz – Present
		- Christi Walker – Present
		- Lindsay Coppa – Present
		- Rhonda Goodman-Gaghan – Present
		- Ben Woodroof – Present
		- Kristen LaRoy – Present
		- Melissa Willers – Present
		- Robynne Dahl – Present
		- Rosemary Kelbel – Present
		- Ashley Byrd – Present
		- Jim Spice – Present
		- Sarah Hutton – Present
	1. Approval of the Agenda

Motion – ??

2nd – Mikayla

Aye – 8

* 1. Approval of Previous Minutes (hold- ask to pause for April)

Sarah – Can I get a motion to move the minutes that should be approved this month to next month because Chelle just posted them last night, so I don't know if anyone got a chance to review the Minutes yet. She did a really, really great job but I don't know if anybody was able to look at them to review them. So can I get a motion?

Motion to move the approval of February minutes to April - Matt

2nd – ??

Aye – 11

Sarah – We have a packed agenda today. First, we're going to start off with a parking presentation with Jim Spice Super excited from 9:00 to 9:30 and then from 9:30 to 10:00, we're gonna talk about Equitable Access, which is the access to course materials. And Paul Deniston is here. And then we're going to move in and talk about elections and some event updates and some other topics as we can get to it. So without further ado, if you want to. Floor is yours, Jim Spice.

3. (9AM-9:30AM) Parking Presentation

1. Jim Spice: Executive Director, Parking and Transportation Services

 Matt - Here I'll share my screen.

Jim - OK. So can everyone hear me? Someone give me a thumbs up. So in August of 2020, we were selected by the CU internal Audit Office to have an audit. And this is the results of that audit. They came up with a total of 12 findings during this audit. Most of them were housekeeping issues that aren't really necessarily something that anybody would be interested in. So for example, one of them was beefing up our policies and procedures. One of them was, hey, you got a lot of technology, hire an IT guy, which we've done. So what I'm going to speak about today are things that you as staff and really this I would say it only affects staff and faculty and pobably not so much students. On the these are the audit points that you’ll feel.

So before I start, I wanted to kind of talk about some background and underlying principles that we have and one of them is why do we even charge for parking? And the reason we tried for parking is that we're completely and auxiliary funded department which means that we're self funded. We don't receive any tuition dollars, we don't receive any state tax dollars. Everything that we take in has to be sufficient enough to be able to pay our bills. And an example is 1 parking lot on 2. Constructing a lot is about $1,000,000. That all has to be paid for when we sell a parking permit, and once every 10 years, each parking lot has to be what they called milled and overlaid so they just drip down the 1st 2 inches of asphalt and re asphalt it. That's about $200,000 and we've got 27 parking lots on campus. So it's astronomical of the cost. Some of the other costs that we have to use on are permit dollars for is lighting, the parking lots, snow removal, trash removal, street sweeping, security. I mean you name it, there's bills for it. So again, the true cost of parking is to both build and maintain a parking space.

And on that, which includes, the two parking garages, we still have loans on the two parking garages or what they call bonds and the Alpine garage is $18 million bond and the Gateway garage is a $7 million bond. So roughly 25 million that we're having to pay back over a 30 year time period. Those bonds are set to expire in the year 2043 at this point. One of the problems that we're having is and that we talked about here in balloon payments. How we finance those bonds, how the university finance those bonds was that they stacked the interest on the back end of the loan. So we're pretty much only paying principal at this point, but the year 2037 and we have to start paying principal and interest and it jumps our bond payment, our bond payment for the for the two garages or $2,000,000 a year, it jumps the bond payment to 6 million a year from the year's 2037 to the year 2043.

And so we're trying to create enough funds to not only pay our existing bills, but also start saving to lessen the below, if you will, of those bond payments that are coming due in 15 years from now. So on one of the also underlying principles is we're not allowed to use university funds to pay for employee parking. That's one of the biggest rules that we can't violate. So that's why we don't get free parking. Generally speaking how we got free parking this year is that they use donated money, which you are allowed to use for whatever you want it to be. But for actual university funds, they tax dollars to each dollars, etc. you're not allowed to use it to pay for employee parking.

Umm, our model to fund parking to both build and maintain parking lots is currently a model that would basically puts the largest burden of the payments on those who buying the parking permit. So employees, mostly and students are the ones who are paying the majority of what it costs for parking. What this audit came out with is - Why are we giving away so much free and discounted parking to people that don't buy a permit? So for example, events that are free and open to the public, we have historically always given free parking.

From all of the 500 series lots, the free parking lots, were meant to be free because students are paying the mandatory student fee to pay for what should be the buses to bring people from the 500 series lots of the campus, as well as any kind of maintenance of the parking lots. One of the things that we're seeing is in the 500 series lots is that if there's a pothole or we have to mill and overlay or whatever the mandatory transportation and safety fee that pays for the buses isn't producing enough revenue to even pay for the buses as they should, to replace each bus once every seven to 10 years.

So it's certainly not funding anything for parking. So when we have issues in the 500 series, lots for parking, we have to use the money generated other places to be able to pay for those parking lots. So in other words, the folks that are parking up here on the main campus are overpaying and the fact that we're giving out so much free to visitors that were coming. Again, the burden is on the employees and the students buying the main campus permits to pay for the whole system. So the audit is recommending that we switch to a funding, excuse me, a funding model that more equitably shares the cost through cost of parking amongst every vehicle that pulls on the campus and parks. So the remaining slides is talk about kind of how we're going to tackle that.

The last underlying principle, is currently for hourly parking. We're charging $2.50 an hour public rate, no matter where you park on campus, except for the free ones, because the free lots are free to everybody still. Umm, we've mapped out at 5 hours, which is $12.50 a day. So regardless of whether you pay at the park in the main campus or in border lots is $2.50 an hour. Current rates for department guests, so we offered departments half off parking for their guests and so main campus of the $1.25 an hour. And border lots are $1.25 an hour, and obviously 500 are still free.

We've already talked about students parking in the 500 series lots do pay for parking in the 500 series lots through the transportation and safety fee that as a mandatory fee that all students have to pay. So decision one on our product finding is to better reflect how close or far away from the central campus. The library, no faculty offices, the cafeteria, there’s a lot of resources. So our current model is that the closer you are to these main resources, the more expenses you pay. We do reflect that for parking permits, but we haven’t reflected that in how we park. So we are going to start chargin $2.50 an hour public rate Monday through Friday from 8:00 AM to 4:00 PM. And offer a discount to the public of $1.25 an hour after 4:00 PM. And the reason that we're doing that is because the demand after 4:00 PM is much, much less. And so and just makes sense to give a discount when the demand is lower. Same way with Border lots. Border lots are gonna be instead of $2.50 an hour, we’re reducing it to $1.25 an hour for the public in $0.75 after 4:00 PM in border lots.

The second bullet point was parking lot 431, which is the little tiny lot right next to the lodge. It's about a 19 space lot just north of the lounge. And the audit recommended it sits empty almost all the time and it's reserved for events in the lodge. Well, because it sits empty no one else can use it, and so they're suggesting that we convert that over to a 200 series lot, which allows students and employees to park there when events aren’t being held.

Currently we used to charge for events that are being held in the lodge, we would get a percentage of the revenue that event services makes if they rent space in the lodge. And for some reason that went away several years ago and so the audit recommends bringing that fee back. Especially because it's a 200 series lots you need a permit just like any other lot.

We'll still offer discounted parking to event services for events that are happening there, but there will be a charge. And once we're told that there's an event in the lodge, we're gonna the day before we'll close the gate arm so that no one can park there. So that sits empty for the event.

The next audit point was reserved parking for university vehicles. This one was an interesting one and another thing the audit pointed out was that we weren’t necessarily consistent with how we treated departments. Some departments we charged for their reserved spaces and some we didn’t. some said we couldn’t afford it.

So the thought of what we decided to do instead of charging the $930 for what it cost for a reserve space - that's what the Chancellor of the Vice Chancellor of the Dean's pay. So we knocked it down to $300. So now we're going to expect all the partners that have a university vehicle to park in a parking space that have a reserve space to pay the $300. So the only exception that leadership made was that we would not charge for police vehicles. They just don't have the funding to be able to do even $300.

So if a university vehicle is parked in a non-reserve space, so they're still taking up a parking space, but it's kind of a hunt and Peck license like we have when you get here, you don't have a reserve space, but you can park it in parking space, that's $200 a year. And for those who are using their own loading dock and parked in a place that's not a parking space like some folks park in the field or in a loading dock or whatever there's no charge for that. So that's what we decided to during the audit.

The other exception is there are some university vehicle spaces reserved for facilities maintenance that they don't really necessarily park in all day long or all night long. It's more of if they show up to the academic office building and they have a maintenance issue as parking close by so they have their tools closed by and we're not gonna be charging for those spaces either. Same way with departments. Again, some departments pay for their guest parking and some don't. So for example, ROTC, they have their ROTC vehicles, they're gonna have to start paying.

The print shop Paul and I've already had this discussion, the print shop, if they want to reserve space for print shop guests, they'll have to pay the $300.00 a year for the reserve space.

Only exception is there's five or six spaces in the Alpine garage for UCCS student patient parking if they're sick, and as part of the audit, we, the leadership team, decided that we wouldn't charge for that because it's providing a service that will need them close by, whether they have a permit or not, to be able to attend their doctor appointment. Don't want them mingling with people.

On the fifth one is I'm starting to charge vehicles, all vehicles parked in 5 minutes series lots. Again, the students pay for that service already through the mandatory safety and fee, so they pay transportation fee, but visitors don't. So all of those people come attending and Center for the arts event right now, they have been getting parking completely free. We're going to start charging for that. That's a huge revenue loss that we could again, if we started sharing the cost of parking more equitably amongst all users maybe we can stop increasing the parking permit fees or maybe even have the fee go down because more people are contributing to the true cost of parking. That’s our theory behind it.

We're gonna start charging the rate of $1.25 an hour in 500 series lots and $6.25 a day, which is that 5 hour cap Monday through Friday, 8:00 to 4:00, and then $0.75 or $3.75 a day after 4:00 PM. We're not gonna offer any further discounts to campus departments because they're already going to be offered half off parking, which is gonna be the $1.25 an hour and 75 cents after 4:00 PM.

And then finally, the employees parking in five minute series lots -same thing. We're gonna start charging either the hourly rate or we're gonna create a permit for employees who park in 500 series lots. Right now, this year, students with a mandatory transportation and safety fee pay $270 annually. If they were to take classes every semester. So they're charged $108.75 for the fall $108.75 for spring and $54.38 for summer. So words simply going to charge that same amount so that everyone's paying the same. Students would be paying the same as employees for that transportation and safety fee.

One of the things that we're looking at is perhaps and maybe this committee is aware that we could start basing permit sales and not just the 500 series, but all permits based on a sliding scale and so based on what that employee makes income level wise. We've developed this sub-committee as you know and we're looking at what that would look like, but it could be that you pay based on sliding skills. So one example if there's only one price point if you made under $70,000 you pay this rate, if you make over $70,000 you pay this rate. So that's something we're looking into to make parking maybe a little bit more palatable.

And then the final decision was all campus and department events. We have given out hundreds of thousands of dollars worth of free parking to campus events because we historically have said, if you're event is free and open to the public, we're going to offer you free parking. And again, the auditor pointed out that's a huge inequity that every vehicle puts wear and tear on the on the parking lots as they as they enter into the campus and park and everybody should be sharing in the cost of parking. And so the leadership team decided we're not going to completely eliminate free and open to the public but it will be very similar to if you feel your budget can't afford it, you can apply for an exemption. And that decision will be made on a Vice Chancellor level, whoever is the Vice Chancellor of that department asking for the event, and it will be similar to the decision making on whether you get approved for that exception or not, it will be similar to how you can ask now for free or discounted food for your event. So we're still in the process of setting up what are the criteria look like for the Vice Chancellors on how to make those decisions on who gets an exception and who doesn't.

So this is just kind of an outline of our hourly rates, again on what it is that we're going to charge when we implement this and all of these points, we're gonna try to implement fall 2023. But it's difficult because there's a lot of work that we need to do to get this stuff done on the say, for example, in the 500 series lot, we have to give visitors a way to pay. And so to give them away to pay, we have to put a developing park mobile signage to be able to say hey, if you want to pay for hourly rate.

Here's your park global code. You have to add pay stations to those lots. Lead time for the pay station with supply chain issues is six months and so we're coming up to the wire here that we might not be able to make it work for fall of 2023 but if not, we always try to implement big changes in the fall of each year, and so if it doesn't happen for fall, any of these points, it will definitely happen the fall after. And that is it. Any questions?

Lisa - Just two for me, weekend events like athletics, parking on the weekends?

Jim – The auditor talked about that and they had us analyze is it worth it on weekends to have enforcement? And there's just not enough events yet. CU Boulder and other universities do 24/7 365 days a year. We're just not there. So weekends will remain free. We're not gonna have our staff working. We basically asked for a permit Monday through Thursday from 8:00 in the morning to 10 at night.

And Fridays from 8:00 in the morning to four in the afternoon. So anything outside of those times, it's free and will remain free. The other thing that's free, that will remain free, is the three to four week breaks between semesters. We don't require a permit, so that remains free. Any time that its free on campus, we don't have any shuttle working either. And so there's really no reason to because everybody can park in the main campus.

Lisa - And then sorry, just one more, who does this apply to like Hybl and University Park? Because I know Hybl is weird.

Jim - yeah, medical Hybl has two lots - one in the front, closest to the classical shopping center is patient parking only directly in front of Hybl. And the one in the backside on the opposite side of the building is a 100 series border lot. So you would need a border permit and then for the 500 series lot, there's two just north of that, will eventually start becoming paid as well. And then you said Hybl and what?

Lisa - I think it's called University Park where like HR and maybe finance people work now.

Jim – University Park are not our property, they lease those buildings. So we have nothing to do with it. Cybersecurity - the university owns that lot. But I didn't use my parking resources to pay for the lot or to maintain it and so there's no indication that parking is going to be involved or require a permit to park in that lot.

Lisa- OK. Thank you. Do you need a parking permit to park in the Ent Center?

Jim - At this point, no, but the Ent Center is 500 series lot, and so when we start charging for 500 series, yes.

24:21 ?? – I don’t know if you brought this up in the beginning, I'll just wait for the replay. How was the Heller Center?

Jim - We didn't talk about Heller Center in the audit that also it will remain free. Has that been a problem at all as far as people parking there and then you don't have space during an event or?

24:36 ?? - As you're aware that we have a few events every year that tend to pack it in there and then we ticket there’s a problem when there’s no other place to park. And I know that we've talked a few times about what would be the ramifications of turning the Heller lot into and sort of the university paid lot.

Jim - We didn't discuss that lot at all. We tried to stay out of the lot just in terms of parking as long as people are parked where they're supposed to, like in the actual parking stall, if they start parking like what they consider a fire lane or a handicap and or not handicap, we will cite for that.

Mary Lile - Yes. Will you still have the like the 15 minute spots and the 30 minute spots up by facilities?

Jim - Yeah, there's no plan at this point to eliminate any current loading zone. There's still those 15 minutes and there's some places that are even 5 minutes in front of Columbine Hall, and some are 30. That's not part of this audit. And they will remain there and free.

Mary Lile - Thank you.

25:49 ?? – What about the recruitment ones?

Jim - Recruitment is something one that came up in the audit and leadership made the decision that parking will still offer that free. Those 8 reserve spaces for prospective students. They will continue getting free. And it's not just Jose reserve spaces. We have a program in place already that all perspective students through that admissions and records office gets free parking and they've got a code they use so that those perspectives students won't get a ticket.

Sarah - So right now our are those departments paying for they're paying for it through the codes?

Jim - There are departments that have a code, but unless it's a prospective student, then they have to pay for the discounted hourly rate.

26:52 ?? - So I've two questions. The first one is what about new employees like, do they get it? There's like an unofficial, we've talked about it here like this unofficial rule that like has Morgan - I'm gonna like just throw you into the bus here. Her first day I was like, alright, we gotta get you parking like it was like this is gonna ramble because it was like. It's like go time like that the second she got here because I didn't want her to get a ticket and I don't know the rules around that. Like, how should all that work?

Jim – So I’ve actually been working with Kaley Espindola in HR on coming out with something for that. Maybe scratching out permits for the first week. Reality is more than likely a new employee won’t show up in our parking system for them to buy a parking permit, if the employee ID hasn’t been set up. They can come to parking and we can manually set them up and when it shows up, we will merge the accounts together. So anybody can get parking immediately. But I like the idea of long term next year when we start having a charge again coming up with something for new employees because I hate absolutely despised ticketing new employees and like welcome from parking here to made a dime yet. But yeah so so I think it's a work in progress we're going to come up with something that makes it the other thing that I would love to be able to come up with is making sure that every new employee during the interview process is told about parking because often we End up being the bad guy saying. What do you mean? There's a charge for parking? They didn't know until their first day of employment.

Sarah - My next question is challenging and I don't know if you can answer it like with all of this. Change and more folks paying their part. How much more do you think that there could be a discount for folks?

Jim - We don't know yet. Historically when there's an event that's free and open to the public and we give up free parking, we do what we call do not ticket or DNT. We say anybody that parks a lot 222 and 224 will get free parking. We don't know how many people that is, we have no idea because they didn't require a permit, so we didn’t even enter into the lot. So it's hard to say, but just based on ENT center performances alone, I think it's significant. I estimated during the audit that it would be about $1,000,000 we're losing a year and giving out free and discounted parking.

So if we can recover that, that’s huge, I mean my entire budget for parking is about four million and so to add an extra million, I think it could really help. We're not trying to make money, we're just trying to pay our bills. And so if we could get to the point where there's more money coming in and I can still pay the bills, we're going to offer reduced or at least stop increasing permit fees. We haven’t increased permit fees now in six years I believe. And we used to increase at 2% every single year that we've been on the bad spot. So we just haven’t increased it. I'd love to be able to never increase again because more people are paying into the system or even reduce. So it's just going to see you how much revenue we going to produce by doing these changes.

Sarah – Debbie says it’s on the new hire checklist. Thank you Debbie. Alright, we have a couple questions. I do wanna be cognizant of time. So maybe we'll just ask the questions that are being asked now. So Debbie, I think you had your hand up or was that just?

Debbie - That was a mistake, sorry.

Sarah - Valerie says when there are new student events with those families in attendance be treated like guests, or will they likely be an exception? Uh, do you mean like orientation, Valerie?

Jim – If that she's talking about. That's not something that came up in the audit Historically I believe we've given that free, but I don't know what to think through that because really every time we offer free again, we're not sharing the cost equitably. If they're accepted as a student, it seems like we should have them pay. But it I guess it depends on when the orientation is. I think we need to work through that.

Sarah - And then she said Mountain Lion visit day perspectives. So we I think we covered that right. Usually all of them are like July, some are weekends and some are on Fridays too, during the day.

Jim - I'll look into that and see what Carlos thinks about that.

Sarah - Thank you. I also just want to share that like Jim and Matthew are just like incredible people who like, have a really hard job than parking is like, I don't know, it feels a little bit like going to the dentist. You're like never super looking forward to it. So you've just do wonderful work and I really appreciate you. And I think education is such a critical element. So I appreciate you coming here and educating all of us. And I know that there's a lot of new folks here too, so reeducation, initial education, all of that is still credit involved, so thank you and good job.

Debbie - I second that, Sarah.

Sarah – Looks like Valerie says the new orientation model is mostly individual student appointments so not just a big few big days, but there are a few new student bashes, optional events that have larger groups coming. So I think working through those things will be really important.

4. (9:30AM-10AM) Equitable Access Presentation (TAAP)

1. Larry Lee, Executive Director, Auxiliary Services

2. Paul Deniston, Director, UCCS Retail Services

Sarah - Changing hats absolutely completely, but still on the road to equity. We are gonna talk about equitable access with Paul Deniston. Take it away, Paul.

Paul - Alright. Well, good morning everybody. I'm excited to be here. I'm honored to be here. I actually have a little plug in addition to textbook affordability and access. And that is I'm looking for a new member on our retail Advisory Board to represent the Faculty Assembly with Jill Beauregard leaving. I would like to backfill her. So I'll talk a little bit more about that afterwards.

I also want to mention that this is probably the 10th time that my boss Larry and I have presented to a group. This is the very first time I've actually done the presenting, so you'll have to bear with me every once in a while I'll get a little wave of panic. Just let it wave, let it crash, and continue on. Don't worry about that. But he's the showman. I'm like, he's the pen on the teller, the quiet guy that gets everything done. So let me start by figuring out how to share my screen.

OK, so this initiative began as something known in the industry as equitable access. What we've decided to do is we're branding it tap the textbook affordability and access program. So what I'd like to do is kind of explain what the program is and explain why it's better for everyone involved, and then certainly there will be plenty of time for questions. And also you'll note that there is a website that has plenty of information on it as well, and I'll share this step with you guys at the end and you can take a look at that at your convenience.

So what is equitable access? So Equitable Access allows students to access every required course material on or before the first day of class, one low price charged directly onto the student account. And that price is based on a credit hours and I'll get into that later on and that's regardless of the major, the format of materials or financial aid status and by format of materials, this program we're calling it format agnostic. It is not about digital. It's not about pushing to digital. Certainly there are other factors pushing towards digital that has nothing to do with tap or equitable access. We can talk more about that later. Tap is gonna be a fully opt out opportunity for all enrolled students.

So why is equitable access better for students? And I'm gonna go into some of these in a lot more detail. So hold any questions at the moment. One, it reduces cost for every student, nobody, nobody's fees or cost go up under Equitable Access. It reduces student financial stressors complexities and confusion. I'll go into some detail about how it improves academic performance, retention rates, graduation rates and the impact that has on the university. It improves really class engagement and at the core, this is really essentially a DEI initiative an equity initiative. It's designed to reduce equity as it mentions in the bottom by eliminating course material access issues and ensuring that costs are predictable and equal for all students.

You know, would explain a little bit more about that as well. So here's an example, of course, inequity. I I took 2 departments that are kind of on the opposite spectrums, economics. Ironically, was more on the economic side and I’m using actual student enrollment data and actual adoption data from fall of 22. If a student were to take all economic classes, the average cost would have been $405.00 based on 15 hours. Now, under Equitable Access, as I mentioned, it's a per credit hour fee and what we're looking at right now is a, a per credit hour fee of $22.00 per credit hour. So this same student would be paying $330 under Equitable Access. In other words, that $22.00 \* 15 hours. So they would pay $330, get every one of their required course materials and their savings would be about 20%.

Now go to the other side of the spectrum- I pick nursing because there's so many students involved, but like ECE is even worse. It's worse as in more expensive. On average, in the fall of 22 of his students took all nursing courses. They paid about almost $1700 bucks under Equitable Access at $22.00 per credit hour and a nursing student averaged 16 hours so the end result would be they would pay $352 under Equitable Access. You can see the savings. It's just astronomical. And this is where the equity comes in and actually let me go to this next slide because it talks a little bit more about it as you saw, the cost vary greatly by major.

And what's happening because of that is - Students that are either not taking certain classes because the courses the materials are too expensive, some have actually changed their majors. Can you imagine if you aspire to be an electrical engineer or a nurse and you just couldn't afford those course materials? This erases that equity. We're not driving students to different directions. As you can see there are also studies that the National Association College stores did where their students started making decisions between buying textbooks and buying food. And it also caused more in equity with first gen., students of color, and Pell Grant recipients.

OK, so one of the things I wanted to bring to your attention and and this isn't specific to Equitable Access, we're really talking about early access, which of course is one of the benefits to Equitable Access, but a professor in two year institutions, you'll see the results, but I also wanna mention he just completed Doctor Moore just completed a study on four year institutions and the numbers are very similar. That was one of the questions that that some of the faculty we had asked about were concerned that this might not relate to it four year but it does.

So those who engaged in early access, like our current day one program had a 16% improvement in in the passing courses. And you can see it, it's broken down demographically. Pell Grant students at 17% increase in pets and courses black students 21% those with two or more races, 22%. So it's significant. I mean, it's really interesting study. And then on top of that, these students saw an 8% student retention rate, which of course we're very concerned about this university.

And then anecdotally, this is just based on surveys, 70% students say they would bet they would earn better grades if they got their course materials before the first day of class. 80% of faculty said that students would, of course, materials would achieve higher grades and then back the student 75% report they learn more when they complete the required reading before class. So again. Equitable Access provides all course materials honored before the first day of class, whether they're print or digital, and you can see the success rates once when has occurs.

The other value proposition, there are six of them, by the way, this is the 4th one. It removes confusion. My my boss likes to say if you wanna see a circus, go down to the bookstore the first week of classes. You know, the first week of classes, it's already too late. All those benefits of having early materials are already gone. But it's just a zoo. If you had asked me to design the worst possible method for students to get their question to you, it's what we do now. They get the information they figure out - Do I go to Amazon? Do I rent? Do I get digital? This helps remove all that confusion.

This is a national slide, so I'm not gonna dwell too much on it. What I will say for UCCS is currently students do not access their financial aid through the bookstore. What this does is because it's a charge that goes on to the student account when financial aid is distributed and available, it's available to pay off that fee of if they so choose to do so. And then finally, the benefits for the instructions are instructors are incredible. First of all, committed completely to academic freedom. Professors continue to adopt whatever they want. It doesn't matter. Whatever format they want the adoption is much easier. There's a way for faculty to just say, hey, I want auto adopt, I teach the same book year after year. Why do I have to keep adopting it? There's an automated feature for that.

Student choice is pretty cool, but if a professor or faculty adopts something that's digital, if there's a print upgrade within this same portable portal and equitable access, they can just click and upgrade right in the in the portal. It's a nominal fee. It's like an $8.00 up charge, and they can get their printed materials if they so desire. The other thing that's cool about at least the digital side is the course we're that's available it's really dynamic and it has a lot of, you know, you can highlight it and read back to you and some really clever things that are included in this. OK, so for UCCS our tap program, it's opt in for all students. Students can opt in and opt out as much as they like up until census so they can test drive it for free or couple/several weeks. Again, it's a currently at $22.00 student flat rate per credit hour.

Here’s another one of the coolest things about this. We are going to make it very clear to a student - let's say a student has four classes and three of them are OER courses, no charge, and then one class has a $50 book. We’re gonna say listen, financially It makes more sense for you to opt out. We’re going to have that scenario right up front so they know what the correct thing is for their situation.

Another example lets say a student has four classes, three of them are OER and the fourth class has two books for $150.00, so the total is 300. Well on an equitable axis the charge was 330. They may decide pay for convenience sake, I'm just going to stay in, so we want it to be their decision. Certainly they can save $30.00 if they opt out, they can try to do the Amazon thing if they'd like. And then kind of coming back if student does opt out again within the portal, they can buy those two books and pay for them with a credit card over, you know, through the system. So that is the TAP program and I think I just like to maybe open it up for questions if I missed anything or if I sped through anything too quickly. I'd be happy to hear.

47:40 ?? – I have a question and pardon me, I don't understand finances. So of the examples you share, those two students combined our saving like $1400. So where is the $1400 coming from? I get like how you know when someone saves money, someone else has to spend money, right? Kind of what we're talking about with parking, I guess so they're not spending the usual prices, but they're getting the materials. So I guess I'm confused.

Paul - Yeah, so we're partnered with a third party company called Academos. And what we're basically in sort of a buying consortium, so where we currently have maybe 15 to 20% of our students going through the UCCS bookstore under tap we're anticipating 70% of the students going through this program their first year. There's usually a 30% opt out in other schools in the first year, it's about a 30% opt out but within three years it's a 2 to 3% opt out because the students finally are realizing, oh, they're not trying to trick me or anything that I really can save a lot of money on this and a lot of the misunderstanding in the beginning goes away. So I'll get to your question in a second. So once a huge economies of scale under the program, but then you combine that with the 40 or 50 other schools that Academos works with, now you've got millions upon millions of dollars of buying power, so we they can go to person or they can go to different publishers and negotiate lower costs. So it the math all comes down, it comes to scale. And I appreciate the question because it's come up almost every time and the math works for everyone and it's that's what's great about the program. There's no, nobody loses out on this.

49:34?? - And I think we we there was a little debate in this room, but maybe it was clarified, not remember like what are course materials?

Paul - Great questions so course materials are going to be defined as anything that's required in the class that is not a supply and. Let me let me say this for example, lab coats would be covered, ECE kits would be covered, a pencil would not be covered because we're considering a pencil as a supply. A professor may say, well, they have to have it. It's a required to take my tests right. I have to have a pencil. But we have we have to have some guardrails. And so at this point on course materials are really defined as those kits and you know lab coats and things like that. So paper, pencils, pens, supplies would not be considered part of the program did that. Did that help?

50:40?? Lisa - It is. So it's more than books, it is more, but like less than your preferred type of pencil.

Paul - Yes that's just correct. That helps. It includes course packets. Absolutely. Yeah. And when we communicate this and everybody that we presented to recognizes that, probably the most important part of this and especially for the students to be successful, is for us to be able to communicate it. And we have a committee a cross-functional committee that is on our communication team to help with this. And we'll do our best to clearly outline what is and what isn't included in the course materials for the status something too.

51:23?? So what about like optional books?

Paul - So optional books are not included, but students can purchase them separately just as they would today, yeah.

51:36?? Sarah - So Laura has a comment which is - OK, I am 100% support of any initiative that provides benefits to students. My concern is that faculty are notorious for late textbook slash course materials. There will have to be some authority from the Provost or Dean to enforce faculty are timely to work with this initiative.

Paul - You are absolutely correct. This is gonna be one of our biggest. I don't want to say challenges our opportunities. I am retaining a full time associate in the bookstore. In fact, 2 relays on to assist us with this. But there has to be accountability. And we've already met with the Dean's council. We've we're working with each of the Dean to identify a faculty member to help champion this within their departments. So we are ideating different ways to make sure we get adoptions in our time because it is critical for the success of this program if we're gonna promise to a student that your course materials are going to be in your hands. Before class, the adoptions have to be in and contractually without third party. They have to have the adoptions enabled to be able to go out and negotiate on our behalf and get the product. So absolutely you hit it on the head, Laura.

53:08?? – So I want to make sure that I’m standing. So suppose that there's a professor. When I was a grad student, I had a conscientious transfer. Knowing how much art history materials cost is put a lot of stuff on reserve, and the library for us. Would that be example of someone who could opt out of that program?

Paul - Absolutely. Yeah, yeah. If all of your materials are through the library, opt out. And in fact open educational resources. Free items are crucial to the success of this program because it helps bring all the posh down. You know one of the other concerns that we have had is something we're calling an adoption creep. Meaning a professor could say well, I'm using these free OER things they're not that great but they serve its purpose but now I'm going to go ahead and adopt the most expensive textbook. I am going to adopt 5 textbooks and make sure my students have the best materials available because I know it's not going to cost them much anymore. That doesn't help the program either. Long term that’s just gonna make things more expensive. We want them to be conscientious when they make their adoptions and you know. We just don't want the professors to try and make decisions on economics. We're hoping the tap program does that for them.

54:26 ?? - Will we flag them if they if they start adopting 57 books?

Paul - Well we have a method too to watch that and monitor that. I mean, we're not gonna control it. I have met with disability services a couple times and we have some ideas on how this will support any initiative with that. So yeah, we we're trying to cover all of our bases for sure.

54:59 ?? - And I think I brought it up to you guys before that in the Consumer Act, the Department of Education in 2010, they actually have a regulation that said that they have to be adopted by a certain time.

Paul - There's a law, it's a law. I know some universities require their, and I'm not suggesting this, so I know this is being recorded, but some universities do require the faculty to sign a pledge, you know, recognizing that is law and they have to get their adoptions in. And again we need adoptions, even if it's oh, we are, because by law we have to publicly announce what each courses is costing and the materials and what they cost.

Sarah - Abby said. Paul, are you looking at conflict of interest.

Paul - Let me reply, but I'm not sure it's going to address your question. So first of all, the faculty are still permitted to use their own textbooks. They will continue to receive their royalties. Any agreements that they have with publishers, none of that goes away. So that's the first thing I'm going to reply with. I guess I don't know the real answer. I always ground myself by asking does equitable access change anything? Can you explain the COI again?

Deborah OConnor - Yeah. So I'm actually trying to get on my camera. There we go. Hi, Paul. So essentially anybody who requires their own material is actually supposed to fill out a form through HR, which I can get that to you. But it might be good if we could hardwire it in if we know that a faculty member, I mean, like you said, they may be the best one. Their book might be the best one in this case, but they do need to disclose that they're requiring their book for their class. And then if we need to put a management plan in place, we put a management plan in place. But that is a requirement per UCCS policy that they do disclose it and then also we have a management plan in place. So it might be a good time since we're revamping this whole thing just to say, hey, we see that you have your book and then I don't know whether it's a link to HR or if it's just a link to the disclosure form for I'm using my own book in class kind of thing. I can work with you guys on that Paul.

Paul - Yep, yeah, I made some notes. We'll connect for sure. Thanks.

Deborah OConnor - Or Kaley Espindola in HR, either one of us. Or maybe both.

Sarah - So First off, I saw the website looks fabulous. I also love the classroom because it's a College of Ed Classroom. But one of the things I asked was that and I love that you all did it and then no, that's not the only one, but like the website. So I said that like when COVID hit, everybody wanted to know answers and figure out like, what all of that would look like. And so having a website and then e-mail that people could ask questions to because I know that I'm not the expert. I mean, in the last meeting that we had, I definitely gave misinformation. So I think having folks that we can go to will be really beneficial.

Paul - Yeah. In fact, financial aid and orientation, those two departments have already sent materials out that as they normally would. So we had to quickly put together verbiage for those two. But we're always kind of pointing back to that dynamic web page, so we can update it as things progress. And as I mentioned, we do have a communication team and we'll continue to get feedback from people on how we can better communicate this and improve that website too.

Sarah - Umm, any last questions for Paul or this program?

Paul - And even if you don't now just shoot me any e-mail questions you have, I'd be more than happy to answer them or some of your questions might be illicit. You know. Wow, we did not think about that. We need to figure that out too.

I'm begging somebody to volunteer. Amy - You enjoy the committee?

Amy - Yeah, I think it’s great.

Paul - I wanted to wait until afterwards to mention this. So with tap, basically the bookstore is getting out of the purchase fulfillment of textbooks. Now students will still be coming here to pick up their packages of books that they have asked us to deliver for them or produce for them but the Bookstore’s gonna be completely different. It's not even going to be a bookstore. In fact, the reason we need somebody on our committee to help us reinvent ourselves is one of the name ideas was the Mountain Lion Mall. Not sure it is the right way to go. So if you join our retail Advisory Board, you're gonna be helping us reinvent retail. And I'm gonna just kind of leave that and then maybe circle back with you on that.

1:01 – It’s not the Bookstore it’s the retail advisory committee, so it's more about retail and how that's going to work coming up, which is where everything's going on this campus with auxiliary. So a lot of opportunity to have influence on things there, like things that we can get and do.

Paul - So yeah, any staff member on this committee would be awesome. You guys, thank you.

Sarah - So as we go through the agenda, please keep that in mind. If you'd like to do that.

5. Elections (Lisa Jones and Shawn Hood)

 Sarah - So moving on so elections.

Lisa - Excuse me. Yeah. So we hosted last week info sessions and we had small group, but a mighty group of those interested in putting their name on the ballot or at least considering to learn more about committees and how to get on the ballot. Sarah, we have Shawn and I have a timeline, but I guess for the purposes of time and who needs to know what, maybe I just emailed that out to you and Polly and Sean, just to make sure you guys are OK with that timeline, it pretty much matches everything we've done previously. There is going to be a learning curve with institutional research and with Robin Marschke gone and Sean has been dealing with that, but we got some old emails from Robin about what Robin exactly did and sharing that with institutional research.

Sarah - I know that you you've done a wonderful job so that if folks who don't know the issue is that everyone gets a unique link to vote and Robyn Marschke has done a really great job in the past. She was the director of Institutional Research and she could give everyone a direct link so that people weren't voting a million times and that you won't were able to vote once. So I think is that what you're referring to is that?

Lisa - Yes. And I don't know if, Shawn, you want to add anything.

Shawn - I am working with the new director of IR and I if I can get some information like those previous emails samples then maybe that might be a good way for me to show her what we actually need so we can get this ready for when the elections are ready in the ballots are ready to go out.

Sarah - Do you mean like samples as in like someone can just forward you an old e-mail that like what that looks like. Or do you mean on the back edge, Shawn?

Shawn- Yet like what it looks like, and so maybe if somebody has some information, because I I haven't done elections before, so I don't know what to tell IR what we need.

Sarah – I’ll look for my e-mail to see if I can send you something. And what are we thinking as far as like just general timeline?

Lisa - General timeline Mid-March solicit nominations. End of March - confirm the nominations because sometimes people nominate people, so I think confirming you actually wanted to be nominated. Umm and then the ballot is open -we're planning the 10th through the 24th of April. So then we have a buffer of that last week of April. We need to extend voting and then certify election results by May 1st.

Sarah - I also want to acknowledge that like when we first started this meeting, about an hour or so ago, there were fifty people that were here. So like, that is pretty incredible. Like, I just so get the word out there. This is like, super cool that people are showing up. And I'm just so proud of everyone for just being here so I know that we have some people drift off so but still, we have quite a number of people here, so this is very cool. So please go out and nominate someone and or run yourselves.

6. Event Updates

1. Staff Olympics (Jon DeWitt)

Jonathon DeWitt- Yeah. So we are getting excited y'all March 28th, mark your calendars. We've got Staff, Olympics coming. Some really cool contests, including a costume contest. So there's 5 excuse me, 6 different activities including the costume contest. One of the things that we were hoping to talk about here was so I've been in conversation with faculty around whether or not we wanted to do this as a joint project, and they have been really great in showing excitement. Specifically connecting with Minette, who's on faculty assembly and they were super excited when I shared with them. We're planning to do this over spring break.

Unfortunately, spring break is not great for faculty. So when we had started our conversations, we were asking that faculty assembly split the cost with us and Minette said with the timing of it, if we could shift the timing then that would be great. I shared with her switching the timing this late would not be a great idea. So we're going to keep the timing. So then she came back and said not a problem. We're willing to offer $300. Our cost currently are around $1800 and so I told her that's a lot less than we had originally asked, grateful that they still want to be a part of it, but I wanted to bring it back to this meeting to see if that's feels OK or if we want to say not this time, but we're willing to partner in the future.

Sarah -So what they're willing to give you a $300.00 if we move it or like $300.00 anyway.

Jonathon - Good question. No, no, not to move it $300 to participate. So instead of doing the half, which would be the 900, they're offering 300.

Sarah - But it's still going to be during spring break?

Jonathon – Correct.

Sarah - I think it’s hard because Spring Break works best for us. Yeah, because we're all still here and students are not here. Which kind of makes it nice. So we can, like you know, let our hair down a little bit. And but I think that it's challenging because faculty don't have to work so. I think spring break is the best time to be honest. I think that in the past it's always been that way, but for them to contribute no matter what that's really cool.

Amy – It would be cool to have some faculty show up, and get to know them. We don't have anything like that really joins us together in anyway that I know of. But then it’s also just staff.

Sarah - I mean creating community is never a bad thing, right?

Jonathon - So we have trophies, we have a big traveling trophy for the overall winner, which is awesome. Amy did a lot of great work on finding the different trophies. We've got little trophies for those that win the different events and then medals for those that take second and third place in those events. So some really cool prizes. None of them say Staff. We can, I think the only thing was the big trophy, but we can change the plaque to faculty and staff. It's not hard to shift.

Sarah - I don’t know you all tell me. What do you wanna do?

Lisa - I would vote no, but we're not voting. But my opinion is no.

Sarah - if you are in favor of having faculty and I'm just being honest, chances are there won't be a lot of faculty because it's spring break in there, put yes in the chat. If you are not in favor of having faculty, put no in the chat.

Deborah OConnor - There are, I'm indifferent.

Sarah - My only caveat is that we've already reached out to them and they're already willing to contribute money. So if in the future we don't wanna include them, then we just not say anything about it, right. And then we just use it by here and just let it die and then we just do our own thing in the future. But we did put it out there. It's like, you know, being recorded. You. I'm just saying, I mean, I would say this to Minette, yeah. But I'm just putting it out there. Like, you can't invite a friend over and be like.

Amy - It's always, always been staff. But if we wanna do something with faculty or always create something different. You know, but it's in the future. We want to do something with or against or together or whatever. We could create something with Minette.

Jonathon - I think some of the nature of this too is like we would love for this to keep going, but we can it, it can be conversation for next year too. If like do we want faculty and it and it's if we do, then we'll have to think about the timing differently and if we don't great then we don't have to send out the invite. I think there's flexibility in it. The reason why I got excited to invite faculty is because I don't feel like we connect with them all that much. So I was like, yeah, that'd be cool. That'd be great. But if we do not feel like that is a good thing, that is a OK Minette already knows that it could quite possibly be a no because I told her that's a lot different than what we had discussed, and we might end up coming back with a no. So I've already informed her and she was OK with that and very understanding.

Sarah - And is Michaela here? She's the treasurer. Think we had enough, she said.

Jonathon - I do see more yeses than nose and a few indifference, so. Is it okay then if I tell them, yeah, that's great. We'll just redo the flyer. So it says staff and faculty and then send that out to them as well.

Sarah - I do wanna read ask the question because I feel like people are saying yes, but then people are like no. So like just be honest like I mean it's and it is OK to just want staff like that is also OK. What are your thoughts?

Lisa - It's a staff Olympic staff only. We have to change the name if we want them to compete. Unless they're watching us. But that's my opinion.

Sarah – Ok what about Mikayla and Melissa. Are you ok with just staff?

Melissa - Hi I can be indifferent about it. I just think that anytime we can build community is good.

Mikayla - I agree like I'm somewhat indifferent. I think we've already advertised it for just staff and faculty were kind of hesitant about it being over spring break. I definitely don't think we should move it. I'm always up for building community and the more the merrier, but I'm really indifferent so if it's staff only that's great too.

Sarah - So I think that we do staff only.

Jonathon - Staff only. OK, I will reach out and let them know. Thanks. One other thing, please be encouraging your departments to sign up. So on the Flyers that are going out, it has a link to register. You just need one person to register your team. Unless you're registering as an individual. And then if anybody runs into any problems, they're welcome to reach out to.

Jonathon - Me, Amy. Mikayla, are you OK if I put you out there as well? Putting you on the spot, but can they reach out to you too as well?

Mikayla – Certainly.

Jonathon - Well, awesome. So Amy and Michaela are part of the planning team. They've done an awesome job. We're super excited. These are gonna be really fun events. The Rec Center, Polly and her team have done a great job with food and getting a way that we can actually order through catering, which is awesome. So just put the word out there. Please encourage your departments to sign up. It's going to be fun.

Amy - Any volunteers?

Jonathon - You're right. I mean, I totally forgot. We also need volunteers. So the event is 2 hours long. I can send out an e-mail. But we would love if you can sign up for an hour of that time if you're not going to participate. If you are gonna participate. Awesome. Enjoy. Have fun. If you're not gonna participate in the games, if you could help give an hour of your time to facilitate one of the games. We've got a lot of different things that are gonna be happening at once, Amy, Mikayla and myself will all be there for the whole time for setup and then also for the games, but I'll send out a list if you do have the time, please sign up for one of those slots. It'll say what the time is. We'll let you know which event and how to run those events, but that would be really, really helpful. Valerie, you asked teams can be compromised? Yes. Different offices. You get to sign up your team however you want, so it can be same office, different office. Put together your team however you would like. Any questions?

Sarah - Ann says what time is it? Sorry.

Jonathon - March 28th from 11:00 AM until 1:00 PM over the lunch hour.

Sarah - I think John, did you e-mail the chancellor?

Jonathon - Yes. So I emailed the Chancellor and cabinet and I was told that they would not be able to attend. He already has a prior commitment. I was talking with Elizabeth, she said I can try and reach out to individual Vice Chancellor's and see if they're available, but her understanding was they probably would not over that time.

Sarah - We shouldn't just e-mail Venkat and tell him that we signed him up for the 5K. You said it's 11 to one. We would only really need them from like the very end we need. We want that we wanted them to be the judge for two of the competitions and then give out the overall award and just say something, you know. But none of them are available. But I'm happy to reach out to each of the executive assistants and see if anybody is available.

Deborah OConnor - Hi, John. What time is it for Leadership or for cabinet? What time did you give them?

Jonathon - Uh, the last 45 minutes. So 12:15 until one. 1215 is when we're going to judge the costume contest. At that point, all of the events should be done, depending if we have all 50 slots filled. Then we would have to do it. We'd have to run it as two separate times so there would be one from 11 to 12 and then one from 12 to to 1, but we could figure out how to get the costume contest. That's why I asked them to be at the end of that time frame, just in case. We have a lot of teams because we're working some of those spaces. There's no way we could fit 10 teams of four in there. That's 40 people. So I asked for the last 45 minutes.

Sarah - Jon, if you want to send that specifically to the EA's like individually, I think that would be the best way to do it.

Jonathon - OK.

Deborah OConnor - So you know Sally Jo? If there's Sally Jo or Heather, because with Carlos being interim for HR and this as a staff gig. Just a thought. Let me know if you want my help.

7. Other Topics:

1. Budget Taskforce Meeting

1. Note\*\* Time is outside of SAEB Meeting

1. 4/5 from 11am – 11:30am (MH408)

2. Calendar Change: Proposed for Fall 2023 (Labor Day/Thanksgiving)

3. Staff Vacancy: Retail Advisory Board

Sarah - So the budget task force meeting, which was supposed to be to in today's meeting, they had to reschedule. And then they said that they were going to come to our next staff meeting and then they asked if I could have our Executive Board executive team, so those are all just the voting members, come to main hall from 11:00 to 11:30. And I just would like to know thoughts on this I did give pushback because like, I mean, I already we've already dwindled down like, you know 10 people online and I don't know where folks are at and what folks are able and eligible to give as far as time. I do feel like this is really important. So I do wanna work with people, but For the Executive Board met I I think it's the more people who could be informed about the budget, the better. So having them present at the, you know, at Staff Association I think is really critical. However, I think there are some folks like I think that Nancy can't meet because I think that starts the Deans council, but it could be mistaken. So anyway, there's some time conflicts and what they asked is if we could meet outside of staff association original time just the exec board members. What are your thoughts like? This provides you a space to ask questions about the new budget model. So I just would like to know opinions. It's like it'd be a lot more valuable if they could be during one of our meetings, but I'm definitely available. Can executive board members make themselves available from 11:00 to 11:30?

So I will tell them that we prefer them to be here because we have a bigger audience. However, executive Board members will be able to make it. I think they're also trying to keep it smaller, but I also I think the more people who are educated, the better. So it is challenging.

So, OK. So we'll go with first choice for them to show up to our next meeting. If that's not possible and they're not able to do that, we can do that. You can submit questions through. e-mail me or you can ask questions through our staff Association teams channel and I will make sure to ask that does that sound reasonable? And they have on their web page to where you can ask questions.

8. Executive Board Reports

1. What is needed from the Executive Board to support you all?

i.PRIDE Committee

ii.Professional Development/Programming

iii.Welcome Committee

iv.Women Identifying Staff Committee

v.SEEDs

vi.Blood Drive Committee

vii.Winter Giving Project

viii.Employee of the Quarter

ix.Garrett Swasey Award

x.Classified Pay & Benefits

xi.University Pay & Benefits

xii.Policy Review Committee

9. Open Discussion

Sarah - Apparently there is talk that there's going to be a new change in the calendar. I don't know. Has anyone heard of this? Thanksgiving break. So students and faculty will get the whole week off and then we won't get the Tuesday after Labor Day. But like you know, we still work through all that. So that's kind of what I said to Axel, the Student Government President, but I just know that it’s in the works. Do folks have questions or anything about that? If you do a issues or questions, feel free to e-mail me. And then the last thing, we were totally out of time, but I do wanna make space for this. Is anyone interested in the retail Advisory Board committee? Put your name in the chat if you want to nominate someone or anything like that. I think it's going to start getting a little bit heavier once they get into all this equity.

Deborah OConnor - I need people to volunteer to be on Policy Committee. I need a Co chair. We're looking for people for committees. I just thought I'd throw it out there. What it is for the Policy Committee, it's just essentially as campuses updating policies. This is one of the areas that it'll go through - this little group. It hasn't been very often I'll just be perfectly honest with you, but you would get the opportunity to weigh in before.

Sarah - Debbie, if so, we have multiple people who are interested, so we might do this offline and do voting. Does that work for you?

Deborah OConnor - Yes, it does. Thank you.

Adjourned at 10:33am