

University of Central Missouri
Board of Governors
Plenary Session
June 20, 2014

The University of Central Missouri (UCM) Board of Governors convened in Plenary Session on Friday, June 20, 2014, at 8:30 a.m. in Union 237B on its main campus in Warrensburg, Missouri. Presiding over the meeting was Board President Marvin E. Wright. In attendance were Governors Gus Wetzell II, Mary Dandurand, Weldon Brady, Walter Hicklin, Mary Long, and John Collier. Also present was University President Charles Ambrose; General Counsel Henry Setser; and Assistant Secretary to the Board Monica Huffman.

Call to Order - Agenda Item No. 1

Mr. Wright called the meeting to order and determined that a quorum was present to conduct business.

Remarks by the Board President – Agenda Item No. 2

Mr. Wright made remarks that included some of UCM's successes over the past year including a well-attended Commencement in May; progress of The Crossing project; the HLC Accreditation; the Mules Basketball Team winning the NCAA-Division II championship; and the University's overall financial position. He commended and expressed the Board's appreciation for the contributions faculty and staff make to students' success throughout the year.

Remarks by the University President – Agenda Item No. 3

President Ambrose concurred with Mr. Wright's assessment of the past year. He commented on UCM's cultural attributes that sets it apart from other higher education institutions, and gave examples of how faculty and staff came together during the year for both good and difficult times. Examples included President Barack Obama's campus visit; the tragic loss of two students in mid-February; the inclusion of Special Needs individuals by two basketball players immediately following the Mules win of the NCAA-II Championship game; and the University's reaccreditation by the Higher Learning Commission.

President Ambrose noted that the Gallup Organization has spent the past 36 months studying the most important things higher education can do to make a difference, noting that the elements identified related specifically to students' hopes of achieving a college degree and the support they receive by others to help make it happen. President Ambrose expressed confidence that our students, who have a self-directed sense of purpose when they enroll in college, and faculty and staff who genuinely care about them, will succeed.

President Ambrose said that General Counsel Henry Setser will retire on June 30. The Board and others celebrated his service during a dinner in his honor last evening. President Ambrose expressed appreciation for all that he has done for the University, adding that he will continue to do some consulting work for UCM over the next year.

President Ambrose reported that UCM's Criminal Justice Graduate Program is listed as one of the top 25 programs in the country. He shared that he recently attended his first KCPT meeting as a Board member and received a very warm welcome, noting that KCPT's acquisition of The Bridge, has moved Kansas City into a position of status with stations holding AAA ratings in New York City, Chicago, Los Angeles and Austin. He asked Mr. Robin Krause to provide an update on the in-kind marketing package UCM received as part of the agreement with KCPT for the sale of The Bridge. Mr. Krause distributed a Summary of the 2014-2015 Underwriting Partnership with KCPT (Attachment 1), noting that the partnership includes a marketing package that will span 10 years and is valued at \$550,000. Much of the marketing will focus on, and promote, UCM's efforts in Lee's Summit. He stated that KCPT/KTBG has been very flexible with regard to the timing of UCM's marketing efforts. President Ambrose stated that UCM was a sponsor of KCPT's "Turn on the Bridge" event held in Kansas City last week, and is very excited for future opportunities UCM will have as a result of the agreement.

In closing, President Ambrose highlighted three additional opportunities that are a reflection of the work of committed faculty and staff. The first was a meeting he attended at Barksdale Air Force Base last week that was convened by the Global Strike Command Commander and included several other partners in higher education. The purpose of the meeting was to review UCM's Whiteman Advantage Program and its Military and Veterans Service Center, and to discuss a collaborative network for establishing a "Global Strike Advantage" using the same construct as UCM's Program and Center. The program would allow military students to matriculate and transfer between institutions in the Global Strike Command network. President Ambrose said that a great opportunity exists for UCM, and expressed appreciation for the work that has been done by many people including Jeff Huffman, Delilah Nichols, and Lisa Morse who provide extraordinary care and nurturing of military and veterans. This offers UCM an opportunity to have a voice in the design and implementation of the program that will have expanded impact on airmen, dependents, and veterans. The intent is to put this collaborative network in place by November 4-5, with the objective of establishing a web portal that provides all available assets to airmen and dependents to help them achieve their degrees, and to then transition from the military into civilian life.

The second opportunity involves UCM joining a network called STEMconnector. At a meeting held earlier in the week in Washington, D.C. President Ambrose presented information about The Missouri Innovation Campus model and had the opportunity to meet with colleagues from across the U.S. All agreed that there are only two elements that matter in today's economy – education and jobs.

Lastly, The Lumina Foundation has named Kansas City one of 35 communities for the *Community Mobilization Initiative* centered around workforce. UCM's relationship with Lumina has been the driving force for grants awarded to the Mid-America Regional Council (MARC) to conduct a metropolitan-wide assessment of workforce needs. Following completion of the assessment, MARC will match educational assets to workforce needs so that there is a direct link of programs like The Missouri Innovation Campus to jobs. This opportunity comes with a \$250,000 grant and engages more people in the community in providing internships for students. President. Ambrose will attend a planning meeting next week in Louisville, Kentucky for this initiative.

General Session

Approval of the May 9, 2014, Plenary Session Minutes – Agenda Item No. 4

Mr. Collier moved that the Board of Governors approve the minutes of the May 9, 2014, Plenary Session minutes. The motion was seconded by Dr. Long and carried unanimously.

Reports

Verbal Governance Groups Reports –Agenda Item No. 5

Faculty Senate – Ms. Cheryl Riley, President of the Faculty Senate, provided an update on the Faculty Senate's activities that included a new mission statement for the Faculty Senate; discussion of a motion related to tenure for Library and Academic Enrichment faculty; and election of officers. Ms. Riley will continue serving as Faculty Senate President for the next academic year. She noted that the Faculty Senate Executive Committee will develop a list of issues for Faculty Senate Committees to work on in the next academic year.

Professional Staff – Mr. Bill Runyan, President of the Professional Staff Council, reviewed the Council's activities for the Spring that included the Professional Staff Council breakfast; JP Mees Award and this year's recipient Joy Stevenson; a fundraiser for Survival Adult Abuse Center; joint year-end event with Support Staff Council for students; Paula Brant's attendance of Warrensburg's Traffic Commission meeting to raise concerns related to pedestrian crossings around campus; financial assistance for the Student Employee of the Year Award; and election of officers.

Support Staff - Ms. Barb Hicks, Vice President of the Support Staff Council, reviewed the Council's Spring activities including the Support Staff Council Breakfast; community service project for Destiny House; joint year-end event with Professional Staff Council for students; financial assistance for the Student Employee of the Year Award; a Support Staff Council sponsored Multiculturalism-Mules 4 Hire Workshop; and officer elections.

President Ambrose noted that Ms. Hicks was reporting on behalf of Support Staff Council President Annette Charles, whose husband experienced a very significant health matter the previous day. He asked that others keep the Charles family in their thoughts.

Legislative Update - Agenda Item No. 6

President Ambrose welcomed Representative Denny Hoskins and noted that Senator David Pearce would be joining the meeting shortly by phone for this legislative update.

Representative Hoskins shared highlights of the State's budget and matters he anticipates will be addressed in the upcoming Veto Session. The FY 2015 budget is \$80,849,000 and includes a \$43 million increase for higher education through performance funding; a \$15 million general revenue increase for the Access Missouri Scholarship Program; \$7 million general revenue increase for the Bright Flight Scholarship Program (includes a loan forgiveness program for student recipients that choose to study in Missouri and accept a job in Missouri); and, a \$6.7 million general revenue increase for the A+ Scholarship Program to ensure full funding. Highlights of the budget specific to UCM include \$101,000 for the STEM initiative and \$2.7 million in outcome funding (when comparing this to some of the other institutions around Missouri, UCM received the third most behind Missouri State [\$4.1 million] and the University of Missouri system [\$21 million]).

Representative Hoskins also provided policy highlights that included the Governor making a proposal during a special session in December 2013, that would strengthen the State's relationship with Boeing and attract new jobs. The Legislature passed legislation for \$1.5 billion in tax incentives for Boeing, but unfortunately, Boeing chose to remain in Seattle. He reported that Senate Bill 509 was passed and gives all individuals and businesses an incremental tax cut so long as there is a minimum of \$150 million general revenue growth each year. He noted that this is the first tax cut in nearly 100 years and that it is important in supporting small businesses and attracting new ones. Representative Hoskins, Speaker Elect John Beal and Majority Floor Leader Todd Richardson are currently reviewing the Governor's vetoes. The Governor has until July 15 to veto any bills.

(Note: Senator Pearce joined the meeting by conference call at 9:10 a.m.)

President Ambrose noted there is an economic divide in Jefferson City related to tax cuts and tax policy, and expressed appreciation to Representative Hoskins and Senator Pearce for keeping higher education a priority throughout the Legislature's budget discussions. He said there is concern that higher education will not receive any of the 5% performance funding if revenues don't improve, or if there is improvement, that funding will not be released due to anticipated future loss of revenue. He added that Governor Nixon stated last night that that if the next fiscal year generates negative revenue, there will be fiscal challenges to address. Representative Hoskins stated that House leadership has expressed its willingness to work with the Governor should revenues continue to be less than expected and help to prioritize the State's needs and appropriate resources and withholdings.

Mr. Hicklin said the media reports there will be no tax cuts and asked for clarification. Representative Hoskins said there must be a minimum of \$150 million in general revenue growth before tax cuts can be implemented.

Senator Pearce reported that the Governor signed Senate Bill 492 (effective August 28, 2014) that authorizes higher education performance funding; however, it is subject to new growth in general revenue as stated earlier by Representative Hoskins. Senator Pearce acknowledged that this does make it very difficult for higher education institutions to make projections for their funding when such stipulations exist.

The Governor also signed Senate Bill 1389 yesterday, which allows the State of Missouri to participate in the State Authorization Reciprocity Agreement (SARA) and become part of the Midwest Higher Education Compact that serves as a clearing house for online courses offered by higher education institutions in Midwestern states.

Senator Pearce provided updates on other Senate activities during this session including Senate Bill 492 related to IT certificates from community colleges and four-year universities; and, legislation that requires the Department of Elementary and Secondary Education (DESE) and the Missouri Department of Higher Education (MDHE) to work closely together on matters related to teacher certification. This is a result of DESE mandating certain teacher certification requirements at a very late date that would have significantly impacted 165 UCM students' ability to be placed into student teaching positions and graduating on time. President Ambrose expressed appreciation for the assistance and responsiveness of Senator Pearce and Representative Hoskins with this matter. He elaborated on one specific requirement that DESE had mandated involving videotaping student teachers in the classroom, which school superintendents would not permit due to privacy issues. This requirement would have prevented UCM students from being placed into classrooms, and consequently, delayed degree completion. It would have also imposed an additional fee of \$625 on each student because a private company would be used for the videotaping. Senator Pearce said that UCM holds the premiere teacher education program in the State and as long as he is in the Senate he will continue to treat this as a priority.

In closing, Senator Pearce shared that Senate Bill 729 and House Bill 1459 were passed and provide for tax credits for innovation on campuses. He added that the Joint Committee on Education will hold its first meeting of the fiscal year on August 11 at the Summit Center in Lee's Summit, Missouri, and will tour the Missouri Innovation Campus.

Mr. Wright thanked Senator Pearce and Representative Hoskins for all that they do for the State and the University of Central Missouri.

Missouri Innovation Campus – Agenda Item No. 7

President Ambrose asked Mr. Setser to provide an update on recent activity related to the Missouri Innovation Campus (MIC). Mr. Setser reported that UCM has entered into a second Memorandum of Understanding with the R-7 Lee's Summit School District and Townsend Inc. for the next phase of plans and specifications for a MIC facility. The designs should be completed by the end of July and UCM and the R-7 will meet in early August to review the plans, space utilization and costs estimates.

Dr. Ambrose advised the Board that the R-7 has indicated an interest and willingness to be the owner and financier of a new facility, with UCM being a tenant. Mr. Setser said the R-7 will have to make a decision regarding whether it will purchase the land and infrastructure based on the plans and specifications developed to date and then construct the facility, or wait and allow the contractors to build the facility and purchase it upon completion.

Strategic Governance for Student Success Update

President Ambrose shared that Rick Staisloff of rpk Group, met with the Board during its Work Session the previous afternoon to discuss the next phase of the Strategic Resource Model that was implemented as part of the Strategic Governance for Student Success Model nearly four years ago. Mr. Staisloff said the next phase of the Strategic Resource Model will help UCM to address some of the challenges facing higher education today, as well as a changing external environment that includes limited resources; needs and desires of students; and the current and future structure of UCM to ensure student success.

President Ambrose reviewed the framework of the Strategic Resource Model and noted that the next phase will focus on net revenue and productivity. The next phase will require a different way of thinking about how fiscal resources are managed and will use an entirely different process for resource allocation. Performance indicators suggest that we drive net revenue, and resource net revenue activities so that they can be sustained. President Ambrose gave examples of this including a substantial growth in international student enrollment, and significant growth of online and graduate instruction in the Criminal Justice program, which has not received any increase in funding in more than 25 years. President Ambrose stressed that we must think differently about how resources are allocated in order to stimulate new net productivity, and continue to be efficient in all that we do.

Mr. Staisloff provided an overview of his presentation from the previous day that included three key goals, project sequencing and deliverables (Attachment 2). Mr. Staisloff said that the sequencing of projects and the deliverables will be rolled out over the coming months and be tied to the Board's meeting schedule so that quarterly updates can be presented to the Board and so that the Board and campus community are engaged and can respond. This planning will provide a roadmap that allows the Board to anticipate when to expect reports. This will also allow the Board to begin thinking and planning for the FY 2016 budget.

Mr. Wright expressed appreciation for the presentations made by Mr. Staisloff during yesterday's Work Session and this morning's meeting. He asked if the Board concurred with moving forward with the next phase of the Strategic Resource Model as presented. The Board concurred and directed President Ambrose and staff to move forward with the plan.

Learning to a Greater Degree Contract – The Crossing Project – Agenda Item No. 8

Mr. Jim Schraeder of Gould Evans was present at the meeting and provided a progress report for The Crossing Project (Attachment 3). Mr. Schraeder advised the Board that the Project is on time and on budget. He stated that cement will be poured this coming Monday for the new facility and that cement from the former Physical Plant will be used for ground fill at the site. Mr. Schraeder added that things are also proceeding with *SPIN! Pizza*, *Starbucks*, and the University Store's retail space, all of which are scheduled to open on time.

President Ambrose said that we are working to determine the economic impact of the Project. He also noted existing water issues at the Stadium, which Mr. Schraeder assured would be resolved and fixed prior to the first football game. Mr. Brady asked how UCM is handling disposal of hazardous waste. Mr. Schraeder said there is a centralized pick-up point on campus and the service provider is also collecting from those classrooms that may have containers for such materials. Pick-ups are made three times per week from campus.

Board Committee on Student Engagement & University Advancement

Ms. Dandurand, Chair of the Board Committee on Student Engagement and University Advancement reported that the Committee met the previous afternoon. Highlights from the meeting included a brief report from Dr. Drummond related to University Advancement activities and notification that Career Services and the Gateway Center will now fall under Student Experience and Engagement. Distinguished Alumni have been selected and arrangements are now being made for the presentation(s) this Fall. Ms. Dandurand noted that Dr. Drummond would provide a more extensive report of University Advancement activities at a Fall Board meeting, and then asked Dr. Bax to present information about Student Experience and Engagement activities.

Dr. Bax distributed and provided an update on Student Experience and Engagement activities and provided an overview of 2013-2014 Community Service Efforts (Attachment 4). She shared that Missouri Boys State is on campus this week and Missouri Girls State will be here the next week. She also informed the Board that Missouri Boys State has agreed to hold its event on UCM's campus through 2019.

Other announcements included 2013 Charno recipient and UCM Alumnus Amanda Sasek was recently named Ms. Kansas and will now go on to the Ms. America competition; a dedication ceremony was held in May for the completed Habitat for Humanity House that UCM students worked on through the year; a grand opening will be held for Fitzgerald Dining Hall on August 21; and a special meal plan will be offered for sophomores that provides greater flexibility.

Board Committee on Academic Affairs

Dr. Wetzel, Chair of the Board Committee on Academic Affairs, reported that the Committee met the preceding afternoon. He asked Dr. Rick Sluder (standing in for Provost Deborah Curtis) to present the following agenda items.

New Minor in Statistics – Agenda Item No. 9

Dr. Sluder referred the Board to Tab 9 of the meeting materials which contained background information for a recommendation to establish a new minor in Statistics (Attachment 5). Following a review of the material, *Dr. Wetzel moved that the Board of Governors approve the establishment of a Minor in Statistics. The motion was seconded by Ms. Dandurand and carried unanimously.*

Elimination of Speech Communication Minor – Agenda Item No. 10

Dr. Sluder reported that the Department of Communication has reviewed its curriculum offerings and determined that the currently offered Speech Communication Minor is no longer needed. He noted there is another minor within the Department that meets the same need. Dr. Wetzel stated that the Board should anticipate reports of additional Minor eliminations as departments review curriculums to ensure greater efficiency within degree programs.

Enrollment Management Report – Agenda Item No. 11

Dr. Sluder provided an Enrollment Management Report (Attachment 6). Highlights included:

- Increases of 27% in summer enrollment and 17% in head count from this time last year;
- Applicants and admits for week 42 are steady and Admissions is working diligently to get more freshmen admits (Dr. Ambrose noted that national indications are that this may be one of the most challenging economic enrollment years, and that continued efforts are needed campus wide.);
- Transfer admits are down by about 5%; and
- Fall enrollment is expected to be 13,000+

Dr. Sluder also provided an overview of international enrollment noting that in Fall 2005 enrollment was at 364, compared to Spring 2014 when it was 1,420. To date, 2,223 applications have been received for Fall 2014. The majority of applicants has applied to the IT graduate program, and has been submitted by students in India (1,767). Of this

number, 896 have been accepted and the necessary invitation and documents have been sent to them. In addition to these, Dr. Sluder anticipates 400 more students for Fall 2014. Military and Veteran student enrollment has also increased from 756 in 2012 to 895 in 2014.

Dr. Long expressed appreciation for the detailed report. She asked Dr. Sluder if he would include in his next report information related to gender and ethnicity. Dr. Sluder said he would be happy to.

Board Committee on Finance & Administration

Mr. Brady, Chair of the Board Committee on Finance and Administration, reported that the Committee met the previous afternoon. He asked Mr. Merrigan to present the following agenda items.

Annual Banner Software Maintenance and Support Approval – Agenda Item No. 12

Mr. Merrigan asked Dr. Jim Graham to give this report. Dr. Graham reviewed background information included in a briefing paper under Tab 10 of the meeting materials related to an annual software maintenance and support contract for Banner software modules (Attachment 8). If approved, the contract would include a reduced annual percentage rate of increase of no more than 4% each year over a period of 10 years. Dr. Graham said that if maintenance and support fees were to be discontinued, UCM would be at risk of being non-compliant with federal and state regulations, and would be responsible for making any and all changes to applications, source code, and database tables. Mr. Brady agreed that a 10-year contract option makes the most sense, and that if the University were considering a change, it would require a three-year lead time to switch to a different system.

Mr. Brady moved that the Board of Governors approve the Ellucian 10-year Amendment to Software Maintenance proposal for Banner maintenance and support at a first-year cost of \$481,042 to coincide with the fiscal year of July 1, 2014 through June 30, 2015. The motion was seconded by Mr. Collier and carried unanimously.

FY 2016 Capital Appropriation Request – Agenda Item No. 13

Mr. Merrigan referred the Board to Tab 11 of the materials, which contained information related to the proposed Fiscal Year 2016 Capital Appropriation Request (Attachment 9). Mr. Merrigan stated that Board approval is required so that UCM may submit its request to the Missouri Department of Higher Education by July 15, 2014. *Mr. Collier moved that the Board of Governors approve UCM's Fiscal Year 2016 Capital Appropriations Request and subsequent cost adjustments that will be based on an expected formula modification by the State. The motion was seconded by Mr. Brady and carried unanimously.*

FY 2016 State Operating Appropriation Request – Agenda Item No. 14

Mr. Merrigan referred the Board to Tab 12 of the materials, which contained information related to the proposed Fiscal Year 2016 State Operating Appropriation Request (Attachment 10). Mr. Merrigan stated that Board approval is required so that UCM may submit its request to the Missouri Department of Higher Education by August 1, 2014. *Mr. Brady moved that the Board of Governors approve UCM's Fiscal Year 2016 State Operating Appropriation Request of \$74,053,725. The motion was seconded by Mr. Hicklin and carried unanimously.*

On-Call Mechanical Services – Agenda Item No. 15

Mr. Merrigan reviewed information contained in a briefing paper under Tab 13 of the meeting materials related to possible award of contract to The Fagan Company for labor and materials to provide technical service assistance, repair, modification, new installation, and parts replacement on mechanical, plumbing and electrical systems on an “as-needed” basis (Attachment 11). The contract would be for one year, July 1, 2014 – June 30, 2015, with an option to renew in one-year increments for a maximum total of four additional years. *Mr. Brady moved that the Board of Governors approve an award of contract to The Fagan Company of Kansas City, Kansas, for the services noted above. The motion was seconded by Dr. Long and carried unanimously.*

Annual Bond Compliance Checklist – Agenda Item No. 16

Mr. Merrigan provided an update on compliance reporting for the UCM’s tax-exempt financing. Information shared with the Board is included in a briefing paper under Tab 14 of the meeting materials (Attachment 12).

Investment Report – Agenda Item No. 17

Mr. Merrigan reviewed information contained in the Investment Report included under Tab 15 of the meeting materials (Attachment 13).

Statement of Revenues & Expenses – Agenda Item No. 18

Mr. Merrigan reviewed information contained in the Statement of Revenues and Expenses included under Tab 16 of the meeting materials (Attachment 14). Mr. Brady asked if UCM is continuing to receive State appropriations given the current situation with the State’s budget. Mr. Merrigan answered that the University continues to receive its appropriation from the State, but that it does include a \$200,000 withholding.

Parking Lot Improvements Update – Agenda Item No. 19

Mr. Merrigan reminded the Board that at its May 9, 2014, meeting, approval was given to award a contract for parking lot improvements for UCM Parking Lots 28, 34, 36, and 67, in an amount not to exceed \$357,800. At that time, Mr. Merrigan stated that once the award was made an update would be provided to the Board. Award of contract was made to Tasco Construction at a total price of \$349,995. Included under Tab 17 of the meeting materials was a briefing paper that included information related to the submitted proposals (Attachment 15).

Board Business

Report of the Nominating Committee – Agenda Item No. 20

Mr. Wright appointed a Nominating Committee earlier this Spring to recommend Board officers for Fiscal Year 2015. Mr. Brady chaired the Committee and Dr. Long served as a member. Mr. Brady presented the Committee's recommendation for Fiscal Year 2015 Board officers:

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| Board President | Marvin E. Wright |
| Board Vice President | Gus Wetzel II |
| Secretary | Mary Dandurand |
| Treasurer | John Merrigan |
| Assistant Secretary | Monica Huffman |

Mr. Wright asked for other nominations; there were none.

Mr. Brady moved that the Board of Governors accept the Nominating Committee's recommendation for Fiscal Year 2015 Board officers. The motion was seconded by Dr. Long and carried unanimously.

Adjournment – Agenda Item No. 21

There being no further business to discuss, *Mr. Collier moved that the Board of Governors meeting adjourn. The motion was seconded by Ms. Dandurand and carried unanimously.* The meeting adjourned at 11:00 a.m.

University of Central Missouri
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Attachments Listing

| <u>Attachment No.</u> | <u>Attachment Description</u> |
|------------------------------|---|
| 1 | <i>2014-2015 Underwriting Partnership w/KCPT</i> |
| 2 | <i>PPT – Strategic Resource Allocation Model</i> |
| 3 | <i>PPT – The Crossing – South at Holden</i> |
| 4 | <i>Reports – Student Experience & Engagement Update and 2013-2014 UCM Community Service Efforts</i> |
| 5 | <i>Briefing Paper – Minor in Statistics</i> |
| 6 | <i>PPT – Enrollment Update</i> |
| 7 | <i>Briefing Paper – Annual Banner Software Maintenance and Support Renewal</i> |
| 8 | <i>Briefing Paper – Fiscal Year 2016 Capital Appropriation Request</i> |
| 9 | <i>Briefing Paper – Fiscal Year 2016 State Operating Appropriation Request</i> |
| 10 | <i>Briefing Paper – Award of Contract – Mechanical Services</i> |
| 11 | <i>Briefing Paper – Annual Compliance Checklist</i> |
| 12 | <i>Investment Report</i> |
| 13 | <i>Statement of Unrestricted Revenues, Expenditures and Transfers</i> |
| 14 | <i>Notice of Contract Award – Parking Lot Improvements</i> |