



Board of Trustees

Special Meeting

September 29, 2020

1:00 PM

Virtual Meeting via Zoom

In accordance with Massachusetts Gov. Charlie Baker's Executive Order Suspending Certain Provisions of the Open Meeting Law, G.L. c. 30A, § 20 dated March 12, 2020.

A live stream of the meeting for public viewing will also take place on YouTube.

Agenda

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| 1. Call to Order | Chair Kevin Queenin |
| 2. Approval of Minutes
a) August 21, 2020 | Chair Kevin Queenin |
| 3. General Announcements | Chair Kevin Queenin |
| 4. President's Report | Dr. Roy H. Saigo, Interim President |
| 5. Items for Information, Discussion, and Action
a) Safe Opening/COVID-19 Update
b) University Efficiency Analysis Advisory Committee (UEAAC)
c) Presidential Search Committee Update
d) Motion – Presidential Search Committee Members (Amended) | Mr. Richard Lenfest, Jr.
Dr. Juline Mills, Dean
Trustee Dr. Robert Martin
Trustee Dr. Robert Martin |
| 6. Item for Discussion
a) Westfield Chapter Massachusetts State College Association (MSCA) Executive Council Presentation | |

Attachments:

- a) Draft Minutes of August 21, 2020
- b) Safe Fall Opening Update Presentation
- c) Motion – Presidential Search Committee Members (Amended)



BOARD OF TRUSTEES

Minutes

August 21, 2020

Meeting held virtually via Zoom

In accordance with Massachusetts Gov. Charlie Baker’s Executive Order Suspending Certain Provisions of the Open Meeting Law, G.L. c. 30A, § 20 dated March 12, 2020.

A live stream of the meeting for public viewing also took place on YouTube.

MEMBERS PARTICIPATING REMOTELY: Chair Kevin Queenin, Vice Chair Edward Sullivan (joined at 9:25 AM), Secretary Lydia Martinez-Alvarez and Trustees Melissa Alvarado, Paul Boudreau, Madeline Landrau, Dr. Robert Martin, Thalita Neves and Dr. Gloria Williams

MEMBERS EXCUSED: Trustees James Hagan and Robert Magovern

Dr. Roy H. Saigo, Interim President of Westfield State University, was also participating remotely.

The meeting was called to order at 8:36 AM by Chair Queenin, who welcomed President Saigo to his first Board meeting. Each trustee introduced themselves.

MOTION made by Trustee Landrau, seconded by Trustee Martin, to approve the minutes of the June 25, 2020 Board of Trustees meeting.

There being no discussion, **ROLL CALL VOTE** taken:

Trustee Alvarado	Yes	Trustee Martinez-Alvarez	Yes
Trustee Boudreau	Yes	Trustee Neves	Yes
Trustee Landrau	Yes	Trustee Queenin	Yes
Trustee Martin	Yes	Trustee Williams	Yes

Motion passed unanimously.

President Saigo stated his welcome has been wonderful and he likes the tradition of living in the dorms to learn so much and get to know the employees on a level playing field to help understand what is happening on campus. He gave the following updates:

- Most of his attention for the safe opening focused on maintainers and food services. After conversations with the Westfield State doctor and Health Services director, and in consultation with Chair Queenin, the opening was delayed for one month to allow more time to prepare for the safe opening of campus.
- Enrollment has been going down since 2017 and then COVID-19 intensified the decrease in both enrollment and finances, creating a \$7.5 million deficit. He has stopped all searches and instructed consultants to stop spending. He instructed Mr. Daniel Forster, Vice President for Enrollment Management, to create a very strong plan to turn enrollment around and increase retention. It is a serious issue and we need a full-court press on this endeavor.

- The infrastructure is much larger than what enrollment warrants. Dr. Juline Mills, Dean of the College of Education, Health and Human Services, is chairing a broad taskforce across the University to evaluate the efficiency, overage, and infrastructure of the campus. She will be assisted by Mr. Stephen Taksar, Vice President for Administration and Finance.
- This year we will:
 - Continue to embrace the core value of what Horace Mann started in 1839 with the template for normal schools across the nation by being open to all.
 - Focus on recruiting, retaining and educating students and treat every student as if they are our own children.
 - Focus on enhancing the vision, scholarship, and reputation of our faculty and assist them in educating our children. Students come to us because of the quality of our faculty.
 - If we do these, we will be the finest public university in Massachusetts, if not the northeast and the United States.

Chair Queenin invited Dr. Gloria Lopez, Vice President for Student Affairs, to bring the next agenda item, the Student Code of Conduct COVID-19 Addendum. Dr. Lopez introduced and welcomed Ms. Maggie Balch, the new Dean of Students, and then shared that the Addendum was sent to students in July and it is an extension to the Code of Conduct. It was developed with a number of goals, such as sharing responsibility, setting expectations for students of behavior and compliance with the Code, stating the risk of the coronavirus, and asking students to acknowledge their choice to live on campus and release the University from liability. In response to questions from Trustees, the following information was also given:

- Campuses that have already opened are being monitored. We are communicating to students shared cooperation, a social contract, and a supporting campus environment.
- Guidelines have been established for students to have a personal isolation plan in place if they test positive. Students will be asked to remove themselves from campus (home) if they are able, clarifying that will help to mitigate any further spread, with continued communication with them and the local Department of Public Health for monitoring. Students who cannot leave campus can isolate in Lansdowne with a staff member and health provider to assist them for the full 14 days. Creating a personal plan can be overwhelming for students. It was suggested to add a line in the Addendum stating that personnel on campus will assist students with their plan so they will know they are not alone. This will be added to the document and communicated to students.
- Lansdowne has a capacity of 85 students. Isolating is for those testing positive and quarantining is for those waiting for test results. If there are 85 students testing positive in quarantine, the University will have to scale back quickly to protect students and the community.
- Mr. Richard Lenfest, Director of Athletics and Chair of the Safe Opening Task Force, shared the testing protocols for asymptomatic testing for on-ground students, and voluntarily for faculty and staff, on August 31, September 24 through 27, after Columbus Day, Halloween weekend, and the Thanksgiving recess. Testing is being administered through the Broad Institute out of MIT and Harvard, providing results in 24 hours. Symptomatic testing will be done through our health services. The phone app Wellability will provide test results. If positive, students will be directed to Health Services and faculty and staff will be directed to Occupational Health. Contact tracing is being developed through the Westfield Department of Public Health.
- The flu shot is also mandated for college students by December 31 who have an on-ground presence. That procedure will be developed soon.
- The Code of Conduct is mandatory for campus and education opportunities. Student conduct is a developmental process. If the mandated actions are not followed, there will be conversations with non-compliant students on a case-by-case basis to try to shift their decision making as risks to them and others are discussed. If continued noncompliance, expulsion or separation will be part of potential consequences. As soon as an issue of noncompliance has been reported, there will be a conversation with that student and it will be addressed immediately.

- There is a small supply of masks on campus, but it is being communicated to students to bring their own masks. Meetings with first-year students and their champions are continuing in order to keep them updated on what to expect.

Mr. Taksar outlined recommendations for two new policies. In tandem with the Student Code of Conduct, two policies are being recommended to provide guidelines for safe opening. The Safe Return to the Campus Policy connects all internal guidelines and previous documents to solidify into a policy. (Trustee Sullivan joined the meeting at 9:25 AM.) The second policy is the Working During the COVID-19 Pandemic, which highlights the critical elements of the guidelines into a formal policy. It includes mask wearing, social distancing, benchmarks for providing safety for students, restricting access to campus, and creates a foundation for an extensive protocol for contact tracing.

MOTION made by Trustee Queenin, seconded by Trustee Sullivan, to approve and adopt Westfield State University’s Safe Return to the Campus Policy, as presented.

There being no discussion, **ROLL CALL VOTE** taken:

Trustee Alvarado	Yes	Trustee Neves	Yes
Trustee Boudreau	Yes	Trustee Queenin	Yes
Trustee Landrau	Yes	Trustee Sullivan	Yes
Trustee Martin	Yes	Trustee Williams	Yes
Trustee Martinez-Alvarez	Yes		

Motion passed unanimously.

MOTION made by Trustee Queenin, seconded by Trustee Landrau, to approve and adopt Westfield State University’s Working During the COVID-19 Pandemic Policy, as presented.

Discussion: It was asked to clarify the words *must* and *should* as both were used in the first paragraph of the Addendum 1 to the Returning to the Workplace Guide. Mr. Taksar agreed the intent was to make it clear that mask wearing is critical, and the word will be changed from *should* to *must* before the Addendum is issued. It was asked whether there would be a zero tolerance policy. Mr. Taksar stated that is the intent, but will need to work through noncompliance with employees to find out what their issues are. Some are interpreting it as a violation of their personal freedom. Trustee Boudreau stated the institution will be monitored by others and it is important to preserve and enhance enrollment as we move forward, reducing the possibility of having classrooms testing positive. If it is treated the same as the drug policy, we could benefit by being tougher than other universities, being the absolute best in how we handle it.

ROLL CALL VOTE taken:

Trustee Alvarado	Yes	Trustee Neves	Yes
Trustee Boudreau	Yes	Trustee Queenin	Yes
Trustee Landrau	Yes	Trustee Sullivan	Yes
Trustee Martin	Yes	Trustee Williams	Yes
Trustee Martinez-Alvarez	Yes		

Motion passed unanimously.

Chair Queenin agreed with President Saigo that we are facing unprecedented financial times and welcomed Mr. Taksar to give the following update on the financial situation:

- There continues to be a high degree of uncertainty. The pandemic has dramatically affected all institutions operationally, financially, and with their health and safety programs. Families are still being very thoughtful in making decisions regarding participation of Higher Education opportunities.

- We are moving forward with the best data available, updating projections every week. In June, the provisional budget was approved with a structural deficit of \$7.5 million. Currently, an additional \$2.5 million shortfall is projected, bringing the operating deficit to \$10 million. The decision last week to postpone residential students from returning will require prorated refunds for at least dining and housing, with the possibility of other related fees.
- Relief from Massachusetts State College Building Authority (MSCBA) was received to support residence halls, providing significant debt restructuring to reduce Residence Life costs and help offset reductions. Residence Life is projecting lost revenue of \$4 million, in part due to the delay in opening and a significant drop in occupancy occurring over the summer as information was released on operations. This still leaves a cushion in the Residence Life budget to help through the semester. There being no relief for Dining Services, their losses are starting to mount.
- Enrollment is still fluctuating, but higher than projected. It is hoped the numbers will hold, but as final decision are made, we should expect some variability.
- The average annual enrollment is 3,280 and last year's average annual was 3,940. We have seen significant budgetary decreases, close to what was projected.
- The state funding is still uncertain and we will not hear until October what the state support for the budget will be.
- The worst-case scenario shared in June with a fully-remote fall semester projected losses in the \$20 million range.
- There were significant increases in costs related to procuring goods and services for the campus safe opening, including \$1.5 million for Personal Protection Equipment (PPE), 400 hand sanitizer stations, over 100 Plexiglas movable shields for reception areas and classrooms, and \$600,000 in testing for students and employees. Funds were reallocated from other sources to cover these and reimbursement from FEMA is being sought for some of these expenses.
- The University has sought approval from the Commissioner of Higher Education to begin discussions with the unions on cost reduction strategies.
- President Saigo is consulting with campus groups on approaches to reduce spending and has created a task force with the goal of finding financial strategies to work on the budget.

Trustees questioned and commented as follows:

- The institution's financial challenges began in 2017-2018 and was discussed at every Board meeting, but the pandemic has exacerbated those challenges. There needs to be serious discussions for the 2021-2022 budget now, requiring decisions in a short amount of time. There also needs to be a new enrollment paradigm in looking for students in new areas instead of picking from the same groups of students. Although recruitment efforts are ongoing, some students have decided to work instead of attend college this year.
- Mr. Taksar confirmed that the deficit would be substantially higher if the students remained remote for the entire year. The challenge is determining the new baseline and knowing what are true structural deficits opposed to one-time budget decisions.
- President Saigo stated that the economy will not bounce back for at least a year. We have two issues to overcome: enrollment and retention and maintaining a structure to support 6,000 students as opposed to 3,000 students. The institution needs to be more efficient quickly or it will not survive. He is too proud of the institution, the faculty and what we have to let it go down. A house divided cannot stand.
- Financial and enrollment committees are being formed, in consultation with the unions, to provide data to give ideas of efficiency.
- Trustee Landrau left the meeting at 10:00 AM.
- The pandemic has allowed us to expand our online classes to students further away, but we need to market it more strongly. We also must make it more attractive financially for

students to come here.

- It was suggested to meet monthly to monitor and discuss these issues. It was also suggested not continuing the same things to get the same results, to not be business as usual, to engage the alumni more, and to be more involved in the agendas for subcommittee meetings.
- The annual enrollment for day students is approximately 3,280 with a high point for undergraduates in 2016/2017 of 4,600. The 6,000 figure is day and CGCE students combined. CGCE's programs are holding steady. The entire campus needs to work really hard to improve retention – it is not just the responsibility of enrollment management or advising.
- Mr. Taksar stated that enrollment at all state universities is down 3-12% compared to last year. We are suffering most at above 12%. We are above our budget but down from last year. There have been some upticks at community colleges. Mr. Forster stated that last year transfer populations were down for all state colleges, resulting from a reduction of community college students, the main feeder schools for state universities. We have 3,800 registered students for the fall, approximately 200 above the projection given the COVID position, but over 500 families have not returned their bill, being hesitant to pay for residency if they do not think their student will be coming back. We have been charged by President Saigo to bring in a couple more hundred students for spring and we are working on some ideas. The source of fall 2021 prospects are the SATs which are not happening, so we are looking for new sources and working with new agencies and surveys.
- President Saigo left the meeting at 10:28 AM.

MOTION made by Trustee Queenin, seconded by Trustee Boudreau, to ratify the July 14, 2020 actions of the Executive Committee in the approval of the engagement of WittKieffer as the firm to assist Westfield State University in its search for a president.

There being no discussion, **ROLL CALL VOTE** taken:

Trustee Alvarado	Yes	Trustee Neves	Yes
Trustee Boudreau	Yes	Trustee Queenin	Yes
Trustee Landrau	left meeting	Trustee Sullivan	Yes
Trustee Martin	Yes	Trustee Williams	Yes
Trustee Martinez-Alvarez	Yes		

Motion passed unanimously.

Chair Queenin thanked Trustee Martin for his leadership on the Presidential Search Committee and turned the meeting over to him. Trustee Martin stated the presidential search is vitally important for the campus community and he looks forward to working with many on the search.

MOTION made by Trustee Martin, seconded by Trustee Sullivan, to approve the appointment of the following individuals to the Presidential Search Committee:

Melissa Alvarado, Alumni Trustee (Class of 1999), Assistant Vice President in Enterprise Risk Management at MassMutual Financial Group (Alumni Association representative), Vice Chair of the Committee

Claudia Ciano-Boyce, Ed.D., Professor of Psychology and President, Westfield Chapter of MSCA (Faculty/Westfield MSCA representative)

Junior Delgado, Director of Career Center and Employer Relations (Administrator/Westfield APA representative)

George Flevotomos, Principal at Demayo Properties and 2nd Vice Chair of WSU Foundation (WSU Foundation representative)

Ron'na J'Q Lytle, Administrative Assistant to Registrar's Office and Departments of Ethnic and Gender Studies, Language and Culture Studies, and Sociology, and AFSCME Unit 1 Steward

(Westfield AFSCME representative)

Robert Martin, Ph.D., Trustee, Retired former Vice President for Academic Affairs and Interim President at Framingham State University, Chair of the Committee

Lydia Martinez-Alvarez, Trustee, Assistant Superintendent, Springfield Public Schools

Juline Mills, Ph.D., Dean of the College of Education, Health, and Human Services (Academic Administration representative)

Thalita Neves, Student Trustee (Class of 2021) (Student Government Association representative)

Ali Salehi, President of Columbia Manufacturing (Greater Westfield Community representative)

Thomas Simard, Deputy Commissioner for Administration and Finance at the Massachusetts Department of Higher Education (Mass BHE/DHE representative)

Stephen Taksar, Vice President for Administration and Finance (Cabinet representative)

Kimberly Tobin, Ph.D., Professor of Criminal Justice (Faculty/Westfield MSCA representative)

Gloria Williams, Ed.D., Trustee, Educational Consultant, Adjunct Professor, and former principal, Springfield Public Schools

Jalisa Williams, LP.D., Associate Vice President, Office of Human Resources, Inclusion, Diversity, & Equity, ex officio, non-voting resource to the committee

Jean Beal, secretary to the committee

Discussion: It was questioned whether names would be added to the committee at a later time and it was answered that they would not. The benefit of having committee members from the Springfield and Westfield communities is that the constituents in those areas will have a voice in the process.

ROLL CALL VOTE taken:

Trustee Alvarado	Yes	Trustee Neves	Yes
Trustee Boudreau	Yes	Trustee Queenin	Yes
Trustee Landrau	left meeting	Trustee Sullivan	Yes
Trustee Martin	Yes	Trustee Williams	Yes
Trustee Martinez-Alvarez	Yes		

Motion passed unanimously.

Trustee Martin brought forth the Presidential Search Committee Charge and stated the first two paragraphs start “With the help of the Westfield State University community and search firm...,” so this search will not be the work of just the fourteen individuals on the committee. It is important for the Board to ensure the whole campus community is involved.

MOTION made by Trustee Martin, seconded by Trustee Alvarado, to approve the Presidential Search Committee Charge as presented.

There being no discussion, **ROLL CALL VOTE** taken:

Trustee Alvarado	Yes	Trustee Neves	Yes
Trustee Boudreau	Yes	Trustee Queenin	Yes
Trustee Landrau	left meeting	Trustee Sullivan	Yes
Trustee Martin	Yes	Trustee Williams	Yes
Trustee Martinez-Alvarez	Yes		

Motion passed unanimously.

MOTION made by Trustee Martin, seconded by Trustee Martinez-Alvarez, to provide the Presidential Search Committee a budget of \$110,000 for any purpose consistent with the

presidential search as determined by the committee.

There being no discussion, **ROLL CALL VOTE** taken:

Trustee Alvarado	Yes	Trustee Neves	Yes
Trustee Boudreau	Yes	Trustee Queenin	Yes
Trustee Landrau	left meeting	Trustee Sullivan	Yes
Trustee Martin	Yes	Trustee Williams	Yes
Trustee Martinez-Alvarez	Yes		

Motion passed unanimously.

Trustee Martin welcomed the consultant team from WittKieffer, Ms. Lucy Leske, Ms. Christine Pendleton, and Mr. Robert Luke, who said they wanted input from the Trustees on the qualities sought and the short- and long-term challenges of the next president. Westfield State has significant challenges now and in the next year. What will the new president be tackling when they arrive, and how will you measure their success? These same conversations will be held with faculty, staff, and students. Written survey data will be collected from the campus constituencies and fed back to the Search Committee, who will construct a presidential profile and advertisement.

Trustee members gave the following feedback:

- In order to be the best university in the country, we have to get out of the regional focus and need someone who will think out of the box and outside of New England, reaching out for enrollment to places further away. The president needs to have a certifiable good success rate, speaking and communicating skills, sense of urgency, and be ambitious and energized.
- Would like to see some different types of people with diverse backgrounds to face real issues. (Trustee Sullivan left the meeting at 10:50 AM). The Search Committee should look at the background of the applicant and ask how their background can assist them in facing the challenges we have. Backgrounds could be within or outside of Higher Education, but it is very important to pick through the image the candidate projects to see if they have the needed characteristics and can lead a university.
- We need someone who can work with a different academic model because this model will not be here next year. The challenge is identifying the right skill set to make us the best in Massachusetts, New England, and the country. The next president needs to be a change agent with energy and vision in order to succeed. Everything and everyone should be on the table to find the very best candidate to take us to the next generation of education.
- We are looking for a proactive thinker and a visionary who must be ahead of the game in societal trends in education. We want to market ourselves as a world-class institution with broad inclusivity.
- Trustee Martinez-Alvarez left the meeting at 11:00 AM.
- We need to find an individual who is not just visionary but is persuasive, has humility, believes they do not have a corner on good ideas, and critically important is being good at enabling other people to do their work and to participate in the vision, thereby having the ability to manage changes.
- We are not looking for someone we need to train, but clearly someone who is comfortable with their abilities to manage and lead change.
- “A willingness to climb the mountain again” suggested Ms. Leske, who thanked the Trustees for their participation.

There being no further business, **MOTION** made by Trustee Martinez-Alvarez, seconded by Trustee Alvarado, to adjourn.

There being no discussion, **ROLL CALL VOTE** taken:

Trustee Alvarado	Yes	Trustee Neves	Yes
Trustee Boudreau	Yes	Trustee Queenin	Yes

Trustee Landrau	left meeting	Trustee Sullivan	left meeting
Trustee Martin	Yes	Trustee Williams	Yes
Trustee Martinez-Alvarez	left meeting		

Motion passed unanimously.

Meeting adjourned at 11:04 AM.

Attachments presented at this meeting:

- a) Draft Minutes of June 25, 2020
- b) Student Code of Conduct COVID-19 Addendum
- c) Motion – Safe Return to the Campus Policy
- d) Policy – Safe Return to the Campus (New)
- e) Policy – Safe Return to the Campus (Memo)
- f) Return to the Workplace Guide (Original)
- g) Return to the Workplace Guide (Addendum)
- h) Motion – Working During the COVID-19 Pandemic Policy
- i) Policy – Working During the COVID-19 Pandemic (New)
- j) Policy – Working During the COVID-19 Pandemic (Protect the Nest Pledge)
- k) Motion – Ratification of Executive Committee Action to Approve Engagement of Search Firm
- l) Motion – Presidential Search Committee Members
- m) Motion – Presidential Search Committee Charge
- n) Search Committee Charge
- o) Motion – Presidential Search Committee Budget
- p) WittKieffer Questions for Discussion

Secretary’s Certificate

I hereby certify that the foregoing is a true and correct copy of the approved minutes of the Westfield State University Board of Trustees meeting held on August 21, 2020.

Lydia Martinez-Alvarez, Secretary

Date

Safe Fall Opening Update

- Testing
- COVID-19 Dashboard
- Contact Tracing
- Preparedness

Testing

Asymptomatic/Surveillance Testing

- Sept. 24-27
- Oct. 13-16
- Nov. 2-5
- Nov. 30-Dec. 3

Symptomatic Testing

- Student Health Services
- Isolation/Quarantine Plan

COVID-19 Testing Dashboard

- <http://www.westfield.ma.edu/safe-fall-opening/covid-19-dashboard>
- Westfield State University testing & positive case numbers
- City of Westfield testing & positive case numbers

Contact Tracing

- Collaboration with City of Westfield Public Health
- Students: Student Affairs Team
- Faculty/Staff: Office of Human Resources, Inclusion, Diversity & Equity

Preparedness

- Tabletop Exercises
- Contingency Plans



Board of Trustees

September 29, 2020

MOTION

To approve the appointment of the following revised list of individuals to the Presidential Search Committee:

Melissa Alvarado, Alumni Trustee (Class of 1999), Assistant Vice President in Enterprise Risk Management at MassMutual Financial Group (Alumni Association representative), Vice Chair of the Committee

Claudia Ciano-Boyce, Ed.D., Professor of Psychology and President, Westfield Chapter of MSCA (Faculty/Westfield MSCA representative)

Junior Delgado, Director of Career Center and Employer Relations (Administrator/Westfield APA representative)

George Flevotomos, Principal at Demayo Properties and 2nd Vice Chair of WSU Foundation (WSU Foundation representative)

Brian Jennings, Ph.D., Associate Professor of Mathematics (Faculty/Westfield MSCA representative)

Ron'na J'Q Lytle, Administrative Assistant to Departments of Ethnic and Gender Studies, Language and Culture Studies, and Sociology, and AFSCME Unit 1 Steward (Westfield AFSCME representative)

Robert Martin, Ph.D., Trustee, Retired former Vice President for Academic Affairs and Interim President at Framingham State University, Chair of the Committee

Lydia Martinez-Alvarez, Trustee, Assistant Superintendent, Springfield Public Schools

Juline Mills, Ph.D., Dean of the College of Education, Health, and Human Services (Academic Administration representative)

Thalita Neves, Student Trustee (Class of 2021) (Student Government Association representative)

Ali Salehi, President of Columbia Manufacturing (Greater Westfield Community representative)

Thomas Simard, Deputy Commissioner for Administration and Finance at the Massachusetts Department of Higher Education (Mass BHE/DHE representative)

Stephen Taksar, Vice President for Administration and Finance (Cabinet representative)

Gloria Williams, Ed.D., Trustee, Educational Consultant, Adjunct Professor, and former principal, Springfield Public Schools

Jalisa Williams, L.P.D., Associate Vice President, Office of Human Resources, Inclusion, Diversity, & Equity/Affirmative Action Officer, ex officio, non-voting resource to the committee

Jean Beal, secretary to the committee

Kevin R. Queenin, Chair

Date