

**EAST CENTRAL COLLEGE
AD VALOREM HEARING AND
BOARD OF TRUSTEES MEETING
Monday, August 30, 2021**

The public hearing for the Ad Valorem tax rate per Statute 67.110 of the Revised Statutes of the State of Missouri was opened via Zoom and called to order at 5:30 p.m. by the President of the Board of Trustees, Ann Hartley. Other Board members present for the meeting were Joseph Stroetker, Eric Park, Cookie Hays, Prudence Fink Johnson, and Audrey Freitag. Also present were President of the College Jon Bauer; Administrators –Vice President of Academic Affairs Robyn Walter, Vice President of External Relations Joel Doepker, Vice President of Finance and Administration DeAnna Cassat, and Vice President of Student Development Sarah Leassner; Faculty – Faculty Association President Reginald Brigham, NEA Vice President Parvatha Govindaswamy, and Industrial Engineering Instructor Nathan Esbeck; Other Staff – Executive Director of Institutional Effectiveness Michelle Smith, Director of Institutional Research Bethany Lohden, Human Resources Director Wendy Hartmann, Foundation Executive Director Bridgette Kelch, Director of the Rolla Campus Christina Ayres, Information Technology Director Doug Houston, Communications & Marketing Director Gregg Jones, Coordinator of Campus Life & Leadership Carson Mowery, Executive Assistant to the President Bonnie Gardner, Classified Staff Association Vice President Jenna Dulworth, and Professional Staff President Jenny Kuchem.

Also present was Kelly Brinkmann.

PUBLIC NOTICE: In accordance with Missouri Law 67.110, notice is hereby given to the residents of the Junior College District of East Central Missouri that a public hearing on the 2021 ad valorem tax rates will be held at 5:30 p.m. on Monday, August 30, 2021. Due to the COVID-19 pandemic, the hearing will take place via videoconference, which is available to the public, at which citizens may be heard on the property tax rates proposed to be set by East Central College. The hearing will be accessible via Zoom: <https://zoom.us/j/93566746195>.

The tax rate is set to produce revenues of at least \$7,295,475 which the operating budget for the fiscal year beginning July 1, 2021, shows to be required from the property tax. The debt service levy is set to produce revenues of at least \$1,608,325 which is required to meet the debt service of East Central College for the calendar year beginning January 1, 2022. The valuation of the taxable property within said District for the current and prior tax years are as follows:

	<u>Current Tax Year</u>	<u>Prior Tax Year</u>
Real Estate	\$1,634,012,598	\$1,502,379,241
Personal Property	<u>\$420,466,999</u>	<u>\$388,770,134</u>
Totals	<u>\$2,054,479,597</u>	<u>\$1,891,149,375</u>

The proposed operating tax levy for 2021 shall be .3551 per one hundred dollars assessed valuation on the above current valuation.

The proposed debt service levy for 2021 shall be .0990 per one hundred dollars assessed valuation on the above current valuation.

The tax rates are subject to change based upon actions by county boards of equalization, the State Tax Commission, subsequent information, applicable law, and certification by the State Auditor.

PUBLIC COMMENTS: Board President Hartley asked for comments or questions from the audience. There were no comments from the public.

AD VALOREM TAX RATE: Dr. Bauer noted that the tax levy remains unchanged from last year. However, the operating levy is being reduced from .37 to .3551 while the debt service levy is being increased from .0841 to .0990.

Motion: To **approve** a resolution to set the 2021-2022 Junior College District of East Central Missouri Property Tax Rate for Operating Tax Levy at \$0.3551 and the Debt Service Levy at \$0.0990 per \$100 of assessed valuation subject to certification by the state auditor.

Motion by Prudence Johnson; Seconded by Audrey Freitag; Carried Unanimously

ADJOURNMENT: A motion was made to adjourn the hearing.

Motion: To **adjourn** the August 30, 2021, Ad Valorem Tax Hearing at 5:43 p.m.

Motion by Cookie Hays; Seconded by Prudence Johnson; Carried Unanimously

President, Board of Trustees

Secretary, Board of Trustees

**EAST CENTRAL COLLEGE
BOARD OF TRUSTEES MEETING
Monday, August 30, 2021**

CALL TO ORDER: The regular meeting of the Board of Trustees was called to order at 5:43 p.m. by Board President Ann Hartley. Other Board members present for all or part of the meeting were Joseph Stroetker, Prudence Fink Johnson, Cookie Hays, Eric Park, and Audrey Freitag. Also present were President of the College Jon Bauer; Administrators –Vice President of Academic Affairs Robyn Walter, Vice President of External Relations Joel Doepker, Vice President of Finance and Administration DeAnna Cassat, and Vice President of Student Development Sarah Leassner; Faculty – Faculty Association President Reginald Brigham, NEA Vice President Parvatha Govindaswamy, and Industrial Engineering Instructor Nathan Esbeck; Other Staff – Executive Director of Institutional Effectiveness Michelle Smith, Director of Institutional Research Bethany Lohden, Human Resources Director Wendy Hartmann, Foundation Executive Director Bridgette Kelch, Director of the Rolla Campus Christina Ayres, Information Technology Director Doug Houston, Communications & Marketing Director Gregg Jones, Coordinator of Campus Life & Leadership Carson Mowery, Executive Assistant to the President Bonnie Gardner, Classified Staff Association Vice President Jenna Dulworth, and Professional Staff President Jenny Kuchem.

The meeting was held via Zoom due to the current COVID-19 pandemic and social distancing recommendations. The Zoom link was included on the published agenda.

PUBLIC COMMENT: There were no public comments.

APPROVAL OF AGENDA: Each item on the consent agenda shall be deemed to have been duly approved with the same validity as if each action were separately moved, seconded, and adopted.

Motion: To **approve** the agenda for the August 30, 2021, meeting of the Board of Trustees.

Motion by Joseph Stroetker; Seconded by Eric Park; Carried Unanimously

***APPROVAL OF MINUTES:** The Board approved the minutes of the July 15, 2021, regular meeting of the Board of Trustees.

TREASURER’S REPORT AND FINANCIAL REPORT: Vice President DeAnna Cassat presented the financial statements. She noted that the figures are preliminary for June and will remain so until the audit is complete. The auditors will be on campus September 20-24. Pension plan and post-employment adjustments have not yet been made; some grant accounts are also being finalized. The increased cash over last year reflects cash received in FY21 for FY20 expenditures. Lower revenue in auxiliary services reflects decreases in theatre, bookstore, and cafeteria receipts due to COVID.

Motion: To **approve** the treasurer’s report, the financial report, and the payment of bills subject to the annual audit.

Motion by Eric Park; Seconded by Cookie Hays; Carried Unanimously

ACCEPTANCE OF BIDS: Vice President Cassat stated that the Machine Vision Technology Kits would be used in the Industrial Engineering Technology program.

Motion: To **approve** the purchase of ten Machine Vision Technology Kits from DEPCO Enterprises at a total cost of \$34,100 to be funded 75% with Missouri Vocational Enhancement Grant monies.

Motion by Eric Park; Seconded by Joseph Stroetker; Carried Unanimously

The recommended server purchase is to provide redundancy for the current server and to improve remote services.

Motion: To **approve** the purchase of one PowerEdge R940 server from the state-negotiated Dell purchasing contract at a cost of \$28,460 to be funded with Higher Education Emergency Relief funds.

Motion by Joseph Stroetker; Seconded by Cookie Hays; Carried Unanimously

The recommended purchase of access points will also improve remote services.

Motion: To **approve** the purchase of 15 Aruba Access Points from the state-negotiated cooperative contract with Provision at a cost of \$143,909 to be funded with Higher Education Emergency Relief Fund monies.

Motion by Cookie Hays; Seconded by Joseph Stroetker; Carried Unanimously

The upgrade to an unrestricted user license for Colleague, the administrative information system, will allow more students and staff to access the system simultaneously to complete transactions.

Motion: To **approve** the purchase of an unrestricted user license for the Colleague system at a cost of \$42,500 plus an annual maintenance fee of \$8,500 to be funded with technology fees.

Motion by Cookie Hays; Seconded by Joseph Stroetker; Carried Unanimously

CONFLICT OF INTEREST & PERSONAL FINANCIAL DISCLOSURE STATEMENTS POLICIES: Dr. Bauer reminded the Board that these policies must be reaffirmed every two years as required by state statute.

Motion: To **reaffirm** the Board Member Conflict of Interest policy (BP1.28) and the Personal Financial Disclosure Statements Policy (BP1.29) as attached to fulfill the requirements of the Missouri Ethics Commission.

Motion by Eric Park; Seconded by Cookie Hays; Carried Unanimously

PEDESTRIAN BRIDGE: Dr. Bauer noted that while the current pedestrian bridge is still structurally sound, it is deteriorating and pieces under the bridge are falling. Following the feasibility study by Cochran Engineering, it was recommended the bridge be replaced. A fully enclosed structure will cost more than the funds readily available. However, Cochran strongly encouraged a covered structure to extend the life of the bridge and provide a better/safer route between buildings. Dr. Bauer suggested that a steel truss structure could be designed to complement other structures on campus by pulling in materials and colors used in the Health Sciences building and Buescher Hall. The bridge would be bid with alternates for partially enclosed and open structures. A steel truss structure is estimated to cost \$1.675M and the College has been approved to receive \$1.5M in special appropriations from the state that would be used to fund the construction. Those funds would be combined with state maintenance and repair funds.

The Board expressed the desire to see renderings of both steel truss and concrete structures, partially enclosed, before determining which type of structure would be bid and constructed. Dr. Bauer noted that an architectural and engineering firm would need to be engaged to provide such renderings. It was the consensus of the Board that an RFQ should be issued to identify a qualified firm. A special meeting will be held in September to approve the selected firm. The firms' first task will be to develop renderings to help the Board evaluate the options for a new bridge.

STRATEGIC PLANNING UPDATE: Dr. Michelle Smith reviewed the College's mission statement and provided an update on the five strategies in the Strategic Plan.

Pathways– It is anticipated that students will be more successful if clearly defined pathways are provided. COVID has impacted the ability to meet the goals set forth for credit hour production in FY20 and FY21. Another measure for this strategy is the number of certificates and degrees awarded annually. The College is doing a better job of ensuring students take the appropriate courses for their degree plan and exceeded the goal for FY20. Preliminary numbers for FY21 are slightly under the target.

Partnerships – This strategy focuses on strengthening partnerships with high schools, higher education institutions, and employers. Early College Academy enrollment has exceeded expectations and is likely to continue to do so. The pre-apprenticeship program had 30 participants; it is hoped this number will double in the coming year. Fifteen participants completed the program at Aerofil and realized an increase of 10%-50% from their starting wages to their current wages. This year the focus will be on analyzing relationships, programs, and articulation agreements with four-year partners. Work continues with Missouri S&T to enhance and grow the Campus Connections program.

Employees – This strategy focuses on recognizing employees as a strength of the institution. Last fall the administration committed to improving compensation for employees. That effort will position the college to remain competitive in the marketplace, but there is still work to be done to reach targeted salary levels. One measure of progress is staff survey responses provided to questions regarding professional development and collaboration. These rankings have seen steady improvement from 2018 levels. The survey will be administered again this fall.

Rolla – Expanding the College's presence and increasing credit hours in Rolla continues to be a focus. The credit hour metric for Rolla mirrors the Union campus and has been impacted by COVID. It is hoped the 2019-2020 credit hour generation can be matched this year. A comprehensive plan has been developed that focuses on five objectives: improving facilities, increasing business and industry partnerships, increasing Rolla credit hours, increasing community outreach and brand identity, and improving the student experience. The Industrial Engineering Technology program has been added as an option at the Rolla campus.

Financial Strength – Funds and resources made available to the College are being used creatively to improve the campus and its operations. The Falcon Career Center will be created with grant funding totaling \$868,643. Staff will continue to revise and refine the budgeting process. Vaccine incentives, funded with federal emergency relief dollars, are being used to help drive traffic to the café and bookstore. The CFI has been improved and exceeded the goal set at the beginning of the plan.

Dr. Bauer noted that it is important for the Board to be engaged and informed about the strategic plan and campus initiatives. A presentation on Higher Learning Commission accreditation will be scheduled for the October Board meeting. Ms. Hartley expressed the Board's appreciation to all involved in carrying out the strategic plan initiatives.

PERSONNEL: The Board **approved** the appointments of Catherine Holtmeyer as English Instructor effective August 16, 2021, with an annual salary of \$40,358, and **accepted** the retirement of Barb Kuelker, Financial Aid Advisor, effective September 17, 2021. The Board also **approved** the roster of adjunct faculty for the Fall 2021 semester as listed in the attached memorandum.

BOARD PRESIDENT’S REPORT: Board President Ann Hartley reported that the Missouri Community College Association fall convention will be in Branson in November. She shared results from the survey conducted by MCCA regarding the comfort level of members participating in an in-person event. Dr. Bauer noted that plans are also being made to provide a virtual option as well as the in-person conference.

REPORTS:

- A. FACULTY ASSOCIATION REPORT:** Faculty Association President Reg Brigham reported the Association has donated to the Stephanie Buchholz Memorial Nursing Scholarship Fund to recognize Stephanie’s years of service to the College.
- B. ECC-NEA:** ECC-NEA Vice President Parvatha Govindaswamy reported the Collective Bargaining Agreement has been well received by the faculty, and NEA membership has increased.
- C. PROFESSIONAL STAFF ASSOCIATION REPORT:** Professional Staff Association President Jenny Kuchem reported that staff have been very busy assisting students with the start of the fall semester.
- D. CLASSIFIED STAFF ASSOCIATION REPORT:** Classified Staff Association Vice President Jenna Dulworth reported that \$115 has been raised so far through the August Denim Day to support All Abilities Athletics. The Association gathered in July for a bowling outing.
- E. STUDENT GOVERNMENT ASSOCIATION REPORT:** Carson Mowery noted that the semester is just underway, and the students are still organizing. There will be an election for the fourth SGA officer soon. Student Government Association has been brought back at the Rolla location.

PRESIDENT’S REPORT: Dr. Bauer shared first-day photos from Union and Rolla. He noted the Early College Academy is serving three high schools this year. Students are enrolled in classes across campus but also have a designated area outside the gym to study between classes.

Athletics are underway with the volleyball team winning the first six games. Both men’s and women’s soccer are in action this fall.

Opening day enrollment was up 1.26% from last fall with a headcount of 2,088 students; last year the number was 2,062. Credit hours were up 6.02% with a total of 23,602.5 hours; last fall’s total was 22,262.5. These numbers will change based on the enrollment of dual credit students. The budget is based on a 5% enrollment increase and it appears that will be achievable.

The ECC Foundation has received a \$5M donation from an anonymous donor for nursing scholarships and the campus food pantry.

In the past two weeks, the campus has had six students and two employees with positive COVID tests. A vaccine incentive program is underway with 476 students and 159 employees providing proof of vaccination to date. Of these, 103 students and four employees began their vaccination regimen following the announcement of the incentive program. Masks are required within the campus buildings for everyone, including those who are vaccinated. If community transmission rates decrease, protocols will be reviewed. ECC is serving as a location for public COVID testing by the Franklin County Health Department.

The touchless entry project is in the latter stages of installation. Water bottle filling stations are being installed, but the project has been delayed by supply chain issues. The remodel of HH270 for

the Falcon Career Center is in the design stage and will be bid this fall. Construction is estimated to begin in the winter or early spring. HVAC upgrades in Hansen Hall will be completed by January.

Dr. Bauer congratulated the following employees:

Tom Fitts - Missouri EMS Association Program Coordinator of the Year

Megen Strubberg – Washington Chamber Outstanding Young Professional Class of 2021

Robyn Walter – Completion of doctorate

The Franklin County Remembrance Project Coalition has requested approval to erect a historical marker and monument in honor of Erastus Brown who was lynched in Union in 1897. The marker and monument would be placed in a memorial garden on the ECC campus where the former tennis courts were located. Faculty and students have been involved with the Remembrance Project for the last few years. The Coalition would jointly plan events/activities associated with the marker and monument; Phi Theta Kappa would maintain a wildflower/butterfly garden as part of the memorial. The campus location is being requested because it is close to the site of the lynching, centrally located in the county, and parking is available. The Board questioned whether permitting the installation of the memorial would mean that other organizations, potentially with views that are not supported by the College, could also place monuments or memorials on the campus. Dr. Bauer noted that the entire campus is open for gatherings under free speech laws. However, this does not seem to fall under those guidelines. He will vet this with legal counsel and bring back a recommendation for the Board's action.

ADJOURNMENT:

Motion: To **adjourn** the August 30, 2021, public meeting of the Board of Trustees and enter into executive session per RSMo 2004, Section 610.21(2) Real Estate at 7:31 p.m.

Motion by Joseph Stroetker; Seconded by Eric Park

The following roll call vote was taken, and the motion carried.

Yes A. Hartley
Yes J. Stroetker

Yes P. Johnson
Yes C. Hays

Yes E. Park
Yes A. Freitag

President, Board of Trustees

Secretary, Board of Trustees

1.28 Board Member Conflict of Interest *(Adopted 11-12-2007; Reaffirmed 8-28-2017, 8-26-2019, 8-30-2021)*

All trustees of the College shall adhere to the laws regarding conflict of interest and take steps to avoid situations where their decisions or actions in their capacity as Board members conflict with the mission of the College.

As used in this policy, "businesses owned by Board members" includes sole proprietorships, partnerships, joint ventures, or corporations where the Board member is the sole proprietor, a partner having more than a ten (10) percent partnership interest, or a co-participant or owner of more than ten (10) percent of the outstanding shares of any class of stock.

Procedures

1.28.1 Sale, Rental, Lease or Provision of Personal Property

Board members or businesses they own shall not sell, rent, lease or provide personal property to the College District.

1.28.2 Sale, Rental or Lease of Real Property (Real Estate)

Board members and businesses they own may sell, rent, or lease real estate to the College. Public notice of the transaction must be given prior to execution if the payment to the Board member or business exceeds \$500 per transaction or \$5,000 per year.

1.28.3 Employment

The College shall not employ Board members for compensation even on a part-time basis. While a Board member remains on the Board of Trustees, the College will not accept an application of employment from a Board member, consider a Board member for employment, or decide to employ a Board member. Board members may provide services on a volunteer basis.

1.28.4 Independent Contractor

Board members may provide services to the College as independent contractors through businesses they own. If payment for the service exceeds \$500 per transaction or \$5,000 per year, the College must give public notice and competitively bid the service, and the bid or offer of the Board member's business must be the lowest received. Businesses owned by Board members may provide services on a volunteer basis.

1.28.5 Businesses That Employ Board Members

Board members may participate in discussions and vote on motions for the College to do business with entities that employ the Board member as long as the business is not owned by the Board member and the Board member will not receive any financial benefit from the transaction. The Board member may need to submit a statement of interest as described below.

1.28.6 Statement of Interest

If a Board member has a substantial personal or private interest in a decision before the Board, before voting the Board member shall provide a written report of the nature of the interest to the Board secretary. The written statement will be recorded in the minutes. A Board member will have complied with this requirement if the Board member has disclosed the interest in a personal financial disclosure statement that was filed or amended prior to the vote.

A "substantial interest" exists when the Board member, his or her spouse or dependent children, either singularly or collectively, directly or indirectly:

1. Own(s) ten (10) percent or more of any business entity; or
2. Own(s) an interest having a value of \$10,000 or more in any business entity; or
3. Receive(s) a salary, gratuity, or other compensation or remuneration of \$5,000 or more from any individual, partnership, organization, or association within any calendar year.

1.28.7 Self-Dealing

A Board member shall not favorably act on any matter that is specifically designed to provide a special monetary benefit to the Board member, his or her spouse, or dependent children.

A "special monetary benefit" means being materially affected in a substantially different manner or degree than the manner or degree in which the public in general will be affected or, if the matter affects only a special class of persons, then affected in a substantially different manner or degree than the manner or degree in which such class will be affected.

A Board member will not directly or indirectly influence or vote on a decision when the Board member knows the result of the decision may be the acceptance by the College of a service or the sale, rental, or lease of property to the College and the Board member, his or her spouse, dependent children in his or her custody, or any business with which he or she is associated will benefit financially.

"Business with which a person is associated" means:

1. A sole proprietorship owned by the Board member, his or her spouse, or any dependent children in the person's custody.
2. A partnership or joint venture in which the Board member or spouse is a partner, other than as a limited partner of a limited partnership, and any corporation or limited partnership in which the Board member is an officer or director or of which the Board member, spouse or dependent children in the Board member's custody, whether singularly or collectively, own more

than ten (10) percent of the outstanding shares of any class of stock or partnership units.

3. Any trust in which the Board member is the settlor or trustee, or in which the Board member, spouse or dependent children, singularly or collectively, are beneficiaries or holders of a reversionary interest of ten (10) percent or more of the corpus of the trust.

1.28.8 Use of Confidential Information

A Board member shall not use confidential information obtained in the course of his or her official capacity in any manner with the intent to result in financial gain for himself or herself, any other person, or any business.

1.28.9 Nepotism

A Board member shall not vote to employ or appoint any person who is related within the fourth degree to such Board member by consanguinity or affinity. In the event that an individual is recommended for employment or appointment and the individual is related within the fourth degree to a Board member, the related Board member shall abstain from voting and shall leave the room during consideration of the question and the vote.

"Fourth degree of consanguinity or affinity" means parents, grandparents, great-grandparents, great-great-grandparents, spouse, children, siblings, grandchildren, great-grandchildren, great-great-grandchildren, nieces or nephews, grand-nieces or grand-nephews, aunts or uncles, great-aunts or great-uncles, and first cousins by virtue of a blood relationship or marriage.

1.29 Personal Financial Disclosure Statements *(Adopted 11-12-2007; Reaffirmed 8-28-17, 8-26-2019, 8-30-2021)*

The Board of Trustees hereby adopts a policy establishing and making public its own method of disclosing financial interests of Board members, candidates and specified administrators, in accordance with law. Personal financial disclosure statements as described below shall be filed with the Missouri Ethics Commission and the East Central College Board of Trustees, on or before May 1 for the preceding calendar year, unless the person filing is a Board candidate. Candidates who are required to file reports (i.e., those who have engaged in reportable transactions in the previous calendar year) must file their reports within 14 days after the last day to file for office. The reports will be made available for public inspection and copying during normal business hours.

This portion of the policy dealing with the financial interest statement will be adopted in an open meeting every other year by September 15. A certified copy of this policy/resolution shall be sent to the Missouri Ethics Commission within ten (10) days of adoption.

1.29.1 Board Member Disclosure

All trustees and candidates for trustee will disclose in writing the following transactions if they occurred during the calendar year:

1. Each transaction in excess of \$500 per year between the College and the individual, or any person related within the first degree by consanguinity or affinity to the individual. The statement does not need to include compensation received as an employee or payment of any tax, fee, or penalty due the College. The statement shall include the dates and identities of the parties in the transaction.

"First degree of consanguinity or affinity" includes parents, spouse, or children by virtue of a blood relationship or marriage.

2. Each transaction in excess of \$500 between the College and any business entity in which the individual has a substantial interest. The statement does not need to include any payment of tax, fee, or penalty due the College District or payment for providing utility service to the College District. The statement shall include the dates and identities of the parties in the transactions.

"Substantial interest" is ownership by the individual, his or her spouse or dependent children, either singularly or collectively, directly or indirectly, of ten (10) percent or more of any business entity, or of an interest having a value of \$10,000 or more, or the receipt of a salary, gratuity or other compensation of \$5,000 or more from any individual, partnership, organization or association within any calendar year.

1.29.2 College President and Chief Purchasing Officer Disclosure

The College President and the Chief Purchasing Officer (i.e., the Vice President of Finance and Administration) will disclose in writing the information required in 1) and 2) above. In addition, these employees will disclose the following information for themselves, their spouses, and dependent children:

1. The name and address of each employer from whom income of \$1,000 or more was received during the year covered by the statement.
2. The name and address of each sole proprietorship the individual owned.
3. The name, address, and general nature of business conducted by each general partnership or joint venture in which he or she was a partner or participant.
4. The name and address of each partner or co-participant in the partnership or joint venture unless the information is already filed with the secretary of state.
5. The name, address, and general nature of business of any closely held corporation or limited partnership in which the individual owned ten (10) percent or more of any class of the outstanding stock or limited partners' units.
6. The name of any publicly traded corporation or limited partnership that is listed on a regulated stock exchange or automated quotation system in which the individual owned two (2) percent or more of any class of outstanding stock, limited partnership units or other equity interests.
7. The names and addresses of each corporation for which the individual served in the capacity of director, officer, or receiver.



Interoffice Memo

TO: Dr. Bauer
DATE: August 24, 2021
FROM: Office of Academic Affairs
RE: Adjunct Approval

Please approve the following adjuncts for the Fall 2021 semester.

Career & Technical Education

Michael Askins, CIS	Sandra Love, Business	Jerry Stone, HVAC
Gary Durham, Prec. Mach	Steffani McCrary, Bus/Fal Sem	Amy Veit, HIM
Bonnie Eversmeyer, HVAC	Deborah Schultze, HIM	Brian Watson, Welding
Richard Hudanick, Bus/Fal Sem		

Health Sciences

Rechell Alcorn, EMT	Courtney Landers, MDA	Junette Owen, Nursing
Elisha Chaney, Nursing	Stephanie Levine, MDA	Heather Sluis, Nursing
Tristen Donner, Nursing	Barbara McNamara, Nursing	Nancy Tappe, Nursing
Jill Harrison, Nursing	Jeannie Miles, Nursing	Elizabeth Tittle, Nursing
Lisa Korn, EMT	Nancy Mitchell, Nursing	

English & Humanities

Shana Collier, Communications	Paul Lampe, English	Melissa Powers, English
Madison Emerick, English	Jacob Little, English	Elizabeth Rosebrough, English
Shawna Flanigan, Communications	Micah Miller, English/Religion	Gregory Stratman, English
James Fulcher, English	Carson Mowery, Reading	Michelle Trantham, English
Lisa Haag, Reading, Falcon Sem	Sarah Muir, Reading	Aurelia VonTress, English
Susan LaFayette, Read/English		

Fine & Performing Arts

Melissa Albright, Art	S. Patrick Charles, Music	Margret Noud, Music
Kelly Austermann, Music	Krista Frohling, Art/Fal Sem	Gary Powers, Art
Jeremy Bates, Music	William Hopkins, Music	Linnea Ryshke, Art
Lisa Blackmore, Music	Amy Jackson, Art	Benjamin Sachs, Music
Justin Branum, Music	Connor Joyce, Music	Hannah Serafino, Music
Tamara Campbell, Music	Sierra Moore, Art	

Mathematics & Education

Ann Boehmer, Math/Fal Sem	Susan Giesing, Education	Susan Reisner, Mathematics
Martin Clayes, Physical Ed	Mary Beth Huxel, Education	Shawn Riley, Education
Nancy Cook, Education	Connie Lutz, Mathematics	Dennis Smith, Mathematics
Suzanne Emmons, Education	Lisa Mathes-Peters, Phys Ed	Margaret Vogel, Education
Linda Follis, Mathematics	Kirby Moreland, Mathematics	Vanessa Whittle, Education

Science & Engineering

Tiffanie Atherton, Biology
Lucy Crain, Health Science
Amanda Duerden, Chemistry
Nancy Hayes, Biology
Dan Jacobson, Agriculture
Jeffrey Jacquess, Geology

Jonathon Langenbacher, Biology
Travis McDowell, Chemistry
Danny McMurphy, Geology
Robert Montgomery, Biology
Fatemeh Nichols, Chemistry

Abduffaouf Okok, Phy Sci
Mark Palmier, Biology
Larry Pierce, Geology
James Small, Physics
Christopher Storer, Bio/Hlth Sci

Social Sciences

Kristen Adams, Psychology
Janet Berry, Economics
Taylor Bodenschatz, Psychology
Steven Campbell, Poli. Science
Ted Coburn, Soc/Crim Just/Fal Sem
Miranda Green, Psy/Soc/Fal Sem
Thomas Haas, Sociology

Robin Hanson, Anthropology/Civ
Melissa Hildebrandt, Psychology
Tseggai Issac, Poli Science
Rachel Johnson, History
Christopher Karr, Crim Justice
Jennifer Kuchem, Sociology

Ray Mowery, Economics
Jeffrey Parsons, History
Lesley Peters, Psy/Fal Sem
Robert Spangrud, History
Vanessa Whittle, History
Sarah Wildt, Sociology

Falcon Seminar

Erin Anglin, ECC PSA
Linda Arrington, ECC, PSA
Christina Ayres, ECC, PSA
Hannah Domino, ECC, CSA
Philip Giacomelli, ECC PSA
Stephanie Hebert, ECC PSA
Jessica Horn, ECC, CSA

Rachael Karr, ECC, PSA
Sarah Leassner, ECC, Admin
Melissa Richards, ECC, PSA
Lindsay Riegel, ECC, PSA
Jessica Robart, ECC, ADJ
Melissa Schall-Willmore, ECC, PSA

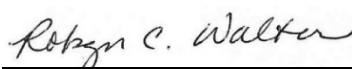
Sylvia Sellers, ECC PSA
Michelle Smith, ECC, PSA
Morgan Spangler, ECC, PSA
Robyn Walter, ECC Admin
Terri Warmack, ECC PSA
Jennifer Willis, ECC PSA

Dual Credit

Curtis Beers, CIS, WHS
Emily Brasher, English, SFBRHS
Dan Brinkmann, Auto Technology, FRC
Terry Brookshire, Auto Technology, RTI
Tim Bruckerhoff, Welding, FRCC
Sarah Buchheit, Comm/Theatre, UHS
Tim Buchheit, Communications, SFBRHS
Nathan Caldwell, History, SFBRHS
Jaelyn Campos, Mathematics, CHS
Christopher Case, English, CHS
Carmel Dare, Culinary Arts, RTI
Donald Dement, Theatre, SCHS
Ruth Diaz, Education, RTI
Sarah Dierker, Business, SCHS
Jackie Drury, Mathematics, UHS
Karen Fixsal, Culinary Arts, WHS
Colin Flynn, English, WHS
Kerri Flynn, English, WHS
Patrick Fogarty, Mathematics, WHS
Jeff Frankenberg, Building Construction, FRCC
Alex Garber, History, CHS
Ron Giesler, Science, CHS
Nicole Griffin, Mathematics, UHS
Star Hargis, English, RHS
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