

Pathways to Leadership Transition and Leveraging Executive Director Expertise

Summary

“Pathways to Leadership Transition and Leveraging Executive Director Expertise” engaged experienced executive directors (ED) of farm and food system nonprofits in an exploration of the dynamics that frequently lead to ED burnout and departure. From the outset, the project organizers acknowledged that there are challenging structural conditions within the nonprofit sector that are outside the control of any single executive director or organization. Within this context, Pathways focused on actions that individual EDs and other organizational stakeholders such as board members, other staff, funders, et. al., can take.

During a one-day facilitated convening EDs discussed components of their roles that serve as **both sources of satisfaction and challenge**. While virtually all EDs work through these areas of responsibility every day, they can become particular barriers to preparing for an effective, orderly leadership transition. The table below summarizes the root causes and suggested interventions to improve conditions for executive directors.

Managing Staff	
<i>Root Causes:</i> Culture of selflessness and prioritization of mission over self-care; limited HR and personnel management experience; inadequate staffing. (Each condition exacerbated by pandemic and societal upheaval.)	<i>Interventions:</i> Regular professional development opportunities; requiring use of job benefits such as vacation and sick time; use of real-time communication tools to address emerging issues.
Managing the Board	
<i>Root Causes:</i> Mismatch between the skills of those who serve on the board and the organization’s needs. High-functioning boards are the exception.	<i>Interventions:</i> Accurate job descriptions for board members; recruitment to align board member skills with organizational needs; regular board training.
Fundraising	
<i>Root Causes:</i> Most EDs’ limited exposure to or comfort with wealth; situating responsibility for fundraising solely within ED role; insufficient funding for operations.	<i>Interventions:</i> Regular professional development for ED; increased involvement by board and staff in fundraising; hiring of dedicated development professionals whenever possible.
Wearing All Hats	
<i>Root Causes:</i> Belief by EDs that they need to be involved in all elements of the organization; inadequate staffing to accomplish organizational goals; limited funding for administration and HR.	<i>Interventions:</i> Develop and regularly update job descriptions for board and staff; develop internal communications systems to ensure all understand the “big picture” and how their roles fit together.

EDs shared that the challenges they encountered when initiating their leave-taking ranged from the organizational to the personal. **Actions that eased the departure process for their organizations** included ensuring that staff and board understood their respective roles in the transition process; thoughtfully managing internal and external communications with regard to their departure; and documenting and sharing their job functions and external relationships with others in the organization to reduce workflow disruption and facilitate onboarding of a successor. **Actions that helped them manage the personal implications** of their departure included taking time to process the vagaries of their tenure and to name and celebrate their legacy; exploring new professional options before leaving; and securing a transition mentor. **To support their successors**, participants recommended bringing on organizational development consultants before hiring a new ED; supporting a coach for the new ED; and, when possible and desired, offering clearly-defined options for the continued involvement of the former ED.

Background

“Pathways to Leadership Transition and Leveraging Executive Director Expertise” engaged thirteen experienced executive directors (ED) of farm and food system nonprofit organizations¹ in an exploration of how to change the dynamics that frequently lead to ED burnout and departure. Many of those dynamics result from how the nonprofit sector has evolved over time. Although rarely expressed so bluntly, the prevailing (yet unreasonable) expectation from funders, board members, government officials, and many other stakeholders is that small, chronically under-resourced organizations exist to solve intractable societal, economic, environmental or political problems, and that those working for such organizations do—or at least, should—see the achievement of their mission rather than financial compensation as the primary and proper reward for their efforts.

While acknowledging the flawed structural dynamics that characterize the nonprofit sector, the Pathways project organizers nevertheless aimed to help leaders of small farm and food organizations in New England and New York address the challenges that are within their power to address. The specific objectives were to:

- 1) Examine barriers to healthy leadership models in the nonprofit sector;
- 2) Explore options for reducing the stress that often leads to executive director (and other staff) burnout and early departure;
- 3) Develop possibilities for improving the leadership transition processes to minimize disruption in organizational progress; and
- 4) Generate ideas for keeping motivated and knowledgeable leaders involved and advancing the sector after leaving an executive director role.

Pathways grew out of discussions between [Dorothy Suput](#), former founding-ED of The Carrot Project, and Scott Marlow, former ED of the US chapter of [Rural Advancement Fund International](#) (RAFI), about the difficulties of executive director transitions. Scott had talked to more than twenty other nonprofit leaders about the same topic and all agreed that finding ways to make the transition easier for the organizations and their leaders and to keep transitioning leaders engaged in the sector was important for development of the sector. These conversations led to approaching The John Merck Fund to further develop and fund the project. Scott was unable to continue with the project and [Christine James](#), former ED of The John Merck Fund, stepped in to co-coordinate after her departure from the sunseting foundation.

The Canada-based consulting firm [Coeuraj](#)'s [Julia Monaghan](#), [Cynthia Oliver](#), and [Emily Nordemann](#) worked with the co-coordinators to prepare for and facilitate the gathering in May 2022 for a day-long meeting at the [Essex Woods Conference & Retreat Center](#) in Essex, Massachusetts. The thirteen nonprofit leaders who gathered included seven women and six men. Nine of the participants identify as white, and four as people of color. They represented organizations ranging in size from small (three full-time equivalent and two part-time staff) to midsized (forty-two full-time equivalent staff).

This project was made possible by The John Merck Fund and the Sandy River Charitable Foundation. The [Pleides Network](#) and the [Farm and Food Growth Fund](#) provided administrative support.

Methodology

Pathways centered on a confidential one-day facilitated conversation among thirteen experienced current and former farm and food system executive directors. In preparation for the convening, twenty executive directors who were

¹ Including project coordinators, Dorothy Suput and Christine James.

invited to the gathering² responded to a short survey designed by Coeuraj consultants and the co-coordinators to gather basic demographic data about them and their organizations and to give them an opportunity to share their experiences in their executive director role and their thoughts about their eventual transition out of leadership. Their responses to the survey questions helped the organizers prepare an agenda tailored to the needs and interests of the participants. A list of the questions posed to the respondents can be found in Appendix A.

At the May 23rd session, participants discussed:

- **The major challenges they face and the benefits inherent in the ED role;** defined the root causes of those challenges; articulated the best practices to address each challenge; and then brainstormed interventions, based on participants' own experience.
- **Learned from peers who had transitioned or were in the process of transitioning** out of the ED role about what had helped and what had hindered the transition for them and their organizations.
- **The benefits of coming together to share their experiences** as executive directors and to discuss options for reducing the many stresses that come with the position and for how to best prepare themselves and their organizations for their eventual departure from their leadership role.

Originally, we had also proposed to spend time talking about next steps and to possibly craft individual or a group action plan to share with boards and funders. However, given the brief time together in Essex, that this was a *first* meeting, and the need to build a common understanding among participants, we decided to defer these options for another time. However, at the close of the day in Essex, the group shared some initial ideas for next steps which the co-coordinators have documented for follow-up.

Ahead of the gathering, we compiled some transition materials from other sources and shared them with participants via a Google drive. An Emergency Succession Plan template turned out to be the most frequently requested transition resource. Finally, after the convening, Pathways co-coordinators requested feedback from participants via a simple plus/delta (“+/ Δ ”) survey.

EDs' Experience of Their Role

The main topics cited by the EDs as *both* sources of satisfaction and challenge were: Managing Staff; Managing the Board; Fundraising; and “Wearing All the Hats”. While EDs work through these areas of responsibility every day, they can become particular barriers to preparing for an effective, orderly leadership transition. The key findings below include an examination of root causes, best practices, and suggested interventions.

Managing Staff

*“The staff reflects the community, and so the trauma that the community has is also present in the staff. (We’re) not properly trained to deal with staff trauma, for example, the trauma from racism, especially when (we) are also experiencing the trauma.”*³

The satisfaction that EDs derive from developing their staff is in tension with the many challenges inherent in managing people and the societal role and expectations of EDs. The stresses on EDs can be so intense as to impact both their physical and mental health. The seemingly endless COVID-19 pandemic, the ever greater awareness of the persistent undercurrents of white supremacy and violence in our country, and the scapegoating of those with the least political or economic power have significantly increased staff and ED stress, exacerbating an already untenable situation. These factors create an unresolvable challenge of balancing EDs' expectations of performance with the need

² Some 22 individuals originally expressed a desire to participate, but personal and professional issues ultimately prevented seven from joining the one day gathering.

³ This quote and all subsequent quotes are from Pathways Participants. All quotes are unattributed to protect confidentiality.

to address their own and their staff's mental, emotional, physical, and spiritual health needs. And yet many EDs accept unreasonable working conditions and persist through crises in order to support their staff and communities.

- Root Causes of Challenges: A root cause of the challenges related to staff management is the widespread societal perception that those working for nonprofits—especially founder-executive directors—should be selflessly devoted to their organization's mission. With EDs feeling defined by an unhealthy "martyr to the cause" syndrome, it is difficult for them to model healthy self-care to their staff. This is especially true for EDs who work with, and are themselves from, communities most impacted by racism and its many traumatic consequences. A mismatch between available resources and what is expected of small organizations makes for unreasonable workloads for all staff which, in turn, can make the use of benefits such as parental leave, sick time or vacation virtually impossible, even within organizations that provide them. Relatedly, most nonprofit EDs are in their role because they are passionate about their organization's mission and not because they enjoy managing staff or have the requisite skills or training for nonprofit management. These mismatches leave many EDs feeling ill-equipped to successfully support their staff.
- Best Practices Goals: 1) Balance progress toward the organization's stated mission with establishment of a humane work environment; 2) Encourage staff to take on more leadership without ceding the parts of the ED role that bring satisfaction to the person in the role; and 3) Model healthy self-care to promote the well-being of all within the organization and to retain high-performing and dedicated staff.
- Suggested interventions: 1) Board and funders support staff professional development; 2) Provide training and support to EDs and all senior staff in personnel management including trauma-informed approaches; 3) Ensure all staff take full advantage of paid time off and other options for rest and relaxation; 4) Explore innovative online real-time communications tools such as Slack that allow staff to share what is going on for them without unduly diverting time and attention from the work and mission of the organization.

Managing the Board

"[The board] feels like a separate organization. [It's as though] the ED is managing two organizations."

Typically, there is much required of the ED in terms of developing the board and supporting individual members with limited support from other staff or from the board members themselves. While a board of directors is necessary, establishing a functional one can be challenging.

- Root Causes of Challenges: The root cause of much of the stress that EDs experience re: their boards is the frequent mismatch between who serves on the board and what the ED needs in order to successfully meet the mission of the organization. High functioning boards can alleviate much of the stress on executive directors. Unfortunately, such high functioning boards are the exception among small mission-oriented nonprofits. Most such NGO boards are comprised of individuals passionate about the mission of the organization but not necessarily gifted with the skills required to fulfill critical board member roles.
- Best Practice Goals: 1) Clearly articulate the roles and responsibilities of the board versus those that are rightfully the ED's; and 2) Comprise the board with individuals with the requisite skills, experience and energy to fulfill those roles and responsibilities.
- Suggested interventions: 1) Develop accurate job descriptions for ED and board members that clearly delineate roles and responsibilities of each; 2) Evaluate alignment between current board members' skills and the agreed-upon roles and responsibilities of board members; 3) Establish a process and timeline for recruiting board members to fill any identified gaps in board capability; 4) Recognize board training as a necessary component of organizational capacity building.

Fundraising

"Where are the funding opportunities to help the organization sustain itself?"

Although fundraising is clearly a responsibility of the Executive Director, that function does not—and for the sake of organizational sustainability and resilience, should not—rest solely with the ED, though it often does. The situation is further complicated by how fundraising is paid for and the various kinds of fundraising available to a non-profit organization (e.g., grants from public and private sources, contracts, donations, memberships, event proceeds, fees-for-service, merchandise sales, etc.)

- **Root Causes of Challenges:** The root causes of the fundraising challenge vary among leaders and their organizations. Many individuals come to the ED role with limited exposure to wealth, significant discomfort and/or limited experience asking for charitable support, and concerns that their competency will be questioned if they share their insecurities about fundraising with their boards. The fact that many funders won't support critical operational roles such as that of a development director ensures that the fundraising burden most often remains with the ED. Moreover, all fundraising is not created equal. The challenges of raising funds from different sources confounds a simple cost-benefit assessment of which kind of funding to pursue. For example, the expertise and organizational infrastructure needed to secure grants from government agencies is very different from those required to raise funds from high net-worth individuals. Few EDs are equally adept at all kinds of fundraising.
- **Best Practice Goals:** 1) Include as a job prerequisite that individuals considered for the ED role have successfully raised funds from various sources (government agencies, foundations, individuals), or provide fundraising training for less-experienced EDs; and 2) Establish responsibility for fundraising as an expectation among all staff and board, as appropriate to each position.
- **Suggested interventions:** 1) Support training for the ED in fundraising, particularly individual donor development (the most feared, and therefore resisted, form of fundraising); 2) Ensure that board members understand and assume their share of responsibility for fundraising; 3) Support program staff in developing their own relationships with grantmakers and donors to both expose staff to the art of donor development, and give funders a deeper understanding of the organizations they support; 4) When possible, prioritize hiring of development staff to manage the day-to-day fundraising responsibilities.

Wearing all the Hats

“EDs need to have a finger on everything to have the bird’s eye view to operate within their role and so they end up wearing all the hats.”

“Pathways” participants indicated they derive the most satisfaction from the varied nature of the executive director role and the ED’s opportunity to steer the course for their organization. But they also shared that this same aspect of the job can often drain their energy and limit their ability to effectively engage the creativity and leadership of others on their staff.

- **Root Causes of Challenges:** Most funders expect, and most EDs believe, that they must understand and engage with all elements of their organization’s functioning to be effective in their role. This can be a reasonable expectation if managed well. But if overdone, this approach can undermine other staff, overburden the ED, and lead boards to see their organizations’ fate as inextricably tied to the individual in the ED position. Such a concentration of responsibility in one person can easily lead to the unhealthy belief by all involved that the ED is indispensable and, therefore, irreplaceable. Insufficient funding for administrative tasks, particularly HR functions, combined with EDs’ proclivity to protect other staff from additional work means many executive directors default to “doing it all” even when they understand the longer term benefits to themselves and their organizations of more—and more effective—delegation.
- **Best Practice Goals:** 1) Establish clear role delineations among staff, and between the ED and the board; 2) Ensure staff have the opportunity and agency to develop their skills; and 3) Establish communication channels to ensure tasks are handled by the appropriate individual(s) and according to agreed-upon timelines.

- Suggested interventions: 1) Develop accurate job descriptions and areas of responsibility for all staff and board members; 2) Establish efficient communications systems that allow everyone to stay on-task while also seeing the bigger picture of how their work fits in with that of others; 3) Set a regular schedule for reviewing and revising job descriptions to ensure they adapt as conditions change over time.

Former EDs' Experiences of Transitioning Out of Leadership

Personal and Organizational Challenges

"Who am I if I'm not the ED of my organization?"

The reasons shared by the former executive directors for leaving their positions ranged widely, from finally reaching their limits with regard to the stresses of the role (see above); to needing a more financially secure position, one with benefits such as health insurance and a pension or a 403B/401K account; to realizing that the organization would benefit from new leadership; to simply reaching retirement age. The challenges these former EDs faced when initiating their leave-taking from their roles were both organizational and personal.

- The organizational concerns they worried about included: 1) how to time their exit to cause the least disruption; 2) how to prepare staff, board, funders, and other stakeholders for their departure; 3) whether/how their boards would manage the tasks of mounting a search for a new ED and supporting the new leader during the onboarding process; 4) staff morale during the transition period; and 5) funder and donor reaction to their leaving.
- Among the personal fears shared were: 1) how to manage the significant work associated with preparing their organizations for their departure while also doing their "day job"; 2) accepting that their organizations would inevitably change with a change in leadership; 3) grappling with the gnarly question of identity outside of their role; and 4) especially for founder-EDs, the possibility of seeing themselves—or being seen as—a failure if the transition process did not go well and the organization faltered or failed after their departure.

Conditions Supporting a Smooth Transition

"Never underestimate how much information you hold that no one else knows...unless you tell them!"

"If I got hit by a bus tomorrow, what do people need to know to keep the organization going?"

The former EDs also shared the conditions that either allowed for a smooth transition at the time, or that they now see would have enabled a smoother transition than actually took place. Among the enabling conditions were:

- A board that understood its role in ensuring the longevity of the organization, including recognizing and planning for the inevitability of executive director transitions;
- Timing conversations with staff, board, funders and other stakeholders so as to provide adequate time for planning without dragging the transition process on too long (the so-called Goldilocks "just right" timing);
- Documenting, organizing and sharing with the appropriate staff and board members the many processes, procedures and relationships that might otherwise leave with the exiting ED;
- Determining what few (2-3) accomplishments constituted their legacy with the organization and working to ensure those accomplishments "stuck" after their departure;
- Telling key members of their board early on so as to lessen any shock or concern;
- Preparing and communicating a plan for staff involvement in the transition and the search for new leadership to encourage staff ownership for ensuring a successful transition among all stakeholders; and
- Waiting to alert funders and other supporters of the organization until the transition plan was set and the date of the ED's departure was relatively near to prevent undue concern and gauge funder willingness to remain supportive through the transition.

Personal Strategies to Support Transitioning ED

“Figure out what you want your legacy to be after you leave the position. What are the 2-3 things you want to focus on to achieve this legacy?”

On the more personal level, the following were enabling conditions that facilitated the EDs’ exit from their positions:

- Setting aside time to process lessons from their ED experience to glean what they need to avoid and what they want to replicate in their next position;
- Evaluating how to apply the skills and wisdom gained in their ED experience to a new role;
- Searching for and applying to new jobs, both within and outside of the farm/food system sector to expand horizons and think about their career anew;
- Documenting everything so nothing walks out the door with you while also understanding and accepting that the next ED might never refer to all that’s been prepared for them; and
- Finding someone outside of the organization (and perhaps even the sector) to serve as a mentor through the transition process.

Strategies for Helping the New ED Succeed

“Some people will feel soothed by laying out everything in detail and reading a detailed document when they come on board, (but) some things a new person will just do their own way anyway.”

Because there were several participants in the “Pathways” gathering who were relatively new to their ED position the conversation extended to what can help a new ED succeed—especially one taking over from a founder-ED or a beloved long-serving ED.

- Hiring an outside organizational development (OD) consultant to help the new ED evaluate the current state of operations and develop potential new procedures/processes to address any deficiencies;
- Working with an executive coach to help a new/novice ED establish their own approach to their position as distinct from the founder/previous ED;
- If the founder or the previous ED remains involved in the organization after the transition, finding ways to acknowledge and value their wisdom and continuing commitment to the organization while setting clear boundaries around their role going forward. An outside OD consultant would be in the best position to provide impartial support for this delicate task.

Post-gathering Feedback & Next Steps

Feedback

Everyone who responded to an invitation to provide feedback indicated that the gathering was helpful and that more opportunities to meet with fellow EDs would be welcome. Here is a sample of the participants’ (anonymized) feedback:

- Shared experiences from other ED’s can be extremely helpful to an ED transitioning in. Helps an ED understand that some of the madness involved in the role of ED is normal and most EDs have to figure (out their own) strengths to cope with things such as too many meetings, less engaged boards, staff development.
- Lots of organizations are struggling/challenged with (leadership) transitions; there is a demand for this support. When I mentioned this group as an update at my recent board meeting, some of our grower participants showed interest immediately.
- I really appreciated the very broad structure of the day, and the relatively light touch of the facilitation...There was a lot discussed, or at least touched upon, that is relevant for any ED, not just those thinking of transitioning out. I wish that kind of “support group” existed on a regular basis that would allow

for venting, commiserating, sharing, supporting, conspiring, etc. Some of us might last longer in our positions if that resource existed!

- Loved talking through the systemic things that make the ED role difficult, and using the “5 why's” exercise to try to dig down
- So much of the solutions seem to revolve around funders so it would be great to ensure there's funder buy-in in the future—could this group match up with the New England Food Funders Network?
- To hear folks who have gone through the ED transition process was very helpful. Truly every situation is different but there are common threads.
- Doing this at a retreat in a beautiful spot was great. The entire process very relaxing. Having knowledge and familiarity with the participants was nice. I think we would all like a Part II.
- I think it was clear from the interest and what was shared that this truly filled a need for transitioning, transitioned and newer EDs. As we say to the farmers and farm families we work with, "it's never too early or too late to plan for your transition/succession (make a plan)." So, truly there is a need all along the continuum for this conversation, support, tools and organizational (and movement) preparation.

Next Steps

All participants also expressed interest in additional opportunities to share their experiences, challenges and successes with one another. All agreed that they would like to keep the conversation going and suggested possibilities for further engagement:

- Starting an email list, Google group, or listserv to allow those in the group to query one another for ideas on how to address specific challenges, to seek advice, to ask for guidance or support from peers;
- Regular Zoom sessions with one another for the same purposes as above;
- Occasional gatherings online or in person to hear from subject experts on topics of interest such as:
 - How to promote executive director resiliency;
 - How to create organizational structures, policies and procedures that don't perpetuate the structural challenges and inequities that make the existing nonprofit business model unsustainable;
 - How to recruit individuals to the essentially managerial and administrative role of nonprofit executive director who have the requisite skills and experience but may not have direct experience in the farm and food system sector.

The group also posed several questions about possible next steps that have yet to be answered, including:

- How to raise the funds that would be required to sustain even a modest process for keeping the conversation going beyond the one-day gathering;
- Whether or how to include other executive directors in the conversation going forward while addressing concerns about confidentiality;
- How to share the information shared among EDs via the Pathways process as well as the value of the gathering to the participants with their boards, funders, donors and other stakeholders; and
- Whether there might be interest and energy in establishing a way to recruit former nonprofit EDs as mentors for new EDs and/or an entity to support exiting farm and food system nonprofit leaders as they transition out and to provide them with “a landing spot” while they explore their own next steps.

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For questions about this report, please contact Christine James at cj.chrisjames@gmail.com or Dorothy Suput at dorothy@dsuput.net

APPENDIX A

EXECUTIVE DIRECTOR PATHWAYS CONVENING

Participant survey

We are so excited to be spending the day with you later in May. In order to help us make this experience as valuable for you as possible, we are asking that you complete the following survey.

There are some mandatory questions from the venue, as well as questions from our facilitation team that will help to inform the workshop design. Thank you in advance for whatever you are able to share.

About you

1. Contact Information

Name: _____

Company: _____

Email Address: _____

Phone Number: _____

2. What about how you identify do you want to share with us?

3. What is your current title?

4. How many years of experience do you have in an Executive Director (and/or Co-Director) role?

0-3 years

3-5 years

5-10 years

I have never been an Executive Director or Co-Director

Your experience as an Executive Director

5. What kinds of leadership structures have you been a part of?

Single Executive Director

Co-Director model

Flat organization, with either limited or no formal hierarchy

- Leadership council, with leadership shared equally between a group of people
 - Other (please specify)
6. What are the top two things that make the role of Executive Director challenging?
7. What are the top two things that make the role of Executive Director satisfying?
8. How do you manage (or try to manage) boundaries between your personal and professional selves? What, if anything, do you do outside of work that enriches and fulfills your life or helps bring balance to your life?

Transition readiness

9. Do you have a sense of when you will want to transition out of your current role?
- I'm in the process of transitioning now
 - 1-3 years
 - 3-5 years
 - 5+ years
 - It's not something that's on my mind right now
 - Other (please specify)
10. When you think about leaving your current organization, what is the biggest reason that motivates you to consider leaving?
11. When you've considered leaving, what seems like the biggest challenges to successfully transitioning out? Have they changed over time?
12. How ready do you feel to leave your organization based on your current plans? What else might you need to feel more ready?

Transition experience

13. Have you ever left an Executive Director role?

Yes

No

14. Would you be willing to talk about your experience transitioning out at this gathering?

Yes

No

15. What was one thing, if any, that made this transition challenging?

16. What was one thing, if any, that helped enable this transition?

17. What is one thing you know now that you wish you had known when you started the transition process?

Logistics, venue & COVID

18. The COVID context continues to shift, and we will do our best to make decisions about any necessary precautions closer to the event date. Is there anything related to COVID that you would want us to be aware of?

19. Our venue, The Essex Center, has a very limited number of rooms with only one bed. Most rooms have two to three beds. If under no circumstances you are able to share a room, please let us know.

I am able to share a room

I am not able to share a room

20. Please indicate any dietary requirements that we need to be aware of

Vegetarian

Vegan

I have a food allergy (please specify)

21. You may arrive at the Essex Retreat Center by 5pm on Sunday, May 22nd. Please indicate which meals you plan to attend.

May 22nd, dinner (5:30-7:30 pm)

May 23rd, breakfast (7:30-8:30 am)

May 23rd, lunch (12:00-1:00 pm)

22. We're hoping to compile a playlist to use over the course of the day. What are three songs you'd like us to include?

1. _____

2. _____

3. _____

DONE