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| Date: **07.20.22** Board of Trustees Meeting RE: **Regular Board Meeting Minutes**Location: Room, C250, Student Administrative Center, 1301 South 48th Street, Quincy, IL 623051. **Call to Order/Appointment of Assistant Secretary**The **07.20.22** Board of Trustees meeting was called to order at the Student/Administrative Center, room 250, at 1301 South 48th Street, Quincy, IL 62305 at 6:00 p.m. by Ms. Diane Ary**,** Board Chair. Ms. Aryappointed Ms. Benz assistant secretary.  2. **Roll Call** Ms. Benz called roll: The meeting was conducted through video, audio, and/or telephonic access means without a quorum being physically present.  Members of the public were provided an opportunity to listen to the meeting by telephoning.

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| **NAME** | **AYE** | **NAY** | **PRESENT** | **ABSENT** |
| Ms. Archer |  |  | x |  |
| Ms. Hawley |  |  | x |  |
| Mr. Hess |  |  |  | x |
| Mr. Rhea |  |  | x |  |
| Mr. Sprague |  |  | X via zoom |  |
| Dr. Greenwell  |  |  | x |  |
| Mr. Fischer |  |  | x |  |
| Ms. Ary |  |  | x |  |
| Voice Vote |  |  |  |  |

**Attendees:** Mr. Michael Elbe,Ms. Leah Benz, Mr. Josh Welker, Ms. Tracy Orne, Ms. Tracy Hagman, Ms. Melanie Lechtenberg (via Zoom), Mr. Dave Hetzler, Mr. Bill LaTour, Ms. Rachel Hansen, Mr. Mark Meyer, Ms. Lexus Hagerbaumer, Mr. Bill LaTour, and Mr. Heath Richmond 3. **Pledge of Allegiance; Mission Statement** – The mission statement of JWCC enriches lives through learning by providing accessible educational opportunities and services at an exceptional value was read by student trustee Ms. Lauren Archer.4. **Introductions**President Elbe introduced new employee:* Lexus Hagerbaumer, Technician, Help Desk

5. **Special** **Report -** Ms. Orne provided information on the strategic enrollment and retention management plan. Some community colleges are experiencing slight increases after sharp decreases. Ms. Orne shared some paths to increase enrollment which included program expansion, increase retention efforts, intensify support of students, partnerships, promote short-term, CTE and career pathways, examine the how and when of Instructional delivery, and automation of processes. Anticipated projects to increase enrollment from years 23-25 were shared. Projections vs targeted numbers were also shared. Target strategic initiatives by each fiscal year were outlined in steps to achieve these projections. Dr. Greenwell inquired on the goals of instruction. President Elbe stated he would provide the detailed Enrollment Management Plan noting this special report was a follow up to the Spring Board retreat questions.6. **Consideration of Items from the Floor** -None7.  **Public and/or Employee Comment** - None 8.1 **ICCTA/West Central Region Report – *Ms. Paula Hawley, ICCTA representative*, *Mr. Don Hess, alternate.*** The next ICCTA meeting is scheduled for September 9-10. Ms. Hawley plans to attend this event. In the Board packet for July the dues for ICCTA membership are being presented. 8.2 **Board Executive Committee Report** **– *Ms. Diane Ary, Mr. Bob Rhea, Mr. Larry Fischer.*** The Executive Committee met on Thursday, July 14, 2022, at 11:00 a.m. in room C252 with Ms. Diane Ary (Via Zoom), Mr. Bob Rhea, Mr. Larry Fischer, trustees; Mr. Michael Elbe president, and Ms. Leah Benz, note taker in-person. **Guests in attendance:** Mr. Rome Frericks, Executive Director – Quincy Park District and Mr. John Frankenhoff, Quincy Park Board president.**July Board of Trustees Agenda items**Business items included:* FY23 budget
* Strategic Plan for FY23
* 1st installment of ICCTA dues in the amount of $4,250
* Appointment of Treasurer and Assistant Treasurer
* Acceptance of bid from Million construction Company for courtyard concrete improvements
* Approval to accept the bid from Maas Construction for the Workforce Development Expansion project in the amount of $6,650,000

**Grants** – Five grants were shared.The committee heard an update on the Ag Center opening and presidential search. A tentative fall retreat date of October 17 was set.Quincy Park board representatives were invited to the Executive Committee to answer questions on a proposed park for the Southeast portion of Quincy on 10.7 acres of JWCC property. This is only being discussed at this stage. Mr. Fischer encouraged all Board members to attend the August 9 Orr Center ribbon cutting.  8.3 **Board Curriculum Committee Report** - The Curriculum Committee met on Monday, July 11, 2022, at John Wood Community College, meeting virtually by Zoom. Attending were Ms. Andrew Sprague, trustee, Dr. Laurel Klinkenberg, vice president of Instruction, and Kristina Johnson, note taker. Absent was President Michael L. Elbe and trustee Paula Hawley.The annual academic discipline and career and technical education forms along with the ICCB Academic Discipline and Career and Technical Education 5-year review templates were discussed. Quality improvement process faculty involved. Other Annual Program Reviews discussed in Career and Technical Education were the Electrical Technology, AAS Degree and Web Design Certificate.8.4 **Board Finance and Audit Committee Report** – ***Dr. Randy Greenwell, Mr. Don Hess*** -The Finance and Audit Committee met on Monday, July 20, 2022, at 2:00 p.m. at the John Wood Community College, room, C242. Present were Dr. Randy Greenwell, and Mr. Don Hess, trustees, Mr. Josh Welker, Dean of Business Services & Institutional Effectiveness, Mr. John Reinhardt, Director of Fiscal Services, Mr. Mike Elbe, president, and Jenny Venvertloh, note taker.Mr. Reinhardt was introduced as the new director of fiscal services.Bills for payment, and travel requests were reviewed. No financials or investments are reviewed in July due to year -end processes. These will be presented in August.Board items were reviewed and included: the budget which was presented in June and has been on display for public inspection, the FY22-23 Strategic Master Plan includes the Mission, Vision, Core Values, Strategic Goals and Summary of Strategic Action Plans, the courtyard concrete improvements proposals received, and Workforce Expansion bids. Million Construction was recommended for the courtyard concrete in the amount of $102,400, and Maas Construction Inc., was recommended for acceptance for the Workforce Development Center in the amount of $6,650,000.8.5 **Student Trustee Report** – ***Ms. Lauren Archer -*** Trail Blazer Camp will be held within the next several weeks. This is the introductory event for SGA members. August 31 the Back-to-School Barbeque is scheduled. Local businesses are being asked to participate in the day’s events to market to students. The time of the event is 11:00-1:00 p.m. 8.6 **Administration Report** - ***Mr. Elbe*** - A Diversity, Equity, and Inclusion statement was drafted by the JWCC DEI committee. This newly formed standing committee has met six times to examine the college climate survey results and drafting this statement. President Elbe asked that it align with the College mission statement. Board members were asked to review the statement as it will be placed on the August Board agenda for adoption. Upon adoption it will be shared at faculty convocation and at the College wide meeting on August 18. New regulations are being required to have this statement included on our website, as well as offering training and reports. 9. **Consent Agenda**  **Consent business** 9.1Request approval of 06.15.2022 regular meeting minutes and special minutes9.2 Request approval of bills for payment for June payment **Finance and Audit Committee**9.3 Request approval of trustee and employee travel expenditures for June **Finance &** **Audit** **Committee****MOTION:**  *Request approval of the consent agenda items* Moved by: Dr. GreenwellSeconded by: Mr. Rhea**Discussion:**

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| **NAME** | **AYE** | **NAY** | **PRESENT**  | **ABSENT** |
| Ms. Archer | x  |  |  |  |
| Ms. Hawley | x  |  |  |  |
| Mr. Hess |  |  |  | x |
| Mr. Rhea | x  |  |  |  |
| Mr. Sprague | x zoom |  |  |  |
| Dr. Greenwell  | x |  |  |  |
| Mr. Fischer | x |  |  |  |
| Ms. Ary | x  |  |  |  |
| Voice Vote |  |  |  |  |

10. **Grant Items - All grants were proposed in one motion.**10.1 **MOTION*:*** *Authorization to accept grant funds from Dollar General Literacy Foundation for Adult Education / GED Testing Fees RE: Amount: $4,000*Moved by: Dr. Greenwell Seconded by: Ms. Hawley1. **Discussion:** Funding covers the testing fees for adult learners who cannot otherwise afford them. This will allow students to test and move right into employment or further education opportunities.

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| **NAME** | **AYE** | **NAY** | **PRESENT**  | **ABSENT** |
| Ms. Archer | x |  |  |  |
| Ms. Hawley | x |  |  |  |
| Mr. Hess |  |  |  | x |
| Mr. Rhea | x |  |  |  |
| Mr. Sprague | x Zoom |  |  |  |
| Dr. Greenwell  | x |  |  |  |
| Mr. Fischer | x |  |  |  |
| Ms. Ary | x |  |  |  |
| Voice Vote |  |  |  |  |

10.2 **MOTION*:*** *Authorization to accept grant funds from Workforce Innovation Board of Western IL for Class-Sized Training Program RE: Amount: $105,906.50*Moved by: Mr. RheaSeconded by: Ms. Hawley1. **Discussion:** The Workforce Office of Western Illinois issues this Request for Proposal (RFP) to solicit qualified training providers to offer class-sized training programs under the Workforce Innovation and Opportunity Act (WIOA) Title 1-B in Illinois.Class-sized training, resulting in a certification, for a minimum of six (6) WIOA eligible individuals including adults, dislocated workers, and out of school youth. For positive performance all participants must receive a training certification. JWCC will focus on trainings in Automation & Robotics, and Welding.

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| **NAME** | **AYE** | **NAY** | **PRESENT**  | **ABSENT** |
| Ms. Archer | x |  |  |  |
| Ms. Hawley | x |  |  |  |
| Mr. Hess |  |  |  | x |
| Mr. Rhea | x |  |  |  |
| Mr. Sprague | x Zoom |  |  |  |
| Dr. Greenwell  | x |  |  |  |
| Mr. Fischer | x |  |  |  |
| Ms. Ary | x |  |  |  |
| Voice Vote |  |  |  |  |

10.3 **MOTION**: *Authorization to submit a grant application to the Illinois Community College Board for Adult Education and Literacy grant RE: Amount: $274,439* Moved by: Dr. GreenwellSeconded by: Ms. Hawley1. **Discussion:** Adult Education & Literacy grant provides instruction and support services that create pathways for adult learners to obtain knowledge and skills necessary for employment and self-sufficiency; attain a high school equivalency credential and transition to post-secondary education and training; and assist English language learners in improving their reading, writing, speaking, and math skills.

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| **NAME** | **AYE** | **NAY** | **PRESENT**  | **ABSENT** |
| Ms. Archer | x |  |  |  |
| Ms. Hawley | x |  |  |  |
| Mr. Hess |  |  |  | x |
| Mr. Rhea | x |  |  |  |
| Mr. Sprague | x Zoom |  |  |  |
| Dr. Greenwell  | x |  |  |  |
| Mr. Fischer | x |  |  |  |
| Ms. Ary | x |  |  |  |
| Voice Vote |  |  |  |  |

10.4 **MOTION**: *Authorization to submit grant applications to the Illinois Green Economy Network for IGEN Multiple projects RE: Amount up to $127,773*Moved by: Mr. RheaSeconded by: Ms. Hawley1. **Discussion:** This request is for approval of multiple grant applications to IGEN:
* **$40,073 – Auditorium Stage LED Replacement Project** to replace the auditorium’s 24 ellipsoidal stage lights with energy and cost-efficient LED fixtures.
* **$4,350 – Security Lighting Upgrade Project** to install new LED wall pack security lights, under-canopy security lights in the loading dock area, and exit door security lights.
* **$83,350 – Parking Lot Lighting Upgrade Project** will include retrofitting the existing light poles at the main campus with LED light fixtures to improve lighting levels and reduce energy costs.

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| **NAME** | **AYE** | **NAY** | **PRESENT**  | **ABSENT** |
| Ms. Archer | x |  |  |  |
| Ms. Hawley | x |  |  |  |
| Mr. Hess |  |  |  | x |
| Mr. Rhea | x |  |  |  |
| Mr. Sprague | x Zoom |  |  |  |
| Dr. Greenwell  | x |  |  |  |
| Mr. Fischer | x |  |  |  |
| Ms. Ary | x |  |  |  |
| Voice Vote |  |  |  |  |

10.5 **MOTION**: *Authorization to submit grant applications to the Illinois Department on Aging RSVP for Illinois Department on Aging grant RE: Amount $55,680*Moved by: Dr. GreenwellSeconded by: Ms. Hawley1. **Discussion:**  Illinois Department on Aging RSVP Grant provide funding for salaries, program support and volunteer recognition for the Adams, Brown, and Pike County RSVP program. These funds will be used to meet the matching funding needed for the AmeriCorps Seniors annual grant.

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| **NAME** | **AYE** | **NAY** | **PRESENT**  | **ABSENT** |
| Ms. Archer | x |  |  |  |
| Ms. Hawley | x |  |  |  |
| Mr. Hess |  |  |  | x |
| Mr. Rhea | x |  |  |  |
| Mr. Sprague | x Zoom |  |  |  |
| Dr. Greenwell  | x |  |  |  |
| Mr. Fischer | x |  |  |  |
| Ms. Ary | x |  |  |  |
| Voice Vote |  |  |  |  |

11. **Personnel Items** 11. **Personnel Items** 11.1 **MOTION:** *Authorize to employ new staff and faculty, accept resignations, retirements, terminations, and implement status changes as presented* Moved by: Mr. RheaSeconded by: Dr. Greenwell**Discussion:**

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| **NAME** | **AYE** | **NAY** | **PRESENT** | **ABSENT** |
| Ms. Archer | x |  |  |  |
| Ms. Hawley | x |  |  |  |
| Mr. Hess |  |  |  | x |
| Mr. Rhea | x |  |  |  |
| Mr. Sprague | x Zoom |  |  |  |
| Dr. Greenwell  | x  |  |  |  |
| Mr. Fischer | x |  |  |  |
| Ms. Ary | x |  |  |  |
| Voice Vote |  |  |  |  |

12. **Business** 12.1 **MOTION***: Request approval of the Fiscal Year 2023 resolution and certificate adopting the annual budget Public Hearing of the Budget*Moved by: Dr. GreenwellSeconded by: Mr. Rhea**Discussion:** The budget is balanced with operating revenue and expenditures of $16,412,835. This is an increase from the fiscal year 2022 budget of $213,406.Operating revenue projections include:* Federal Higher Education Relief Fund (HEERF) lost revenue of $250,000
* State funding of $2,261,279 which represents 8.5% of total revenues
* Tuition revenue based on 34,000 credit hours which represents a decrease of 6,300 credit hours from FY2022 budgeted credit hours
* Local property tax levy of $5,629,406 based on an estimated flat tax rate which represents 34.3% of total revenues
* Corporate Personal Property Replacement Tax revenue of $750,546 which represents an increase of $275,546 over the FY2022 budgeted amount
* Tuition increases of $7.00 per credit hour

Operating expenditure projections include:* All contractual obligations including all debt payments
* Items from the College’s Strategic Master Plan
* Faculty and staff salary increases of approximately 4.75% for all Board approved positions and associate faculty
* Funding for the following position changes: upgrade of Financial Aid Coordinator to Financial Aid Manager, upgrade of Concurrent Enrollment Coordinator to Concurrent Enrollment Manager, creation of new PT Concurrent Enrollment Success Coach

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| NAME | AYE | NAY | PRESENT  | ABSENT |
| Ms. Archer | x |  |  |  |
| Ms. Hawley | x |  |  |  |
| Mr. Hess |  |  |  | x |
| Mr. Rhea | x |  |  |  |
| Mr. Sprague | x Zoom |  |  |  |
| Dr. Greenwell | x |  |  |  |
| Mr. Fischer | x |  |  |  |
| Ms. Ary | x |  |  |  |
| Voice Vote | x |  |  |  |

12.2 **MOTION*:*** *Request adoption of the 2023 Strategic Plan* Moved by: Dr. GreenwellSeconded by: Mr. Rhea**Discussion:**  The FY2023 Strategic Master Plan includes the Mission, Vision, Core Values, and Strategic Goals that the Board of Trustees reaffirmed during the fall 2021 Board Retreat; Key Performance Indicators that were updated spring 2022; and Strategic Action Plans with a projected FY2023 cost of $10,340,526, which includes projected grant funding for some items. All non-grant projected costs are included in the FY2023 Annual Budget

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| NAME | AYE | NAY | PRESENT  | ABSENT |
| Ms. Archer | x |  |  |  |
| Ms. Hawley | x |  |  |  |
| Mr. Hess |  |  |  | x |
| Mr. Rhea | x |  |  |  |
| Mr. Sprague | x Zoom |  |  |  |
| Dr. Greenwell | x |  |  |  |
| Mr. Fischer | x |  |  |  |
| Ms. Ary | x |  |  |  |
| Voice Vote | x |  |  |  |
| 12.3 **MOTION*:*** *Request approval to pay the 1st installment of the ICCTA dues RE: $4,250*Moved by: Mr. SpragueSeconded by: Ms. Hawley**Discussion:** The Board of Trustees approve the 1st installment of the ICCTA dues in the amount $4,250.00 up from $4,028.00 last year.

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| NAME | AYE | NAY | PRESENT  | ABSENT |
| Ms. Archer | x |  |  |  |
| Ms. Hawley | x |  |  |  |
| Mr. Hess |  |  |  | x |
| Mr. Rhea | x |  |  |  |
| Mr. Sprague | x Zoom |  |  |  |
| Dr. Greenwell | x |  |  |  |
| Mr. Fischer | x |  |  |  |
| Ms. Ary | x |  |  |  |
| Voice Vote | x |  |  |  |

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12.4 **MOTION***: Request appointment of Treasurer, Mr. Josh Welker and Assistant Treasurer, Mr. John Reinhardt for the College* Moved by: Dr. GreenwellSeconded by: Mr. Rhea**Discussion:** Board Policy 601 states the Board of Trustees shall appoint a Treasurer and Assistant Treasurer for the District to serve at the request of the Board. The Treasurer and Assistant Treasurer so appointed shall not be a member of the Board. This recommended appointment will continue to be Mr. Josh Welker, Dean of Business Services and Institutional Effectiveness and Mr. John Reinhardt, newly appointed Director of Fiscal Services.

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| NAME | AYE | NAY | PRESENT  | ABSENT |
| Ms. Archer | x |  |  |  |
| Ms. Hawley | x |  |  |  |
| ~~Mr. Hess~~ |  |  |  | x |
| Mr. Rhea | x |  |  |  |
| Mr. Sprague | x Zoom |  |  |  |
| Dr. Greenwell | x |  |  |  |
| Mr. Fischer | x |  |  |  |
| Ms. Ary | x |  |  |  |
| Voice Vote | x |  |  |  |

12.5 **MOTION***: Request approval to accept the proposal and award Million Construction Company the bid for courtyard concrete improvements in the amount of $102,400*Moved by: Seconded by: **Discussion:** JWCC solicited request for proposals from qualified vendors to provide courtyard concrete improvements. The request for proposals were advertised in the Quincy-Herald Whig and on the John Wood Community College website. Two proposals were received.**Vendor** Million Construction Total Cost: $102,400.00 3626 S 46th St. Quincy, IL 62305Rees Construction Co. Total Cost: $113,500.00517 Kentucky St.Quincy, IL 62306 The low bid was awarded the bid. Mr. Fischer inquired on the timeline of this project. It was noted the importance of getting this completed on schedule or as near to the timeline as possible. Discussion followed on stressing the importance of this to Million Construction.

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| NAME | AYE | NAY | PRESENT  | ABSENT |
| Ms. Archer | x |  |  |  |
| Ms. Hawley | x |  |  |  |
| Mr. Hess | x |  |  | x |
| Mr. Rhea | x |  |  |  |
| Mr. Sprague | x Zoom |  |  |  |
| Dr. Greenwell | x |  |  |  |
| Mr. Fischer | x (noting timeline completion) |  |  |  |
| Ms. Ary | x |  |  |  |
| Voice Vote | x |  |  |  |

12.6 **MOTION***: Request approval to accept one of the bids submitted and award the Workforce Development Expansion project to Maas Construction in the amount of $6,650,000*Moved by: Dr. GreenwellSeconded by: Mr. Fischer**Discussion:** JWCC solicited bids from qualified vendors for an expansion project for the Workforce Development Center. The bids were advertised in the Quincy-Herald Whig, the John Wood Community College website, and the Klingner Planroom. Three bids were received.**Vendor** Maas Construction, Inc. Total Cost: $6,650,000.00 3615 St. Anthony Road Quincy, IL 62305Waterkotte Construction, Inc. Total Cost: $7,347,000.00PO Box 3586 Services & Institutional EffectivenessQuincy, IL 62305Bleigh Construction Company Total Cost: $6,963,000.00PO Box 957Maas Construction received the bid.Administration stated the project is over budget from submission of the application of the project due rising costs. Submission from 4.9 million to 6.6 million is the increase. A spreadsheet list of cost saving measures has been compiled to decrease the cost if necessary. This is the number one prioritization of the bonding for debt for capital projects that will be begin. Return on Investment for taxpayers, students, and the college is the top priority.

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| NAME | AYE | NAY | PRESENT  | ABSENT |
| Ms. Archer | x |  |  |  |
| Ms. Hawley | x |  |  |  |
| Mr. Hess |  |  |  | x |
| Mr. Rhea | x |  |  |  |
| Mr. Sprague | x Zoom |  |  |  |
| Dr. Greenwell | x |  |  |  |
| Mr. Fischer | x |  |  |  |
| Ms. Ary | x |  |  |  |
| Voice Vote | x |  |  |  |

13. **Discussion Item** **Calendar of Events** 13.1 Calendar of Events August 9 ribbon cutting @10:30 at the Orr CenterTrustees were asked to RSVP to Ms. Benz on their intentions.Fall retreat is scheduled for October 17. This date could also be reserved to make a final selection of a presidential candidate if necessary.14. **Notices and Communications** * Wine Pull by the Foundation September 22
* JWCC Foundation Scholarship reception, October 25

15. **Other Items**16. **Closed Session** 17.1 *A closed session will be necessary to consider the appointment, employment, discipline, performance, or dismissal of specific employees of the public and consideration of presidential search matters.* Moved by: Dr. GreenwellSeconded by: Mr. Rhea

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| **NAME** | **AYE** | **NAY** | **PRESENT** | **ABSENT** |
| Ms. Archer | x |  |  |  |
| Ms. Hawley | x |  |  |  |
| Mr. Hess |  |  |  | x |
| Mr. Rhea | x |  |  |  |
| Mr. Sprague | x Zoom |  |  |  |
| Dr. Greenwell  | x  |  |  |  |
| Mr. Fischer | x |  |  |  |
| Ms. Ary | x |  |  |  |
| Voice Vote |  |  |  |  |

**18. Public Session**18.1**MOTION:** *Resume to Open Session*Moved by: Dr. GreenwellSeconded by: Ms. Hawley

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| **NAME** | **AYE** | **NAY** | **PRESENT** | **ABSENT** |
| Ms. Archer | x |  |  |  |
| Ms. Hawley | x |  |  |  |
| Mr. Hess |  |  |  | x |
| Mr. Rhea | x |  |  |  |
| Mr. Sprague | x Zoom |  |  |  |
| Dr. Greenwell  | x  |  |  |  |
| Mr. Fischer | x |  |  |  |
| Ms. Ary | x |  |  |  |
| Voice Vote |  |  |  |  |

19. **Adjournment** 19.1 **MOTION:** *Adjourn the July 20, 2022, Board of Trustees regular meeting* Moved by: Mr. FischerSeconded by: Dr. Greenwell

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| **NAME** | **AYE** | **NAY** | **PRESENT** | **ABSENT** |
| Ms. Archer | x |  |  |  |
| Ms. Hawley | x |  |  |  |
| Mr. Hess |  |  |  | x |
| Mr. Rhea | x |  |  |  |
| Mr. Sprague | x Zoom |  |  |  |
| Dr. Greenwell  | x  |  |  |  |
| Mr. Fischer | X  |  |  |  |
| Ms. Ary | x |  |  |  |
| Voice Vote |  |  |  |  |

20. **Approval:**Approved the **17thth day of August 2022**, at a meeting of the Board of Trustees of Community College District No. 539, meeting in the Agricultural Science Complex Building, 37803 Street, HWY 104, Baylis, IL 62314 at which \_\_\_\_\_\_\_\_voting members were present, constituting a quorum by a vote of \_\_\_ayes and \_\_\_\_\_\_\_\_nays.**CHAIR:X\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_SECRETARY:X\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_** |  |