



*To improve the health of the communities we serve through education, biomedical research and health care.*

[www.upstate.edu/ume](http://www.upstate.edu/ume)

## Letter from the UME Office



## Undergraduate Medical Education Office Newsletter



**The UME Office is responsible for managing, coordinating and evaluating the Medical School curriculum. In addition, we provide support to the students, faculty, and administration.**



Dear Students & Faculty:

Greetings from the UME Office!

Though some local businesses still are closed and most non-essential activities in our area remain on hold due to the continuing pandemic, Upstate's commitment to improve the health of the communities we serve through education, biomedical research, and health care remains strong. Our clinical faculty and staff at affiliated hospitals and clinical sites are caring for patients in person and via telehealth, and our research faculty and students are in their labs, working on important problems facing healthcare today, including coronavirus. Faculty and staff from across the institution and in the UME Office have been busy keeping our education mission going, even during the two months when students weren't physically in the classrooms or clinics.

We were excited to first welcome back our fourth-year students to clinical electives on May 26 and then our third-year students four weeks later. They returned for orientation on June 29 and started their required clerkships on July 6. Highlights of MS3 orientation were the ACLS hands-on skills session at EM-STAT and the cardiac and pulmonary auscultation exercises at the new Simulation Center. We now are thrilled to welcome the incoming class of 2024 at MS1 orientation on August 6 followed by the returning second-year students on their first day of classes, August 10. We look forward to connecting with all of our students, both in-person and on WebEx or Zoom in the weeks ahead.

We continue to adapt our teaching and learning strategies in response to recommendations from university and government officials intended to minimize the risk of virus transmission. These strategies include smaller in-person

group sizes, increased physical distancing for exams and other activities, and more digital submissions of assignments.

In addition to its influence on your medical education, COVID-19 likely has touched other aspects of your lives as well. I would like to share the link to a recent episode of the Academic Medicine podcast in which a fourth-year medical student shares her COVID-19 story, the health inequities she and her family faced as they tried to get care, and the insights she gained from the experience.

<https://academicmedicinepodcast.libsyn.com/one-medical-students-covid-19-journey>

I highly recommend the episodes in that podcast with authors reading essays that were published in their Teaching and Learning Moments column. Many were written by medical students. Check out Learning Sympathy on June 29, 2020 and The Gift of Receiving on February 24, 2002. Faculty write pieces also. In the June 10, 2019 episode, Upstate's Dr. Amy Caruso Brown reads her essay, Embracing Discomfort on the Path to Humility. Kudos to Dr. Brown for her essay and the work that she does. Perhaps one of you will write an essay that will be chosen for a future podcast episode!

Finally, I would like to remind you about the many offices and people, in addition to the UME office staff, who are available to support you during medical school. The COM Educational & Career Success Office (Mary Ann Grandinetta) provides academic support and assists with career planning, along with basic science and clinical advisors in the learning communities. The Student Counseling Center and Employee/Student Health are available to help you stay healthy. Please do not hesitate to reach out to any of us if you have questions or concerns!

Sincerely,  
Leann Lesperance, MD PhD FAAP  
Associate Dean for Undergraduate Medical



# Phase 1

**Summer/August 2020**

As August approaches we welcome to the Upstate community our incoming MS1 students and warmly welcome back our rising MS2. Since we all parted ways in March 2020 due to the pandemic we have worked together to learn new ways to educate the students and are eager to embrace the Fall semester. The health and safety of our faculty and students is paramount and we are following all the guidelines set forth by Upstate, New York State and the CDC.

MS1 orientation will consist of pre-recorded and live remote sessions.

The curriculum will be taught in a hybrid format with lectures as live remote sessions or pre-recorded. Small groups that require in person interaction will be held in larger rooms with appropriate physical distancing and PPE. MS1 labs will be in person for Gross and Neuroanatomy beginning with unit 3. The majority of testing (quizzes and unit exams) will be held remotely using secure testing platforms from Exemplify. The Gateway exam is the exception to that and will be held in person as it is an NBME exam.

A very big thank you to our faculty and staff that have worked tirelessly to create and provide an effective medical education in the new formats.

Tom Poole, PhD  
Assistant Dean, Foundational Sciences



## What's New in Phase 2

Dear students, faculty, and staff,

We are happy to report that students have been back in clinical rotations since late May, and considering that we are working within the adjusted environment of a pandemic, things have been running well. Fourth-year medical students returned for in-person Als and electives on May 26, and third-year medical students started their clerkships on July 6. We do realize that as long as we continue to work and learn within the limits of a pandemic, learning opportunities are not as plentiful as they had been previously, spaces for work and learning are more challenging to find, and there will need to be continued adjustments over time. This being said, we are very proud of the entire Upstate team since the COVID pandemic was declared, including all faculty, staff, and students.

To remind everyone about some of the unique things this year due to COVID, clerkships this year are condensed into 4-week blocks with about 20 hours of online required material prior to the start of the rotation. Our first block of clerkships for both Syracuse and Binghamton finished on July 31. The standardized patient program has been adjusted to provide experiences with remotely located standardized patients. Fourth-year students will be applying to residency on October 21 this year (about 6 weeks later than usual), and different specialties have released individual guidelines about how applications and interviews will work this year. These statements can be found on the AAMC website: <https://students-residents.aamc.org/applying-residency/article/specialty-response-covid-19/>

We've been pleased to see the students learning safely in the clinical setting. We know this is a challenging time, and we thank you all for your innovative efforts and support!

Matt Mason, MD

Assistant Dean for Clinical Sciences



## From the Exam Coordinator

### Welcome!!

Welcome/Welcome back to our MS1 and MS2 students. It is time to start a fantastic new academic year!! Please remember to download your calendars from the Google Published Calendar site: <http://www.upstate.edu/ume/schedules.php>

### Exemplify!!

Exemplify is the next wave in the test taking software for students from ExamSoft. Exemplify is the application that students will be using to take their exams. Students can download your copy here: <https://ei.examsoft.com/GKWeb/login/upstatemed>. As we are SAML ready, it is just a matter of logging in with your active ID and password. MS1's, will be sent a welcome email with instructions when your Exemplify logins are active.

### Remote Testing

We will be doing all quizzes, lab practicals and exams through Exemplify this year and all of these tests will be done through Remote testing. What does that mean? Well, we will be using a remote testing system called Exam ID which confirms your ID with a visual ID of you and we will use Exam Monitor, which is an Exam proctor of you during the exam. We program in what you can/cannot do during the exam and these proctors "flag" us to let us know if anything out of the norm happens.

Watch my video in the Undergraduate Medical Education Blackboard Site for more information on this: [https://bb.upstate.edu/webapps/blackboard/content/listContentEditable.jsp?content\\_id=799560\\_1&course\\_id=64062\\_1&mode=reset](https://bb.upstate.edu/webapps/blackboard/content/listContentEditable.jsp?content_id=799560_1&course_id=64062_1&mode=reset)

### 25 Live!/Google Calendar

This calendar can easily be downloaded to a Google Calendar. Once in Google (must have a gmail account), you can export it in either an .ics or html format to be able to be brought into your GroupWise, iPhone or other calendars. Google calendars will update automatically with Google push. If you import to your iPhone, it may take longer to see those changes. Groupwise is hit or miss. I suggest using Google calendar for keeping up with your class calendar.

Each of the faculty members will be receiving a confirmation with an iCal attachment so that the item can be downloaded directly into their calendar. This will allow that faculty member to have the item directly imported into their calendar, if they wish.

Links for these calendars can be found on the Curriculum Website as well as on your Blackboard Course sites. <http://www.upstate.edu/ume/schedules.php>



## From the Exam Coordinator (continued)

While we know that many lectures will be held remotely and some will be pre-recorded. It is important to know that there is a reason for the order of the lectures. Please attempt to watch the lectures in order. Make sure that you attend the live lectures, if possible, as we will be trying to make them as interactive as we can.

Any questions regarding Exemplify or the online calendar can be sent to me at [dennistc@upstate.edu](mailto:dennistc@upstate.edu)

### Technology Access

If you require access to Epic, PACS/Synapse, or need Remote Access, please contact me directly at [dennistc@upstate.edu](mailto:dennistc@upstate.edu) for instructions.

Colleen Denniston  
Testing Coordinator  
Setnor 4508





## Greetings from the Office of Evaluation, Assessment, and Research!

**MS1:** Welcome class of 2024!! We are so excited to join the chorus of voices, welcoming you to SUNY Upstate College of Medicine. We are Lauren Germain, PhD and Josie Suser, M.S. from the Office of Evaluation, Assessment and Research. We work with all four colleges here at Upstate to help design and implement assessments of student learning and student and faculty evaluations, like those you'll be completing in MedHub during your time here. Please feel free to reach out to us with any questions. If you don't receive your MedHub login credentials by August 10<sup>th</sup>, please let one of us or our colleague, Kristen Vella know.

**MS2:** Welcome back, MS2s! We hope your time learning remotely went well and we are thrilled to have you back on campus for some of your courses. In the next few weeks, you'll be taking your Gateway exam. This exam will give you a sense of where you are in your Step 1 readiness. The Gateway exam tests residual knowledge. That means that your results will allow you to see how much medical knowledge you've retained and your results should be useful as you create a study plan for Step 1.

**MS3:** We hope your clinical year is off to a good start. Based on student and faculty feedback, we have made some changes to the assessment form that your preceptors will be completing to document your performance this year. Rebecca Bellini, from the Surgery clerkship has created a training video for all preceptors.

One area of focus is bias reduction in these assessments. In partnership with Northwestern School of Medicine, Drs. Caruso Brown and Germain have created a tutorial on reducing bias in the assessment of medical students in clerkships. There is a link to the tutorial on all MSIII faculty of student evaluations and the results are part of a joint study between our two institutions.

**MS4:** You have a very exciting year ahead! As you start to plan your away electives, we hope that you'll make use of the MSIV Away Elective Survey Report: <https://www.upstate.edu/com/pdf/intra/away-electives-feedback.pdf> For the past few years, we have surveyed students during March into Residency, asking them to tell us about their experiences during Away Electives. The report is organized by specialty and away elective state, so you can easily navigate it to find the information you need.

We hope you all have wonderful years ahead! Please don't hesitate to reach out with any questions.

Dr. Lauren Germain, [germainl@upstate.edu](mailto:germainl@upstate.edu)

Ms. Josie Suser, [suserj@upstate.edu](mailto:suserj@upstate.edu)



## UPDATE FROM THE OFFICE OF ACCREDITATION

### **Lisa Phelan, retired and then returned...**

As you may have heard, Lisa Neerukonda has left her position in the Office of Accreditation to move to Boston in order to be closer to family and pursue a new career goal. She did an excellent and seamless job assuming the role of Director upon my retirement. She is missed by many! Due to the Covid-19 pandemic restrictions, a pending LCME Status Report, Middle States Annual Review, and ongoing continuous quality improvement responsibilities, I have returned temporarily to help out in the Office of Accreditation until a replacement can be hired.

The LCME Status Report, due 8/17/20, will provide information on Upstate's progress on such matters as improving diversity among students, faculty and staff; enhancing the pre-clerkship curriculum, provision of formative feedback and system of career advising; monitoring student debt and advising students on debt management strategies; and revising selected policies, including the student advancement and appeal process. The next full survey visit by the LCME will take place in 2026-27. For additional information on the LCME, please visit their website at <https://lcme.org/>.

### **College of Medicine Graduation Competencies and Educational Program Objectives (GC-EPOs)**

The GC-EPOs serve as statements of what students are expected to learn or accomplish during the course of medical school at Upstate. They describe the knowledge, skills, behaviors, and attitudes that medical students are expected to exhibit as evidence of their achievement and as a basis for the next stage of their training. The GC-EPOs provide the basis for all course and clerkship objectives.

The College of Medicine has six Graduation Competencies, and they are:

1. Patient Care
2. Medical Knowledge
3. Interpersonal and Interprofessional Communication Skills
4. Ethics and Professionalism
5. Practice-Based Learning and Improvement
6. Systems Based Practice and Population Health

**GC-EPOs =  
Learning  
Objectives**

The full list of GC-EPOs can be found online (<http://www.upstate.edu/curriculum/objectives.php>) and in all course and clerkship syllabi. All our learning goals, assessments, and curricular planning centers around these all-important GCEPOs!

### **Looking for a Policy or Procedure**

**College of Medicine policies can be found on the Undergraduate Medical Education website here:**

<http://www.upstate.edu/curriculum/procedures.php>

**University-wide Student Policies & Expectations can be found in the student handbook here:**

<http://www.upstate.edu/student-handbook/index.php>



### Matriculating Student Questionnaire

One very important survey that was recently sent to incoming MS1 students by the AAMC is the 2020 Matriculating Student Questionnaire (MSQ). Less than 20% of the class has completed the survey.

As an incentive to increase the MSQ response rate, if 80% of the MS1 class completes the MSQ by first day of classes on 8/10/20, \$300 will be donated to the MS1 class funds. If the class gets to 90% by 9/15/20 when the survey closes, an additional \$200 will be added to the MS1 class funds.

The survey is completely anonymous and we will only receive the data from the AAMC in aggregate. If you have any questions about the survey, please contact the AAMC directly [MSQ@aamc.org](mailto:MSQ@aamc.org).

Lawrence Chin, MD,  
Dean, College of Medicine

### Matriculating Student Questionnaire

The current response rate to the 2020 AAMC Matriculating Student Questionnaire (MSQ) for Upstate Medical University:

	Total	Percent
Completed	105	62.5
In Progress	12	7.1
Not Started	51	30.4
Total Eligible	168	100

The survey is open through September 15.  
If you are missing your unique MSQ link, contact  
[MSQ@aamc.org](mailto:MSQ@aamc.org) directly.

## Exceptional Teacher Initiative

In an effort to acknowledge the dedicated faculty teaching in our MD program, we initiated an "Exceptional Teacher Initiative" in the fall of 2019. At the end of every course and clerkship, the medical students are surveyed and asked to share stories about faculty members, residents, nurses, therapists, or anyone else, who have impacted or influenced them in a significant way. Twice per year, we compile the comments and share the feedback from our students. We adopted this practice based on the "Exceptional Teacher Initiative" at Penn State College of Medicine.

During the 2019-20 academic year, we received 317 submissions from students on how 208 of their teachers from 23 departments provided an exceptional educational experience. Themes included appreciation, empowerment, positive learning environment, patient care, professionalism, time spent teaching, role modeling and teaching style.

Each month we highlight one teacher from the Exceptional Teacher Initiative that includes a poster in the Weiskotten Hall display cabinet and on the Upstate website: [www.upstate.edu/ume/exceptionalteacher.php](http://www.upstate.edu/ume/exceptionalteacher.php).

Thank you to our dedicated faculty who make a real impact on individual students, and thank you to the students who take the time to share their stories of working with our exceptional Upstate teachers!

## AAMC CAREERS IN MEDICINE

Choosing a medical specialty is one of the most significant decisions you'll make. With increasing competition for residency positions, it's critical that you make your decisions strategically. Careers in Medicine can help you.

- assess your interests, values, personality, and skills to help you choose specialties that best fit your attributes
- learn details such as salary and lifestyle, prerequisites and length of training, competitiveness data, types of patients and procedures, and other characteristics of more than 120 specialties
- compare your qualifications, pinpoint your preferences for residency training, and compare programs
- position yourself to be more competitive to land a residency
- and much more...

<https://www.aamc.org/cim/>





## Gold Stars



In efforts to monitor positive influences on the learning environment within the College of Medicine, the Office of Undergraduate Medical Education website has a "Gold Star" function that allows faculty, students and staff to highlight individuals who have enhanced their experience on campus.

**"Gold Star" Reports** can be filled out by students, faculty, or staff to nominate those who demonstrate exemplary professional behaviors or contribute to a positive learning environment. Nomination link: <http://www.upstate.edu/currentstudents/support/rights/mistreatment.php>

We would like to congratulate the following for recently receiving Gold Star nominations from students:

**Amar Swarnkar, MD, Professor of Radiology (Internal Medicine - AI):** *Dr. Swarnkar was extremely kind and patient with me while I called him to clarify a neuro-radiology report finding while on my Medicine Acting Internship. I was nervous at first to be a medical student calling the attending on service (as there was no resident) and yet Dr. Swarnkar took everything with good stride and patiently explained to me the findings. I appreciated both the time and his gentle nature as he sometimes waited for me to look up the answers to the questions that I probably should have known the answers to already. Regardless, it was a very nice experience and I deeply appreciated his demeanor.*

**Alisha Khan, MD, Medicine Resident (Medicine Acting Internship):** *Alisha was such a pleasure to work with on our medicine Acting Internship. She is by far the kindest resident we've ever worked with. She's great at given directions and finding teachable moments whenever she can. We feel comfortable coming to her with even small worries or even texting her when off-shift when we're concerned about our patients. She is a presence that teaches by example and fully takes responsibility over all her patients. Alisha will find a teaching moment in every room we walk in to and share personal anecdotes about patients she's seen in the past to help enrich our experience. She engaged us as medical students at every opportunity from central line removals to NG tube placements. She's spent a considerable amount of time going over blood-gas interpretations with us, electrolytes imbalance concerns (and how to replete) as well as managing blood sugars while in-patient. These are only some examples of the great work Alisha has done with us this month. We both aspire to be physicians and people like Alisha one day.*

**Mark Bucsek, MD, OB-GYN Resident (Crouse, Community, EVERYWHERE):** *Mark was such a pleasure to work with on OBGYN. I think he's the kind of resident/physician I would like to be one day. I remember the first day on our service, me and the other medical students at Community were just walking around lost and going with the flow and Mark was the one that came up to us, saw our badges, and excitedly started introducing himself, apologizing for not seeing us there earlier, trying to get us involved and into more cases. It was such a breath of fresh air and a great beginning to the clerkship.*

**Daniel Jaeger, Cell & Developmental Biology (Anatomy Lab):** *As an MS3 at the Binghamton Clinical Campus, I still get updates and emails from Dan checking in on me and making sure I am doing well. He has gone above and beyond what has been expected of him in his role in the anatomy lab. He is always a friendly, comforting face that has made my experience at Upstate a great one.*

More  on the next page...





## Gold Star Submissions continued...



**Jessica Landin, MD, OB-GYN (OB-GYN Clerkship):** *I thought Dr. Landin modeled some of the best examples of patient-advocacy and rapport-building with patients that I've seen in medical school. I had a patient at the POB building that was initially refusing a procedure because she did not want to remove her lip piercing. I feel like she felt that nobody was listening to her or explaining why removing the (very superficial) piercing was relevant or important and she was very close to just leaving without receiving her very important medical care. She was very agitated that morning and it seemed like a very heated situation. All the nurses, the anesthesiologist, and the residents were unsure of how to proceed at the time. However, I witnessed Dr. Landin personally going in, speaking to the patient, advocating for her patient's feelings to the anesthesiologist on duty, and then going back and coming up with a compromise with the patient (that essentially allowed her to defer removing the piercing until right before she was intubated and ensured that she got it put back in as soon as she awoke). It was a very small incident but I felt that she took the patient concerns seriously and really tried to meet her in the middle. The patient clearly trusted Dr. Landin to have her best interest in mind and I believe she was satisfied with the ultimate outcome.*

**Brandon Wilkinson, MD, Resident in Neurosurgery (Neurosurgery AI):** *It is important for medical students to be able to identify mentors and role models in their prospective fields of practice. I can think of few others who better fills those roles than Dr. Brandon Wilkinson. From the moment I began my neurosurgical training on my subinternship, Dr. Wilkinson made himself immediately available to me and the other acting intern on the service. He is always eager to teach and does so in an environment that is productive and low stress. Beyond formal teaching, Dr. Wilkinson acts as a strong mentor. He goes out of his way to provide tips and resources for students to improve their skills on the wards and their underlying knowledge base. Despite being the only intern on a busy service, Dr. Wilkinson always allows students the opportunity to assist in bedside procedures and patient assessments despite the fact that it slows him down. He provides feedback in a way that is easy to understand and is productive. He is always available for questions and takes time to answer them thoroughly. In short, Dr. Wilkinson creates an optimal learning environment for students. Beyond his interactions with students, Dr. Wilkinson's bedside manner should also be lauded. I have witnessed Dr. Wilkinson have several difficult conversations with patients and their families. He is always gives patients and their families the information, time, and empathy they require when making large decisions. He is always highly knowledgeable of the relevant underlying pathology and the subsequent management, so he is always able to answer patient and family questions thoroughly and to their satisfaction. Despite being pulled in many directions throughout the day, you can tell that Dr. Wilkinson never loses sight of the patient as a person and cares deeply about their outcomes and their wishes. Dr. Wilkinson is always professional and with a friendly demeanor even after long or difficult days. His fund of knowledge is impressive and enviable. He is an ideal role model for not only those interested in neurosurgery, but all medical students. I truly aspire to be like Dr. Wilkinson when I am an intern and I plan on adopting many of his habits in order to improve my own skills and practice. I am eager to see where Dr. Wilkinson goes in his career, as I have no doubt it is to somewhere great.*

## Professionalism Commendation/Concern Report

The COM has a Professionalism Commendation/Concern Report that is available in MedHub and by request through the Office of Undergraduate Medical Education. This report can be filled out by residents, faculty, or staff regarding positive or negative professionalism experiences with students. Completed reports are kept confidentially in student files in the Office Of Undergraduate Medical Education. [www.upstate.medhub.com](http://www.upstate.medhub.com)





# Providing Feedback

## *Suggestions from the College of Medicine*

### Recommendations for faculty and resident preceptors

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1. **Prepare** the learner for feedback
  - a. Consider setting times for feedback in advance
  - b. Tell them what you will observe and give feedback about
2. When giving feedback, use the word “feedback, e.g.: ***“I am now going to give you feedback.”***
3. Feedback is more effective when **timely**, i.e. as soon as possible after an event
4. Ask the learner to self-reflect. e.g. ***“How do you think things went?”***
5. Give **specific examples** of behaviors:
  - a. What went well
  - b. What needs improvement
6. Give **specific recommendations** for improvement
7. Help the learner develop an **action plan**
8. **Ask** for questions

### Additional resources

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Please feel free to contact:

- Office of Undergraduate Medical Education
- Academy of Upstate Educators



STATE UNIVERSITY OF NEW YORK

**UPSTATE**  
MEDICAL UNIVERSITY

COLLEGE OF MEDICINE

June  
2020

# EXCEPTIONAL MOMENTS IN TEACHING



**Aaron Glass, PhD, MB (ASCP)**, Assistant Professor of CHP-Clinical Laboratory Science and Assistant Professor of Microbiology and Immunology, is the **June 2020** Recipient of the **Exceptional Moments in Teaching** recognition.

## COMMENTS FROM DR. GLASS'S STUDENTS:

*"Dr. Glass is incredibly effective at teaching and his use of pop references and mnemonics are incredible and really help facilitate learning. He was exceptionally great at distilling information and teaching us. Really, he's just an amazing educator."*

*"Every lecture that this professor has given us has been very clear, concise, straightforward and enjoyable. I think he very clearly cares about how well we learn the information and it seems as though he goes to great lengths to communicate it in a way that is easiest to understand. I always have a clear sense of what he was trying to teach and what he would like us to take away from the lectures."*

*"Dr. Glass is an amazing professor. He has mastered the skill of presenting information to us in such a straightforward and fun way. He is also approachable and would explain a particular concept multiple times if he had to."*

*"Dr. Glass puts a ton of time and attention into his PowerPoint presentations. The visuals make it so easy to memorize and thoroughly understand the topic being presented. It has been an honor to be one of his students."*

The College of Medicine recognizes exceptional teachers with the monthly "Exceptional Moments in Teaching" program. Honorees are selected via student assessments from courses and clerkships. Recognized teachers — including medical faculty, residents, nurses and other educators — are those who challenge students and provide an exceptional learning experience.

[www.upstate.edu/ugme/exceptionalteacher.php](http://www.upstate.edu/ugme/exceptionalteacher.php)

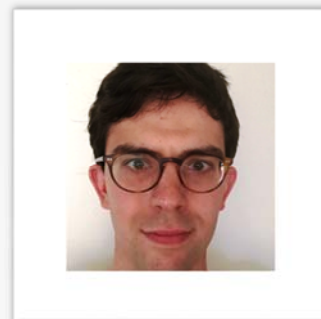


# GREAT JOB!



David Riccardi, MSIV; while on an acting internship, was recognized by a patient's sister for going above and beyond. David called her everyday during the patient's 23-day stay, and gave her updates on the patient's condition and treatment; he answered all of her questions and communicated clearly. David was commended for his calm and reassuring presence, which made the patient's stay less stressful as a result.

Dr. Chin and the patient's sister both praised David, saying: "The medical profession, and Upstate Community Hospital in particular, are fortunate to have a student doctor as caring, considerate and capable as David Riccardi."







## **College of Medicine Vision Statement**

**The College of Medicine and its graduates  
will transform and improve healthcare for all  
by combining medical science inquiry,  
research and innovation,  
dedication to social justice  
and compassionate care.**



## 2020 VIRTUAL FOOD DRIVE

*Thank you for your help!*

We raised **\$1,465.80** for Food Bank of CNY. This equates to **4,397** meals! SUNY Upstate's Food as Medicine team sincerely thanks you for making this happen.





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Answers are on the next page.



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