

**COMMONWEALTH OF MASSACHUSETTS
BOARD OF REGISTRATION IN NURSING**
239 Causeway Street, Room 417A
Boston, MA 02114

Minutes of the Regularly Scheduled Board Meeting
Wednesday, June 12, 2019

Board Members Present

B. Levin, RN, Chairperson
L. Keough, CNP, Vice Chairperson
A. Alley, RN
K. Barnes, JD, RPh
K. Crowley, DNP
G. Cutillo, LPN
G. Gravlin, EdD
L. Kelly, CNP
M. Keohane, RN
C. LaBelle, RN (Left at 3:50 p.m.)
D. Nikitas, RN
E. Pusey-Reid, DNP
L. Wu, RN

Staff Present

L. Silva, RN, DNP, Executive Director
C. MacDonald, RN, DNP, Deputy Executive Director
O. Atueyi, JD, Board Counsel
B. Oldmixon, JD, Board Counsel
H. Cambra, RN, JD, Interim SARP Coordinator
M. Gilmore, RN, SARP Coordinator
S. Hall, SARP Monitoring Coordinator
A. MacDonald, RN, DNP, Nursing Education
Coordinator
H. Caines Robson, RN, MSN, Nursing Education
Coordinator
S. Gaun, Office Support Specialist I
K. Jones, Probation Compliance Officer
L. Ferguson, Paralegal
L. Harrison, Temporary Education Administrative
Assistant
G. Rivera, Temporary SARP Administrative Assistant

Board Members Not Present

D. Drew, MBA, Public Member

Staff Not Present

M. Campbell, RN, JD, Nursing
Investigations Supervisor
A. Fein, RN, JD, Complaint Resolution
Coordinator
L. Talarico, RN/CNP, Nursing Practice
Coordinator
C. Andfield, Office Support Specialist I

TOPIC:

Call to Order & Determination of Quorum

DISCUSSION:

B. Levin confirmed by roll call that a quorum of the Board members was present and announced that the meeting was being recorded.

ACTION:

At 9:04 a.m., B. Levin, Chairperson, called the June 12, 2019 Regularly Scheduled Board Meeting to order.

TOPIC:

Approval of Agenda

DISCUSSION:

C. MacDonald stated Agenda Items VIII.B. 244 CMR 6.01 (1)(c) Roxbury Community College Practical Nursing and Registered Nursing Program Administrator, and VIII.E.2. 244 CMR 6.08 Roxbury Community College Associate Degree RN and Practical Nursing Programs will be presented together.

ACTION:

Motion by L. Keough, seconded by K. Crowley, and voted unanimously to approve the Agenda as presented.

TOPIC:

Approval of Board Minutes for the May 8, 2019 Meeting of the Regularly Scheduled Board Meeting

DISCUSSION:

None.

ACTION:

Motion by L. Keough, seconded by L. Kelly, and voted, with A. Alley in abstention, and all other members present in favor, to accept the Minutes of the May 8, 2019 Regularly Scheduled Board Meeting as presented.

TOPIC:

Reports, Announcements and Administrative Matters

- A. Announcements
- B. BORN FY19 Board Meeting Schedule
- C. Ballot - FY 19 Board Officers

DISCUSSION:

- A. L. Silva stated she did not have any announcements.
- B. L. Silva stated this will be deferred.
- C. C. MacDonald stated she received 11 for nominations for B. Levin for Board Chair and called for additional nominations from the Board Members. No Motion for additional nomination.
C. MacDonald stated she received 11 nominations for L. Keough for Vice Chair and called for additional nominations from Board Members. No Motion for additional nomination.

ACTION:

- A. So noted.
- B. Deferred.
- C. There were no Motions. All of the Board Members voted by roll call for B. Levin as Board Chair and for L. Keough as Board Vice Chair.

TOPIC: SARP
Activity Report

DISCUSSION:
B. Levin stated the Board members received the SARP Activity Report.

ACTION:
So Noted.

TOPIC: SARP
SARP Admissions with Criminal Matters

DISCUSSION:
H. Cambra summarized her previously distributed memorandum and attached exhibits to the Board. There was no discussion.

ACTION:
Motion by L. Keough, seconded by G. Cutillo, and voted unanimously to adopt the SAREC Recommendations as outlined by H. Cambra.

TOPIC: SARP
SARP Professional Support Groups

DISCUSSION:
H. Cambra summarized her previously distributed memorandum and attached exhibits to the Board. Several of the Board staff discussed the request for the Board to convene the same group that worked on revisions of the CASP to take a look at the peer support group as a requirement of the CASP to get some guidelines and add guidance as far as structure and guidelines, L. Silva's clarification, and the number of Board members and SARP staff that comprise the group.

ACTION:
Motion by C. LaBelle, seconded by L. Keough, and voted unanimously to review the guidelines.

TOPIC: Probation
Staff Action Report

DISCUSSION:
K. Jones was available for questions.

ACTION:
So noted.

TOPIC: Probation
Request for Termination of Probation / Stayed Probation

DISCUSSION:

None.

ACTION:

None.

TOPIC: Probation

Request for Notice of Violation and Further Discipline

DISCUSSION:

None.

ACTION:

None.

TOPIC: Practice Coordinator Staff Report

DISCUSSION:

None.

ACTION:

None.

TOPIC: Education

Nursing Education Staff Report

DISCUSSION:

None.

ACTION:

None.

TOPIC: Education

244 CMR 6.04 (1)(c) Roxbury Community College Practical Nursing and Registered Nursing Program Administrator

DISCUSSION:

C. MacDonald summarized her previously distributed memorandum and attached exhibits to the Board. V. Roberson, President of RCC was present.

C. MacDonald stated that the item on the agenda was the approval of the appointment of K. Lundsten as the Program Administrator. However, within the past day Board Staff received notification from K. Lundsten that she has not accepted the position.

C. MacDonald distributed an email to the Board from RCC President V. Roberson sent to BORN ED L. Silva on June 12, 2019 at 8:12 AM that contained an attached document notifying the Board of the appointment of a new Director of Nursing, Simona Hankins. The Board staff has not had the opportunity to verify if S. Hankins meets the regulatory requirements for the appointment.

C. MacDonald read an email to the Board from Lisa Harrison, BORN Administrative assistant to L. Silva on June 11, 2019 at 3:47 PM, recounting a telephone conversation she had with K. Lundsten on June 11, 2019 stating in part that she is not accepting the Interim Program Administrator appointment and will be resigning from RCC effective June 25, 2019. K. Lundsten further stated she will not be attending the June 12, 2019 Board meeting.

Several of the Board members and Board staff discussed the e-mail. Concerns were raised over instability to retain in a qualified Program Administrator. K. Lundsten is not currently serving as the Program Administrator. The Board members further discussed ongoing concerns regarding program resources, faculty and staff.

V. Roberson outlined the sequence of events the college took to assure resources, faculty and staff are sufficient to meet the needs of the programs. The college initiated an internal search for a Program Administrator, S. Hankins applied for the position and was appointed by the college on June 10, 2019. V. Roberson stated the college has supported faculty engagement in professional development and the faculty have spent a significant amount of time working on deficiencies identified by the Board. The college completed a renovation to provide classroom, skills lab and simulation lab and provides an annual budget to meet the programs financial needs.

C. MacDonald asked to present 244 CMR 6.08 Roxbury Community College Associate Degree RN and Practical Nursing Program and to allow Board staff time to review S. Hankins documents and job description to determine if she meets the regulatory requirements of the Program Administrator prior to taking action on this item.

ACTION:

No action.

TOPIC: Education

244 CMR 6.08 Roxbury Community College Associate Degree RN and Practical Nursing Programs

DISCUSSION:

C. MacDonald summarized her previously distributed memorandum and attached exhibits to the Board. V. Roberson, President of Roxbury Community College, and S. Hankins were present.

Several of the Board members and staff discussed the programs inability to retain a qualified Program Administrator, lack of follow-up with the Systematic Evaluation Plan, concerns about the faculty and staff positions which remain vacant and the progression and high attrition rates of students in the programs. It was noted that 64 students entered the program last semester and only 33 progressed to the second semester. The Board asked what happened to the 33 who did not progress and V. Roberson stated she could not say for sure but they failed. V. Roberson went on to say that RCC serves a diverse, underserved population and that the nursing program provides nurses who work in the community.

The Board discussed programs that have come before the Board that have worked to redesign their programs to make them successful, the option of withdrawal of approval was discussed. C. MacDonald outlined the current student enrollment that was provided by K. Lundsten to Lisa Harrison; 33 students progressing to 2nd semester, 22 students progressing to 3rd semester and 38 students progressing to 4th semester. The Board discussed the impact withdrawal of approval might have on the students' eligibility

to sit for NCLEX. The Board also discussed there are no new students anticipated for the fall semester as the program is frozen to admissions.

ACTION:

Motion by B. Levin, seconded by L. Keough, and voted unanimously by roll call, to withdraw approval of RCC's RN and PN Programs, and to allow students who complete the programs' requirements for graduation by December 31, 2019 to be eligible to sit for NCLEX.

TOPIC: Education

244 CMR 6.05 Clinical Component of Out of State Nursing Education Programs Porter Chester PN Program

DISCUSSION:

A. MacDonald summarized her previously distributed memorandum and attached exhibits to the Board. M. Sparmer, the program administrator, and J. Feldman, Esq., outside counsel for Porter Chester and a former Massachusetts nurse, were present.

Several of the Board members and staff discussed the Massachusetts regulations that have not changed, the clinical sites in Massachusetts were not regulated, the number of students who attended the clinicals in Massachusetts who have and have not been approved to take the NCLEX Exam in Massachusetts, the ignorance of the law is never a reason to excuse the nursing education programs from not following the law, and the statutes regarding nursing education programs.

M. Sparmer stated the program has been remediating the issues, she cannot speak for the former program administrator, and she is fully committed to following the law.

J. Feldman stated she did not believe the program received the conditional status report until early 2019 and the program is now in compliance with Massachusetts regulations, she asked for clarification regarding the requirements, she did not think the public in Massachusetts was harmed because the clinical sites were not approved, the program has a list of students who have had difficulty taking the NCLEX Exam in Massachusetts, 100% of the day students and 94% of the evening students passed the NCLEX Exam in Massachusetts, and the Massachusetts DPH Surveyor approved the correction plan that M. Sparmer proposed regarding the clinical sites.

ACTION:

Motion by L. Keough, seconded by K.A. Barnes, and voted unanimously by roll call, at B. Levin's request, to allow the students from the Porter Chester PN Program that did their clinicals Out of State in Massachusetts to be able to sit for the NCLEX Exam in Massachusetts for the students whose names have been submitted.

Break from 10:26 a.m. to 10:36 a.m.

TOPIC: Education

244 CMR 6.06 (2) Site Survey Waiver Requests, Becker College Baccalaureate Degree RN Program

DISCUSSION:

RECUSAL: G. Gravlin recused herself from the matter and left the room during the deliberation and vote. H. Caines Robson summarized her previously distributed memorandum and attached exhibits to the Board. L. Hillson, the Program Administrator, was present.

Several of the Board members and staff discussed the recommendations. L. Hillson stated the BSN program is accredited by ACEN and is on conditions. ACEN conducted a site survey in March 2018; the survey findings have been working their way through the ACEN review process and have passed each review and she anticipates restoration of full accreditation. There are 35 students in each cohort.

ACTION:

Motion by B. Levin, seconded by L. Keough, and voted unanimously to:

1. Accept the staff compliance report finding:
 - a. written evidence of the program's accreditation;
 - b. the written findings and recommendations of the Board-recognized accrediting agency in nursing based on its review of the program.
 - c. the Program has provided satisfactory evidence of compliance with the regulations at 244 CMR 6.04 (1)(a),(1)(b), (1)(c), (1)(f), (1)(g), (1)(h), (2)(a), (2)(b), (3)(a)1, (3)(a)3, (3)(b), (4)(a), (4)(b)1,(4)(b)3, (4)(b)4, (4)(b)5, (5)(a), (5)(b), (5)(d), (5)(e) and noncompliance with 244 CMR 6.04 (1)(d), (1)(e), (3)(a)2, (4)(b)2, and (5)(f).
2. Continue Full Approval status at this time.
3. Direct the Program to provide to the Board the following in order to demonstrate correction of the regulatory deficiencies:

Due August 31, 2019:

- a. a table of credits hours and clock hours for each course demonstrating congruence with the published curriculum map and the published ratios for didactic, lab, and clinical [244 CMR 6.04(4)(b)2];
- b. corrected course number sequencing for required courses in the curriculum map [244 CMR 6.04(4)(b)2]; and
- c. revised written agreements with cooperating agencies utilized as clinical learning sites that are current and specific in defining parameters of activities and the responsibilities of the program, the student and the cooperating agency including primary responsibility for patient care and safety and evaluation of student achievement of nursing competencies [ref: 244 CMR 6.04(5)(f)].

Due November 30, 2019:

- a. revised published policies with specific non-discriminatory criteria and faculty meeting minutes demonstrating the use of data by faculty to develop, implement, and evaluate those policies [ref 244 CMR 6.04 (1)(d) & (3)(a)2]; and
- b. meeting minutes demonstrating full implementation of a written plan for the systematic evaluation of all components of the program including, but not limited to, Program outcomes related to NCLEX performance; admission, retention and graduation rates; graduate satisfaction; and employment rates and patterns as required at 244 CMR 6.01, the 11 policies required by the Board and that results of the systematic evaluation of Program components are used for Program development, maintenance and revision [ref:244 CMR 6.04(1)(e)].

Direct the Program to provide to the Board the following by no later than August 31, 2019 for the effectiveness of the program:

- a. an updated faculty profile table which identifies the role of all 3 waived faculty [ref:244 CMR 6.04(2)(c)]; and
 - b. a corrected letter from the Becker College Nursing Department Clinical Liaison to reflect the current published policy of the Program and the DPH required immunizations [ref:244 CMR 6.04(3)(a)].
4. Determine if the Program qualifies for a Waiver of 244 CMR 6.06(1)(a) Site Survey of Nursing Education Programs.
 5. Failure to correct these regulatory deficiencies by the established due dates will result in the Board's evaluation of the Program's approval status [ref 244 CMR 6.08(1)].
 6. Direct the Program to submit to the Board any progress reports to ACEN in response to the recommendation(s) of the accrediting agency within 30 days of submission.

Motion by L. Keough, seconded by K. Crowley, and voted unanimously to grant the program's request for the Waiver of 244 CMR 6.06 (1)(a) Site Survey of Nursing Education Programs as outlined in the report.

TOPIC: Education

244 CMR 6.08 Cape Cod Community College Associate Degree RN Program

DISCUSSION:

A. MacDonald summarized her previously distributed memorandum and attached exhibits to the Board. B. Murphy, the program administrator, was present. Several of the Board members and staff discussed the recommendations and the program had a 92% NCLEX Performance Pass Rate in 2018. B. Murphy stated she has documents which A. MacDonald alluded to regarding the deficiencies, and the program has worked very hard to bring itself into compliance.

ACTION:

Motion by L. Keough, seconded by L. Kelly, and voted unanimously to:

1. Accept the staff compliance report finding that the Program has provided satisfactory evidence of compliance with the regulations at 244 CMR 6.04 (1)(b), (2)(c), (3)(a)1, (3)(a)3, (3)(b), (4)(b)3, (4)(b)4, (4)(b)5, (5)(a), (5)(c), and (5)(f). and noncompliance with 244 CMR 6.04 (1)(d), (1)(e), and (3)(a)2.
2. Continue the program on Approval with Warning Status until all of the elements are met;
3. Direct the Program to provide to the Board the following in order to demonstrate correction of the regulatory deficiencies:
 - A. Due by July 31, 2019:
 1. comparative table of the 11 Board required policies identifying congruence of program and parent institution policies and rationale for differences [ref 244 CMR 6.04 (1)(d)];

2. a revised systematic evaluation plan that includes, but not limited to, responsible person or group, operational definitions, clearly stated evaluation criteria, operational definitions, expected levels of achievement specificity (achievable and measurable) across all criterion; a calendar outlining the evaluation schedule that is aligned with the systematic evaluation plan; and review of all Board required outcomes and 11 Board required policies [ref 244 CMR 6.04 (1)(e)];

B. Due by September 30, 2019:

1. the 11 required Board policies published with specific non-discriminatory criteria and faculty meeting minutes demonstrating the use of data by faculty to develop, implement, and evaluate those policies [ref 244 CMR 6.04 (1)(d) & (3)(a)2].
 2. Submit the systematic evaluation plan with data and analysis on a quarterly basis to demonstrate that the results of the evaluation are being used for the development, maintenance, and revision of the program with the first report due by September 30, 2019 (then December 31, 2019, March 31, 2020, June 30, 2020) and the last due December 31, 2020 [ref: 244 CMR 6.04 (1)(e)].
4. Direct the Program to provide the following, also due no later than September 30, 2019, to enhance program effectiveness:
1. Provide evidence that the agenda for faculty meeting minutes is provided to students prior to the meeting [ref 244 CMR 6.04 (1)(b)];
 2. Meeting minutes and signed mentoring agreements demonstrating that a formal mentoring policy has been implemented for all waiver option #3 faculty [ref 244 CMR 6.04 (2)(c)];
 3. Meeting minutes demonstrating that data from course evaluations and student surveys is used to develop and evaluate the program [ref 244 CMR 6.04 (3)(a)3];
 4. Revised full-time faculty job description that specifically states that the evaluation of student achievement of nursing competencies is part of the role responsibilities [ref 244 CMR 6.04 (3)(b)]; and
 5. Revised written agreements with cooperating agencies utilized as clinical learning sites that are current and specific in defining parameters of activities and the responsibilities of the program, the student and the cooperating agency including primary responsibility for patient care and safety and evaluation of student achievement of nursing competencies [ref 244 CMR 6.04(5)(f)].
5. Failure to correct these regulatory deficiencies by the established due dates will result in the Board's evaluation of the Program's approval status [ref 244 CMR 6.08(1)].

TOPIC: Requests for License Reinstatement

DISCUSSION:

None.

ACTION:

None.

TOPIC: Strategic Development, Planning and Evaluation

A. Presentation/Report:

1. Massachusetts Coalition for the Prevention of Medical Errors

B. Topics for Next Agenda

DISCUSSION:

A. 1. None.

B. L. Keough stated that every year she asks at the end of the legislative session for any legislative updates that we have that impact nursing in the Commonwealth. C. LaBelle requested Board education from the Board Counsel on what happens to cases after the Board has made motions and rules on them and what the process is with following cases.

ACTION:

A. 1. None.

B. So noted.

TOPIC:

G.L. c.30A, §21 Executive Session

DISCUSSION:

None.

ACTION:

Motion by L. Keough, seconded by L. Kelly, and voted unanimously to convene the Executive Session at 10:58 a.m. as per Purpose One of G.L. c.30A, §21 (a)(1).

G.L. c. 30A, § 21 Executive Session 10:58 a.m. to 1:43 p.m.

TOPIC:

Adjudicatory Session

DISCUSSION:

None.

ACTION:

Motion by L. Keough, seconded by L. Kelly, and voted unanimously to convene the Adjudicatory Session at 1:43 p.m. to deliberate on proposed final decisions and orders, and rulings on pending adjudicatory matters.

Adjudicatory Session 1:43 p.m. to 1:54 p.m.

TOPIC:

G.L. c. 112, s. 65C Session

DISCUSSION:

None.

ACTION:

June 12, 2019 Regular Session Board Meeting Minutes
(to be Approved 07/10/2019)

Motion by B. Levin, seconded by L. Keough, and voted unanimously to convene the G.L. c. 112, s. 65C Session at 1:55 p.m.

G.L. c. 112, s. 65C Session 1:55 p.m. to 4:00 p.m.

TOPIC: Regularly Scheduled Meeting

DISCUSSION:

None.

ACTION:

Motion by L. Keough, seconded by A. Alley, and voted unanimously to reconvene the Regularly Scheduled Meeting at 4:00 p.m.

TOPIC: Strategic Development, Planning and Evaluation

B. Continuation of Topics for Next Agenda

DISCUSSION:

K. Crowley requested the policy clarification about the Good Moral Character regarding how soon the Board will keep saying “close enough”. B. Levin stated the she will get back to the Board members regarding the dates of the August 2019 Board Meeting and the August 2019 Complaint Committee Meeting.

ACTION:

So noted.

TOPIC:

Adjournment

DISCUSSION:

None.

ACTION:

Motion by B. Levin, seconded by A. Alley, and voted unanimously to adjourn the meeting at 4:03 p.m.

Minutes of the Board’s June 12, 2019, Regularly Scheduled Meeting were approved by the Board on July 10, 2019.

Barbara Levin

Barbara Levin, RN
Chairperson
Board of Registration in Nursing

Agenda with exhibits list attached.

**COMMONWEALTH OF MASSACHUSETTS
Board of Registration in Nursing**

Notice of the Regularly Scheduled Meeting

Regular Session

239 Causeway Street
Room 417
Boston, Massachusetts 02114

Wednesday, June 12, 2019

PRELIMINARY AGENDA AS OF 5/30/19 11:55am

Estimated Time	Item #	Item	Exhibit	Presented by
9:00 a.m.	I.	CALL TO ORDER & DETERMINATION OF QUORUM	None	
	II.	APPROVAL OF AGENDA	Agenda	
	III.	APPROVAL OF MINUTES A. Draft Minutes for the May 8, 2019 Meeting of the <i>Board of Registration in Nursing, Regular Session</i>	Minutes	
	IV.	REPORTS, ANNOUNCEMENTS AND ADMINISTRATIVE MATTERS A. Announcements B. BORN FY19 Board Meeting Schedule C. Ballot – FY 19 Board Officers	Oral/Memo Memo Memo	LS ASF LS/CM
	V.	SARP A. SARP Activity Report B. SARP Admissions with Criminal Matters C. SARP Professional Support Groups	Memo Memo Memo	SH HC HC
	VI.	PROBATION A. Probation Staff Action Report B. Termination of Probation/Stayed Probation - NONE C. Request for Notice of Violation and Further Discipline - NONE	Report None None	KJ
	VII.	PRACTICE A. Practice Coordinator Staff Report - NONE	None	LT

COMMONWEALTH OF MASSACHUSETTS
Board of Registration in Nursing

	VIII.	EDUCATION A. Nursing Education Staff Report - NONE B. 244 CMR 6.04(1)(c) Roxbury Community College Practical Nursing and Registered Nursing Program Administrator C. 244 CMR 244 CMR 6.05 Clinical Component of Out of State Nursing Education Programs Porter Chester PN Program D. 244CMR 6.06(2) Site Survey Waiver Requests 1. Becker College, Baccalaureate Degree RN Program E. 244 CMR 6.08 1. Cape Cod Community College Associate Degree RN Program 2. Roxbury Community College Associate Degree RN and Practical Nursing Programs	None Memo Memo Compliance Report Compliance Report Memo	 CM AM HCR AM CM
	IX.	REQUESTS FOR LICENSE REINSTATEMENT - NONE	None	LF
	X.	STRATEGIC DEVELOPMENT, PLANNING AND EVALUATION A. Presentation/Report 1. Massachusetts Coalition for the Prevention of Medical Errors - NONE B. Topics for Next Agenda	None	

**COMMONWEALTH OF MASSACHUSETTS
Board of Registration in Nursing**

	XI.	<p>EXECUTIVE SESSION</p> <p>The Board will meet in Executive Session as authorized pursuant to M.G.L. c.30A, § 21(a)(1) for the purpose of discussing the reputation, character, physical condition or mental health, rather than professional competence, of an individual, or to discuss the discipline or dismissal of, or complaints or charges brought against, a public officer, employee, staff member or individual.</p> <ol style="list-style-type: none"> 1. Specifically, the Board will discuss and evaluate the Good Moral Character as required for registration for pending applicants. 2. Specifically, the Board will discuss and evaluate the reputation, character, physical condition or mental health, rather than professional competence, of licensees relevant to their petitions for license status change. 3. Specifically, the Board will discuss and evaluate a request by a licensee for a waiver of licensure renewal requirements due to ongoing medical issues. 4. Specifically, the Board will discuss and evaluate pending disciplinary complaints that involve patient records and treatment of patients. 5. Approval of prior executive session minutes in accordance with M.G.L. c. 30A, § 22(f) for sessions held during the May 8, 2019 meeting. 	CLOSED SESSION	
		LUNCH BREAK		
	XII.	M.G.L. c. 112, § 65C SESSION	CLOSED SESSION	
	XIII.	M.G.L. c. 30A, § 18 ADJUDICATORY SESSION	CLOSED SESSION	
5:00 p.m.	XIV.	ADJOURNMENT		

If you need reasonable accommodations in order to participate in the meeting, contact the DPH ADA Coordinator Beth Rabasco, Phone: 617-624-5291 in advance of the meeting. While the Board will do its best to accommodate you, certain accommodations may require distinctive requests or the hiring of outside contractors and may not be available if requested immediately before the meeting.