LEGAL SERVICES CORPORATION BOARD OF DIRECTORS

TELEPHONIC MEETING OF THE BOARD OF DIRECTORS

OPEN SESSION

Monday, September 19, 2011

11:03 a.m.

Legal Services Corporation 3333 K Street, N.W. Washington, D.C. 20007

BOARD MEMBERS PRESENT:

John G. Levi, Chairman Martha L. Minor, Vice Chair Sharon L. Browne Robert J. Grey, Jr. Harry J.F. Korrell, III Charles N.W. Keckler Victor B. Maddox Laurie Mikva Father Pius Pietrzyk, O.P. Julie Reiskin Gloria Valencia-Weber STAFF AND PUBLIC PRESENT AT THE CORPORATION'S OFFICES:

James J. Sandman, President

- Victor M. Fortuno, Vice President for Legal Affairs, General Counsel, and Corporate Secretary
- Mark Freedman, Senior Assistant General Counsel, Office of Legal Affairs
- Atitaya Pratoomtong, Staff Attorney, Office of Legal Affairs
- Katherine Ward, Executive Assistant, Office of Legal Affairs
- David L. Richardson, Comptroller and Treasurer, Office of Financial and Administrative Services
- Stephen Barr, Communications Director, Office of Government Relations and Public Affairs
- Treefa Aziz, Government Affairs Representative, Office of Government Relations and Public Affairs
- Jeffrey E. Schanz, Inspector General
- Laurie Tarantowicz, Assistant Inspector General and Legal Counsel, Office of the Inspector General
- Joel Gallay, Special Counsel to the Inspector General, Office of the Inspector General
- David Maddox, Assistant Inspector General for Management and Evaluation, Office of the Inspector General
- John C. Meyer, Director, Office of Information Management
- Charles Greenfield, Program Counsel III, Office of Program Performance

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Motions: 4, 7, 12, 24, 28

1	PROCEEDINGS
2	(11:03 a.m.)
3	CHAIRMAN LEVI: I'll call the meeting to order
4	and ask for an approval of the agenda.
5	MOTION
6	MS. BROWNE: This is Sharon Browne. I so
7	move.
8	FATHER PIUS: Father Pius. So move.
9	DEAN MINOW: Second. Martha Minow.
10	CHAIRMAN LEVI: And so all in favor?
11	(A chorus of ayes.)
12	CHAIRMAN LEVI: Any opposed?
13	(No response.)
14	CHAIRMAN LEVI: Okay. The agenda is approved.
15	And that brings us to the consider and act on the
16	recommendation of the Ops & Regs Committee regarding
17	the census. And who is going to make that
18	presentation? Charles?
19	PROFESSOR KECKLER: Yes, I will. Thank you,
20	John.
21	Well, as most of the Board and others here and
22	on the phone know, we have for a long time distributed

1 our money on the basis of a decennial census count of 2 the poverty population. But the 2010 census does not 3 have a count of individuals in poverty, and therefore 4 we need a new set of data in statute for the 5 distribution of the money.

6 And we've considered this for some period of 7 time -- the manner in which this should be done, what 8 language should be presented to the Office of 9 Management and Budget, and ultimately to our 10 congressional committees.

11 On Friday, the Operations & Regulations Committee had a chance to look into this issue 12 following a period of public comment on the main 13 recommendations for our legislative approach. 14 And after some discussion, we voted to adopt the 15 16 recommendations of management with regard to this, 17 which if the Board were to approve them would then be 18 passed on to the Office of Management and Budget as part of our legislative package to Congress, including 19 20 our budget.

The main recommendations are that we continue to distribute basic field money on the basis of

1 individuals in poverty, and that the number of

2 individuals in poverty in different areas be determined 3 by the Bureau of the Census. We have not specified a 4 particular data set that the Bureau of the Census must 5 use, but we have said that the Bureau of the Census 6 will be the agency determining those numbers.

Then the second recommendation is that LSC 7 funding be distributed, redistributed, on the basis of 8 every three years, triennially, rather than -- we no 9 longer have to use the decennial census and no longer 10 11 can do so, so it now becomes open to us what period of 12 time to use, and three years was recommended; and that because of a considerable shift in the relative poverty 13 populations between our grantee areas, sometimes 14 15 approaching 30 percent changes in funding, there has 16 been a recommendation that this be phased in over 17 fiscal year 2013 and 2014.

18 The comments that came in from the public 19 were, in the main, supportive of this general approach. 20 With regard to the first recommendation, there was 21 some discussion in public comment that LSC be given 22 more discretion to determine data sets and numbers than

1 management's recommendation. With regard to the second 2 recommendation, no one was in support of a decennial 3 reevaluation, but some thought that five years would be 4 better than three.

5 And there was general support for a phase-in, 6 although there was some discussion in the committee 7 regarding whether it would be better to use the 8 budgetary process and ask for specific money for FY 9 2013 for the programs losing funding to partially 10 offset that rather than to phase in the formula.

So after the discussion of those comments and 11 12 so on, we nevertheless as a committee voted to accept management's recommendations, and are presenting those 13 to you and the rest of the Board this morning. 14 CHAIRMAN LEVI: In the form of a motion? 15 16 ΜΟΤΙΟΝ 17 PROFESSOR KECKLER: In the form of a 18 resolution which you should have received. It's titled -- the title of the resolution -- it's a 19 two-page resolution. Does everybody have that? 20 21 CHAIRMAN LEVI: 2011-014. Right? PROFESSOR KECKLER: 2011-014 is the resolution 22

1 that is presented on the table.

2	CHAIRMAN LEVI: And is there a second?
3	MR. MADDOX: Second. Victor Maddox.
4	DEAN MINOW: Coming from the committee, you
5	may not need a second, but I'm glad to second it.
6	CHAIRMAN LEVI: Martha's right. Maybe that's
7	correct.
8	Is there discussion?
9	MS. BROWNE: This is Sharon Browne. Just a
10	quick question. Have you talked to the U.S. Census to
11	get in a conversation with them regarding LSC's needs?
12	And are they agreeable to working with LSC on
13	developing the number of eligible clients that we
14	serve?
15	PRESIDENT SANDMAN: This is Jim Sandman.
16	Bristow Hardin has been in regular contact with the
17	Bureau of the Census about this issue, and I'll let him
18	respond with the details. We may have to pay the
19	Census Bureau some money to get them to do this, but
20	the amounts that they've talked about are reasonable
21	and relatively modest.

22 This seemed to be the type of request that

1 would be in the ordinary course of the type that they work, of the work that they do for a variety of 2 government agencies. But I'll let Bristow elaborate. 3 MR. HARDIN: Well, I don't know how much is 4 5 necessary to elaborate except to reiterate that this is 6 something they do in terms of advising agencies about They're quite prepared to do so with us. 7 this. They've agreed that the details and extra data runs 8 that we would need from them would influence the cost, 9 but the type of things we've discussed to this point 10 11 don't indicate that the costs would be that 12 significant.

But again, this is something they do widely with many agencies. But also, the specifics of it would have to be worked out in the process as it went through OMB and the committees and such like that. PROFESSOR KECKLER: This is Charles Keckler.

18 Sharon, you mentioned the term "eligible clients." 19 We've discussed that as an alternative, but right now 20 the resolution is for persons in poverty, which of 21 course is a distinct thing.

22 It was an open question and discussed briefly

during the committee session on Friday whether the Census would be approachable or amenable for the Board's purposes, research purposes, making alternate counts unrelated directly to our grant distribution. But I'm not sure whether you wanted to talk about eligible clients versus persons of poverty or what you were asking.

8 MS. BROWNE: Well, I was just wanting to make 9 sure that the Census Bureau has been informed of the 10 needs that we're looking at right now.

But that does raise an interesting issue. Are we asking the Census Bureau just to look at the number of people in poverty, or are they going to be specific in looking at the different geographic areas to determine the number of people eligible for LSC services?

PROFESSOR KECKLER: The resolution, as I understand it, just involves them calculating persons in poverty to most closely approximate the prior use of the census. Again, it's something that I think is worth thinking about. I'm not sure the exact process that we would go through for the future to think about 1 alternatives and so on.

2	But as it's been discussed, this is narrowly
3	focused on handling the failure of the census to
4	collect poverty data and to cover that legislatively
5	rather than to get into something that I think we ought
6	to discuss going forward, which is things like eligible
7	clients and the need and the relative cost and things
8	like that.
9	MS. BROWNE: Thank you.
10	CHAIRMAN LEVI: Any other questions or
11	comments?
12	MS. REISKIN: Mr. Chairman, this is Julie
13	Reiskin. I apologize I'm late; I just got out of my
14	hearing, but I'm here.
15	CHAIRMAN LEVI: Okay. Thank you.
16	Hearing nothing else, can we have a vote? All
17	in favor of adopting the resolution, please say aye.
18	(A chorus of ayes.)
19	CHAIRMAN LEVI: Opposed?
20	(No response.)
21	CHAIRMAN LEVI: Okay. The resolution is
22	adopted, and we now turn to the Finance Committee's

recommendations. And I gather that we're going to have
 that as a presentation by Dave Richardson. Is that
 correct? Or, Robert, are you going to run this --

MR. GREY: Well, I think that we talked about 4 this on occasion, and I think the resolution accurately 5 6 reflects those discussions that the Board has had and information which we received from outside interested 7 parties and organizations, and a further reflection of 8 the analysis by the staff based on the Board's 9 recommendation that we consider an appropriation of 10 11 \$470 million for 2013 with the breakdown as it is 12 reflected on the resolution, Mr. Chairman.

And I think that should anybody have any questions, I think David Richardson and John Constance and Jim Sandman are certainly there to answer any questions that members of the Board might have.

17 M O T I O N

18 MR. GREY: And I would, by presentation of the19 resolution, move the adoption.

20 CHAIRMAN LEVI: Now, Mr. Fortuno, does that 21 need a second?

22 MR. FORTUNO: No. Technically, since it's a

motion of a committee, I think it's considered coming
 to the Board with a second.

3 CHAIRMAN LEVI: Martha, when you're dean of a4 law school, you know these things.

5 Okay. Any questions? Comments? 6 MS. BROWNE: This is Sharon Browne. I do have 7 just one question for Mr. Constance. In light of the 8 2012 appropriation from Congress, which is now at the 9 level of \$396 million, a 2 percent reduction from the 10 fiscal year 2011 level, will the \$470 million be an 11 appropriate amount to get us to the negotiating table?

I know that that was one of our considerations earlier, and we didn't have the \$396 million figure before us until just recently. I think it was on last Wednesday. So is that going to make -- are we still in the ballpark to allow us to be at the negotiating table, with the \$470 million request?

18 PRESIDENT SANDMAN: This is Jim Sandman. I'm 19 not sure John is on the line. He's out of the country 20 and emailed shortly ago saying that he was on the 21 subway in London and there had been a problem, and he 22 was not sure he was going to be able to make the call.

1 John, are you on?

2 (No response.)

CHAIRMAN LEVI: Could you answer that, Jim? 3 PRESIDENT SANDMAN: Yes. I have not posed 4 5 that question specifically to John, but I have spoken 6 to him since last week when the Senate Appropriations Committee voted for \$396 million for fiscal year '12, 7 which would be a 2 percent cut over where we are 8 9 currently.

10 The Senate itself has not taken action, and 11 the House Appropriations Committee came in at a much 12 lower level. So we still don't know what our actual 13 number will be for 2012. But nothing that John has 14 said leads me to believe that he would feel any 15 differently about the reasonableness of this number. 16 One of our reference points was what the

President had asked for for fiscal 2012, and that was \$450. And I believe that in light of the increase in the poverty population, particularly as reflected in the numbers that the Census Bureau released last week, that the modest increase that we're asking for over the President's request for 2012 would keep us in

1 reasonable range and in the discussions.

2	MS. BROWNE: Okay. Thank you.
3	PROFESSOR KECKLER: I have a sorry. I just
4	have a quick question. This is Charles Keckler. What
5	is the increase number that we're asking for? We're
6	asking for an increase. What sort of percentage
7	increase
8	CHAIRMAN LEVI: 3.6 percent, I think, was the
9	number.
10	PROFESSOR KECKLER: Pardon me? What was that,
11	John?
12	CHAIRMAN LEVI: 3.6 percent.
13	PROFESSOR KECKLER: 3.6 percent
14	PRESIDENT SANDMAN: That would be 3.6 percent
15	over the President's request for 2012.
16	CHAIRMAN LEVI: That's what that was.
17	PROFESSOR KECKLER: Oh, but what percentage
18	over our actual budget or
19	CHAIRMAN LEVI: We don't know what our actual
20	budget is. You mean over the 404?
21	PROFESSOR KECKLER: Well, I guess it would be
22	over the 404 or I guess it would be the most recent

1 enacted budget.

2 PRESIDENT SANDMAN: The most enacted budget is for the current fiscal year of 404. 3 4 PROFESSOR KECKLER: Right. Right. MR. MADDOX: It's a 16 percent increase, 5 Charles. 6 7 PROFESSOR KECKLER: Thank you, Vic. MR. MADDOX: 470 is a 16 percent increase over 8 404. 9 I have another question, Mr. Chairman. 10 11 CHAIRMAN LEVI: Go right ahead. 12 MR. MADDOX: For Jim Sandman, I was thinking back to the Finance Committee meeting, and I was under 13 the impression that John Constance had indicated that 14 there was bipartisan support for 450. So I was 15 16 surprised to see the press release relating to the subcommittee's recommendation of 396, I believe. 17 And I'm wondering -- I think Senator Mikulski 18 is the chairman of the subcommittee. 19 20 CHAIRMAN LEVI: Yes. 21 MR. MADDOX: And so I was even more surprised to see that that small a number came out. 22 Has

something happened that changes John's thinking about the nature of the bipartisan consensus, or is that just the way the negotiation process sets up? I'm just a little confused by the development in the subcommittee, which I gather has now been carried over by the full committee.

7 PRESIDENT SANDMAN: John's previous advice 8 that there was bipartisan support for 450 was based on 9 a letter that a number of members of the Senate had 10 signed onto, what's called a "Dear Colleague" letter, 11 recommending \$450 million.

All of the signatories of that letter were Democrats. But he had had conversations with Republican members or their staffs indicating that there were other people who, although they weren't willing to sign onto the letter, also thought that \$450,000 million was a reasonable number.

18 Since then, I think a couple of things have 19 happened. First, the appropriations subcommittee, the 20 Subcommittee on Commerce, Justice & Science, was told 21 how much money they had to work with. And the number 22 that they came out with last week reflects their effort

to allocate what they were given to work with among allof the agencies under their jurisdiction.

They did propose increases for a couple of 3 agencies, most notably the Bureau of Prisons, to 4 address overcrowding problems, and NOAA, the National 5 6 Oceanographic and Atmospheric Administration, for I think it was a satellite project. And the magnitude of 7 8 the increases that they thought appropriate for those two agencies require that they decrease almost every 9 other agency under their jurisdiction. 10

11 So I think as a practical matter, that 12 explains what's happened in recent weeks.

MR. MADDOX: Jim, it's Vic Maddox again. Who tells the subcommittee how much they have to work with? Is that OMB?

16 CHAIRMAN LEVI: No.

17 MR. MADDOX: I mean, I wouldn't think so.

PRESIDENT SANDMAN: No. No, that doesn't come from the Administration. That comes from -- I don't know if Treefa's on the call, but I believe that comes from the parent --

22 MR. MADDOX: From the committee itself?

PRESIDENT SANDMAN: -- the parent

1

2 Appropriations Committee. But you're getting beyond my3 expertise.

4 MR. MADDOX: So the Appropriations Committee 5 has, I guess, a global number --

6 CHAIRMAN LEVI: At a global number. 7 MR. MADDOX: -- with the assumption that 8 there's not going to be a budget and we're going to 9 have some sort of continuing resolution again? 10 MS. AZIZ: If I may, this is Treefa Aziz.

10MS. AZIZ: II I May, CHIS IS Heela AZIZ11MR. MADDOX: Hi, Treefa.

MS. AZIZ: Hi, how are you guys? The Budget Act, the debt ceiling agreement that was enacted into law, set a spending cap for FY 2012. That spending cap was then presented to the Appropriations Committee that does what we call a 302(b) allocation, meaning that they allocate that total spending to each of the appropriations subcommittees.

19 CJS received a \$626 million reduction from FY 20 2011, which was what Senators Mikulski and Hutchison 21 then used to set the funding limits and allocations 22 within the agencies and programs under their 1 jurisdiction.

2	MR. MADDOX: I see. So is there any element
3	of the process going forward with the budget deal that
4	apparently supplants our otherwise normal budgeting
5	process is there any element of that that would lead
6	to an increase from what the committee has recommended?
7	I'm just trying to understand the process.
8	MS. AZIZ: No. The Appropriations Committee
9	has already recommended a funding level for all of the
10	agencies in their jurisdiction. It is highly unlikely
11	that those numbers will be increased at this point.
12	There is a spending cap that they have all agreed to at
13	\$1.043 trillion, and the allocation that was provided
14	to CJS is within that limitation.
15	It is nearly impossible for that number to
16	change at this point. So I would say that increases to
17	the recommendation by the Appropriations Committee on
18	the Senate side is unlikely at this point.
19	MR. MADDOX: Mr. Chairman, Vic Maddox again.
20	I'm not quite sure I understand our exercise today.
21	We're making a recommendation on the FY 2013 budget.
22	CHAIRMAN LEVI: Correct.

1 MR. MADDOX: But the budget is essentially already set by Congress, so it's really going to be --2 3 CHAIRMAN LEVI: No, no. The budget that is already set is 2012. 4 MR. MADDOX: Oh, okay. Well, that --5 6 CHAIRMAN LEVI: Yes. This is a year -- you worked there, Vic. 7 MR. MADDOX: Well, when I worked there, John, 8 we had laws in place that actually outlined the 9 budgeting process and they were typically followed to 10 11 one degree or another, unlike the current landscape. 12 CHAIRMAN LEVI: Yes. MR. MADDOX: So whatever Treefa just said has 13 14 to do with --CHAIRMAN LEVI: 15 2012. 16 MR. MADDOX: -- with the 2012. But that 17 year-end budget ends in two weeks. CHAIRMAN LEVI: Exactly. And not only that, 18 if you may have been reading, the House passed a 19 20 continuing resolution and there is a lot of belief that 21 we're going to be operating under a continuing resolution until after the Debt Commission reports, 22

1 which won't be until the end of November.

2	MR. MADDOX: Yes. Okay.
3	CHAIRMAN LEVI: At the same time, we have to
4	submit right now to OMB a number.
5	MR. MADDOX: Okay. Very well. Thank you.
6	CHAIRMAN LEVI: That's what's happening.
7	Now, I should also say I've had conversations
8	on both sides of the aisle myself, and they
9	said basically what I'm getting is, you should
10	proceed as you would ordinarily proceed. And that's
11	what we're trying to do under these circumstances. I
12	don't think it's easy for anybody, and particularly
13	for Treefa and John are busy these days.
14	Any other questions or comments for Mr. Grey?
15	(No response.)
16	CHAIRMAN LEVI: Can I ask for approval? All
17	in favor of approving the resolution, signify by saying
18	aye.
19	(A chorus of ayes.)
20	CHAIRMAN LEVI: Opposed?
21	PROFESSOR KECKLER: Nay.
22	MR. MADDOX: No.

1 CHAIRMAN LEVI: I'm sorry?

2 MR. MADDOX: No.

3 CHAIRMAN LEVI: There was a no?

4 PROFESSOR KECKLER: At least two.

5 MR. FORTUNO: There were at least two nay 6 votes.

7 MR. MADDOX: I voted no, John.

8 CHAIRMAN LEVI: I'm sorry.

9 MR. MADDOX: Victor Maddox. I voted no.

10 PROFESSOR KECKLER: Charles Keckler. I've
11 also voted no.

12 FATHER PIUS: Should we do a roll call vote?13 CHAIRMAN LEVI: There are two no votes.

14 MS. BROWNE: This is Sharon Browne. There's 15 something on the line.

16 CHAIRMAN LEVI: That's what I was going to 17 ask.

18 MS. BROWNE: It makes it very difficult to19 hear.

20 CHAIRMAN LEVI: Somebody needs to mute their 21 line. All of a sudden, background noise has become 22 very disconcerting. FATHER PIUS: It's not church bells, is it?
 (Laughter.)

CHAIRMAN LEVI: No. That would be okay.
FATHER PIUS: Well, if you can't hear them,
we're okay.

6 CHAIRMAN LEVI: No. That would be all right. 7 I had a call last week in which someone put their 8 phone on hold, and the entire group of us was treated 9 to a piano concerto. That would be disconcerting.

ΜΟΤΙΟΝ

10

11 CHAIRMAN LEVI: In any event, the final item 12 is a resolution renaming the Development Committee. 13 And this was a proposal that I wanted to make in light 14 of what I regarded as some confusion that we saw in 15 Washington over just what the committee would be 16 considering.

And I think that, these days, institutional advancement, which has to do with establishing such things as auxiliaries or alumni associations or even opportunities to send out newsletters or whatever, that "development" may be too narrow and that this is a better phrasing of what the committee is going to be 1 doing. And that's why the resolution is here.

2	I should say that I probably should have paid
3	a little more attention to the agenda. My own view is
4	the Development Committee hasn't met to make this
5	recommendation, and in terms of appropriate governance,
6	I believe it ought to have come from the Development
7	Committee to the Board as a resolution at the October
8	meeting.
9	And so if there is anybody on the Board that's
10	concerned about that issue, I'm happy to hold it until
11	then.
12	FATHER PIUS: This is Father Pius. I
13	generally agree with you, but I think the issue is
14	small enough that it's not that big of a deal.
15	CHAIRMAN LEVI: All right. So any other
16	comments or questions about that name change?
17	MR. GREY: Yes. This is Robert. I actually
18	recall encouraging us to think about this in a more
19	broadly described way so that we're not pigeonholing
20	ourselves, in the belief that others see this as
21	strictly just a fundraising committee. So I
22	MS. REISKIN: This is Julie Reiskin, and I

1 didn't see the resolution. I've been in a meeting since about 8:00 my time. But did you say it was going 2 to be called the institutional something committee? 3 CHAIRMAN LEVI: Advancement committee. 4 MS. REISKIN: Pardon? 5 6 CHAIRMAN LEVI: Advancement. 7 MS. REISKIN: Okay. Is there a reason that you're using the word "institutional" instead of 8 "organizational"? 9 10 CHAIRMAN LEVI: We could use organizational. 11 MS. REISKIN: It's just the word institution, 12 in my community, is kind of a cultural issue. Ιt really scares people. I know what you mean and you're 13 talking about the institution of LSC and you're not 14 talking about that kind of institution. But that's 15 16 just a cultural thing. And I know that probably isn't 17 a big deal to the majority of the people, but --CHAIRMAN LEVI: Well, in the development 18 arena, "institutional advancement" is a phrase that 19 they all know and use. 20 MS. REISKIN: Oh, okay. All right. 21 CHAIRMAN LEVI: But if you think it's going to 22

create some issues elsewhere, we certainly could listen
 to that. "Organizational advancement" is not a phrase
 I've heard.

MS. REISKIN: Well, I don't know that enough 4 5 people for whom it would be a problem would even know 6 this or -- I mean, I just know it well enough -- I don't know who would be working on this, so I don't 7 8 know that it's a huge deal at this point. But maybe if people do get confused, we can revisit. I don't think 9 it's enough of a big deal, though. I was just curious. 10 11 CHAIRMAN LEVI: Okay. Any other questions or comments, then? 12

13 (No response.)

14 CHAIRMAN LEVI: Well, then, can we have -- all 15 in favor of the change as it's prepared in the

16 resolution?

17 FATHER PIUS: On this one --

18 CHAIRMAN LEVI: Yes?

19 FATHER PIUS: On this one, I do think we need20 a second, John.

21 CHAIRMAN LEVI: Okay. Is there a second?22 FATHER PIUS: Which I happily do.

CHAIRMAN LEVI: Okay. All in favor? 1 (A chorus of ayes.) 2 CHAIRMAN LEVI: Opposition? 3 4 (No response.) CHAIRMAN LEVI: Okay. Anything else to come 5 before us this morning? 6 7 (No response.) 8 CHAIRMAN LEVI: Any public comment? Questions? Issues? 9 10 (No response.) CHAIRMAN LEVI: Mr. Sandman, do you wish to 11 12 say anything? PRESIDENT SANDMAN: I don't, except thank you 13 14 to everyone. 15 CHAIRMAN LEVI: Okay. Can I have a motion to 16 adjourn? 17 ΜΟΤΙΟΝ MR. GREY: So moved. 18 19 CHAIRMAN LEVI: Second? 20 DEAN MINOW: Second. 21 CHAIRMAN LEVI: We've done this in record time 22 here. All in favor?

(A chorus of ayes.) CHAIRMAN LEVI: Thanks so much, everybody. MR. FORTUNO: Have a good day, everyone. (Whereupon, at 11:35 a.m., the board meeting was adjourned.) * * * * *