



MGA Presentation

David Koehler, Vice President

*2022 IEEE Region 8 Meeting
2 April 2022*

[ieee.org](https://www.ieee.org)



Background

- ▶ Live in Indianapolis, IN USA
- ▶ Chemist, MBA
- ▶ IEEE Region 4 Past Director, 2019-20
- ▶ Global BDM, Doble Engineering Company
- ▶ Senior Member, HKN
- ▶ Co-Chair IEEE BoD Ad Hoc Committee
- ▶ Future of Engagement
- ▶ Societies: Power and Energy, Dielectrics and Electrical Insulation



MGA Mission & Vision

- ▶ Mission

- Ensure quality member opportunities for continuous engagement.

- ▶ Vision

- ▶ Inspire, **E**nable, **E**mpower and **E**ngage Members of IEEE
 - ▶ For the purposes of:
 - ▶ Fulfilling the mission of IEEE
 - ▶ Enhancing the members growth and development through their life cycle
 - ▶ Providing a professional home

MGA Strategic Plan 2020-2025 can be found at: mga.ieee.org/strategic-plan



2022 MGA Priority Projects

Priority Projects support MGA strategic areas and goals

Membership is a core MGA responsibility and strategic focus. These projects build on key member strategies and sustaining operations. They add specific focus due to particular ad hoc efforts from the IEEE BoD and MGA

- Grow IEEE Membership and Dues Revenue
- Member Value Inventory and Taxonomy
- SC 2020 Recommendation (3-5 Year Dues)

MGA geographic unit vitality is a competitive advantage of IEEE and MGA's strategic focus. These projects define new capabilities that are underway or being created to strengthen the resources available to local geo units for engaging members and the public.

- Geo unit Elections
- vTools Nomination/Petition Tool Enhancements
- MGA Volunteer Resource Webpage
- MGA Relationship Management Solution

Major IEEE-wide and MGA-led initiatives that will require significant volunteer and staff efforts to achieve successful completion.

- Next Gen Volunteer Adoption
- MGA Finances
- MGA Complaint/Compliance Resolution
- SC 2020 Recommendations (Education and Industry Local Engagement)

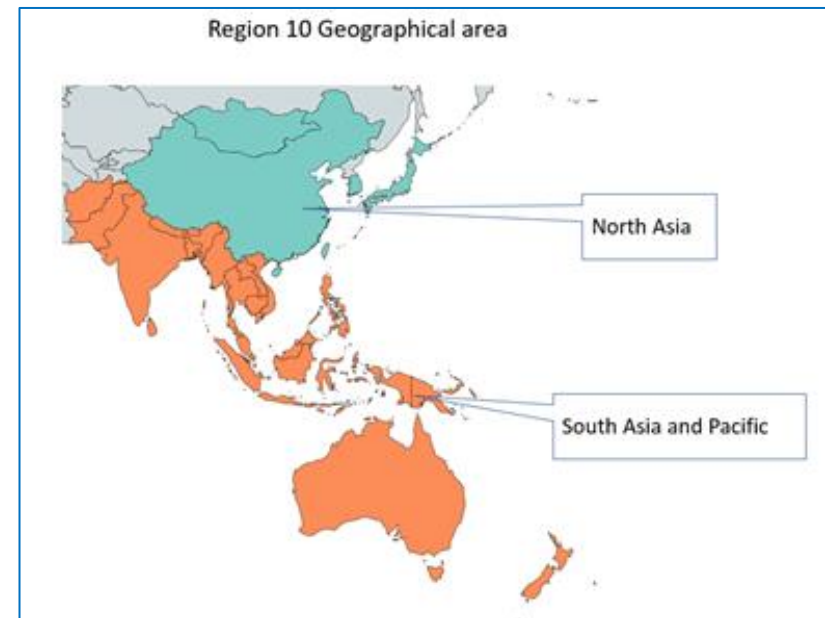
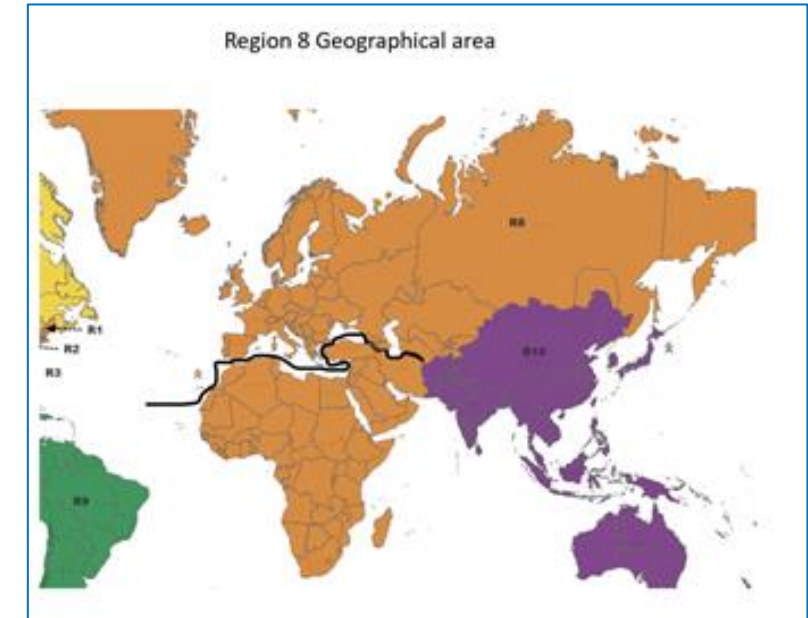
Maintain an inventory and capability/usage assessment of those tools developed and or supported by MGA that are being used to accomplish our strategies and goals.

- Best Practices and Hybrid Meeting Resources for Geo Units



2022 MGA Region Realignment

- 2022 Region Realignment Ad Hoc Committee appointed
- MGA February Board Meeting
 - Two zones in both Region 8 and Region 10
 - Two additional attendees at MGA Board meetings this June and November
- Next Steps:
 - Consolidation of Regions 1-6 to 5 Regions
 - Define zone (sub-region) concept
 - Propose changes to governance documents
 - Split Region 10 into 2 Regions



MGA Region Realignment Ad Hoc Committee Members

Celia Desmond, Chair

Kukjin Chun
Francis Grosz
Lawrence Wong

10 Region Directors

Greg Gdowski
Barry Tilton
Theresa Brunasso
Johnson Asumadu
Bob Becnel
Tim Lee
Rob Anderson
Antonio Luque
Enrique Tejera
Deepak Mathur

3 MGA Vice-Chairs

Ron Jensen
Francisco Martinez
Magdalena Salazar Palma

MGA Treasurer: Gerardo Barbosa

Professional Staff

Cecelia Jankowski
Christie Giambalvo

Observers/Resources – 3 MGA VPs

David Koehler
Maike Luiken
Jill Gostin

MGA Priority Project - GeoUnit Election Process

- Update the current GeoUnit Election process to create a clear, consistent process that works efficiently for all units under a Region (Sections, Chapters, Affinity Groups, Student Branches)
- Pilot the process in 2022 for all GeoUnits

Key Components:

- Consistent Process and Tools
 - Define one process for all units to conduct critical parts of the election process
 - Combine the Tellers and Nominations Committees to form one Election Committee
 - Require use of vTools Voting application for all elections
 - New vTools Nomination application available to automate nomination/petition process of the Section Nomination Committee
- Clear and Cohesive Materials
 - Update and consolidate the MGA Operations Manual documentation
 - Clearly identify the process steps with an easy-to-follow timeline
 - Creation of templates to assist units with conducting the election process
- Shortened Election Timeline
 - Reduce the minimum time from 6 months to 3 months to conduct an election

2022 MGA Additional Projects

- Local Groups Working Group
 - Members can submit the new form to request a Local Group
 - Requires section ExCom approval
 - Staff receives request, to complete creation of Local Group
 - Pilot with sections
 - Develop instructions for establishing and operating local groups
 - MGA roll out/Marketing
 - Identify needed changes to MGA Operations Manual
 - https://vtools.vtools.ieee.org/tego/_local_groups/request_group
- Sections Congress Planning for in-person events
 - 2023 - Ottawa, Canada 11-13 August
 - 2026 - TBD in Region 8 or Region 10 (Area 2)

MGA Chapter Operations Support Committee

- ▶ The MGA Board approved the Chapter Operations Support Committee as a committee of the MGA Geographic Unit Operations Support Committee in February 2022
 - ▶ **Overview:** The MGA Chapter Operations Support (CHOS) Committee shall be a committee of the MGA Geographic Unit Operations Support (GUOS) Committee and will report to the MGA Board through the MGA Vice Chair - Geographic Unit Operations.
 - ▶ **Scope:** The Committee is responsible to recommend to the GUOS Committee the design, development, and implementation of the support model for Chapters. It is intended to provide resources and guidance materials for Chapter Chairs and officers to facilitate Chapter operations. It shall also recommend policy for effective operation of Chapters.
-
- ▶ Chair: Matt Francis
 - ▶ Past Chair: Bob Rassa
 - ▶ Region Member: Supavadee Aramvith

Vitality in MGA

Different perspectives on vitality are addressed throughout MGA

- ▶ Members – MGA partners with other OUs to reach and engage
 - Member Dues Revenue
 - Membership statistics
 - Member research and engagement
- ▶ Volunteers
 - Supporting current and future leaders
 - Providing opportunity to learn and grow
- ▶ Geographic Units
 - Increasing the number of units and expanding scope and depth of the local units
 - Assessing vitality of local activity networks, GeoUnit vitality
 - Providing insights and data that enable volunteers to be effective
- ▶ Digital strategy/initiatives
 - Ensure MGA and GeoUnits have the necessary tools and related resources to meet current needs
 - Focus on online IEEE program/service delivery

MGA – Geographic Units (as of 1 February 2022)

Regions	1	2	3	4	5	6	7	8	9	10	Grand Total
Section	22	20	41	23	27	35	21	59	35	60	343
Sub-section	2	2	2	3	4	2	2	11	16	41	85
Council	1	0	4	0	0	2	0	1	5	6	19
Chapter*	178	104	114	105	114	208	152	625	241	779	2,620
Affinity	49	27	42	41	41	54	51	116	68	119	608
Student Branch	89	86	113	67	99	89	61	702	560	1,710	3,576
Student Branch Chapter	60	31	63	50	64	67	51	490	789	1,551	3,216
Student Branch Affinity	4	7	9	4	4	5	17	150	175	432	807
Grand Total	405	277	388	293	353	462	355	2,154	1,889	4,698	11,274

*Joint Chapters of two or more Sections and/or two or more Societies are counted as one Chapter



2021 vTools Activity Region 8

EVENTS ACTIVITY

Year [?] Organizational Unit [?]

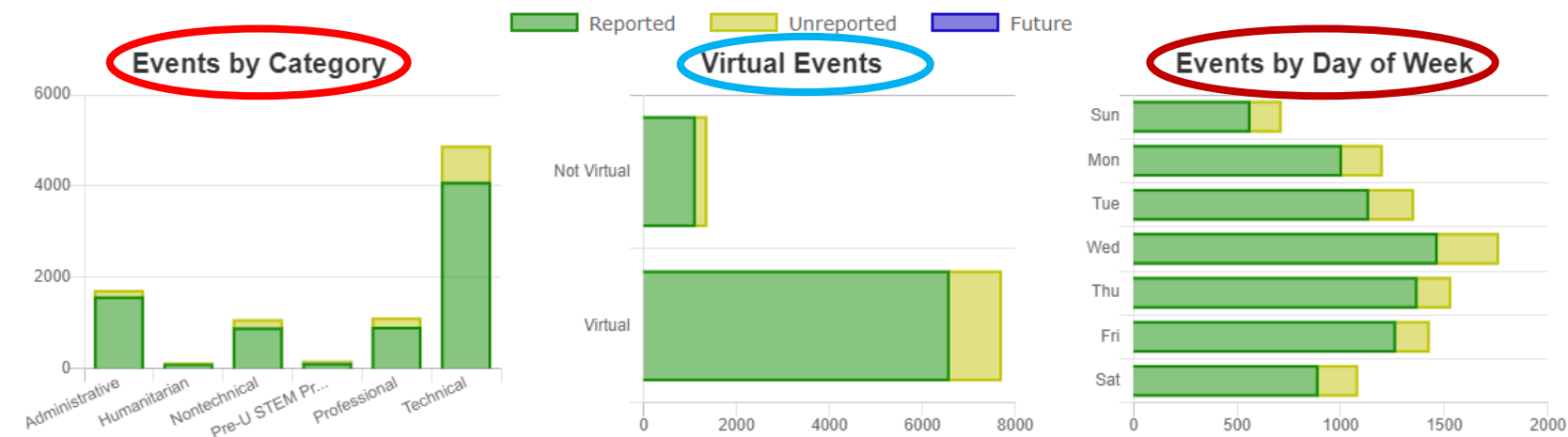
R8 - Europe, Middle East, Africa - Region 8 Charts [?]

These data counts and charts include the selected OU and all related organizational units. See below for individual OU numbers and charts.

Name	Prof	Tech	Non-Tech	Admin	Hum	Pre-U	Total
Europe, Middle East, Africa - Region 8	1113	4886	1076	1719	120	172	9086

Total includes all Sections and their OU Activities

Individual unit activity accessed below the Region results



- Reported (held and reported)
- Unreported (held)
- Future (scheduled)

2022 vTools Activity Region 8 (to date)

EVENTS ACTIVITY

Year ?

2022 ▾

Organizational Unit ?

R8 - Europe, Middle East, Africa - Region 8

Go

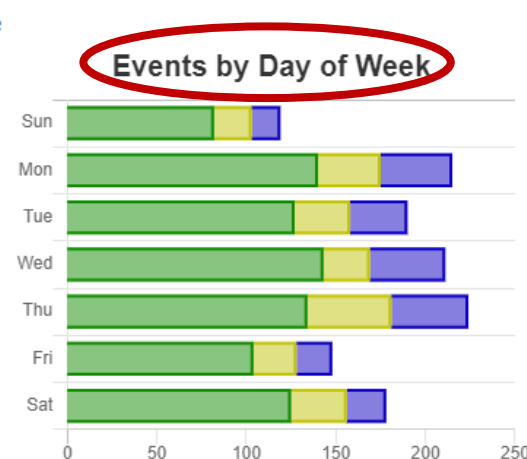
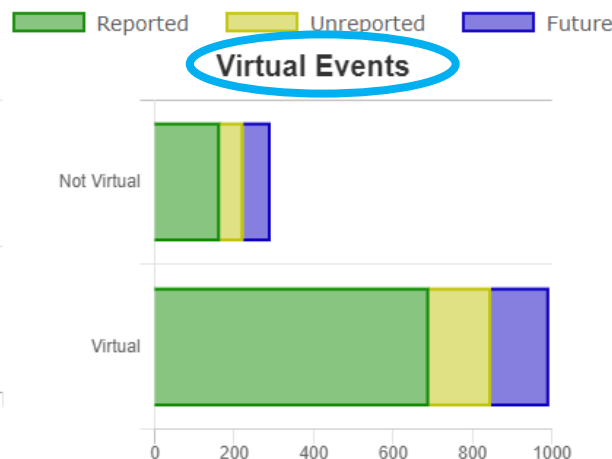
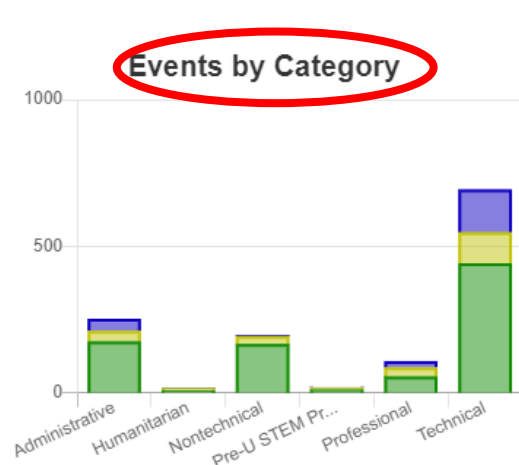
R8 - Europe, Middle East, Africa - Region 8 Charts ?

These data counts and charts include the selected OU and all related organizational units. See below for individual OU numbers and charts.

Name	Prof	Tech	Non-Tech	Admin	Hum	Pre-U	Total
Europe, Middle East, Africa - Region 8	108	693	197	252	16	19	1285

Total includes all Sections and their OU Activities

Individual unit activity accessed below the Region results




- Reported (held and reported)
- Unreported (held)
- Future (scheduled)

2022 February Membership Development Report

Geographic IEEE Membership Summary - February 2022																
REGION	Higher-Grade w/o GSM				Graduate Students				Undergraduate Students				TOTAL MEMBERS			
	2022	2021	Change		2022	2021	Change		2022	2021	Change		2022	2021	Change	
	#		#	%	#		#	%	#		#	%	#		#	%
1	18,542	19,035	(493)	-2.6%	1,097	1,022	75	7.3%	950	818	132	16.1%	20,589	20,875	(286)	-1.4%
2	16,626	17,102	(476)	-2.8%	961	930	31	3.3%	558	557	1	0.2%	18,145	18,589	(444)	-2.4%
3	17,096	17,249	(153)	-0.9%	1,568	1,461	107	7.3%	1,129	925	204	22.1%	19,793	19,635	158	0.8%
4	11,795	12,056	(261)	-2.2%	1,092	1,014	78	7.7%	817	721	96	13.3%	13,704	13,791	(87)	-0.6%
5	15,771	15,809	(38)	-0.2%	1,159	1,079	80	7.4%	1,216	1,043	173	16.6%	18,146	17,931	215	1.2%
6	32,175	32,935	(760)	-2.3%	1,694	1,562	132	8.5%	1,418	1,463	(45)	-3.1%	35,287	35,960	(673)	-1.9%
R 1-6	112,005	114,186	(2,181)	-1.9%	7,571	7,068	503	7.1%	6,088	5,527	561	10.2%	125,664	126,781	(1,117)	-0.9%
7	9,090	9,301	(211)	-2.3%	1,423	1,469	(46)	-3.1%	623	630	(7)	-1.1%	11,136	11,400	(264)	-2.3%
8	38,012	38,241	(229)	-0.6%	8,164	7,574	590	7.8%	9,313	7,021	2,292	32.6%	55,489	52,836	2,653	5.0%
9	5,652	5,851	(199)	-3.4%	901	1,107	(206)	-18.6%	3,457	3,680	(223)	-6.1%	10,010	10,638	(628)	-5.9%
10	53,252	53,810	(558)	-1.0%	14,199	14,281	(82)	-0.6%	32,395	23,100	9,295	40.2%	99,846	91,191	8,655	9.5%
R 7-10	106,006	107,203	(1,197)	-1.1%	24,687	24,431	256	1.0%	45,788	34,431	11,357	33.0%	176,481	166,065	10,416	6.3%
TOTAL	218,011	221,389	(3,378)	-1.5%	32,258	31,499	759	2.4%	51,876	39,958	11,918	29.8%	302,145	292,846	9,299	3.2%

MD Monthly provides timely data and analysis to volunteers and staff

- Statistical ‘pulse’
- Membership Trends
- Goal Achievements
- MD Calendar guidance
- MD-related announcements, activities
- Posted in the Membership Development Volunteers Community in Collabratec, and on the MD portal



MD Monthly— JANUARY 2022

Membership Development Report

This report is issued monthly on behalf of the IEEE Member & Geographic Activities Board. Source data is IEEE membership statistics. All information contained in this report is proprietary and confidential, reserved for IEEE staff and volunteer use only.

Contact: Elyn Perez, elyn.perez@ieee.org

MD Summary

Technical Activities Spotlight

Pages 1-2












Page 3

Society & Special Interest Memberships

Current Month Charts

Pages 5-7

Page 4

Monthly Snapshot		YoY Change	Jan '22	Jan '21	Dec '21	Jan '22 vs. Dec '21
IEEE Membership		14,342 +3.5%	421,427	407,085	409,654	+2.9%
Honorary		0 0.0%	37	37	37	0.0%
Fellow		87 +1.1%	8,112	8,025	7,791	+4.1%
Senior Member		2,333 +4.8%	50,913	48,580	51,093	-0.4%
Member		-6,002 -2.6%	222,189	228,191	219,921	+1.0%
Associate Member		-959 -16.9%	4,715	5,674	4,823	-2.2%
Graduate Student		2,971 +6.1%	51,625	48,654	48,955	+5.5%
Undergraduate Student		15,912 +23.4%	83,836	67,924	77,034	+8.8%
Society Membership		15,800 +4.9%	336,632	320,832	341,426	-1.4%
11 Societies up > 1%		7,184	Societies Note: Sum of respective gains and losses, with all counts excluding Affiliates. Including Affiliates, total Society memberships are ahead year-over-year by 15,047 or +4.6%.			
3 Societies +/- 1%		-66				
25 Societies down > 1%		-7,052				

	2022 Membership Year To Date								
	'22	'21	'20	'19		'22	'21	'20	'19
Retention (Rate and Count)	58.7% 212,294	59.3% 211,409	55.7% 211,032	55.1% 210,622	Recruitment	47,632	38,299	37,446	38,398
Higher-Grade	68.8% 187,738	68.1% 188,594	67.6% 192,873	66.3% 191,687	Reinstatement	10,695	12,229	10,175	9,767
STU/GSM	27.6% 24,556	28.5% 22,815	19.4% 18,159	20.4% 18,935	Recovery (subset of retention)	n/a	n/a	n/a	n/a

MD Calendar	Recruitment Activities	Retention Activities
February	Promote FUTURE50 discount to prospective student members. Turn attention toward retention activities. —>	Arrears Recovery Outreach – The annual service deactivation occurs on 28 February for all members who have not renewed for 2022. Promote FUTURE50 discount to students renewing.
March	1 March: Half-price student membership continues. New members joining in March pay half price and are active members for the remainder of 2022.	Arrears Recovery Outreach – Reach out to your members in Arrears through e-Notice. Promote FUTURE50 discount to students renewing.



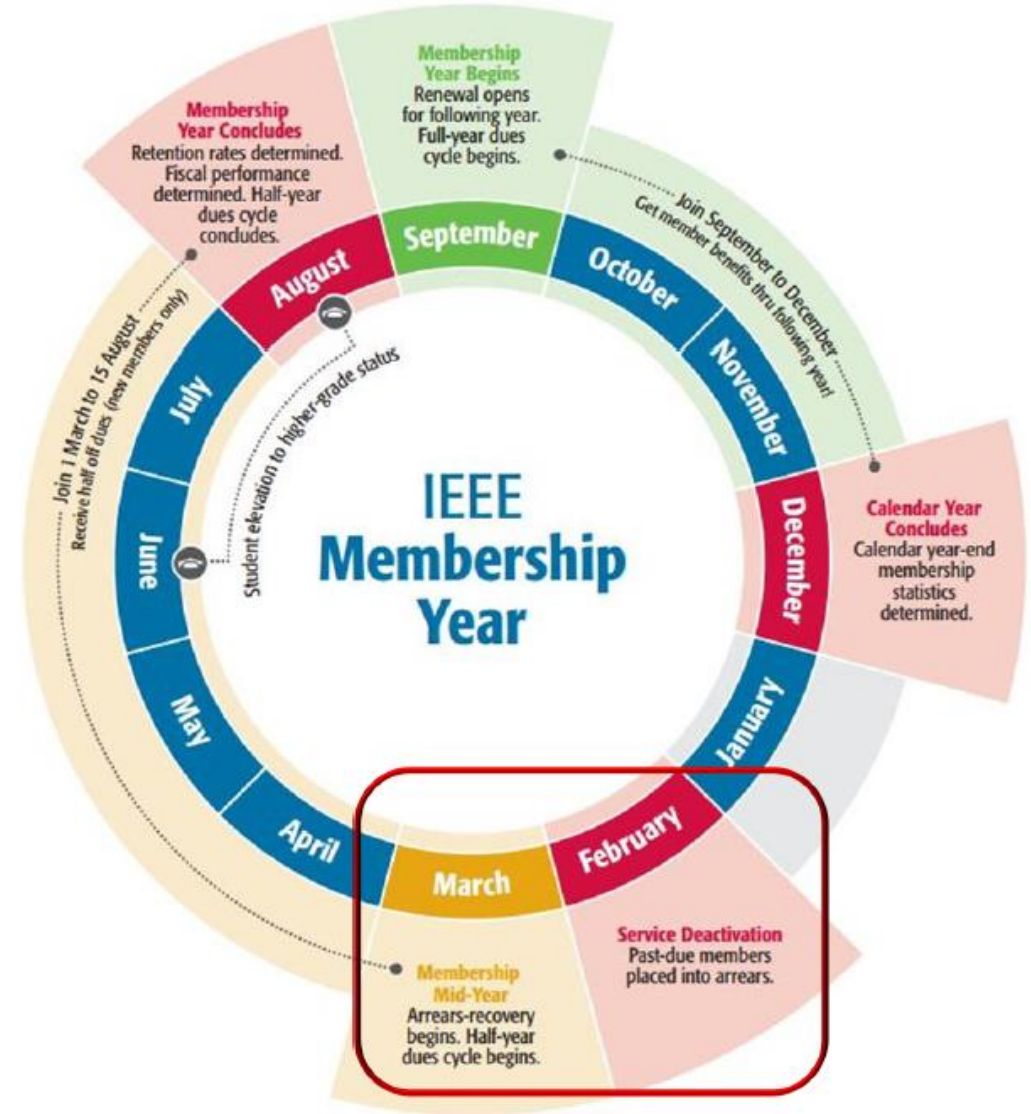
Membership Development Cycle

Where we are in the membership cycle defines our messaging and drives our membership development actions

- ▶ When to promote renewal
- ▶ How to position joining IEEE in October versus March
- ▶ When to alert members who haven't renewed to do so before their benefits are deactivated

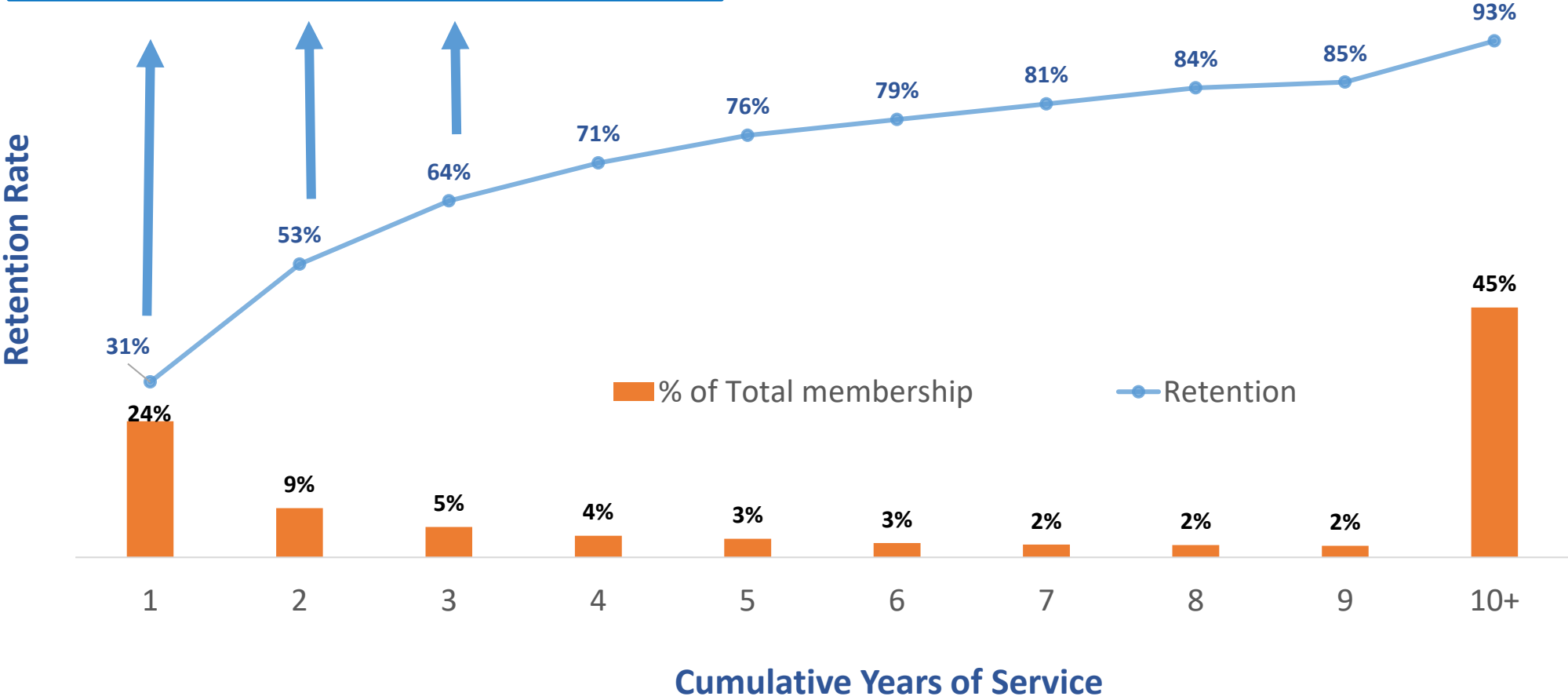
Key Dates:

- ▶ 2021 membership officially ended 31 December
- ▶ 28 February – benefits and services deactivated for unrenewed members
- ▶ 1 March – Half-year dues period begins for new members
- ▶ 15 August – 2022 membership year concludes



Membership Retention by Tenure

Engagement in the first 3 years is most critical for member longevity



Enhanced Engagement Supports Retention and Recruitment

Members – 1st year and beyond

- ▶ **New member onboarding series for new member joins has been successful**
- ▶ Additional messages beyond 1st renewal acknowledge events of individual members:
 - Thank you for renewing your membership or for referring a member to join
 - Recognizing years of service as an IEEE member
 - Content streams sent to individuals who have checked off specific topics in their IEEE membership interest profile.
 - Source content from across the organization and send "bite sized" emails highlighting specific items such as webinars, newsletter opt ins, articles, new discounts, programs, and more.

Potential members

- ▶ Multi-message series being designed for
 - Nonmembers who have opted in to learn more about IEEE membership
 - ‘Incomplete’ joins who have not completed membership applications prompting them to complete their application

2022 Membership Focus On Areas With Most Acute Challenges and Opportunities

Improved engagement among members past their first year - Increase engagement and retention of members at different stages of their membership tenure

Higher grade membership growth - Reverse the downward trend in higher-grade membership

Student recruitment and retention - Build on gains of 2021, energize pipeline into higher-grade membership

Lead generation, nurturing, and conversion - Diversify and increase use of internal IEEE data assets (e.g., IEEE Collabratec), to drive new member recruitment

Senior Member Elevations

Elevations Remained Strong in 2021!

- Ongoing collaboration with WIE, YP & Societies to promote Senior Member grade
- A&A Committee Members will continue to be the champion of Senior Member grade for their Regions, promoting applications for Senior Membership, holding (Virtual) Senior Member drives, etc.

Support / Modernizing Volunteer Experience

Continue to hold Online/Virtual panel meetings due to COVID-19 pandemic. Virtual Panel meetings enable:

- Engaging more Senior Members to serve as panelists
- Easy addition of elevation panel meetings to address SM elevation volume when needed

Region	2021 Goals	2021 Elevations	2020 Elevations	2019 Elevations	2018 Elevations
R1	190	157	155	246	201
R2	160	146	150	181	164
R3	220	428	229	228	191
R4	170	154	164	139	118
R5	160	143	170	226	146
R6	470	309	485	459	310
R7	150	102	151	121	91
R8	830	860	897	1,067	846
R9	150	153	161	184	109
R10	1,500	2,055	1,747	1,496	1,205
Totals	4,000	4,507	4,309	4,347	3,381

Volunteer Tools

vTools are a suite of applications that are volunteer designed and approved

- Automates required volunteer responsibilities
- Integrates with the IEEE Member Database (Siebel) for real time changes (Officer Reporting) and uses IEEE Single Sign On
- Integrates with the IEEE Data Warehouse for web service/data feeds
- Staff built and maintained
- **9 vTools applications** (2 new releases)
 - vTools Events
 - vTools eNotice
 - vTools Voting
 - Online Officer Reporting
 - WebInABox
 - IEEE Xtreme Registration
 - Student Branch Reporting
 - Nomination (New)
 - Local Groups (New)

IEEE OU Analytics is the visual business intelligence tool for volunteer access to member data. Access is automatic for many executive committee members (by position) and can be designated to others.

EWH is a web hosting service for all IEEE OUs, sponsored by MGA. Over 5,000 websites are hosted. These include Geo Units, Societies and Conferences.



Nomination Application - New

vTools

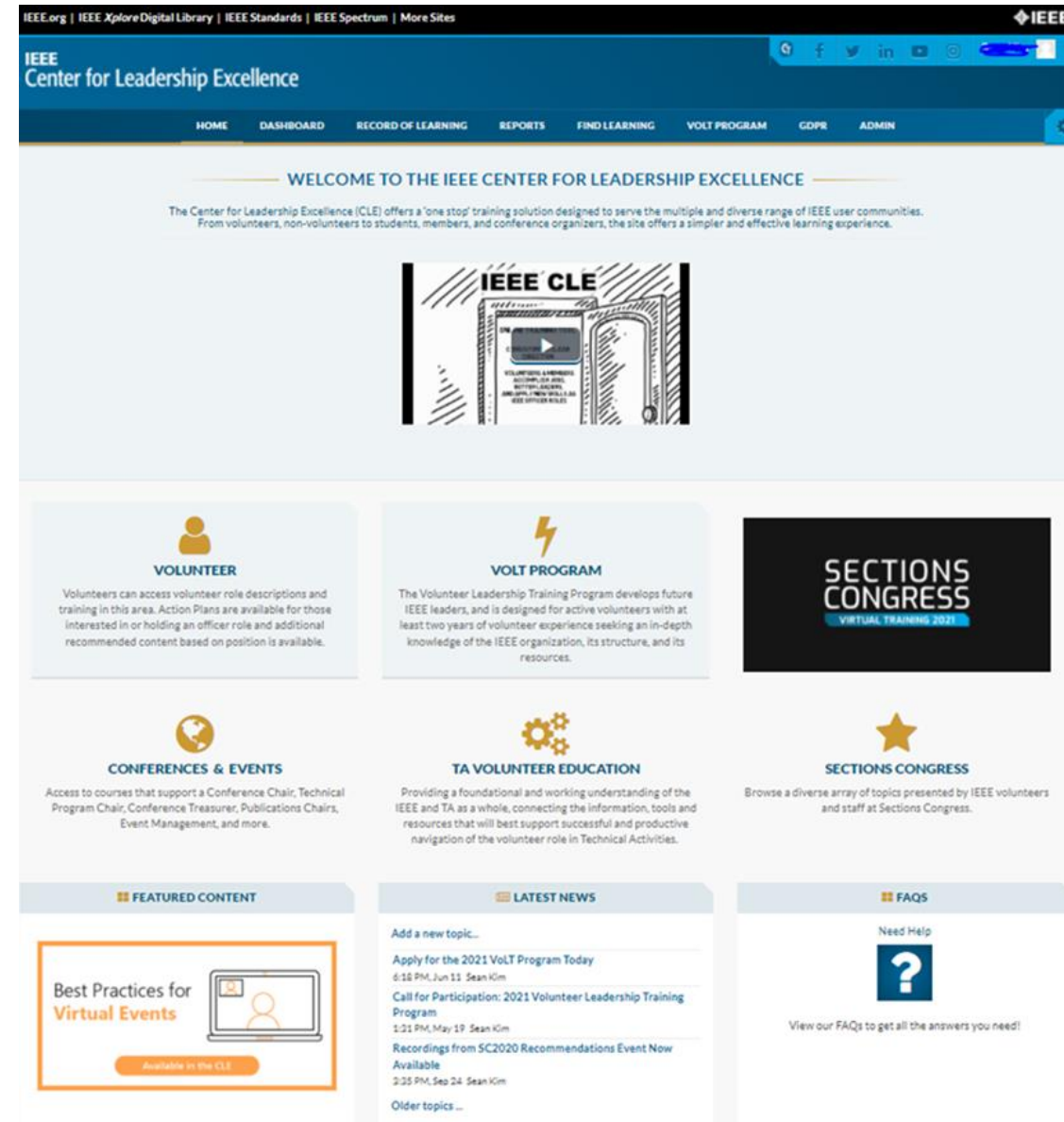
- ▶ Enables Section volunteers to manage the election nomination/petition process
 - Step by step, easy to follow
- ▶ For use by Nominating Committee appointed by the Section
 - Establishes timing
 - Sends call for nominations
 - Prepares 1st slate of candidates
 - Reviews petition candidates
 - Send out final slate of candidates
- ▶ Functionality built-into application
 - Candidate validations
 - Email function and with editable templates

Center for Leadership Excellence

On Demand Training for Local Leaders

- ▶ Audiences served:
 - IEEE volunteers (Region, Section, Chapter, Affinity Group, Student Branch, Section-level committees)
 - VoLT Program candidates and students
 - Conference organizers + TA volunteers*
- ▶ Content available
 - Action Plans for 23 volunteer roles
 - Volunteer role descriptions for 41 positions
 - IEEE 101 courses
 - 80+ recordings on various topics, including professional development, volunteer recruitment, ethics and technology, and more
 - SC2020 Recommendations Event recordings and materials
 - IEEE Sections Congress Virtual Training 2021

* Content owned and managed by Volunteer Education & Engagement, IEEE Technical Activities



Collabratec has delivered a proven prospect pipeline for IEEE Membership

Non-Member Conversions Former Members Reinstated: 11,596 Non-members Joining: 23,961	35,557
Higher-Grade	24,056
Students	8,091

20 % of Non-members reported that Collabratec had played a role in their decision to join IEEE

**Cumulative through 31 Dec 2021*

**Source: 2021 Collabratec Annual User Survey*

IEEE Sections Congress

The Road to Sections Congress

2023

In-Person Event

Ottawa, Canada

11-13 August



2024

Virtual Event

Date TBD



2025

Virtual Event

Date TBD



2026

In-Person Event

R8 or R10 (Area 2)

Date TBD



- IEEE training in-person

- Focus on overview of all major IEEE organizational units and initiatives
- Session detailing process of recommendations
- Status of prior SC recommendations
- **All Volunteers**

- Basic IEEE training virtually
- Session detailing status of past recommendations
- Region breakout –focus on Recommendations (issues and opportunities)
- **All Volunteers**

- New IEEE in-person training with in-depth specific events for MGA Leadership
- Develop solutions, improvements
- Voting of recommendations
- **Leadership focus, smaller attendance**



MGA N&A Stats – Second nomination cycle

2021 - MGA Committee Members & Liaison Positions Nominations - August 1 Deadline

Region	1	2	3	4	5	6	7	8	9	10	Total
	9	10	9	2	9	15	8	45	17	105	229
Total	9	10	9	2	9	15	8	45	17	105	229*

2020 - MGA Committee Members & Liaison Positions Nominations - August 1 Deadline

Region	1	2	3	4	5	6	7	8	9	10	Total
	12	9	13	10	9	12	11	87	33	156	352
Total	12	9	13	10	9	12	11	87	33	156	352

2019 - MGA Committee Members & Liaison Positions Nominations - August 1 Deadline

Region	1	2	3	4	5	6	7	8	9	10	Total
	12	8	5	4	6	7	11	63	18	89	223
Total	12	8	5	4	6	7	11	63	18	89	223

** 96 Sections are represented in the total nominations for 2021*

A total of 168 volunteers submitted nominations.

Applicants Member Grade breakdown:

GSM	5
Member	26
Senior Member	101
Life Senior	23
Life Fellow	9
Fellow	4
Total	168

MGA Call for Nominations

2023 Volunteer Committee Positions

Deadline to Nominate 1 August 2022

- IEEE Admission and Advancement
- MGA Awards and Recognition
- MGA Chapter Operations Support
- MGA Geographic Unit Operations Support
- MGA IEEE.tv Advisory
- MGA IT Coordination and Oversight
- IEEE Life Members
- MGA Member Benefits Portfolio Advisory
- MGA Nominations and Appointments
- MGA Ops Manual Compliance
- MGA Potentials Editorial Board
- MGA Strategic Planning
- MGA Student Activities
- MGA Training
- MGA vTools
- IEEE Women in Engineering
- IEEE Young Professionals

For questions, email mga-noms@ieee.org or visit <https://mga.ieee.org/board-committees/available-mga-positions>

2022 MGA Awards

Deadline to Nominate 15 May 2022

- MGA Outstanding Section Awards
 - ✓ Large, Medium and Small

Coming Soon – Deadline Fall 2022

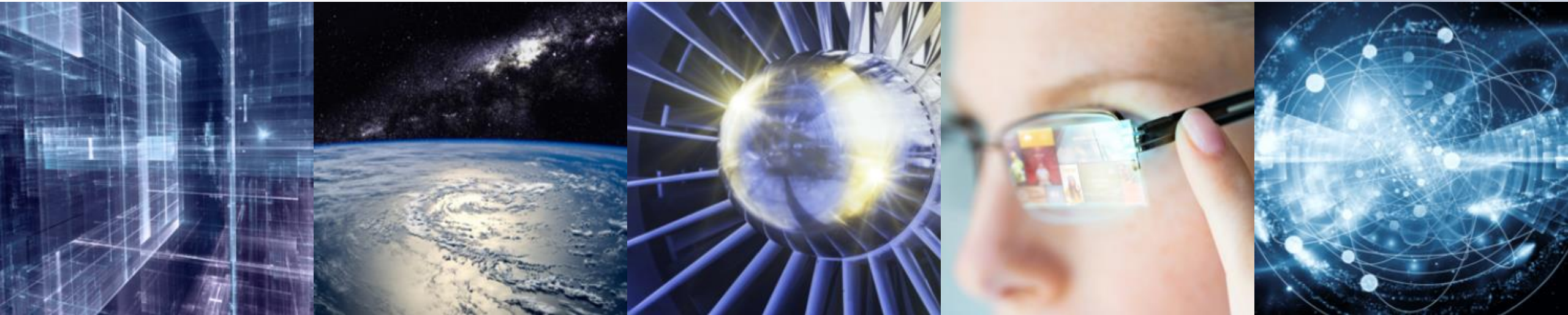
- MGA Individual Awards

Friend of MGA – Nominate any time in 2022

For questions, email mga-awards@ieee.org or visit <https://mga.ieee.org/awards/mga-awards-and-recognition-program>



OBRIGADO
gracias
どうも
ARIGATO
grazas
GRAZZI
THANKS
qujan
PALDIES
danke
DANK U
OBRIGADO
mes
감사합니다
kösz
благодаря
DANKU
takk
MERSI
merci
danke schön
kösz
PALDIES
muchas gracias
ありがとう
TEŞEKKÜR EDERİM
MOLTE GRAZIE
GO RAIBH MAITH AGAT
danke
THANK YOU
благодаря
TAK
どうも
asante
muchas gracias
vielen dank
grazie
DZLEKI
Gràcies
TACK
TEŞEKKÜR EDERİM
muchas gracias
MULTUMESC
多謝
NA GODE
спасибо



IEEE Sections Congress 2023

March 2022

ieee.org



IEEE, the Professional Home for the World's Technologists

IEEE Sections Congress 2023

- Location: Ottawa, Canada
- Dates: 11-13 August 2023

Shaw Centre, Ottawa

- Recently named one of the top 3 convention centers in the world in AIPC's World's Best Convention Centre rankings
- 20-minute commute from the airport
- Within a short walk of 6,000 downtown hotel rooms



Sections Congress 2020: Top 3 Recommendations

Consideration of a multi-year membership commitment

Provide a high value Continuing Education program for working professionals

Improved resources for sections to serve industry professionals and track industry contacts at the local level

- ▶ IEEE MGA Ad Hoc Committee on Sections Congress 2020 Top 3 Recommendations Implementation was formed to consider implementation of the recommendations.
- ▶ Ad Hoc chaired by Jim Jefferies with members from multiple IEEE OUs and committees with knowledge of topics

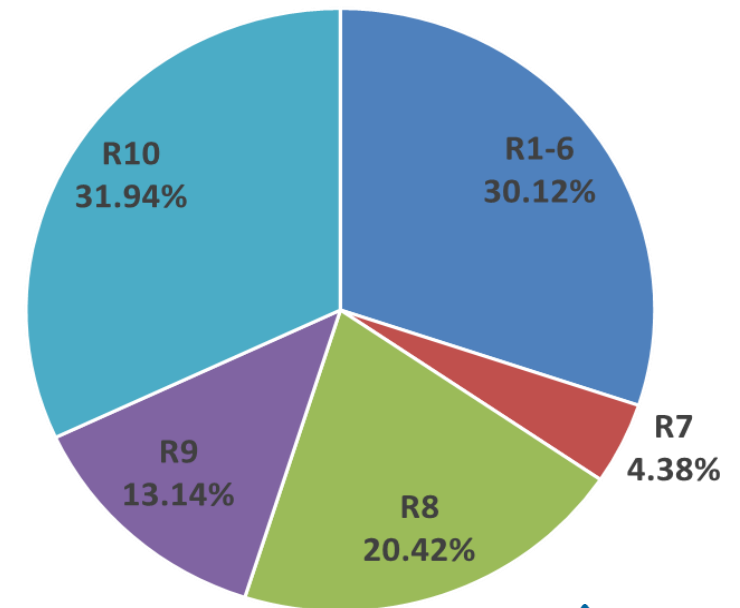
Sections Congress Virtual Training 2021

Held virtually on 9-11 April 2021



- ▶ First SC event to go virtual and was open to all IEEE volunteers and members
- ▶ Session formats: Virtual presentations, breakouts, panel, exhibits, networking (SpatialChat)
- ▶ Hosted more than 1,550 people over the weekend - highest number of attendees at SC ever
 - 18% Student Members and 8% GSMs
- ▶ 81.5% overall event satisfaction rate
- ▶ Post-event survey results:
 - 53% attended SC for the first time
 - 73% are volunteers with 6 or more years of service
 - 69% already shared their learnings from the event with their network
 - 76% intend to make changes as a result of what they learned at the event
 - 74% felt the duration of the event was just right

Registrants by Region



Recordings and slides available in the [IEEE Center for Leadership Excellence \(CLE\)](#)

SC website: sections-congress.ieee.org



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