

**DRAFT**

**Minutes**

**State Board of Education Meeting**

**Wednesday, January 9, 2008**

**TIME: 9:30 a.m.**

**Rutledge Building  
Rutledge Conference Center**

*Al Simpson, Chair*

*Kristin Maguire, Chair-Elect*

*Jim Rex, PhD*

*State Superintendent of Education  
Secretary and Administrative Officer to the Board*

**I. WELCOME/PLEDGE OF ALLEGIANCE**

Mr. John Tindal called the meeting to order and asked the audience to stand for the Pledge of Allegiance.

The following State Board of Education members were in attendance: John Tindal, Chair, Third Judicial Circuit; Al Simpson, Chair-Elect, Sixth Judicial Circuit; Mrs. Patsy Pye, First Judicial Circuit; Mr. Tim Moore, Second Judicial Circuit; Ms. Diane Sumpter, Fifth Judicial Circuit; Mr. Hampton Hubbard, Fourth Judicial Circuit; Mrs. Libby Swad, Seventh Judicial Circuit; Mr. Charles McKinney, Eighth Judicial Circuit; Ms. Cindy Clark, Ninth Judicial Circuit; Mr. Rick Adkins, Tenth Judicial Circuit; Mrs. Amelia Herlong, Eleventh Judicial Circuit; Mr. Fred "Trip" DuBard, Twelfth Judicial Circuit; Mr. Phillip Bowers, Thirteenth Judicial Circuit; Mr. Ben Mitchell, Fourteenth Judicial Circuit; Dr. Gerrita Postlewait, Fifteenth Judicial Circuit; Dr. Britt Blackwell, Sixteenth Judicial Circuit; and Mrs. Kristin Maguire, Governor's Appointee.

Attending on behalf of the South Carolina Department of Education were Jim Rex, PhD, State Superintendent of Education; Carol Collins, Minute Taker; Shelly Kelly, Parliamentarian; Janice Poda, Deputy Superintendent for Administration; Valerie Harrison, Deputy Superintendent, Division of Standards and Learning; Teri Siskind, Deputy Superintendent, Division of Accountability; Cleo Richardson, Deputy Superintendent, Division of Educational Services; Elizabeth Carpentier, Deputy Superintendent, Division of Innovation and Support; Mark Bounds, Deputy Superintendent, Division of Educator Quality and Leadership; and John Cooley, Deputy Superintendent, Division of Finance and Operations.

**II. PRESENTATION OF THE GAVEL/OATH OF OFFICE**

The Oath of Office was administered by outgoing Chair John Tindal to Mr. Al Simpson and Mrs. Kristin Maguire, which reads:

"I do solemnly swear that I will uphold the duties and the laws of the State of South Carolina based on statutes governing operations of the South Carolina State Board of Education."

Outgoing Chair Tindal then presented the gavel to Chair Simpson and presented Chair Simpson with the key to the Governor's School for the Arts and Humanities.

**III. AWARD TO RETIRING BOARD CHAIR**

Chair Simpson recognized Mr. John Tindal, Third Judicial Circuit. On behalf of the Board and the citizens of South Carolina, Chair Simpson thanked Mr. Tindal. Mr. Tindal was given a plaque and gavel for his service on the Board.

**IV. AWARDS TO RETIRING BOARD MEMBERS**

Chair Simpson recognized the family of Ms. Virginia Wilson. Ms. Wilson served on the State Board of Education from the Second Judicial Circuit from January 2004 until her death on April 15, 2007. Accepting the plaque was Ms. Wilson's daughter, Ms. Shantea Wilson.

Chair Simpson recognized Mrs. Lisa Stokes, Second Judicial Circuit for her service on the Board. Mrs. Stokes was presented with a plaque on behalf of the Board and the citizens of South Carolina. Ms. Stokes was unable to attend the meeting.

Chair Simpson recognized Dr. Danny Varat, Second Judicial Circuit, for his service on the Board. Dr. Varat was presented with a plaque on behalf of the Board and citizens of South Carolina.

Chair Simpson recognized Mr. Joe Isaac, Fifteenth Judicial Circuit, for his service on the Board. Mr. Isaac was presented with a plaque on behalf of the Board and citizens of South Carolina.

Chair Simpson presented Mr. John Tindal with a gift on behalf of the members of the State Board of Education.

**V. RECOGNITION OF NEW BOARD MEMBERS**

Chair Simpson introduced new Board members Mr. Tim Moore, Second Judicial Circuit, replacing Mrs. Lisa Stokes; Ms. Bonnie Disney, Third Judicial Circuit, replacing Mr. John Tindal; Mr. Phillip Bowers, Thirteenth Judicial Circuit, replacing Dr. Danny Varat; and Dr. Gerrita Postlewait, Fifteenth Judicial Circuit, replacing Mr. Joe Isaac.

**VI. APPROVAL OF STATE BOARD OF EDUCATION MINUTES FOR DECEMBER 12, 2007**

Mrs. Kristin Maguire moved to approve the State Board of Education minutes for December 12, 2007. Mr. Rick Adkins seconded the motion. The motion carried.

**VII. APPROVAL OF STATE BOARD OF EDUCATION AGENDA FOR JANUARY 9, 2008**

Mrs. Kristin Maguire moved to approve the State Board of Education agenda for January 9, 2008. Mr. Ben Mitchell seconded the motion. The motion carried.

**VIII. RECOGNITION OF VISITORS, INCLUDING NEWS MEDIA**

Chair Simpson recognized and welcomed all visitors and news media present. He recognized his wife Sherry, daughter Elizabeth, sister Sara Jane Johnson, and brother-in-law Steve Johnson who were attending the meeting.

**IX. STATE SUPERINTENDENT OF EDUCATION REPORT AND RECOGNITIONS**

Superintendent Rex acknowledged departing Board members Mr. Isaac and Mr. Tindal; Dr. Varat had already left the meeting. He personally thanked Mr. Isaac for his wisdom, passion, and insight over the past twelve months and for his service on the State Board and to the children of South Carolina. Dr. Rex stated that he would always remember Mr. Tindal as his "first" chair. He said that Mr. Tindal was balanced, fair, and always in control. He thanked Mr. Tindal for making his first year on the State Board a pleasurable experience.

Superintendent Rex then presented the recognitions.

- **National Blue Ribbon Schools**

The National Blue Ribbon Schools program honors public and private elementary and secondary schools whose students achieve at the highest levels or make significant progress in closing achievement gaps. Superintendent Rex recognized the four winning schools from South Carolina: Wright Elementary School, Anderson School District Two; Jennie Moore Elementary School, Charleston County School District; W.M. Anderson Primary School, Williamsburg School District; and Gold Hill Elementary School, York School District Four.

- **South Carolina Distinguished Title I Schools**

The National Title I Distinguished Schools Recognition Program is authorized by No Child Left Behind. The awards recognize schools for superior student achievement, strong training programs, and parent and community partnerships. Six of South Carolina's Title I public schools have received the Distinguished Schools designation. Superintendent Rex recognized the following schools: W.M. Anderson Primary School, Williamsburg School District, Distinguished Title I School for Overall Achievement (\$100,000); Sanders-Clyde Elementary School, Charleston County School District, Honorable Mention (\$25,000); Myrtle Beach Elementary School, Horry County School District, Honorable Mention (\$25,000); Oakland Elementary School, Greenwood School District 50, Closing the Achievement Gap award (\$100,000); Kingston Elementary School, Horry County School District, Honorable Mention (\$25,000); Jefferson Elementary School, York School District One, Honorable Mention (\$25,000).

- **Milken Educator Recipients**

Superintendent Rex stated that the Milken National Educator Awards Program is the nation's largest teacher recognition program. Since its inception more than 2,100 educators from 48 states have been recognized with more than \$54 million in cash awards. In South Carolina, there have been 45 National Educator Award recipients whose cash awards have totaled more than \$1 million. South Carolina's newest Milken educators are Genia Webb, Lexington Middle School, Lexington School District One, and Eric W. Wilkinson, Sumter High School, Sumter District Seventeen.

- **Palmetto Gold and Silver Awards**

Superintendent Rex stated that the Palmetto Gold and Palmetto Silver awards program was created by the Education Accountability Act of 1998. This year, 235 public schools earned cash awards recognizing high levels of academic achievement and high rates of student academic improvement.

There are 112 Gold award winners and 123 Silver award winners. They each received an award flag, a certificate, and a portion of \$43 million in state funds earmarked for the program. The minimum amount for a Gold award is \$1,500, and the minimum amount for a Silver award is \$1,000. A list of the winners is attached to the minutes.

Dr. Rex shared with the Board a report that had been released from *Quality Counts*, which compares the quality of South Carolina's education to that of other states. This was the first year that *Quality Counts* has issued a comprehensive rating looking at all the different criteria in ranking states. In the overall grade South Carolina received a B- and was ranked ninth in the nation.

Dr. Rex shared the education initiatives that are before the legislature this year. They include the public school choice legislation that has been revised and reintroduced. This bill requires that every district develop a public school choice plan and begin to implement it within two years but does not mandate inter-district transfers.

There are also a number of recommendations on accountability, including testing reforms.

Dr. Rex stated that we are asking the state of South Carolina to provide universal 4-K for at-risk children. This is a step that has to be made if we are ever going to break the cycle of poverty.

He informed the Board that a discussion about school funding has begun based on recommendations from two different task forces on funding and resources for schools. There have been meetings with the House and the Senate to look at a different approach on how we fund our schools in South Carolina. We have discussed our inadequate and inequitable system for funding public education for decades in South Carolina. These have been issues taken to court and a lot of different things have been tried.

Dr. Rex stated that there are ongoing efforts that do not require legislation. Television ads have been running to recruit teachers. We will also be introducing a South Carolina teacher-renewal effort with further details on this initiative forthcoming.

Dr. Rex recognized Dale Stuckey on her retirement from the South Carolina Department of Education. He stated that Ms. Stuckey served as Chief Counsel and Director of the Office of General Counsel and represented the State Superintendent of Education, the State Board of Education, and the South Carolina Department of Education in an outstanding manner during her service at the Department.

Dr. Rex turned the meeting over to Chair Simpson.

Chair Simpson asked Jim Foster, Director, Office of Communications, to introduce the members of the press who were present for the Board meeting. Mr. Foster introduced Mr. Bill Robinson from *The State* newspaper, Shauna Adcock from the *Associated Press*, and Mindy Hagen from the *Post and Courier*, Charleston, South Carolina.

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| <b>X. PUBLIC COMMENT PERIOD</b> |
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Since there were a number of people signed up for public comment, Chair Simpson stated that he would allow each person two minutes for their comments. He asked anyone not there to speak on the biology book to come forward.

1. Ms. Janet Frazier, parent, spoke on the programs for special needs children.

The Chair read a statement regarding the public comment period. After he read the statement, he then called for the next speaker on the list.

2. Dr. Kenneth Miller, Professor of Biology from Brown University and the author of a biology textbook under consideration for adoption, spoke on behalf of his book.

Chair Simpson called for time. Tim Moore moved that Mr. Miller be allowed to have additional time since he was the author of the book. The motion was seconded. The motion carried.

Listed below are additional speakers who spoke on behalf of the biology textbook.

3. Dr. Rob Dillon, Professor, Biology Department, College of Charleston, and President, South Carolinian for Science Education
4. Dr. Jerry Hilbish, Professor, Biology Department, College of Charleston
5. Ms. Linda Mobley, Director, Science & Health, Richland School District Two, and Chair of Biology Textbook Review Panel
6. Dr. Jerry Waldvogel, Professor, Biology Department, Clemson University
7. Mr. Daryl Shier, engineer and parent
8. Tamra Kirkstein, Science Coordinator, Charleston County Schools

11. David Camak, biology major
12. Ms. Valeria Waites, teacher, and member of the Textbook Review Committee
13. Tom Camak, parent, citizen, and taxpayer

The following people spoke against the biology textbook.

14. Mr. Horace Skipper
15. Oscar Thorsland, MS Degree in Zoology from Clemson University, currently supervising Student Teachers at Southern Wesleyan University

Mrs. Kristin Maguire moved to suspend the rules for the January 9, 2008, meeting of the State Board of Education to allow items to come before the Board without first going through Committee. The motion was seconded.

Chair Simpson asked if there were any discussions on this motion.

Ms. Diane Sumpter would like to receive copies all materials submitted to the committees. Chair Simpson stated they would discuss the committees that afternoon.

Chair Simpson asked if there were any more discussions. There being none, he called for the vote. The motion carried.

## **XI. STATE BOARD ITEMS**

### **EP. EDUCATION PROFESSIONS**

#### **For Approval**

##### **01. Education Professions Items Overview**

Mark Bounds, Deputy Superintendent, Division of Educator Quality and Leadership, provided the Board with a brief overview of the items.

##### **02. Recommendation to Reappoint a Member to the Professional Review Committee**

Lonnie Craven, PhD, Education Associate, Office of Preparation, Support, and Assessment, Division of Educator Quality and Leadership, presented the item. Dr. Craven explained that two members of the PRC are representatives of the South Carolina Department of Education (SCDE). The term of one of the two PRC members representing the SCDE expired on June 30, 2007. The SBE is required to appoint a replacement.

The SCDE recommends that the State Board of Education approve the reappointment of Mr. Jim Turner to serve for another three years on the PRC.

Mrs. Kristin Maguire moved to approve the reappointment of Mr. Jim Turner to serve on the PRC. Mr. Charles McKinney seconded the motion.

Chair Simpson asked if there were any questions. There being none, he called for the vote. The motion carried.

**03. The Professional Review Committee's (PRC) Recommendations for Accreditation Decisions of Two Educator Preparation Units**

Lonnie Craven, PhD, Education Associate, Office of Preparation, Support, and Assessment, Division of Educator Quality and Leadership, presented the item. Dr. Craven explained that Regulation 43-90 (2006), Program Approval Standards for South Carolina Teacher Education Institutions, requires the State Board of Education (SBE) to make program-approval decisions regarding educator preparation units and programs that have been evaluated through the on-site accreditation review process.

During 2007, two educator preparation units underwent an accreditation review. One educator preparation unit completed an on-site NCATE accreditation review, while another educator preparation unit submitted follow-up documentation to NCATE for approval.

On November 2, 2007, the PRC considered and deliberated on the two NCATE review findings. The two educator preparation units were recommended for approval by the PRC.

The South Carolina Department of Education recommended that the State Board of Education approve the PRC's accreditation recommendations for Converse College and Charleston Southern University.

Mrs. Kristin Maguire moved to accept the recommendation of the PRC to approve the initial and advanced programs at Converse College for continued accreditation for July 1, 2007, to June 30, 2012, and furthermore to approve the PRC's recommendation for continued accreditation at the initial level for Charleston Southern University for July 1, 2007, to June 30, 2014, and to approve accreditation with condition for the

advanced level at Charleston Southern for July 1, 2007, to June 30 2008, pending the documentation required by April 1, 2008. Mrs. Amelia Herlong seconded the motion.

Chair Simpson asked if there was any discussion. There being none, he called for the vote. The motion carried.

**SL. STANDARDS, LEARNING, AND ACCOUNTABILITY**

**For Approval**

**01. Standards, Learning, and Accountability Items Overview**

Valerie Harrison, PhD, Deputy Superintendent, Division of Standards and Learning, gave a brief overview of the items.

**02. South Carolina Five Year Plan, July 1, 2008–June 30, 2013, for the Carl D. Perkins Career and Technical Education Act of 2006 (State Plan)**

James Couch, EdD, Director, Office of Career and Technology Education, Division of Standards and Learning presented this item. Dr. Couch stated that the South Carolina Department of Education (SCDE) needs to obtain State Board approval of the State Plan and submit it to the U.S. Department of Education (USED) by April 1, 2008, to receive federal funds. The five-year plan builds on and extends the South Carolina Transition Plan, July 1, 2007–June 30, 2008, approved by the State Board on May 9, 2007, and approved by the USED in July 2007.

The South Carolina Department of Education recommended approval of the South Carolina Five-Year Plan, July 1, 2008–June 30, 2013, for the Carl D. Perkins Career and Technical Education Act of 2006 and authority for the SCDE to negotiate and make changes required by the USED for plan approval and the annual allotment of the federal funds.

Mrs. Kristin Maguire moved to approve the South Carolina Five Year Plan, July 1, 2008–June 30, 2013, for the Carl D. Perkins Career and Technical Education Act of 2006 (State Plan). Mr. Ben Mitchell seconded the motion.

Chair Simpson asked if there were any questions. There being none, he called for the vote. The motion carried.

**03. Adoption of Instructional Materials Report from the 2007 Instructional Materials Review Panel for Biology**

Kriss Stewart, Textbook Adoption, Office of Academic Standards, Division of Standards and Learning, presented the item. Ms. Stewart stated that at the December meeting of the State Board of Education the Board approved the Review Panel recommendation for instructional materials with the exception of two biology textbooks. Glencoe McGraw Hill, the publisher of the Advanced Placement Biology text, has requested to have *Biology*, 7<sup>th</sup> edition, removed from Board consideration. The second text, *Prentice Hall Biology* by Pearson, was evaluated by the 2007 review panel for biology in accordance with policy and procedure set forth in both regulations and provisos. The panel unanimously voted to recommend the program for adoption. Submitted for Board approval are the review panel's recommendations for *Prentice Hall Biology* and Glencoe McGraw-Hill's request to remove *Biology*, 7<sup>th</sup> edition.

Mr. Tim Moore moved to adopt the recommendation of the 2007 Instructional Materials Review Panel for Biology. Mr. Trip DuBard seconded the motion.

Chair Simpson asked if there were any questions from the Board members.

Mr. Charles McKinney asked to speak to the Board concerning his issues. He presented the Board with a statement for the record containing his academic credentials and his research (copy attached to minutes) of several of the items of concern expressed by Dr. Skipper and Mr. Thorsland, the critique and reviews, and the reply to these concerns presented by Dr. Miller, the coauthor of this text.

Mr. McKinney expressed that it was his desire to have all science students in our public schools to be taught that the study of any science-related topic is a search for the truth. He stated that each Board member is requested to carefully weigh the impact that distorted science opinions presented as scientific truth in an adopted text will have upon the youth, of whom we have a tremendous responsibility.

Mr. Hubbard, Ms. Sumpter, Mr. DuBard, Mr. Moore, Ms. Disney, and Mrs. Pye agreed that it was an embarrassment that these professionals had to travel to Columbia to address this issue. They stated they would vote for the textbook and felt this issue

should be brought to an end. They were also disturbed that we are second guessing the committee appointed to review this.

Dr. Blackwell expressed his concerns regarding this issue.

Mr. Mitchell stated that he was voting in favor of the textbook.

Mr. DuBard asked if the author could address Dr. Blackwell's question regarding whether he was trying to do something political with the book and Chair Simpson allowed the author to address the question.

Chair Simpson asked if there were any more questions. There being none, the Chair called for the vote.

**Affirmative**

1. Ben Mitchell
2. Gerrita Postlewait
3. Britt Blackwell
4. Diane Sumpter
5. Patsy Pye
6. Hampton Hubbard
7. Fred "Trip" DuBard
8. Bonnie Disney
9. Tim Moore
10. Amelia Herlong

**Opposed**

1. Kristin Maguire
2. Libby Swad
3. Charles McKinney
4. Cindy Clark
5. Rick Adkins
6. Phillip Bowers

The motion carried with a vote of 10 to 6. The Chair did not vote.

**FO. FINANCE AND OPERATIONS**

**01. Finance and Operations Items Overview**

John Cooley, Deputy Superintendent, Division of Finance and Operations, presented a brief overview to the Board.

**For Information**

**02. State Board of Education Financial Statements**

John Cooley, Deputy Superintendent, Division of Finance and Operations, gave the Board an overview of the Board's budget and answered questions from Board members.

**IE. INNOVATION AND EDUCATIONAL SERVICES**

**Innovation and Educational Services Items Overview**

Elizabeth Carpentier, Deputy Superintendent, Division of Innovation and Support

Chair Simpson stated there were no items for the Innovation and Educational Services section.

**PL. POLICY and LEGISLATIVE**

**01. Policy and Legislative Overview**

Janice Poda, PhD, Deputy Superintendent for Administration, presented a brief overview of this item.

**For Information**

**02. Return Appearance before the State Board of Education by the Principal of J. V. Martin Junior High School, the Superintendent of Dillon School District Two, and the Board of Trustees of Dillon School District Two**

Barbara Johnston, Education Associate, Office of Federal and State Accountability, Division of Accountability, presented this item as information. She stated that the purpose of this item was to allow representatives from Dillon School District Two and J. V. Martin Junior High School the opportunity to present supportive evidence that J. V. Martin Junior High School met Standard 8 under Leadership and Governance (L&G 8).

The Superintendent from Dillon School District Two, Dr. Ray Rogers, submitted a report showing evidence to support the progress that had been made at J. V. Martin Junior High School. A copy of the report is included in the Board-minutes packet.

Members of the Board asked Dr. Rogers questions regarding the progress the school and district have made.

Dr. Rex complimented everyone that was involved in helping the school meet their standards.

**XII. OTHER BUSINESS**

Chair Simpson stated that two items were distributed to members of the State Board. One was a draft of tentative agenda items to be presented in

2008. This item is to be used as a reference as the Board works through the committees. He stated that the committee chairs, along with the deputies and the people assigned to work with them, were going to be the ones dealing with these items and making sure the committee received them on time.

Chair Simpson thanked everyone for their support of the committees and for serving on them. He stated that he tried to put members where he felt they would do the most good. He also stated that today would be organizational day for the committees.

Ms. Sumpter expressed her dismay at being put on the Finance Committee. She asked to be allowed to vote on the Standards and Learning Committee. Chair Simpson stated that he would have to deny her request. Ms. Sumpter stated she had grave concerns about members being assigned to a committee without being consulted on where they would like to serve.

Chair Simpson stated that the second item he was handing out was the policies and procedures on the collection of school drop-out data. He asked that the Board look at this and see what they thought could be done to address this issue. He asked that this be added as an action item for the next Board meeting.

He turned the meeting over to Mrs. Maguire and Mr. Hubbard. Mrs. Maguire stated that in October she attended three conferences. One was in London on technology. Another one was in Chicago, *International Technology in Education*. The third one was *Technology in the Classroom and Informing Instruction*. Mrs. Maguire showed a video clip, and then Mr. Hubbard did a presentation using a white board demonstrating how it was used in the classroom.

### **XIII. EXECUTIVE SESSION**

Mrs. Kristin Maguire moved that the Board go into Executive Session. Dr. Britt Blackwell seconded the motion. The motion carried.

The following State Board of Education members were in attendance: Al Simpson, Chair, Sixth Judicial Circuit; Mrs. Kristin Maguire, Chair-elect, Governor's Appointee; Mrs. Patsy Pye, First Judicial Circuit; Mr. Tim Moore, Second Judicial Circuit; Mr. Hampton Hubbard, Fourth Judicial Circuit; Mrs. Libby Swad, Seventh Judicial Circuit; Mr. Charles McKinney, Eighth Judicial Circuit; Ms. Cindy Clark, Ninth Judicial Circuit; Mr. Rick Adkins, Tenth Judicial Circuit; Mrs. Amelia Herlong, Eleventh Judicial Circuit; Mr. Fred "Trip" DuBard, Twelfth Judicial Circuit; Mr. Phillip Bowers, Thirteenth Judicial Circuit; Mr. Ben Mitchell, Fourteenth Judicial Circuit; Dr. Gerrita Postlewait, Fifteenth Judicial Circuit; and Dr. Britt Blackwell, Sixteenth Judicial Circuit.

Absent: Ms. Diane Sumpter, Fifth Judicial Circuit

Attending on behalf of the South Carolina Department of Education were Jim Rex, PhD, State Superintendent of Education; Carol Collins, Minute Taker; Shelly Kelly, Parliamentarian; Janice Poda, Deputy Superintendent for Administration; Dale Stuckey, Esquire, Chief Counsel, Office of General Counsel; Wendy Cartledge, Esquire, Deputy General Counsel, Office of General Counsel; and Jack Singletary, Education Associate, Office of Educator Certification.

### **Executive Session**

#### **Open Session**

1. Mrs. Kristin Maguire moved that the State Board suspend the certificate of Teresa J. Pye-Mann, certificate 181966, for an indefinite period and adopt an order of suspension on the grounds of National Board Loan Default. Mr. Charles McKinney seconded the motion. The motion carried.
2. Mrs. Kristin Maguire moved that the State Board reinstate the certificate of William B. Peterman, Certificate 208180. Mr. Tim Moore seconded the motion. The motion carried.

### **IX. ADJOURNMENT**

There being no further business, the Board adjourned at 4:00 p.m.

The following Board Committees met upon adjournment of the State Board of Education meeting.

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| • Education Professions                   | Room 1105, Rutledge Building |
| • Standards, Learning, and Accountability | Room 909, Rutledge Building  |
| • Finance and Operations                  | Room 310, Rutledge Building  |
| • Innovation and Operations               | Room 806, Rutledge Building  |