The Spelman & Johnson Group

Position Specification
Virginia Polytechnic Institute and State University
Director of Fraternity and Sorority Life
Blacksburg, Virginia

Background

Founded in 1872 as a land-grant college named Virginia Agricultural and Mechanical College, Virginia Tech is now a comprehensive, innovative research university with the largest number of degree offerings in Virginia, more than 125 campus buildings, a 2,600-acre main campus, off-campus educational facilities in six regions, a study-abroad site in Switzerland, and a 1,700-acre agriculture research farm near the main campus. The campus proper is located in the Town of Blacksburg in Montgomery County and is 38 miles southwest of Roanoke, in the New River Valley. Through a combination of its three missions of teaching and learning, research and discovery, and outreach and engagement, Virginia Tech continually strives to accomplish the charge of its motto: Ut Prosim (That I May Serve).

The university offers bachelor's degree programs through its seven undergraduate academic colleges: Agriculture and Life Sciences (which also offers an associate degree in agricultural technology), Architecture and Urban Studies, Engineering, Liberal Arts and Human Sciences, Natural Resources, Pamplin College of Business, and Science. On the postgraduate level, the university offers master's and doctoral degree programs through the Graduate School and a professional degree from the Virginia-Maryland Regional College of Veterinary Medicine. In addition, the Virginia Tech Carilion School of Medicine, a private independent school jointly managed by the university and Carilion Health System, is scheduled to open in fall 2010.

Virginia Tech's operating budget in 2009-2010 is more than $1 billion and is distributed to two divisions: the university division and the Cooperative Extension/Agricultural Experiment Station division. The state appropriates a portion of the funds, and the remainder originates from student tuition and fees, grants and contracts, sales and services, federal sources, user fees, and others. As of June 30, 2009, the Virginia Tech Foundation's assets and managed funds totaled $943.4 million. The total endowment owned and managed by the university was $454.7 million.

Virginia Tech has an enrollment of 28,432 on-campus students of which 83 percent are undergraduate students and 17 percent are graduate students, with 57 percent male students and 43 percent female students. Total enrollment on and off campus is 30,870. Virginia Tech received 21,053 applications for the fall 2009 freshman class, which numbered 5,050. The typical student who was offered admission had a high school grade point average of 3.94, with the middle 50 percent being between 3.71 and 4.15. The average cumulative SAT reasoning test score was 1250, with a middle range of 1160 to 1330. Virginia Tech has 1,369 faculty members of which 62 percent are tenured. Virginia Tech has over 207,000 living alumni from every state and more than 100 countries.

Mission Statement

Virginia Polytechnic Institute and State University is a public land-grant university serving the Commonwealth of Virginia, the nation, and the world community. The discovery and dissemination of new knowledge are central to its mission. Through its focus on teaching and learning, research and discovery, and outreach and engagement, the university creates, conveys, and applies knowledge to expand personal growth and opportunity, advance social and community development, foster economic competitiveness, and improve the quality of life.

University Leadership

The Board of Visitors is the governing authority for Virginia Polytechnic Institute and State University. The Board is composed of 14 members, 13 of whom are appointed by the Governor. The 14th member is the President of the Board of Agriculture and Consumer Services, who serves *ex officio*. Virginia Tech is led by Charles W. Steger, the university's 15th president. The president reports directly to the board of visitors.

The University Council and the University Commissions constitute the main resident bodies for policy formulation. The University Commissions formulate and recommend policies to the University Council, which in turn makes recommendations to the president of the university. Final authority rests with the president of the university and the Board of Visitors.

<u>Executive Leadership Structure</u>

Charles Steger, President

- Mark McNamee, Senior Vice President and Provost
    - Daniel Wubah, Vice President and Dean for Undergraduate Education
    - Karen DePauw, Vice President and Dean for Graduate Education
    - Robert Walters, Vice President for Research
    - Edward Spencer. Vice President for Student Affairs
    - John Dooley, Vice President for Outreach and International Affairs
    - James Bohland, Vice President for Executive Director, National Capitol Region
- Sherwood Wilson, Vice President for Administrative Services
- Thomas Tiller, Vice President for Alumni Relations
- Elizabeth Flanagan, Vice President for Development and University Relations
- M. Dwight Shelton, Jr., Vice President for Finance and Chief Financial Officer
- Earving Blythe, Vice President for Information Technology and Chief Information Officer
- Kevin McDonald, Vice President for Equity and Inclusion
- Raymond Smoot, University Treasurer and Chief Operating Officer, Virginia Tech Foundation

Blacksburg, Virginia

Nestled on a plateau between the Blue Ridge and Allegheny mountains, the Town of Blacksburg is part of Montgomery County in the heart of Southwest Virginia's New River Valley. Because of the town's award-winning services, reasonable cost of living, safety, moderate climate, and abundant leisure activities, Blacksburg is consistently ranked among the country's best places to live and has a nationwide reputation as a well-managed, stable, and forward-looking community.

The Town of Blacksburg and the Virginia Tech campus experience very little crime. In a recent National Citizens Survey, 91 percent of Blacksburg's residents reported that they feel safe in their neighborhoods.

In the National Citizens Survey, Blacksburg residents gave the highest ratings to their town's appearance, openness, and acceptance, as well as its many cultural opportunities, safety, and low crime rate.

Outside Magazine ranked Blacksburg a top ten "dream town" for outdoors enthusiasts because of its proximity to the Appalachian Trail and the Washington-Jefferson National Forest. Blacksburg has been ranked among the nation's best places to live by *Blue Ridge Country Magazine*, *Men's Journal*, *50 Best Small Southern Towns*, *The Sporting News*, and *Retirement Places Rated*. In 2005, Blacksburg was named by Expansion Management magazine's "Knowledge Worker Quotient" as a Top Metro for Ph.D.s per Capita (following only Ithaca, N.Y.), Best Educated Technical Work Force, and Five-Star Knowledge Worker Metro.

Downtown Blacksburg offers more than 160 businesses and restaurants, making it easy to meet both students and residents. Virginia Tech's Corporate Research Center (CRC) hosts more than 100 technology-based companies, as well as the Edward Via Virginia College of Osteopathic Medicine, contributing to Blacksburg's high-tech, professional environment. Blacksburg is one of the most "wired" communities on the planet, offering mobile connection to the Internet from anywhere in town. The award-winning Blacksburg Transit (BT), which provides town-wide public transportation at a reasonable cost, also furnishes a game day shuttle for football and basketball games.

Division of Student Affairs

The Division of Student Affairs is committed to the growth, development, and achievement of students at Virginia Tech. This organization works closely with the academic staff to support students as they learn to be successful and effective leaders in the emerging global community. The Division encompasses fifteen departments dedicated to providing a rich co-curricular experience and essential student services.

<u>Student Affairs Mission</u>

Promote students' academic success, personal growth, and development of life skills.

The division creates environments, programs, and services that support the university's "teaching and learning" focus and its mission to "expand personal growth and opportunity, advance social and community development, foster economic competitiveness, and improve the quality of life."

The division creates environments that
- are welcoming to all,
- promote supportive and inclusive communities, and
- contribute to a just and caring university.

The division's programs
- are directed toward ethical, social, civic, leadership, and career development,
- encourage productive, healthy lifestyles,
- communicate high expectations for all participants,
- are centered in active learning, and
- take place both inside and outside the classroom.

The division offers services that
- are necessary for students to function successfully on campus, and
- support the academic mission of the university and the division.

The division affirms its commitments to
- professional standards of ethical behavior and good practice,

- collaboration with partners across the university,
- evidence-based decision making,
- systematic assessment of all its work, and
- providing high quality environments, programs, and services with cost-effective administration.

Dr. Edward Spencer, Vice President for Student Affairs

Dr. Edward F. D. Spencer was appointed Vice President for Student Affairs on November 1, 2008. He provides leadership and oversight for the 15 departments in the Division of Student Affairs, including areas such as housing and dining, career services, student activities, student health, recreational sports, and the corps of cadets.

He received a B.A. in psychology from the University of Rochester, an M.A. in student personnel administration in higher education from Syracuse University, and both an M.A. and Ph.D. in social psychology from the University of Delaware. He is also a graduate of Harvard University's Management Development Program.

Dr. Spencer began his professional career in Student Affairs at the University of Delaware in 1970 where he held three different positions. He came to Virginia Tech in 1983 as Director of Housing and Residence Life, became Director of Residential and Dining Programs in 1989, was named Assistant Vice President for Student Affairs in 1996, and, subsequently, Associate Vice President in 2004 and Vice President in 2008. While working in Student Affairs at the University of Delaware, he taught several undergraduate courses and most recently at Virginia Tech he has taught the graduate course "The American College Student and the College Environment."

Some of Dr. Spencer's awards include: the Melvene D. Hardee Dissertation of the Year Award from the National Association of Student Personnel Administrators; the first Zenobia Lawrence Hikes Leadership Award from the Virginia Tech Student Government Association; Most Outstanding Faculty Advisor, Most Outstanding Chapter Advisor, and the Order of Constantine from the Sigma Chi International Fraternity; and Executive of the Year from the New River Valley Chapter of the International Association of Administrative Professionals. Additionally, Virginia Tech's annual Fraternity Advisor of the Year Award is named the Spencer Award in his honor. Dr. Spencer is known for a variety of professional publications and presentations, and serves on many local, regional, and national committees and organizations. In recent years he has concentrated his presentations and consultations on the nature of today's college students and tragedy and recovery at Virginia Tech.

Dr. Frank Shushok, Associate Vice President for Student Affairs

As the Associate Vice President for Student Affairs, Dr. Frank Shushok serves as deputy to the Vice President and provides leadership for five departments within the Division of Student Affairs. The five departments are Career Services, Fraternity and Sorority Life, Housing and Dining Services, the Office of Student Conduct, and Residence Life.

Dr. Shushok received a Ph.D. in higher education policy with a specialization in academic governance in 2002 from the University of Maryland. He completed a master of arts in 1993 in higher education and student affairs administration from Ohio State University with a special cognate in counseling psychology and a bachelor of science in education from Baylor University in Waco, Texas in 1991.

Prior to his arrival at Virginia Tech, Dr. Shushok had been Dean for Student Learning and Engagement at Baylor University since 2004. In addition, Shushok was very involved in the higher education and student

affairs administration program in the school of education at Baylor University, serving as graduate program director, among other roles.

From 2001 to 2004, he served as the Associate Dean and Director for Housing and Residence Life at Baylor University. Shushok has also acted in numerous other roles associated with student learning and engagement, campus judicial programs, Greek life, and residential life. He has published numerous works in peer-reviewed publications and taught a variety of graduate and undergraduate courses.

Dr. Shushok is very involved with the National Association of Personnel Administrators (NASPA), for which he currently serves on the Editorial Board for the Journal of Student Affairs Research and Practice, on the planning committee for the annual meeting, and as a national conference program reviewer. In addition to NASPA, Shushok is affiliated with American College Personnel Administrators, Association for the Study of Higher Education, and the International Leadership Association.

Organizational Chart for the Associate Vice President for the Division of Student Affairs

Dr. Franks Shushok, Associate Vice President for Student Affairs
- Ms. Vera Kidd, Chief of Staff
- Mr. Richard Johnson, Director of Housing and Dining Services
- Dr. Donna Cassell Ratcliffe, Director of Career Services
- Dr. Leon McClinton, Director of Residence Life
- Ms. Frances Keene, Director of Student Conduct
- Vacant, Director of Fraternity and Sorority Life

Organizational Chart for the Office of Fraternity and Sorority Life

Director of Fraternity and Sorority Life
- Judy Duncan, OFSL Administrative Assistant
    - Student Workers (2)
- Adam Cantley, Assistant Director of Fraternity and Sorority Life
    - Jenna Vercillo, OFSL Graduate Assistant
- Lauren Harris, Assistant Director of Fraternity and Sorority Life
- Jeff Yacup, Community Director for Greek Housing
    - Brandon Lamma, Greek Housing Graduate Assistant
    - Student Workers (2)

Fraternity and Sorority Life at Virginia Tech

Virginia Tech hosts one of the largest fraternity and sorority communities in North America. Over 3,500 students participate in 27 National Interfraternity Conference affiliated fraternal organizations, the 13 National Panhellenic Conference sororities, all 8 National Pan-Hellenic Council fraternities and sororities, and 7 organizations in the United Council of Fraternities and Sororities. About 15 percent of Virginia Tech's undergraduate students are members of a fraternity or sorority.

<u>Interfraternity Council</u>

The largest governing council supports the campus' traditional-majority men's fraternities. The IFC plans and implements various educational and social programs while providing administrative guidance for policy and recruitment.

Panhellenic Council

The PhC is the governing council responsible for the traditional-majority women's sororities. The council is responsible for the implementation of educational programs and the coordination of recruitment in addition to other areas of governance.

National Pan-Hellenic Council

The NPHC is the governing council for the traditionally African-American fraternities and sororities. NPHC plans and implements various programs, including step shows and educational/community service events.

United Council of Fraternities and Sororities

UCFS is the newest governing council. It brings together multicultural and special-interest fraternities and sororities at Virginia Tech. Specifically, UCFS chapters fall into three focus areas: racial/ethnic, religious/faith-based, and service-oriented.

Greek Housing

Housing options for chapters at Virginia Tech are varied. There are 19 chapters that live in the Oak Lane Community on campus, while 18 chapters live in off-campus houses. Many chapters have no official residence, but members choose to live together on or off campus. Current housing occupancy ranges between 4 and 36 members.

Fraternity and Sorority Life Mission

To empower students in the creation of the preeminent fraternity and sorority community in North America through continued assessment and enhancement of our standards and philosophies in providing:

1. Comprehensive experiences that build community among all fraternity and sorority members and that emphasize our founding principles of:
    - Scholarship
    - Service/Philanthropy
    - Leadership
    - Brotherhood/Sisterhood
2. Quality undergraduate experiences for the housed fraternities and sororities.
3. Programs committed to enhancement of a global community through professional and career development, establishment of networks, and building partnerships and relationships.
4. Proactive strategies to address issues of safety and security and the betterment of an active, involved, and engaged community of learners.
5. Commitment to the fraternity and sorority movement embodied by research, assessment, teaching, strategic planning, conference attendance and presentations, and national leadership.

The Office of Fraternity and Sorority Life will work towards the advancement of the following learning outcomes:

1. Provide and support educational experiences for students that promote academic success.
2. Through participation in philanthropic and community service efforts supported by the OFSL, students will recognize the importance of citizenship.
3. Students who play an active role in fraternity and sorority membership activities and events will develop life-time friendships and long-term alumni affinity.
4. Students who actively engage in the ideals of fraternity and sorority ritual will develop leadership skills, embrace personal responsibility, and develop individual character.

5. Programs offered and supported through the OFSL will create a residential-living community that is healthy, purpose-driven, and values based.

Responsibilities of the Position

Reporting to the Associate Vice President for Student Affairs, the Director of Fraternity and Sorority Life provides leadership and direction to a vibrant Greek life program that includes over 60 chapters, four governing councils, and a student membership of approximately 3,500 individuals. The Director supports and advances each governing council while concurrently shaping a holistic sense of Greek life at Virginia Tech. The Director must have a sense of vision, strong leadership and interpersonal skills, and the ability to manage organizational change. The Director will develop educational and leadership programs to effectively guide the fraternity and sorority community, and will outline policies and expectations to educate students/chapters regarding community standards, including the implementation of risk management strategies. The Director supervises four full-time staff, two graduate assistants, and work-study students. The position requires the Director to work collaboratively with numerous campus departments, students, parents, faculty, chapter advisors, national offices, alumni, Blacksburg community members, and other stakeholder groups. Virginia Tech plans to undertake additional new construction of on-campus Greek housing, and the Director will help guide the development of this residential community. The Director is an active member of the Student Affairs staff team, serves on numerous institutional committees, and represents the university at Greek life and Virginia Tech events.

Additional responsibilities include:

- Maintain an awareness of, and an investment in, all other offices within Student Affairs, and a commitment to strategically advancing one another's objectives;
- Work to advance all four Councils of Fraternity and Sorority Life (IFC, PhC, NPHC, and UCFS);
- Hold weekly or bi-weekly meetings with the governing Councils;
- Develop and re-launch a leadership class for Greek students;
- Develop and maintain good town-gown relationships, proactively connect with neighborhood associations, and be aware of city codes as they pertain to off-campus Greek housing;
- Build and maintain strong partnerships with chapter advisors, and hold regular advisor group meetings;
- Maintain a strong collaborative relationship with the Residence Life program in support of on-campus Greek housing;
- Provide excellent office and staff supervision, and promote group development and team building within the department;
- Maintain contact and good relationships with chapters' national headquarters;
- Outline risk management strategies and work closely with the university conduct system to hold students and/or chapters appropriately accountable for inappropriate behaviors;
- Be visible within the university, and make institutional outreach a cornerstone of the position.

Characteristics of the Successful Candidate

The successful candidate will ideally possess the following qualities, attributes, and experiences in no particular order of importance:

- A master's degree in higher education administration, or a related field;
- Significant professional experience involving student group advisement;
- Knowledge of advising fraternities and sororities, and a commitment to shaping environments in which students are trained and mentored as campus leaders;
- Strong leadership and problem-solving skills;
- The ability to engage in strategic planning and program/policy development;

- A collaborative leadership style;
- Knowledge of student/leadership development theory;
- The ability to mold fraternity and sorority chapters that support student academic and personal success;
- The ability to recruit, train, and supervise professional/administrative/student employees;
- An active commitment to diversity and inclusion;
- The ability to develop and manage fraternity and sorority housing communities,
- Excellent oral/written communication skills and an engaging public presence;
- Budget management skills;
- The capacity to incorporate national trends and best practices of Greek Life into the organizational culture at Virginia Tech.

Additionally, the following characteristics and attributes were identified by various stakeholders when considering the position of Director of Fraternity and Sorority Life:

- A visionary, transformational, and collaborative leader who will continue to shape and guide the Greek Life program at Virginia Tech;
- Strong values related to student leadership development, and the ability to support students as they recruit talented future leaders into their chapters;
- The ability to proactively outline goals and objectives for the program, and then manage organizational change in the midst of very busy day-to-day responsibilities;
- The capacity to reduce resistance to change and "push through" institutional cultural norms that are barriers to creating a successful Greek life program;
- An interpersonal style that is very relational, and a positive, engaging demeanor;
- An understanding of the dynamics of working at a large, public institution;
- An ability to lead Greek life assessment activities;
- A willingness to "roll up the sleeves," have a hands-on work style, and spend significant time connecting directly with fraternity and sorority students individually and at chapter meetings;
- Maintain an open-door policy and serve as a resource for students and staff;
- An understanding of issues related to risk management, alcohol use/abuse, sexual misconduct, and hazing, and the expertise to develop programs that emphasize a climate of safety and the importance of interpersonal boundaries, dignity, and respect;
- A highly principled person who is able to guide ethical decision-making;
- A passion for working with fraternities and sororities, and a commitment to helping them be transformative organizations in the lives of Virginia Tech students.

Likely Priorities, Opportunities, and Challenges of the Position

The new Director of Fraternity and Sorority Life will face the following priorities, opportunities, and challenges:

- It will be critical for the Director to quickly reach out to, and collaborate with, key institutional stakeholders. The office and position relies on the Director's ability to build allies and support structures both inside and outside of Student Affairs, and it will be important to demonstrate a desire and ability to network across campus in support of Greek students, student leadership opportunities, and a broad array of program goals.

- In setting future direction for the Fraternity and Sorority Life program, the Director will need to be adept at strategic resource allocation and shaping budgets that support department goals.

- Multiple stakeholder groups indicated the importance of the new Director more publicly promoting the positive activities of the fraternities and sororities. Fraternities and sororities at Virginia Tech are exceptionally involved in the life of the university, are involved in an amazing amount of community service, and are positive role models on campus. Yet, unfortunately, the infrequent problem situations that arise are often what create headlines. Many administrative staff, and Greek student leaders, feel the Director needs to be much more proactive in publicizing the benefits of Greek life and the outstanding accomplishments of the chapters, Councils, and individual students.

- It will be important for the Director to establish connections with chapter advisors, both individually and collectively. Chapter advisors may be as close as on campus, or as far away as the DC metro area, so the Director will need to create ways to stay in touch with these important individuals and bring them into the Director's vision for Greek life at Virginia Tech.

- Similarly, it is hoped that the Director will engage Virginia Tech fraternity and sorority alumni and invite them to participate in Greek life beyond returning for football games. New traditions need to be created for alumni, and connections with alumni can be leveraged to provide a wealth of opportunities for students related to personal success and career networking opportunities.

- Organizational and management structures at Virginia Tech have historically been "corporate" in style. This model has recently undergone change, yet the Director will need to have a leadership style and management approach that balances a business-orientation and excellent critical thinking skills with behaviors that demonstrate a caring attitude and the ability to creatively set a vision for the program.

- Facilitate the Office of Fraternity of Sorority Life and Greek life student leaders shifting from a paradigm that is primarily reactive and oriented toward problem-solving to one that is goal-oriented and focused on future plans for the program.

- The leadership class provided for fraternity and sorority students is no longer taught, and multiple stakeholder groups emphasized the critical importance of re-initiating the class.

- Review chapter recruitment strategies, as well as chapter size, structures, and functions. Also, as Virginia Tech becomes a more diverse institution, review what support structures are available for under-represented students in Fraternity and Sorority Life.

- There is high likelihood that new Greek housing will be built on campus where the golf course is currently sited. The new Director will be a part of planning discussions as the project is initiated, as well as the design-build process.

- There has been a lot of turnover in the Director position over the past eight years. Because of this, many campus stakeholders see the position as a "revolving door" and have chosen not to invest themselves in Greek life at Virginia Tech due to this lack of stability. Many individuals hope that the new Director will remain at Virginia Tech a significant length of time to allow for the shaping and development of new programs, and, more importantly, the stability and continuity of those programs.

- Overall, there is tremendous energy and excitement in anticipation of a new Director of Fraternity and Sorority Life. There is a very strong sense of community and institutional pride at Virginia Tech, and this sense is even greater among Greek life students. The Director will be supervising a dedicated staff and will have the support of the Associate Vice President, advisors, and others as she/he works to create a strong and vibrant program.

Measures of Success for the Position

At an appropriate interval after joining Virginia Tech, the following items will initially define success for the new Director of Fraternity and Sorority Life:

- An understanding of the "systems" of Virginia Tech and an awareness of how to navigate through the nuances of the institution. Relationship-building and outreach to the campus community will have happened, and the Director will be a recognizable person to students, faculty, staff, and student support offices.

- The Director will have established short-term, mid-term, and long-term strategic plans for Greek life at Virginia Tech. It is hoped that well-outlined strategic plans can also be used to better recruitment of student leaders and to link advisors, alumni, faculty, and Student Affairs staff to the larger vision and longer goals of Fraternity and Sorority Life.

- There will be increased organizational transparency and better communication with the university community, chapters, advisors, fraternity and sorority students, and non-affiliated students at Virginia Tech.

- The Director will take an approach that encourages fresh ideas and creativity within the Office of Fraternity and Sorority Life, and with chapter leaders and advisors. Though clear objectives must be outlined by the Director, it is hoped that the Director will be inspirational in promoting inventiveness, adaptability, and the incorporation of best practices in student leadership development and Greek life.

- Work more closely with chapter advisors to shape goals for individual chapters, discuss risk management strategies, and develop leadership opportunities. Work with advisors to underscore the mission and values of the Office of Fraternity and Sorority Life.

- Review the balance of risk management programs, educational programs, leadership programs, academic success programs, and student service/outreach to the institution and community.

- The Director will have a plan for bringing fraternities and sororities into the mainstream of the Virginia Tech community. Greek life students continue to do wonderful work on and off campus, but awareness on the part of the larger institution is lacking. The Director will help shape ways to more publicly spotlight the work of fraternity and sorority students and increase the profile of their organizations.

Benefits Overview

Virginia Tech offers a full compliment of benefits, including but not limited to:
- Health insurance;
- Accidental death and dismemberment insurance;
- Multiple retirement options;
- Annual leave and sick leave;
- Family medical leave;
- A minimum of seven paid holidays;
- Group life insurance;
- Long-term disability insurance, and disability income protection;
- Optional insurance plans;
- Long-term care plans;
- Employee assistance program;

- Tax-deferred investments/deferred compensation/cash match programs;
- Employee wellness;
- Tuition assistance;
- Unemployment insurance;
- Worker's compensation.

For more information on Virginia Tech benefits, please visit http://www.hr.vt.edu/benefits/index.html

Application and Nomination

Review of applications begins immediately and will continue until the position is filled. A resume and accompanying cover letter may be submitted via the SJG website at **www.spelmanandjohnson.com** under the link Open Positions. Nominations for this position may be emailed to pwr@sjgsearch.com. If you are unable to submit materials electronically, please call 413-529-2895.

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Peter W. Rosenberg, Senior Associate

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