

YOUNGSTOWN CITY SCHOOL DISTRICT
ACADEMIC DISTRESS COMMISSION

Members:

Brian Benyo, Chair
Dr. Barbara Brothers
Jennifer Roller
Nicholas Santucci
Vincent Shivers
James Miller, Office of the Attorney General

MEETING MINUTES
FRIDAY, OCTOBER 27, 2017

I. Call to Order: 10 a.m.

II. Roll Call	<i>Present</i>	<i>Absent</i>
Brian Benyo, Chair	— x —	_____
Dr. Barbara Brothers	— x —	_____
Jennifer Roller	— x —	_____
Nicholas Santucci	— x —	_____
Vincent Shivers	— x —	_____

III. Approval of October 27, 2017 Agenda

Motion by: Dr. Barbara Brothers *Seconded by:* Jennifer Roller

Roll Call Vote:

Brian Benyo, Chair	Yes	— x —	No	_____
Dr. Barbara Brothers	Yes	— x —	No	_____
Jennifer Roller	Yes	— x —	No	_____
Nicholas Santucci	Yes	— x —	No	_____
Vincent Shivers	Yes	— x —	No	_____

IV. Approval of August 15, 2017 Minutes

Motion by: Nicholas Santucci *Seconded by:* Dr. Barbara Brothers

Roll Call Vote:

Brian Benyo, Chair	Yes	— x —	No	_____
Dr. Barbara Brothers	Yes	— x —	No	_____
Jennifer Roller	Yes	— x —	No	_____
Nicholas Santucci	Yes	— x —	No	_____
Vincent Shivers	Yes	— x —	No	_____

V. Overview presentation of Youngstown City School District highlights from CEO Krish Mohip.

- A. Brian Benyo, Chairman opened the floor to Krish Mohip, CEO to share highlights of the district to the present date. Powerpoint presentation was used and given to ADC members. Mr. Mohip thanked the ADC members for the opportunity to present the work that has been done in the district. Mohip shared the quote from James W. Frick, “Don’t tell me what your priorities are. Show me where you spend your money and I’ll tell you what they are.” He emphasized this quote in reference to the district finances and how this affects the district now and years to come.

Mohip presented the Youngstown City School District Theories of Action, which focuses on 3 major areas which are: 1.) Gradual Release of Responsibility 2.) Ohio’s Learning Standards and 3.) Culture & Climate. The specific aspects of each theory were shared along with the plan of action of; If we..., Then we..., and Targets and Measures.

Benyo questioned where are we at with having an alternate measurement of conduct? If we are going to reduce suspensions, where are we at creating a measurement? Mohip responded that there is an agreed upon Student Code of Conduct. Benyo, further clarified how are we measuring incident in violation of the student code of conduct? What are we doing to measure violations of the code of conduct? To get a sense of improvement in the atmosphere.

Mohip responded that teachers can now enter DRFs directly into the system. In the past, DRFs were on paper. Now we have a better understanding of misconduct in the schools. Which in turns, creates a stronger layer of accountability that can be established with the principals. This data is looked at during 5 week reviews. Mohip had a leadership member provide an example of a recent report of this type of information. Reports can be seen by building and district, so that leadership can respond accordingly. Recently, with the assistance of Tim Freeman, School Culture and Climate, with the use of this type of data, we were able to identify approximately 80 students who were inappropriately placed in classrooms and were moved out of the building to P. Ross Berry to an alternative program. We are constantly looking and shifting. Another example is in the high schools. With the reconfiguration, East has settled down considerably, but Chaney is somewhat struggling with some behaviors. In the past Chaney had a homogeneous group and now the group is heterogeneous. We have added more assistant principals and deans in the high schools to assist in bring help and support to the students. Along with the SRO (Security Resource Officer). We are looking to add student encouragers in the high school buildings, to build relationships with the students. This is a multi-level approach, it is about responding to where our children are.

Barbara Brothers asked who are the student encouragers, are they students or professionals? Mohip explained that the student encouragers will be degreed adult professionals and that there has been some difficulty in trying to find these professionals. Brothers responded “student encouragers” is ambiguous. Mohip expressed the concept of supporting our kids not only academically but also through school culture and climate.

Major Initiatives & Costs

Mohip shared the district's current initiatives and the financial cost to support them. He provided brief explanations for the purpose and importance for each initiative.

After school - \$785,000

New Instructional Framework - \$1,400,000

Deeper Understanding of Ohio Learning Standards - \$485,000

Coaching of Teachers - \$1,400,000

Increased Attendance Efforts - \$650,000

Culture of Calm - \$1,500,000

Conclusion of 1:1 Rollout - \$420,000

Expansion of Athletics - \$850,000

Renovation of the Rayen/Ward buildings to become Youngstown Early College - \$2,000,000

Cost of Relocating Central Office to East - \$10,000

Jennifer Roller and Mohip discussed the attendance rate within the theory of action.

Benyo asked Mohip to define the role of a Dean. Mohip explained that a Dean is working specifically on the discipline within the building. We want to shift the Principals and Assistant Principals away from that work. They are needed in the classroom providing instructional feedback to teachers. We have brought in administrators this year that have more of an instructional eye. This year, we will take one day a month for professional development centered on building instructional capacity and leadership. In the past Assistant Principals were too busy doing discipline all day. The role of the leadership is shifting away from that, so that is the reason for the Dean, social workers and counselors. They are the triage for our students. Along with the building Culture and Climate teams at every school, which will provide multiple tiers of support services to the students. A heavy investment is being made with the Deans because they spend the most time with the students that are struggling the most.

Mohip explained that we will be working with a organization, Collaborative for Academic, Social, and Emotional Learning (CASEL) which focuses on social/emotional learning. Some of the top districts in the country have had great success with CASEL.

Brothers questioned how the funds from the Rayen foundation were being utilized? Mohip said the funds are used through Rayen Early College. Mohip referred the response to Joseph Meranto, Superintendent who explained that those funds can be used for other high school programs in Youngstown. Funds of approximately \$75,000 to \$80,000 were given from the Rayen Foundation. Mohip said that it would make sense to bring Rayen back as a school.

Roller questioned the timeline of the Youngstown Early College renovation. Mohip stated that the students will start here next school year, so that kids can finish up their current school year in the YSU building. The project should be done around May or April.

District Highlights

Mohip gave the floor to Superintendent Ron Iarussi, Mahoning County Educational Service Center to provide an update and highlights on the partnership at Choffin Career and Technical Center. He shared that Choffin was \$300,000 below budget and looking at ways to spend those funds in the classroom. The Choffin administrators were able to establish instructional framework for career tech that are in alignment with the State. He stated that industry credentials are in place for all students and leadership is making sure all students are either enrolled, enlisted or employed. Iarussi concluded his report with additional highlights and data focusing on industry credentials.

Mohip shared data from the district's 5 week review regarding discipline referrals. Information was given to each ADC member regarding district attendance, discipline referrals and restorative practices.

Benyo questioned, where are the teachers in understanding restorative practices and with the Student Code of Conduct now in place, is everyone on the same page?

Mohip responded that this is an area of continuous improvement. The focus is currently through the Deans and shifting to the school culture and climate teams to rollout to the teachers. Our focus right now is on instruction, some issues may arise from students not being engaged. Efforts are being made for instructional framework to allow students to become more engaged. Some teachers need to know how to deescalate situations. About 80% of teachers have bought into restorative practices. There will be more professional development opportunities for teachers on restorative practices.

Highlights Continued

Mohip continued with updates since the last ADC meeting in July 2017. He provided updates on the following areas:

- Overaged student program to make sure that the student will graduate on time
- Summer professional development for teachers
- New Math series
- STEM opportunities resources for teachers
- Rosetta Stone program - foreign language
- Professional Development for teachers throughout the year
- Three Teacher Cohorts: Teacher Leader Program, Striving Teachers Academy, Core Teachers Academy (Possibility of Master Teacher Fellows). This is all being done in efforts for the district to provide its own professional development by utilizing highly skilled teachers to lead our own professional development.
- Afterschool academic program and enrichment partnerships
- Comprehensive Assessment system
- Exit Slips

Special Projects:

- YCSD Teachers are enrolled in Inner Explorer (web-based social/emotional program)
- 8 weeks of swim classes for 2nd graders
- Completion of vision screenings and eyeglasses for students
- Detailed district data dashboard
- Harvard Fellowship – John LaPlante & Greg Kibler
- 1-to-1 devices
- Let's Talk System (Web/Phone) - District communication tool for both internal & external
- District technology integrations
- Transfer of all students to new district reconfiguration
- Operations – blacktop and sealed district building parking lots with establishing yearly rotation of each lot
- Establishing Textbook inventory
- Athletics being in all school buildings with additional sport programs
- Food services – The district applied and implemented the USDA summer food program this past summer. Addition of salad bars in schools.
- Improvement of appearance of school grounds, landscaping and clean environment
- Bid opening for renovation of Ward building for Rayen Early College & Youngstown Early College
- Safety & Security – Establishing Student Resources Officers & Raptor System in all buildings and one designated main entrance of each school building
- Transportation - Parent communication tool, My Stop App, reduction of walk zone, afterschool
- Parent & Community Engagement – Linda Hoey, Parent Pathways provided a detailed report of parent and community engagement activities and meetings. Mohip shared methods of getting the message out about various district initiatives, announcements, etc. with the assistance of Denise Dick, Communications via social media outlets – Facebook live: Mondays with Mohip, Radio, Y-Start 94.7, 5 minutes with Mohip, Louie B. Show

Nicholas Santucci questioned Mohip on how he was personally engaging with teachers or what is the process of hearing feedback from the teachers other than the Let's Talk Program? Are you relying on your principal teams and/or building teams to talk to those teachers? What is your method of procedure in interacting with teachers?

Mohip stated that it is much of what was mentioned along with the Deputy Chiefs of Transformation and Instructional Framework specialist and they come back to give me an update. He stated he is always in the buildings providing feedback to the teachers. Earlier, he met with kindergarten teachers and social workers and the conversations were great. Some shifts will need to take place, to make them more impactful. He would like to begin meeting with teachers in the mornings by grade levels, during the grade level release time, he is going to ask questions to get feedback.

Santucci mentioned that in speaking with a few teachers, they said they don't get the chance to interact with you on a private level. It is usually in a large group setting. He expressed that it is extremely essential that you make yourself available to them. Mohip expressed that he understood and he responds to emails and requests as much as he can, but he is accessible as much as he can be. They all have his cell phone number. Part of the matter is teachers trusting to say whatever needs to be said, without the fear of any type of malice.

Santucci complimented Linda Hoey's detailed parent engagement report, but he wanted to know how many parents are actually attending these events? How do parents know about transportation improvements? Obviously there is a lot of effort, but what is the return on investment?

Mohip didn't have the specific numbers of attendance, it differs at each event. Santucci responded how can reach out to other parents they may not have a computer, or not know about Let's Talk, etc. Mohip said we understand at times there may be limited access but for example with Let's Talk, we created a hotline for individuals to call in. We are trying to schedule events at different times that are convenient for the parents. Pride meetings are well attended. Parent advocates are constantly making phone calls, home visits and are attempting to get our message across to parents and families. The district sends out a weekly newsletter and principals send out a newsletter at least once a month.

Benyo followed up on the previous question made by Santucci. He stated that he was definitely impressed with the progress in implementing action. Benyo stressed the need to collect quality data on where we have been in some of these areas that we are trying to correct and measure the results from the programs. He commented that the actions that the district is taking are tremendous, but get to where these report outs start talking about impactful data. Such as here is where we were in respect to parent contact, here is where we are and here is where we are going. He stressed to collect data across the district in all areas and programs.

Mohip said we have the data, we just don't have it visually like some of the other data that we have. Benyo said that is he very impressed on the progress being made in impactful items and it should show measured results across the district.

Mohip mentioned that he is planning to set-up a Council of Agencies in November, which is mentioned in the strategic plan. This is a comprehensive approach to bring everyone to the table that wants to provide services to our children.

Roller mentioned Eastern Ohio Education Partnership has been working with Senator Sherrod Brown's office and other funders about building a community portal to capture some of that information.

Vincent Shivers questioned, are groups helping out kids being evaluated, specifically dealing with disciplinary issues? Mohip responded that yes they are and asked specifically what type of program? Shivers said the RedZone or any program that is working with the discipline of students.

Mohip said yes, we meet with RedZone on a weekly basis. There is a small struggle with communication. Mohip explained the process of a RedZone referral, which includes the teacher making a referral, a 1 ½ hour assessment with the parent/guardian with a licensed professional. The professional makes an individual health service plan. The plan is then delivered by a highly qualified medical specialist. That is how it is run. RedZone bills back Medicare/Medicaid, so that the district doesn't have to pay for their service. That is a huge benefit. The struggle is the parents/guardian being engaged in the process, at times they are not always coming to help in creating the assessment. RedZone is going to the homes to get the assessments done, in which the district pays for their travel. Social workers and counselors are also in the buildings. The district is leading the way in this area by having a large number of social workers available in the school building.

Mohip closed this portion of the presentation, by saying that we are spending money and that we are being fiscally responsible. This year we will spend more about \$3 million and we have a surplus of approximately \$23 million. Greg Slemons will show you that by the end of the 5 year financial forecast we will be in better shape than when Mohip came to the district. At that time there was a \$8 million surplus, we will show an \$11 million surplus. The overall plan is to do more professional development

this year, while building our own capacity to lead our own professional development with lab classrooms, trainers, etc. The \$4.2 million we spent in professional development this year will go back to normal spending levels. There will not be another 1 time renovation cost of \$2 million unless we have an influx of students. The sports program was a onetime cost that we had to do, in order to build competitive sports programs throughout the district.

- B. Budget Update – Greg Slemons, CFO provided an overview of the 2018 Budget with a PowerPoint presentation and documentation given to the ADC members. Slemons provided the Youngstown City School District Fiscal Year 2018 Budget Analysis by Fund Levels - Local, State and Federal funding.

Roller followed up with question regarding the decrease in federal funds for Title II – A Improving Teacher Quality Fund. Slemons responded that this decrease was a statewide decrease.

The next area Slemons reported on was the Fiscal Year 2018 Budget Analysis – General Fund Operating Revenue and how the 5 year forecast of the district is based upon the general fund amount of \$123,899,873. Slemons provided a detailed history of operating revenue of the general fund with actual figures from 2015, 2016, 2017 and projected revenue for fiscal year 2018.

Slemons presented the Fiscal Year 2018 Budget Analysis – General Fund – Operating Expenditures by object. It was mentioned that Personal Services, Salaries and Wages is 35% of general fund budget, which is low in comparison to other school districts. Slemons highlighted that the district is a member of the Stark County Insurance Consortium. Every district that is a member, was awarded a two (2) month premium holiday. The months of November and December 2017 were chosen for Youngstown, in which district employees who contribute 10% of the employee portion, would not be deducted a 10% reduction during those 2 months.

Benyo provided an explanation that this was a surplus of premiums paid and this is the consortium's way of rebating it back to the district. Slemons confirmed that yes that is correct.

Benyo asked how did we become part of the Stark County Consortium? Meranto, Mohip & Slemons responded that this was done 2 years ago under the administration of Superintendent Stephen Stohla.

Slemons continued the presentation on Operating Expenditures by object, he noted that within Lines 3.030 Purchase Services/Tuition Payments, which includes open enrollment, community schools, etc., between \$25-28 million goes out of the district's doors. If we are able to entice families back to the district, it helps on the revenue side and reduces our cost going out of the district.

Roller asked about a further explanation about the notation of the decrease in contracted services. Slemons responded that he would explain later in the presentation. Mohip, responded that much of the savings will come from professional development in the coming years. We will not spend as much on professional development. Slemons also mentioned that the more kids coming into the district will also bring funds back into the district. Approximately \$6,000 or more per child could come back to the district. This is only the 2018 fiscal year budget there is a different narrative for the 5 year forecast.

Slemons explained that under – Operating Expenditures, line 4.010-4.060/Debt Service. He talked about the past process that was used to purchase buses and the future process of purchasing newer buses. The purchases of newer busses, drastically reduces the cost for maintenance.

Meeting recessed at 11:34 a.m. and resumed approximately 11:45 a.m.

Slemons continued the discussion with the emphasis that the Five year forecast is a management tool for the district to use for future administrative decisions. It is not used to predict exact dollar amounts, it is not a political tool. He further explained that USAS (Uniform School Accounting System) is used by all Ohio school districts. USAS allows us to sort detailed information about the 2018 Budget Analysis by function rather than object code. Function determines where the dollars are being spent. Percentages were provided for each function that is being used in the district.

The 5 year forecast was referenced by Slemons, specifically page 22. In summary, the district is not as dependent on the local tax base. We need to focus our efforts through EMIS (Education Management Information System), to make sure we are identifying students to shift the district from a guarantee district (reduced enrollment) to a formula district (increase enrollment).

We want to use the 5 year forecast to make sure the expenditures fall within revenue level. In November of 2020, the district levy will be up for renewal. We don't consider those funds, they are not guaranteed when planning the budget for the years of 2021-2022.

Benyo mentioned that for everyone's understanding, that on the revenue side the levies roll off and we collect no income from them. On the expense side, he asked Slemons to explain what the assumptions are for growth and expenditures for the district.

In response, Slemons referred to page 12 of the district's 5 year forecast with detailed specifics of the expenditures overview. In summary the largest items on the revenue side are the local taxes and the state foundation. On the expenditure side, the largest items are salaries, fringe benefits and purchase services.

Benyo questioned, do you know what the state average for carryover for fund balance? Slemons responded that it is across the board, the district is not quite at three (3) months of operating cash as a benchmark but \$20 million is very comfortable.

Benyo asked if there is any information available to compare Youngstown to other similar districts? Slemons reported that with the district's contract with Public Finance Resource Company, who created the 5 year forecast report has a variety of data, formulas, studies and information available and the district will be part of a benchmark study this year. So they will benchmark our district to other similar districts, whether it be Lorain, Canton City, East Cleveland, etc. That report should be ready in the next few months or by the next ADC Meeting.

The discussion continued with Benyo expressing that this is an area that is important to the administration, Board and ADC as a whole, agree on what our benchmark should be in targeted reserved funds. So that we are all on the same page at that level. From there the decision of where we prioritize spending would come easier, that is something that the board I would hope would agree on.

Slemons agreed and Mohip thought it was also pertinent to talk about the actual situation Youngstown City Schools is in. There is only one (1) other district in the state that is under Academic Distress. Being part of that, a select group, we do have to spend our money on instruction. We do have to spend more money than we have in the past, what we have been doing in the past has not been working. We do need to put in a punch of power around teaching, learning and instruction. That is where we are at.

Benyo commented, as we look ahead the ability to eliminate micro-level financial stability of the district is something we should all agree on, that we need to get to. Mohip stated that we will face a decision with that levy, if the renewal levy doesn't pass then we will have to go to budget certain areas. His hope is that because it is a renewal, we are not trying to add money, it just to continue the course of money that we have had here in Youngstown.

Brothers sought clarification that Public Finance Resource Company was the same organization that provided a financial report earlier in the year at one of the schools on the 5 year forecast. Slemons responded yes, page 21 compares the figures of the May 2017 year forecast report that was presented previously and the current October 2016 report.

Mohip said that one major purchase that was made between May 2017 and October 2017 was a new Math K-12 series, which was \$350,000. In looking at scores from the Math program and the data that was presented to ADC members in a past meeting was shocking. Yes, we had to make a one time investment on the additional Math series. We didn't necessarily know this switch had to be done, until we saw how our students were struggling in that area.

Benyo and Slemons furthered the discussion of the 5 year forecast, specifically page 22 that shows figures with or without the levy renewal. Benyo said in general, that if the accumulated balance of levies were renewed in a timely fashion, that would be added. Slemons, yes it would be added back.

Roller, referenced Page 15 of the 5 year forecast. She desired to get an understanding of the contracted services expenses decreasing. The document looks like that there will be less. She referred to the section that outlines the local partnerships/organizations, to her the report looked like there will be less community partnerships. She did not want to make that assumption. Slemons responded that what she was referring to was professional development. Slemons stated that we have outside organizations that we are paying professional development that are also training our future trainers. So once we are done, the outside company will go away and our internal trainers will train our own staff. Mohip further discussed that everything that is being done by the leadership team is based on the strategy around sustainability. We are not interested in the ADC going away after we are successful and this district not being able to sustain the growth and the movement that will occur. With about 450 teachers in the district, we have identified approximately 132 that are teacher fellows, of that 50 are the upper echelon of what we call master fellows. So for future professional development courses, we will not have to pay for subs, because we can do a job embedded professional development and those teachers will be able to lead and push forward some of the professional development that is needed. Mohip stated that some of the best professional development that you can give to teachers is to show them with their student, and show ways and methods of how to re-craft their skills and hone on their ability to deliver instruction. This is what we are trying to build, once we get to that point we do not need to spend money on outside companies to help build that capacity. We will be able to build that in-house.

Roller posed a question on student enrollment, what strategies are we thinking of to tie it to the budget? Slemons said we were losing about 200 students and now it has leveled off. We have to factor in that it is the beginning of the school year and mobility. Our EMIS department is working to identify students that we thought would be here, but are not. We have to identify, where did they go? At this point, we are working on a weekly State report, but now we are working on a monthly report that is part of our benchmarking and our internal review. This is being done to make sure we are tracking all students and how that is going to affect our state foundation formula. Also, how that factors into the strategy for educational program.

Roller questioned, is your staff identifying where the “stop the bleeding moment” is? And how do we change that in the actual budget? How is that working with this side of the house?

Mr. Mohip clarified Roller’s question, “What are we doing to get kids here?” Mohip shared his experience since being here in Youngstown. He explained that there are 2 things effecting parents ability to successfully send their kids to our schools and feel good about it: 1.) Safety and 2.) Children will not learn. For that reason, is where you see the \$1.5 million increase in School culture and calm. We want to offer a triage of support in the building. Something that other schools beat us at nationally is the marketing of their school districts. Mohip stated that kids don’t always remember what they learned, they remembered how they felt. So how do we shift that culture of calm to be a culture of caring. We want students and parents to feel respected. Several strategies in reaching parents is the implementation of initiatives and programs such as Let’s Talk communication tool and Parent Pathways finding parents where they are, to build that bridge of support.

Mohip stated that he cannot market something that is not working. He could say come to our school, your children will learn. We are putting metrics in place from NWEA, Diebels, Let’s Talk, etc. to measure growth. That is something that no one around here is doing to the level that we are. From there, we can go out and tangibly say, “If you send your child to our school district, this is the level of learning that you will be able to expect.” Along with the afterschool program, summer school program, enrichment all things we are trying to provide to our children. Simple things such as giving students a backpack with supplies on the 1st day of school. Not having school uniforms, things that as a parent you don’t have to do, which can save money. All this makes it easier for parents to choose our school district. If they know they are going to learn, be safe and a cheaper option where you don’t have school uniforms, supplies, becomes an economic issue for parents as well. Youngstown is the poorest city per capita in our country, money is an issue for parents. We do have a quality school system that is safe for our children, that is of no cost or small cost to our parents. This is a viable option.

Mohip concluded the presentation, by sharing academically we have done scope and sequence, 5 week reviews, 3 assessments during the academic year and personal learning plans for each child. This is being done so we can measure down to the teacher in the classroom to see how effective the teacher is in helping students meet those growth targets. As we build data, that is what we will get out. Denise Dick, District Communication is assisting in the big push on social media sites and getting district information to the parents. Mohip has used his personal facebook account, his followers have grown from 300 to 2000, majority of which are parents.

Benyo asked what are our assumptions on student population change? Slemons responded that there is a supplement at the end of the 5 year forecast, in which he referred to, that is based on current census data, mobility, etc. Discussion was furthered with Mohip, Benyo and Slemons, with aspects of state guidelines, current data and projected data.

Benyo thanked Mohip and Slemons on a well prepared presentation.

VI. Public Comment Period: (5 minutes per person, 30 minutes maximum in total)

A. *Larry Ellis, Youngstown Education Association: Requested copies of the documents that were used during the presentation. He wanted to know how much are we spending on legal fees, he heard it was high. On the behalf of the teachers, he explained that discipline is not working in the buildings, restorative practices, PBIS, you can't have students terrorizing their classrooms and return a few minutes later. It is not working. The shift mentioned between East and Chaney, that is because some of the problems were shifted from East to Chaney. Some of the kids reside in East's district. It was mentioned that teachers just don't come to work, we do have teachers that have health problems. Some teachers are being harassed by their administrators. He stated that there were 7 days of summer professional development and one designated afternoon in their classroom before school started, which is not significant out of 7 days. He heard again, the blaming of teachers for discipline problems, in not engaging, and escalating the process. He doesn't agree with that.*

VII. Adjournment: 12:14 p.m.

Motion by: Dr. Barbara Brothers Seconded by: Jennifer Roller

Roll Call Vote:

Brian Benyo, Chair	Yes	<u> x </u>	No	<u> </u>
Dr. Barbara Brothers	Yes	<u> x </u>	No	<u> </u>
Jennifer Roller	Yes	<u> x </u>	No	<u> </u>
Nicholas Santucci	Yes	<u> x </u>	No	<u> </u>
Vincent Shivers	Yes	<u> x </u>	No	<u> </u>