# **ROSEBURG PUBLIC SCHOOLS**

School Board Regular Meeting Melrose Elementary School Multi-Purpose Room 2960 Melrose Road Roseburg, Oregon 97471 Available via Zoom	
Vol 4 No. 16	April 26, 2023
<b>Board Members:</b> Dr. Brandon Bishop Rodney Cotton Rev. Howard Johnson, Chair Ann Krimetz Rebecca Larson, Vice Chair Charles F. Lee Andrew Shirtcliff	Administration:         Jared P. Cordon, Superintendent         Robert Freeman, Director of Human Resources         Michelle Knee, Assistant Superintendent         Cheryl Northam, Director of Finance and Operations         Melissa Roberts, Director of Student Services

## **REGULAR SESSION – SCHOOL BOARD MEETING**

**TIME/PLACE:** A regular meeting of the Douglas County School District No. 4 Board of Directors was convened on Wednesday, April 26, 2023, in the Multi-Purpose Room of Melrose Elementary School, 2960 Melrose Road, Roseburg, Oregon, in person and available via Zoom link. Thank you to Principal Rasmussen and her staff for hosting the meeting tonight and sharing the fabulous student artwork.

**CALL TO ORDER / PLEDGE OF ALLEGIANCE:** Board Chair Howard Johnson called the regular meeting to order at 6:00 p.m. and led in the Pledge of Allegiance.

**ATTENDANCE:** Board members attended in person as did Cabinet members. News Review Sports Reporter Tom Eggers was in attendance.

## COMMUNICATIONS TO THE BOARD / REVIEW OF AGENDA

Superintendent Cordon welcomed everyone present in person, as well as those who were joining the meeting remotely. He reminded those present that the April board meetings are the opposite of usual, with the work session having been held on April 12 and the business meeting being held this evening.

The presence of Umpqua Community College President, Rachel Pokrandt, was acknowledged, noting that she was here for the announcement of the upcoming partnership between UCC and RPS. It was further pointed out that this is the first time in over twenty years that the leader of UCC has attended one of our board meetings. "Thank you, Dr. Pokrandt, for being here."

## STUDENT REPRESENTATIVE REPORT:

RHS student leaders Emma Kahler and Ally Negrin reported recent sports results , sharing that this year we had 806 athletes with a Varsity GPA of 3.54. Other activities and upcoming events included:

- Link Crew installed new leaders to welcome the incoming freshmen for the class of 2027.
- RHS Robotics Team Aries placed 36 overall and third in design at Worlds in Houston, Texas.
- The FFA banquet last week raised over \$30,000 with 200+ attendees.
- The new Community Engagement Association (CEA) club is intended to encourage a more inclusive community at RHS.
- New Social Studies elective options for next year include Mock Trial, AP Human Geography, Native American Studies, Psychology, History through Music, and US Sports History.
- Last Thursday, 105 students from fine arts, ceramics, yearbook and photography visited Umpqua Valley Arts Center to see their art on display as well as other exhibits.
- Coming up soon:
  - Prom is this Saturday with an "Enchanted Forest" theme
  - Volley buff
  - o Senior Sunset
  - Homegoing Week
  - Students will be highlighted at Evening of Excellence on May 3rd at 6:00 p.m. at UCC
  - Staff Appreciation Week will include tributes to staff including donuts, pastries and coffee provided in staff rooms throughout campus for the enjoyment of all RHS staff
  - Senior Brunch is Sunday, May 7th
  - Leadership is working on activity proposals for next year, such as Winter Formal, Field Day, etc.

Emma shared her pleasure at being back once again at her "home" school. Chair Johnson acknowledged both Emma and Ally for stepping out of their comfort zone to keep the Board updated.

#### **STUDENT / STAFF RECOGNITION**

Vice-Chair Rebecca Larson had the honor of presenting awards and McDonald's gift cards to students being recognized this evening, including:

## **Eddaline Carollo**

## Fifth Grade Student at Melrose Elementary School

Eddaline has been selected as "Student of the Year at Melrose". There are many reasons why Eddaline deserves this award, but universally the staff and students use the word RESPECT to describe her. Respect is exemplified through her daily interactions in the classroom, the playground, and with her family. According to one of Eddaline's teachers, Eddaline is always a willing helper and can be relied on to complete classroom tasks with efficiency and accuracy. She is kind to others and well-liked because she treats others with respect. She is very deserving of this award! Congratulations, Eddaline!

## **Elleen Miller**

## Ninth Grade Student at Roseburg High School

Elleen attended Melrose and Hucrest Elementary, and Jo Lane and UVC during middle school. She is involved in track and Lacrosse this spring and is also a member of Spanish Club. Elleen fills her spare time playing the piano and spending time with her church youth group. Her favorite classes are ceramics and Spanish, and she hopes to go into the medical field and become an ER nurse. Teachers describe Elleen as an exceptional student who is truly deserving of this award. Her commitment to academic excellence is evident in the effort she puts forth. Elleen gives everything she does 150%, is incredibly organized, and is always willing to participate fully. She is reliable, responsible, and determined. She is a good student, but more importantly, a good person. Congratulations, Elleen!

## Gabrielle Parrish, Eighth Grade Student at Jo Lane Middle School

Teachers at Jo Lane say that Garielle is a delight to have in class. She is smart, has a wonderful sense of humor and does exceptional work. Social Studies teacher Vern Thompson says if he were to make an all-star team of students, Gabrielle would without a doubt be on it. Art teachers Eric Olson and Jerry Foster describe Gabrielle as a kind and considerate person with a keen intellect. She is innately curious and focused on the details in her work, and takes time to understand the nuances presented in a lesson or technique. Gabby was an integral member of the Art Club production crew that created the scenery for the Spring Drama Production. Staff put her in charge of completing certain panels because they knew she would produce the quality that was necessary.
Gabby is an exceptional person and worthy of this honor on so many levels.

Congratulations, Gabrielle!

Special staff members were also recognized and honored with **Crystal Apple Awards** presented by Board Chair Johnson:

## Evelyn Atkins, Instructional Assistant III at Jo Lane Middle School,

and

## Jacque Saylor, Instructional Assistant III at Jo Lane Middle School, in the Turnaround Program

Jacque and Evelyn are the positive spark of Jo Lane's culture. You can always count on something humorous or a little crazy from them that brightens the halls. They both care about students immensely and do everything they can to help make their day better. Every school needs personalities like theirs to keep things light and energized for staff and students. Jacque and Evelyn are the life of the party and make the school community better every day. They are also described as the glue that holds the TAP program together, with an amazing ability to create positive relationships with students who struggle with behavior. This dynamic duo is always there when you need them; calm, cool, and collected during times when the majority of us would be sweating bullets. Both women truly deserve this honor.

## "Teamwork Makes the Dream Work!"

Congratulations, Jacque & Evelyn!

## Sandi Wayman, Instructional Assistant, Melrose Elementary School

Sandi has worked for Roseburg Public Schools for 17 years! In those years she has made learning about and growing students' love and belief in themselves as important as improving their reading and math. Sandi is our biggest cheerleader and encourager. She is cheerful, positive, a team player, and LOVED by our entire staff. Sandi is a champion for those that she serves. She shares daily jokes but also holds her students accountable. Sandi learns about her curriculum and researches best practices to improve all areas of student learning. To put it simply ... Sandi is our "Ace" in the hole. She "DIGS" for more from herself and others. She "SETS" all Melrose students up for success. Thank you, Sandi, for your dedication to our students and this district.

## "Her Roots in Education Run Deep"

Congratulations, Sandi!

**BRIEF RECESS:** On behalf of the Board, Chair Johnson took the opportunity to specifically thank the families and friends of those being recognized tonight, sharing that we are excited to have you here. Chair Johnson extended congratulations to all of those honored tonight and called for a brief break at 6:16 p.m. to allow those who wished an opportunity to depart to enjoy the rest of their evening. The meeting was reconvened at 6:20 p.m.

#### CONSENT AGENDA:

The Consent Agenda was presented for consideration, including approval of the Consent Agenda, Minutes from the March 8 and April 12 meetings, a Surplus Items listing and Gifts to the District. Personnel actions included the recommendation for hire and acceptance of resignations as listed below:

Recommendations for Hire:

- \*\* Staff who worked in temporary positions in 2022-23
- \* Staff who are PERS Working Retirees

#### • LICENSED

Eastwood Elementary School

- Kaleigh Forrest, Child Development Specialist; and
- Elizabeth "Ellie" Wyscaver, Special Education, LRC

Fir Grove Elementary School

Courtney List, Fifth Grade Teacher

Fullerton IV Elementary School

- Caroline Bauders, First Grade Teacher \*\*
- Susan Prouty, Turnaround Program Teacher

Green Elementary School

- Marlo O'Connor, PreK-Job Share, Temporary \*\*
- David Harding, Intermediate teaching position TBD

Hucrest Elementary School

- Jill Kraack, PE-Job Share, Temporary
- Rosa Mohlsick, Child Development Specialist \*\*
- Michele Weaver, Fourth Grade Teacher \*

Melrose Elementary School

Jennifer Morrow, Fifth Grade Teacher \*

Sunnyslope Elementary School

- Kayla Hawkins-Carter, Kindergarten Teacher \*\*
- Kristina Kelso, Physical Education Teacher \*

Winchester Elementary School

Annie Wright, Third Grade Teacher

Fremont Middle School

- Megan Dee, Graphic Arts Teacher
- Julie Dever, Roving Teacher, Temporary \*\*
- Michael Hoque, Social Studies Teacher \*
- Alesha Hunt, Technology Teacher \*

Jo Lane Middle School

- Kimberlee DeVries, Sixth Grade Teacher \*
- Steve Kiepert, Woodshop Teacher \*
- Kevin Murphy, Roving Teacher, Temporary \*\*
- Vern Thompson, Social Studies Teacher \*

Roseburg High School

• LeAne Bustamante, Social Studies Teacher

- Marlyn Heath, Language Arts Teacher
- Jennifer Higgins, Language Arts Teacher \*
- Amber Roth, Drama Teacher
- Gary "Andy" Wyatt, Roving Teacher, Temporary \*\*

Office of Student Services

Brenda Cunningham, Behavior Specialist \*

Department of Teaching & Learning

- Dean Friesen, Ed Center Teacher \*
- Patricia "Trish" McCracken, Teaching & Learning Support Specialist \*

## • ADMINISTRATORS

Human Resources

Robert Freeman, Director \*

Joseph Lane Middle School

Sasha Aumock, Assistant Principal

Roseburg High School

- Robert Coulson, Assistant Principal
- Ashley Fisk, Assistant Principal

## LICENSED RESIGNATIONS (effective at the end of the school year)

- Heather Gettys, Third Grade Teacher at Winchester, after one year in the District;
- Alishea Maynes, First Grade Teacher at Fullerton IV, after three years in the District;
- McKayla Meunier, Third Grade Teacher at Hucrest, after four years in the District;
- Bailey Morgan, Fifth Grade Teacher Sunnyslope, after one year in the District;
- Staci Parnell, Second Grade Teacher at Sunnyslope, after eight years in the District;
- Samantha Schmidt, Music Teacher at Green, after two years in the District;
- Chase Wentz, Music Teacher at Melrose, after two years in the District; and
- Samantha Williams, SpEd Teacher at RHS, after five years in the District.

Director Brandon Bishop moved to approve the Consent Agenda. Director Rodney Cotton seconded, and the Motion passed unanimously. Director Charles Lee noted the number and size of donations made to the Robotics Club to facilitate the recent trip to Houston, Texas to allow students to compete nationally. He pointed out that it indicates broad-based community support for this program.

M4-050 Approved the Consent Agenda

**PUBLIC PARTICIPATION:** Chair Johnson opened the floor to Public Participation, explaining that the 20 minutes allotted is limited to two-minutes per person, and participants would be advised by Assistant Superintendent Michelle Knee once their time was up and how to use the Raise Your Hand feature for those attending via Zoom. He also shared that the Board's role was simply to listen, as no action is taken during Public Participation.

The individuals noted below all spoke in support of adding "Thurman Bell Stadium" to the existing Finlay Field

at Roseburg High School:

- Scott Lovemark, RHS teacher and coach
- Jamie Yraguen, RHS graduate, community member and former player under Coach Bell
- o Joe Newton, RHS graduate, community member and former player under Coach Bell
- o Tom Nelson, RHS graduate, member of the Budget Committee, and former player under Coach Bell
- Tim Sustaire, RHS coach and former player under Coach Bell
- o Russ Bolin, RHS graduate, Athletic Director at RHS, and former player under Coach Bell

Letters from Steve Lander, RHS teacher and coach, Jake Cookus, on staff at Oregon State University – football, and Troy Calhoun, RHS graduate and Head Football coach at United States Air Force Academy were also shared with the Board.

A Melrose classified employee, Julie Thompson, brought attention to wages earned by many classified staff members, pointing out that many within the classification cannot afford to take advantage of insurance benefits offered through the district. She asked the Board to consider investing in the classified staff so that they in turn can invest in students, the community and school.

Individuals spoke in support of an elementary teacher currently out of the classroom, including:

- An individual identifying herself as the sister of the employee spoke briefly in support of the teacher.
- Tony Jorgenson, parent of six children, spoke in support of that classroom and shared her concern that this is the first "normal" yar for students since the onset of COVID.
- Allena Nelson, Fullerton IV booster president, expressed her concerns.
- Tracy Sadoff, with two children who attended Fullerton, supported the teacher's skills as an instructor.
- Paul Nixon, with a son who attends Fullerton, spoke in support of the teacher. He also congratulated all the students and staff members receiving awards this evening.
- Suzie Parker, a parent (on-line) spoke in support of the teacher on leave and concern over the poverty level of families in the community that the school serves.
- Dr. Brady McNulty, parent of children attending Fullerton, spoke in support of a teacher and expressed concern over the shortage of good educators in the profession.
- Liz Bullard, elementary teacher whose daughter was a former student of the teacher, shared that children not from the classroom spend time every day before and after school in the teacher's classroom.
- Jason Walker, parent of five children who have attended Fullerton, spoke in support and also emphasized that children have been through a lot with COVID.
- Jerin Mason, Aid at Fullerton, expressed that teachers leaving mid-year can be stressful for the students.
- Jase Jorgensen, student at Fullerton, expressed that the instructor is his favorite teacher.
- Kalena Jorgensen stated her support of the teacher and shared that last year her teacher left early following an injury.

Asst. Superintendent Knee confirmed that there were no remaining individuals on-line wishing to address the Board. Chair Johnson requested that those wishing to depart do so quietly while the Board attended to items of business.

## REQUEST FOR APPROVAL TO ADD RESTROOM FACILTY AT MELROSE ELEMENTARY DEVELOPMENTAL LEARNING CENTER

Director of Finance and Operations, Cheryl Northam, explained that this project has been under consideration and guidance for quite a long time. Of the two quotes received, the District is requesting approval of S+B James

Director Andrew Shirtcliff moved to approve the proposal to add a restroom to the Melrose Elementary DLC. Vice-Chair Rebecca Larson seconded and the Motion passed unanimously.

Construction in the amount of \$230,019 to construct this addition to the Developmental Learning Center (DLC)

M4-051 Approved addition of restroom to Melrose Elementary School DLC Program

## **REQUEST FOR APPROVAL TO PURCHASE REPLACEMENT WAREHOUSE DELIVERY BOX TRUCK**

Director of Finance and Operations, Cheryl Northam, shared that after approximately 25 years, our warehouse delivery box truck essentially died and could not be revived. The District is requesting approval of the purchase of a replacement vehicle at a cost of \$64,369.38.

Vice-Chair Rebecca Larson moved to approve the request to replace the district's 25-year-old delivery box truck. Director Rodney Cotton seconded and the Motion passed unanimously.

M4-052 Approved purchase of replacement delivery box truck

## REQUEST FOR APPROVAL TO PURCHASE CAFETERIA TABLES AT JOSEPH LANE MIDDLE SCHOOL

Director of Finance and Operations, Cheryl Northam, presented the request to purchase replacement cafeteria tables to be installed in the Jo Lane Middle School cafeteria at the conclusion of the seismic upgrade to improve quality, safety and reduce the need for frequent replacement. A proposed cost of \$156,338 is in line with public purchase cooperative procurement guidelines.

Director Andrew Shirtcliff moved to approve the request to purchase replacement cafeteria tables for Jo Lane Middle School. Director Brandon Bishop seconded and the Motion passed unanimously

M4-053 Approved purchase of replacement cafeteria tables for Jo Lane Middle School

## REQUEST FOR APPROVAL TO PURCHASE INTERCOM SYSTEM FOR ROSEBURG HIGH SCHOOL

Director of Finance and Operations, Cheryl Northam, presented a request to purchase replacement of the existing intercom, bells and clock system at RHS that is consistent with the systems that have been replaced at our elementary and middle schools. Anticipated cost is expected to be \$215,000 through SMEED and equipment would be installed after July 1, 2023.

Director Rodney Cotton moved to approve the request to purchase an intercom system for RHS. Vice-Chair Rebecca Larson seconded and the Motion passed unanimously

M4-054 Approved request to purchase intercom system for Roseburg High School

## ADOPT RESOLUTION 22-23-14: NATIONAL TEACHER APPRECIATION WEEK

Board Chair Howard Johnson was honored to read proposed Resolution 22-23-14 joining school districts throughout Oregon in declaring the week of May 8-12, 2023, as Teacher Appreciation Week.

at Melrose Elementary.

Director Rodney Cotton moved to adopt Resolution 23-24-14 declaring the week of May 8-12, 2023, as National Teacher Appreciation Week. Director Brandon Bishop seconded, and the Motion passed unanimously.

M4-055 Adopted Resolution 22-23-14: National Teacher Appreciation Week

## **CABINET DIRECTOR REPORTS – HUMAN RESOURCES**

Human Resources Director, Robert Freeman, shared the goals and functions of his department that consists of one director, two specialists and one office manager who is shared with the district office and works at the reception desk greeting visitors and answering phones.

Our District employs 31 administrators who provide the equivalent of 248 hours each day of administrative support to the District. There are 384 licensed staff, equaling 376.5 FTE. The 361 classified staff members equal 313 FTE. There are seven confidential staff, and 65 at-will employees such as coaches, etc., that are not included in the 783 total employees.

Human Resources partners with several universities in providing a pathway for student teachers, teaching wishing to continue their education, and providing for lateral movement for classified to move up to licensed and licensed up to administrator. He noted that seven classified staff took advantage of our "grow your own" opportunity to progress from classified to licensed and one teacher who became an administrator this past year. There are currently 17 licensed staff openings and 23 classified vacancies.

Human Resources Department functions include:

## **Talent Acquisition**

- ✓ Workforce Planning
- ✓ Develop Job Descriptions
- ✓ Sourcing and Recruiting
- ✓ Implementation of Grow Your Own Program
- ✓ Review of District Staffing Needs

## Talent Development

- ✓ Employee Handbook Development and Review
- ✓ Onboarding Orienting New Employees to the Organization
- ✓ Coordinate Training and Professional Development Programs
- ✓ Implement a Comprehensive Evaluation System
- ✓ Manage Employee Transitions / Plan for Success of Employees
- ✓ Address Employee Discipline and Ensure Due Process

## Culture and Total Rewards

- ✓ Foster Employee Engagement
- ✓ Oversee Labor Relations and Professional Associations
- ✓ Rewards and Recognition
- ✓ Compensation and Benefits
- ✓ Foster Culture that Supports Learning
- ✓ Promote Diversity and Inclusion

## Sustainability and Risk Management

- ✓ Apply Knowledge of Relevant Laws and Regulations
- ✓ Manage Risk
- ✓ Serve Internal and External Customers
- ✓ Develop Sustainable Human Capital Systems and Services
- ✓ Continuously Evaluate Human Capital Management Systems

## SUPERINTENDENT REPORT: (slide-deck attached)

Superintendent Cordon thanked Chair Johnson, Vice-Chair Larson and Director Cotton, along with our Human Resources Staff, for helping to acknowledge the 120 employees recently celebrated for their five, ten, fifteen, twenty, twenty-five and thirty-years of service to Roseburg Public Schools during the annual staff appreciation event. And today, Administrative Professionals Day, is our opportunity to honor the many professional support staff whose efforts don't go unnoticed in the day-to-day business of meeting the needs of staff, families, and children.

Earlier today, the twelfth annual Golden Apple Event sponsored by Neil and Cathy Hummel of Century 21 the Neil Company Real Estate took place at the Roseburg Country Club. Chair Johnson, Vice-Chair Larson, Director Cotton and Director Krimetz were all on hand to acknowledge the teachers nominated by their principals to receive a Golden Apple. Thank you to the Hummels for their dedication in honoring the people who work to assure that our country and community has a bright future.

Jared thanked the Board for helping to make sure that a student's zip code doesn't determine their opportunities in areas such as the robotics program. A hearty congratulations to Robotics Team "Aries" who competed in the first Tech Challenge World Championships in Houston, Texas. These students earned the Third Place Design Award for outstanding Industrial Design Elements. Bravo! And to our middle schoolers for their high-quality production of Disney's "Descendents". Our Kids are doing great things beyond academics. Not to be outdone, our student-athletes and members of band and choir earned a combined GPA of 3.5 this school year. This is a real tribute to our coaches, staff, parents and kids for really getting after it!

Work is continuing on our installation of security vestibules on our school campuses, with the Jo Lane vestibule nearly complete. Winchester, Fir Grove, Eastwood and RHS vestibules are designed and are out to bid with work anticipated to begin in June. Melrose, Hucrest, and Roseburg Virtual School are in the design phase, with work anticipated to begin in September or October of this year. "Destructive proof" window film is also being applied at our secondary schools.

UCC President Dr. Rachel Prokrandt was welcomed as it was announced that our district and Umpqua Community College will be creating a joint staff position intended to align job-training programs for students. The P-20 Pathways Innovator will initially focus on aligning UCC and district programs in the advanced manufacturing and healthcare fields. This administrative position will be responsible for streamlining existing and planned pathways for students entering college and the workforce.

## INDIVIDUAL REPORTS BY DIRECTORS

Director Andrew Shirtcliff thanked members of the public for participating, adding that in his two years on this Board, this is the first time he can remember using the full twenty minutes allotted for Public Participation. It's nice to hear what the public has to say.

Director Charles Lee added that it may not always be nice to hear, but it's necessary.

Director Ann Krimetz shared that she was happy individuals took the time to attend, even though some may find it nerve wracking. She assured attendees that we want to hear from them and encouraged patrons to feel welcome to attend meetings. She explained that some topics are policy oriented, which takes time to understand the constraints involved, but she looks forward to working together to resolve issues.

Director Rodney Cotton added that he also appreciates public comment, emphasizing what he often expresses, that the Board is not the enemy. We want to work with staff, parents, and each other. He encouraged people to trust the process, and that it's the Board's job to listen, and thanked everyone for coming. Mr. Cotton also invited anyone interested who would like to walk their neighborhoods and canvas for the upcoming bond. He further shared that he was able to attend the FFA fundraising banquet and purchased Dr. Weber's three-layer carrot cake. He noted that the young men and women in the program are amazing, adding that our teacher are also amazing, as well as those who work with them. The recent plays he has attended were very good, and he is also enjoying working with Young Life each week. He thanked Ann for the invitation to speak with the association representatives, believing that it's important to do that. He reflected that he is very proud of this District, and we will continue to work through issues as they arise. Director Cotton thanked those who came to speak on behalf of the stadium proposal. Chair Johnson assured him that we will follow district policy for guidance in what we do.

Director Rebecca Larson provided assurance that we want to hear from parents, teachers and staff. As we go into Teacher Appreciation Week, she wanted to thank all staff because what happens can't happen without everyone, including the bus drivers, secretaries, aids, librarians, teachers and administrators, etc. It truly takes a team. She noted that she has been to many of the same places as Director Cotton, and spent the weekend taking in the FFA Auction, the musical, and a trip to Disneyland with the Band. Tomorrow she will be at the Melrose Science Fair. Vice-Chair Larson emphasized that none of these things would happen without adults mentoring these kids. She shared that during the flight to Disneyland, several flight attendants complimented the adults on how well behaved the students were and how well they represented the school and district. She expressed hope that staff realize how grateful she is personally as a parent for the experiences being provided for her children, and for all the children in our community.

Chair Howard Johnson shared that he was honored to be invited as a guest speaker last week to talk about communication skills. He acknowledged that attendees tonight gave up their valuable time and we do not take that lightly. We are here to listen.

**ADJOURNMENT:** With business before the Board concluded, Chair Johnson adjourned the meeting at 7:52 p.m. and announced that the next meeting, a regular Board meeting, would be held May 10, 2023, at 6:00 p.m. in the Library of Fremont Middle School.

Jared P. Cordon, Superintendent JPC/jlk

**Next Meeting:** School Board Work Session, April 12, 2023, at 6:00 p.m. in the administrative office Board Room located at 1419 NW Valley View Drive in Roseburg, Oregon and available via Zoom.