



**Friday, June 5, 2015
Chancellor's Consultation Council**

**Ventura County Community College District
255 West Stanley Avenue, Suite 150
Ventura, CA 93001
9:30 a.m.**

1. Call to Order

1.01 Call to Order

2. Other Items

2.01 Review Findings Of Board Evaluation by Consultation Council

2.02 Student Success Implementation Task Force Update

2.03 Future Meetings

3. Review of Consultation Council Notes

3.01 Review of the May 1, 2015 Consultation Council Notes

4. Board Meeting Agenda Review

4.01 Review and discuss June 16, 2015 Board of Trustees Meeting Agenda

5. District Council on Accreditation and Planning

5.01 DCAP Meeting Update

6. Adjourn Meeting

6.01 Adjourn meeting

Ventura County Community College District
Consultation Council Notes
May 1, 2015

Present: Richard Duran, Bernard Luskin, Brian Fahnestock, Kristen McCloskey, Leanne Colvin, Olivia Long, Peder Nielsen, Mary Rees, Alex Kolesnik, Linda Kama'ila, Cheryl Manley-Orm, Joel Justice, Peder Neilsen, Greg Gillespie, Michael Shanahan, Bernard Luskin

Conference Call: Steve Hall, Luis Sanchez, Lori Bennett

Not Present: Ashley Lajoie,

Chair: Brian Fahnestock

Recorder: Laurie Nusser

Approved:

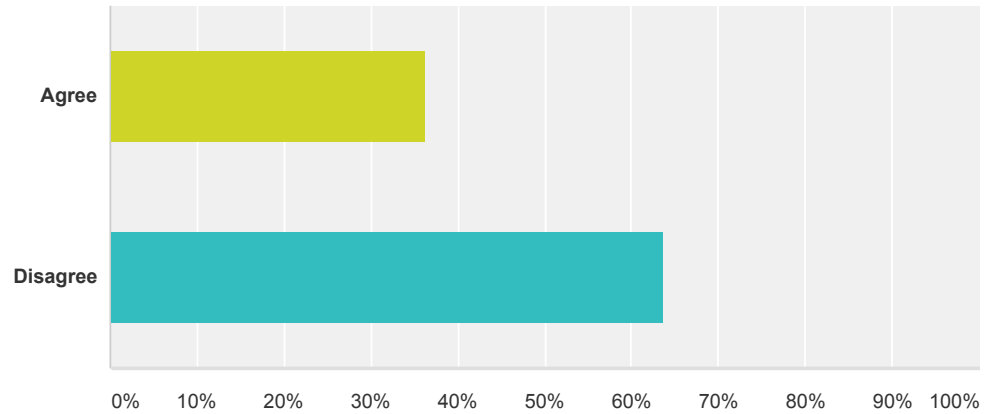
Agenda Item	Summary of Discussion	Action (If Required or Information Provided)	Assigned to:
Opening of Meeting	Mr. Fahnestock welcomed everyone to the meeting.	N/A	
Review of Consultation Council Notes • March 27, 2015	The notes from the March 27, 2015 meeting were reviewed and approved.	N/A	Brian Fahnestock
Board Agenda	Mr. Fahnestock led a review of the May 12, 2015 Board Meeting agenda. Changes and discussion included: <ul style="list-style-type: none"> • Deletion of Item 3.02 • Change in title of 3.03 to Assistant Dean of Student Success and Support • Elimination of placeholder Items 3.05 – 	N/A	Brian Fahnestock

Agenda Item	Summary of Discussion	Action (If Required or Information Provided)	Assigned to:
	<p>3.09</p> <ul style="list-style-type: none"> • Discussion of College Reports and adding separate line items for each constituent reports – this issue will be added to the June agenda for discussion. • Item 11.02 BP 1200 Mission Statements was pulled. • BP 2745 Ad Hoc will be changed from April to May within the policy. – change to be made • AP 4105 – Steve Hall objected to negotiable absences within the Administrative Procedure. This Board Policy/Procedure is needed for accreditation compliance. Language was agreed to at the meeting. Laurie will make changes. • Item 13.03 was pulled. • 14.06 –objection from AFT regarding position on item #3. Steve to email language to Laurie. • Item 16.07 – there was discussion regarding non-credit courses on the Ventura College curriculum. • Item 20.01 was pulled. 		
District Council on Accreditation and Planning	There was no report. Meeting next week.	N/A	Greg Gillespie
Student Success Implementation Task Force	Dr. Duran provided an update and indicated the final meeting of the academic year was held last week and indicated		

Agenda Item	Summary of Discussion	Action (If Required or Information Provided)	Assigned to:
	there are unresolved pending issues. Dr. Duran recommended this Task Force be continued to the next academic year.		
Security Coverage	Chief Justice provided an update on Security Coverage. Coverage continues to be provided by requesting officers to work overtime; three part-timers are to be hired, and he hopes to hire campus safety officers in the future for campus events.		Joel Justice
Governance Surveys	Mr. Fahnestock reviewed the Governance Surveys of Consultation Council. There were no suggestions for significant changes to Consultation Council.		Brian Fahnestock
Administrator Evaluations	Administrator evaluations were discussed and the timing of when these evaluations go out Districtwide. This is handled through Human Resources.		Brian Fahnestock
Future/Other Agenda Items:	There were no items.		Consultation Council Members
Future Consultation Council Meetings	<u>2015</u> June 5 (BoT Mtg. June 16) June 12 (BoT Mtg. June 23) July 2 (BoT Mtg. July 14) July 31 (BoT Mtg. August 11) August 28 (BoT Mtg. September 8) October 2 (BoT Mtg. October 13) October 30 (BoT Mtg. November 10) November 25 (BoT Mtg. December 8)		

Q1 The Board demonstrated strengthened performance in its policy leadership role through its focus on Board goals and objectives, mission, and improvement to achieve outcomes.

Answered: 11 Skipped: 3

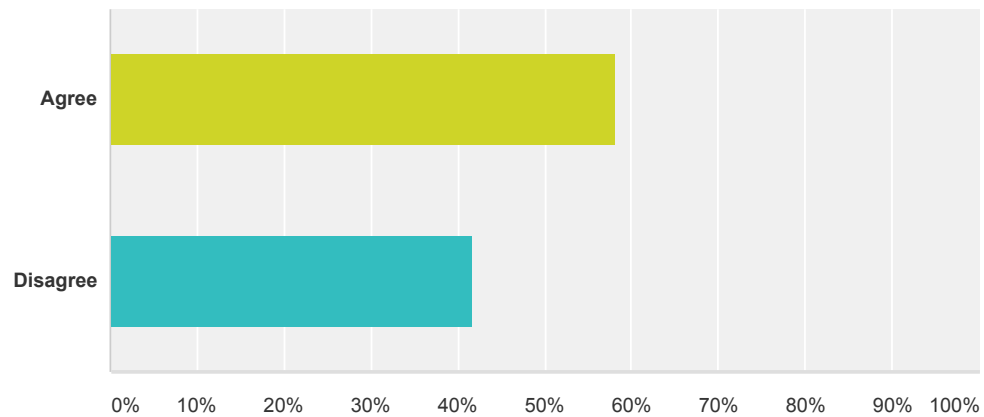


Answer Choices	Responses
Agree	36.36% 4
Disagree	63.64% 7
Total	11

#	Comments:
1	A considerable portion of Board member discussion is not policy focused. There is often question of or challenge to operating decisions rather than accepting actions as long as existing policy has been followed.
2	The Boards focus should be on its goals and objectives and mission less on choice of law firm. There is a tendency to move away from these over- arching goals into the day to day operations. It is clear that there is an effort on the part of some of the Board to reign this in and maintain focus.
3	I have not been here long enough to assess "strengthened performance"
4	The Board asks the same questions again and again and takes months to move forward on any issue
5	Has made some progress, but needs to continue focus.
6	Board's performance was about the same as usual. There could be stronger focus by the Board on achieving its objectives.

Q2 The Board demonstrated strengthened performance in its policy role through the establishment and implementation of policies to assure high quality, effective student learning programs, services, and District financial stability.

Answered: 12 Skipped: 2

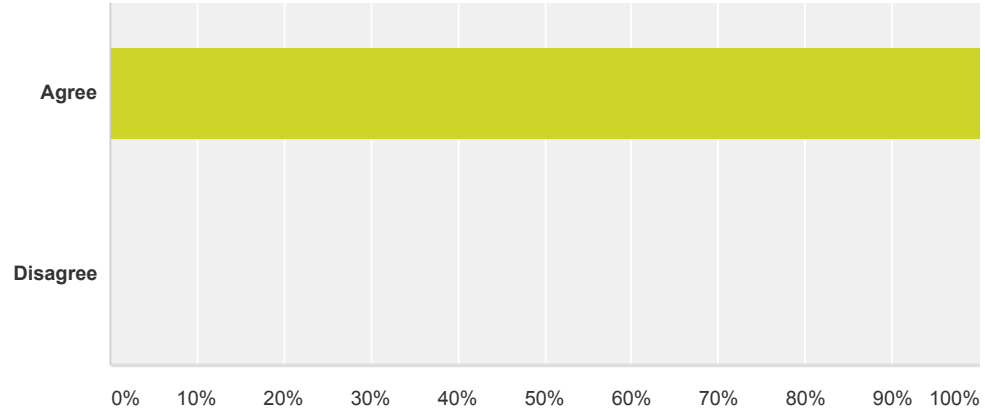


Answer Choices	Responses
Agree	58.33% 7
Disagree	41.67% 5
Total	12

#	Comments:
1	Policies were reviewed and revised.
2	concern about extensive use of reserve for ongoing operations
3	same as above
4	How many chancellors are we paying for? How many college presidents are we paying for? How many consultants are we paying for? How many classes have been canceled in the past in order to pay for free medical benefits for faculty?
5	It is failing to meet the needs of certain pockets of students, in particular those listed in the Student Equity plans.
6	Performance was not strengthened. Outcome of financial policies remain to be determined.

Q3 The Board reviews and updates Board policies and procedures on an ongoing basis.

Answered: 14 Skipped: 0

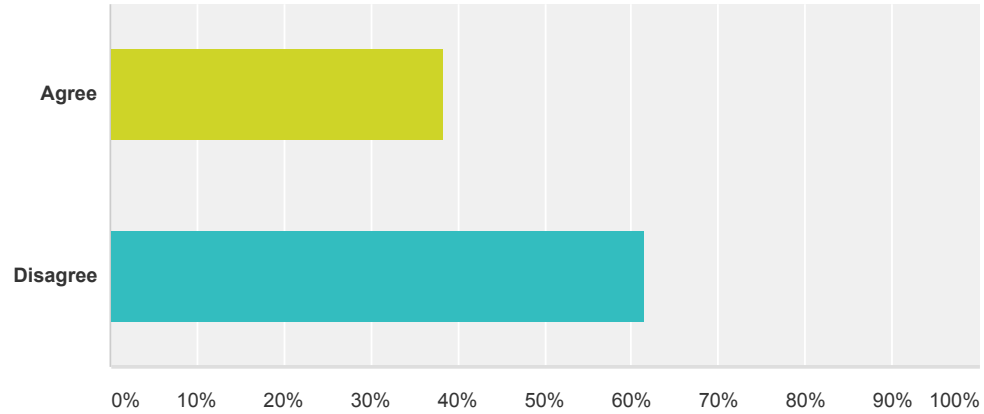


Answer Choices	Responses
Agree	100.00% 14
Disagree	0.00% 0
Total	14

#	Comments:
1	The Board has been consistent in reviewing policies in particular. Not sure that all Board members are reviewing the AP's though.

Q4 The Board ensures its policies and procedures do not impede the timely, effective, and appropriate operations of the District and Colleges.

Answered: 13 Skipped: 1

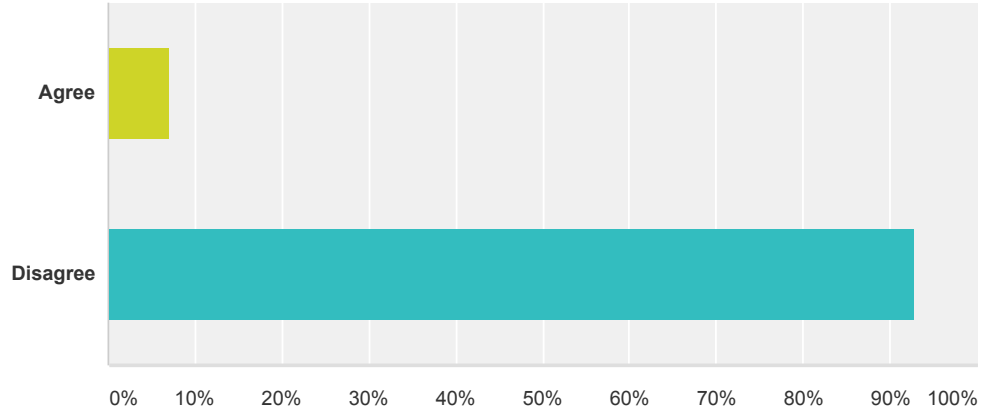


Answer Choices	Responses
Agree	38.46% 5
Disagree	61.54% 8
Total	13

#	Comments:
1	Discussions around policies and procedures are frequently not related to supporting timely and effective operations of the District and Colleges. Sometimes the focus seems to be on what may help the Board be more engaged in operations without consideration on District/College impact.
2	They have no idea how their policies and procedures affect the colleges and I don't think they care
3	Procedures related to student payment for classes impedes student enrolling in a timely manner, or at all.
4	Some of the policies need to be improved in order to help operations.

Q5 The Board strictly adheres to its policy-making role in governing the District and avoids involvement in operational matters.

Answered: 14 Skipped: 0

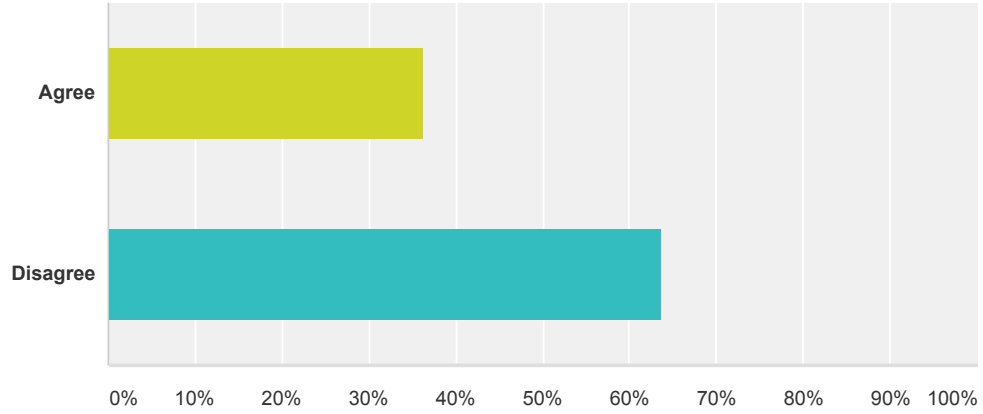


Answer Choices	Responses
Agree	7.14% 1
Disagree	92.86% 13
Total	14

#	Comments:
1	The change to the budget model regarding international students was impeded until costs related to international students was presented to the BoT
2	Comments and discussions about operational matters occur at nearly every Board meeting. The question to address with any item should be was(were) the applicable policy(policies) followed. If so, can move to the next item.
3	Art continues to believe he has the right to intervene in college matters mostly thru college and student employees who feel they can get what they want by not following college and district protocol s.
4	There has been improvement. However serious concerns about Boards role in College hirings.
5	How many operational reports are required at each meeting so that board can ensure that everyone is doing what they want?
6	It seems that they have become involved in some operational matters.
7	The Board tries to stay out of operational matters but is not strict in this. Discussion and actions sometimes veer into operations.
8	The board has problems in this area. Example Board chair told an employee of the district he will do something if he tell him too. Board chair is not our boss the Chancellor is.

Q6 The Board understands its authority rests with the Board as a whole, and not individual Trustees.

Answered: 11 Skipped: 3

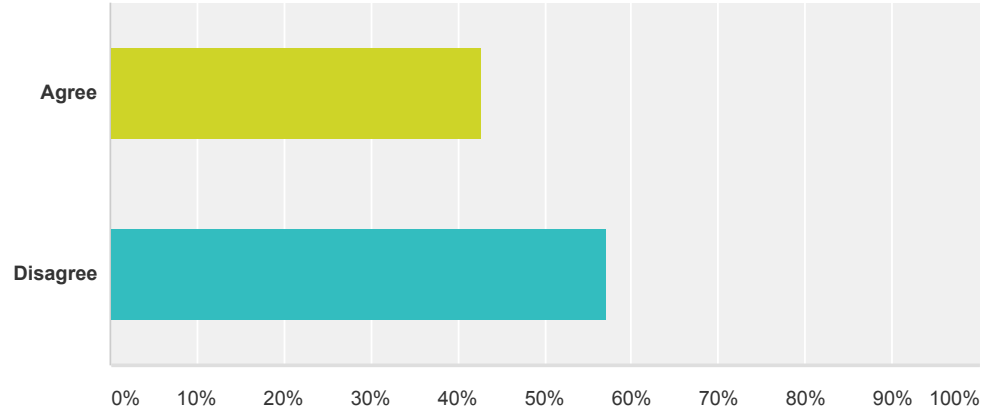


Answer Choices	Responses
Agree	36.36% 4
Disagree	63.64% 7
Total	11

#	Comments:
1	The Board refuses to address Art's intrusions into college matters especially behind the scene.
2	This is improving.
3	Not sure. Given the frequent unanimous votes, the Board may be too deferential to individual trustees.
4	Individual trustees have pet projects/issues that they make sure are addressed at all times
5	Please stop blaming individual Trustees when Trustees ask questions. Due diligence comes from being informed.
6	Sometimes it understands.
7	This is difficult to answer. I think the Board understands this most of the time.

Q7 The Board represents the interests and needs of the entire community to the District and Colleges.

Answered: 14 Skipped: 0

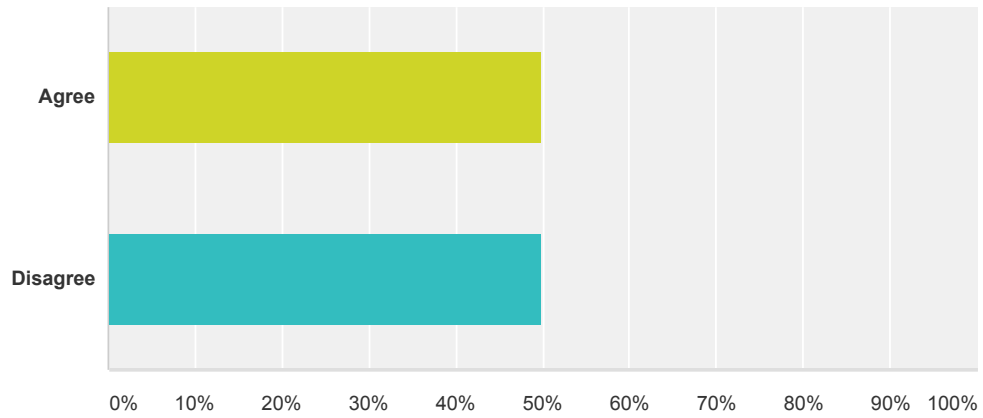


Answer Choices	Responses
Agree	42.86% 6
Disagree	57.14% 8
Total	14

#	Comments:
1	If we only had two colleges in our district this might be true but we have three - something that seems to be regularly overlooked
2	Lately, each Trustee blames other trustees if they speak up for a particular community. All Trustees should be representing the interests and needs of all of Ventura County.
3	The Board certainly strives to do this.
4	One of our board members absolutely favors one college over the others

Q8 The Board advocates equitably for the District and Colleges.

Answered: 14 Skipped: 0

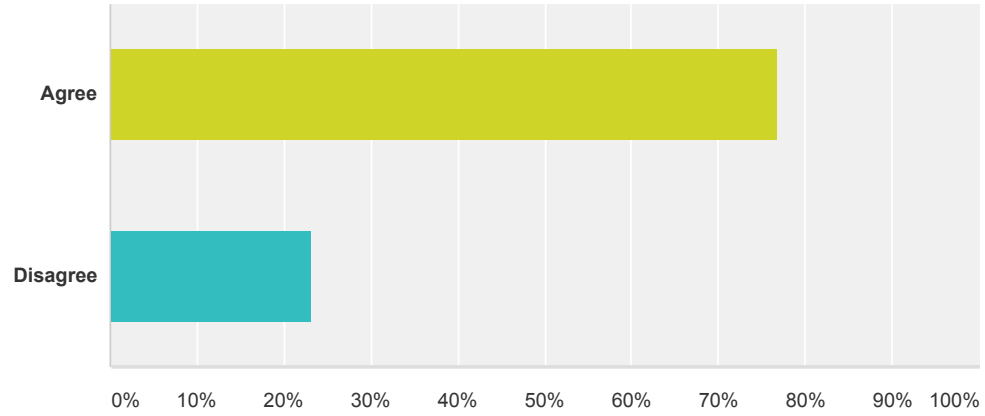


Answer Choices	Responses
Agree	50.00% 7
Disagree	50.00% 7
Total	14

#	Comments:
1	Certain topics and questions seem to reflect a particular interest of a Board member or a Board member challenging an operational decision based upon comments or influence from a specific constituency group.
2	see above
3	The Board is not addressing issues of DO funding, particularly for HR. Current policies treat the colleges equitably. (So this is neither agree nor disagree, somewhere in the middle)

Q9 The Board involves the community in strategic planning and communicates its progress and success in the pursuit of excellence in student learning.

Answered: 13 Skipped: 1

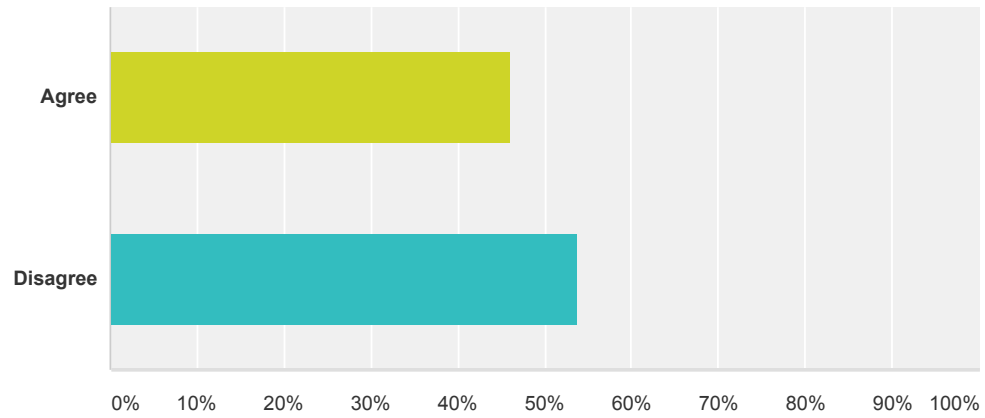


Answer Choices	Responses
Agree	76.92% 10
Disagree	23.08% 3
Total	13

#	Comments:
1	Not sure yet.
2	If they do they are keeping it a secret

Q10 The Board understands the District's participatory governance structure.

Answered: 13 Skipped: 1

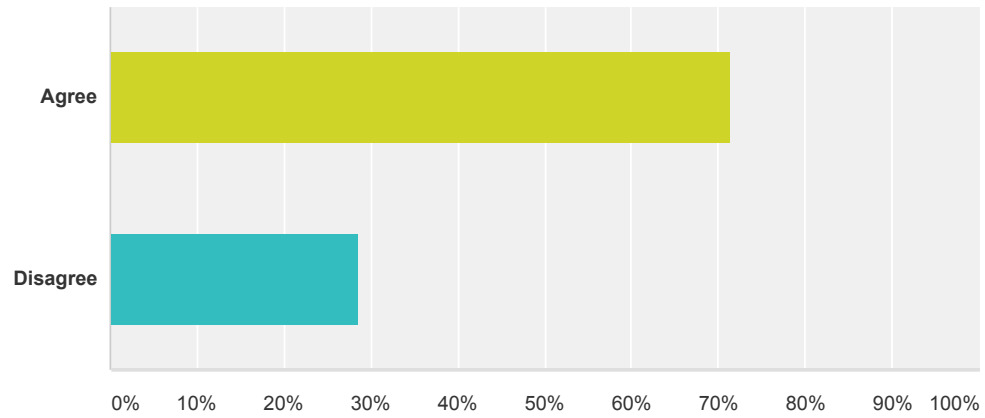


Answer Choices	Responses	
Agree	46.15%	6
Disagree	53.85%	7
Total		13

#	Comments:	
1	Specific constituencies seem to have a direct line with some Board members and attempt to by-pass the participatory governance process or change a decision that has been vetted appropriately.	
2	Quite often Viard members question how matters get to them. This is an indication they don't understand participatory governance processes or react to political comments from AFT or other interest groups.	
3	Not sure yet.	
4	While they may understand it they only support faculty involvement - classified still have to fight for a seat at the table	
5	Some trustees are stronger in this area than others.	
6	The Board as a whole has a good grasp of participatory governance.	

Q11 The Board supports the Board Chair in the performance of his/her role.

Answered: 14 Skipped: 0

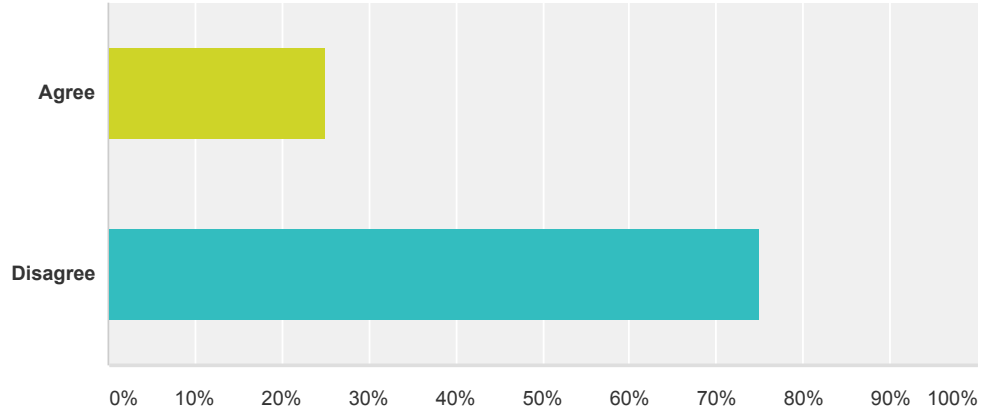


Answer Choices	Responses
Agree	71.43% 10
Disagree	28.57% 4
Total	14

#	Comments:
1	The Board Chair finds it difficult to address issues .
2	Depends on the issue
3	Does not appear to be across the Board.

Q12 The Board acts as a cohesive unit and takes responsibility for its collective performance.

Answered: 12 Skipped: 2

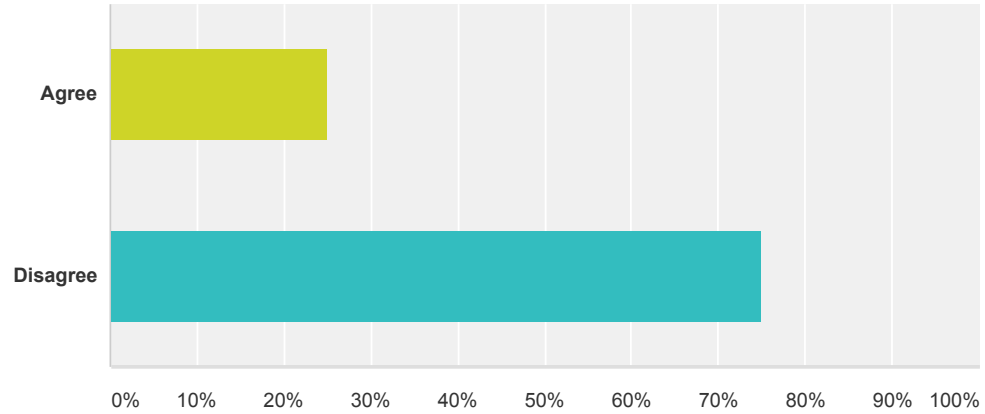


Answer Choices	Responses
Agree	25.00% 3
Disagree	75.00% 9
Total	12

#	Comments:
1	Periods of awkwardness occur between Board members especially when some members move into operational discussions and challenges.
2	Not sure how to assess this.
3	When things go bad they don't take responsibility - they ignore the responsibility or find someone to blame
4	Individual trustees get shunned by fellow trustees when colleagues ask questions during Board meetings and in subcommittee meetings. It is disappointing to witness it.

Q13 The Board complies with its Code of Ethics policy and Conflict of Interest Policy and corrects the conduct of Board members who violate these Board policies.

Answered: 12 Skipped: 2

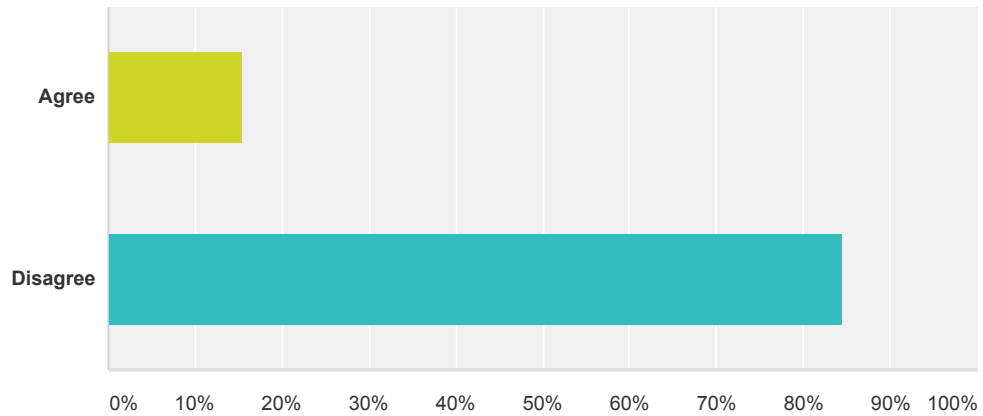


Answer Choices	Responses
Agree	25.00% 3
Disagree	75.00% 9
Total	12

#	Comments:
1	Not sure.
2	No idea
3	Have not witness this so cannot evaluate it.
4	Needs more work.
5	It's clear that political influence has been brought to bear on two Board members, given some comments made by them and by community members.
6	A breach of the brown act by 3 board members meeting in the parking lot after a special board meeting and no disciplinary action seen.

Q14 Board meetings are conducted in an orderly, time-efficient, productive manner.

Answered: 13 Skipped: 1

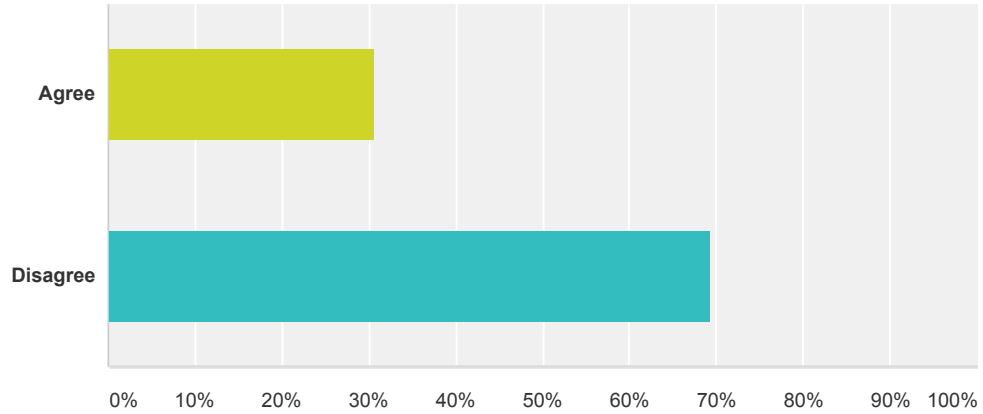


Answer Choices	Responses
Agree	15.38% 2
Disagree	84.62% 11
Total	13

#	Comments:
1	The various reports at the beginning (and end) of the meeting could be supplied in written form and as an attachment to agenda, with opportunity for BoT to make inquires as needed.
2	Considerable deviation from working with and addressing agenda items at the policy level. Limit the number of study sessions. Work towards a two hour meeting, beyond that all participants including Board members start to disengage.
3	Need to reduce the length of the meetings.
4	i would prefer fewer reports.
5	Non-stop reports and then once one member offers an opinion or makes a statement they all have to make a statement
6	Please put a time limit on reports--from Trustees, College Presidents, Senate Presidents, etc.
7	Breaks are becoming numerous and lengthy. Discussion at times becomes off-focus.
8	Neither agree or disagree. Chair McKay is doing a good job of moving through the agenda, Board spends way too much time on minor business matters.
9	Breaks always go to long

Q15 The Board conducts its meetings, through impartial discussion, in a dignified and professional manner, treating everyone with civility and respect.

Answered: 13 Skipped: 1

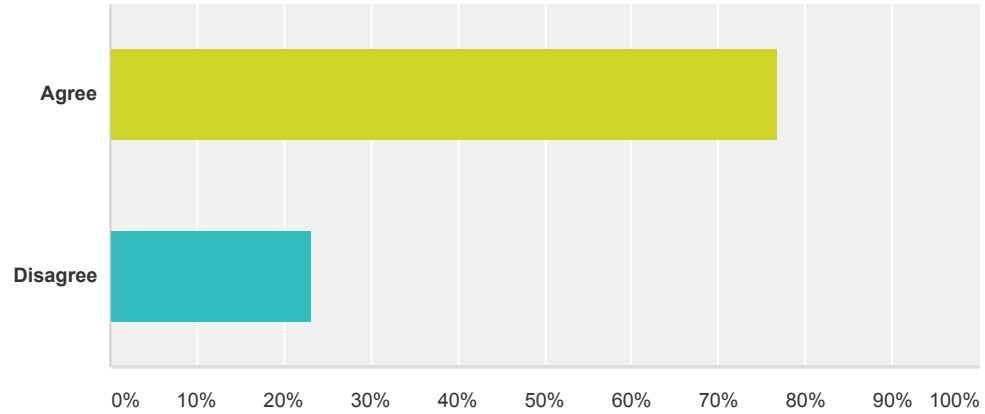


Answer Choices	Responses
Agree	30.77% 4
Disagree	69.23% 9
Total	13

#	Comments:	Date
1	Is it professional or respectful to everyone's time to use the public board meeting as an opportunity to thank your mother, wife and children after you win an uncontested election for your seat?	
2	Inappropriate questions and challenges to District and College staff related to agenda items or reports.	
3	There are obvious favorites and obvious disagreements among board members	
4	Not all trustees are treated with respect, professionalism and civility.	

Q16 Trustees come prepared for Board meetings (e.g., reading agendas and requesting additional information, as needed).

Answered: 13 Skipped: 1

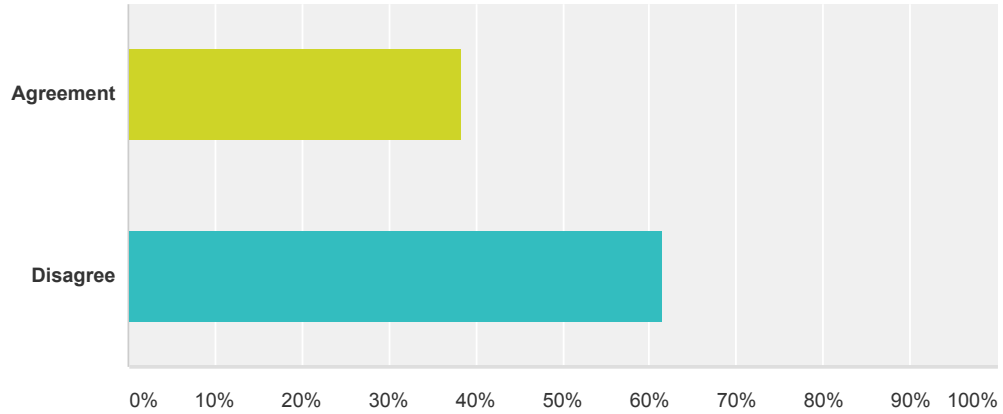


Answer Choices	Responses
Agree	76.92% 10
Disagree	23.08% 3
Total	13

#	Comments:
1	they definitely read the agenda items because they always request more information on one or two items
2	Neither agree or disagree. There are many times when I would think the Board would want more information in areas related to student learning and success.

Q17 The Board fully complies with the Ralph M. Brown Act, "conducting the public's business in public." The Board operates openly, with trust and integrity.

Answered: 13 Skipped: 1

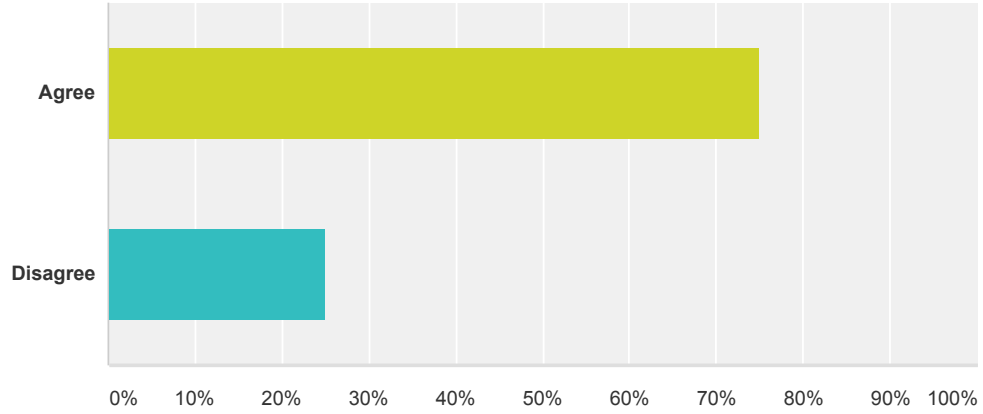


Answer Choices	Responses
Agreement	38.46% 5
Disagree	61.54% 8
Total	13

#	Comments:
1	I'm not sure how a closed session (4.14.15) readout that clearly stated one word reflected in the minutes for that meeting, could be revised (05.12.15) to another completely different word.
2	Gotten better but still need work.
3	Compliant with Brown Act yes.
4	Not entirely sure of this, given the lack of information concerning the Chancellor's departure, the vacancies at Oxnard College, etc.
5	no idea

Q18 The Board maintains closed session discussions and subject matter in confidence.

Answered: 12 Skipped: 2

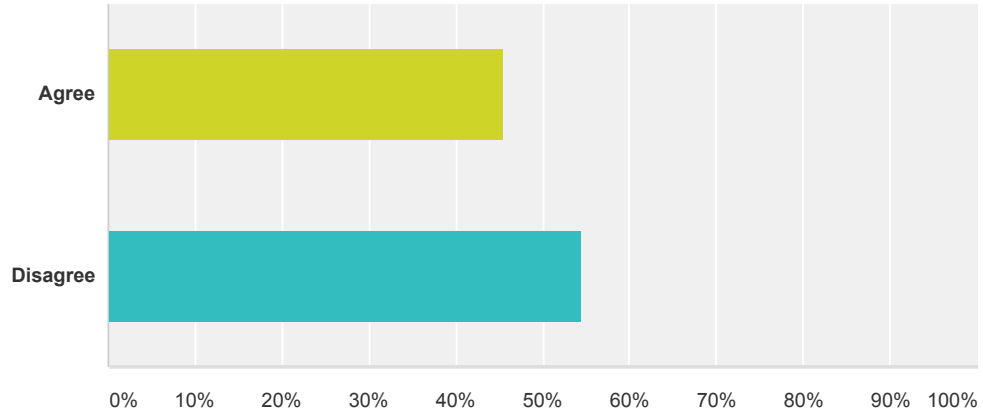


Answer Choices	Responses
Agree	75.00% 9
Disagree	25.00% 3
Total	12

#	Comments:
1	Not sure.
2	hard to say - there are a lot of rumors floating around the district and some of them turn out to be absolutely correct
3	Have not heard of any disclosures.
4	Do Not Know
5	Do not know what happens behind closed doors

Q19 Trustees do not privately consult with each other (or through an agent) to gain a majority concurrence prior to taking actions at public meetings.

Answered: 11 Skipped: 3

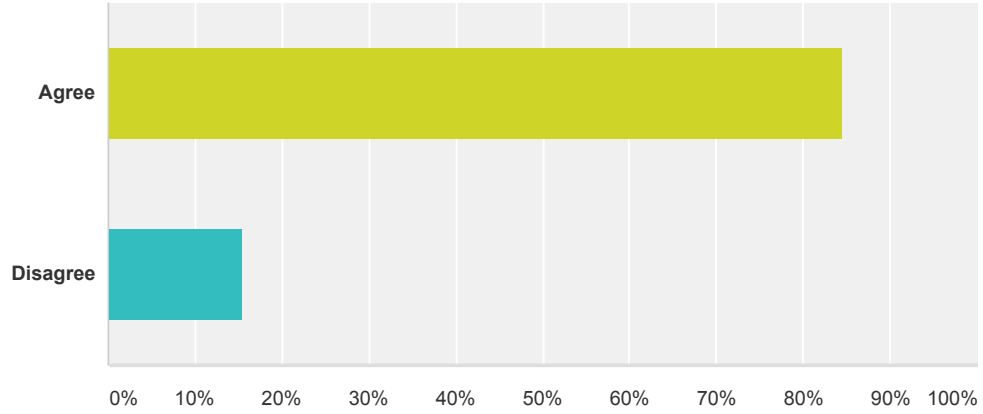


Answer Choices	Responses
Agree	45.45% 5
Disagree	54.55% 6
Total	11

#	Comments:
1	They have been observed discussing matters out the scheduled Biard meetings.
2	Not sure.
3	I have no idea, but given some of the votes I would say there is a definite "block vote" on the board
4	Have not heard of any disclosures.
5	In general, this statement is true.
6	Do not know

Q20 The Board ensures its standing committees operate efficiently and effectively.

Answered: 13 Skipped: 1

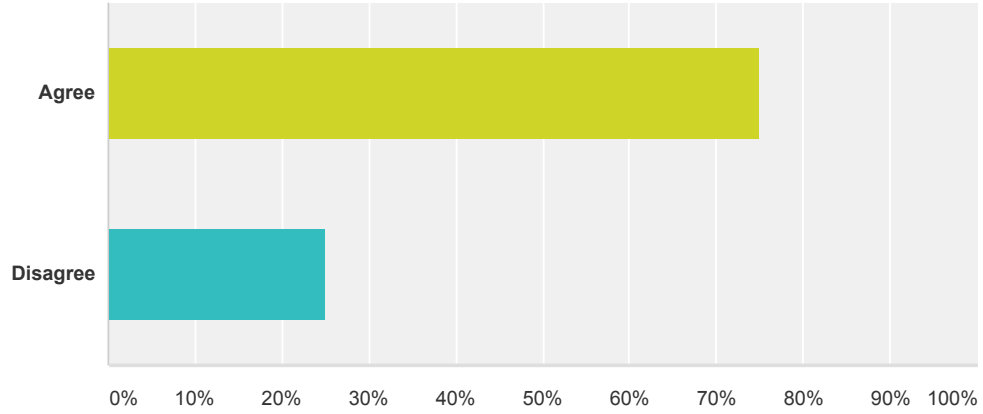


Answer Choices	Responses
Agree	84.62% 11
Disagree	15.38% 2
Total	13

#	Comments:
1	Appreciate the openness of standing committees
2	They rarely meet

Q21 The Board has adopted a District mission statement that emphasizes student learning and success.

Answered: 12 Skipped: 2

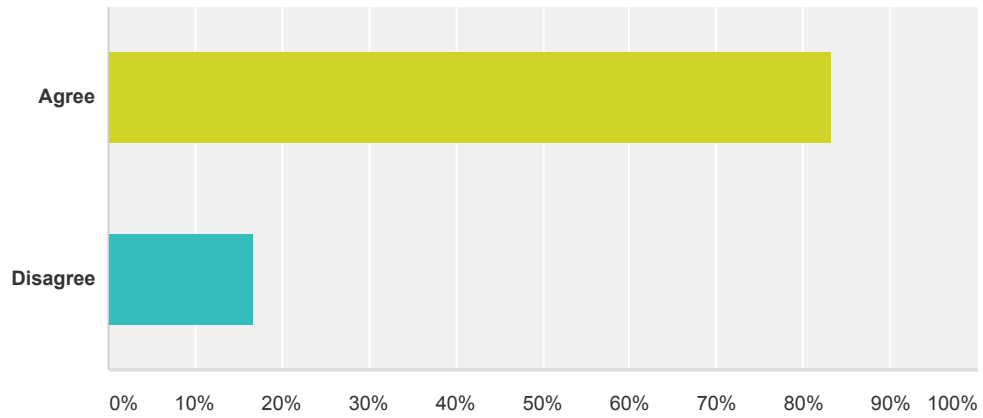


Answer Choices	Responses
Agree	75.00% 9
Disagree	25.00% 3
Total	12

#	Comments:
1	Not yet done after months of discussion.
2	Working to establish a new mission statement
3	Pockets of students: remedial, career-focus, ESL, and others continue to be ignored by the Colleges due to District mission statement.
4	The Board is about to adopt such a statement.

Q22 The Board's decision-making is guided by the District mission statement.

Answered: 12 Skipped: 2

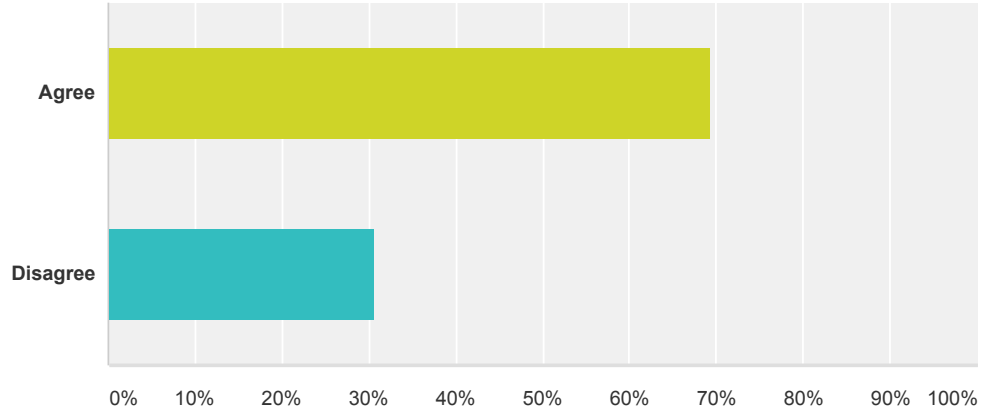


Answer Choices	Responses
Agree	83.33% 10
Disagree	16.67% 2
Total	12

#	Comments:
1	Trying.
2	In most cases.
3	It is hard to say what drives their decision making

Q23 The Board engages in District strategic planning and monitors progress in meeting its goals and objectives.

Answered: 13 Skipped: 1

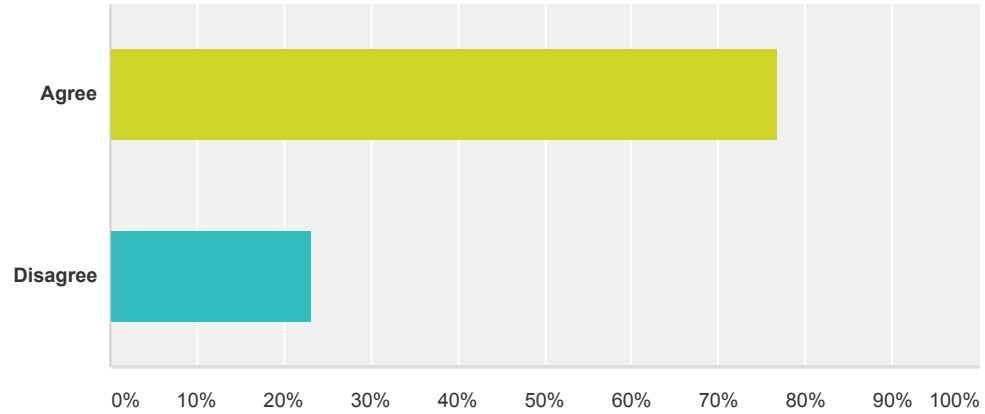


Answer Choices	Responses
Agree	69.23% 9
Disagree	30.77% 4
Total	13

#	Comments:
1	It seems everything is a reaction to something unexpected

Q24 The Board's adopted budget is fiscally responsible and serves as a policy document reflecting the District mission, planning goals, and objectives.

Answered: 13 Skipped: 1

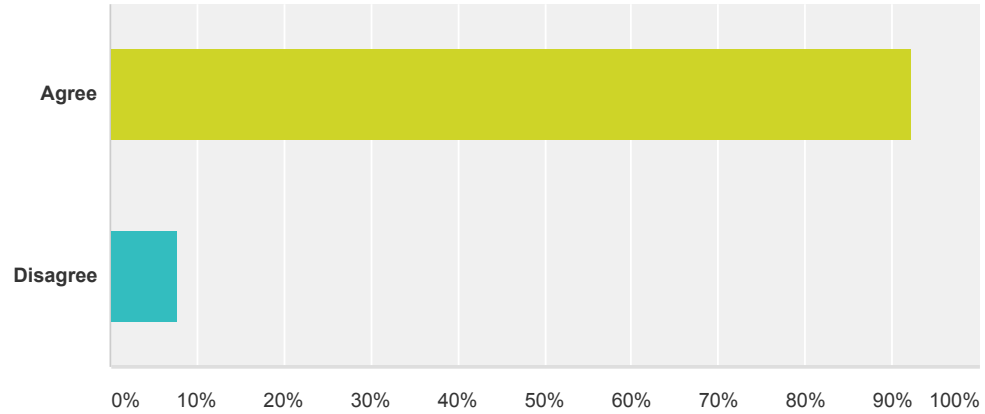


Answer Choices	Responses
Agree	76.92% 10
Disagree	23.08% 3
Total	13

#	Comments:
1	I am concerned about the depletion of reserves and the direction of collective bargaining.
2	See my answer to number 2
3	Issues involving staffing at the district office, custodial services at the campuses and other issues remain unresolved.

Q25 The Board's adopted budget includes realistic revenue projections, expenditures, and adequate reserves sufficient to deliver quality educational programs and services.

Answered: 13 Skipped: 1

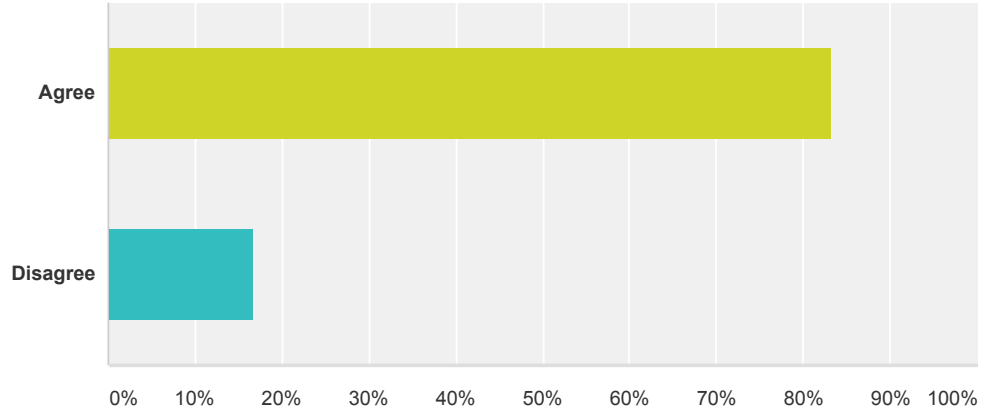


Answer Choices	Responses
Agree	92.31% 12
Disagree	7.69% 1
Total	13

#	Comments:
1	Except as noted above.
2	The board is willing to make over a million dollars worth of cuts to services and classes in order to continue to provide free health benefits to one group of employees - how is that providing quality educational programs and services

Q26 The Board evaluates its strategic planning and links budget and outcomes to improvement in the process.

Answered: 12 Skipped: 2

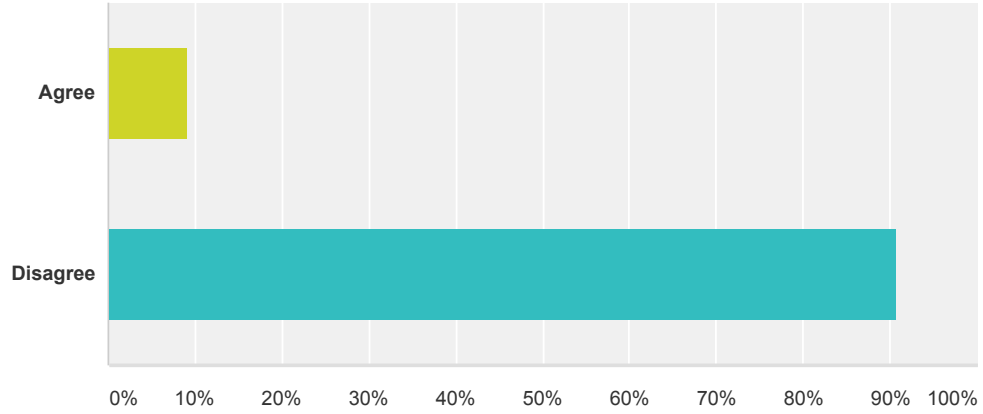


Answer Choices	Responses
Agree	83.33% 10
Disagree	16.67% 2
Total	12

#	Comments:
1	Could be better.
2	What planning?
3	Neither agree nor disagree. In some areas, the Board's budget planning is linked to stated outcomes, in other areas, not so much.

Q27 The Board supports the Chancellor and allows the Chancellor to do his/her job without interference in non-policy matters.

Answered: 11 Skipped: 3

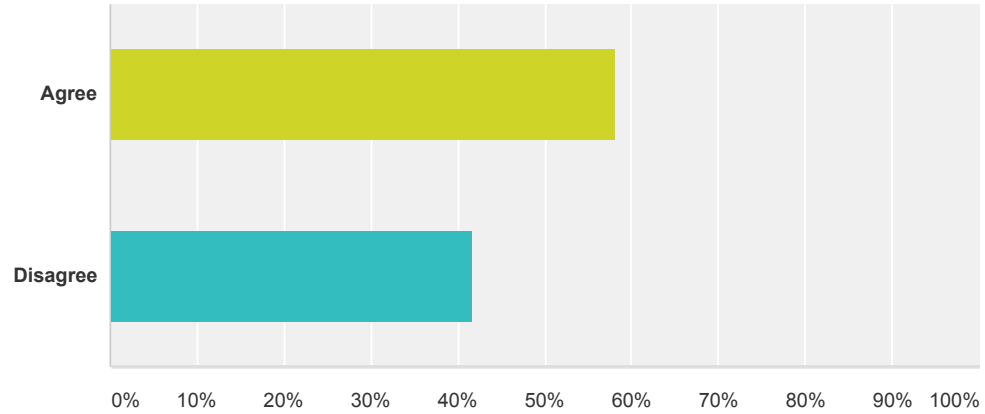


Answer Choices	Responses
Agree	9.09% 1
Disagree	90.91% 10
Total	11

#	Comments:
1	This area needs specific attention since there seems to be operational directions and expectations from the Board members.
2	The Chancellor cannot do her job because she is too busy addressing issues on college operational matters.
3	Unclear
4	Some red flags.
5	Given the current situation - one that the board has yet to explain to the public or the employees - I would say this is proof the board does not support the chancellor

Q28 The Board annually evaluates the Chancellor's performance in meeting the Board's goals and objectives for the District.

Answered: 12 Skipped: 2

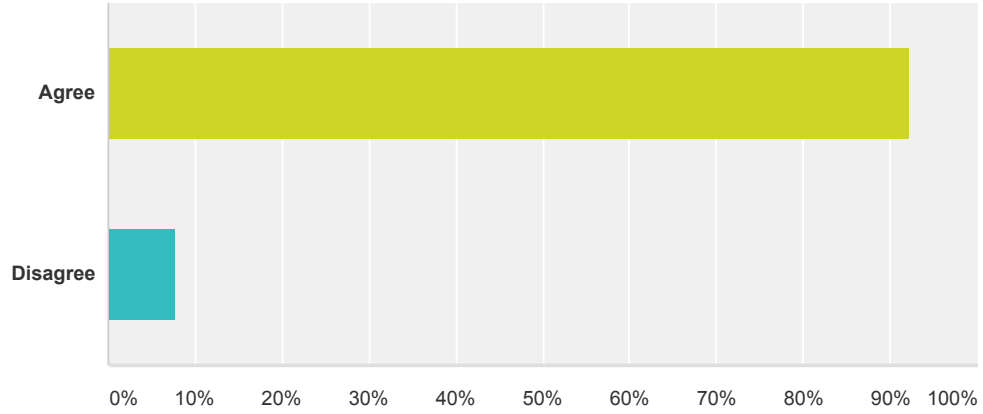


Answer Choices	Responses
Agree	58.33% 7
Disagree	41.67% 5
Total	12

#	Comments:
1	Current situation clearly demonstrates they have not evaluated her in a timely manner to provide direction in her performance.
2	no clue - they have definitely evaluated the chancellor but it is unclear what they are thinking
3	The Board has been continuously evaluating the Chancellor, not annually.

Q29 Trustees engage in professional development activities to remain informed, effective leaders.

Answered: 13 Skipped: 1

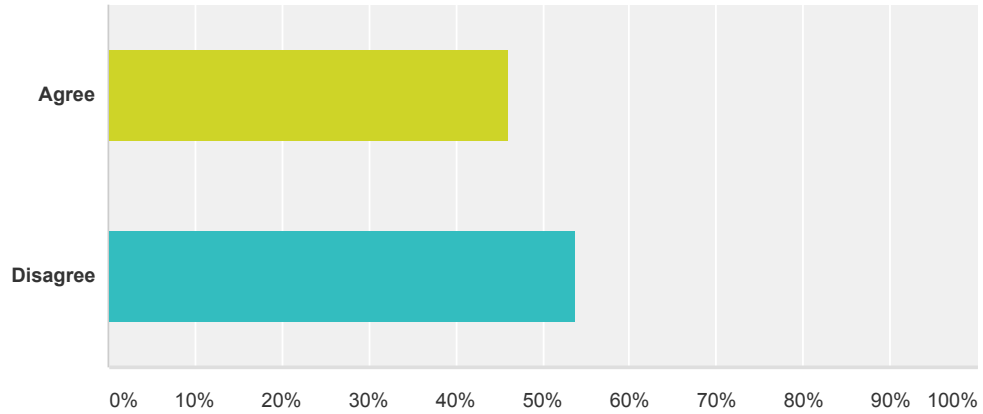


Answer Choices	Responses
Agree	92.31% 12
Disagree	7.69% 1
Total	13

#	Comments:
1	They seem to be on every statewide committee available to them

Q30 The Board understands the mechanics of accreditation and is involved in the District's accreditation processes.

Answered: 13 Skipped: 1



Answer Choices	Responses
Agree	46.15% 6
Disagree	53.85% 7
Total	13

#	Comments:
1	There would not be movement into operational decisions if the Board understood the negative impact that this could have on accreditation.
2	I am a little concerned about accreditation inlight of some of the issues cited above.
3	They are concerned about accreditation but I don't know that they understand the mechanics - nor is it clear how involved they are in the process
4	Some trustees are stronger in this area than others.
5	To my knowledge, there has been no Board involvement in our ongoing accreditation process. It might be good for a Board member to attend DCAP, which is where the process is taking place. The Board's own committee also needs to weigh in on Standard IV.



Book VCCCD Board Policy Manual
Section Chapter 2 Board of Trustees
Title BP 2745 BOARD SELF-EVALUATION
Number BP 2745
Status Active
Legal [Accreditation Standard IV.B.1.e & g](#)
Adopted November 8, 2005
Last Reviewed May 12, 2015

The Board is committed to assessing its own performance as a Board through monthly meeting assessments and annually in May to identify its strengths and areas in which it may improve its functioning. Trustees will establish goals strengthening performance based upon the Board's monthly meeting assessments and annual assessment to measure its performance, effectiveness, and improvement in meeting Board performance goals. Results, progress, and corrective actions in meeting established Board performance goals will be reported in June each year.

To that end, the Chancellor shall establish a procedure.

See [Administrative Procedure 2745](#).

Last Modified by Laurie Nusser on May 18, 2015



Book	VCCCD Administrative Procedure Manual
Section	Chapter 2 Board of Trustees
Title	AP 2745 BOARD SELF-EVALUATION
Number	AP 2745
Status	Active
Legal	Accreditation Standard IV.B.1.e & g
Adopted	May 10, 2011
Last Reviewed	May 12, 2015

To strengthen Board performance, the Board evaluates itself monthly and annually according to the following process:

Monthly Meeting Assessments

- A Board meeting assessment will be distributed monthly, following each Board meeting, to all Board members in electronic format by the Chancellor's Office.
- Each Board member will complete and submit the provided monthly Board meeting assessment electronically within one week of distribution. Trustees who complete the survey will be identified.
- Chancellor's Office will compile the results by listing the distribution of responses given for each question and providing a list of all comments, including Trustees completing the assessment.
- Results for each monthly meeting assessment will be reviewed at the next regularly scheduled Board meeting as an item for discussion by the full Board.
- Chancellor's Office will compile the monthly meeting assessment results for the period of July through May into a Summary Report to be reviewed and discussed at the Board's Annual Planning Session in June. Findings will be used in developing Board annual goals for strengthening Board performance.
- All forms and documentation associated with monthly meeting assessments will be maintained in the Chancellor's Office.

Annual Board Self-Evaluation

- Each January, the Board will appoint two Trustees to serve on an Ad Hoc Board Self-Evaluation Committee to review the Board Self-Evaluation process and survey instruments with the Chancellor and/or Chancellor's designee(s).
- Ad Hoc Committee members will report outcomes to the full Board in a regularly-scheduled Board meeting no later than May.
- The Board Self-Evaluation will be distributed annually, in May, to all Board members in electronic format by the Chancellor's Office.
- Each Board member will complete the provided Board Self-Evaluation within a two-week period.
- To provide constituent feedback to the Board, a Board Evaluation will be distributed annually, in May, to Consultation Council members in electronic format by the Chancellor's Office.
- Consultation Council members will be given a two-week period to complete the Board Evaluation.
- The Director of Administrative Relations will compile survey results into a Board Evaluation Summary

Report by listing the distribution of responses given for each question and providing a list of all comments. In addition, Consultation Council members will prepare a written report summarizing Consultation Council's survey findings and comments to be presented to the full Board. One Trustee from the Ad Hoc Board Self-Evaluation Committee (or Trustee Deisgnee) will attend Consultation Council to participate in the survey findings' discussion.

- Survey results and Consultation Council's written summary report will then be reviewed and discussed at the Board's Annual Planning Session in June. Results, progress, and corrective actions in meeting previously-established Board annual performance goals will be evaluated and reported. New or updated Board development goals for strengthening performance will then be determined based on results in meeting previously-established Board performance goals and placed on a future Board meeting agenda for review and action.
- All forms and documentation associated with the Board Self-Evaluation process will be maintained in the Chancellor's Office.

Last Modified by Laurie Nusser on May 18, 2015