Loyola CRRA Meeting Minutes Location: Information Commons, Loyola University Chicago July 14-15, 2009

Tuesday, July 14, 2009

Present: Matt Blessing (Marquette), William Kevin Cawley (ND), Kathy Cummings (ND), Ann Hanlon, (Marquette), Jessica Kayongo (ND), Kimberly Kelley (Catholic U), Alan Krieger (ND) Pat Lawton (CRRA), Susan Leister (Georgetown), Jean McManus (ND), Eric Morgan (ND), Bob O'Neill (BC), Bob Seal (Loyola), Stephen Spatz (Villanova), Michele Wolff (ND), Kathy Young (Loyola), Jennifer Younger (ND), Jean Zanoni, (Marquette).

9:10-9:45 am Welcome, introductions, review and adopt agenda: Jennifer Younger

Phone call-in: Carol Johnson (St. Catherine)

- 1. Jennifer thanked Bob Seal, Kathy Young, and Loyola; introduced Pat Lawton, Digital Project Librarian, who began her position May 15, 2009. Participants gave self-introductions. Motion to accept agenda made by Kim Kelley, Bob O'Neill seconded the motion and the motion carried.
- 2. Jennifer stated desired meeting outcomes:
 - Affirm vision, mission and near term focus is on rare, unique and infrequently held materials
 - Provide guidance on key questions for the next steps in implementing the Portal
 - Affirm goals in the strategic plan for year one (near term) and years 2-5
- 3. Jennifer provided a brief overview of CRRA events since the Boston 2007 meeting.
 - Board of Directors has held regular meetings since the Boston 2007 meeting
 - Completed Bylaws, maintained contact with ACCU, established membership dues for 2008/09
 - Invited Villanova University Library to join CRRA
 - Set up Leadership Council to promote vision and assist in identifying funding opportunities
 - Set up Scholars Advisory Committee. Primary purpose of the Catholic Portal: facilitate and foster scholarship and research relating to the Catholic experience
 - Approved use of VUFind as the Portal infrastructure
 - Approved a pilot project and joint funding initiative with the Catholic Peacebuilding Network (CPN)
 - Approved CRRA 2009/10 budget (income and expenditures)
 - Scholars Advisory Committee
 - Spring 2009, Tim Meagher, Jean McManus and Pat Lawton discussed involvement of scholars in testing and evaluating Portal functionality, content, scope, etc., as part of a local team. Scholars are the primary audience. Their guidance on what is needed is critical to the success of the Portal.
 - At the April 2009 American Catholic Historical Association meeting, Kevin Cawley and Tim Meagher demonstrated the Portal and solicited input.

- Digital Access Committee
 - o Completed the CRRA Metadata Guidelines.
- Team Catholic Portal
 - Eric Morgan implemented (implementing) VUFind
 - Alan Krieger, Jean McManus, Jessica Kayongo communicated with potential participants at ATLA, CLA meetings
 - Eric Morgan set categories for documents and calendar in the Portal admin area
 - Pat Lawton and Michele Wolff organized and posted recent and current documents, including agenda and strategic objectives for Loyola meeting
- Pat Lawton, CRRA Digital Project Librarian
 - Coordinated pre-proposal with Marquette, Catholic and St. Katherine's and submitted to CLIR Hidden Collections. Received request for full proposal due September 4
 - With Eric Morgan and Kevin Cawley, made site visits to Marquette, Catholic and Georgetown

9:45 – 11:00 Pilot Project overview: Pat Lawton (CRRA), Eric Lease Morgan (ND)

Phone call-in: Carol Johnson (St. Catherine)

- 1. We must build a critical mass so we can understand search and display functions. First steps include identify collections and records to include in the Portal. The pilot entails a process of identifying collections to include and working with collection specialists, catalogers and systems librarians to get those records into the Portal.
- 2. Eric addressed these questions: What is the pilot project? Answer: It is an exploratory process with the goal to bring in many more records acquire a larger set of metadata records that represent the content that we want to share and to distribute –about 20,000 records.

 How long will it take? Where are we going? Answer: 20,000 records by Labor Day.

 Is this the way to go? Answer: Purpose of process is to see how well we can get VuFind to do what we want it to do. Determine the strengths and weaknesses of VuFind. Articulate a set of guidelines where and how content can be brought into the collection. What are the content scope issues and can data be imported? How? The patterns that we're detecting now will inform how we'll proceed. For example, if we can identify collections under BX in special collections, can we harvest them? If we put into a record 590, can CRRA and harvesters go in and get it? We need testing and dialogue about how it works and how it can improve?
- 3. We are currently accepting records in a "MARC-able" format since VuFind accepts only MARC records. "MARC-able" records include MARC records, EAD files, anything in XML, tab delimited files, basically records that have structured data that can be converted into MARC records.
- 4. To do: Establish "best practices and guidelines" and 20,000 records by Labor Day.
- 5. Eric requested names of those at the participating institutions who could work with Eric and Pat on loading records for the pilot project

Pilot Project Panel: Matt Blessing (Marquette), Ann Hanlon (Marquette), Kim Kelley (Catholic), Susan Leister (Georgetown)

- 1. Matt Blessing provided an overview of Marquette University contributions to date:
 - XML-EAD on select Catholic Social Action manuscripts (2008)
 - Rare books on Christianity and Catholicism (BR, BX, about 1,000 books, facsimile of book digitized (2009)
 - MARC records with 856 links to digital collections at Marquette
 - 6000 html archival finding

Marquette: learned how to create EAD files, purchased XML editor, time to convert html to xml was extensive for collections to date due to presence of many personal papers, estimates time will be comparatively less for organizational documents, another pilot project using ContentDM to digitize a historical collection

- 2. Question: What is purpose of putting records for rare books on the Portal when there is access to rare books through WorldCat and/or the library catalog?
 - Catholic Portal is one of various ways for access to rare books and other materials
 - Concern about retaining scope and focus given cannot do it all
 - Full text access is highly desirable
 - VUFind next step: federated search of library catalog and digital library collection (Stephen Spatz)
 - Can full texts in Latin really be full text searchable? Answer unknown: scan item, write down what is on each page, combine pages, so can search "transcripted" version and display original Latin version

Discussion continued on "what is the desired scope and content of the Portal?" Expressed views noted importance of having a focus, of bringing in seminary libraries and religious orders.

- 3. Kim Kelley: Engage graduate students, other resources, grants, schools of library science to work on focused collections. This has to go beyond collection level. Eric said these are on our mind but for right now we have to think about the next 6 months and to get a collection of records for the pilot project. At Georgetown they use GAMS which served their purpose in the past but they want to migrate away from that. Eric can convert and ingest these with a special program. Kim said we could harvest Canon law materials.
- 4. Ann Hanlon: Members are trying to learn how to ingest things; then we'll find how to refine them. Identify in-house what people need to be assembled. Identify collections and variables. It is a social process of bringing people together.

11:15 – 12:00 Collection Scope: Moderated by: Bob O'Neill (Boston) and Alan Krieger (ND) Phone call-in: Alan Delozier (Seton Hall)

1. Reviewed themes discussed in Boston, 2007, selected to provide a focus for developing critical mass and to enable content contributions from all CRRA members. Themes from Boston: Catholic [higher]

education, Catholic missions, Diocesan archives/Papers of bishops, Men's religious orders, Women's religious orders, Vatican II, Catholic intellectual life, Catholic social interaction

2. Additional themes for specificity and broader audience, including peacebuilding

Themes play two roles

- For the researcher, attracts critical mass and develops a reputation for the Portal of content on these areas, builds expectations of what researchers can find, more universities are establishing Catholic Studies Program, e.g., Northwestern, Kentucky, UIC, and also graduate students elsewhere working on Catholic topics
- For the libraries, gives a place to start in thinking about their collections, themes not prescriptive but rather illustrative of significant content accessible via the Portal, flexible and evolving

These themes are intended to encourage the consideration and classification of institutional resources which may be suitable for the Portal. It is expected that the Portal will feature an initial emphasis on these topics and that they will produce an early "critical mass" of research content. However, all contributors' collections will be accepted for inclusion if they are relevant to the study of Catholicism and can be deemed rare, unique, or infrequently -held.

- 3. Expand beyond themes for autonomy to members for contributing content related to Catholic mission and identify? Add themes?
 - Catholic literary figures? Yes, Tolkien, Hopkins, Greene, Dante, etc.
 - Liturgy and devotion? no
 - Catholic culture? no
 - Religion and citizenship? Yes, a place for anti-Catholic pamphlets, literature. Could encompass anti-catholic themes.
- 4. Alan Krieger distributed a proposed "Statement on subject themes and collection scope" to follow the themes
 - Scope should reflect commitment to include content beyond themes to be true to original vision and scope
 - Encourage contribution from wide range of participants who may have significant and important rare, unique or infrequently held research materials, just not on these particular themes

Initial reason for limited number of themes and EAD approach: For appeal to scholars, need a critical mass of content to be useful to scholars

- 5. Attract content from non-Catholic institutions, e.g., University of Tulsa, which has a Catholic studies collections, Stanford University and others
- 6. Content exclusions to the Portal?
 - Content that will not support scholarship and research
 - Exclude books in general unless part of a special, comprehensive collection, e.g., a recent edition of Tolkien because part of the special collections, but what will the user experience be? How will they make sense of this?

- 7. Keep a list of questions, some derived from process of thinking about what records to submit, to ask scholars, such as
 - What about books that are part of a comprehensive collection? Reference the Tolkien example, could be any Catholic literary figure.
 - What do you expect to find? Want to find?
 - What can't you find elsewhere?
- 8. Themes not embedded in each record, themes guide development of Portal collections and develop reputation with scholars, but are not a "literal searching tool." Portal will need more apparatus, more explanations of scope, how to use, etc.
- 9. General consensus
 - Subject themes are a good idea
 - Adding new themes ok
 - Content not limited to the themes
 - Add three themes: Catholic literary figures, Catholic liturgy and devotion, and Religion and citizenship

1:15 - 3:15 Digital Access. VuFind demo and overview: Eric

Phone call-in: Diane Maher (San Diego)

1. How to know if records added now will have utility going forward? What is the rationale behind 20,000 by the end of the summer? Reason: get a mass of content from all members is to test functionality, to test loading, etc. Who has to worry about mix of MARC, EAD, etc. Records in VuFind? Eric and a few others will handle the behind the scenes.

2. VuFind

- Open source application
- Led by Villanova University, used by hundreds of institutions worldwide
- Intended to solve a specific problem in libraries, that things are hard to find in a library catalog, fed MARC records into an indexer (SOLR/Lucene) and provided an interface to that index of records, works like the back of a book index with words and associated record numbers, SOLR/Lucene is the gold standard of indexers, it does statistical analysis on the search queries and results
- VuFind is the interface to the indexer
- Indexer has ease of use in same way as a book index, no syntax needed as is the case with a database where you always have to specify the field you want to search
- Database is useful for managing content, creating reports, etc., but harder to use for searching
- 3. Public view (currently) of the Portal at www.catholicresearch.net VuFind test site at http://vufind.library.nd.edu/
 - Facets used to drill down into searches, e.g., institution, format, era, library, etc., which are then populated from the records ingested
 - Buttons for putting citation into a bib style, sending via email
 - Ability to tag records with keywords, etc., in the public interface
 - Some metadata records do not contain much description by subject of content
 - Some metadata records have hot link to online finding aid

- Format might have some role in relevance ranking, use of format coding in fixed fields but fixed fields is not supported in VuFind
- In next version of VuFind, federated searching across library catalog and digital collections to enable finding specific items in a digital collection
- Defaults to "or" Boolean operators, search terms "Dorothy Day" in quotes to find phrase as opposed to records with "Dorothy" and "Day" in the records independently of each other
- VuFind also searches/pulls in entries on the search term from Wikipedia
- Challenge if search by author, usually done by last name, but without inversion, how to find out the surname under which elements, need an automated way to identify last name under which to search
- What about database clean-up? An answer to be developed

4. XIST silo -

- Holds native XML files
- "under development" in VuFind

5. Is use of VuFind the right direction?

- One view, that researchers are more sophisticated users and want more advanced search interface options
- Ask Scholars Advisory Committee to individually search their own research interests on the Portal

Search functionality. Panel: Kathy Cummings (ND), Stephen Spatz (Villanova), Moderated by Kevin Cawley (ND)

- 1. Portal could assist students in class assignments (Kathy Cummings)
 - Provides subject topics, including Eucharistic devotions, devotions to Mary, general devotions, sacramental practice
 - Mix of formats, including photographs, other visual, yearbooks
 - Also refers students to ND page on sources for Catholics in America
 - New research project on who, when, becomes a saint
 - Portal good idea for discovery, digging and discernment, often follow leads to a special archive, but need to figure out if the material is worth a trip
 - Involvement of Scholars Advisory Committee will be helpful. Engage the scholarly advisory committee to test it, find out what people's expectations are, use it to see what works and what doesn't.
 - From the Cushwa Center for Study of Study of American Catholicism
 - "Support scholars' discovery of the unexpected."

2. Scholars and the Catholic Portal (Kevin Cawley)

- Second pilot project related to EAD finding aids found that first 500 responses might refer to the same collection because term was used in so many different places in same inventory -- problem solved with VuFind
- Scholars want to find through the portal relevant resources that they would not otherwise have found: so we need the details of a finding aid, not just the general MARC description, and we need participation from smaller institutions whose holdings are presently unknown

- Next iteration of VuFind should make it possible to include the details of finding aids; efforts to include smaller institutions should eventually make the portal more valuable for scholars
- 3. Catholica collection at Villanova (Stephen Spatz)
 - Available now from Villanova Library
 - Partnered with American Catholic Historical Society on digitization
 - Digital Library Team has student workers for digitizing, team structure allows individuals to work on digital library project without a "digitial library department." Provisions to hide things under copyright.
 - Metadata is what is being indexed, not full text
 - Metadata loosely based on Dublin Core
 - OAI-PMH, Pennsylvania Digital Library has harvested Villanova's entire digital library
- 4. Bob O'Neill asked about Copyright issues. There is a provision to hide things that are copyrighted. Journal articles published elsewhere are behind a firewall. You can set the rights levels through the software.
- 5. Usability tests for Portal when critical mass of records are ingested. Scholars within individual institutions and focus groups could test to see if it is functional and usable. When is there enough there for scholars to say this is usable? Matt suggested that every contributor had a paragraph or 2 describing what they can contribute.

4:00 – 5:00 Next Steps, Strategic Plan: Pat Lawton (CRRA)

1. Collection themes (Strategic Plan)

- 1.1. Themes to Portal, Labor Day, 2009. To the nine themes, we added Catholic literary figures, Catholic liturgy and devotion, and Religion and citizenship for a total of 12 themes. Themes will be added as necessary. Other:
 - List of themes is organic, and themes can be added as deemed necessary.
 - Take "Higher" out of "Catholic Higher Education"
 - Change the word "archives" to "collections" in Diocesan archives/papers of bishops.
 - TCP will put these themes on the Portal.
- 1.2. Discussion: Religious orders could be used instead of men's/women's religious orders. Lay groups could fall under this or they could be under religious orders. The reason it was here was for those searching for women's studies and this would highlight women. So, decision was to leave men's and women's orders separate.

2. Collection scope (Strategic Plan)

- 2.1. Affirmed focus on Catholic research materials that are rare, unique and/or infrequently held.
- 2.2. Survey Scholars Advisory Committee, June 2010. Survey scholars on general kinds of materials used in their research and ways to solicit input from other scholars.

- 2.3. Develop a mechanism for referring to the Collection Committee questions of interpretation regarding materials to include in the Portal: send questions to Bob O'Neill who will vet questions for the Collections Committee.
- 2.4. Collection policy, October 2009. Develop four paragraph collections policy and ensure a focus on what we can do that no one else can do or is doing. We should move the first item in the last column (2-5 yrs) to this year. Develop a collection policy this year and include Alan's statement, the twelve themes, formats, and the current emphasis on rare, unique, and infrequently held. Add a preamble that it is a living document that changes over time.
- 2.5. Contributors' intended contributions, June 2010. Create a place on the Portal site for contributors' intended contributions so other participants and scholars can see what is to be added. Solicit intended contributions, Jan. 2010.

Wednesday, July 15, 2009

Present: Doug Archer (ND), Matt Blessing (Marquette), William Kevin Cawley (ND), Ann Hanlon, (Marquette), Jessica Kayongo (ND), Alan Krieger (ND), Pat Lawton (CRRA), Susan Leister (Georgetown), Jean McManus (ND), Eric Morgan (ND), Bob O'Neill (BC), Bob Seal (Loyola), Stephen Spatz (Villanova), Janice Welburn (Marquette), Michele Wolff (ND), Kathy Young (Loyola), Jennifer Younger (ND), Jean Zanoni, (Marquette).

9:00 – 10:30 Strategic Plan (continued) and Future Directions I: Pat Lawton (CRRA)

Phone call-in: Carol Johnson

3. Data input and ingestion (Strategic Plan)

- 3.1. Guide for ingesting CRRA content, December 2009. Matt suggested we add "specifically for MARC records, EAD records ..." and different kinds of schemes. Susan asked: What formats are acceptable? Tell step by step how you add content to the Portal. Janice added: Need instructions and a resource person. We should have short document that links to longer explanations. Need a standard for how EAD is encoded.
- 3.2. Harvesting content, Spring 2010. Question on strategies for harvesting member content? Two approaches, one simpler than the other. Begin investigation spring 2010 the simpler "harvesting" is for institutions to tag records in their ILS in a field so that a program could go in, find those records and "harvest" for the Portal. For the cataloguing institution identify records, add field, be sure field is index-able by Z39.50 so it can be identified; implemented differently by each of the major ILS systems. If an institution does all this, then instead of putting the index-able field into each record, could just pull, batch and send the records. One advantage of harvesting is that the records could be "harvested" initially and subsequently, which might be advantageous for ongoing record maintenance.

- 3.3. Merge public face of Portal and VuFind sandbox, June 2010. Move "merge public face of Portal and VuFind sandbox" to middle column so that content is there asap and we can show this to increase membership.
- 3.4. Metadata Guidelines by Dec. 09. Pat will work with Digital Access Committee.

4. Search functionality and display (Strategic Plan)

- 4.1. Determine how EAD will be standardized and delivered to users, Spring 2010. Important but hold for spring 2010 and use scholars for testing and evaluation of searching and display especially of EAD finding aids.
- 4.2. Portal Preview, October 2009. Via Scholars Advisory Committee and institutional teams plan for an early preview/conversation/focus group at each institution during the month of October. Need to have preview work done by scholars to get input from selected scholars and to have a conversation with the people who will be using it to see what they need and if it is there. Dialogue and preview during a time frame to learn what they want, what isn't available that they need, what new questions emerge about functionality and content, etc.

Discussion: All institutions need to do usability testing. Begin with grad students and teams at each institution. Pat Carey, Jim O'Toole, Tim Meagher have expressed interest in helping with usability testing. Janice asked if this could be constructed to take only an hour or hour and a half for the test which would make it more feasible and manageable.

We should structure the usability test so that they are just looking for content and accessibility. Janice: mid—semester we could have an early preview and ask scholars to test it and react to it so we can develop the product. We can guide them through the conversation so that they don't get discouraged by features (buttons, etc.) which may not work at that time.

Endorsements by scholars could appeal to institutions thinking about contributing. Endorsements enable us to recruit the next level to build the scholarly community. Scholars could make this look "new." It isn't a library project; it's a scholars' project.

- 4.2.1. Process. Go through process at ND to establish best practices. Then member institutions go through the process, and by Nov 1, each institution write up findings and send to Pat. Pat compiles it and sends it out to the group. Then all institutions will know what was discovered and where there are overlaps, concerns, other perspectives.
- 4.3. Usability, June 2010. Move the first four long term goals determine user needs, conduct usability tests and evaluation, articulate levels of search functionality and display, and implement the ability to search at the item level to the middle column. Test search and display functionality within VuFind parameters.

More formal usability (functionality testing) testing, phase 2, begin March 2010. Design a script describing what scholars are supposed to be able to do, e.g., find a manuscript by Dorothy Day, find a letter from Dorothy Day to Martin Sheen, etc., and then see if they can do it. Eric willing to take the lead

and will enlist others to help.

4.4. Make buttons work, Feb. 2010, prior to usability testing.

5. Growth plan and outreach (Strategic Plan)

5.1. Published book chapter: "Toward Enduring, Global Access to Catholic Research Resources" by Ruth Bogan, Diane Maher, Edward D. Starkey, and Jennifer A. Younger in *Digital Scholarship* ed. By Marta Mestorvic Deyrup, 2009.

Post chapter in Digital Libraries on CRRA site? Jennifer will check with Marta. We may want to emphasize the documents that are available on the site, send the scholars a link, and let them know about the book chapter.

- 5.2. Communication with CLA (Minneapolis, 2010; ATLA), via attendance at their conferences.
- 5.3. Midwest Archives Conference, Chicago, Spring 2010, Matt Blessing.
- 5.4. ACCU (Jennifer on behalf of Board of Directors)
- 5.5. Proposal for program presentation at ACRL in Spring 2011, proposals due Spring 2010 with paper due in January 2011?
- 5.6. Labor Day, 2009. Update "About CRRA" documents on the Portal.
- 5.7. Send out CRRA summary to the CRRA-L list.
- 5.8. Digital library conferences? Papers for discussing model of a digital library? Workshops for connecting with other digital libraries for purposes of learning?
- 5.9. Membership. Down the road, we may solicit institutions to cooperate and contribute content without necessarily requiring membership, develop a "contributor's category." Commitment is to free access to Portal by scholars worldwide.

Discussion: What characteristics does a library need to come on board? What if they can't afford to pay the dues? If they don't have the staff or the resources to contribute, do we want to take them on? Do we want to be exclusive? What if they don't have collections that enhance the Portal?

There are 300 institutions that are expressing interest in the Portal, and they are all Catholic. We should also include non-Catholic institutions that show interest.

Every member should pay something. It could be a minimal charge. We don't want barriers to prevent institutions from contributing content, but the Portal has to be able to sustain itself so it can offer free access on the part of users. We also want content, so we want contributions. Content drives this and it is here for scholars.

There is pressure on institutions for open access. We may even face the prospect of having to give them something of interest to them to get their material if they don't have an interest in being a member.

6. Business plan (Strategic Plan)

- 6.1. Sept. 4, 2009. CLIR pre-proposal accepted. Final due 9/4/09.
- 6.2. Jean and Pat are meeting with Catholic Peace Building Network to talk about joint funding opportunities.
- 6.3. Oct. 1, 2009. Develop a dues schedule. Board is developing a dues schedule for 09/10 based on FY 08/09. Notes are in the Board of Directors file on the CRRA admin site.
- 6.4. Dec. 2010 Articulate membership categories and assoc. dues by end of 2010.
- 6.5. Jan. 2010. Add 4-8 new members for 2009-2010 by January including Loyola, St. Catherine, others. Board Membership Committee: Board sub-committee (Membership Committee) will work on this.
- 6.6. Goal: Be financially self-sustaining. Should we be individually or collectively look for opportunities at conferences to host a workshop to advance the capabilities for how the Portal functions? If there is an opportunity to talk about the CRRA, do it, or at least notify Pat so she can pursue it as the CRRA point person.
- 6.7. Catholic Peace-building Network (CPN). Doug Archer joined us to discuss Catholic peacebuilding network. Jean McManus said that Catholic Peace-building has been added as a theme for the Portal. The Catholic peace-building network is at the Kroc Institute for Peace Studies at ND. Doug said that it was formed by various institutions with scholars and practitioners. Facilitate communication, collect and identify relevant research, set up an archive of peace materials to be used in conflict resolution situations or to be available to researchers how do we gather this, put it in an archive, and make it available to the world? The virtual library could collect these documents and disseminate them. These are still infrequently held and Catholic, but they may be quite active or recent.

Focus on documents and where they'd live and how they'd be pulled together and accessed. CRRA could help CPN publicize and disseminate into. In turn it is a fund raising opportunity for CRRA and a platform for disseminating information to Africa, Columbia, SE Asia, etc.

This can be a very positive partnership for the CRRA Portal, and it can certainly lead to funding opportunities. CPN and CRRA are two separate organizations, but they have a shared interest in the Portal for storing/hosting content and making content available to others. It is a model to other organizations for how other unique, relevant content can be made available. It would go beyond archives and would be a dynamic, peace-building movement that would actually foster change and dialogue throughout the world. This would also encourage universities with their own peace studies groups to work together.

While CPN is focused on Catholic, it is not limited to that. The governance pertains to collections scope as what we want as content, but it is up to the university who owns the material to determine what should be contributed and what is relevant.

Closing remarks: Jennifer Younger (ND)

On behalf of the Board, we have established outcomes to be achieved, critical directions to move forward with this year, and refinement s to be made to the strategic goals. Big vision, big ambition; our desired outcomes were achieved: Provide critical direction to enable the next steps to be taken; Affirm broad goals in strategic plan for next year and years two to five.

Meeting adjourned at 12:05 P.M. Minutes respectfully submitted by Pat Lawton July 21, 2009