

**West Virginia School of Osteopathic Medicine
Board of Governors – Regular Meeting
Friday, September 8, 2023
Location: Conference Center, located in the
WVSOM Student Center**

I. Call to Order, Roll Call/Quorum, and Mission Statement

The meeting was called to order at 10:02 am by Board Chair, Dr. Belt. Roll call was taken by Board Secretary, Ms. Kirby. A quorum was present. The WVSOM mission statement was read by Board Vice Chair, Dr. Morgan.

Members Present:

Randall Belt, D.O., Chair	Michael Muscari, D.O.
Frederick Morgan, D.O., Vice Chair	Gary Poling, D.O. (teleconference)
Marlena Kirby, Secretary	Erin Reese (teleconference)
Thomas Cole (left meeting 12:25 pm)	Caitlyn Santer, D.O.
Sharon Hall	Todd Smith, D.O. (left teleconference at 12:34 pm)
Robert Holstein, D.O. (left teleconference at 12:41 pm)	Peter Ward, Ph.D.

Members Absent:

None.

Others in Attendance:

James W. Nemitz, Ph.D., President	Debbie Green, Scribe/Board Liaison
Jeffrey Shawver, J.D., General Counsel	

II. Introductions

Chair Belt introduced Erin Reese, OMS III, the new student representative elected to the WVSOM Board of Governors effective July 1, 2023 to replace Olivia Giambra, OMS IV.

In addition to providing further introduction of Ms. Reese, President Nemitz introduced David Meadows, MBA, WVSOM's new Vice President for Finance & Facilities & Chief Financial Officer, and Dovenia Ponnoth, Ph.D., WVSOM's Interim Associate Dean for Research & Sponsored Programs.

III. Public Comment

There were no public comments.

IV. Approval of Minutes

It was moved and seconded (Muscari/Ward) to approve the minutes of the June 16, 2023 regular meeting as presented. Motion Carried

V. Agenda Order

No changes were made to the agenda order.

VI. Rules

- A. DO-10: Leave of Absence (revised). Dr. Ward, Chair of the Academic Committee, reported the committee reviewed the proposed policy revisions and recommended the policy as revised to the full board for approval.

It was moved and seconded (Dunbar/Santer) to adopt the revisions of DO-10: Leave of Absence as revised and presented. No questions or discussion. Motion Carried

- B. E-38: Withdrawal (revised). Dr. Ward reported the Academic Committee reviewed the proposed policy revisions and recommended the policy as revised to the full board for approval.

It was moved and seconded (Hall/Santer) to adopt the revisions of E-38: Withdrawal as revised and presented. No questions or discussion. Motion Carried

- C. GP-10: Leave of Absence (revised). Dr. Ward reported the Academic Committee reviewed the proposed policy revisions and recommended the policy as revised to the full board for approval.

It was moved and seconded (Santer/Ward) to adopt the revisions of GP-10: Leave of Absence as revised and presented. No questions or discussion. Motion Carried

VII. Reports

- A. Chair of the Board of Governors. Chair Belt thanked the board for electing him as Board Chair at the June 16, 2023 meeting. Chair Belt stated he met with various members of the leadership team on September 7, 2023, and he is looking forward to working with everyone.

1. Committee Reports.

- a. Academic Committee. Dr. Ward, Chair of the Academic Committee, stated the committee met and approved the policy revisions for DO-10: Leave of Absence, E-38: Withdrawal and GP-10: Leave of Absence.
- b. Finance & Audit Committee. Ms. Hall, Chair of the Finance & Audit Committee, reviewed the financial updates for FY 2022-2023 and FY 2023-2024. The committee also received updates on construction, research appropriation funding, admissions tuition waivers, and the Robert C. Byrd Clinic which will be presented to the full board. The committee had no action items to be presented to the full board.
- c. Institutional Policy Committee. Chair Belt stated the Institutional Policy Committee did not meet.

- B. President of WVSOM.

1. Administration.

- a. President's Update. President Nemitz provided an update on the following topics. The full report was placed in the board's Microsoft Teams account.
 - Senior Administration. President Nemitz has implemented the appointments and changes to Senior Administration that he made the board aware of at the June 16, 2023 meeting.

- Admissions. President Nemitz stated admissions and enrollment is critical, and he is very pleased that WVSOM has 53 in-state students for Academic Year (AY) 2023-2024. President Nemitz commended the Admissions Department, led by Ronnie Collins, for an outstanding job. President Nemitz stated WVSOM matriculated a total of 197 new students for AY 2023-2024. WVSOM missed its goal to matriculate 200 new students due to the “melt”, a term used to describe students that withdraw just prior to matriculation. This phenomenon happened all over the country and was significant this year. Strategies to address the “melt” will be discussed during the admissions update. The Class of 2027 has 17 returning students, and the faculty is finalizing the new curriculum which will hopefully decrease the number of repeating students in future classes. The following tuition discounting and retention scholarships for West Virginia students were utilized during the 2022-2023 admissions cycle: 5 full tuition discounts, 7 Maier Foundation scholarships totaling \$50,000 for one year, and 2 Mag Mutual scholarships (\$2,500/each for 4 years totaling \$10,000/student). Only out-of-state students withdrew their applications during the “melt” so these scholarships were helpful in retaining West Virginia students. Another strategy that will be used during the upcoming admissions cycle is the new marketing campaign that will focus on the message that WVSOM students can specialize in any type of medicine in order to fulfill their individual career goals. President Nemitz stated he is hopeful the new campaign will debunk the faulty perception that a student at WVSOM is limited to practicing family medicine.
- Academics. The Higher Learning Commission (HLC) site visit for the Master’s Program in Biomedical Sciences is scheduled for September 11 – 12, 2023, and President Nemitz is anticipating a successful visit. The new academic year began July 24, 2023. Ultrasound will be embedded into the new curriculum throughout the year, and an ultrasound elective will be offered as well to students who wish to have more in-depth study of this topic. The new curriculum will be implemented in AY 2024-2025. Board members were encouraged to attend the Convocation & White Coat Ceremony which is scheduled for September 22, 2023.
- Research. Dr. El-Hefnawy resigned in June 2023, and Dovenia Ponnath, Ph.D., was appointed as Interim Associate Dean for Research and Sponsored Programs (ORSP). Dr. Ponnath has been proactive in moving things forward in the ORSP Department since her appointment. Human Resources is recruiting for a Grants Administrator for the ORSP Office and a Grants Manager for the Business Office. David Meadows and other on-campus employees have grant expertise which WVSOM is utilizing during this transitional period. The \$29 million state allocation has been received for the research addition. The \$325,000 federal allocation is expected to be received in September 2023. WVSOM has requested an additional \$6 million federal appropriation which is being championed by Senator Capito. President Nemitz has created an ad hoc advisory committee for the research addition project. The committee will solicit input from faculty, staff and students on needs and wants for the research addition. WVSOM will submit a Request for Proposal to identify and hire an architect for the project.
- Robert C. Byrd Clinic (RCBC). President Nemitz notified board members about RCBC’s financial difficulties on August 18, 2023 via email. President Nemitz provided the board with background information on RCBC and stated RCBC has

not been reimbursing WVSOM for its practice plan. Scot Mitchell, RCBC CEO, will provide a comprehensive presentation later in the meeting which will include financial information, clinic challenges and current solutions to address the problems.

- WVSOM Visibility. A full listing of media postings was placed in the board's Microsoft Teams account for review. WVSOM has been active in a variety of statewide meetings which has elevated the institution's media presence. President Nemitz reported Don Smith has been hired as Communications Director and will begin employment in October 2023. Ms. Hall encouraged board members to view the West Virginia Chamber of Commerce Business Summit which is available on YouTube. Ms. Hall stated President Nemitz did an excellent job representing WVSOM alongside President Gee and President Roth on the discussion about investing in the next generation.
 - Important Dates/Events. President Nemitz invited board members to attend the following: the Morgan Stanley presentation on WVSOM Foundation investments on September 21, 2023; the Convocation & White Coat Ceremony on September 22, 2023; the West Virginia Higher Education Board of Governors Summit on October 11 - 12, 2023 in Charleston which will assist board members with the completion of updated annual board education requirements; the next board meeting on November 3, 2023; and the *Wild West Benefit: Honoring "Buffalo" Bob Foster, D.O.* on November 4, 2023.
 - BOG Member Birthdays. The following board member birthdays were recognized: Dr. Poling, Dr. Holstein, Mr. Cole, and Dr. Morgan.
- i. Fundraising Update. Despite economic challenges and the continued search for a Development Director, the WVSOM Foundation team has raised \$74,708.46 in funds since the June 16, 2023 BOG meeting. In addition, a pledge of \$100,000 towards an existing endowed scholarship has been obtained. The \$300,000 Maier Foundation Challenge was met and a new \$400,000 challenge will begin. When the second challenge is completed, \$1.1 million in funds will be added to the West Virginia Emulation Endowment Trust/Dr. Olen E. Jones, Jr. Scholarship. In addition, the WVSOM Foundation will receive \$50,000 current use dollars each year the challenge is met. The WVSOM Foundation staff is creating innovative ways to ask for fundraising dollars including the recent "Help Us Over the Hump" event which resulted in \$3,835.94 from 21 employee donors. WVSOM has received its first charitable gift annuity, and President Nemitz encouraged board members to attend the upcoming *Wild West Benefit: Honoring "Buffalo" Bob Foster, D.O.* on November 4, 2023, to support student scholarships.
 - ii. Follow-up on Commission on Osteopathic College Accreditation (COCA) Response.
 1. COCA Professionalism Response. Dr. Linda Boyd, Vice President for Academic Affairs, Dean & Chief Academic Officer, reported that WVSOM's follow-up progress report submitted to COCA in May 2023 was unanimously accepted. The progress report addressed concerns regarding Standard 11.2. No further updates need to be provided to COCA, and WVSOM will continue with its regular accreditation cycle.

2. Research Update. Dr. Dovenia Ponnoth, Interim Associate Dean for Research and Sponsored Programs (ORSP), provided an update to board members on research issues cited in the COCA 2022 comprehensive site visit report. Dr. Ponnoth stated WVSOM is committed to research and the institution is required to demonstrate its commitment in order to meet Standard 8 in the COCA accreditation process. Standard 8 states WVSOM must have a strategic plan for research, have a research budget, ensure osteopathic medical manipulation (OMM) and osteopathic principles & practice (OPP) have a component in scholarly activity, and ensure students are able to participate in research through the creation of procedures and policies in order to encourage their engagement and participation. Dr. Ponnoth stated these goals coincide with WVSOM's mission which include the statement "to advance scientific knowledge through academic, clinical and basic science research". WVSOM's research and scholarly activity strategic plan was approved in 2019 and includes the following goals: to advance medical knowledge through biomedical, translational, clinical and educational research; to maximize sponsored program funding and sources; to explore initiatives to enrich the research environment and foster productivity; and to promote and provide curricular and co-curricular research and scholarly activity opportunities to students and residents. Next, Dr. Ponnoth reviewed the structure and workflow of the ORSP Department. ORSP supports research endeavors of all departments at WVSOM by providing pre-award services, poster printing, conference travel, training, and faculty/student development of research and scholarly activity. Dr. Ponnoth reviewed the types of WVSOM research and scholarly activity that the ORSP Department supports. Next, Dr. Ponnoth reviewed WVSOM's research infrastructure and resources as well as student involvement in research, and the resources available to them. WVSOM students have been increasingly involved in research projects and non-research scholarly activity since AY 2019-2020. Faculty and students present conference presentations regionally, nationally and internationally. WVSOM has invested in intramural research funding which provide funds for student travel, intramural grants and start-up funding for incoming faculty members. Additionally, extramural funding to support research efforts have steadily increased since AY 2019-2020.

Ms. Hall thanked Dr. Ponnoth for her comprehensive report. Dr. Ward requested that the chair or a member of the Research Committee be added to the ad hoc advisory research planning committee to ensure the research addition has both form and function. Dr. Ponnoth stated she has requested input from the department chairs as well as faculty and staff, and she will also rely heavily on the input the Research Committee provides for the planning of the addition. Further questions and discussion followed.

2. Finance.
 - a. FY 2022-2023 Financial Update. Mr. David Meadows, Vice President for Finance & Facilities & Chief Financial Officer, presented the financial statement ending June 30, 2023. On a core operating basis, WVSOM ended FY 2022-2023 with a \$1.9 million surplus. After factoring in the board's approval of the use of institutional

reserves for completion of the Testing Center, the positive surplus went down to a deficit of \$3.4 million. In preparation of the FY 2024-2025 budget, Mr. Meadows will analyze utility expenses to determine the deficit of that line item. Travel ended with a large surplus and Mr. Meadows stated that in the past travel spending units were allowed to budget at the maximum amount, which is not a prudent way to allocate resources. Moving forward, Mr. Meadows will analyze that line item as well. The Computer Supplies and Equipment line item has a deficit which was predicted due to the need to pre-purchase items due to supply chain issues. Another line item to be analyzed is Routine Maintenance Contracts due to the large surplus in FY 2022-2023. Overall, Mr. Meadows is very pleased with the budget.

Mr. Meadows stated the construction of the Testing Center is over 14 months behind, and he has had multiple meetings with the general contractor and architect of the project. Mr. Meadows is cautiously optimistic the building will be available for use by January 2024.

- b. FY 2023-2024 Financial Update. Mr. Meadows presented the financial statement ending July 31, 2023. Mr. Meadows has no concerns at this time regarding revenue and collection activities, and expenditures are normal. The Fire/Auto/Bond/& Other Insurance line item is currently at a deficit. Once student insurance fees are collected and credited, the line item will normalize.

VIII. Board Items

- A. Admissions Update and Overall Program Budget Review. Mr. Ronnie Collins, Executive Director of Enrollment Management, presented an update to board members on the results of the 2022-2023 admissions cycle, the “melt”, and a future plan of action to address the “melt”. Mr. Collins reviewed the Class of 2027 profile and stated West Virginia students increased by 21 from the previous year. Eleven full tuition waivers were offered and five were accepted. Mr. Collins is hopeful continued marketing of the full tuition waivers will improve that number in future years. Supplemental applications, which are sent directly from WVSOM to applicants, increased which is a positive sign of interest in WVSOM. Accepted students from WVSOM’s affiliated Pre-Osteopathic Medicine Programs (POMP) increased as well. Mr. Collins reviewed WVSOM enrollment over the past 10 years. Moving forward, WVSOM wants to continue to have a robust number of new students in anticipation that future classes will have fewer returning students after the implementation of the new curriculum in AY 2024-2025. Next, Mr. Collins reviewed a graph which detailed applicant withdrawals by month. Reasons for withdrawal include: an increase in new osteopathic medical schools and an increase in WVSOM metrics for out-of-state applicants to improve board pass rates. Mr. Collins anticipated an increase in withdrawals or “melt”, but not the drastic increase of over 300%. Eight withdrawals occurred one week prior to matriculation. Next, Mr. Collins presented a month-by-month admissions cycle timeline. The Admissions Department is dedicated to keep in contact with accepted students in order to keep them engaged prior to matriculation. Plans to address the “melt” for the 2023-2024 admissions cycle include: interviewing more students, encouraging accepted students to tour campus prior to a final decision, continuing the West Virginia student mentor program, allowing West Virginia accepted students to choose their Statewide Campus site, and hosting the first POMP day on campus.

Questions and discussion followed. Mr. Collins stated the primary reason for most of the withdrawals during the “melt” were due to students deciding to attend their in-state medical school in order to be closer to family and to obtain lower tuition. Mr. Collins stated three out of five full tuition waivers made a difference in these students attending WVSOM versus a different medical school. Dr. Muscari would like to investigate the idea of dedicating forfeited deposits back to the Admissions Department to be used as a retention tool. Discussion followed regarding the new marketing strategy which will showcase WVSOM alumni in specialties to demonstrate that applicants can fulfill their individual career goals. The idea of a travel budget to assist with prospective student expenses was also discussed since the data suggests that applicants who visit the campus have an increased matriculation rate. Mr. Collins stated the yield percentage of an applicant is as follows: virtual interview only approximately 40% versus virtual interview with in-person campus visit is approximately 70% - 80%.

- B. WVSOM Research Corporation. Mr. Jeffrey Shawver, Vice President for Legal, Governmental & External Affairs, Chief Legal Officer & General Counsel, presented a proposal regarding authorizing creation of a WVSOM Research Corporation. Mr. Shawver stated research corporations are generally used in higher education to: legally bypass specific inefficiencies in state government, thus providing a mechanism to streamline research efforts constrained by state regulations; capitalize on business opportunities; manage and commercialize intellectual property; and simplify and expedite the acquisition and utilization of research grants. Mr. Shawver reviewed the legislative purpose of research corporations and the characteristics of a research corporation. In order for a research corporation to function, an agreement must exist between the institution and the research corporation. Next, Mr. Shawver reviewed the requirements the agreement must contain. The WVSOM Board of Governors members may serve dual roles as an institutional board member and a research corporation board member if they have a desire to do so. In addition, the executive director of the research corporation must have a dual appointment with WVSOM. Next, Mr. Shawver reviewed the benefits a research corporation would bring to WVSOM. Mr. Shawver stated that layers of institutional oversight should exist to protect WVSOM and its assets. Steps that would need to be taken in order to create a research corporation are: to finalize and approve Articles of Incorporation for the research corporation; to submit an application to the West Virginia Secretary of State's office; to apply for 501(c)(3) not-for-profit tax status with the IRS; to draft an agreement between the WVSOM Board of Governors and the research corporation as required by West Virginia Code which would establish the central framework by which WVSOM and the research corporation would interact to advance WVSOM's research agenda; and to circulate the draft agreement to the WVSOM Board of Governors for approval. Once these steps are completed, the research corporation's board of directors would meet and adopt the bylaws governing the research corporation's day-to-day activities.

The request to authorize creation of the WVSOM Research Corporation is as follows: WVSOM requests that the WVSOM Board of Governors authorize the President and his designee(s) to take the steps necessary and prudent to create a non-profit research corporation, “WVSOM Research Corporation,” pursuant to the board's authority under West Virginia Code 18B-12-1, et seq.

Questions and discussion followed. Mr. Shawver stated the WVSOM Board of Governors may add additional layers of requirements to the agreement and relationship with the

research corporation (i.e., approval of board of director appointments, term renewal, etc.) as long as the minimum requirements as required by state code are met. Dr. Holstein requested to have a future discussion that the Board of Governors mandate their approval of the President's appointees to the research corporation's board of directors delineated in the agreement, and Dr. Poling agreed. Dr. Ward stated that, from the faculty perspective, a research corporation is essential to moving WVSOM's research enterprise forward.

It was moved and seconded (Ward/Hall) to approve the request to create a WVSOM Research Corporation as presented. Motion Carried

- C. Robert C. Byrd Clinic Update. President Nemitz introduced Scot Mitchell, CEO of the Robert C. Byrd Clinic (RCBC). Mr. Mitchell provided an update to the board on RCBC which included: an overview of services, number of providers employed, WVSOM's support to RCBC (in-kind contributions and contracted services), number of clinic encounters, net revenue, challenges, strategies to overcome challenges, market overview and growth strategy.

Extensive discussion followed regarding the challenges which RCBC faces including low productivity rates, difficulty recruiting and retaining support staff and inability to meet budget without financial support from WVSOM. Mr. Mitchell stated a new productivity plan was started in August 2023 in which providers will no longer be allowed to set their own schedule, and available appointment slots will be increased. Various board members asked questions concerning incentive pay, provider contracts, Centers for Medicare and Medicaid Services (CMA) quantity and quality metrics, chronic care management, new productivity goals for RCBC providers and patient satisfaction.

Mr. Mitchell stated RCBC is actively reducing expenses by eliminating unnecessary positions with the implementation of a hiring freeze for the last several months. RCBC has recently been awarded a Health Resources and Services Administration (HRSA) grant of \$1 million annually for the next three years which will provide temporary salary relief while RCBC increases patient encounter revenue and begins repayment of debt to WVSOM.

Another cost-saving strategy implemented at RCBC has been to optimize staffing including adding three RCBC-employed providers versus part-time WVSOM faculty clinicians. Also, a new policy is being utilized which institutes suspensions and monetary fines to providers with closing late charts so timely billing can be filed.

Discussion continued concerning the type of oversight that WVSOM legally maintains over RCBC. Mr. Shawver stated because of the cohesive relationship RCBC has with WVSOM, it would be in the best interest of RCBC's Board of Directors to listen to recommendations made by WVSOM. President Nemitz stated that the control WVSOM has over RCBC is their building and land, which is WVSOM property. President Nemitz also stated that the RCBC Board of Directors has been supportive of Mr. Mitchell's new productivity plan and cost-saving measures introduced at RCBC.

Other topics discussed included the practice plan and how it compares to other medical school practice plans in West Virginia, and the need for analysis and recommendations from an outside consultant of the entire medical practice. President Nemitz reiterated that Mr.

Mitchell and the current RCBC Board of Directors are committed to fixing the problems at RCBC, and he would encourage the WVSOM Board of Governors to monitor the current changes to see if improvements are being made. President Nemitz also stated that Mr. Mitchell is open to having WVSOM board members visit RCBC and make recommendations; however, President Nemitz believes WVSOM should stand firm and not forgive the FY 2022-2023 practice plan debt that is owed by RCBC.

Ms. Kirby asked to see a 10-year financial history at a future board meeting depicting WVSOM's relationship with RCBC, i.e., how many years the practice plan has been forgiven and how much RCBC is relying on WVSOM annually in rent, deferred maintenance, etc.

Dr. Poling reiterated the idea of WVSOM contracting an outside consultant for a review of RCBC and requested that WVSOM obtain the estimated cost of a consultant. President Nemitz stated WVSOM can hire an outside vendor to do an evaluation of RCBC; however, he had asked Dr. Drema Hill, Vice President for Community Engagement & Chief Operating Officer to evaluate RCBC prior to the COVID pandemic.

Dr. Hill stated she has extensive experience in clinical administrative work and was instrumental in transforming the Vanderbilt Clinic System when it was floundering several years ago. Dr. Hill stated in 2018 she was asked to evaluate RCBC, prior to Mr. Mitchell's arrival. Several changes were made after her initial evaluation which included: making changes in the billing department, instituting the electronic medical records system currently being used, and leading the effort which culminated in obtaining Rural Health Clinic status for RCBC. During this time period, the previous CEO resigned, Mr. Mitchell was hired, and Dr. Hill was no longer needed in a role at RCBC since the new CEO was in place. As stated before, federal COVID funds were received in FY 2020 - 2022, which masked the problem since RCBC was able to pay the practice plan during those years. When the recent issues resurfaced, President Nemitz asked Dr. Hill to return to the project of reevaluating RCBC. Dr. Hill was instrumental in assisting RCBC in obtaining the 3-year HRSA grant of \$1 million annually which will provide additional funds while a strategic plan is being devised and implemented. Dr. Hill believes with her leadership, along with the guidance of Mr. Meadows, Mr. Mitchell, and the current RCBC Board of Directors, changes can be made to RCBC in order to make the clinic viable.

Additional questions followed regarding potential analysis of the corporate structure of RCBC as well as the composition, term length and appointment procedure of its Board of Directors.

Dr. Morgan requested that Dr. Hill continue to work with Mr. Mitchell, that Mr. Mitchell give a progress report at the next few board meetings, and that WVSOM not forgive the practice plan debt. No objections were heard from other board members, and the discussion will be continued at the November 3, 2023 board meeting.

IX. Board Education

- A. WVSOM Alumni Association Update. Shannon Warren, Director of Alumni Relations and CME, provided an update to the board on activities of the Alumni Association throughout FY 2022-2023. WVSOM currently has 4,595 alumni who are practicing in all 50 states. Ms. Warren provided an overview of the current Alumni Association Board of Directors. The Alumni Association has grown its membership to 964 life members. Ms. Warren provided

an overview of CME opportunities throughout the year which includes the Mid-Winter Conference and Summer Seminar hybrid events which allow both in-person and remote attendance. The Alumni Association has invested \$950,000 with Morgan Stanley Investments which has allowed the Alumni Association to increase its giving to student scholarships. Upcoming events include: an OMM CME on the Lewisburg campus September 29 – October 1, 2023, an alumni reception at the OMED Conference in Orlando, FL on October 7, 2023 and alumni weekend on the Lewisburg campus November 3 – 5, 2023.

Chair Belt and President Nemitz thanked Ms. Warren for her dedication to the Alumni Association.

The one-quarter hour board education held today will be submitted to the West Virginia Higher Education Policy Commission toward training credit hours required for the Board of Governors.

X. Information Gathering

No items were brought forth.

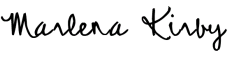
XI. Next Meeting Date

The next scheduled board meeting will be held Friday, November 3, 2023 at the Alumni Center Boardroom.

XII. Adjournment

It was moved and seconded (Muscari/Morgan) to adjourn. The motion carried and the board meeting adjourned at 2:26 pm.

Approved on November 3, 2023

DocuSigned by:

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Marlena R. Kirby
Secretary
/dg