



ASSEMBLY

**University of Arkansas at Little Rock
University Assembly Meeting
Friday, September 20, 2019**

2:00 pm

Donaghey Student Center, Ledbetter A/B/C
Minutes

I. Call to order

2:00 PM Faculty Senate President Amanda Nolen calls to order - Welcome to Fall 2019 Assembly. Invitation to speak for Dr. Bobbit.

Bobbit: Thanks for the invitation. I have a couple points were brought to me by Dr. Nolen that I have been asked to address and then the floor will be opened up for a few questions. I'd like to begin by effectively addressing questions regarding the trustees and the systems support of the University of Arkansas at Little Rock. For those not at the board meeting in Fayetteville this past February, I'd like to share a comment by Mr. Goodson to the assembly.

"I'd like to offer some comments on the recent developments at UA Little Rock. As you know, the former chancellor Dr. Andrew Rogerson resigned a couple weeks ago. With the campus in the midst of financial challenges (?) .. While the trend of falling enrollment is not unique to UA Little Rock, the campus has been struggling to determine a path forward to deal with the downward financial pressure that has resulted from it. First I want to ensure the students, faculty, staff, and supporters of the University of Arkansas at Little Rock that the Board of Trustees is

actively engaged in finding solutions to these problems: these problems that are not just facing this institution but in fact higher ed across the United States.

The University of Arkansas at Little Rock is hugely important to the University of Arkansas system and to the education and economic development of the entire state. UA Little Rock is unique and has an important mission as a metropolitan institution in our capital city, and we must consider that initiative in light of the decisions that must be made in a couple of months to help put the institution back to success.

This board, President Bobbit, and University of Arkansas system administration are united in this effort to support the institution. As we all know, we faced similar challenges eighteen months ago with budgetary issues at the University of Arkansas for Medical Sciences. Through a strategic effort involving the board, system, and campus leadership, the system has been completely turned around. UAMS is now poised for continued success. I am confident that we can work together with a similar result for UA Little Rock.”

I want to address some of the challenges I see. These are challenges that as Mr. Goodson said, are not unique to Little Rock, but to some extent compounded by the fact that the financial situation is such for the institution.

What are the issues we're all facing? Well, a booming economy has not helped higher education. The entry level minimum wage at UAMS and at Childrens is now 14 or 14.50 per hour. For many students who are contemplating to start a degree ... for \$14.50 an hour, maybe I'll put it off for a few years while saving up some money. The second thing is that enrollment is a challenge for everyone. We are just getting numbers now for the U of A systems institutions. Effectively 4 of them it looks like are going to be up and the other 7 will have some degree of decrease. It's a function of a number of effects, the economy being one of them. Fewer students are choosing to start college. It is just a fact of life. I think it is somewhat brave for this institution to face this head on at this point in time because it's not going to get any easier for us. We monitor the enrollments in k12, and if you look at the enrollments in sixth and seventh grade across Arkansas, you will see there is an enrollment cliff.

It's a pretty significant decrease in enrollment. I looked at the Chronicle very recently and there was an article in there called '3 Super Innovators' and it was about three institutions that had increased their enrollment. One of the institutions was Arizona State and I thought I would read to you the three takeaways from each of these institutions because there is a common theme. So Arizona State a public research Institution was an early adopter of data-driven (?) they are known for their extensive use of data develop individualized interventions based on student academic activity. Southern New Hampshire used to be a for-profit but switch to a non for profit and now has a hundred and twenty thousand students. They have an emphasis on advising. The university describes itself as being the Honda of academics but the Cadillac of student support. I think the point here is the advanced Analytics.

We can say they're not as prepared as we were in our generation. That has a different meaning for almost everyone in this room. But the truth is this is the clay that we have i'm so the successful institutions have tried to figure it out. What they have when they go into our classrooms is that they have the right to learn something from us, nothing more. The question is we have to separate those that are just where to put time in. In other words, without the effort to put in the complexities of what you want to teach and two separate that from those who honestly want to try and who want to succeed but they come to us with deficiencies and their background, and I think the successful institutions have been great at figuring out the resources they have to fit the needs of those students and to help them succeed.

As we go forward, I'll use an analogy . It's always easier to hold on to the customer then find a new one. So I thought I would just finish up by talking about a few things. First of all, I want to thank Dr. Drale for taking on the responsibility . My conversations with her predate the announcement. She's an individual who is extremely committed to this institution, the people who work here, and the students who we serve. We have a number of challenges that come in the form of your accreditation and having someone who understands the culture of the institution its needs and where the resources are so that we can make the best case possible is extremely important.

I had a lot of feedback. Many of you in the room wrote to me, and I appreciate that. I talked to administrators on this campus, business leaders in the Little Rock area, people in the governor's office, people in the mayor's office, and I think we have arrived at absolutely the very best solution at this point and this time for this institution, so thank you Dr. Drale. I also want to address one last point, and that is how much time we have.

That's an impossible question to answer. Accreditation is obviously critical. If we are not re-accredited then we can't offer federal financial aid. Maybe with the exception of some Ivy League schools, everyone else has to shut their doors if that occurs. So, clearly this is a critical thing for the campus, and we need to do that. When the higher learning commission looks at institutions, they do look at the net position of the institution to assert its Financial Health and we obviously at the U of A system have considerable reserves in various pieces and parts across the system. The beauty of having a single system is that all those Reserves (11:30?) every one of the members in terms of looking at its Financial Health, so I'm not concerned when we talk to the accreditors about the financial health of the institution at this point.

I do think though that if you look at the decline in enrollment, if that were to continue for many more years even as many as two or three. By that the institution would by virtue of the budget look much different than I think most people in this room would like it to look. The only thing I would say is that I feel a sense of urgency. It's why we acted very quickly after Dr. Rogerson chose to step down. And I hope that most in the room would feel that same sense of urgency. Urgency isn't panic. Just urgency. Let's Act. And with that, I will end my formal comment and will be glad to answer any questions.

Q: I'm in Facilities Management. There's been a lot of talk over the last year or so about changes in financing and financial rules. Could you explain a little bit about the history of those, the background of those changes?

B: We operate under what's called gatsby (?) rules. That generally, for the accounting rules standards that we operate under, and we budget for depreciation and the idea obviously is that we

want the physical plan that we pass on to our successors to look the same as the one we were handed, so portent. It's used by the Higher Learning Commission in their calculating the net position to assess the Financial Health of an institution, completely critical factor for everyone in this institution. It's why the Board of Trustees adopted this policy going forward a number of years ago.

Q: One question that kept popping up was concern about the UA Fayetteville opening up downtown campus . What is the decision making behind this?

B: We exist in a competitive society. In almost everything we do, we offer choices to people. That's the options that are intrinsic in a free market society. Fayetteville came down and they offer some programs. They are not programs that are offered by this institution, but even if they were, I'm not sure the board would say no to it. And for this simple reason. The idea that we can isolate and be in control of an area with the advent of the internet and with online education would be a false assumption. If the board were to act and say you can't teach in this area, it doesn't stop the 19 pages on the ADHE website of out of state providers that deliver programs into Little Rock, including the exact same programs as UA Fayetteville.. You have a distinct advantage here. People know you. They may not know Fayetteville. You also have the advantage of cost and not having to transport faculty. Is that the University of Arkansas Little Rock cannot only thrive but when under this environment. It's a competitive world. Let's compete.

Q: A lot of the questions had to do with salaries, cost of living wage, trying to reach salaries within reach of industry standards ... Could you talk about that?

B: This school can only do what the budget allows. Salaries here have been flat for too many years. It's been a consequence of the fact that the approach to budget shortfalls have been one of across the board, which is somewhat easy to implement, but does not address all the needs of an institution, and I don't know what Dr. Drale's plans are going forward, but certainly one needs to look at that effort. If there are things that are nice but not critical to its central function, my approach would be to eliminate that and redirect those funds and put into those who are teaching the students and carrying out the business of this institution.

Q: What specifically would you and the board do to help this institution to raise the profile statewide and in this community?

B: One of the difficulties this institution as a metropolitan university faces is one of geography, and in fact the meeting I'm going to after this is one to make sure the city understands how important this institution is to its future, and that means it will have to invest resources to make sure the campus is perceived by the people who come here to be not just a safe environment, but one they can function and thrive in. It's a neighborhood, and I'm not sure that message is always understood.

Second thing is there has to be allowance made I believe by BoT to provide some runway to institution to address these critical hardships. I'm bringing a proposal. They are charged with fiduciary responsibilities for all the institutions in the UA system. It has to be a well justified proposal I bring forward, but Dr. Drale and I have already started talking about the framework of that and what it would look like. My job is to make sure the board not only agrees but votes to support that, so the institution has time to correct these issues.

Q: How do we maintain our partnerships? It's hard to ask for someone to give if we cannot equally give in our partnerships.

B: I don't have a good answer for you because we can't spend the same dollar twice. But I would say that this is an opportune time for the institution to buffer itself carefully and decide what are the things that are absolutely core to its mission to serve this city and its students. And obviously, if this is part of it, and it ought to be because no one is saying we have too many teachers and particularly in certain regions. The board, unlike many boards, really doesn't financial heft to throw around. The way higher education is funded in this state is that each Institution has its own appropriation. That's different from many states where there is a central system like my office (23:19?) and decisions could be made. UA little rock gets from the state what UA Little Rock gets from the state. The money cannot be moved from UA Little Rock to another Institution, just like money cannot be moved from another institution to UA Little Rock.

It's going to be dependent upon the institution to identify the resources that it's going to take. The situation that exists here financially is pretty well-known across and probably amongst your partners and in terms of getting Runway I think not just these needs to be cognizant of that challenge but your partner's need to be to. When we get through this, better times to come. We are partners that should be good enough for them too.

Q: Although we are in the UA system, we are still an autonomous University. I would ask the board and anyone that is a part of the UA system to think about what we can share and one thing that comes to me all the time is the matter of Library resources. I don't see why we don't have a Statewide system-wide approach to sharing resources for students and also faculty researchers to help provide a better education and better assets for research for every institution in the state. Digital resources are a quick fix and an efficient sharing system.

B: Caroline Allen (?) at Fayetteville has tried this. I don't know if we have anyone in the library here. We keep running up against the publishers of the journals is the number one obstacle, but it's an excellent point and one we shouldn't give up on. We have tried to use the bulk of the system and our resources as you have suggested, perhaps in other areas. I talked about analytics and it's something that hasn't been used really in any capacity at this institution to its detriment when it comes to retention and enrollment, and that is something we need to fix. The library is absolutely a logical one and I know Caroline has worked on it. I'm afraid because I haven't heard anything in a while but she's given up, but we need to be persistent in this.

Q: We feel like we can't really advocate on our own behalf to legislature, but if anyone could advocate, it's the board. It would be nice to feel this advocacy regarding legislative change.

Q: Our previous Chancellor repeatedly made remarks to the effect that the UA system office and perhaps the board of Trustees are under the impression that we are overstaffed, as in too much faculty regarding the faculty student ratio. I wanted to get your comment on that.

B: I do not have up-to-date data to either support or refute that. It is a general statement that the institution has lost enrollment and I'm sure that we've lost faculty through retirements and other

mechanisms, and so I don't really know where you are right now, but that's an important question to make sure that the needs of the student body and the faculty can support it appropriately. The key thing is to be strategic and not do things across the board which may handicap a growing program, which is what you need in terms of enrollment and it may advantage enrollment. Students make decisions may be based on the job market or what's on TV, we have to respond to them. We can't just sit here and hope for better times.

II. Review of minutes from April 12, 2019

R. Cheatham moves to approve the minutes. Seconded. No comments. Minutes from April 12th approved.

III. Old Business

None

IV. New Business

A. FS_2019_7. Faculty Senate (Legislation. Amendment to Article I of the Constitution of the Assembly of the University of Arkansas at Little Rock, 3/5 Majority vote at two consecutive Assembly meetings, second vote verbatim to the first vote. Second vote.) Ottenheimer Library

Be it resolved that the Constitution of the Assembly of the University of Arkansas at Little Rock be modified to replace “Collections and Archives” with “Ottenheimer Library” throughout the document.

Commentary: This is a result of a re-reorganization that pulled Ottenheimer Library out of Collections and Archives and moved it under Academic Affairs.

No comments. **FS_2019_7** Approved.

B. FS_2019_22. Faculty Senate (Legislation. Amendment to Article I of the Constitution of the Assembly of the University of Arkansas at Little Rock, 3/5 Majority

vote at two consecutive assembly meetings, second vote verbatim to the first vote. First vote.)

Be it resolved that the Constitution of the Assembly of the University of Arkansas at Little Rock be modified to add the following standing committee of the assembly:

Dining Committee

The purpose of the Dining Committee is to ensure the quality and availability of dining services that are consistent with the needs of the faculty, staff, and students at UA Little Rock. The committee shall meet monthly during the academic year and on call during the summer; and it shall serve in an advisory capacity to Campus Dining and the Division of Student Affairs to review dining options, policies, and facilities.

Membership shall include five faculty members named by the Committee on Committees, two staff members named by the Staff Senate, two student representatives named by the Student Government Association, and one student representative named by the Graduate Student Association. Additionally, the committee shall include the VC for Student Affairs (or designee), the VC for Financial Services (or designee), and three staff members broadly representative of student services areas. Faculty and staff shall serve staggered, two-year terms, and students shall serve one-year terms. Two representatives of Campus Dining shall serve on this committee as members without vote.

Commentary: Food services are an integral part of a university setting, providing an opportunity to build community and promote collaboration among students, faculty, and staff. While the provider of food services necessarily is concerned with the business aspects of dining, it is important for decisions to be informed by the interests of the multiple users of dining services and facilities. This committee is tasked with soliciting feedback about dining from the diverse campus community and addressing and resolving short and long-term issues.

No comments. **FS_2019_22** Approved.

V. Reports

A. Assembly and Faculty Senate President

Nolen: During the 2018 to 2019 Academic Year the Faculty Senate handled 26 independent pieces of legislation. In addition to approving graduates, we clarified the proper routing procedures for program closures. We updated the faculty excellence awards

process, updated admissions requirements for international students, updated policy related to early entry for select graduate programs, updated guidelines for appointment for University of distinguished professor. We updated the placement transfer credit policy. We adopted definitions of lecture, adjunct, clinical and visiting faculty. We updated the policy on academic clemency for graduate students and we revised annual review promotion and tenure policies to conform to changes in board policy that went into effect in July.

As we start this Academic Year, we're focusing on efforts on developing common sense reasonable policies that improve the UA Little Rock experience for all, but particularly for our students. For example, the academic calendar committee under Kathryn Crisp's(?) leadership has developed calendar constraints and parameters for Senate consideration and approval. The result, if approved, will all but automate the development of academic calendars and that means if approved we will be able to publish hopefully a 5-year academic Calendar at any point in time.

We have committees exploring issues that are poised to propose legislation to reexamine and even expand methods by which students can earn college credit through the assessment of prior learning. This includes military service and work experience. We're adjusting our policies to reflect the shifting landscape of post-secondary education as Dr. Bobbit had mentioned, not simply to be more competitive than other universities in the state, but so that we can meet the complex needs of the changing student demographic.

The admission and transfer credit committee spent the summer admissions scrutinizing the admissions requirements for first-year students, transfer students, dual enrolled and concurrent students. Thanks to the office of institutional research we now have access to data that allows us to set the kind of admission requirements spell work for this campus. Using regression models we can predict the short-term and long-term performance of students based on a combination of test scores, high school GPA , and prior college experience. We can make better decisions about placements as well as the type of support students might need to be successful.

But here's the thing. We have passed legislation before in the past specifically related to conditionally admit students and it built into the legislation an expectation for services for those students, and those services never materialized. So it is evident that the work that the Senate does exist on its own, that it requires a partnership and a commitment from the administration of this University to develop the necessary structures, scaffolding, and support at risk students are going to need. By admitting these students, it is a moral obligation to provide the necessary supports that they need, with the changes to the funding formula, it is now a fiscal responsibility that we get these students the support that they need so they can complete their schooling. Our next Senate meeting it's going to be next Friday at 1 and the agenda will go out later today. It is an open meeting and I hope

that you'll attend. As I mentioned in my note, I invited Dr. Bobbit back to address the senate in November after the board of trustees meeting, so we look forward to that as well.

B. Chancellor/Provost

Drale: Thank you for all the warm wishes and support. I am truly humbled by your faith in me. I am very aware that members of this community are concerned and eager to know what we are going to do. I don't have a complete answer, but I do have a sense of direction and concrete plans for the next 60 days. Last spring, I outlined challenges that we (along with others) face. Dr. Bobbit mentioned a few. Patterns and assumptions that served us well in the past are no longer viable in the present. (Speeches are posted on provost site) - significant environmental shifts - financial structures now insufficient - enrollment is quick to change - must look at dozens of factors and broader context - competitive environment is different in the past - we now have everyone in every market. We can no longer assume we have a privileged space in our own regional market. Troubling doubt in higher education itself. Too many prospective students are opting out because return on investment is not apparent. What are the outcomes of these shifts? Seen effects of declining enrollment All AR higher education institutions are recruiting in LR. We are seeing significant budget pressures. Limits on how much we can raise our tuition. We have maxed out. Probably need to start moving out in opposite direction. Physical plan is not sustainable in its current form. We are spread too thin. Because of changing market, less demand for traditional programs. Struggling to maintain essential elements while responding to needs. Five strategies to adopt. Need to understand the dynamics of landscape, get up to speed to understanding markets .. we are not used to using market language, but must start thinking in these terms. Assure we have high quality ... accountability in peer review. As educators, we need to be integrators and path-finders for students. Must create collaborate echo system. Pressure on partnerships. Partnerships will have to be key thing. We are making progress and I am impressed with collaborative spirit.

Specifics ... immediate priorities.

1) Leadership - secure essential leadership - will be appointing new provost with two year term in the next two weeks - do not have time for long term search procedures - will be rousing on that

2) Planning and budget - come up with a plan to balance budget - realistic enrollment and rev projections - update analytic metrics - need to put into place comprehensive plan that operates year round. Need to organize advisory and feedback models. Linda teeter will be working with IEC and others. Budgeting process this November

Need to construct plan to balance budget over a two year period. Strategic cuts and revenue enhancement - IEC, academic leadership team, cabinet, etc. Must make budget adjustments now - revenue shortfall this year due to lower than expected revenue - hoping plan is in place to get rid of soft freeze and begin hiring

3) Enrollment management system ... although we must adjust to trends, we do not give up on enrollment. We have allowed important relationships to atrophy from neglect in the last seven years. Yesterday met with eStem CEO to hit reset button for the benefit of both institutions. Very positive meeting. Very encouraged by meeting with John Bacon. Begin regular meetings with college community partners - attended meeting with community college presidents - to renew collaboration

Recruitment and onboarding are essential - we are finally going to develop comprehensive enrollment management plan. We have a good template to work from with a plan for development,ent - should be complete by end of semester

Optimized admissions and financial aid - key hires -

Process of rebuilding relationships with community

Ramping up retention initiatives - will be working to move needle on retention rates

Preparation for HLC and for work day - two initiatives that must be integrated. Good shape on HLC - thanks to Erin and Brian

Workday preparation bit of a bigger challenge

Develop new revenue streams beyond tuition and state appropriation .. we are thinking seriously about public private options (such as plaza) and cost sharing - shoutout to development office - bringing in gifts at record levels - taking advice of campaign steering committee -

Need to invest in strengths. I make this commitment to you to keep this goal front and center. Started an endowment fund in ATLE - \$25,000 - will be able to invest in faculty soon

Nov 21 & 22 - next meeting on campus (BoT) - Stella Boyle - is open to public - must demonstrate that we are up to the task of creating a sustainable future - confident that we will do amazing things together -

C. VC Student Affairs

Microsoft PowerPoint
Presentation

Decker: Undergraduate trends - key points - enrollment trend over the past ten years - down 470 - 7% drop - gender has not changed but ethnicity has changed - We have the most diverse undergraduate body.

Increasing amount of online and multi-modal students. One metric to pay attention to is new undergraduate (new freshmen and new transfer) - Fall 17-18 22% decrease. Transfers down 6% 17-18. Fall 18-19 - up 15 students - better than negative. Graduate trends -292

First time in college up 8% - total new undergraduates up 1% .. New undergraduate SSCH - first time in college up 9%

Student Affairs changes due to IEC findings -

Admissions & Recruitment - position changes (7 positions we have hired into the office - using budget lines already in budget) - Collaboration with financial aid - Making ACT name purchases - embedding recruiters into classrooms working directly with students - high school counselors will be on campus this fall - Student programming through Census - Trojan Referral now live.

Financial Aid & Scholarships - personnel changes - Oct 1 hiring assistant director for scholarships - if we look at institutions close to our size (have 21 running) - running of 5 people is not cutting it

Components of financial aid - verification - US Dept of Ed selects at random students to go through verification process - with the changes we've experienced, we are considering these

Our scholarship model, stacking, renewal .. now have four page brochure on scholarships. Also have more competitive transfer scholarship. Step in the right direction for competition - especially for transfer.

Data sharing between financial aid and admissions - fairly large virtual firewall - firewall must come down - we have no choice - For 2019/20 school year - For FAFSAs that were sent to us - we didn't outreach to 38% of those students. Roughly 5200 students - 10% of

that would almost double freshman class - want to convey that there are opportunities available to us - we need to execute on these.

Strategic Enrollment Management Plan - will have by the end of our term. What does update scholarship model mean? Scholarship dollars are almost entirely merit based .. What's the ROI when it comes to student success? Some component to be needs-based instead of merit based? Must find its way to strategic plan.

Key point is student affairs has a multitude of different units - make sure we are on the same page.

Dr. Barb: In my classes, I don't have 18-22 year olds. I have professionals coming back to finish their degree. What's the plan for this audience?

Decker: ¾ of non-traditional are from central AR. We have largely non-traditional campus, but those characteristics are similar to traditional. Group that is difficult to recruit and retain from. Same literature does not work. It is a challenging population to work with, but working with our partners on messaging will help.

Q: Local businesses?

Decker: With local businesses, it's building relationships. Meeting with those businesses, not just businesses, but community partners. One thing I suggest we look at is .. take a look at tuition and fee structure. Example: If we look at many for profit institutions, as they advertise - a \$250 fee per credit hour. If you look at our tuition and fee, it ranges from \$240-\$260 per credit hour. Opportunities to look at fee structure.

Cody Hensley: Notifying students about estimating our packaging? UCA beats us every year. Can we get this out earlier?

Decker: Data. Access. Technology. Black bot (?) - we are hiring scholarship director that starts Oct 1 - the delete list is of interest to me - part of problem is the presumption that we have to wait that long - if we can package sooner, we don't have to wait until delete day. Fully implementing blackbot will help - Memphis is one example where they are packaging aid in 24-48 hours.

D. Staff Senate President

Angie: Congratulation to Dr. Drale! New President Elect - Cody Hensley. Newly elected - Jennifer, Wendy - Treasurer. Communications officer - Tony. Parliamentarian .. working to support staff, improve morale .. many departments are short-staffed. Participation is important - encouraging all staff members to be strong leaders on campus. We are planning professional and social development. Working to organize fundraising drives, and holiday food drive. Recognize Trojan Food Pantry. Staff senate meets every third Thursday at 10am. Talk to me or Cody or any member of staff senate. Next is Oct 17th.

E. Student Government Association

Interim Vice President - SGA finally made amendments - took entire year to revise. Recently had election - elected twelve new senators - partnerships coming up - hurricane relief - \$120 donation - NAACP collaboration - Oct 17-19 - Leadership - introduction to new president

Katie: Major plans for this year - lack of campus life - starting entertainment series showcasing local talent. Refund checks - working with financial aid for Spring. Student vacancies on committees - Students deserve a voice. We have the capability to make these changes. Introduction to SGA Vice President -

Brittany F: Listening to concerns - and decided to be a part of these changes

F. HLC Accreditation Steering Committee

Erin & Brian: Last update! Site visit is Feb 24 & 25th. Introduction to what HLC is & the HLC criteria for accreditation. Criterion 5 - biggest worry on this campus. Our HLC liaison reassured us that it is ok we have what's going on with this campus. We are going to be ok. We can expect to have some reporting to do, and that's a good thing. Big thanks to Dr. Decker - Trojan Fact Explorer - has been used to help form decisions we make - expanding to include financial data. It has been so transformative for student data. Currently writing assurance argument - linked to thousands of pages of evidence.

Fixed Mindset - Growth Mindset. We've got this. We've done a lot of work recognizing places where we weren't going what was needed - and making changes to fix that. Policy management board. Improve UA Little Rock form .. Report coming soon. Analyzing for system level trends. Assessment Academy led by Dr. Carpenter - We are seeing dramatic growth.

“What we need from you” - Think about this from an institutional perspective. No matter how good we are, we can always improve.

VI. Open Forum

Erin F: Notebooks were in collaboration with Provost Office

Nolen: Thank you to secretaries.

Adjourned at 4!

VII. Adjournment