



**V. Open Forum**

No discussion.

**VI. Chair's Report**

Chair Carter thanked Vice Chair Barboza for helping with the BOD year end report. The BOD had a successful year with many accomplishments. The BOD was able to aid in the selection of the architect, contractor and design development for the USU Renovation and Construction project. However, due to COVID-19, the project will be delayed for at least 6 months and will be revisited in October 2020. The BOD was also able to strengthen the relationship between Associated Students and the USU- both collaborated in a variety of joint trainings, meet and greets, team outings and scheduled meetings. The BOD and AS successfully collaborated in the approval and implementation of free menstrual hygiene products. Some additional accomplishments that the USU had was the appointment of the Alumni Representative, Dr. Carroll Brown. The other big accomplishment the BOD had was the approval to administratively operate the DREAM Center and become an entity of the USU. Lastly, the USU was able to fully transition into a virtual environment for both operations and programming.

**VII. Vice Chair's Report**

Vice Chair Barboza reiterated that the biggest accomplishment this year was to house the DREAM Center under the USU. She thanked all the committees and members who were involved in this process. Lastly, she encouraged everyone, especially those incoming members to reach out to other BOD members. Everyone at the USU is there to help them succeed.

**VIII. Executive Director's Report**

Director Hammond highlighted her attendance at ACUI's first ever virtual conference. She presented and showcased the Oasis and other programs the USU has held regarding health & wellness. Director Hammond shared the USU has had great participation with virtual programming and continue to serve students. The USU staff have implemented innovative ideas with this new virtual environment, such as a Virtual Computer Lab. Some of the services that will be provided will be remote support to most common used software programs like Adobe and Microsoft Office. Students will be able to chat with the lab technicians or have their screen operated remotely. Lastly, she informed the board of the great work the Diversity & Inclusion Department has had in the creation of the healing spaces to address the current local and national climate. These spaces have been helpful to the entire campus community.

Director Hammond thanked Dr. Gammage for her 4 years of extraordinary service to the USU's Board of Directors and presented her an appreciation plaque. She always went above and beyond her call of duty and served an additional 2 years beyond her required term. Dr. Gammage served on focus groups relating to the renovation & expansion project, facilitated a Diversity & Inclusion workshop on worldwide views, she helped individual students whenever they needed her, has a keen mind and is the ultimate scholar, publishing articles and 2 books. She always provided sage advice and is the perfect balance of challenge and support. Dr. Gammage stated she really appreciated her time on the board and the BOD's practice servant leadership. She values CSUN, but students even more. The time on the board has helped her grow as a woman. She thanked Director Hammond for her mentorship and even though she is no longer on the board, as she will be on maternity leave, she is only a Zoom call away. It is not a goodbye, but rather a see you soon.

**IX. A.S. Report**

AS Vice President 2020-21, Deion Turner introduced himself as the AS Liaison on the BOD for 2020-21. He congratulated the BOD for the week-long training and informed everyone that AS had their inauguration that morning. AS is working on passing 2 Senate Bills regarding police brutality and the senseless killing of George Floyd. They are also working on hopefully welcoming everyone back to campus and putting together a Homecoming event. He would like to have the USU be a part of this event

and will reach out shortly. He is thankful for the healing spaces the USU has been hosting and if anyone has any questions, please email him.

## **X. Committee Reports**

### **A. Diversity & Inclusion**

Director Contreras informed the board that the Diversity & Inclusion committee was able to accomplish all 3 of their goals in a timely manner. He recommended to the incoming Diversity & Inclusion Committee to continue to work on housing and food insecurity concerns and identify how the USU is able to support this type of resources at the USU. Some of the biggest takeaways Director Contreras had was his understanding of responsible corporate governance, creating community within an organization, listening to students, embracing creativity, and practicing diversity & inclusion. The last recommendation he has, was that the next Chair of Diversity & Inclusion should create a strong relationship with the Chief Diversity Officer of CSUN and the Chair of Diversity & Inclusion in Associated Students.

### **B. Facilities & Commercial Services**

Director Reyes stated the Facilities & Commercial Services committee was able to complete most of their goals this year. Due to the current pandemic, the space allocation request had to be postponed. She recommended that the Facilities & Commercial Services committee make it a priority to help advise on the plans for the renovation & expansion project during COVID-19. She said it was an honor to serve as Chair and work alongside some amazing people. They have all inspired her and she will miss them all.

### **C. Finance**

Director Rassamekiarttisak said the Finance committee updated 4 policies this year. The Finance committee should continue to work on a financial plan to reflect the financial impact due to COVID-19. Next, she recommended the committee to work on the Petty Cash / Cash Handling Policy that has been drafted. Finally, she encouraged the committees to decide meeting dates and times prior to interviewing for committee members to ensure that all members are able to attend the committee meetings.

### **D. Personnel**

Director Maralit informed that the Personnel committee accomplished 4 of its goals this year. Some of the areas of concern that Director Maralit mentioned were how the potential virtual fall will impact development of new committee members and how to foster their connection to the campus. She also stated that the committee chair needs to make meetings more interactive and identify other ways to disseminate information.

### **E. Retirement Plan**

Director Barboza said the Retirement Plan committee was able to complete the review of the key components and assumptions of the Retirement Health Benefit Plan (RHBP) Actuarial Valuation Report due to COVID-19 and other priorities of the Accounting & Finance Department. However, they were able to adopt the 403(b) Plan Restatement. One recommendation she had was to make sure there is attendance of all committee members in order to meet quorum as this may delay completion of goals. Lastly, she stated it was a great opportunity to have been the Vice Chair of the board and Chair of the Retirement Plan committee. She had great support and always felt prepared.

## **XI. Action Items**

### **A. Designation of Applicant's Agent Resolution for Non-State Agencies**

M/S/P (T. Rassamekiarttisak / G. Reyes) motion to approve the authorization of the Associate Executive Director and Associate Director, Accounting & Finance to provide the Governor's Office of Emergency Services information for all matters pertaining to the COVID-19 disaster on behalf of the University Student Union.

Associate Director, Accounting & Finance, Joe Illuminate explained that FEMA may provide funding to eligible applicants for costs related to emergency protective measures conducted as a result of the COVID-19 pandemic. The USU successfully submitted an application through the Public Assistance Grants Portal to submit claims for potential reimbursements. Both Associate Executive Director, Jimmy Francis, and Associate

Director, Accounting & Finance, Joe Illuminate will be the appointed individuals to handle this matter. COVID-19 expenses range from deep cleaning of the facilities to personal protective equipment as a result of the pandemic.

***Motion passed 15-0-0.***

### **B. 2019-20 Third Quarter (9&3) Budget Report**

Motion out of the Finance Committee to recommend acceptance of the 2019-20 (9&3) Third Quarter Budget Report as presented.

Director Rassamekiarttisak explained that the purpose of this report is to summarize the financial results of the University Student Union as of March 31, 2020. The COVID-19 pandemic and the resulting campus closure has changed the way we prepared this report. The USU is pleased to report the following results in relation to the Statement of Activities:

1. Our surplus is \$1,042,701. Any surplus recorded this fiscal year could be used as a source of internal financing for the 2020-21 fiscal year.
2. The balance of Unallocated Reserves is \$396,377, a net increase of \$63,790 from the previous quarter.
3. The USU's budget is operating within the optimal range for both revenues (77.6%) and expenditures (71.8%).
4. The overall budget for Revenue categories was reduced by \$574,430. All Revenue categories showed a decrease with the exception of Student Union Fees which had no change.
5. The overall budget for Expenditure categories was reduced by \$577,857. Only the Postretirement and Expendable Equipment categories showed increases in the budget for expense.

### **Statement of Changes in Financial Position**

Total assets are \$7,021,337 of which a sum of \$6,122,900 are liquid cash. Total liabilities are \$4,182,242 of which \$3,306,217 is the estimate to pay for the projected medical expenses of current and future USU retirees who are in the Retirement Health Benefits Plan (RHBP). Total Net Assets are \$2,839,095.

### **Investment Summary**

Total investment income is \$91,903 of which a total of \$86,945 is from our investment in the CSU Systemwide Investment Fund Trust (SWIFT). The balance of \$4,958 is from our investment in the US Treasury Cash Reserves at Farmers & Merchants Bank (\$4,907) and the Capital Preservation Fund at American Century (\$51).

### **Unallocated Reserves**

During the third quarter the Unallocated Reserves were increased by a net of \$63,790. The net increase fiscal year-to-date is \$146,377.

### **Designated Reserves**

A total of \$14,706 of the Designated Reserves was transferred to the operating budget during the quarter for vacation advances and related payroll taxes.

### **Capital Outlay**

The capital outlay budget is \$168,147 with actual expenditures of \$108,587. The Board approved a reallocation of \$17,000 from the Plaza del Sol Performance Hall Moving Lights Replacement project and the Villager 6 Club Car purchase for a redesigned Computer Lab Reception Desk.

### **Foundation Account Balances**

The USU Foundation account has a cash balance of \$291,898 of which \$189,571 is unrestricted and \$102,327 is restricted.

**Work Study**

The USU has received \$18,155 and has expended \$12,549 leaving a balance of \$5,606.

*Motion passed 15-0-0.*

**C. 2020-21 Capital Outlay Allocation Proposal**

Motion out of the Finance Committee to recommend approval of the 2020-21 Capital Outlay Allocation Proposal in the amount of \$45, 589.

Director Martinez explained that the total Capital Outlay Allocation Proposal for the 2019-20 fiscal year was \$168,147. Due to COVID-19, the request has been reduced to \$45, 589 for the 2020-21 fiscal year. \$14, 362 will be used to purchase an outdoor cover for the existing overhang in the Oasis outdoor lounge. The current trellis allows too much sun light for patrons to fully enjoy presentations in the outdoor lounge. \$7,847 will be used to replace one canopy umbrella that is faded, ripped, and stained with one 16 ft. canopy umbrella cover. \$14,696 will be used to purchase one mobile Microsoft Surface Hub 2S as a corporate-wide collaboration tool. Lastly, \$8,685 will be used to purchase a fiberglass scaffold set for use in the SRC bleacher area of the Matarena.

*Motion passed 15-0-0.*

**D. Approval of the 2020-21 Major Purchases, Repairs & Replacements Allocation Proposal**

Motion out of the Finance Committee to recommend approval of the 2020-21 Major Purchases, Repairs & Replacements Allocation Proposal in the amount of \$362,551.

Director Rassamekiarttisak explained that the proposal has been separated into 2 packages. The first package totals \$217,752. This includes purchasing all-in-one desktop computers, laptop replacements, server hosts replacements (union wide), vMware vSphere/vCenter – Virtual Server software and Server Host Addition for VDI (computer lab). The second package totals \$144,799 which includes Aruba Wireless Access Points and Alcatel Lucent Network Switch Replacement.

*Motion passed 15-0-0.*

**E. 2020-21 Designated Reserves Allocation Proposal**

Motion out of the Finance Committee to recommend approval of the Designated Reserves Allocation Proposal in the amount of \$520,683.

Director Martinez explained that Salaries & Wages will total \$205,000 in the General Salary Reserve. The General Salary Reserve includes funds for potential salary reclassifications and bonuses as well as accrued vacation taken as cash (vacation advances). Employer Paid Payroll Taxes – Staff Salaries will total \$15,683 in the Employer – Paid Payroll Tax Reserve. The Employer-Paid Payroll Tax Reserve is used to pay taxes on salaries and wages funded by the General Salary Reserve. The Retirement Health Benefits Plan Funding will total \$300,000 in the RHBP Funding. The Retirement Health Benefits Plan (RHBP) provides USU retirees reimbursement for approved healthcare-related expenses. This reserve does not increase the overall 2020-21 expenditure budget because the expense has already been accrued in previous fiscal years.

*Motion passed 15-0-0.*

**F. 2020-21 Operating Budget Proposal**

Motion out of the Finance Committee to recommend approval of the 2020-21 Operating Budget Proposal with projected revenues and expenses of \$16,401,074.

Associate Director, Accounting & Finance, Joe Illuminate, Director Rassamekiarttisak and Director Martinez noted that due to COVID-19, a potential decrease in student headcount, and conservative budgeting practices,

we have decreased expenditures in our 2020-21 Operating Budget Proposal by \$2 million when compared to the 2019-20, 6&6 Revised Second Quarter Budget.

In March 2020, our world turned upside down. COVID-19 took over our lives. We are now continually washing our hands, practicing physical distancing, hunkering down in our homes, and face coverings have become the latest fashion accessory. Thirty-six million people have filed for unemployment, retirement accounts have been decimated, people are waiting in long lines to receive food, many business are on the brink of closing, and friends and family are not allowed to visit their significant others to say goodbye.

Our campus has gone virtual. Foodservice locations, parking lots, and the residence halls are vacant. Students and staff are virtually working out at the Student Recreation Center and relieving stress at the Oasis from the comfort of their home on their digital devices. The excitement created by students in the Computer Lab and the joyous and youthful enthusiasm of Sunny Days campers are not being heard.

USU Staff employees are telecommuting, becoming expert Zoomers, and learning all the intricacies of the Virtual Private Network (VPN). Sadly, many hourly and student assistant employees have been idled.

Campus reports that headcount for the fall semester could decrease by 10% from the current average of 38,589 students to an average of 32,159 students for the 2020-21 fiscal year. A 6,410 decrease in student headcount would have a negative financial impact of approximately \$3.9 million in student fee revenue in our Revenue Fund.

The COVID-19 crisis has necessitated the reworking of the USU's 2020-21 proposed operating budget. The management team developed budgeting principles to guide department managers in the budget revision process. Both the summer and fall terms will be virtual instruction. This means the USU's programs and services will be virtual at least through December 2020.

The key budget principles are as follows:

1. Preserve staff, hourly, and student positions if possible.
2. Maintain staff benefits at current levels.
3. Elimination of general salary increases for staff and merit increases for hourly and student assistants.
4. Reassessment of operating hours.
5. Do not budget revenue for the summer and fall terms (where applicable).
6. Budget 50% of the projected revenue for the spring term.
7. Reduce the scheduled hours (not dollars) budget for student assistants by 20%
8. Reduce all operating expenses by 20%.
9. Put the renovation project on hold for six months and reassess project viability.

### **Financial Strategies**

The USU has implemented various strategies to ensure and that we have the ability to withstand economic downturns and maintain our long-term financial viability.

#### **Strategy 1: Financial Plan**

Our first strategy is to ensure that total revenues and expenditures in the operating budget proposal aligns with the corresponding revenues and expenditures in the financial plan. However, our current Financial Plan is in a state of flux as a result of the COVID-19 crisis. We are working closely with our consultants Brailsford & Dunlavey to update the plan with different headcount and renovation project scenarios.

#### **Strategy 2: Debt Service Coverage Ratio (DSCR)**

One of our ongoing financial strategies has been to maintain the Debt Service Coverage Ratio (DSCR) above 1.251. With a possible 10% headcount reduction for 2020-21, the 1.25 DSCR may not be achievable for the 2020-21 fiscal year. A decline in headcount translates to a decrease in student union fees which are included as part of the DSCR computation.

#### **Strategy 3: Unallocated Reserves**

A third strategy is to set aside unallocated reserves to handle unexpected economic events and any other financial contingency. The USU is proposing unallocated reserves in the amount of \$250,000. Unallocated reserves are included as part of the Operating Budget Proposal. In 2020-21, we will continue our successful strategy of increasing available unallocated reserve levels by transferring unutilized funds identified during quarterly budget reviews to unallocated reserves.

#### **Strategy 4: Administrative Contingencies**

A fourth strategy is to set aside Administrative Contingency Reserves Administrative Contingencies are included as part of the operating budget allocation proposal. Due to COVID-19, the budget for Administrative Contingencies has been significantly reduced from \$652,921 to \$79,909 when compared to the 2019-20 Adopted Budget.

Once adopted by the Board of Directors, the budget establishes the direction for the USU's programs and services for the coming fiscal year. It represents the synthesis of the Board of Directors' direction on how best to accomplish the USU's strategic priorities in accordance with available resources, policies, and sound financial and business practices. With this in mind, the review and adoption of the operating budget is one of the board's most important roles.

*Motion passed 15-0-0.*

#### **G. Faculty Representative Appointment**

M/S/P (T. Rassamekiarttisak / A. Galves) Motion to approve Dr. Tadeh Zirakian as the Faculty Representative.

Director Barboza stated that she was part of the interview committee and was able to see that Dr. Zirakian was very student orientated. He has been involved in various settings such as club advisor and professor. Director Maralit was also part of the interview committee and believes Dr. Zirakian will provide a new insight for the USU and a different connection through the different areas across campus. Dr. Zirakian stated that it is a great honor to have this opportunity to serve on the board. He is a professor for Civil Engineering & Construction Management. He received his Ph.D. from UCLA in Structural and Earthquake Engineering and minoring in Structural Mechanics. He has worked with a diverse student population and has helped student's research get published in worldwide journals. He is committed to doing his best and strategizing in consultation with the BOD.

*Motion passed 15-0-0.*

#### **H. Appointment of Student Director – Yesenia Mateo**

M/S/P (T. Rassamekiarttisak / A. Ebot Enaw) Motion to approve the appointment of Yesenia Mateo effective June 08, 2020 until June 2021.

Yesenia Mateo, gender pronouns she/her/hers, stated she is a 3<sup>rd</sup> year urban studies major with a focus in sustainable planning. She currently works at the Sustainability Center in both the garden and the office. Working there has made her realize what a sense of community means to her and why certain spaces are needed. She is motivated to advocate and support marginalized students through connections and knowledge. Lastly, she is excited to learn and build relationships with the board.

*Motion passed 15-0-0.*

#### **I. Appointment of Student Director – Jassmine Guerrero**

M/S/P (M. Contreras / M. Alvarez) Motion to approve the appointment of Jassmine Guerrero effective June 08, 2020 until June 2021.

Jassmine Guerrero said that she hopes everyone and their family is okay and is thankful for the safe space the board is providing. She is a first-generation student, and told the board of her first time walking into CSUN.

She left her home in Inglewood at 5 in the morning to get to class on time. She was scared and needed directions and remembers all the students, faculty and staff in every corner willing to guide her to her classes. She wants to be able to provide that same help she was given to other students. She believes campus experiences are important and wants to provide a safe environment for all students.

*Motion passed 15-0-0.*

**XII. Announcements**

No discussion.

**XIII. Adjournment**

Chair Carter adjourned the meeting at 2:04 p.m.

**XIV. Transition Ceremony / Seating of New Board**

Chair Carter welcomed everyone to the first meeting of the University Student Union Board of Directors for our 2020-2021 term. He stated that when he started his role last June, he would have never imagined finishing off his term in the midst of a pandemic, in times of social unrest and providing this opportunity in a virtual format. Despite our current situation, he's excited for the work we've accomplished this year and for welcoming our new Board members.

The board retained ten members this year. He thanked them for their continued dedication and service to the Board and the University Student Union. He called the following people to turn-on their cameras:

- Melanie Alvarez
- Stephanie Barboza
- Arrah Ebot Enaw
- Ayana Galves
- Albert Martinez
- Dr. Carroll Brown
- Gabbi Nguyen
- Dr. Edith Winterhalter
- Dr. Shelley Ruelas-Bischoff
- Debra L. Hammond

Chair Carter recognized those Board members whose service ended today and thanked them for their year or more of dedicated service to the students of California State University, Northridge and to the University Student Union. He called the following people to turn-on their cameras:

- Matthew Contreras, Diversity & Inclusion Chair
- Giselle Reyes, Facilities & Commercial Services Chair
- Tammy Rassamekiarttisak, Finance Committee Chair
- Catleya Novette Maralit, Personnel Committee Chair
- Dr. Marquita Gammage, Faculty Representative
- And himself, Tyrone Carter, USU BOD Chair

He thanked the executive secretaries for the committees and called the following people to turn on their cameras:

- Jimmy Francis, Executive Secretary for the Facilities and Commercial Services Committee
- Joe Illuminate, Executive Secretary for the Finance Committee and the Audit Committee
- Samantha Liu, Back-up Executive Secretary for the Facilities and Commercial Services Committee
- Jonathan Navarro, Executive Secretary for the Retirement Committee
- Kristen Pichler, Executive Secretary for the Personnel Committee



- Dr. Freddie Sanchez, Executive Secretary for the Diversity and Inclusion Committee

On behalf of the entire board, he also extended a special thank you to two individuals who stepped-up this year to take care of the behind-the-scene details for the Board, they took minutes at meetings, orchestrated the meeting logistics, and are the reason the USU BOD operation ran so smoothly. A very heartfelt thank you to:

- Shelley Sakoda who worked with the BOD in Fall 2019 and
- Emery Hernandez our BOD Administrative Support Coordinator

Director Hammond provided remarks and thanked Chair Carter for his service. She presented him with a plaque and thanked him for his outstanding service as Chair of the USU Board of Directors for FY 2019-2020. She then asked everyone to join her in thanking all of the outstanding individuals for their months and years of service to the USU Board of Directors.

Chair Carter asked the outgoing board members to turn their seats over to the new board. He then introduced and welcomed the new board members:

- Jacob Akopnik
- Ryan Edwards
- Jassmine Guerrero
- H Landeros
- Yesenia Mateo
- Dr. Tadeh Zirakian, Faculty Representative
- Newly elected AS Vice President and liaison to the board, Deion Turner

Chair Carter announced a 2-minute stretch break to reset for the new board’s first session.

**XV. Call to Order**

The regular meeting of the USU’s Board of Directors was called to order at 2:37 p.m. by Chair Tyrone Carter.

**XVI. Roll Call**

<b>Present</b>	<b>Absent</b>	<b>Staff</b>	<b>Guests</b>
Jacob Akopnik*		Jimmy Francis*	
Melanie Alvarez*		Joe Illuminate*	
Stephanie Barboza*		Jennifer Kim*	
Dr. Carroll Brown*		Sharon Kinard*	
Arrah Ebot Enaw*		Kaila Lavin*	
Ryan Edwards*		Kingson Leung*	
Ayana Galves*		Samantha Liu*	
Jassmine Guerrero*		Jonathan Navarro*	
Debra Hammond*		Kristen Pichler*	
H Landeros*		Dave Ross*	
Albert Martinez*		Shelley Sakoda*	
Yesenia Mateo*		Dr. Freddie Sanchez*	
Gabriella Nguyen*		Steven Wein*	
Dr. Shelley Ruelas-Bischoff*			

Deion Turner*			
Dr. Edith Winterhalter*			
Dr. Tadeh Zirakian*			

\* Zoom video participant

\*\* Zoom call in participant

## **XVII. Action Items**

### **A. Election of Chair**

Chair Carter asked for nominations for the Chair position.

(T. Zirakian / H. Landeros) nominated Stephanie Barboza. Nomination was accepted.

(M. Alvarez / S. Barboza) nominated Melanie Alvarez. Nomination was accepted.

(M. Alvarez / A. Galves) nominated Arrah Ebot Enaw. Nomination was accepted.

(A. Galves / S. Barboza) nominated Ryan Edwards. Nomination was accepted.

(R. Edwards / G. Nguyen) nominated Ayana Galves. Nomination was accepted.

The five candidates made statements and fielded questions from the board.

Associate Director, Marketing & Programs, Freddie Sanchez collected secret ballots from the board via private message. The ballots were counted Chair Carter announced that Melanie Alvarez was elected Chair for the 2020-2021 Board of Directors.

Chair Carter congratulated the newly elected Chair, Melanie Alvarez and turned his seat over to her.

### **B. Election of Vice Chair**

Chair Alvarez asked for nominations for the Vice-Chair position.

(A. Galves / S. Barboza) nominated Ayana Galves. Nomination was accepted.

(R. Edwards / A. Galves) nominated Ryan Edwards. Nomination was accepted.

(T. Zirakian / S. Barboza) nominated Albert Martinez. Nomination was accepted.

(A. Ebot Enaw / H. Landeros) nominated Arrah Ebot Enaw. Nomination was accepted.

(S. Barboza / A. Galves) nominated Stephanie Barboza. Nomination was accepted.

*Director Nguyen and Director Winterhalter departed at 3:56 p.m.*

The five candidates made statements and fielded questions from the board.

Associate Director, Marketing & Programs, Freddie Sanchez collected secret ballots from the board via private message. The ballots were counted and Chair Alvarez announced that Albert Martinez was elected Vice Chair.

### **C. USU BOD Meeting & Training Schedule 2020-21**

M/S/P (H. Landeros / J. Akopnik) Motion to approve the USU BOD Meeting & Training Schedule for 2020-21.

There was no discussion was made.

*Motion passed 13-0-0.*

**XVIII. Announcements**

A. AS Vice President, Deion Turner congratulated the newly elected Chair and Vice Chair. Once they have access to their emails, AS President Rose Merida and himself would like to schedule monthly meetings with them to continue the AS/USU collaborations.

**XIX. Adjournment**

Chair Alvarez adjourned the meeting at 4:51 p.m.

Respectfully submitted by,

Debra L. Hammond,  
Executive Director