AGENDA

Present in the room: Assiter, Bareiss, D’Antonio, Dixon, Hare, Healy, Hwang, Johnson, Khoja, Lotfy, Mullins, Treu

Present remotely: Flinn, Lu, Mirsky, Naugler

President Karina Assiter called the meeting to order at 7:38 p.m.

Cathy Bareiss mentioned that the entire CCSC-MW conference this weekend will be in this building.

1 APPROVAL OF AGENDA

Tina Johnson made a motion to approve the agenda. Judy Mullins seconded. The agenda was approved unanimously.

2 WELCOME

2.1 RE-ELECTED BOARD MEMBERS

● Shereen Khoja, Northwestern Representative
● Tina Johnson, South Central Representative
● Kevin Treu, Southeastern Representative

3 FUTURE BOARD MEETINGS

3.1 SPRING MEETING

The Spring 2022 Board of Directors meeting and the CCSC Annual Business Meeting will be held at the SIGCSE Technical Symposium 2022 in Providence, RI. The CCSC Board of Directors will meet on Wednesday March 2,
2022, from 7:00 pm to 11:00 pm. The CCSC Annual Meeting will be held Friday March 4, 2022, following the SIGCSE Business meeting. Rooms for the board meeting, the meeting of the audit committee and the CCSC Annual Meeting will be scheduled through SIGCSE.

The conference rooms for these two meetings have not yet been determined.

3.2 Fall Meeting

We normally follow a sequence of meeting at the fall conferences in this order: SE, RM, MW, EA, NW. However, we’ve been out of sequence with the fall 2020 and 2021 meetings. How should we proceed from here?

**Action Item: Decide on overall plan for fall Board meetings.**

*Assiter:* Kevin Treu pointed out that we would have met at the Southeast conference this fall. But because that conference is in January, we switched to Midwest. Next year the Southeast conference will be held November. Larry D’Antonio: It makes sense to have the next fall meeting back in the Southeast region. It will be located in Asheville, North Carolina.

**Action Item: Approve Fall 2022 board meeting.**

*Assiter:* Shall we approve? *Assiter* moved that the fall 2022 board meeting be held in conjunction with the Southeast conference. *Bryan Dixon* seconded the motion. It was approved unanimously.

4 Elections and Appointments

4.1 Website

Deborah Hwang has been our webmaster since 2013 and has agreed to continue as the Webmaster for the foreseeable future; she, however, has no interest in re-doing the website. We’ve been unsuccessful so far in finding faculty or student teams who are interested, or could complete, a new website in a semester. Would we consider paying to have the site modernized? Thoughts?

*Mullins:* Rex got appointed to be director of some office on his campus, so he is unable to be our Webmaster. *Assiter* asked: *Should we outsource this position?* *Treu:* Wouldn’t that be expensive? *Hare:* We just want to update the appearance of the Web site. The cost depends on how much service we would require. *Assiter:* Should we form a committee to look into this? *Kevin:* The future directions committee (that I am on) is looking into this. *Bareiss:* That began last spring. *Hare* and *Assiter* both reply: We are on that committee as well. *Treu:* But Carol was the chair of the committee I’m thinking of: It’s the Web committee. That committee already exists. Carol Spradling, Michael Flinn and Kevin Treu are on the committee. So, we don’t need to make a new committee.

*Treu* asked: How interactive should our site be? It seems to be sufficient just to provide relatively static info. *Registration* is conducted via regional sites, not the national site. *Assiter:* The national Web site is helpful to find board member e-mail addresses, and when their terms expire. *Bareiss:* Until we get a
Listserv, this is just an info-only site for now. We might want to make it easier to navigate to find information. Flinn: The committee thought about cost, but we were not sure what the board wanted in the Web site.

Deborah Hwang: I will consult with the Web committee. I've just retired from my job, so I have time to help out. At the moment I am still working on the Web site. It didn’t seem to make sense to bring Rex up to speed on an old site when it is about to be revamped anyway. What usually happens is that I read the minutes, and I update the Web site based on that information. Often, people don’t send me stuff to put on the site, so I have to look for stuff myself, and the minutes are a good way for me to stay up to date.

4.2 **COMPTROLLER**
We have not officially had a Comptroller since Shereen Khoja was elected to be the Northwestern regional representative. I recently put out a request for nominations for the position to the board. We need a new Comptroller to lead the audit that occurs during the spring meeting at SIGCSE. Are there any nominations? If not, could we have the membership secretary send out a request to the membership? I know we prefer to fill positions from known candidates, but we haven’t had success so far.

Khoja: I ran an audit meeting in August 2020. But there seems to be a conflict of interest for the comptroller to be a regional representative as well. Assiter: We will recruit a replacement. D’Antonio: To whom should regions send their budgets? Hare: It’s important that we get a budget, period. Just take a previous year as a template if you need guidance. The comptroller checks to see if the budget is reasonable and balanced. Does it break even? You can base your budget on historical attendance. Don’t predict unrealistically, or else explain why you expect a sudden jump. For example, an increase in the catering budget, or switching from on-line to in-person format. D’Antonio: Do we give the budget to you? Hare: Sure. D’Antonio: How about 2 weeks? Hare: Okay.

4.3 **NOMINATING COMMITTEE**
Two regional representatives are needed to serve on the Nominating Committee, which will be chaired by Vice President, Chris Healy

**Positions Elected in Spring 2022**
- Vice-President (currently Chris Healy)
- Membership Secretary (currently Cathy Bareiss)
- Midsouth Representative (currently David Naugler)
- Rocky Mountain Representative (currently Mohamed Lotfy)
- Northeastern Representative (currently Larry D’Antonio)

**Action Item:** Appoint two regional representatives to the Nominating Committee for 2022 Spring Election.
D’Antonio: My term is also up in 2022, and I’m not sure about Midsouth. Bareiss: We need contested elections, even if the front runner is likely to win. It is highly desirable to have at least two candidates in an election.

Assiter: The people listed above are up for election. Flinn: I am willing to serve on the nominating committee. Johnson also indicated interest. Assiter: Healy is being promoted in 2022, not running for election, so there is no conflict of interest for him to be on the nominating committee.

4.4 **Finance Committee**
The Finance Committee is a standing committee of the Consortium appointed by the Treasurer. The committee is chaired by the Treasurer and is charged with submitting a budget for the next fiscal year by or shortly after the conclusion of the spring meeting of the Board of Directors.

**Action Item: Treasurer’s appointment of a Finance Committee.**

Assiter: Do you need to do it now? Brian: No. We do need a proposed budget for the coming year. Assiter: Can they be board members? Brian: Yes. Assiter: Shall we take volunteers now? Hare: The task is not onerous. Shereen Khoja says she would like to, and it makes sense because of her comptroller experience. Larry also agrees to join. I will chair it.

4.5 **Audit Committee**
The Audit Committee members are the Comptroller, and two other persons. The Comptroller will choose members for the 2022 Audit Committee. Once a Comptroller is appointed, suggestions for members should be sent to them. An audit of the Consortium will take place during the spring board meeting.

Khoja: We should choose someone already going to SIGCSE, so we pick up one night at the hotel. Assiter: Cathy, we should send out invitations to all members. Khoja: Just to clarify, we give the comptroller every hotel night, but for members of the audit committee, one night.

4.6 **Service Recognition Committee**
Members of the Service Recognition Committee for 2022 are:

- Kevin Treu (chair, 2 years remaining)
- Bob Neufeld (non-board member, term expiring)
- Judy Mullins (1 year remaining)

**Action Item: Appoint member to Service Recognition Committee for 2022**
Assiter: Bob told me he is not interested in continuing. So, we need a replacement. Kevin: Does not need to be a board member. It’s a 3-year term. Mohamed Lotfy would like to join us on the committee.

5 REPORTS

- Board members are requested to report verbally only on additions to their written report.
- New action items arising from reports will be deferred to New Business.
- Please read other reports ahead of time and do not read your own report to us during the meeting.

5.1 OFFICERS REPORTS

5.1.1 Report of the President (Karina Assiter)

Around the time of the spring 2021 board meeting, the vaccine was starting to roll out, so we were optimistic that CCSC processes would return to how they were before COVID. However, it has felt like a slow thaw after a very long winter. Certainly, we’re meeting face-to-face, but some of us will still be attending virtually; that may be true for the foreseeable future. Also, because we met virtually in the spring, the audit committee did not meet until later in the summer; thus, the audit report will be included in the fall versus the spring minutes. Finally, for us to be in person at a fall board meeting we had to go out of order in terms of the host conferences (thus, meeting in the Midwest versus Rocky Mountain).

Certainly, we’ve had success with those things that we could easily do online, such as the mega-conference committee meeting, which was a tremendous success (thanks to Cathy Bareiss), and the water-cooler gatherings. This might be considered a positive long-term outcome of the pandemic.

We’ve also had some non-COVID related (unexpected) disappointments. Carol Spradling stepped down from the board, at least for the foreseeable future; she had been taking on initiatives such as overhauling the National Partners program and starting a Diversity and Inclusion committee. Rex McKanry, who had been charged with redesigning our website, also stepped down. In terms of these important initiatives (National Partners, Diversity and Inclusion, and the website) the board will have to decide how to proceed.

I paint a gloomy picture, but I believe we are resilient; we will come back stronger as an organization. Our plan is to be at SIGCSE in Rhode Island in the spring of 2022. By then we’ll have a new Comptroller, a plan for the website, and renewed energy and enthusiasm for future initiatives.

Respectfully submitted,

Karina Assiter, CCSC President

5.1.2 Report of the Vice President (Chris Healy)

Since our last board meeting we approved two motions:
On June 10, we approved the minutes of the March 16 meeting by a vote of 9-0.
On August 16, we approved the Central Plains regional budget by a vote of 10-0.

Elections for three regional representatives took place between May 21 and June 21. The results of the elections are as follows:

<table>
<thead>
<tr>
<th>Region (&quot;# of eligible voters&quot;)</th>
<th>Winning candidate</th>
<th>Other candidates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Northwest (18)</td>
<td>Shereen Khoja (incumbent) - 7</td>
<td></td>
</tr>
<tr>
<td>South Central (45)</td>
<td>Tina Johnson (incumbent) - 8</td>
<td>Laura Baker - 1</td>
</tr>
<tr>
<td>Southeast (46)</td>
<td>Kevin Treu (incumbent) - 10</td>
<td></td>
</tr>
</tbody>
</table>

Congratulations to Shereen, Tina and Kevin! Thank you for your willingness to serve on the board representing your region for another term.

5.1.3 Publications Chair Report (Baochuan Lu)

<table>
<thead>
<tr>
<th>Conference</th>
<th>Acceptance Rate</th>
<th>Journal Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rocky Mountains</td>
<td>64.7%</td>
<td>done</td>
</tr>
<tr>
<td>Midwestern</td>
<td>75%</td>
<td>done</td>
</tr>
<tr>
<td>Northwestern</td>
<td>75%</td>
<td>done</td>
</tr>
<tr>
<td>Eastern</td>
<td>63%</td>
<td>in progress</td>
</tr>
<tr>
<td>Southeastern</td>
<td>?</td>
<td>moved to Jan. 28</td>
</tr>
</tbody>
</table>


Lu: I’m still working on Eastern journal. The Southeastern journal will be in January. So, the publications seem slow at the moment. Lotfy asked: Are the PDF’s ready? Larry D’Antonio replied: They are here.
### Treasurer’s Report (Brian Hare)

**CCSC**

**External Income and Expenses**

**August 2020 - July 2021**

| Income                          | CCSC       | Central Plains | Eastern | Midwest | Northeastern | Northwestern | Rocky Mountain | South Central | Southeastern | Southwestern | Not Specified | Total |
|--------------------------------|------------|----------------|---------|---------|-------------|--------------|---------------|---------------|--------------|--------------|--------------|---------------|-------|
| 40400 Other Types of Income    | 0.00       |                |         |         |             |              |               |               |              |              |              | 0.00           |       |
| 40410 National Partners        | 0.00       |                |         |         |             |              |               |               |              |              |              | 0.00           |       |
| Total 40400 Other Types of Income | 0.00       |                |         |         |             |              |               |               |              |              |              | 0.00           |       |
| PayPal Sales                   | 1,034.93   | 8,752.50       | 6,119.88| 3,720.24| 2,367.46    | 2,873.30     | 1,326.57      | 6,042.19      | 803.08       |              |              | 34,750.67     |       |
| Sales of Product Income        |            |                |         |         |             |              |               |               |              |              |              | 3,911.70       |       |
| Total Income                   | 6,098.09   | 8,752.50       | 6,119.88| 3,720.24| 2,367.46    | 2,873.30     | 1,326.57      | 6,042.19      | 803.08       |              |              | 44,661.77     |       |
| Gross Profit                   | 6,098.09   | 8,752.50       | 6,119.88| 3,720.24| 2,367.46    | 2,873.30     | 1,326.57      | 6,042.19      | 803.08       |              |              | 44,661.77     |       |
| Expenses                       | 0.00       |                |         |         |             |              |               |               |              |              |              | 0.00           |       |
| 60960 Business Expenses        | 0.00       |                |         |         |             |              |               |               |              |              |              | 0.00           |       |
| 60962 Business Registration Fees | 22.00    |                |         |         |             |              |               |               |              |              |              | 22.00          |       |
| 60965 Reimbursed Conference expenses | 0.00    |                |         |         |             |              |               |               |              |              |              | 0.00           |       |
| 60992 Facility & Equip rentals |            |                |         |         |             |              |               |               |              |              |              | 195.90         |       |
| 60995 Speaker & Entertainment  |            |                |         |         |             |              |               |               |              |              |              | 1,300.00       |       |
| 60997 Awards                   | 150.64     | 225.00         | 724.93  | 380.73  |             | 375.90       |               |               |              |              |              | 1,431.47       |       |
| Total 60997 Other conference expense | 150.64 | 225.00         | 724.93  | 380.73  |             | 375.90       |               |               |              |              |              | 1,431.47       |       |
| Total 60999 Reimbursed Conference expenses | 105.64 | 225.00         | 924.83  | 380.73  |             | 375.90       | 1,710.00      | 410.00        |              |              |              | 2,722.10       |       |
| 60999 Journal expenses         | 0.00       |                |         |         |             |              |               |               |              |              |              | 0.00           |       |
| 60995 Journal distribution     | 275.00     |                |         |         |             |              |               |               |              |              |              | 275.00         |       |
| Total 60999 Journal expenses   | 275.00     |                |         |         |             |              |               |               |              |              |              | 275.00         |       |
| Total 60999 Business Expenses  | 482.64     | 225.00         | 924.83  | 380.73  |             | 375.90       | 1,710.00      | 410.00        |              |              |              | 4,019.10       |       |
| 62100 Contract Services        | 0.00       |                |         |         |             |              |               |               |              |              |              | 0.00           |       |
| 62101 Outside Contract Services | 0.00     |                |         |         |             |              |               |               |              |              |              | 0.00           |       |
| Total 62100 Contract Services  | 0.00       |                |         |         |             |              |               |               |              |              |              | 0.00           |       |
| 65000 Operations               | 0.00       |                |         |         |             |              |               |               |              |              |              | 0.00           |       |
| 65005 Books, Subscriptions, Reference | 60.00 |                |         |         |             |              |               |               |              |              |              | 60.00          |       |
| 65006 Telephone, Telecommunications | 15.99 |                |         |         |             |              |               |               |              |              |              | 15.99          |       |
| Total 65000 Operations         | 75.99      | 0.00           | 0.00    | 0.00    |             | 0.00         | 0.00          | 0.00          | 0.00         |              |              | 75.99          |       |
| 65100 Other Types of Expenses  | 0.00       |                |         |         |             |              |               |               |              |              |              | 0.00           |       |
| 65120 Insurance - Liability, D and O | 351.00 |                |         |         |             |              |               |               |              |              |              | 351.00         |       |
| 65150 PayPal Fees              | -33.03     | -33.03         |         |         |             |              |               |               |              |              |              | -33.03         |       |
| Total 65100 Other Types of Expenses | 351.00 | -33.03         |         |         |             |              |               |               |              |              |              | 318.00         |       |
| Total Expenses                 | 6,129.63   | 8,787.09       | 6,188.88| 3,336.81| 2,367.46    | 2,873.30     | 1,326.57      | 6,042.19      | 803.08       |              |              | 5,312.16       |       |
| Net Operating Income           | 4,270.37   | 7,079.03       | 7,827.67| 6,118.88| 3,336.81    | 2,367.46     | 2,873.30      | 1,326.57      | 6,042.19     | 803.08       |              | 30,345.63      |       |
| Net Income                     | 4,270.37   | 7,079.03       | 7,827.67| 6,118.88| 3,336.81    | 2,367.46     | 2,873.30      | 1,326.57      | 6,042.19     | 803.08       |              | 30,345.63      |       |
The previous fiscal year ended with a healthy financial buffer. Several regions lowered their registration costs because of the reduced costs of online conferences, but the reduced income was more than offset by the reduction in expenses. The financial summary and assets/liabilities statement as of the end of the fiscal year is attached.

Historically, our largest expenses have been related to printing and distributing physical copies of the Journal, and travel expenses related to the board meetings. Our shift to publish-on-demand has mostly eliminated publication costs. Likewise, the pandemic has brought travel to a halt for two years. As we emerge from the pandemic, we can expect our travel expenses to increase as well. I should note that more Board members are attending virtually than in the past; this may help reduce the increase in travel costs.

The other significant event since the last report is that the penalty for late filing of our most recent IRS-990 was refunded by the Internal Revenue Service.

Ed Lindoo and I have been working on revising and simplifying the accounting procedures for the Consortium. We believe we have a significantly simplified system in place; we will focus on getting that procedure documented over the coming months.

Respectfully submitted,
Brian Hare
Treasurer

Hare: Most expenses are travel. We have ample financial reserves. Expect an increase in travel costs as COVID lockdowns are lifted. Our penalty for filing Form 990 late was refunded by the IRS, plus interest. I think serving 2 terms as treasurer is enough. I am working on a way to get Paypal data into Quickbooks automatically. A few items might have been duplicated or miscategorized at first, but I think we fixed it all. It turns out that between Conftool, Paypal, and Quickbooks, information is duplicated.
Bareiss moves to accept the report. Bryan seconded. The motion carried unanimously.

Khoja asked about our surplus. Hare: We need some surplus in case a conference needs to be canceled and we are left holding the bag. But with such an ample surplus now, we have funds available in case we want to fund something else. Assiter: For the Web site, for example. Maybe we need a plan to spend the surplus. Bryan: We don’t want to burn the entire reserve. Khoja: What was it several years ago? Brian: It’s increased due to not printing the journal and the lack of travel. But the lack of travel is an aberration. We’ve only lost money about 2 out of the last 20 years. Lotfy: And losing money is always a possibility. We can analyze, and see on average what we can sustainably spend. Some individual conferences lose money and we need to support with our safety net. Larry: I looked at Myers’ report 10 years ago. At that time we had a balance of $145,000. So, we could afford to spend some money now. Khoja: Maybe we could establish a fund for first-timers. Mike Flinn: A scholarship is a good idea, and we can ask for donations. We can add a donation option to conference registration. Brian: That sounds like new business. We need to give Ed Lindoo a copy of the credit card because he’s the associate treasurer and in line to be the next treasurer.

5.1.5 Membership Secretary Report (Cathy Bareiss)

<table>
<thead>
<tr>
<th></th>
<th>15/16</th>
<th>16/17</th>
<th>17/18</th>
<th>18/19</th>
<th>19/20</th>
<th>20/21</th>
<th>21/22</th>
</tr>
</thead>
<tbody>
<tr>
<td>CP</td>
<td>51</td>
<td>42</td>
<td>60</td>
<td>24</td>
<td>cancelled</td>
<td>46</td>
<td></td>
</tr>
<tr>
<td>EA</td>
<td>62</td>
<td>86</td>
<td>73</td>
<td>71</td>
<td>63</td>
<td>71</td>
<td></td>
</tr>
<tr>
<td>MS</td>
<td>34</td>
<td>29</td>
<td>32</td>
<td>31</td>
<td>19</td>
<td>cancelled</td>
<td></td>
</tr>
<tr>
<td>NW</td>
<td>50</td>
<td>48</td>
<td>58</td>
<td>71</td>
<td>39</td>
<td>54</td>
<td></td>
</tr>
<tr>
<td>NE</td>
<td>97</td>
<td>113</td>
<td>100</td>
<td>82</td>
<td>37</td>
<td>60</td>
<td></td>
</tr>
<tr>
<td>MW</td>
<td>36</td>
<td>29</td>
<td>35</td>
<td>44</td>
<td>39</td>
<td>27</td>
<td>52</td>
</tr>
<tr>
<td>RM</td>
<td>25</td>
<td>21</td>
<td>34</td>
<td>44</td>
<td>25</td>
<td>18</td>
<td></td>
</tr>
<tr>
<td>SC</td>
<td>31</td>
<td>36</td>
<td>38</td>
<td>34</td>
<td>16</td>
<td>23</td>
<td></td>
</tr>
<tr>
<td>SE</td>
<td>54</td>
<td>62</td>
<td>46</td>
<td>42</td>
<td>43</td>
<td>60</td>
<td></td>
</tr>
<tr>
<td>SW</td>
<td>21</td>
<td>19</td>
<td>32</td>
<td>24</td>
<td>21</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>MEM</td>
<td>15</td>
<td>10</td>
<td>20</td>
<td>11</td>
<td>12</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>totals</td>
<td>476</td>
<td>495</td>
<td>527</td>
<td>478</td>
<td>314</td>
<td>371</td>
<td>52</td>
</tr>
</tbody>
</table>

Underlined rows indicate spring conferences.

Comments:
1) Two activities happened this summer to add benefits for membership: a virtual workshop presented by Google (national vendor) with about 20 attendees; and a virtual water cooler which had about 20-30 attendees. The plan going forward is to have a virtual water cooler once a month during the school year. Virtual workshops will be continued in the summer. If they are to be offered during the school year we will want to make sure that they do not compete with the conferences.

2) We hosted our first virtual mega conference committee meeting. This was a success and we plan to do it again. We might do one over winter but will do one again in the summer.

3) Changes in the by-laws recommended last spring will be brought to the board this time (via a separate report).

4) We still do not have a good way to communicate with the membership. Currently this is done via a spreadsheet with all emails and pasting into a email as bcc. In addition, there is no regular communication from the conferences to the membership secretary about who qualifies for membership at the end of a conference.

   Bareiss: Our membership numbers look a little low in general. I have trouble getting data out of Conftool. We should use EasyChair. Otherwise, I need from every region a list of everyone who gets a membership. You will be getting an e-mail request from me to that effect. Larry asked: How do we know which people to include on such a list? Bareiss: Whoever pays for the conference. Larry: What if they attended multiple conferences in the same year? Bareiss: I can take care of that. I will send reminders about the next “water cooler” event to all the members. This is another reason why it’s nice for me to have a list of members.

   Bareiss: How often should we have the mega-conference committee, once or twice a year? That could be new business.

   Larry remarked: EasyChair costs money. Bareiss: It is relatively cheap. We can absorb the cost. Larry: So why don’t we do it? Bareiss: Only a few regions came forward saying they were willing to use EasyChair. Johnson: I received some invitation to use EasyChair. Kevin: Southeast is moving to EasyChair. Bareiss: It can also do submissions, but some regions don’t want to use it for submissions. EasyChair demands that if you use them to handle submissions for a conference, you must use it for all submissions. For example, you could not do the papers using EasyChair and panels some other way. Mullins asked: Which regions use EasyChair? Johnson: South Central is planning to use EasyChair in 2022. We recently made the switch. EasyChair is willing to do a demo for us, and even virtually so we don’t have to wait until Spring meeting to make a decision. Bareiss: Will someone take the lead on this? Assiter: We can make it new business.

5.2 REGIONAL REPORTS

5.2.1 Central Plains Regional Report (Judy Mullins)

Regional Elections

In spring elections, Denise Case was re-elected treasurer and Joseph Kendall-Morwick was elected regional editor. Their terms will expire in 2024.

Central Plains Conference 2021
The 2021 conference was held virtually over Zoom. A pre-conference workshop titled “Making Manual Code Review Scale,” sponsored by the SIGCSE Speaker’s Fund, was conducted by Dr. Jérémie Lumbroso (Princeton University) and Vinay Ayyala & James Evans (codePost).

The opening keynote speaker was Dan Zimmerman, MSTS. His talk was titled “The Next Generation of Technology Leaders.” The conference sponsored a virtual poster contest and a virtual programming contest for students. There was also a student papers session. Also featured were lightning talks, nifty assignments, a BOF session on “Teaching in a Pandemic,” 2 workshops and 2 panels. National Partner zyBooks, presented “A Demonstration of Customizable Interactive Learning Materials.” Laurie White, representing National Partner Google, presented “Programming with the Cloud.” 5 papers were presented (50% acceptance rate). Total attendance included 46 faculty, 31 students and 5 National Partners.

Central Plains Conference 2022

The 2022 conference will be hosted by Drury University, Springfield, Mo. April 1-2, 2022, with Scott Sigman acting as conference chair.

Full conference details may be found at http://www.ccsc.org/centralplains.

Future Conferences

The 2023 conference will be hosted by Central Missouri State University in Warrensburg, MO. Mahmoud Yousef will serve as conference chair.

Respectively submitted,

Judy Mullins
Central Plains Representative

5.2.2 Eastern Regional Report (Michael Flinn)

Eastern Region

Fall 2021 Report to CCSC

Submitted by Michael B. Flinn, Frostburg State University

This report is being written and submitted before our 37th Annual Regional Conference to be held in person on October 22-23, 2021, and hosted by Marymount University, Arlington, Virginia. It is chaired by Susan Conrad and Natalia Ermicioi, Marymount University. The conference accepted 12 papers out of 19 submitted and will include a panel on integrating computational thinking into the k-12 space in Maryland schools, among other exciting workshops and panels. The conference will continue offering student paper presentations and a Nifty Ideas/“Hot Topics” session inspired by the ACM SIGCSE nifty ideas and birds-of-a-feather sessions. It will also include the programming contest, vendors and vendor sessions, keynote and banquet speakers, and the closing luncheon. Anyone interested in being on the
committee for the 2022 conference can meet at the post-conference meeting immediately following the luncheon. The Programming Committee met on September 17, 2021, and decided to hold the conference in person. The vaccine mandates of multiple regional institutes coupled with declining COVID positivity rates contributed to this decision. CCSC-Eastern has embraced the virtual delivery of some content due to scheduling conflicts with some presenters.

The CCSCE2021 Collegiate Programming Contest will be held in person on Saturday, October 23, from 8:00 am to 12:50 pm. Prizes will be awarded courtesy of Upsilon Pi Epsilon.

The 38th Annual Conference will be held in person next fall at DeSales University in Center Valley, PA, chaired by Pranshu Gupta. The Call for Participation will be distributed at this year’s conference and SIGCSE. It will be posted on the region’s website soon after this year’s conference has been completed.

We are currently looking for a site for the 2023 conference.

Eastern Website: http://www.ccsc-eastern.org

Eastern on Facebook: http://www.facebook.com/ccsceastern

Past Conferences: http://www.ccsc-eastern.org/past-conferences

This report is respectfully submitted by Michael B. Flinn, Eastern Regional Representative, on September 27, 2021.

5.2.3 Midsouth Regional Report (David Naugler)

Nothing new to report.

Bareiss: I received an e-mail that the Midsouth region may be folding. Naugler responded: Lyon College is unable to host. No college in Arkansas or Memphis seems to want to host at this time.

Assiter: How many years of inactivity do we wait until we delete a region?

5.2.4 Midwest Regional Report (Grace Mirsky)

CCSC:MW 2021 Conference

Our annual conference will be held from 10/01/21-10/02/21 at Ivy Tech Community College in Fort Wayne, IN, with attendees participating both in-person and virtually.

Conference Committee

• Conference Chair: Grace Mirsky, Benedictine University
• Vice-Chair: Saleh Alnaeli, University of Wisconsin-Stout
• Site Chair 2021: Kris Roberts, Ivy Tech Community College
• Authors: Saleh Alnaeli, University of Wisconsin-Stout
• Nifty Tools & Assignments: Cyrus Grant, Dominican University
• Panels, Tutorials, & Workshops: Cathy Bareiss, Bethel University
• Papers: Bob Beasley, Franklin College
• Past Chair: Jeff Lehman, Huntington University
• Programming Contest: Paul Talaga, University of Indianapolis, Md Haque, University of Indianapolis
• Publicity: David Largent, Ball State University
• Registrar: Imad Al Saeed, Saint Xavier University (2022), Deborah Hwang, University of Evansville
• Speakers: Stefan Brandle, Taylor University
• Student Showcase: Paul Gestwicki, Ball State University, Shahsa Wu, Spring Arbor University, Donna Ogle, Rockford University
• Treasurer: Mary Jo Geise, University of Findlay (2023)
• Two-year College Liaison: Kris Roberts, Ivy Tech Community College
• Vendors: Takako Soma, Illinois College
• Webmaster: Stefan Brandle, Taylor University (2023)
• Regional Representative: Grace Mirsky, Benedictine University (2023)
• CCSC At-Large Board Member: Sean Joyce, Heidelberg University (2022)
• CCSC At-Large Board Member: Kris Roberts, Ivy Tech Community College (2021)

Statistics
• Papers Accepted: 6/8 (75% Acceptance Rate)
• Registration: As of 9/26/2021, there are 111 attendees registered for the conference, with approximately 56 attending in person.

Content
Keynote/Evening Address
• Keynote Address: James Weaver, Quantum Developer Advocate At IBM, "An Entertaining Introduction to Quantum Computing"
• Friday Evening Address: Joe Czyzyk, Advanced Analytics Math Modeler at Dow Chemical, “How Data Science is Adding Value at The Dow Chemical Company”
Paper Sessions

- **Session I:**
  - Godot Engine And Checklist-Based Specifications: Revising A Game Programming Class For Asynchronous Online Teaching, Paul Gestwicki
  - A Machine Learning Approach To Understanding The Viability Of Private 4-Year Higher-Education Institutions, Kian Pokorny
  - Conducting Survey Research In A Computing Topics Course: Phubbing And Being Phubbed, Robert Beasley

- **Session II:**
  - Teaching Cross-Platform Technology And Democracy, Michael Rogers
  - Visualizing Recursion Using Code And Stack Animation, Y. Daniel Liang
  - Automating Configuring Parallel Compute Environments For Students, Bryan Dixon

Workshops/Tutorials

- Fri Tutorial I: Python Data Structures For Java Programmers, Bill Nicholson
- Fri Tutorial II: Using Github Classroom For Assignment Management And Automated Feedback, Zachary Kurmas
- Sat Tutorial: A Tutorial On Flutter, Michael Rogers
- Post-Conference Workshop: Teaching Heterogeneous Parallel Programming With Cuda, David Bunde

Panels

- Fri Panel: What Students Need To Know About Industry
- Sat Panel I: The Philosophies Of Cs 1
- Sat Panel II: IndianaComputes! Views Of A K-12 Professional Development Program

Vendor Sessions

- Fri Vendor I: ZyBooks
- Fri Vendor II: Google

Works In Progress / Nifty Assignments

- Aspects Of Us-China Competition May Motivate Students, Pradip Peter Dey And Bhaskar Raj Sinha
- Can OneUp Gamified Challenges Boost Undergrad Student Motivation Plus Engagement And Supplement Learning In An Online Introductory Cybersecurity Course?, Ankur Chattopadhyay
• IndianaComputes! Views Of A K-12 Professional Development Program, Karen M. Morris, Michele Roberts, David Largent, Jeff Kinne
• Faculty-Advisor Relationship Impact On Student Pathways To It Careers/Education, Matthew Cloud
• Developing A Cross-Platform Mobile Course Using A Multi-Paradigm Library, Alisa G. Neeman
• Practical Program Verification With Dafny, Ramachandra B. Abhyankar and Robert W. Sternfeld
• Spear Phishing Attack Using Kali Linux, Imad Al Saeed

Student Events

• Programming Contest: top three finishers in each category receive a plaque
• Student Showcase: top three finishers each receive a prize of $100

National Partners

The CCSC Midwest Conference Committee would like to thank our National Partners Turing's Craft, Google for Education, GitHub, NSF, zyBooks, NCWIT, Teradata University Network, and Mercury Learning and Information for their continued support of our activities and UPE for student prizes.

The planning meeting for CCSC:MW 2022 will take place at the end of this year’s conference on 10/02/2021.

Respectfully submitted,
Grace Mirsky
Benedictine University

5.2.5 Northeastern Regional Report (Larry D’Antonio)

2021 Conference

The 2021 CCSCNE conference was held virtually April 16-17. This was the region’s 25th annual conference. The program featured an outstanding invited speaker Julia Stoyanovich of New York University, who gave a well-received talk, Teaching Responsible Data Science. The number of submissions were down significantly. We had 12 paper submissions for 2021, with 7 accepted. By comparison, we had 33 submissions in 2017, with 15 acceptances.

In addition to the papers, we had 3 pre-conference workshops, 1 panel, 4 tutorials, 2 lightning talks, 6 faculty posters and 24 student posters (we usually have 50 or more student posters). There were two vendor sessions that helped fill holes in our schedule. Laurie White of Google led a session entitled Programming with the Cloud and Russ Miller from zybooks led a session on Customizable Interactive Educational Material.
The student poster session did not go well. We set up a Zoom breakout room for each poster. The problem was that there were not enough attendees to populate the breakout rooms. If, heaven forbid, we are forced to have another virtual conference in the future, we will need to rethink how to present the student posters.

We did not have a programming contest. This certainly affected the overall attendance. We had 60 regular attendees, 31 students, and 4 vendors for a total registration of 95. By comparison, our total attendance was 300. Hopefully in 2022 we will return back to our usual registration levels.

2022 Conference

The Twenty-Sixth Annual CCSCNE conference will be held on April 1-2, 2022 at Pace University (an April Fool’s conference). The conference chair will be Richard Kline from Pace and Lawrence D’Antonio from Ramapo College. The conference will be completely in person (knock on wood).

Board Elections

Adrian Ionescu of Wagner College was reelected Treasurer at our April board meeting.

There is significant turnover coming to our board.

I will be stepping down as CCSCNE Chair at the end of our 2022 meeting. I’ve been chair since 2004. I think that’s a good run and it’s time for someone else to take charge (we have someone willing to stand for election).

We are splitting the Chair and Regional Rep roles. We have someone willing to stand for the next Regional Rep election.

Stoney Jackson is stepping down as the CCSCNE Webmaster (a position he has held since 2012 and done a tremendous job). We are still looking for a replacement.

Mark Hoffman is stepping down as the CCSCNE Registration Chair after the 2022 conference. Mark has done a tremendous job since he took this position in 2013. Richard Kline of Pace University will be our new Registrar.

Lawrence D’Antonio
Chair of CCSCNE Board
Ramapo College of NJ
Mahwah, NJ 07430
Phone: 201-684-7714
Email: ldant@ramapo.edu

D’Antonio: After 17 years I am stepping down. Others want to have a hand at it, so it makes sense to give them a go. For example, Jim Teresco may be the next conference chair. Mark Bailey of Hamilton College is also quite capable to take over as well.

5.2.6 Northwestern Regional Report (Shereen Khoja)
Northwest Regional Report

Shereen Khoja

We are looking forward to hosting the NW Regional Conference on October 8-9 at St. Martin’s University in Lacey, Washington. The chair of the conference is Mario Guimaraes, and there will be twelve paper presentations, five tutorials, and one panel discussion. The conference format is hybrid, with two paper presentations and two tutorials offered online. We are trying something new this year, by having a faculty poster session as well as our regular poster session. The poster session is for the faculty to present fledgling project or curriculum ideas that they are starting to implement but don’t have results from yet.

We have two potential sites for the 2022 conference: Reed College or Lewis & Clark College. We will be making the decision in the next couple of weeks.

In terms of the regional board, the long-serving web master David Hansen is stepping down. David has served as the web master since the beginning, and we thank him for all of the years of service. Alex Mezei will be replacing him and is planning on reworking the website.

Respectfully submitted by Shereen Khoja, Northwest Regional Representative.

5.2.7 Rocky Mountain Regional Report (Mohamed Lotfy)

Rocky Mountain Region Report

Mohamed Lotfy

30th Rocky Mountain Region Conference 2021

The Thirtieth Annual Rocky Mountain Conference will be held virtually October 15-16 using MS Teams. Due to the COVID-19 pandemic and because some universities and colleges still have travel restrictions, the RMCCSC steering committee decided to offer the conference virtually again this year. Mohamed Lotfy and Donald McDonald–Utah Valley University–are the Conference Chairs. Eleven papers were accepted for presentation (out of 17 submitted papers), as well as three tutorials (out of 3 submitted). The review process resulted in a paper acceptance rate of 64.7%.

The website for the conference is at http://www.ccsc.org/rockymt/ and the program can be found at http://www.ccsc.org/rockymt/CallForPapers2021.pdf. Members of the conference committee can be found at http://www.ccsc.org/rockymt/RMCCSCConferenceCommittee2021.pdf.

31st Rocky Mountain Region Conference 2022

Utah Valley University in Orem, Utah will be the site for the RM Region 2022 conference. The tentative conference dates are October 21-22, 2022.

CCSC Rep (Regional chair): Mohamed Lotfy

Treasurer: Ed Lindoo
Regional Notes

- The CCSC Rocky Mountain region board thanks Dr. Kim Bartholomew, previous Webmaster for the region, for all her hard work during her long tenure serving the CCSC Rocky Mountain region.

- The Rocky Mountain region conference board was planning to have a student programming and student poster competitions during the 2021 conference but had to be canceled due to the conference being virtual.

Yearly Summary

Note: 2021 registration numbers are not final. Numbers were collected on 9/24/21

Respectfully submitted,
Mohamed Lotfy, PhD
Rocky Mountain Region Representative.

Lotfy: I’ll know more after the conference, and we will be face-to-face next year. Kim Bartholemew is our Webmaster. She may be able to help you (to Assiter).

5.2.8 South Central Regional Report (Tina Johnson)
South Central Regional Report

Tina Johnson

2021 Conference

The 32nd Annual CCSC South Central Conference was hosted virtually by University of Texas at Dallas on April 9, 2021. The conference site/program chair was Shyam (Sam) Karrah, UTD. The program included papers, workshops, and one tutorial.

There were 17 submitted papers of which 8 were selected, an acceptance rate of 47%; 1 tutorial and 3 workshops were submitted; all were accepted. There were 58 registrants in total, consisting of 17 presenters, 22 students, 17 attendees and 2 vendors.

Since the conference was virtual, the budget was modified. Registration cost: $50 regular, $55 late, $20 student.

2022 Conference

The 33rd Annual CCSC South Central Conference will be hosted by University of Texas at Dallas on April 8, 2022. The conference site/program chair is Shyam (Sam) Karrah, UTD. The program will include papers, posters, workshops, and panels.

Conference Dates:

- Monday, January 10, 2022 – Professional papers due
- Wednesday, January 12, 2022 – Papers to reviewers
- Monday, January 31, 2022 – Paper reviews due
- Monday, January 31, 2022 – Deadline for tutorials and workshops
- Friday, February 4, 2022 @ 2:00 – Steering Committee Meeting @ UT Dallas
- Monday, February 7, 2022 – Notification of acceptance / rejection
- Monday, February 21, 2022 – LaTeX final paper due
- Monday, February 21, 2022 – Deadline for registration
- Friday, April 1, 2022 – Nifty Assignment due
- Friday, April 1, 2022 – Posters due
- April 8, 2022 – Conference @ UT Dallas

Cost for 2022 conference:  $130/$140, $50 for student & retirees
- $130 until 4/1
$140 4/2 through conference

**Conference Steering Committee:**

Program Chair / Professional Papers: Laura Baker, St. Edward's University  
Conference Site Chair: Shyam (Sam) Karrah, University of Texas, Dallas  
Registrar: Anne Marie Eubanks, Stephen F. Austin State University  
Treasurer: Bilal Shebaro, St. Edward's University  
Nifty Assignments Chair: Michael Kart, St. Edward's University  
Posters Chair: Michael Scherger, Texas Christian University  
Regional Editor Co-Chair: Bingyang Wei, Texas Christian University  
Regional Editor Co-Chair: Mustafa Al-Lail, Texas A&M International University  
Moderators Chair/Webmaster: Abena Primo, Huston-Tillotson University  
Panels and Tutorials Chair: Jeffery Zheng, Stephen F. Austin State University  
Publicity Chair: Eduardo Colmenares-Diaz, Midwestern State University Texas  
National Board Representative: Tina Johnson, Midwestern State University Texas  
At Large: Tim McGuire, Texas A&M University

Respectfully submitted,  
Tina Johnson, South Central Regional Representative

Johnson remarked: South Central uses Easy Chair for paper submissions but not for registration.

5.2.9 **Southeastern Regional Report  (Kevin Treu)**

CCSC-SOUTHEAST REGIONAL REPORT  
Fall 2021

Fall/Winter 2021 CCSC:Southeastern Conference

The 35th CCSC Southeastern Conference is scheduled for January 28-29, 2022, hosted by Bob Jones University in Greenville, SC Our regional board made the optimistic decision to postpone the conference from its normal time slot in early November both using an abundance of caution with regard to COVID-19, and in hopes that we might
be able to recapture the tremendous enthusiasm and participation that we had in the prior year when we shifted the submission deadline to July and the conference to January. Those hopes did not come to fruition, however, as submissions dropped off drastically in spite of having the same deadline and conference dates.

This will be the first time that BJU has hosted, and the second time the conference has been held in January. Ethan McGee and Jim Knisely are the site co-chairs. Kevin Treu is chairing the regional board; John Hunt (Covenant) and Chris Alvin (Furman) are program co-chairs. Other regional board members are Jeannie French (local registrar, Coastal Carolina), John Hunt (treasurer, Covenant), Stephen Carl (publicity, Sewanee), and Marietta Cameron (2020 site chair, UNCA).

The members of the local conference committee are:

Local Arrangements Chair, Speakers Chair, Publicity Chair, Vendors Chair,

Corporate Sponsors Chair: Ethan McGee and Jim Knisely

Programming Contest Directors: Andy Digh, Chris Healy

Student Research Contest Director: Chris Healy

The scheduled program includes 7 papers, 1 panel, 2 tutorials, a “nifty assignments” session, and a session of student presentations from our student research competition. We are hopeful to schedule 1-2 national partner sessions as well, in addition to a potential pre-conference workshop. (As we are two months further out from the conference than we usually are at the time of this report, the program is not yet complete.)

A total of 14 regular papers were submitted (drastically down from 39 last year, and even failing to match 24 in 2019 and 18 in 2018) of which 7 were accepted, for an acceptance rate of 50%, compared to 54% in 2020, 62% in 2019, 55% in 2018, 60% in 2017, 52% in 2016, 57.1% in 2015, 54.5% in 2014, 46.8% in 2013 and 2012 and 60% in 2011. (The acceptance rate for tutorials/workshops/panels was 75% -- 3 of 4 submissions.) We are very concerned by these numbers, though we are pleased to be able to maintain an acceptance rate of 50%.

Due to the small number of workshop proposals received, no pre-conference workshop has yet been scheduled this year. The regional board will discuss and determine whether or not to implement this tradition this year, or wait until 2022.

Again, as our planning timeline is shifted two months from a typical year, we have not yet identified our keynote and banquet speakers.

Student activities consist of a programming contest and a student research contest, both of which will continue this year in a virtual setting. We hope to have a full slate of participants in our 28th annual programming contest – 20+ teams of 4 students each. We hope to have a dozen or more students participate in our research competition. Deadlines for registering for both of these student events are still upcoming (December 17 for the programming contest and December 8 for the research competition).

2022 CCSC:Southeastern Conference

We are pleased to have the locations for the next two years of our conference determined, with several candidates for the years following that. In 2022 we will return to our traditional November time slot, with UNC-Asheville once again hosting under the direction of Marietta Cameron. In 2023 we will return to Furman (for the swan song of yours truly! ). As noted, there are several options to consider for 2024, including Mercer University, High Point University, and ETSU, all of whom have expressed interest. So that part of our conference, at least, is strong.
Other Regional Issues/Activities

Potential Permanent Schedule Change – We were surprised and excited by the enormous spike in paper submissions last year. We considered the possibility that the late July submission deadline and the January conference dates played a significant role in that, and agreed to try that timeline again this year. Based on the anemic submission results, we have concluded that last year’s spike was an outlier, and will return to November in hopes of getting our conference back to normal.

Overall Health of the Region – As hinted at above, there are some concerns here, in spite of last year’s success. Membership seems to be stagnant. We experienced a significant dropoff in submissions six years ago, and last year now seems to have been a mirage. We have been seeing a trend wherein the only registered participants are those who are co-authors (or programming team sponsors), and also a trend of scrambling for hosts. Consequently, I have concerns about our long term health. Somehow we have to do a better job conveying the intrinsic value of our conference to a wider audience. I hope to discuss with other representatives how things are going in their regions and what they’re doing to keep them vital.

Respectfully submitted,
Kevin Treu
Southeastern Regional Representative

5.2.10 Southwestern Regional Report (Bryan Dixon)

Regional Officers:

- Regional Chair: None
- Treasurer and Registrar: None
- Regional Representative: Bryan Dixon, CSU Chico
- Webmaster: Megan Thomas, CSU Stanislaus

2019 Conference

Three papers accepted, 3 Keynotes, Google Cloud Session, lightning talks, birds of feather talks. (18 papers submitted.)

2020 Conference

Eight papers accepted, 3 Keynotes (including Google Cloud Session), lightning talks, two tutorials, and student posters. (18 papers submitted.)

2021 Conference

Three papers accepted, 2 Keynotes, lightning talks, two tutorials (including Google Cloud Session), and no student posters. (8 papers submitted.)

Southwestern Conference 2022
Southwestern Conference 2023

- **Location:** TBD

Respectfully submitted,
Bryan Dixon
Southwest Regional Representative

Dixon added: The top two positions up for re-election had no candidates. How do we go forward? D’Antonio responded: You may need to do those jobs yourself if worse comes to worse. Assiter asked: You do have colleagues you can call on? Dixon: Conferences are often a great distance for us because many of the conferences are in Southern California. Attendance may be higher this year, and then we’ll have more possible candidates. Until then, I can provide historical knowledge of the region. The current plan is that I can take charge until the spring.

### 5.3 OTHER REPORTS

#### 5.3.1 Service Recognition Committee Report (Kevin Treu)
Treu: We don’t always get nominations. We don’t have one at the moment. Maybe you do. We need a CV from the nominee and 2 letters. I’ll announce a deadline and reminder. And we still have time until the spring meeting. Khoja: What kind of people? Kevin: The person should have long service in CCSC at the local or national level. Meaningful contribution to your region. The purpose is to reward a career rather than doing something recent. Bareiss: I can e-mail the whole membership, so send me what you want to say. Lotfy remarked: Many new members don’t know who has been working for us for 15 years. Bareiss: I can mention at the water cooler event. Treu: It doesn’t hurt that we tell everyone. Lotfy: Won’t you get a lot of nominations if we send message to everybody. Treu: That’s unlikely. After all, we haven’t received any nominations so far. Lotfy: You want nominations from us? Treu: I sent instructions via e-mail earlier.

5.3.2 Comptroller’s Report


1. Take each bank statement provided by the treasurer and match the July 31st amount with the amount stated on the treasurer’s record on QBO.

BOA Checking $23,099.08  QBO: $22,359.08

BOA Savings $49,238.15  QBO: $49,212.75

PayPal Available ending balance $19,830.63; QBO $1,538.13

Wells Fargo Savings Balance: $61,981.65; QBO: $62,400.53

Wells Fargo Checking Balance: $26,856.04; QBO: $19,009.81

2. Randomly select a month in one of the accounts and match the checks entered in the treasurer’s record on QBO with the list of checks shown in the matching bank statement.

We could not find any checks on any of the bank statements

3 Randomly select a month in one of the accounts and match the deposits listed by the treasurer on QBO to those listed on the bank statement.

We tried to verify the Bank by Mail deposit on 5/15/2020 for $2,525 but could not find an entry for it in QBO

4. Pick a random conference disbursement for each month of a region and verify the documentation supporting this reimbursement (match check written to check request and/or bill statement; check requests and bill statements are organized by region). Do this by picking one disbursement (CCSC written check) from each month and matching to bank statement and corresponding bill/receipt.

We verified all expenses for SE.
5. Determine whether deposits reported by, or through in case of locally deposited funds, the treasurer as being CCSC dues match the list of new memberships and membership renewals as reported by the Membership Secretary for the appropriate time periods in a region.

We used the Membership Secretary Report from the spring 2021 meeting and matched the total number of SW members (members, students, and others) with the total number of SW members (attendees and presenters) in the QBO. We cannot determine from QBO who pays the full membership fee and who is a student. The numbers are close. We came up with 23 members in QBO while 21 are listed in the membership secretary report.

6. Verify that all the appropriate amounts have been reported on the tax forms.

We did not receive the tax forms.

7. Verify that all appropriate forms have been filed when due.

We did not receive the tax forms.

8. Verify deposits of money paid by the national vendors.

In QBO:

NSF - $8,000

Zybooks - $2,000 (listed overdue) - QBO

No other partner details where found

9. Verify that the numbers of members reported by the regions as having registered to attend the conference are reported accurately in the membership report, and that deposits of fees associated with these registrations are accounted for in the Treasurer’s records.

We do not have the conf-tool report so we are unable to verify that they match with those on the treasurer’s report.

10. Verify correspondence between numbers in the membership report and Treasurer’s records of deposits paid by (or on behalf of) new and renewing members who did not attend conferences.

We are looking at the members listed under CCSC as these are not part of a particular conference or region.

It is difficult/impossible to determine new and renewing members who did not attend conferences, so this question is redundant and should be modified/removed in future years.

In QBO, under CCSC, we found two listings for Membership Dues: 1) 1 member, and 2) 1 library at the University of Arkansas Ft Smith. In the Membership Secretary Report from Spring 2021, there are 12 members listed.

11. For each region, verify that disbursements of funds for conference expenses agree with attendee counts and are within the approved conference budget.

We looked at the Income and Expenses by Region report on QBO and note the following:

- Regions are listed as both two letter names (e.g. MW) and full names (e.g. MIDWEST). This makes it hard to read and differs from how regions were previously reported in QBO, which was just the two letter names (e.g. MW).
• It does not appear that many income amounts were reported. All conferences reported losses. There is a total deficit of $14,841.11

12. Verify that disbursement of funds for non-conference board expenses are in accordance with the approved budget for the fiscal year being audited, and with any relevant guidelines established in the operating procedures as reflected in the bylaws, standing rules, and minutes of the meetings of the CCSC Board.

Proposed expenses for FY 2019-2020 was $40,255, but actual expenses were $47,794.92. A difference of $7,539.

The overall organization had a deficit of $39,815.50.

Additional comments from the comptroller:

We feel that QBO is not up to date, and is missing most of the deposits from regions. This could explain the large deficit seen in question 12. Also, many bank transactions are not found in QBO as seen in question 1.

We request that the treasurer describe to us their process for updating QBO. We might be missing something.

In the custom reports on QBO, both the Income and Expenses - Treasurer’s Report and the Income and Expenses Report by Region are the same. We would like to create our own reports that match the questions on this report.

Final Report on 2020-2021

2020-2021 Audit Committee

Submitted 8/27/2021

Shereen Khoja, Chair

Gina Sprint

Nadra Guizani

Assiter asked: Do you need something from the board? Khoja: We present our report in the spring. I have not changed the report since the date of our meeting in August. Bareiss: Your numbers and mine are close but not exact because things change frequently.

5.3.3 National Partners Chair Report (Liz Adams)

Nothing new to report.

5.3.4 UPE Report (Ed Lindoo)
Nothing new to report.

Hare: UPE make a small contribution. They want to know we distribute their funds at conferences. But we give out more than we receive from UPE. I gave those numbers to Ed.

Lotfy: I’d like the Rocky Mountain region to have more than one student contest next year. Hare replied: Just put it in your budget, and then show it to me.

6 OLD BUSINESS

6.1 MEMBERSHIP OVER THE YEARS AND INTO THE FUTURE WITH CCSC (CATHY BAREISS)

Assiter invited Bareiss to floor to introduce five motions.

Bareiss began: We need to send to members 30 days before spring meeting.

As an example, Laurie White would like to be a member.

Past

Over the years, the benefits of membership in CCSC have changed.

1. Initially: Hard copy of proceedings, discounts to attend multiple conferences, the right for national officers and your regional representative
2. The multiple conference discount was discontinued. So effectively people who paid to attend more than one conference paid dues multiple times. But this is mainly limited to presenters. It was stated as there longer being a multiple conference discount not people. The paying of dues multiple times was not mentioned. However because of the hard copy of proceedings still being a benefit we typically had a number (10-20 says my memory)renewing membership a year without attending a conference. This was typically because of an unusual event for a given person preventing them from attending their region that year. The membership secretary was charged with contacting the folks that were members last year and did not attend the following year asking them to renew their membership.
3. Once we went to electronic copies of the proceedings that needed to be purchased by members if they wanted a hard copy, the only benefit of membership has been to vote.

Current status

Digital access

During this time, our proceedings have been posted to the ACM digital library. I do not know the details of the requirements to access them. Membership in SIGCSE gives free access to them. ACM membership that includes the digital library gives free access. I highly doubt that members of CCSC that are not members of SIGCSE have access to them in the ACM digital library because I don’t think we give them a membership role that they can use to provide free access. The only way they would have free access seems to be if everyone has free access to the CCSC electronic proceedings.

Our by-laws
There are a number of items in the By-Laws and/or standing rules that are out of date in records to these issues.

Please see proposed by-law changes below:

**Formal changes to By Law Article 3:**

Remove section 1. There are two classes of membership: a. regular, b. affiliate

When there is only one class, it need not be stated

Change section 2 from the following to:

Old:

Regular membership is intended for employees of institutions of higher education whose job responsibilities involve the teaching or administration of computer-oriented or computer-supported courses or the selection or administration of computer resources for instructional purposes. Each regular member communicates directly with the Consortium and exercises a single vote. Regular members in good standing are those whose dues have been paid as assigned to this membership class by the Board of Directors. Retirement or professional realignment from a position qualifying for regular membership retains regular membership eligibility.

New:

Membership is intended for those interested in the issues associated with the teaching of computer-oriented or computer-supported courses at institutions of higher education. Each member communicates directly with the Consortium and exercises a single vote. Members in good standing are those whose dues have been paid as assigned by the Board of Directors.

Lotfy asked: What is the benefit? Bareiss replied: They would not have to pay $35. Very few people just renew membership. People can do it online on the national site or a regional site. But it’s an administrative headache. We would lose very little money, and keep people. Bryan: But we increase our quorum. Bareiss: But the quorum is relevant only for a by-law change.

Remove section 3.

This section defines affiliate membership.

The above 3 changes comprise the first of the five motions. Moved by Hare – Seconded by Johnson – Approved by unanimous vote.

Change 12 months to 24 months in section 4.

Old:

Membership shall begin on the first of the month after the membership application is received, and shall continue for 12 months. Persons renewing during the membership year will have 12-months extensions
applied to their memberships. The Board shall have the right to award complimentary memberships to persons performing services for the Consortium and to persons participating in Consortium sponsored activities. The Board shall set the terms for such memberships. Complimentary members shall be extended the rights and privileges of the appropriate membership class.

New:

Membership shall begin on the first of the month after the membership application is received, and shall continue for 24 months. Persons renewing during the membership year will have 24-months extensions applied to their memberships. The Board shall have the right to award complimentary memberships to persons performing services for the Consortium and to persons participating in Consortium sponsored activities. The Board shall set the terms for such memberships. Complimentary members shall be extended the rights and privileges of membership.

This is to reflect the new length of membership

Bareiss clarifies: The privilege of membership is to vote and get to attend national meetings.

2nd motion: Moved by Assiter – Seconded by Dixon – Approved by unanimous vote.

Proposed Article 3 Standing Rule change:

Old:

Complimentary memberships awarded based on conference attendance shall extend for at least 12 months following the starting date of the conference.

New:

Complimentary memberships awarded based on conference attendance shall extend for at least 24 months following the starting date of the conference.


3rd motion: Moved by Assiter – Seconded by Dixon – Approved by unanimous vote.

Remove the following Standing rules:

Article 6, Standing rule 9

Old:

9. The Associate Editor(s) shall assist the Publications Chair with duties as assigned, to include such items as:
New: (remove sections d and e)

9. The Associate Editor(s) shall assist the Publications Chair with duties as assigned, to include such items as:

   a. Copy formatting.
   b. Proofreading.
   c. Manuscript assembly.

Johnson: In part d, change the word printer to publisher. Lu: Change printer to national editor. CCSC self-publishes the journal. Lotfy: Please clarify. Lu: So, let’s remove part d and e.

4th motion: Moved by Assiter – Seconded by Dixon – Approved by unanimous vote.

Article 9, Standing rule 4

Old:

9. Publications Committee, whose chair shall be the Publications Chair, whose duty it shall be:

   a. To Coordinate with Contributing Editors (established by the individual conferences’ steering committees) who will

      i. perform as necessary selection and editing of articles and formatting of the individual manuscripts of each Journal issue according to established guidelines;

      ii. deliver camera-ready or electronic copy (as applicable) of the manuscripts and supporting materials to the Editor (Publications Chair) or his/her designate in a timely manner;

   b. To select printer(s) and make appropriate arrangements for the printing, binding, and delivery of the number of each Journal issue that they deem appropriate to fulfill the Consortium’s obligations to its members;

   c. To provide for the mail distribution of each Journal issue to the members of the Consortium.

   d. To supervise the collection and storage of back issues of the Journal (the excess of the print run and the extra issues not used by conferences).

   e. To establish policies and procedures for selling back issues.
f. To recommend to the Board the dates and contents of at least four issues of the Journal each year (volume).

g. To coordinate with Associate Editor(s) (as ex-officio member(s) of the Publications Committee) logistics realizing the actual printing and distribution of the Journal.

h. To coordinate with the CCSC Webmaster (as an ex-officio member of the Publications Committee) content of the official CCSC web site.

New: (remove sections b, c, d, and e)

9. Publications Committee, whose chair shall be the Publications Chair, whose duty it shall be:

   a. To Coordinate with Contributing Editors (established by the individual conferences’ steering committees) who will

      i. perform as necessary selection and editing of articles and formatting of the individual manuscripts of each Journal issue according to established guidelines;

      ii. deliver camera-ready or electronic copy (as applicable) of the manuscripts and supporting materials to the Editor (Publications Chair) or his/her designate in a timely manner;

   b. To recommend to the Board the dates and contents of at least four issues of the Journal each year (volume).

   c. To coordinate with Associate Editor(s) (as ex-officio member(s) of the Publications Committee) logistics realizing the actual printing and distribution of the Journal.

   d. To coordinate with the CCSC Webmaster (as an ex-officio member of the Publications Committee) content of the official CCSC web site.

Lotfy: We need to store journal issues. Hare: This is about the hard copies. Bareiss: Maybe we should mention what to do with digital copies. Lotfy: Baochuan, tell us how we should restate the standing rules. Lu: I will provide better wording at the spring meeting. Lotfy: Postpone voting? Bareiss: No, this wording is obsolete. Lotfy: Why is g still there? Bareiss: I offer a friendly amendment to remove section g also. Brian: We are not printing the journal, so g is irrelevant.

The new wording of Article 9 will read (after removing sections b, c, d, e, and g):

9. Publications Committee, whose chair shall be the Publications Chair, whose duty it shall be:

   a. To Coordinate with Contributing Editors (established by the individual conferences’ steering committees) who will

      i. perform as necessary selection and editing of articles and formatting of the individual manuscripts of each Journal issue according to established guidelines;
ii. deliver camera-ready or electronic copy (as applicable) of the manuscripts and supporting materials to the Editor (Publications Chair) or his/her designate in a timely manner;

b. To recommend to the Board the dates and contents of at least four issues of the Journal each year (volume).

c. To coordinate with the CCSC Webmaster (as an ex-officio member of the Publications Committee) content of the official CCSC web site.

5th motion – Moved by Hare – Seconded by Johnson – Approved by unanimous vote.

Assiter: Let’s take a break from 9:18 to 9:30.

7 NEW BUSINESS ITEMS

7.1 SPRING BOARD MEETING TABLE

We need to determine logistics for what needs to be done for the table at SIGCSE. John Meinke has offered to be responsible for the table again, but he says it’s pointless if we cannot locate the banner (is that true). We would also need to cover his expenses to attend SIGCSE, as we have in the past. Who usually orders business cards to give out? Other items regarding the table?

Lotfy: I’ve been at that table. Khoja: We have money for a new one. Treu: I had one made, it was a tablecloth, but it got lost some years ago. Lotfy: John made a banner along with the logo. We can buy another. Flinn: It’s easy to order one. For an 8-foot table. Lotfy: The size of the table could vary. Larry: It’s usually 8 feet. Flinn: 8 feet, and drapes across the front; and trifold pamphlets. I just don’t know how to create the content for it. Lotfy: We have the designs for the banner. Flinn: But we also need to give something for people to take from us. Bareiss: True, we don’t have a national CCSC flyer. Flinn: I will find a graphic designer. For example, regions advertise by mentioning local colleges that are active. I will see you in the spring. Johnson: Where are they stored? Assiter: The file is on Google Drive. Khoja: But where is the link? Lotfy: I have a copy. Lu: I have the link that I can share with you, but it may not have all the files you are looking for. Lotfy: I believe I have all the files I can give everybody. Bareiss: Maintaining files like this is something a CIO could do for us. Hare: I have the files. I will e-mail them to the rest of the board.

Action Item: Vote to cover John Meinke’s expenses

Bareiss: This would allow John to be a vendor at the conference. It’s easy for him to travel from New York to Rhode Island. Lotfy: This is a way we can show our appreciation.

Assiter made the motion. Seconded by Dixon. Approved by unanimous vote.
Lotfy: The vice president should coordinate with ACM: Tell SIGCSE we want the table, and to create a work-schedule sheet. January would be a good time to find people to put into the slots. We should also reach out to SIGITE. Hare: We have an in-cooperation agreement with ACM. Find out what their requirements are with SIGITE. Attend their conference. Lotfy: Next weekend in Utah. I know people who are administering the conference. D’Antonio: I know someone on their board. Bareiss: That conference is still small, has only 2 tracks. Lotfy: That gives more exposure for CCSC. Assiter: Is this more work for the vice president? Hare: Try getting a vendor table at SIGITE. Maybe not in-cooperation just yet. Assiter: It’s another fall conference. I don’t have time to attend a 3rd conference in the fall. Mullins: The advantage to this fall board meeting is that we visit many regions over time. Hare: But not spring. Mullins: We could alternate between SIGCSE and SIGITE. Healy: That might mean we attend both in a single calendar year. D’Antonio: “National partner” really means sponsor, not partner. Lotfy: Should one person do in-cooperation for SIGCSE + SIGITE?

Lotfy: What about different tiers of national partners? A low tier might entice more partners. Let’s talk about that in the spring. Larry: We don’t have a report for this meeting.

7.2 DISCUSSION OF NEW CHIEF INFORMATION OFFICER (CIO)

Bareiss: We are all volunteers. Who oversees our technology? This is analogous to having a publication chair and treasurer. For example, someone who can be on the lookout for changes in technology that we can adopt. Lotfy: And a repository for the journal. Bareiss: Someone who can give suggestions and leadership, but not do everything.

Assiter asked: Is there a downside to having a CIO? Khoja: Finding a volunteer. Dixon: How much time is involved? Who would do it for nothing? Bareiss: One member of the board should do it, and maybe outsource and pay for additional service as needed. Dixon: We should discuss how much money we’d be willing to pay annually. Lotfy: But could we sustain this payment every year indefinitely? How ambitious are we? Flinn: “Technology-governance” may be a good description of the position we are after. Bareiss: Maybe we can solicit volunteers from our membership. Lotfy: But then that person will leave after a year or two. And the next person has to tear down and restart again. Mullins asked: Does SIGCSE have a CIO? D’Antonio suggested: One person plus assistant, in case a person leaves. Bareiss: ACM supports SIGCSE and they have deep pockets. Let’s start small. I just want a Listserv and data repository. Lotfy: But Listserv is not a new technology. Bareiss: And yet our members are not communicating. Lotfy: Draft a vision of the CIO position. Then see if we can find a CIO plus assistant. This is part of overhauling the Web site.

Bareiss: I drafted a document describing desired duties of a “technology master.” It’s on Google Drive, which you should have access to. D’Antonio: SIGCSE has 3 volunteers called information directors. Their terms are staggered. Hare: It seems too soon to make a decision now. Lotfy: This looks like a full-time job. Healy asked: How do other organizations cope? Lotfy: ACM has tons of revenue. Bareiss: Our needs are small. Let’s start with volunteers. I’ve e-mailed all of you a link to my document.
(Cathy Bareiss’ document can be found in the appendix.)

Lu: We need a CIO. Cathy has a good outline. Sounds like a lot of work, but we should try it. If we advertise it, someone may be excited. Plus an assistant. We don’t have to do everything at once. If the experiment fails, we could always eliminate. Lotfy: We can’t afford to pay a CIO long-term. Lu: Just find someone who will take a leadership role for now. Just like Deborah is the Webmaster. Lotfy: But the CIO needs to advise on the Web site. Lu: We don’t need to allocate money at this time, unless we decide to make big changes in the future. Lotfy: A Web site needs to have regular maintenance and be dynamic. Needs security. We need to think about how to move our Web site, e.g. onto Google cloud or Amazon Web Services, etc. Hare: Are we changing our static Web site to an app? Lotfy: We haven’t decided yet. That is a big decision. We need to define what we need. Bareiss: The CIO position debate is not about changing the Web site. Hare: The Web committee is considering changes to the Web site. Dixon: An example is Wordpress. Or a Web host can handle the security for us. Lu: Our current site is old but it works. It uses Wordpress. Let’s also have a reliable Listserv. It would be good to have someone who can research technology and make recommendations. If the recommendation costs too much, we can just say no.

Lotfy: So, what is the Webmaster’s job? Bareiss: It’s difficult to find information because the region information is not up-to-date.

Bareiss: Let’s discuss this over e-mail over the next month, so we don’t wait until the spring meeting. Khoja: We also need a comptroller as a priority. There must be a job description. Bareiss: Send it to me and I will send it out. Assiter: I can work with Shereen with the comptroller job description. Lotfy: One month is not enough. We are busy.

Lu asked: What is the downside of making the wrong decision? If we have a CIO and it doesn’t work out? Bareiss: It would be no worse than what we have now.

7.3 EXTRA FUNDS: USE OF THEM?

Khoja: I suggest we table this until spring. Hare: This is a bigger decision than the CIO. Let’s discuss among ourselves by the next meeting. We can’t make the decision now. Grace Mirsky: We could fund the national programming contest. Dixon: We could fund scholarship and first-time attendees. But we are not ready for the details today. Bareiss: We already give prizes to programming contest, but haven’t discussed the scholarship yet. Hare: Spring will be a good time to discuss.

7.4 ED COPY OF CONSORTIUM CREDIT CARD

Moved by Bareiss – Seconded by Johnson – Approved by unanimous vote.

Hare: I will get this set up immediately.
7.5 NATIONAL PARTNERS
Mullins: I spoke to Carol Spradling. Liz announced her retirement in 2020. Carol was set to take over. But COVID pre-empted the conference. Do we need to formally accept Liz’s resignation and appoint Carol? Assiter responded: Liz’s term as national partners chair expired last year. Mullins: We can write a letter thanking her for her service. Bareiss: Didn’t she win a service award at one point? Years ago, Jeff and I stepped in to help regions that were experiencing problems communicating with vendors.

Assiter: Let’s appoint Carol as the National Partners Chair. Anyone want to make the motion? Khoja so moved – Seconded by Johnson – Approved by unanimous vote.

7.6 MEGA-CONFERENCE COMMITTEE?
Bareiss: Should we do this in the summer only, or in the summer and winter? D’Antonio: In the summer, because by then, everyone has had their conference. Dixon: This would be a nice venue for a best paper of the year. Flinn: I agree that once in the summer is fine. Bareiss: I can do it again next summer.

7.7 EASYCHAIR
Lotfy: What exactly does EasyChair offer? One editor has told me that their job is too much work. Editors should see an EasyChair demonstration. Bareiss: They are accommodating. They can give a precise estimate. Flinn: I can arrange for us to talk with them, for example in January or for our meeting at SIGCSE. Lotfy: When in January? Flinn: Second week of January, for instance. I will poll you all first, then contact EasyChair. Lotfy: But this decision affects the registrars, submission chairs, and the editors, not just us. Flinn: We are all volunteers. Lotfy: The board should not tell regional conferences how to run their conferences. Flinn: And after the demo, any region is free to say no to EasyChair. Johnson: In January, we could invite editors if they want to watch the demo. Khoja: Does everyone use Conftool? Assiter: Most but not all. Megan Thomas helps. Larry clarified: Conftool is not used for paper submissions. Flinn: Megan told me Conftool doesn’t even store passwords securely, and the software has not been updated in 10 years.

Assiter: This is not something we need to vote on. Dixon: But on behalf of the board to communicate with setting up demo. Khoja - Dixon - Unanimous. Lotfy: Regions must have the final say in how they run the conference. Flinn: I agree.

7.8 -> help out Midsouth? (added per request of Mike Flinn)
Bareiss: What should the board do when a region is struggling? Larry: It depends on the nature of the trouble. A hurricane versus a region that has little activity to begin with. Realistically, what could we do? Write to college presidents? Healy remarked: It’s a small region in population. Bareiss: How do we spread our message? Lotfy: What is the board’s job? Do we talk to the colleges in the region to set up conferences? Assiter: This is why we have region representatives. Bareiss: We used to have a conference coordinator. Hasn’t seemed necessary since our regions have now covered the whole country. Larry: When have we ever asked regions how we can help? Khoja: Invite some people to come to a conference for free, perhaps. Flinn: Buy a list of department chairs nationwide. Send a
postcard. Reach out to your rep. A lot of people think now is not a good time to attend conferences. Maybe next year the travel climate will improve.

Assiter: We don’t need to take any action at this time.

8 ITEMS TO CONSIDER AT FUTURE MEETINGS

(As mentioned earlier in the minutes...)

- Whether we should outsource the position of Webmaster (section 4.1)
- Whether we should have a CIO (section 7.2)
- Whether to create levels of national partner support (section 7.1)
- Whether to associate with SIGITE in addition to SIGCSE (section 7.1)
- What to do with extra cash, such as fund scholarships or programming contest prizes, etc. (section 7.3)
- Whether to use EasyChair (section 7.7)
- The status of the Midsouth region (section 7.8)

9 ANNOUNCEMENTS

None

10 ADJOURN

Action Item: Approve motion to adjourn

Assiter moved to adjourn. The motion was seconded by several members. Approved unanimously at 11:00 p.m.

Here is a summary of motions approved by the board:

- Approval of the agenda (section 1)
- Agreeing to have the fall 2022 board meeting at the Southeast conference in Asheville (section 3.2)
- Approval of changes to the by-laws (section 6)
- Agreeing to pay for John Meinke’s expenses to attend SIGCSE so that he can register as a vendor and run the CCSC table there (section 7.1)
- Allowing associate treasurer Ed Lindoo to have a CCSC credit card (section 7.4)
- Appointing Carol Spradling as the National Partners Chair (section 7.5)
• Adjournment (section 10)

Other decisions that were not formal motions:

• We need to find a new comptroller, plus two other people to serve on the audit committee (sections 4.2 and 4.5).
• The nominating committee consists of: Healy (chair), Flinn, Johnson (section 4.3).
• The finance committee consists of: Hare (chair), D'Antonio, Khoja (secton 4.4).
• The service recognition committee consists of: Treu (chair), Lotfy, Mullins (section 4.6).
• The second annual “mega conference committee meeting” will be held in summer 2022 (section 7.6).

APPENDIX: Tasks for the Technology Master (by Cathy Bareiss):

Overview:

1. Research different technological solutions to situations for both the Board and regionals and provide an analysis of the options
2. Decide which technologies will receive what level of support from the board:
   a. Full support which might mean the board is responsible to make sure it works smoothly and debug any issues. Also requests that regions seriously consider adopting it for consistency reasons. The board would maintain ownership and control. Typically this would be reserved for items at the board level.
   b. Endorsed support. Technology that has been studied and works well. Instructions are included but sites would have control over it. The board would provide support to use it.
   c. Accepted support. This is technology that is acceptable but has no implied support at the national level. This is the default level for all technology
   d. Rejected. This is reserved for the rare technology that board (with input from the regions) has determined should not be used for any CCSC business because of things such as major security risks, extremely poor performance (which would then reflect badly back to CCSC), and other such extreme situations. This should be very rare.
3. Oversee any needed training and/or help to solve problems with existing supported technologies
4. Confirm that the few requirements of technology are being followed
5. Ensure all technology “owned” by CCSC is as up-to-date as appropriate and as secure as appropriate

Areas that the Technology Master would study and make recommendations for:

1. Communication software. This would involve ways to allow regions and the board to communicate with members and for members to communicate with each other
2. Repositories: This would involve different technologies to hold a central repository to be used by the board (and hopefully the regions) for all documents. Hosting this at the board level (instead of individual volunteers which is the most common right now would allow for the documents to easily survive personnel changes)
3. Submission and review software
4. Registration software
5. Programming competition software
6. Survey software
7. Voting software
After investigating the different options, the Technology Master would make recommendations and get feedback. Then final decisions could be made by the technology committee.

It is assumed that while a limited number of the solutions would be at full support, most would be at endorsed support providing added support to the regions while still allowing them the flexibility to do as they seemed fit.

Most of our volunteers have limited time to spend solving these problems. These problems are also very similar across the regions. By coming up with endorsed solutions, we can free the volunteers to do other work and provide them with quality tools to do that. But we would also provide them the flexibility to implement other solutions if desired. It is assumed that many of the regions would welcome the support and adopt the endorsed solutions.