

TRUSTEES OF THE CALIFORNIA STATE UNIVERSITY

California State University
Office of the Chancellor
Glenn S. Dumke Auditorium
401 Golden Shore
Long Beach, CA 90802

Wednesday, March 27, 2024

Presiding: Wenda Fong, Chair

1:00 p.m.*

Board of Trustees

Dumke Auditorium

Call to Order

Roll Call

Consent

Action 1. Approval of the Minutes of the Board of Trustees Meeting of
January 30, 2024 and January 31, 2024

Action 2. *Appointment of Five Members to the Committee on Committees for
2024-2025*

Action 3. Approval of Committee Resolutions as follows:

Committee on Organization and Rules

2. Approval of Proposed Revisions to the Rules Governing the
CSU Board of Trustees
3. Approval of the California State University Board of Trustees’
Meeting Dates for 2025

Committee on Institutional Advancement

2. Naming of the Federated Indians of Graton Rancheria Learning
Center – Sonoma State University

Committee on Finance

4. Approval to Issue Debt for a Capital Project at California State
University, Dominguez Hills

Committee on Committees

2. Appointment of Five Members to the Committee on Committees
for 2024-2025

*The Board of Trustees is a public body, and members of the public have a right to attend and participate in its meetings. This schedule of meetings is established as a best approximation of how long each scheduled meeting will take to complete its business. Each meeting will be taken in sequence, except in unusual circumstances. Depending on the length of the discussions, which are not possible to predict with precision in advance, the scheduled meeting times indicated may vary widely. For two-day meetings, items scheduled for one day may be heard either the day before or the day after depending upon the time spent on each matter. The public is advised to take this uncertainty into account in planning to attend any meeting listed on this schedule.

Agendas, notices, and information on addressing the Board of Trustees may be found on Board of Trustees website: <https://www.calstate.edu/csu-system/board-of-trustees/Pages/default.aspx> .

Committee on Campus Planning, Buildings and Grounds

2. California Polytechnic State University, San Luis Obispo
Football Center Capital Outlay Amendment and Schematic
Design Approval

Committee on Educational Policy

3. Academic Master Plan
4. Proposed Amendments to Title 5: Implementation of the
Student Achievement Reform Act of 2021

Committee on University and Faculty Personnel

2. CSU Salary Schedule
3. Employment Policy Governing Administrator Employees’
Option to Retreat
4. Employment Policy Governing Employee References
5. Executive Compensation: President – California State
University, Stanislaus
6. Executive Compensation: FY 2023-2024 Executive Salary
Increases
7. Executive Compensation: Other Salary Increase
10. Executive Compensation: Deferred Compensation Plan

MINUTES OF THE MEETING OF THE BOARD OF TRUSTEES

**Trustees of the California State University
Office of the Chancellor
Glenn S. Dumke Auditorium
401 Golden Shore
Long Beach, California**

January 30, 2024

Trustees Present

Wenda Fong, Chair
Jack Clarke, Jr., Vice Chair
Larry L. Adamson
Diana Aguilar-Cruz
Diego Arambula
Raji Kaur Brar
Douglas Faigin
Jean Picker Firstenberg
Mark Ghilarducci
Leslie Gilbert-Lurie
Lillian Kimbell
Julia I. Lopez
Jack McGrory
Anna Ortiz-Morfit
Yammilette Rodriguez
Christopher Steinhauser
Jose Antonio Vargas
Darlene Yee-Melichar
Mildred García, Chancellor

Chair Wenda Fong called the meeting of the Board of Trustees to order.

Public Comment

In an effort to provide accessibility and flexibility for the public, all public comment took place at the beginning of open session prior to all committees.

The board heard from the following individuals who provided public comment in person: Elena Macias, CSULB; Nancy Jodaitis; Adam Swenson, CSUN; Gerson Cortes Palacios; Madeleine Villanueva; Aldo Cruz Vazquez; Grace Ji Hun Yeo; Dagoberto Argueta; Vincent Rasso; Dani Amador; John Caravello, CSUCI; Sang Hea Kil, SJSU; Julia Talante, CSUDH; Charles Toombs,

SDSU; Ahlam Muhtaseb, CSUSB; Zoya Hajee; Carlos Alarcon; Ziena Smadi; Habiba Hassaan, CSULB; Amber Benyoucef, CSULB; Vanessa Villamil Romero, CSULA; Isabel Gomez Hernandez; Abel Alvarez Rosales; Keily Escanlante, CSULB; Joseph Almaraz, CSULB; Fernando Rio Lorenzana, CSUDH; Samantha Barrientos; Randall Santiago, CSULB; Remo Abboud, CSUB.

The board also heard from the following individuals who provided public comment virtually: Rose Carmona-Arbulu, SFSU; Jessica Westbay, Chico State; Chris Cox, SJSU; Kevin Wehr, CSUS; Meghan O'Donnell, CSUMB; Margaret Goldman; Maria Chiem, CSUSM.

Chair's Report

Chair Fong's report is available online at the following link: <https://www.calstate.edu/csu-system/board-of-trustees/reports-of-the-chair/Pages/january-2024.aspx>

Report of the California State University Alumni Council

Alumni Council President-elect Adrian Harrells' report on behalf of President John Poli is available online at the following link: <https://www2.calstate.edu/impact-of-the-csu/alumni/council/board-of-trustee-reports/Pages/default.aspx>

Report of the Academic Senate CSU

CSU Academic Senate Chair Beth A. Steffel's report is available online at the following link: <https://www2.calstate.edu/csu-system/faculty-staff/academic-senate/Pages/ASCSU-Chairs-Report.aspx>

Report from the California State Student Association

CSSA President Dominic Quan Treseler's report is available online at the following link: <https://www.calstatestudents.org/public-documents/#president>

Chancellor's Report

Chancellor Mildred García's report is available online at the following link: <https://www.calstate.edu/csu-system/board-of-trustees/chancellor-reports/Pages/January-30-2024.aspx>

MINUTES OF THE MEETING OF BOARD OF TRUSTEES

**Trustees of the California State University
Office of the Chancellor
Glenn S. Dumke Auditorium
401 Golden Shore
Long Beach, California
January 31, 2024**

Trustees Present

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Jack McGrory
Anna Ortiz-Morfit
Yammilette Rodriguez
Christopher Steinhauser
Jose Antonio Vargas
Darlene Yee-Melichar
Mildred García, Chancellor
Lieutenant Governor Eleni Kounalakis

Chair Fong called the meeting of the Board of Trustees to order.

Consent Agenda

No items were removed from the consent agenda. Chair Fong called for a motion to approve all items listed on the consent agenda. There was a motion and a second.

The minutes of the meeting of November 7, and November 8, 2023, were approved as submitted. The Board of Trustees approved the following resolutions:

COMMITTEE ON GOVERNMENTAL RELATIONS

Sponsored State Legislation for 2024 (RGR 01-24-01)

RESOLVED, by the Board of Trustees of the California State University, that the state legislative proposals described in this item are adopted as the 2024 Board of Trustees' sponsored legislation.

COMMITTEE ON INSTITUTIONAL ADVANCEMENT

Naming of the Braddock Center for Science and Innovation – California State University, East Bay (RIA 01-24-01)

RESOLVED, by the Board of Trustees of the California State University, that the applied science facility at California State University, East Bay be named the Braddock Center for Science and Innovation.

Annual Report on Donor Support for 2022-2023 (RIA 01-24-02)

RESOLVED, by the Board of Trustees of the California State University, that the Annual Report on Donor Support for 2022-2023 be adopted for submission to the California Joint Legislative Budget Committee and the California Department of Finance.

COMMITTEE ON FINANCE

Approval to Issue Debt for Affordable Housing at California State University, Dominguez Hills (RFIN 01-24-01)

In coordination with CSU's Office of General Counsel, Orrick, Herrington & Sutcliffe LLP, as outside bond counsel, prepared resolutions distributed to the Board prior to this meeting that authorize interim and permanent financing for the

Project described in this agenda. The proposed resolutions will achieve the following:

1. Authorize the sale and issuance of the Trustees of the California State University Systemwide Revenue Bonds, and/or the sale and issuance of related Systemwide Revenue Bond Anticipation Notes, and/or the issuance of related debt instruments, including shorter term debt, variable rate debt, floating rate loans placed directly with banks, or fixed rate loans placed directly with banks, in an aggregate principal amount not-to-exceed \$29,520,000 and certain actions relating thereto.
2. Provide a delegation to the chancellor; the executive vice chancellor and chief financial officer; the assistant vice chancellor, Financial Services; and the assistant vice chancellor, Financing, Treasury, and Risk Management; and their designees to take any and all necessary actions to execute documents for the sale and issuance of the bond anticipation notes, the revenue bonds, and the related debt instruments.

Approval of the financing resolutions for this project as described in this Agenda Item 2 of the Committee on Finance at the January 29-31, 2024, meeting of the CSU Board of Trustees is recommended for:

**California State University, Dominguez Hills Affordable Student Housing,
Phase 4 and Dining Commons**

**Approval of Third-Party Financing at California Polytechnic State
University, San Luis Obispo
(RFIN 01-24-02)**

RESOLVED, by the Board of Trustees of the California State University, that the request from Cal Poly Corporation to obtain external short-term financing in the amount of \$20,000,000 with the key terms as described herein is approved.
JOINT COMMITTEE ON EDUCATIONAL POLICY AND FINANCE

**Chancellor's Strategic Workgroup on Financial Aid
(REP/FIN 01-24-01)**

RESOLVED, that the Board of Trustees establish the following guiding principles regarding student financial aid:

- CSU's mission is to provide a quality, accessible and affordable education. Therefore, students should not be precluded from attending or succeeding at CSU because of cost.
- Affordability is determined by total cost of attendance (COA), not only tuition and fees; accordingly, policies to increase affordability must focus on reducing the net COA (after accounting for grant aid and scholarships) for low-income students and limiting student debt.
- State and federal grant aid should be maximized so that CSU funds can go further toward reducing COA and limiting student debt.
- Priorities for the use of the State University Grant (SUG) should be consistent with, and supportive of, CSU efforts to increase graduation rates, reduce equity gaps, and reduce time to degree.
- Students are expected to contribute toward their CSU education, through work, work-study, scholarships, savings and/or borrowing, to an extent appropriate to their economic and family circumstances and consistent with sound educational and financial practices.
- Greater consistency across campuses in financial aid administration, brought about by stronger collaboration and increased coordination from the Chancellor's Office, tempered by appropriate flexibility to recognize distinctive campus characteristics, will better serve students.
- Financial aid considerations are not just the purview of financial aid offices but must be incorporated into campus-level programs, initiatives and efforts aimed at improving student success and enrollment management.

BE IT FURTHER RESOLVED that the Board of Trustees adopt the following policy framework governing administration of student financial aid:

Defining Affordability in Terms of Total Cost of Attendance

- It shall be the policy of the Board of Trustees that the State University Grant (SUG) or its successor may be used both for full tuition grants and for dollar grants (i.e., stipends) in order to increase affordability for students attending the CSU. In the five years following adoption of this policy framework, the priorities for reducing the cost of attendance shall be:
 - Covering tuition costs for students at historical levels
 - Awarding stipends as additional SUG funds become available, first to reduce the net cost of attendance for students with the greatest need and, as resources permit, to help meet enrollment and retention goals.

Maximizing Revenues Available to Reduce Cost of Attendance (COA)

- As provided for in the tuition policy, an amount equal to no less than one-third of *year-to-year increased* tuition revenues (from tuition and enrollment increases) will be added to the established budgetary base for SUG.
- Campuses may provide additional grant aid to students by using revenue from Category II campus-based mandatory fees (to the extent allowed under current policies) and other campus funds, including General Funds.
- Universities shall make every effort to ensure that students eligible for state and/or federal financial aid apply for it and receive the maximum grant aid for which they qualify.
- The following limits on the use of SUG funds will help maximize funds available to reduce COA for students with the greatest need:
 - SUG may not be awarded to pay directly for campus-based fees, but fees contribute to the COA that is used by campus financial aid offices to package financial aid.
 - The total amount of SUG allocated to graduate and post-baccalaureate students may not exceed the combined graduate and postbaccalaureate shares of campus or systemwide tuition revenues, whichever is greater.
 - The chancellor may set limits on the number of years or units for which students can receive SUG grants, in order to reinforce CSU efforts to reduce time-to-degree and to free up SUG funds for stipends for students with the greatest financial need.
 - Full tuition grants from SUG will be limited to students with household incomes up to \$125,000.
- A student contribution will be assumed in the computation of “unmet need” that CSU financial aid policy seeks to minimize, in the effort to increase affordability.

Aligning CSU Administrative Practices to Support Affordability Mission and Goals

- There shall be a consistent systemwide method to (1) determine cost of attendance, (2) calculate unmet need across the 23 universities, and (3) communicate financial aid opportunities and awards to students and families.
 - Each university will determine its COA within a systemwide set of parameters, which will be developed by a financial aid advisory council, to be appointed by the chancellor. These parameters should be reviewed every three years and adjusted as needed.

- The CSU will work to identify and execute aspects of financial aid administration that may be systemized and streamlined to the extent possible, so that students receive all financial aid for which they are eligible and in a timely manner.
 - The financial aid advisory council will make recommendations for budget, staffing and infrastructure requirements in financial aid offices, using federal guidelines and national best practices. This will allow campuses to fulfill their obligations to provide timely and accurate services to students.
 - CSU Trustees shall provide broad oversight of this policy, in ways that integrate affordability goals into the fabric of systemwide efforts to improve student success and ensure healthy enrollments:
 - The total funds available for institutional aid, including the State University Grant, shall be presented annually to the Board of Trustees as part of CSU's budget cycle.
 - The SUG budget, allocations and spending by campus will be published annually.
 - Reports on financial aid will become an annual standing agenda item at Board of Trustees meetings.
 - Reports to the presidents and the Board of Trustees on student success and enrollment management will address the relationship of these efforts to financial aid and affordability.
 - As part of the CSU's student success and equity initiatives subsequent to Graduation Initiative 2025, assessment measures will be developed and approved that account for the interaction and mutual impact among financial aid, student success and enrollment management policies and practices. Results of these assessments will be reported to the Board of Trustees as part of annual student success reports.
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**JOINT COMMITTEE ON FINANCE AND
CAMPUS PLANNING, BUILDINGS AND GROUNDS**

**California State University, Sacramento Placer Center Master Plan, Environmental
Impact Report and Partnership Approval
(RFIN/CPBG 01-24-01)**

RESOLVED, by the Board of Trustees of the California State University, that:

1. The Board of Trustees finds that the Placer Center Master Plan FEIR has been prepared in accordance with the requirements of the California Environmental Quality Act (CEQA).
2. The FEIR addresses the Placer Center Master Plan and all discretionary actions related to the project as identified in the Master Plan FEIR.
3. Prior to the certification of the Master Plan FEIR, the Board of Trustees reviewed and considered the above FEIR and found it to reflect the independent judgment of the Board of Trustees. The Board of Trustees hereby certifies the FEIR as complete and adequate and finds that it addresses all potentially significant environmental impacts of the project and fully complies with the requirements of CEQA. For purposes of CEQA and the State CEQA Guidelines, the administrative record includes the following:
 - a. The DEIR for the Placer Center Master Plan;
 - b. The FEIR, including comments received on the DEIR, responses to comments, and revisions to the DEIR in response to comments received;
 - c. The proceedings before the Board of Trustees relating to the Placer Center Camus Master Plan, including testimony and documentary evidence introduced at such proceedings; and
 - d. All attachments, documents incorporated, and references made in the documents as specified in items (a) through (c) above.
4. This resolution is adopted pursuant to the requirements of CEQA, which require the Board of Trustees to make findings prior to approval of the project (Cal. Pub. Res. Code § 21081; Guidelines § 15091).
5. The Board of Trustees hereby adopts the CEQA Findings of Fact and the Mitigation and Monitoring Program, which identifies the environmental impacts of the proposed Master Plan Revision and required mitigation measures, hereby incorporated by reference. The required mitigation measures shall be monitored and reported in accordance with the Mitigation and

Monitoring Reporting Program, which meets the requirements of CEQA (Cal. Pub. Res. Code § 21081.6; Guidelines § 15097).

6. The Board of Trustees hereby adopts the Statement of Overriding Considerations stating that project benefits to The California State University outweigh the significant and unavoidable Aesthetics, Air Quality, Noise, Transportation, and Utilities and Service System impacts.
7. The project will benefit The California State University.
8. The Placer Center Master Plan dated January 2024 is approved.
9. The Chancellor or her designee is requested under Delegation of Authority granted by the Board of Trustees to file the Notice of Determination for the Placer Center Master Plan FEIR.
10. The concept of the public-public partnership for the Placer County Forensic Sciences Laboratory at the Placer Center is approved.
11. The Chancellor and the university are authorized to enter into due diligence access and option agreements that provide Placer County with a limited-term option, along with the responsibility for the development of final plans and schematic drawings during the option period for the Placer County Forensic Sciences Laboratory.
12. The Master Plan shall serve as concept approval for projects described in the Master Plan that are to be developed through public-private or public-public partnerships.
13. The Chancellor and the university are authorized to enter into negotiations for agreements as necessary to develop final plans for public-private or public-public partnerships as explained in Agenda Item 2 of the January 29-31, 2024 meeting of the Joint Committees on Finance and Campus Planning, Buildings, and Grounds.
14. In the future, the Board of Trustees will consider the following additional action items relating to the final development of the Placer Center:
 - a) Approval of development and financial plans negotiated by the university and any private or public partner, including Placer County, with the advice of the Chancellor;

- b) Approval of amendments to the Non-State Capital Outlay Program for any building to be constructed by the university, a private partner, or a public partner;
- c) Approval of the schematic designs.

COMMITTEE ON CAMPUS PLANNING, BUILDINGS AND GROUNDS

California State Polytechnic University, Humboldt Engineering and Technology Commons Schematic Design Approval (RCPBG 01-24-01)

RESOLVED, by the Board of Trustees of the California State University, that:

1. The project will benefit the California State University.
2. The Board of Trustees finds that the 2004 Master Plan EIR, prepared in accordance with the requirements of the California Environmental Quality Act, was certified by the Board of Trustees in November 2004.
3. The project before the Board of Trustees is consistent with the previously certified Master Plan Final EIR.
4. The December 2023 Addendum to the 2004 EIR has been prepared in accordance with the requirements of CEQA.
5. Applicable mitigation measures adopted in conjunction with November 2004 Master Plan EIR certification shall be implemented, monitored, and reported in accordance with the requirements of CEQA (Cal. Pub. Res. Code § 21081.6), and with implementation of these mitigation measures, the project will not have any new or substantially more severe impacts on the environment beyond those described in the 2004 Master Plan Update EIR.
6. The schematic plans for the California State Polytechnic University, Humboldt Engineering & Technology Commons project are approved at a project cost of \$100,000,000 at CCCI 8287.

**California State University, Long Beach Master Plan Final Environmental Impact Report
and Enrollment Projection Increase
(RCPBG 01-24-02)**

RESOLVED, by the Board of Trustees of the California State University, that:

1. The Board of Trustees finds that the Master Plan Update FEIR has been prepared in accordance with the requirements of the California Environmental Quality Act (CEQA).
2. The FEIR addresses the proposed Master Plan Update and all discretionary actions related to the project as identified in the Master Plan Update FEIR.
3. Prior to the certification of the Master Plan Update FEIR, the Board of Trustees reviewed and considered the above FEIR and found it to reflect the independent judgment of the Board of Trustees. The Board of Trustees hereby certifies the FEIR as complete and adequate and finds that it addresses all potentially significant environmental impacts of the project and fully complies with the requirements of CEQA. For purposes of CEQA and the State CEQA Guidelines, the administrative record includes the following:
 - a. The DEIR for the California State University, Long Beach Master Plan Update;
 - b. The FEIR, including comments received on the DEIR, responses to comments, and revisions to the DEIR in response to comments received;
 - c. The proceedings before the Board of Trustees relating to the proposed Master Plan Update, including testimony and documentary evidence introduced at such proceedings; and
 - d. All attachments, documents incorporated, and references made in the documents as specified in items (a) through (c) above.
4. This resolution is adopted pursuant to the requirements of CEQA, which require the Board of Trustees to make findings prior to approval of the project (Cal. Pub. Res. Code § 21081; Guidelines § 15091).
5. The Board of Trustees hereby adopts the CEQA Findings of Fact and the Mitigation and Monitoring and Reporting Program, which identifies the environmental impacts of the proposed Master Plan Revision and required mitigation measures, hereby incorporated by reference. The required mitigation measures shall be monitored and reported in accordance with the Mitigation and Monitoring Reporting Program, which meets the requirements of CEQA (Cal. Pub. Res. Code § 21081.6; Guidelines § 15097).

6. The project will benefit The California State University.
7. The California State University, Long Beach Master Plan Update dated January 2024 is approved.
8. The Chancellor or her designee is requested under Delegation of Authority granted by the Board of Trustees to file the Notice of Determination for the California State University, Long Beach Master Plan Update EIR.

California Polytechnic State University, San Luis Obispo Wastewater Reclamation Facility Environmental Impact Report and Master Plan Revision (RCPBG 01-24-03)

RESOLVED, by the Board of Trustees of the California State University, that:

1. The Board of Trustees finds that the FEIR has been prepared in accordance with the requirements of the California Environmental Quality Act (CEQA).
2. The Final EIR addresses the proposed campus master plan revision and all discretionary actions related to the project as identified in the FEIR.
3. Prior to the certification of the FEIR, the Board of Trustees reviewed and considered the above FEIR and found it to reflect the independent judgment of the Board of Trustees. The Board of Trustees hereby certifies the FEIR as complete and adequate and finds that it addresses all potentially significant environmental impacts of the project and fully complies with the requirements of CEQA. For the purposes of CEQA and State CEQA Guidelines, the administrative record includes the following:
 - a. The DEIR for the California State Polytechnic University, San Luis Obispo Campus Master Plan revision;
 - b. The FEIR, including comments received on the DEIR, responses to comments, and revisions to the FEIR in response to comments received;
 - c. The proceedings before the Board of Trustees relating to the proposed Campus Master Plan revision, including testimony and documentary evidence introduced at such proceedings; and
 - d. All attachments, documents incorporated, and references made in the documents as specified in items (a) through (c) above.

4. This resolution is adopted pursuant to the requirements of CEQA, which require the Board of Trustees to make findings prior to the approval of a project (Cal. Pub. Res. Code § 21081; Guidelines § 15091).
5. The Board of Trustees hereby adopts the CEQA Findings of Fact and Mitigation Monitoring and Reporting Program, which identifies the specific impacts of the proposed Campus Master Plan revision and required mitigation measures, hereby incorporated by reference. The required mitigation measures shall be monitored and reported in accordance with the Mitigation Monitoring and Reporting Program, which meets the requirements of CEQA (Cal. Pub. Res. Code § 21081.6; Guidelines § 15097).
6. The project will benefit the California State University.
7. The California Polytechnic State University, San Luis Obispo Campus Master Plan revision, dated January 2024 (Attachment D), is approved.
8. The chancellor or her designee is requested under Delegation of Authority granted by the Board of Trustees to file the Notice of Determination for the FEIR for the California State Polytechnic University, San Luis Obispo Campus Master Plan Revision.

COMMITTEE ON UNIVERSITY AND FACULTY PERSONNEL

Executive Compensation: Vice Chancellor for External Relations and Communications – California State University (RUF 01-24-01)

RESOLVED, by the Board of Trustees of the California State University, that Gregory J. Saks shall receive a salary set at the annual rate of \$344,321 effective February 12, 2024, the date of his appointment as vice chancellor for external relations and communications of the California State University; and be it further

RESOLVED, that Gregory J. Saks shall receive additional benefits as cited in Agenda Item 2 of the Committee on University and Faculty Personnel at the January 29-31, 2024 meeting of the Board of Trustees.

BOARD OF TRUSTEES
~~COMMITTEE ON COMMITTEES~~

Appointment of Five Members to the Committee on Committees for 2024-2025

Presentation By

Wenda Fong
Chair of the Board

Summary

At the January 29-31, 2024 meeting of the CSU Board of Trustees, the Chair nominated five trustees to serve as members of the Committee on Committees for the 2024-2025 term. Following the January 2024 meeting, the Chair learned that Trustees Lopez and Steinhauser had scheduling conflicts that made their service on the Committee on Committees impractical, so the Chair has nominated Trustees Kimbell and Adamson to serve instead.

The Committee on Committees will convene in spring 2024, following the March board meeting, to deliberate on nominations for the Chair and Vice Chair, and all members of the standing committees for the 2024-2025 term. The committee's nominations will come before the full board for approval at the May 2024 meeting.

The following resolution is recommended for approval:

RESOLVED, by the Board of Trustees of The California State University, that the following trustees are appointed to constitute the Board's Committee on Committees for the 2024-2025 term:

Diego Arambula, Chair
Lillian Kimbell, Vice Chair
Larry L. Adamson
Mark Ghilarducci
Lateefah Simon