

**Classified Personnel Council Meeting
Thursday November 18, 2021. 1:00 pm – 3:00pm
FY21 Regular Monthly Meeting
LSC 380/Microsoft Teams**



**CLASSIFIED
PERSONNEL COUNCIL
COLORADO STATE UNIVERSITY**

Attendance:

- | | |
|---|--|
| <input checked="" type="checkbox"/> Jim Abraham, Environmental Health Service | <input type="checkbox"/> Brian James, CSU PD |
| <input type="checkbox"/> Stacey Baumgarn, Facilities Management | <input type="checkbox"/> Chuck Johnson, Facilities Management |
| <input checked="" type="checkbox"/> Kristin Berthold, Chemistry | <input checked="" type="checkbox"/> Valerie Lewis, CU School of Medicine at CSU |
| <input checked="" type="checkbox"/> Amy Bruning, Human Resources | <input type="checkbox"/> Amber Lobato, HDS Facilities |
| <input type="checkbox"/> Jeff Cornelius, Housing and Dining Serv. | <input checked="" type="checkbox"/> Adrian Macdonald, Statistics |
| <input type="checkbox"/> Nancy Cowley, Lory Student Center | <input type="checkbox"/> Chuck Richards, CSU Police Department |
| <input type="checkbox"/> Brandon Fuller, Housing and Dining Serv. | <input type="checkbox"/> Kate Stevens, Political Science |
| <input checked="" type="checkbox"/> Wayne Hall, ACNS | <input checked="" type="checkbox"/> Meg Skeeahan, Dept of Accounting |
| <input checked="" type="checkbox"/> Abby Hanouw, Registrar's Office | <input checked="" type="checkbox"/> Jaymee Woolhiser, International Students and Scholars Services |
| <input checked="" type="checkbox"/> Eva Hybiak, Campus Recreation | <input checked="" type="checkbox"/> Lourdes Zavala, Access Center |
| <input checked="" type="checkbox"/> Julia Innes, Facilities Management | <input checked="" type="checkbox"/> Alisha Zmuda, Student Disability Center |

Ex-Officio Members, CPC Volunteers and Guests:

- | | |
|--|---|
| <input type="checkbox"/> Kelly Hixon | <input checked="" type="checkbox"/> Tammy Hunt, Office of Policy & Compliance |
| <input type="checkbox"/> Sarah Olsen, APC Chair | <input type="checkbox"/> Sandra Dailey |
| <input type="checkbox"/> Sue Doe, Faculty Council Chair | <input checked="" type="checkbox"/> Janelle Bevers |
| <input checked="" type="checkbox"/> Christie Mathews, APC Representative | |
| <input checked="" type="checkbox"/> Robyn Fergus, Human Resources | |

Attendance was taken during the meeting via Teams and in person. Please connect in if there are any changes that need to be made.

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Business Meeting

Call-to-Order

4 people in person and the rest of us are virtual

CPC Announcements and Updates

- Approval of CPC 10.21.2021 Meeting Minutes
 - Meg Skeehan motions to approve, Abby Hanouw seconds – approval via silence.
- Financial Update – Meg Skeehan
 - Had website hosting fee process - \$350.
 - Meg is working on figuring out how much it will cost to load Office 365 on to computers in the Asset Library.
 - Everyone is taking a long time to get back to Meg.
 - This is all the spending we have done so far.
- Nametags – Alisha
 - Email sent out last week to fill out a form with pronoun options or no pronouns.
 - We want to update nametags to include pronouns.
- Campus Climate Survey - Deadline for completion is November 19th
 - Deadline is tomorrow November 19th; please remind people you work with to get that done by the end of the day tomorrow as well.
- Three days of professional development the week of Thanksgiving
 - Professional Development next week, November 22 – 26th.
 - Hope you have a chance to enjoy the time off. If you do have to come to campus hope that you enjoy your time off at a different point!
- Co WINS – Ratification and Member Update
 - Yesterday the COWINS contract was ratified
 - Adrian heard that it was over 99% approval
 - We are waiting to hear when that goes into effect
 - It might have gone into effect as soon as it was ratified, or it could be at the end of this month, or Dec. 1st.
 - Ivy who came to our last CPC meeting was not able to join today, but she did want to share COWINS membership PowerPoint about membership here at CSU. Start of the year we had 18. In June we have 30 members at CSU. September 45 and a huge jump during the ratification vote.
 - Breakdown of where COWINS members job category

- Pretty low except within Custodians, 25% members. Total COWINS membership from CSU 8%.
 - Last slide is a pie chart
 - Point that Ivy wanted to make was that it is not a very balanced membership group.
 - Noticed at our last meeting we were looking at a way to honor essential workers – right now our custodians are the ones carrying the load for holding up COWINS.
- HR Update – Robyn Fergus
 - *New Role as Vice President*
 - High level/brief overview: Thank you for the opportunity
 - What we are looking to move forward with in HR is that we have been given additional resources.
 - Robyn is in planning stage with HR leadership team to figure out how we role these new resources out.
 - President McConnell wanted to carve out and place additional attention on our people at the University
 - Pull out HR and create office outside division of University Operations
 - Robyn will report to President McConnell
 - Will be adding resources and creating new teams.
 - 2019 – an assessment was done by HRQ and results were provided during the summer and early fall of 2019
 - Robyn’s position was created as a result of the organizational HR assessment.
 - Today we are following up after the Pandemic to look at assessment.
 - Showed a need for additional resources in HR.
 - Carving out new area in HR: Strategic Partnership and Employee Relations
 - Eric Ray – Director of this new area.
 - Tracy Hutton’s role has been reconfigured
 - Will be adding 3 HR business partners that will align with units on campus to provide HR support
 - Moving staffing function over under that area and reconfiguring 2 existing HR roles
 - Will continue to support State Classified hiring.
 - Adding an HR performance program manager – performance evaluations
 - Looking to collaborate and enhance Admin Professional and State Classified performance evaluations

- In addition to the on field recognition they will be making a thank you to essential workers graphic which will be visible throughout the game.
- Athletics has been really receptive and has been working hard to get this done.

1:30-2: Tammy Hunt

- Tammy is here to talk about C2C and how we can support
 - Excited to be here to share about C2C and have some fun.
 - Going to share information while having fun.
 - Going to do a version of “Who Wants to be a Millionaire” to see what you might already know about C2C and share information about what you may not know.
 - All bullets below are in game show format:
 - Commitment to Campus Opportunities are designed to...
 - Promote employee health, wellness, and personal advancement
 - Engage employees in the life of the university
 - Enrich participation in campus programs, classes and events
 - Reward employees for their service and involvement to the CSU community.
 - Which of the following is not a C2C offering
 - 15% discounts at Target. If anyone has any contacts with Target please let Tammy know!
 - All the other things that are mentioned are things C2C offers; 15% discounts for summer camps for kids, discounted athletics tickets, and discount to the student Rec Center. First month of the Rec Center is free and 50% after that.
 - C2C does not include a page to...
 - Rams for Colorado – this page on our site is called Rams for Rams
 - Can find CSU Care Hardship grants that support CSU community members
 - Continue to grow through generous contributions of University Community and Campus partners.
 - Rams for Rams promotes which program
 - Answer is everyone!
 - CSU Cares Grant
 - Can also find links and helpful information for programs.
 - One program is to Volunteers in Public schools.
 - Kristin Berthold has, Amber Lobato has, Meg did a long time ago
 - You can volunteer up to 5 hours a month to volunteer in public schools and get paid administrative leave.
 - Have you signed up for the Cares monthly newsletter?
 - Emma Chavez highlights support opportunities for CSU employees, a link to sign up for that newsletter is on the C2C site

- C2C lost the administrative support we used to have
 - Website updates that are frequent and necessary to keep content up to date
 - Vetting new discount offers
 - New initiatives that we want to get started, but we need some support to make those things happen.
- If you are interested in doing more work with C2C your assistance would be greatly appreciated.
 - Examples:
 - Website Updates: We constantly receive website updates; Colorado Eagles has a new list of games that CSU employees receive discounts for.
 - Needs to be updated on the website as soon as it comes in.
 - Information about the Colorado Symphony
 - New page creation
 - C2C Connections – process where CSU employees can get together with other CSU employees for likeminded interests
 - Chess club.
 - Bowling club
 - Reading club
 - Connection of CSU employees with the same interests
 - Developing process for requests and determining what these clubs might be and how to connect.
 - Vetting new discounts
 - Tammy receives 3-4 requests a day from off campus vendors that want to be listed on the website.
 - How long has their website been update, if less than a year? (no)
 - Do they have a toll-free number?
 - Can someone get ahold of the vendor about a discount they are trying to utilize?
 - This takes a little bit of time.
 - Once a vendor is approved information is sent out to the vendor with an agreement of terms – if they agree get added to the C2C site.
 - Promotional materials
 - Creative assistance in drafting promotional materials.
 - To promote C2C
 - Have a brochure for every single C2C offering at every in-person event.

- **Jim:** Do you have an idea of total number of hours per month that you would need help with?
- **Tammy:** About 20 hours per month.
 - Most of the things when they are updated don't need to be updated again.
 - Just need to get started.
 - New initiatives will take a little longer.
 - Routine stuff (new vendor, website updates): 5-10 hours per month and this does not need to be the same person.
 - Tammy is also waiting to hear back from APC to see if they have time available.
- **Meg:** If people are interested can they email you directly?
- **Tammy:** Yes that's fine.
- **Jim:** Thank you for all your doing for CPC and the Employees. It seems like tremendous amount of work. Hopefully we can find some volunteers to support! We hope we can get you some volunteers to help out!
- If you are connecting about C2C please use the C2C email.
 - c2c@colostate.edu
 - Hoping to keep all C2C things in one inbox.
- **Adrian:** Track for Health – you just need to sign up and if you go to the dentist 2x per year and go to the doctor 1x per year you are pretty close to getting all the requirements for the discount.
 - Money \$20 gets added back to your paycheck every month.
 - If you haven't explored this, you should check it out!
 - <https://stateofcoloradobenefits.com/index.php/wellness/>

2-2:30. **Janelle Beavers** – President's task force on Safety as well as her position as Vice President for Strategy

- Vice President for Strategy
 - Joined CSU in March 15th.
 - Thank you for inviting to the meeting.
 - Work in the Presidents Office and Janelle oversees a lot of things.
 - Working on the Presidents internal and external strategy.
 - Advising the President.
 - Working on Courageous Strategic Transformation (CST) and drafting CST plan
 - Have two Leadership Fellows working with her.
 - Help the University run and meet with folx the President can't meet with.
 - One of the things Janelle loves about working at a University is that we are all doing niche work and yet we are all doing something for a large purpose.
 - Like to think about how we all work together for a larger common goal.
 - Recovering lawyer, but this is really valuable to Janelle.

- Thing that stands out to Janelle about CSU is its commitment to people and to inclusive excellence
 - Really enjoy having those conversations.
 - Don't think people know how great CSU in comparison to peers.
- Update: Janelle is Chairing the Presidents Safety Task Force
 - This is the 2nd iteration of a task force, much larger task force existed last year and now this task force is really looking at narrowing down and get in the weeds about what we can do.
 - Going to different groups on campus and see what key questions that they have that they are hoping different groups can address about this topic
 - Address social justice and the history of policing in this country.
 - Looking for concrete feedback and is there a space where we can see a change in policy around policing.
 - We are kicking off a search for a new police chief and we would like to be able to hand over these recommendations to President McConnell and the new Police Chief.
 - Would like to go through this exercise as a group and talk about it!
 - Provide a space for people to have these conversations.
 - Offer to have a facilitator if you would like one or have Janelle or a member of the task force there or not.
 - Hoping you will feel comfortable speaking your mind in these spaces.
 - Thinking this will be happening in January unless people have availability in December.
 - Question:
 - **Jim:** What is your timeline for your decision making for some of these updates? Is it on going? We would love to have you come and facilitate this discussion and we might not have time until February.
 - **Janelle:** There is a timeline, but also want the work to get done. Believe February will be fine, and there is an expectation from President McConnell to have it done sooner. Need to check in where we are with the search.
 - Email Janelle about a regular meeting about that discussion.
 - Would like to provide feedback at that time.
 - **Adrian:** Do you have any students involved?
 - **Janelle:** We have a student on the Task Force who will help generate the questions and a lot of the groups that we are planning on going to are student groups.
 - **Julia:** Who is on the task force?
 - **Janelle:** Janelle, Marc Barker, Joselyn Student, Chief of Police, and a faculty member.
 - 5 total people

- Presidents home page has her charge!
<https://president.colostate.edu/presidents-safety-task-force/>
 - **Jim:** Jim is part of the search committee for the Chief of Policy. Wendy Rich Goldsmith will be leaving in December, she is currently the executive for CSUPD. Have there been any discussion on who would replace Wendy on the Task Force?
 - **Janelle:** Not sure, have not been part of that conversation, but Janelle would be happy to find out for you.
 - Were hoping to have it done prior to Wendy leaving but it has not worked out that way.
 - **Adrian:** Do you foresee big changes coming out of this?
 - **Janelle:** Maybe yea!
 - I don't think it will be an undoing of the CSU police force, but there will be some material differences in how it looks – Janelle is open to this and thinks the President feels that way as well.
 - Janelle has learned a lot about what is already happening.
 - Some of these changes are already happening
 - Hope we do a better job of educating people and talking about it.
- Courageous Strategic Transformation (CST)
 - If you have not gone to our website (courageous.colostate.edu) please go there to see the draft goals from all the drafting groups (3 goals in 3 areas)
 - Workshopped the goals and had open forums to hear about the goals.
 - Had Classified Personnel were represented on those drafting groups
 - We are in the home stretch of drafting the plan, and if you still have ideas please email Janelle.
 - Key themes that are emerging from the planning process.
 - Had open forums with upwards of 100 people who attended and gave ideas. At the end of this really do think we will have a consensus about where we are going and where we want to be.
 - 1: We need a new furnace type thing
 - HR
 - Procurement
 - Pay equity
 - General employee, culture, climate
 - What do we need to do our work.
 - 2. Inclusive Excellence is a theme throughout
 - 3. Sustainability
 - Environmental and Economic sustainability
 - Are we doing what we need to do with enrollment
 - Budget that matches strategy
 - Social sustainability
 - Falls in line with inclusive excellence.

- 4. Mission areas
 - Students have access to us.
- These are the 4 pressing things
- What is our impact on the world and our land grant mission.
- Next steps drafting the plan
 - More interested in how we implement the plan
 - We don't want this to just be an exercise
 - Drafting how we implement the plan, we are still getting input from the community.
 - Can't do it all at once; people are already overworked.
 - How do we do this work in stages and prioritize it.
 - Think about how can we be smarter about how we work?
 - Are there things that we can stop doing?
 - How we can do things a little smarter?
 - Not intended to dump more work on people.
- Hoping that CPC will want to be a part of the implementation and how we go about doing it and the timing.
- There will be a survey that comes out a week after fall break to think about what priorities are.
 - What comes first?
 - Furnace before new drapes.
- Questions:
 - **Julia:** What leadership is that survey going to when you say leadership?
 - **Janelle:** It will go to a campus leadership group with upwards of 300 people
 - ELT+; department chairs, heads, directors, etc.
 - **Adrian:** Your report is due DEC 31st and then you report to the Board of Governors in February. Is this an approval or is it just informational?
 - **Janelle:** Not fully clear on this, think it is technically an approval. Not anticipating they will reword the CST.
 - Might have comments and edit accordingly.
 - Janelle sees this as a living document
 - Its okay if we try something and it doesn't work and then we go back and change it.
 - Not set in stone that we have to do this until 2026 if it is not working.
 - **Meg:** In your report do you plan on having metrics set out, clear metrics, or do you think after soliciting feedback from leadership do you also anticipate soliciting feedback from students? There are many student groups that might challenges the metrics.
 - **Janelle:** Yes, there will be key performance indicators in the plan
 - How do we show that we achieved this e.g inclusive excellence

- Enrollment and scholarships are going to definitely be in there, but there are going to be quantitative metrics in there as well.
 - Like goals and milestones so that you can hold yourself accountable to get things done.
- Students:
 - Students are passionate about the institution and subjects, but they aren't passionate about the CST – the plan should be to serve students.
 - Janelle is all ears to hear from students.
- **Meg:** We want to make sure that we do have those points of reference
- **Janelle:** Doesn't imagine a spreadsheet with the bottom line.
 - This is not the vibe you will get when you see the plan.
 - The feedback we get is highly values driven.
- **Meg:** A lot of committees all over the place have been on hold and have been for many months. When the CST is finished do you think those will come back? Some of those folks are still working on the work because they are passionate about it and invested, but will the groups come back.
- **Janelle:** I think some of them will come back and some will not.
 - Presidents Commission on Culture: Tony Frank started it and then President McConnell continued it.
 - Janelle is the liaison for this committee
 - The folks on this committee used to get a stipend but no longer do.
 - What is hard about this committee is that the work and proposals overlap what a lot of other committees are doing.
 - We have a lot of folks talking about the same thing, how do we come up with a non-siloed way to do that work.
 - Culture change is part of CST and how do we do that planning
 - Is the best way to do that work a presidential committee or is it not.
 - Janelle has talked to the committee and they felt a similar feeling.
 - Wanted to wait until CST comes out to determine what will do.
 - Yes some will come back, some will come back in different iterations.
- **Abby:** Is there a plan on how to hold the campus as a whole accountable to take necessary action towards the goals in the CST?
- **Janelle:** Yes!
 - Campus group – interdisciplinary across campus, people are reporting out work and it is clear what is happening to the campus community
 - Would love for it to be second nature to go to the CST website and see what is happening.
 - Yes, it's not fully fleshed out but it is happening

- **Jim:** One of the concerns I have is that with more goals and new initiatives, there is a tendency not to increase funding for those initiatives. Is there a cost component for the initiatives that will be required as part of the deliberation on moving forward with a specific goal?
- **Janelle:** How we budget generally needs an overhaul. It is really clear that we need a budget that aligns with our strategy. System based in values, goals, and missions.
 - Right now the budget incentives silos and its incremental and we never go back and look at what we're spending
 - We are going to redo the budget essentially. This will take a while and will be painful
 - Can also say that the process will be inclusive and transparent, has not kicked off yet.
 - The plan will outline the process for how this will happen.
 - There will be representation from the Classified Personnel as part of the process.
 - Hopefully we will have a budget that aligns with our strategy.
 - In the mean time this is where it gets hard.
 - How do we make decisions in the interim thoughtfully?
 - Can we continue making decisions that we have or can we make a thoughtful change now.
 - Imagine it will be a bumpy middle in the end, but there is a commitment to matching the budget to CST.
- **Meg:** CSU historically has operated in a scarcity model. We're seeing reorganizations of office with loss of admin support and they can't continue to do the different programs that realign with the CST.
 - For example, Tammy lost a lot of admin support for C2C, C2C is a huge gift to the community and to lose admin support due to restricting no alignment with CST.
- **Janelle:** There are growing pains as part of this, but hopefully there is meaningful communication about exactly what you are talking about.
 - Janelle likes all the information possible – want those idea
 - Creative solutions and ideas!
- **Jim:** With respect to funding, with COVID and everything we have heard with respect to budgets and new initiatives, the pain isn't limited to one person, we were rationing paper because we really didn't have money in the budget. When hear new goals and how to move forward want to see that the budget component is very much included. Jim is hearing that budget is tight and will be tight for the next several years. Everyone is doing more with less. For the last 12 years the budget has been tight and we have been trying to ration what we are doing and figure out what we can spend. All about change and new initiatives and to often it doesn't come with the serious consideration trying to reduce workloads folks are being burdened by. Glad to hear that the budget is a huge part of how CST is put together.

- Task Force in respect to CSU PD: Budget is a huge issue with the police force.
 - Budget is far below that of the surrounding community. Hope that police officers get equal pay to the surrounding communities.
 - How are we directing money at the administrative level to address large concerns?
 - Real challenges and come back to how we are addressing money on an admin level.
 - Money part is a huge part that hasn't been addressed.
 - Excited that the budget process is thinking how we will move forward
- **Janelle:** CST will have goals but not necessarily have new initiatives – instead looking at infrastructure, how we are operating and what do we want to do.
 - Not looking to do everything new this is instead more of an internal plan for moving forward.
 - There will be bells and whistles, but don't want to give the impression that it is all new program after new program
 - The CST will outline how we do the new budget.
- **Meg:** But if we concentrate efforts, you save time and money and you can focus on other things. Equilibrium.
- **Janelle:** Right maybe you collaborate across campus and meet each other's needs
 - The budget does not incentivize this at all.
- **Adrian:** Have you or Joyce worked on things like this at other universities?
- **Janelle:**
 - Joyce has yes, at her previous institution.
 - Janelle in a previous life was at the Department of Justice as a Trial Attorney – feels that this is the job that prepared her most.
 - Investigated Medicare fraud cases.
 - Most of that job you had the beginning investigation phase and found out all the information possible and interviewed people and tried to find the facts to make a decision on if we need to file suite.
 - This is a lot of what strategic planning is, spent time since March meeting people and learning about as much as can about CSU.
 - Janelle has been doing similar work – information gathering.
- **Adrian:** Will there be outside consultants who work with universities around the country.
- **Janelle:** There are and we had one prior to Janelle arriving in the role. This we will have a consultant when we look at the budget.
 - Budget consultant as a neutral looker is good idea
 - Mostly about expertise and time more than anything.

- If we could get a 15-person committee we would do that, but it's a full time job.
- If you think of any additional questions feel free to connect in with Janelle!

CPC Announcements and Updates continued

CPC Committee Reports:

- Communications – Kristin Berthold
 - Communicator went out earlier this month.
 - We will be collecting things to go into CSU Live and create another Communicator in early spring.
 - If you have anything for Facebook or the website, please let us know.
 - We are always looking for different stories for CSU Life or to post in SOURCE.
- Employee Recognition – Nancy Cowley
 - Meg is doing update!
 - Today in the SOURCE Digest we had an article, thanks Stacey who isn't in the meeting today for writing that!
 - Everyday heroes and we are working on getting caught up with that.
 - Awarded an Education Assistance Award for this Fall.
 - Have an application we will award in the spring.
 - Day in the Life articles are awesome and are coming along really nicely.
 - If you know anyone we should highlight there is a form on the CPC website we would love for you to nominate them.
 - Going into the big award season for nominations; Outstanding Achievement, Positive Action, Distinguished Administrative Professional Award.
 - It's really awesome if you know someone
 - Award 5 Outstanding Achievement Awards every year.
 - If you know someone and think that they deserve to be recognized please nominate them.
 - If you need help writing a nomination packet, please feel free to reach out to Meg, they are happy to help with that process.
- Legislative – Wayne Hall
 - Adrian is giving the Legislative update
 - Legislative committee hasn't met, but things are happening.
 - COWINS contract was ratified.
 - Contract included increase in Annual leave but did not include increase in Sick Leave. This is in statute.
 - Goal for the next few months will be to try and keep pushing increased sick leave for State Employees and getting it front loaded.
 - Adrian is going to set up a meeting after Fall Break to see what we can do.
 - Governor's budget came out at the beginning of this month and included the 3% raise for State Employees that was in the contract.

- Employee Engagement and Experience – Meg Skeehan/ Alisha Zmuda
 - Going to have a meeting after fall break.
 - We are going to work on scheduling a meeting after fall break and use the EEE as a time to see how we can support C2C a little bit.
 - Noticing folks are a little burnt out across campus, not necessarily on the EEE.
- Executive – Adrian Macdonald
 - Next month we will have Rachel Barrett and Tracy Hutton at our meeting.
 - This is to continue the conversation we had in September.
 - January we are going to have Safe Zone training.
 - Alisha is working on the nametags.
 - We also discussed getting more CPC Swag.
 - Alisha is going to take hold of this because she convinced us it is good marketing. Meg might be interested as well!
 - If you have any good ideas for SWAG, send those to Alisha.
 - We usually host a lunch at our January meeting, but we might wait on that right now and hopefully have that lunch in Spring.
 - Erika Benti – Leadership Fellow
 - Came to our Chair and Vice Chair meeting yesterday to connect on the best way to communicate to State Classified Employees
 - Erika will also be joining one of our future meetings in December or February
 - Exit Interviews: Have been talking with APC and Faculty Council
 - Currently these are voluntary and these are going on through OEO.
 - Talk about why you are leaving and your experience at the University.
 - Hoping to do something that is quick and easy. When you're leaving you answer a few questions and we will get a much wider participation
 - Hoping to develop some data to be able to go to administration with about trends that are being seen.
 - Reached out to Diana Preto – she is interested in working with us on this.
 - Hoping to start that after Thanksgiving.
 - Talk about this and what it would look like.
 - In the past there used to be a survey that was sent home when someone left and didn't get much participation.
 - Hoping to find a way to gather this information.
- Any additional Items or Comments on what we have talked about today?
 - **Jim:** General comment on what Janelle had said, will be interested to see how bringing a consultant will go to look at the entire budget. Huge shift in Jim's mind, big shift on what we have done in the past!
 - Thank you for coming everyone! Happy Fall Break!!

End of Meeting!