



Marquette University Student Government

Marquette University Student Government (MUSG) serves to actively identify, understand, address and represent students' needs, concerns and interests through acts of leadership and service that reflect Catholic, Jesuit ideals and contribute to the betterment of the Marquette University community.

2015 Year-to-Date Report

A Message from Executive Board

Hello,

Marquette University Student Government (MUSG) has had an extremely challenging, yet, productive year thus far. Each of MUSG’s six departments has been working diligently to address and accurately represent the needs of students. We have worked as team with the goal of ensuring all students have the best experience possible while they are at Marquette. We have sought to achieve this goal through collaboration with our University Leadership, numerous fellow student organizations, members of our surrounding community, and more. This Year to Date report is a culmination of all of our efforts. Each member of MUSG’s Executive Board has created a summary of their department’s work to indicate the successes of our entire organization, as well as, identify areas in need of continued improvement. We look forward to continue collaborating with our partners across campus and beyond to strengthen our entire community. We are stronger together in our effort to overcome our challenges and further enhance our successes. **We are Marquette.**

Sincerely,

MUSG’s 2015-16 Executive Board

Zack Wallace, President
Aliya Manjee, Executive Vice President
Amanda Stolz, Legislative Vice President

Ted Eberle, Financial Vice President
Emily Gorz, Communications Vice President
Sarah Beattie, Program Vice President



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Senate

Legislative Vice President Amanda Stolz

This year the Senate has been working hard attending meetings with constituents, faculty, and staff as well as writing legislation. Although we have not had as much legislation passed this year as in years past, the legislation that we have been able to work on has had a great impact to the Marquette community.

Legislation

Amendments	Recommendations	Resolutions
Amendment 1: Community Engagement Vote Count: 26-0-0	Recommendation 1: Socially Responsible Investment Vote Count: 25-3-0	Resolution 1: Reserve Fund Allocation to fund a Landlord Rating Website Vote Count: 28-0-0
Amendment 2: All University Committees Vote Count: 26-0-0	Recommendation 3: Pancreatic Cancer Day Vote Count: 28-0-0	Resolution 2: Bublr Bikes Vote Count: 24-0-0
Amendment 3: Suspension of Senate Appeal Review Clause Vote Count: 28-0-0	Recommendation 2: Tobacco Free Vote Count: 16-3-6	

Legislation Updates

Recommendation One: Socially Responsible Investment

- MUSG hosted the Finance Information Session to increase transparency and facilitate accurate education regarding Marquette's endowment.
- The Board of Trustees will be voting to include socially responsible investment language in Marquette's financial policies.

Recommendation Two: Tobacco Free Campus

- Student Health Advisory Board and MUSG members partnered to recommend the University establish a tobacco-free campus.
- The recommendation is being considered by the University Academic Senate and University Staff.

Recommendation Three: Recognition of World Pancreatic Cancer Awareness Day at Marquette

- Marquette recognized November 13th, 2015 as World Pancreatic Awareness Day on campus.

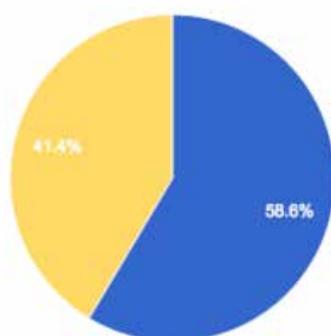
Resolution One: Reserve Fund Allocation for a Landlord Rating Website

- The contract was officially signed the week of November 15, 2015 and will be finished by the end of the Spring Semester 2016.

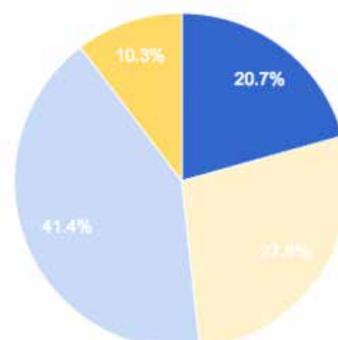
Resolution Two: Bublr Bike

- MUSG collaborated with Bublr Bikes, President Lovell, and University Chief Architect and Planner Lora Strigens to bring Bublr Bike sharing to Marquette by splitting the cost of station.
- The Bublr Bike station will be on campus in March 2016.

Who is in Senate?



- New Senators (12)
- Returning Senators (17)



- First Year (6)
- Sophomore (8)
- Junior (12)
- Senior (3)

In addition to representing students by college or residence, MUSG Senators work to solve student issues in one of four committees. Here are a review of the current initiatives being explored by our standing committees:

Academics

The Academics committee works on issues that deal with academic areas of campus, including advocacy for new majors and minors, academic advising and more.

Chair: Adam Kouhel

Ongoing Initiatives:

- Syllabus mandates
- Recommendation to all faculty and staff to use D2L gradebook
- Attendance policy
- Peer Advising
- Textbook and Access Code costs
- iClicker Rentals

Business and Administration

The Business and Administration committee works on large-scale policy concerns at Marquette as well as approves functions within MUSG.

Chair: Courtney Guc and Riley Wogernese

Ongoing Initiatives:

- Growing Power program legislation and set-up
- Co-ed Dorm reconsideration
- Panic Buttons for DRs
- Evans Scholar Senator proposal

Student Organizations

The Student Organizations committee addresses the concerns of Marquette's 275+ student organizations as well as approves new student organizations on campus.

Chair: Meredith Gillespie

Ongoing Initiatives:

- Club Sports and other groups in need of practice space
- ZipCar transportation options for student orgs
- Collecting feedback from organizations about practice space, rides, and catering

Student Life

The Student Life committee tackles issues related directly to the lives and wellbeing of students at Marquette.

Chair: Cameron Vrana

Ongoing Initiatives:

- RHA policies, in hall bike storage, etc.
- Community Programming Council feedback
- Working with Sodexo to better meet the needs of students
- Can collection initiative for the off campus neighborhood
- Public art on campus

Newly approved student organizations: Brazilian Jiu Jitsu, American Society for Quality, STOP, Korean Club, Hindu Study Group, Ballroom Club, No Labels, Biomedical Research Association, Her Campus.

Success in Senate:

This semester, we've begun to see results of many long term initiatives: Tobacco Free (2-3 years), BublR Bikes (3+ years) and Landlord Rating Website (5+ years). Additionally, legislation has been introduced by students not directly involved in MUSG. For example, Tobacco Free and Pancreatic Cancer.

Challenges & Solutions

- Finding useful and meaningful things to do in Office Hours → shifting the perception of an office hour from an hour spent in the office to an hour working on MUSG related things.
- Late start to the semester & Committees not being formed right away.
- Senate engagement with student orgs, constituents, etc. → Collaborate with student organizations
- Getting student input on issues → goal of two surveys done next semester to gauge student input on issues the Senate is currently working on or asking students what they would like to see from MUSG.

Program Board

Program Vice President Sarah Beattie

Within the last four months Program Board has started the school year off with a bang. Hosting a total of 30 programs, showing 10 Varsity movies – including one that was viewers choice, collaborating with 15 campus groups, featuring 10 student groups in various programs, and accommodating over 8,200 student attendees at our programs throughout this past semester.

Top three highest attending programs:

1. Glow Bingo/Outdoor Movie (Pitch Perfect 2): 550+ students
2. Holiday Extravaganza: 350+ students
3. Golden Eagle Fest Student Showcase: 340+ students

Lowest attended programs:

All four of our “Unplugged” events, which happen the first four Fridays of school in September, failed to garner excitement from the Marquette student population. Overall, the four separate programs attracted around 120 students altogether. It is because of this Program Board will be revamping our “Unplugged” series to be a smaller “Coffee House” series in the Brew second semester featuring student performers.

Groups we’ve collaborated with:

Active Minds
African Student Association
Bayanihan Student Organization
Campus Ministry
Changemakers@MU
Delta Xi Phi
Haggerty Art Museum
Jewish Student Union
Students for Justice in Palestine
The Counseling Center
MU Wellness Center
RHA
Office of the Provost
Office of Student Development
Office of the President

Student Groups featured in programs:

Marquette Mazaa
The Naturals
The Gold n’ Blues
The Meladies
Pure Dance
Hype Dance
MU Chorus
The Fugees
Max Templin
The Pitch

Types of Programs this Semester

Mania Week: Rootbeer Promotion, Taste of MKE, Annex Night, I’m not a Pilot, Glow BINGO, Pitch Perfect 2 Outdoor screening, Custard Crawl, and MU Showcase

LateNight: Annex Roller Skating, MU Craftness, Unity Jam and Holiday Extravaganza

Speakers: MarquetteX, Kevin Briggs

Excursions: Brewers Game, Six Flags Fright Fest, MKE Ghost Tours, MAM AfterDark,

Films: Mockingjay 2 Midnight Premiere, Cinderella, Furious 7, Insurgent, Minions, Avengers – Age of Ultron, Hocus Pocus, Ant Man, Jurassic World, Inside Out, and Grinch

Special Events: Pet Therapy and Late Night Breakfast

Unplugged Concerts: The Royal, Almost Classy, and Austin Moody

New Programming Initiatives: Dialogue Dinners, Yoga @Haggerty and Wicked

Program Feedback

“I like being on Program Board because we are a great team, and it’s cool seeing a project through to completion.”

– Anya Stucky, Program Coordinator

“I like going to programs because there is always a lot of stuff to do, and you can socialize with new people, and there is food!”

– Brittany Cassel, freshman

“The crawl was the last excursion of this year’s MU Mania, a week of fun activities planned by MUSG. With the three-day weekend and MU Mania coming to an end, a night out with friends and custard was what students needed to help cool off from a hectic first week back.”

– The Marquette Tribune

Budget

It is through our use of the student activity fee that we are able to host the wide variety of programs that students love attending. Popular events like Midnight Movie Premieres and Late Night Breakfast wouldn’t be possible without the support of both the student activity fee and the students. Next semester everyone can look forward to crowd favorites such as Night of Chocolate and even some new programs like Harry Potter LateNight.



2.



1. Marquette Craftness, a night of food and crafting free for students.
2. The eight student speakers selected for the Marquette X Speaking event.
3. Kevin Briggs speaks to students regarding mental health awareness as part of the MUSG Speaker Series.

The efforts of MUSG’s Program Board would not have been as successful without the hard work and dedication of our Program Vice President Sarah Beattie and our four Program Coordinators: Emma Garry, Sarah Graupman, Anya Stucky, and Molly Welch.

Communications

Communications Vice President Emily Gorz

It has been an exciting and growing year for the Communications department. All 14 members have been hard at work creating publicity, building up our social media and online presence in addition to other initiatives. In total we filled over 40 publicity and communications work order for all other departments of MUSG.

Social Media Growth

Twitter

- Between September 5 and December 5 2015, our tweets earned over 128,200 impressions total.
- Tweet with the highest amount of impressions (almost 6,000) was a quoted tweet from President Zack Wallace.



Facebook

- Our number of likes has grown with a consistent rate since August.
- We began implementing Senate Recap infographics on Facebook, relying less on traditional press releases. These have been positively received and consistently show the highest amount of engagement on our page.
- We have tried to keep our Facebook page current, by updating our profile picture and cover photos and responding to current events.
- Our post with the highest amount of engagements was a letter to the Marquette Community with nearly 3800 impressions and 59 likes.



#MUSGSenate Recap 10/5

New Business Introduction: Bublr Bike

- MUSG is trying to bring a Bublr Bike station to campus!
- Bublr Bike is a bike rental station that will allow students to rent bikes and travel on campus or downtown.
- It costs \$50,000 to bring a station to campus, and the university is willing to split the cost with MUSG - meaning MUSG will fund \$25,000 of the project.
- MUSG Senate will be voting on the legislation next Monday.

How to do you feel about bringing Bublr Bikes to campus? Please comment & let us know!

Officer Reports: Announcements

- SOF deadline is Oct. 10 - find applications on MIL!
- Go to the 'Never Have I Ever: Privilege Walk'!
- Have input for the master plan? Let us know & we'll pass it on!

Presentation: Lara Strigens

Associate VP Finance & University Architect

A master plan is being developed for the future of Marquette, and the university wants student input!

Stop by a forum 10/7 from 3-4:30 in the AMU Ballrooms, or check out the master plan website: go.mu.edu/masterplan

Upcoming Events

- Never Have I Ever Privilege Walk - 10/6 at 6 p.m. in Central Mall
- Master Planning Forum - 10/7 from 3-4:30 in AMU Ballrooms
- Yoga at the Haggerty - 10/9 at 2 p.m. in the Haggerty Museum
- MU Craftness - 10/9 from 9 p.m. - 1 a.m. in the Annex
- SOF Deadline - 10/10

MUSG - Marquette University Student Government

Published by Emily Gorz · November 14 at 5:52pm · Milwaukee, WI · Edited

To the Marquette Community,

In the wake of violent attacks abroad in Baghdad, Beirut, and Paris as well as turmoil at the University of Missouri, we realize that this is a very difficult time for many. Please know that many resources exist to care for you and support you. We encourage students to seek support from members of residence life, the Marquette Counseling Center (414-288-7172), Campus Ministry (414-288-6873) or to utilize the Interfaith Prayer Space in AMU 233.

Our hearts break for these tragedies, and we will continue to be a resource and advocate for students. For everyone hurting both around the world and on campus, know that our thoughts and prayers are with you.

- Marquette University Student Government

3,795 people reached

Boost Post

59 Likes 1 Share

Like

Comment

Share

EList Newsletter

We published 15 ELists this semester that relayed information about campus events and MUSG initiatives. We incorporated information about events organization wide, communicating information from Program Board, Finance/SOF and Executive Council.

The number of subscribers increased by over **600** since last year.

The average open rate of our newsletters was **30.9%**, which is considerably higher compared to the industry average for newsletters at 16.9%

Rebranding

After discussion from our MUSG Fall Retreat, we identified a need to rebrand our image in order to make students feel more apart of our organization and to better communicate our mission.

Since then, the Rebranding Working Group was established to collect thoughts from those across the organization. We also launched a logo competition for MUSG's new logo. We began to phase out the use of the old logo on our publicity and include the tagline, **"We are Marquette. You are MUSG."**

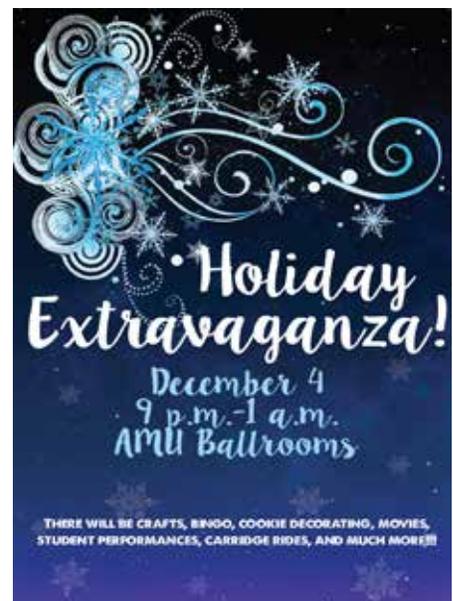
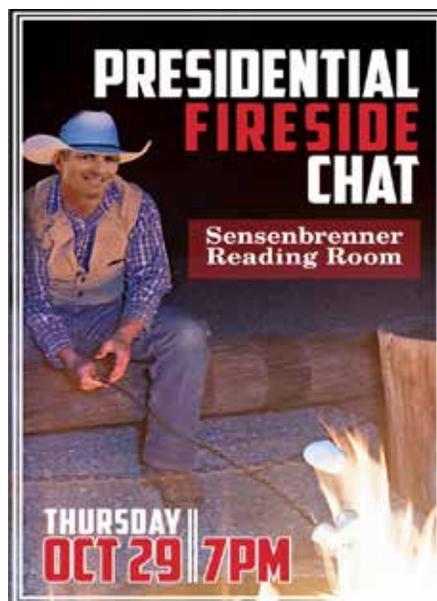
Internal Restructuring

In the Spring of 2015, legislation was passed to change the structure of the Communications Department. The restructuring got rid of teams based off of areas of specialties and created a more integrated system shifting much more responsibility to our unpaid assistants.

The restructuring was a growing experience however, after a difficult semester, we were able to trace back many of our frustrations to the restructuring. After much consideration, we will be moving back to our old structure beginning with the Spring 2016 semester.

Areas for Growth

- Revamping the "Never Have I Ever" Facebook page
- Streamlining ordering of publicity
- Increasing interdepartmental communications
- Striving to consistently achieve deadlines.
- Pushing more content on social media to engage with students.



Three directors and a team of 10 assistants staff the Communications Department. The hard work and creativity of the communications staff made this semester so successful! We are looking forward to continuing this momentum into the spring and have high hopes for restructuring and rebranding.

Executive Council

Executive Vice President Aliya Manjee

The Executive Council has worked hard this year through various capacities to increase student involvement and awareness of recently created MUSG committees and changes in the Student Organization Funding Process. While it has been a semester filled with many new initiatives, we have set a good foundation for the semesters to come and are excited to be working with more and more student groups to foster positive collaboration.

Community Engagement Committee

Chair: Claire Kilpatrick

Last academic year, ad-hoc community engagement committee was created to create an outlet to better engage with Marquette's surrounding community. We now have an official Community Engagement Committee, whose purpose is to foster sustainable partnerships with community organizations and strengthen the relationship with Marquette and the Avenues West Neighborhood.

Community Engagement Initiatives

Adopt A Block

- We have also introduced the "Adopt A Block" program, which we currently have 16 student organizations participating in.
- Each organization has their own block in the Marquette/Avenues West neighborhood and is expected to maintain their adopted geographic area and keep it free of trash, as well as report areas within their adopted block that are in need or any sort of attention or improvement.

Neighborhood Walking & Driving Tours

- MUSG also worked with Vice President of Public Affairs Rana Altenburg and Near West Side Partners Executive Director Keith Stanley to take over a dozen students on a driving tour of the Near West Side, and we hope to continue this initiative throughout the Spring Semester.
- To further highlight assets in our neighborhood surrounding campus, we also piloted the "Neighborhood Walking Tour" Program during New student orientation to get first-year students more familiar with the surrounding area and we had over 30 participants stop at seven locations throughout the Avenues West Neighborhood.

Spring 2015 Neighborhood Cleanup

- Last spring, we had over 75 participants in join for an Avenues West Neighborhood Clean-up.

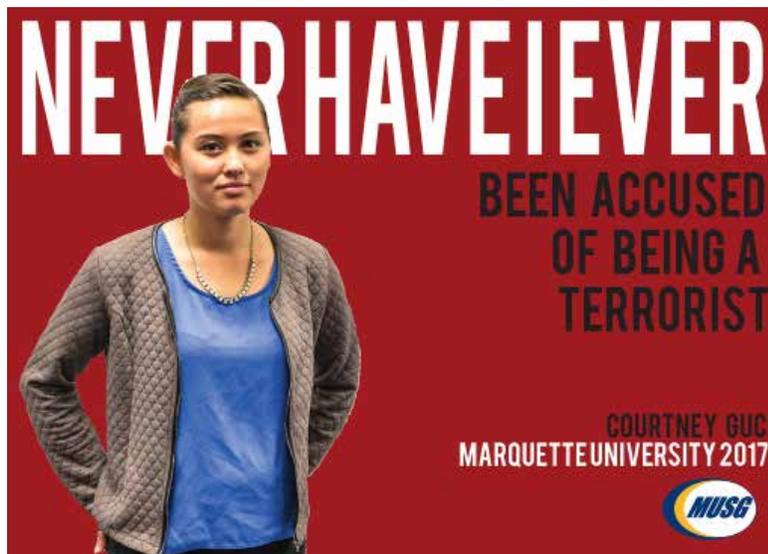


Diversity, Inclusion and Social Justice

Chair: Josh Miles

The Diversity, Inclusion, and Social Justice Committee (DISJ) has been very successful in coordinating and collaborating with many departments campus to create a better campus climate. Coffee with a Cop has been a successful event that will continue to occur on a monthly basis. It serves to increase dialogue among MUPD officers and student to increase transparency in the wake of commissioning and to build personal relationships.

The Never Have I Ever Privilege Walk was also a successful event that brought over 100 students together for a physical depiction of the different types of privilege on campus and served as the launch of a social media campaign titled “Never Have I Ever”. It emphasizes the importance of acknowledging all types of privilege, and recognizing that no one privilege is better or worse than another. Essentially, the campaign addresses a multitude of identities which include Race, Sexual Orientation, Gender, Socioeconomic Status, Religion, and Ability.



Furthermore, the “Take Back the Yak” campaign was launched to promote positive usage of the app, “Yik Yak”. **Nearly 200 students signed the following pledge:** “I, as a Marquette student, pledge that my posts on Yik Yak will adhere to the Marquette University Mission Statement and align with our University’s Guiding Values. Even though it is an anonymous app, I understand that I still represent the Marquette University community when posting”. DISJ is continually working to expand Diversity Advocate Training on Campus, and working to make our campus climate better for all students.

Student Organization Funding

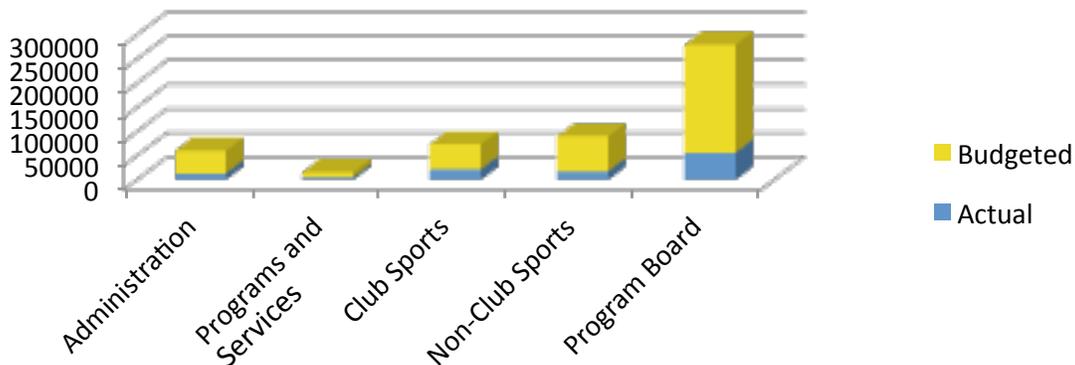
The Student Organization Funding Process went through a variety of changes in the spring 2015 Semester that we were implemented in this semester. The primary change to the process was the application of spot funding. Spot funding is a rolling funding process that had its first semester in effect in Fall 2015. The process was extremely successful, with a total of 29 applications throughout the semester. Based on student feedback from this initial process, the SOF committee will work to make the application process more efficient for the next semester by improving training sessions and making the application more user-friendly.

Finance

Financial Vice President Ted Eberle

FY16 has been an interesting and challenging year for the Finance Office. Though our budget for FY16 is lower than the budgets for both FY14 and FY15, all indicators suggest that we are operating within our budgetary means.

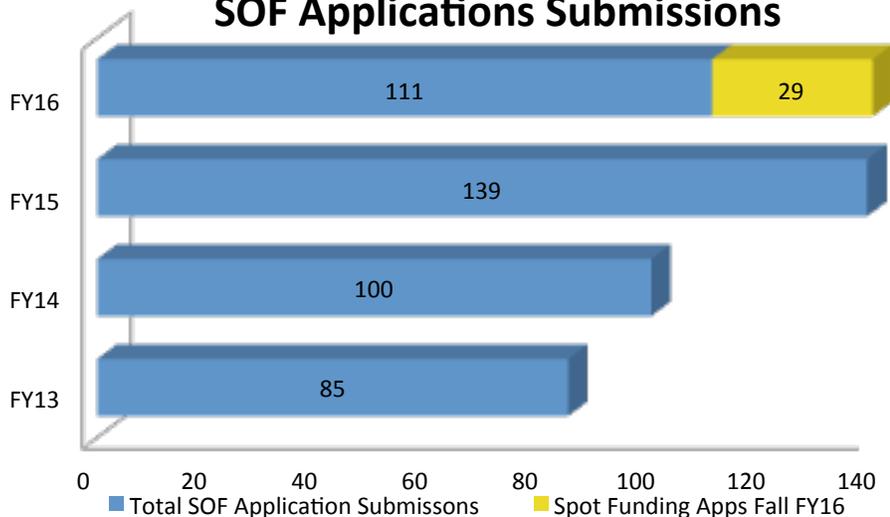
Actual vs. Budgeted
(Figures as of end of October 2015)



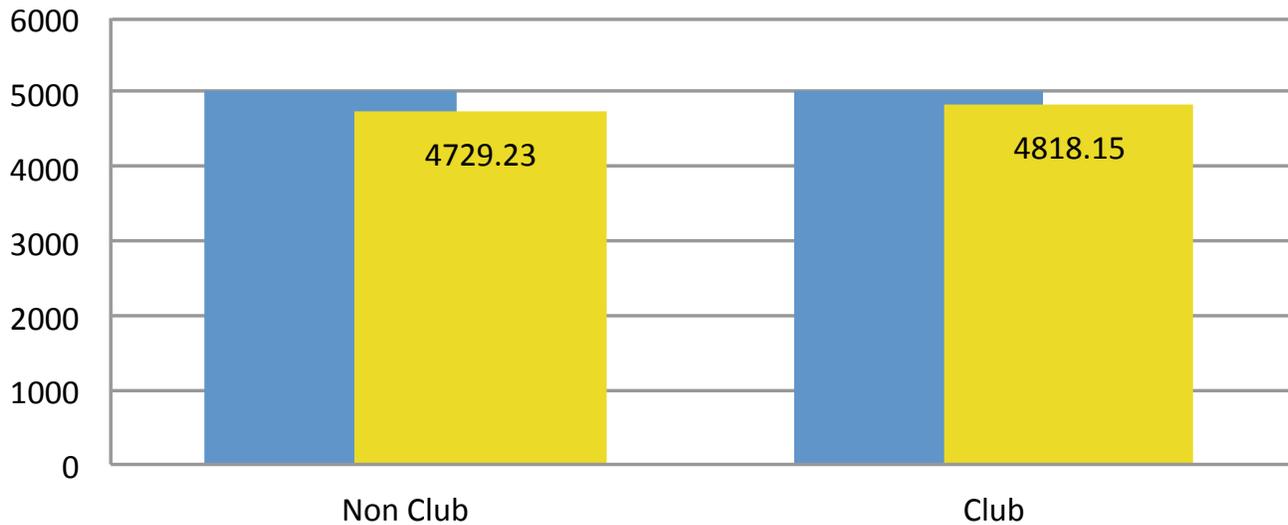
	Actual	Budgeted
Administration	\$13,385.18	\$47,200
Programs and Services	\$4,904.55	\$11,300
Club Sports	\$21,852.15	\$51,890
Non-Club Sports	\$18,033.23	\$72,460
Program Board	\$56,548.86	\$223,750

SOF has a new look this year with the introduction of spot funding, which has been an incredible success: We received 29 spot funding applications and allocated close to the \$5,000 limit for non-club sports.

SOF Applications Submissions

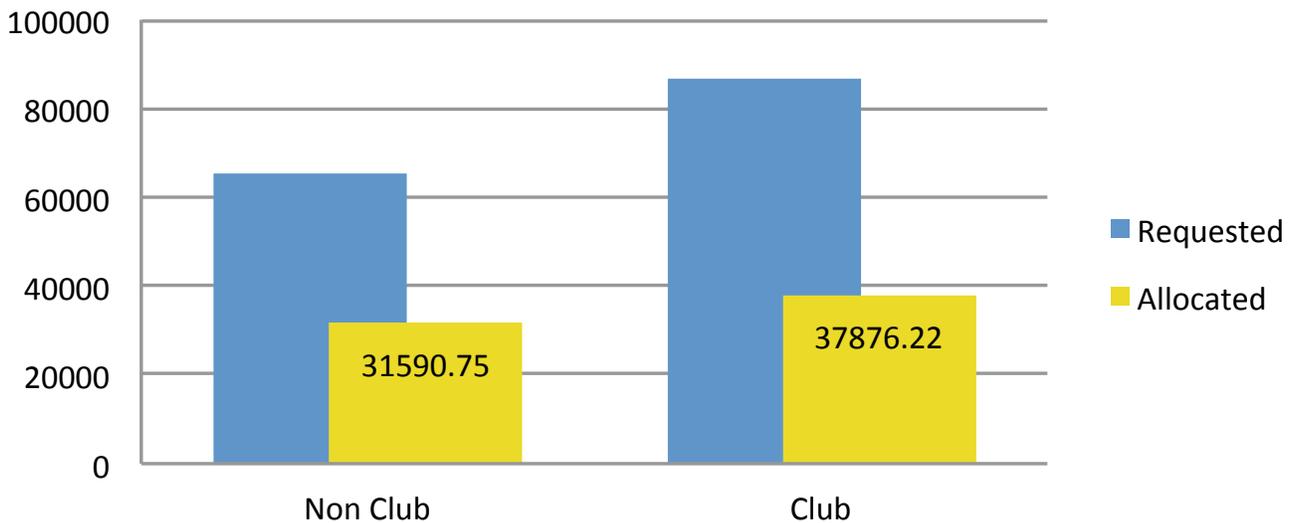


Spot Funding Allocations vs. Budgeted



	Non Club	Club
Budgeted	\$5,000	\$5,000
Allocations	\$4,729.23	\$4,818.15

Total MUSG Requested vs. Allocated

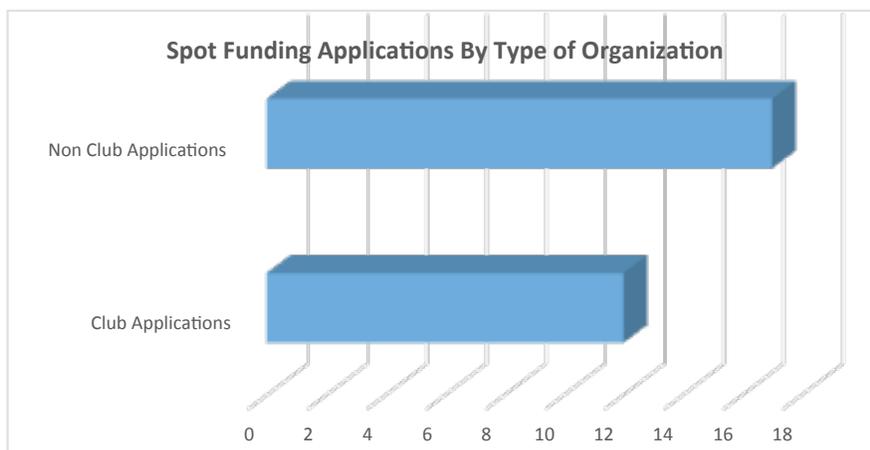
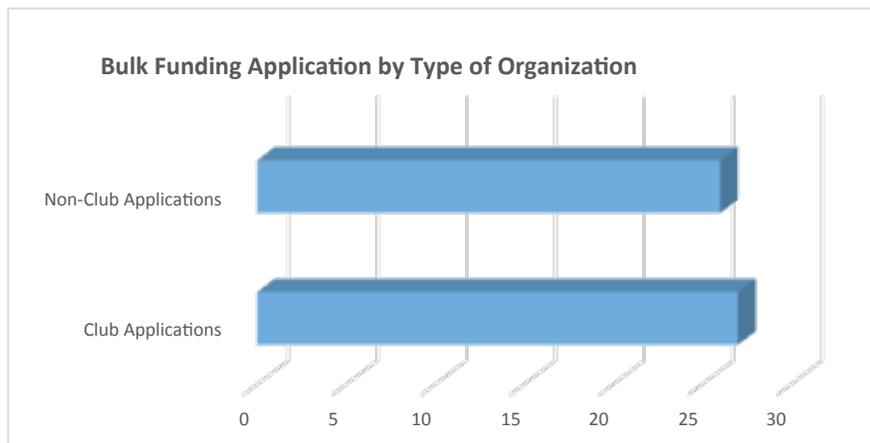


Total MUSG	Requested vs Allocated
Requested Non-Club	\$65,214.57
Allocated Non Club	\$31,590.75
Requested Club sport	\$86,633.09
Allocated Club Sport	\$37,876.22

Non-club sports seems to have benefitted more from this process than club sport organizations, but that was a suspicion we had when implementing this change. Club sports allocation did not reach the \$5,000 limit, this is a result of organizations not having as many unplanned events before the beginning of their seasons. Also, some events we funded through spot funding did not happen because of inclement weather.

SOF remains an area that MUSG and the Finance Office can continually improve upon. The financial need of student organizations is continually demonstrated to us through the number of applications received.

Application numbers are up in total. Including the number of fall spot funding applications to date, we have already received more SOF applications than the entirety of last academic year. We still anticipate a large number of spot funding applications in the spring 2016 semester, adding to our overall number of applications and continuing to exceed the 2014-15 academic year.



Changing to a two-period funding process with spot funding occurring each week allows the Finance Office to more accurately budget for SOF. This should allow the SOF actuals of FY16 to be much closer to what was budgeted compared to FY14 and FY15. However, student organizations have expressed the two-period process causes more strain on their organization’s planning process. This is an area that should be evaluated further moving forward.

Other areas of the budget seem to be progressing as planned, which speaks greatly to the efforts from the past budget committee.

The MUSG Reserve Fund is currently at \$133,000

President's Report

President Zack Wallace

An overarching priority for MUSG this year has been to increase opportunities for students to engage with University faculty and staff. These various opportunities have sought to bring our entire Marquette community together in order to address our challenges as one. These opportunities have also sought to build personal relationships amongst the differing perspectives that comprise our community.

Initiatives focused on increasing student engagement with University Leadership include:

Dialogue Dinners

MUSG sponsored a Dialogue Dinner Series throughout the 2015-16 Academic Year, two held in the fall semester. Our first dinner was, "Who is Marquette: Defining the idea of *WE*" with over 100 people in attendance. The second dinner in December was themed, "Who is your Neighbor: A Community Building conversation" which drew an audience of approximately 50.

Over 144 students attended the two dinner combined, along with 21 members of University Leadership. Member of University Leadership in attendance were:

President Lovell	MarySue Callan Farley	Dr. Welburn
Provost Myers	Steve Frieder	Bill Scholl
Dr. Leatherwood	Dr. Hossenlopp	Lora Strigens
Dr. Ropella	Dave Murphy	Neal Wucherer
Dr. Henk	Annette Conrad	Jacqueline Schram
Michael VanDerhoef	Jen Reid	Kelsey Otero
Janice Welburn	Dr. Bergen	Sherri Lex



**We are excited to continue this initiative into the spring semester.
The 2016 dates include Wednesday, February 3rd and Wednesday, March 9th**

GSRC Listening Session

Students were invited to openly express their concerns regarding changes to the Gender and Sexuality Resource Center. Panelists included:

- Dr. Dan Myers, University Provost
- Dr. Maranto, Chair of Academic Senate
- Dr. William Welburn, Vice Provost of Diversity and Inclusion
- Eva Martinez, Director of the Center for Intercultural Engagement
- Aliya Manjee, MUSG Executive Vice President

Finance Information Session

MUSG hosted an Informational session for students by Vice President of Finance Chuck Lamb and Chief Investment Officer Sean Gissal. The session focused on increasing transparency and facilitating accurate information regarding Marquette's endowment to the student body.

Key Statistics:

Why does the cost of higher education increasing?

- 24 hour operation

- Marquette has 81 buildings

- High demand for advanced technology

- Increasing student services

- Compliance to regulation of every federal and state agency

University Finance Office has made a commitment to lower the rate of tuition increases

- 65% of students borrow money

- Average student has \$32,000 in debt

- MU is still one of the lowest tuition rates in private education

Tuition only covers 60% of total costs

- Majority goes to compensation

- Scholarships receive over \$100 million

- Only \$.03/\$.100 covers administrative expenses

Marquette's endowment currently \$551.6 million

- Over the past 10 years, \$175.3 million in financial support from the endowment

Fireside Chat with Dr. Lovell

MUSG revamped the biannual Presidential Forum by launching the Fireside Chat with Dr. Lovell this semester.

Before the session, students submitted over 30 questions for President Lovell to answer including:

What is Marquette doing to increase student safety?

Since MUPD has been commissioned, there has been a 20% decrease in overall crime within the MUPD zone.

What is the role of innovation for Marquette?

It is a priority. The Kohler Center on campus is being updated for more student collaboration regarding innovation

Can we have Marquette logo waffle makers in the dining hall?

Yes! They will be here in the spring.



The MUSG Good Neighbor Program

The MUSG Good Neighbor Designation Program is a collaboration among MUSG, Off-campus Student Services, Safe and Sound, Avenues West, and local property owners and managers to establish a clear standard for property owners and managers renting to Marquette students in the near-Marquette neighborhood. It aims to reduce risks and hazards and encourage landlords and students to think proactively about safety, security and the aesthetic quality of our neighborhood. Property owners and managers apply for the designation through Off-campus Student Services and receive it from MUSG.

A team of a member of MUSG, a representative from Avenues West, and a property owner/manager toured over 50 properties. The team evaluated each property based upon 23 criteria meant to promote the safety and security of the properties' tenants.

Of the 56 properties that were toured, only 30 properties, or 54%, received the Good Neighbor Designation. The full list of properties that received the Good Neighbor Designation properties can be found at <http://musg.mu.edu/good-neighbor/>



The MUSG Good Tenant Program

MUSG hosted two Good Tenant Training sessions this Fall to prepare Marquette student tenants for the numerous responsibilities associated with renting a property for the first time. The training provided students with valuable information that will foster smarter, safer, and better and neighbors. Nearly 50 students attended the training and were eligible for a variety of incentives including:

- Renee Row - \$300 off of security deposit
- The Ivy of 14th – Waived security deposit
- The Marq – Waived security deposit
- MU Apartments – Waived security deposit
- Tristan Estates – Marquette Cash

Presidential Initiatives

- Appointed 40 students to 20 All University Committees
- Partnered with MUPD to deliver safety door-hangers to over 160 students homes around Marquette's campus. Another 500 were distributed to university apartments and res halls
- Since April 1st, MUSG President has attended **271** meetings. The most important meetings have been with student organizations regarding their needs. Please see attached.