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The following summarizes my 25-year administrative career in higher education enhanced with instructional experiences and serving the last 10 years as a member of the President's Cabinet and institutional officer for Western Illinois University. Western serves 11,458 students and 2,452 employees (705 faculty, 1,265 staff, and 482 graduate assistants).

VICE PRESIDENT FOR QUAD CITIES AND PLANNING, WESTERN ILLINOIS UNIVERSITY (JANUARY 2008-CURRENT). This position serves as the Chief Operating Officer for the Western Illinois University Quad Cities Campus, as well as the Chief Planning Officer for the two campuses and distance learning of Western Illinois University. The position is a member of the President's Cabinet, supervises over 160 employees, and oversees the Western Illinois University Quad Cities operating and capital budgets.

The Vice President works closely with the Western Illinois University Board of Trustees, President's Leadership Team, 34-member Western Illinois University-Quad Cities Planning and Advisory Board, as well multiple internal and external stakeholders, state and federal officials and agencies to achieve the goals and priorities of Western Illinois University and its host communities and regions.

The Vice President position requires both a rural perspective (Western Illinois University-Macomb enrolls 9,935 students in a town of 20,000) and an urban perspective (Western Illinois University-Quad Cities enrolls 1,523 students in a metropolitan area of 400,000). As Vice President, my accomplishments include:

Supporting academic excellence and enrollment growth by authoring and supporting institutional strategic plans with documented success in raising faculty and staff salaries, establishing new academic programs and scholarship programs, supporting multidisciplinary centers, increasing travel support for faculty, as well as supporting new Quad Cities students, faculty, and staff mentoring programs.

Only three of the 13 Illinois public universities have experienced enrollment growth during the last four years (fall 2011 to fall 2014). Through implementation of new academic programs, financial aid strategies, and enrollment partnerships with high schools and community colleges, WIU-QC is the fastest growing Illinois public university, increasing enrollment by 151 students or 11.0% during this time.

Expanding educational opportunity by establishing lower-division instruction and support services at Western Illinois University-Quad Cities that until spring 2009 focused exclusively on upper-division and graduate education; creating dual enrollment partnerships with high schools and community colleges; and implementing reverse transfer, honors articulation, and financial aid consortium agreements with community colleges in Illinois and Iowa.

Expanding opportunity also includes partnering with the Macomb Campus to establish minors in entrepreneurial studies and Spanish, and extend majors in bilingual/bicultural education, English, communication, human resource management, and supply chain management on the Quad Cities Campus. And facilitating dual degree agreements between Western Illinois University and the University of Iowa, in addition to an agreement that allows students to earn a bachelors degree from Western Illinois University and a doctor of Chiropractic from Palmer College of Chiropractic in an accelerated manner.

Enhancing campus diversity from 10.7% of total enrollment in fall 2007 to 17.0% of total enrollment in fall 2014 by reallocating resources to hire a multicultural recruitment specialist; supporting activities in the local minority community, receiving new scholarships specifically designed for minority students; diversifying in open positions; and supporting new LGBT initiatives and 27 registered student organizations that provide an inclusive and welcoming campus environment.

Promoting personal growth inside and outside of the classroom by creating the Quad Cities Office of Academic and Student Services to provide coordinated academic advisement and student services in one central location; partnering with the Macomb Campus to provide high-profile speakers and events on both campuses (the last two speakers were grandson of Mahatma Gandhi, Arun Manilal Gandhi; and CNN correspondent Peter Bergen), establishing a Quad Cities Honors Convocation prior to commencement, identifying new internship sites, and using local venues to host select Leatherneck sporting events.

Surpassing fundraising goals in Western's first comprehensive campaign for the Quad Cities Campus. The campus surpassed its \$8 million fundraising goal and obtained its first million-dollar gift. This year we raised an additional \$1.7 million, and have another \$1.2 million currently pending. Other fundraising successes include leading the license and \$1.9 million asset transfer of WQPT-Quad Cities Public Television from the Greater Quad Cities Telecommunications Corporation to Western Illinois University-Quad Cities.

Engaging in shared governance by authoring institutional strategic plans, long-term plans, accreditation plans, technology plans, and campus master plans endorsed by all governance groups on both campuses before receiving Western Illinois University Board of Trustees implementation approval. Also providing monthly and annual accountability reporting on the status of university goals and priorities.

Building new facilities by working with state and federal legislators, the Illinois Board of Higher Education, Quad Cities Chamber of Commerce, City of Moline, the local economic development agency Renew Moline, the Western Illinois University Board of Trustees, President's Leadership Team, and other members of the university community to receive \$59.2 million in state capital funding to construct the new Western Illinois University-Quad Cities Riverfront Campus and an additional \$4.0 million in federal funding for a new road to service the campus.

Opened in January 2012, the new campus location supports growing enrollment from current levels to 3,000 students while maintaining historically low student-to-faculty ratios at 16:1. Phase II construction, three interconnected buildings, opened on-time and in-budget for fall 2014 classes. Western's growth and expansion are part of the City of Moline's economic re-development plans designed to develop \$100 million taxable base and attract 2,000 new jobs to the Quad Cities region.

Partnering with the educational community by serving on the Quad Cities President's and Chancellor's Council that meets quarterly to communicate and collaborate on institutional, community, and regional priorities. Also Chair of the Academic Council that was one of only 20 organizations to receive a Lumina Foundation grant to advance certificate and degree attainment levels of local residents.

Facilitating economic development by serving as the Chairperson of the City of Moline's Project Management Team (PMT) that oversees design and construction in our city center. Currently, there is over \$150 million in project development in downtown Moline. This includes the newly opened Moline Enterprise Lofts, KONE world headquarters, a new hotel downtown, and the planned

multimodal station with adjacent hotel that will open before reinstatement of Amtrak passenger rail service to the Quad Cities in 2016.

The PMT is also overseeing \$82 million in private-development construction activity for the 16 acres of land located next to the Western Illinois University-Quad Cities Riverfront Campus. All of this development, located in a tax increment finance district, includes restaurants, retail, and student and employee housing at no cost to the University.

Representing Western Illinois University for the Higher Learning Commission-North Central Association of Colleges and Schools (the Commission) by serving as the University's Self-Study Coordinator, Accreditation Liaison Officer, and Chair for the University in the Persistence and Completion Academy (PCA); and continuing with service to the Commission as a peer evaluator, change panel and visit chair; and national task force member that created the PCA and new pathways accreditation criteria and processes.

Advancing statewide and national agendas by Holding officer positions for the Illinois Association of Institutional Research (president, secretary, and treasurer), Association of Institutional Research (trainer in university planning and budgeting and served on the Blue Ribbon Task Force that implemented Policy (shared) governance to the 4,000 U.S. and 160 international members), in addition to maintaining active membership in the Higher Learning Commission, National Association of Branch Campus Administrators, Society of College and University Planning, and making two presentations at the American Association of State Colleges and Universities.

Increasing technology and end user support by agreeing to temporarily supervise University Technology (Utech) from January 2008-July 2012. Utech was a new unit that consolidated reporting of 100 full-time employees from Web Support, Desktop Support, Help Desk Support Center, Classroom Services, Center for the Application of Information Technologies, Labs, Networks, Enterprise Systems, Servers, Networks, and Security into one central unit. I was charged with bringing the unit together; creating an institutional strategic plan for technology; advancing the University's technological infrastructure, security, and currency; updating the University's Website presence; and enhancing communication structures and planning with end-users. All of these tasks were to be successfully completed within five years to position the University for successful hiring of a Chief Information Officer (CIO).

EXECUTIVE ASSISTANT TO THE PRESIDENT (JUNE 2007-DECEMBER 2007). The position duties are described above and I was promoted to vice president to reflect the growth and expansion of the Quad Cities Campus.

ASSISTANT TO THE PRESIDENT FOR PLANNING AND BUDGET, WESTERN ILLINOIS UNIVERSITY (APRIL 2005-JUNE 2007). This position reports directly to the President, serves on the University Cabinet, and leads the integration of strategic planning, resource allocation, and accountability reporting. Included in this role is the oversight and development of annual all-funds institutional budgets (in excess of \$228 million), annual departmental budget allocations, and external and internal reports and responses to the Illinois General Assembly, Illinois Office of Management and Budget, Illinois Board of Higher Education and Western Illinois University's Board of Trustees.

This position also chairs University Strategic Planning Committees, Master Planning Committees, University Fiscal Committees, Technology Committees, and President's Recruitment and Retention Task Forces at both Western Illinois University campuses (Macomb and Moline). The position spends significant time interacting with all campus governance groups on both campuses and monitors/reports progress on the University's strategic plan to campus and external communities.

The position supervises an office staff of 10 full time employees. Direct reports include the Director of University Budget Office, Director of Institutional Research and Planning, and the University Assessment Coordinator.

DIRECTOR, UNIVERSITY PLANNING AND INSTITUTIONAL RESEARCH, ILLINOIS STATE UNIVERSITY (JULY 2000-MARCH 2005). This position reports directly to the Vice President for Finance and Planning, meets bi-weekly with the Vice President and Provost and is charged by the President and Vice Presidents to create and successfully implement a nationally recognized strategic planning model that links academic, facilities, and fiscal planning with daily operations. This has been successfully achieved by:

Creating Educating Illinois: An Action Plan for Distinctiveness and Excellence at Illinois State University. This plan, which was based on input of a 30 member writing team and over 100 campus focus groups and presentations, was unanimously endorsed by all governance groups (the Academic Senate, Administrative/Professional and Civil Service Councils, and Student Government Association) and unanimously approved by the Illinois State University Board of Trustees (BOT). In leading the efforts of over 400 students, faculty, staff, and community members, *Educating Illinois* accomplishments include:

- Advancing to Tier III in *US. News and World Report's* rankings of National Doctoral Universities and placing in *Kiplinger's Personal Finance Top 100 Colleges and Universities* for academic quality and value.
- Increasing the dollar value for external grants and contracts received at Illinois State University by 68 percent in three years.
- Achieving mean ACT scores (23.9), freshmen retention rates (84 percent), and University graduation rates (62 percent) at historic peaks.
- Engaging in cost savings and avoidance activities and internal reallocations totaling \$32.4 million over three years to improve institutional productivity, cost effectiveness, and accountability.

Participating in Illinois State University's 2002-2004 Self Study for Accreditation under the new criterion from the Higher Learning Commission of the North Central Association of Colleges and Schools. This includes:

- Leading the efforts of over 200 members of the campus community in developing, codifying, and assessing planning and budgeting structures, processes, and systems at the school/departmental, college, vice presidential, and university level.
- Leading the reporting of Annual Institutional Indicators, Federal Compliance Reporting, Criterion I: Mission and Integrity, Criterion 2: Planning for the Future, and the University Special Emphasis on Planning and Budgeting.

Co-Chairing *The Master Plan: Achieving Distinctiveness and Excellence in Form, Function, and Design at Illinois State University.* This plan, which was based on input from a 30-member writing team and 76 campus presentations and focus groups, was unanimously endorsed by the Academic Senate and unanimously approved by BOT. Planning accomplishments include:

- Receiving over 90 percent of the State's capital funding in Fiscal Year 2004 to support remodeling of one-half of Illinois State University's primary instructional buildings.
- Opening the new Center for Performing Arts, College of Business Building, In Exchange pedestrian plaza; and relocating the University Farm.
- Completing a Facilities Condition Assessment to objectively quantify utility infrastructure and deferred maintenance needs, implementing the *Energy Management and Utility Infrastructure Plan, Long Range Plan for University Housing and Campus Dining Services*, and establishing a campus transit system after finishing a long-term parking analysis.

Engaging in financial activities to support university planning. This includes:

- Serving on the Illinois State University Foundation Board of Directors that successfully raised over \$96 million during the University's first comprehensive fundraising campaign. University successes included receiving \$5 million from the University community and a \$9 million gift from State Farm Insurance Companies to support construction of the new College of Business Building.
- Linking the University's requests for state resources (operating and capital) to the statewide strategic plan for higher education, *The Illinois Commitment*, and *Higher Education's Statewide Capital Policies and Priorities*.
- Establishing salary benchmarks for Administrative/Professional and Civil Service employees to enhance personnel, retirement, and salary planning.

Linking daily operations with University's strategic plans, by:

- Revising the academic program review process, in consultation with the Academic Planning Committee and the Academic Senate, to include performance indicators from *Educating Illinois* and *The Master Plan* in the self study process.
- Redesigning academic budget-planning processes to include programmatic justification for new staff and resources that support *Educating Illinois* and *Master Plan* goals and priorities.
- Implementing a comprehensive administrative review process to evaluate the priorities, quality, and productivity for the 800 employees in the Division of Finance and Planning.
- Presenting bi-annual strategic planning updates to all governance groups.

In addition to these responsibilities, the position serves as the University's Cost Study, Shared Enrollment, and IPEDS Coordinator, and works collaboratively with the Director of Budget-Planning in providing Resource Allocation Management Program submissions to the Illinois Board of Higher Education (IBHE).

ASSISTANT DIRECTOR, OFFICE OF PLANNING, POLICY STUDIES, AND INFORMATION SYSTEMS, ILLINOIS STATE UNIVERSITY (JULY 1998-JUNE 2000)

Responsibilities and accomplishments of this position focus on accountability reporting to the Illinois Board of Higher Education (IBHE) and the Illinois State University Board of Trustees (BOT), and supporting university planning and policy studies. This includes:

- Preparing annual *Results Reports* and *Underrepresented Groups Reports* for BOT and the IBHE.
- Developing standardized productivity measures to support academic planning and resource allocation (staffing and programs).
- Working with the campus community in documenting undergraduate and graduate tuition waiver goals, distribution processes, and evaluation per IBHE and State of Illinois, Office of the Auditor General requirements.
- Providing institutional leadership on the President's Executive Committee for Diversity, Provost's Advisory Council, National Collegiate Athletic Association's Self Study Certification Team, Academic Planning Committee, University-Wide Assessment Committee, the Council for General Education, and the General Education Coordinating Committee.

OTHER POSITIONS: Other positions include receiving appointment as a tenured Assistant Professor in Educational Leadership (2005 to current), Research Associate in the Office of Planning, Policy Studies, and Information Systems at Illinois State University From August 1990-June 1998, serving as an adjunct faculty member in the College of Arts and Sciences (August 1994-May 1996), and as an adjunct faculty member in the Division of Business and Behavioral Sciences at Heartland Community College (December 1993-May 1998).

EDUCATION

- 8/91 to 5/94 Illinois State University, Normal, IL. Ph.D., Educational Administration and Foundations with a concentration on Statistical Research and Evaluation.
- 8/88 to 5/90 Illinois State University, Normal, IL. M.S., Psychological Measurement and Statistics.
- 1/84 to 5/88 Illinois Wesleyan University, Bloomington, IL. B.A. in Psychology with an emphasis on Applied Behavior Analysis.

SELECTED PUBLICATIONS AND PRESENTATIONS

- *Behind the Scenes at Western Illinois University-Quad Cities: Building a New Campus from Ground Up*, presented at the National Association of Branch Campus Administrators in Spring 2015.
- *Challenges and Opportunities for Comprehensive University's in Construction, Programming and Funding*, discussant along with representatives from Western Illinois University-Macomb, the University of Nebraska-Omaha, and Smith Group JJR at the Midwest Association of College and University Planning in fall 2013.
- *Second Year Results of a New Community College-University Dual Enrollment Partnership* presented at the Higher Learning Commission-North Central Association of Colleges and Schools Annual Meeting and at the national Association of Institutional Research in spring 2013 and summer 2013, respectively.
- *Leading Planning for a New Branch Campus Location in a Three Phase Development* presented at the National Association of Branch Campus Administrators in Spring 2013.
- *Results of the First Year of Freshman Education/Dual Enrollment Partnerships with Regional Community Colleges*. This presentation discussed the development of and results

from Western Illinois University-Quad Cities introducing freshmen education. It was presented at annual meetings of the Higher Learning Commission-North Central Association Colleges and Schools and the National Association of Branch Campus Administrators in spring 2012, and at the Illinois Association of Institutional Research in Fall 2012.

- Western Illinois University's institutional self-study for reaccreditation from the Higher Learning Commission-North Central Association of Colleges and Schools entitled *Higher Values in Higher Education: NCA Self-Study Report 2010*.
- *Monthly Strategic Plan Updates*. Since September 2005, the Western Illinois University Board of Trustees and campus community have received monthly updates regarding the implementation of university priorities and goals. These reports are available at http://www.wiu.edu/university_planning/planningupdates.php
- *Higher Values in Higher Education 2008-2018* and *Higher Values in Higher Education 2012-2022*. These updates to the University's *Strategic Plan* introduced specific priorities and resource allocation strategies to reflect the four core values of Western Illinois University. Copies are available at www.wiu.edu/university_planning/strategicplan.php.
- *Higher Values in Higher Education Annual Strategic Plan Updates*. Starting in Fiscal Year 2006, these annual updates summarize institutional information to document the annual number of strategic plan priorities with accomplishments and plans. Copy of these reports is available at www.wiu.edu/university_planning/annualstrategicplanupdates.php.
- Western Illinois University's *Fiscal Years 2005-2015 Performance Reports*. These annual reports evaluate the combined impact of *Higher Values in Higher Education* implementation by documenting whether institutional performance indicators are completed/maintained, progressing in the desired direction, showing no change, or moving in the opposite direction. University performance is also benchmarked against peer institutions in these reports. These reports are available at www.wiu.edu/university_planning/annualperformancereports.php.
- Western Illinois University's *Fiscal Year 2006-2009 All Funds Budgets*, *Fiscal Years 2006-2009 Departmental Budget Allocations*, and *Fiscal Year 2007-2010 Operating and Capital Requests*. These documents demonstrate the successful integration of an empirically-based, institutional planning, budgeting, assessment/evaluation, and accountability reporting model.
- *The Institutional Strategic Plan for Technology at Western Illinois University 2007-2012*. This is a five year vision for technology that is integrated with the University's strategic and master plans and emphasizes the roles of technology in supporting the academic mission and service operations of the two campuses of Western Illinois University. The plan and annual status reports are available at www.wiu.edu/university_planning/techplan.php.
- *Successful Financial Strategies for Strategic and Master Plan Implementation During Periods of Limited State Funding*. This presentation was a case study of Western Illinois University and was presented at the Society of College and University Planning North Central 2007 Regional Conference.
- *Western Illinois University-Macomb Master Plans (2005 and 2012)* and *Western Illinois University-Quad Cities Campus Master Plan (2006)*. These are the future physical development plans for facilities, grounds, and infrastructure on the two campuses of Western Illinois University. Both emphasize the importance of the physical infrastructure supporting the academic mission and service operations of Western Illinois University. These campus master plans and supporting materials are available at www.wiu.edu/university_planning/masterplan.php.

- *Streamlining and Enhancing Academic Program Review*. This paper was presented at the Illinois Association of Institutional Research's annual fall 2004 conference. It demonstrated how to infuse academic planning and strategic planning at all levels of the institution. It was selected as the conference's best paper and was, therefore, presented at the Association of Institutional Research's annual national conference in summer 2005.
- Illinois State University's *Fiscal Years 1999-2004 Results and Performance Reports*. These reports summarize university progress towards full implementation of the state's six goals for all of higher education identified in *The Illinois Commitment*. These reports annually measure University progress through summaries of institutional accomplishments, plans, and 33 performance indicators.
- Illinois State University's *Fiscal Years 2001-2004 Educating Illinois Updates*. These reports document University progress on implementing goals and actions from the University's strategic plan. Reporting is based on performance indicators established through quantitative indicators and benchmark schools agreed upon by the campus community.
- *Educating Illinois: An Action Plan for Distinctiveness and Excellence at Illinois State University 2003-2010*. This is an update to the University's strategic plan that focuses the original 15 goals to 8 and 79 actions to 15 by using a "balanced scorecard" methodology and the *Illinois State Board of Trustees Vision 2007* document.
- *Educating Illinois: An Action Plan for Distinctiveness and Excellence at Illinois State University 2000-2007*. This is the University's comprehensive strategic plan. Five core values were the basis of 15 goals with 79 action items. This plan was developed in consultation with over 100 campus presentations and focus groups.
- *The Master Plan: Achieving Distinctiveness and Excellence in Form, Function, and Design at Illinois State University 2000-2020*. This is the university's long-term future physical development plan for facilities, grounds, technology, and infrastructure.
- Illinois State University's Fiscal Years 1992 through 2001 annual *Underrepresented Groups Reports*. In conjunction with *Illinois Public Law 85-283*, these reports summarize the outcomes of university plans to increase the participation and achievement of minority, female, and disabled students, faculty, and staff for these individuals have been traditionally "underrepresented" in higher education.
- Illinois State University's *Fiscal Year 1990 through 1998 Priorities, Quality, and Productivity Reports*, the primary institutional accountability report to the Illinois State University community and the IBHE.
- Illinois State University's *Plan for Diversity*. The plan was implemented in fall 1998 and was updated by the President's Executive Committee for Diversity in fall 2004.

SELECTED EXTERNAL FUNDING ACCOMPLISHMENTS

- Recent examples of external funding accomplishments include successful receipt of:
 - \$200,000 from the Lumina Foundation to advance certificate and degree attainment levels of area residents.
 - \$250,000 from the Illinois Department of Human Resources to establish an AmeriCorps program at Western Illinois University-Quad Cities focusing on pre-school readiness.

- Successful completion of an \$8.0 million comprehensive fundraising campaign—the first at Western Illinois University-Quad Cities.
- \$1.9 million cash, asset, and license transfer of WQPT-Quad Cities Public Television from the Greater Quad Cities Telecommunications Corporation to Western Illinois University-Quad Cities.
- \$1.75 million from Deere and Company and the Moline Foundation to help establish the School of Engineering and expand the College of Business and Technology at Western Illinois University-Quad Cities.

SELECTED ORGANIZATIONS, ACCOMPLISHMENTS AND HONORS

- Named Quad Cities Man of the Year (2015) by the Moline Argus and Dispatch.
- Conference Host for the National Association of Branch Campus Administrators in Moline, Illinois (April 2015), and Delegate At-Large and Chair of the Finance Committee (2013-2014).
- Member Phi Kappa Phi, Academic Honorary and Service Fraternity (2013 to current).
- Board Member Serve Illinois: The Governor's Commission on Volunteerism (2012 to current).
- Current Professional Associations: Higher Learning Commission-North Central Association of Colleges and Schools, Illinois Association of Institutional Research, Association of Institutional Research, National Association of Branch Campus Administrators, and the Society for College and University Planning.
- Received Lifetime Professional Achievement Award from the Illinois Association of Institutional Research (2010) and recognition of sustainable campus planning and design by Quad City River Action and Quad City Riverfront Council (in 2012 and 2015).
- Board Member, Renew Moline (local economic development agency); Chairman of the City of Moline's Project Management Team; and serve on several Design, Build, and Manage Teams for new construction and renovation in Tax Increment Financing Districts (2005 to current).
- Member Quad Cities International Airport, Air Service Committee (2009 to Current).
- Member Quad Cities Chamber of Commerce and Quad Cities Hispanic Chamber of Commerce (2008 to Current). Named to the Chamber of Commerce's Regional Opportunities Council in 2011 as one of the top 60 regional and community leaders.
- Vice Chairperson, Quad Cities Graduate Studies Center; Member, Quad Cities Presidents and Chancellors Council, and Chairperson of the Academic Council (2008 to current).
- Faculty member for the Association of Institutional Research, responsible for annually teaching planning, budget, and assessment (2006 to current).
- Illinois State University Alumni Board of Directors (2005-2008).
- President, Illinois Association of Institutional Research (2004-2006); Vice President (2003-2004) and Treasurer (2002-2004).
- Peer Reviewer for the Higher Learning Commission of the North Central Association of Colleges and Schools (2004 to current). Other Commission responsibilities include serving as

Western Illinois University's Accreditation Liaison Officer and Self Study Coordinator and as a Change Panel and Visit Chairperson, Persistence and Completion Academy (PCA) Mentor, and national task force member to create the new Pathways accreditation criteria and processes and the PCA for the Commission.

- Esprit De Corps Service Recognition Award Recipient, Illinois State University Administrative-Professional Council (2004).
- Illinois State University Foundation Board of Directors (2002-2005).
- Illinois State University Administrative/Professional Council Member (2002-2004).
- Recipient of a \$921,000 federal grant that established initial funding for Illinois State University's Special Education Assistive Technology Center (2001).
- Named Outstanding Service Provider, College of Education, Illinois State University (2000).
- Named Outstanding Faculty Member, Heartland Community College (1998).
- Retention Mentor for National American University, Antioch University, Parkland College, and Southwest Indian Polytechnic Institute.
- Consultant for higher education planning, budget, and assessment at Tulsa Community College, Rend Lake College (Mount Vernon, Illinois), Illinois College, Lassen College (Susanville, California), and the University of Illinois-Springfield.

ADDITIONAL MATERIALS AND REFERNCES FURNISHED UPON REOUEST