

Withdrawal/Redaction Sheet

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. resume	Resume of Karen A Seals (partial, page 1 and 32) (2 pages)	n.d.	P6/b(6)

COLLECTION:

Clinton Presidential Records
Domestic Policy Council
Gaynor McCown (Subject Files)
OA/Box Number: 7384

FOLDER TITLE:

HBCUs [Historically Black Colleges and Universities]

2011-0255-S

rc192

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

- P1 National Security Classified Information [(a)(1) of the PRA]
- P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
- P3 Release would violate a Federal statute [(a)(3) of the PRA]
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Freedom of Information Act - [5 U.S.C. 552(b)]

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White House Initiative
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White House Initiative
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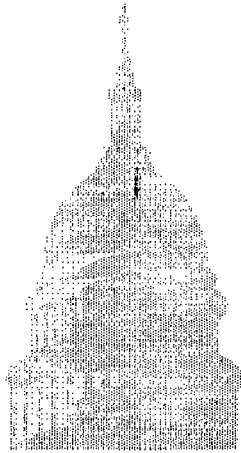
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White House Initiative on Historically Black Colleges and Universities (HBCUs)

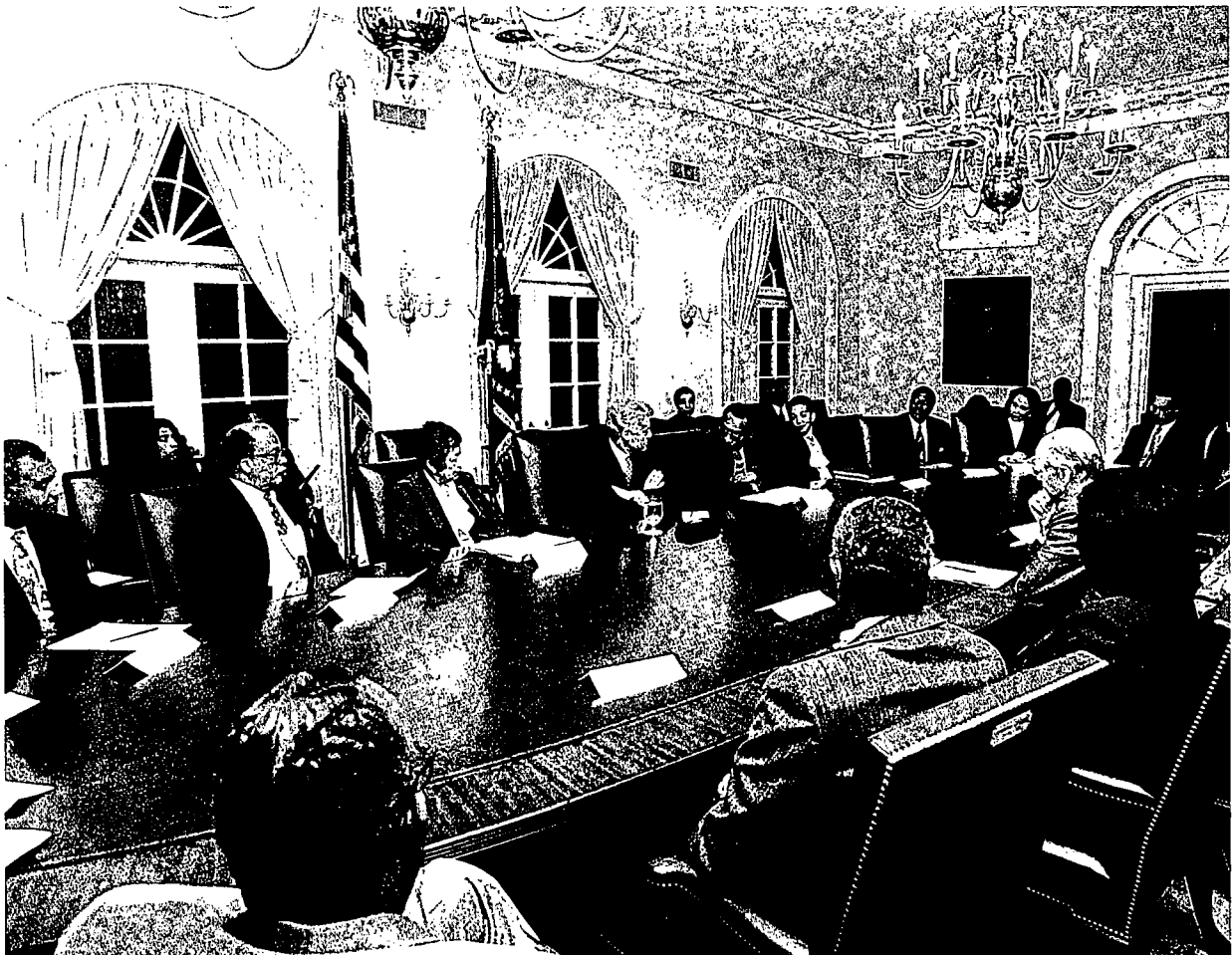


NEWSLETTER

Issue 3

July 1995

President Clinton participates in meeting with his Advisory Board on HBCUs



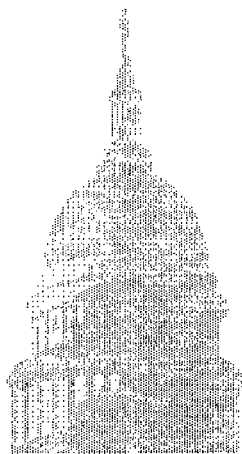
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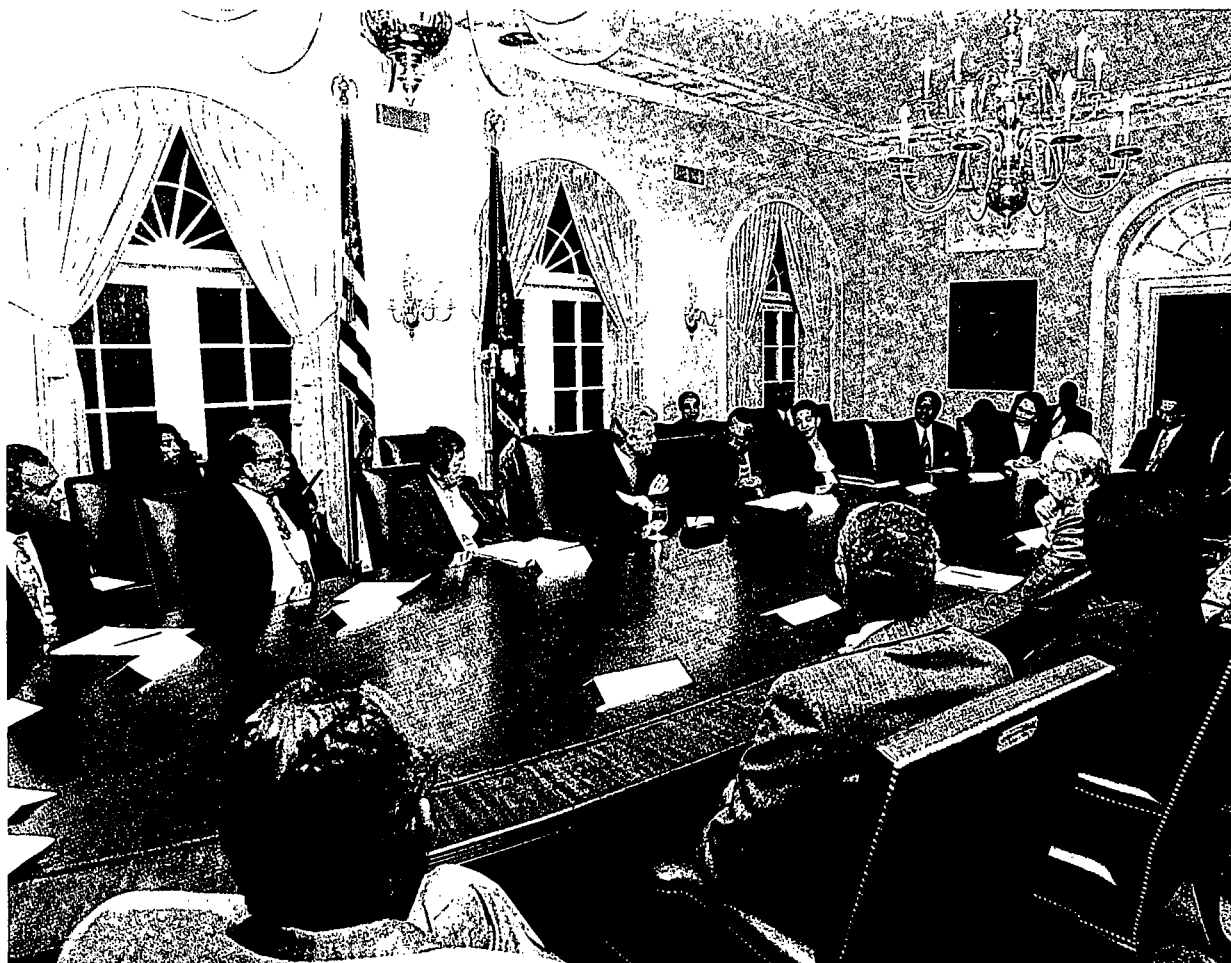


NEWSLETTER

Issue 3

July 1995

President Clinton participates in meeting with his Advisory Board on HBCUs



The University of Kansas

Supportive Educational Services
"Student Support Services Program"

December 5, 1995

Ms. Gaynor McCown
Senior Policy Analyst
White House Domestic Policy Council
The Old Executive Office Bldg., Room 218B
1700 Pennsylvania Avenue
Washington, D.C. 20500

Dear Ms. McCown:

It was a pleasure to talk with you in our recent telephone conversations of October 31st and November 3rd. I want to thank you for your gracious invitation to meet with you on December 15th, 1995, at 2:00 P.M., in the Old Executive Office Building. I look forward to this opportunity to discuss policy issues and related initiatives in areas critical to the well-being of our nation's children, youth, and families.

As mentioned in our telephone conversation, I would like to discuss some issues in the related areas of child abuse prevention, educational reform and drop-out prevention at all levels of educational pursuit, and crime prevention. I have prepared a summary outline of the policy issues and related initiatives proposed for inclusion in our meeting's agenda, as offered in the enclosed document. Also, I have enclosed a copy of my professional resume in order to provide you with background information regarding my professional and volunteer pursuits on behalf of children and education. If any additional information is needed prior to our meeting, please do not hesitate to let me know.

I am an avid supporter of President Clinton's domestic policy agenda. The initiatives to be proposed in our meeting would, through purposeful and well-conceived efforts, help further the goals of the Clinton administration in the areas of education and children's issues. Through the wisdom, talent, and expertise of the current administration, I believe that bold and lasting changes can continue to be made in the lives of our nation's children and families. These efforts are critical in order to improve quality of life and ensure a brighter future for us all. We must, without a doubt, be about the work of preserving our nation's most vital domestic interest--our children.

I have provided, below, my office address, telephone numbers, fax number, and e-mail address to assist in facilitating any contacts you may need to make with my office.

Dr. Karen A. Seals
Project Director
Office of Supportive Educational Services
7 Strong Hall
The University of Kansas
Lawrence, Kansas 66045

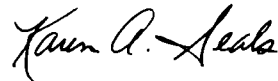
Office Telephone Numbers: 913-864-7270 or 913-864-3971

Fax Number: 913-864-5331

E-Mail Address: kseals@clasmmain.clas.ukans.edu

I look forward to meeting you and to the wonderful opportunity to present some draft proposals on behalf of these important national issues.

Sincerely,



Karen A. Seals, Ph.D.

KS/ks

- Enclosures:
1. Proposed Agenda: Outline of Policy Issues and Related Initiatives Proposed for Inclusion in the Agenda of the December 15th Meeting.
 2. Resume (Curriculum Vita) for Dr. Karen A. Seals (to supply you with background information regarding my professional and volunteer pursuits in areas related to the proposals being presented).

Proposed Agenda:

Outline of Policy Issues and Related Initiatives Proposed for Inclusion in the Agenda of the December 15th Meeting

Submitted by Dr. Karen A. Seals
Federal TRIO Program Project Director
The University of Kansas
Lawrence, Kansas

In Preparation for the December 15th, 1995, Meeting
with Gaynor McCown, Senior Policy Analyst
White House Office of the Domestic Policy Council
Old Executive Office Building, Room 218B
Washington, D.C.

I. The Needs Before Us

Introductory statements regarding domestic issues in the areas of child abuse and neglect, education, juvenile offense, and violent crime.

II. A Systematic Plan for Policy Development and Reform Initiatives

Outline describing a systematic, comprehensive approach to policy development and reform initiatives (through establishment of Presidential Commissions and Councils) in the targeted areas (listed above), including vigorous monitoring steps to proceed all the way through authoring/reauthoring legislation, administering programs, and implementing services at the local level. This fundamental outline is suggested to ensure services received by individuals are in keeping with the spirit and intent of the policies initially devised.

III. Possible Components of Revised or Newly-Initiated Policy

List of possible components for inclusion in revised or newly-initiated policies in each of the targeted areas.

IV. Political Perspectives on the Issues

Brief summary of possible policy development strategies to consider in order to maximize political strategizing efforts. These are presented to emphasize the extreme necessity--throughout the proposed policy development initiatives--of ensuring ongoing support and bolstering of President Clinton's domestic policy agenda, as well as to ensure significant progress in providing much-needed services to children and families through a bi-partisan embracing of the issues being addressed.

V. Societal Perspectives on the Issues

Discussion of societal perspectives on the issues before us, utilizing vivid analogy and incorporating relevant, poignant comparisons with other societal/political issues and efforts.

VI. Individual Perspectives on the Issues

References to specific, individual needs and situations observed through professional and volunteer efforts.

VII. The Firm Foundation Supporting These Policy Development Initiatives

Discussion of the firm foundation which is available for us to build upon to help catapult these efforts forward, such as the vast availability of research documenting the needs before us and the corresponding strong implications for policy development.

VIII. Platform Perspectives for a Successful Clinton-Gore '96 Campaign

Concluding statements, again emphasizing the political imperative of ensuring a) strong and consistent support for President Clinton's domestic policy agenda and first presidential term, while pursuing these aggressive reform efforts and new initiatives; b) support and bolstering of the campaign platform for Clinton-Gore '96; and also, the vital human imperative of ensuring c) significant progress in meeting the tremendous needs before us in the lives of our nation's children and families, so dramatically affecting our nation's future.

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College of
Liberal Arts and Sciences

"Student Support Services Program"

KAREN A. SEALS, Ph.D.

Project Director

RESUME

(Curriculum Vita)

(913) 864-7270

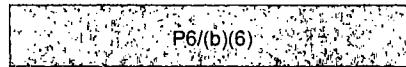
Supportive Educational Services

7E Strong Hall

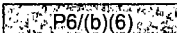
The University of Kansas

Lawrence, Kansas 66045

Karen A. Seals, Ph.D.



[001]

913-864-7270 (Office)  (Home)

Current Position and Office Address

Dr. Karen A. Seals
Director, Student Support Services Program
(U. S. Dept. of Education TRIO Program)
Office of Supportive Educational Services
7 Strong Hall
The University of Kansas
Lawrence, Kansas 66045-1936

Educational Background

Ph.D.	1989	The University of Kansas, Lawrence, Kansas School of Education
M.M.E.	1978	Arkansas State University, Jonesboro, Arkansas School of Fine Arts
B.M.	1975	Southwest Baptist College, Bolivar, Missouri Division of Fine Arts

Professional Affiliations

- * National Council of Educational Opportunity Associations (NCEOA)
- * Mid-America Association of Educational Opportunity Program
Personnel (MAEOPP)
- * Missouri-Kansas-Nebraska (MO-KAN-NE) State Chapter of MAEOPP
- * Child Abuse Prevention Coalition, Johnson County, Kansas
- * Music Educators National Council
- * Kansas Music Educators Association
- * Kansas Association of Alternative and Magnet Educators (KAAME)

Administrative Experience and Organizational Activities

- * Director, "Student Support Services Program" (A Federal TRIO Program),
The University of Kansas, Lawrence, Kansas (1991-present)

Areas of experience and expertise:

- Implementing federal educational policy (federal TRIO legislation) through development of an academic support program addressing the needs of disadvantaged college students at The University of Kansas.
- Developing and implementing local policy and procedures for the program in keeping with the spirit and intent of federal legislation and program regulations.
- Coordinating on-going program design and development, and implementation of services and procedures for a comprehensive program providing a wide array of academic and personal support services for low-income students, first generation college students, and students with disabilities.
- Preparing and submitting federal grant applications and budgets to the U. S. Department of Education for competitive "Student Support Services Program" grants through discretionary funding appropriated for the "Federal TRIO Programs."
- Coordination, monitoring, evaluation, and on-going development and refinement of well-structured, individualized program services, including campus-wide advocacy efforts, for disadvantaged students.
- Budget planning and fiscal management of federal funds (U. S. Department of Education) and state funds (University of Kansas).
- Designing and implementing recordkeeping/data collection procedures and program evaluation procedures, including on-going reviews of program activities and student/program outcomes achieved.
- Designing and facilitating additional services for students through cooperative efforts with other campus and community programs in order to enhance program efforts and student success.
- Coordination of staff hiring, development, and supervision for full-time and part-time professional staff, student office aides, and peer academic tutors.
- Conducting group staff meetings, individual staff meetings, program component meetings (including team planning sessions to enhance and monitor "action plans" prepared for individual student participants), and on-going program development meetings.
- Monitoring and documenting compliance with federal program regulations.
- Designing and participating in efforts to promote program visibility and recruitment of eligible, enrolled students.
- Annual reporting to the U. S. Department of Education and The University of Kansas, regarding the population served, program implementation (process/procedures), services delivered, and student/program outcomes achieved.

- Fulfillment of all other responsibilities connected with departmental administration at The University of Kansas and responsibilities connected with Federal TRIO Program administration.

* Director, Alternative Education Program (A State of Kansas "At-Risk Pupil Assistance Program" as part of the "Educational Excellence Grant Program") (1989-1991) and Coordinator for Project P.A.S. ("Personal Achievement Systems"), DeSoto Public School District, DeSoto, Kansas (1988-1989)

Areas of experience and expertise:

- Implementing state educational policy (state legislation authorizing "At-Risk Pupil Assistance" grant programs) through development of an academic support program addressing the needs of junior high and high school students at-risk for dropping out of school (A.E.P., "Alternative Education Program").
- Developing and implementing local policy and procedures for the program in keeping with the spirit and intent of state legislation and program regulations (A.E.P.).
- Designing, implementing, monitoring, and evaluating program services including teaching and/or coordinating tutoring sessions (Project P.A.S.), designing and coordinating class instruction in math, English, and life skills (A.E.P.), providing general counseling support, assessing personal needs and coordinating support services, and providing mentoring and advocacy services.
- Designing individualized plans of academic support and addressing personal support needs for program students (including students from economically disadvantaged families; students with juvenile offense records, drug/alcohol problems, school absenteeism, and/or behavioral problems; teen-age parents; and victims of child abuse and neglect).
- Preparing and submitting state grant applications and budgets on behalf of the school district to the Kansas State Department of Education for competitive, "At-Risk Pupil Assistance Grants."
- Coordinating and assisting with school and district-wide advocacy efforts on behalf of "at-risk" and disadvantaged students, involving student and staff efforts, at the local and state levels, to promote issues awareness and encourage ongoing program funding (A.E.P.).
- Grant writing and proposal writing to private foundations to assist with on-going program funding needs (A.E.P.).
- Budget planning and fiscal management of state funds for the Alternative Education Program (A.E.P.).
- Overseeing recordkeeping functions (A.E.P. and Project P.A.S.).
- Teacher hiring (A.E.P.) and peer tutor recruitment (Project P.A.S.), including related supervisory responsibilities.
- Monitoring and documenting compliance with state program regulations (A.E.P.).

- Recruiting eligible students for participation in Project P.A.S. and the Alternative Education Program (A.E.P).
- Coordinating and planning student services with other teachers and administrators to enhance efforts in the areas of student academic and personal support, and to enhance overall student success.
- Annual reporting to the Kansas State Department of Education (A.E.P.) and assisting with Project P.A.S. annual reporting procedures.
- Fulfillment of all other responsibilities connected with administration of the Alternative Education Program (A.E.P.) and Project P.A.S.

* **Administrative Assistant to the Chairperson, Department of Art and Music Education and Music Therapy, The University of Kansas, Lawrence, Kansas (1979-1981)**

Areas of experience and expertise:

- Assisting with departmental budgetary procedures, management, bookkeeping, and reporting.
- Assisting with preparations for, and participating in, departmental faculty meetings.
- Organizing and coordinating departmental annual inventory procedures.
- Planning and supervising work assignments for student employees.
- Assisting with semester-by-semester course scheduling and classroom reservations for all faculty teaching assignments within the department.
- Preparation of a departmental brochure highlighting departmental faculty, history, activities, and news.
- Organization and implementation of procedures for obtaining updated information regarding departmental alumni.
- Organizing, planning, and coordinating the departmental undergraduate awards banquet.
- Conducting telephone contacts and preparing written correspondence and memoranda regarding departmental administrative matters and projects.

* **Other Organizational Projects and Activities (University, School, and Community Efforts)**

- Founder and project coordinator for "Project RESTART," a volunteer project at the Northeast Kansas Regional Juvenile Detention Center, Lawrence, Kansas.
- Planning committee member and coordinating assistant, Annual National TRIO Day Receptions, The University of Kansas, Lawrence, Kansas, 1992-present.
- Coordinator for annual "Graduation Celebration and Appreciation Day" receptions, Office of Supportive Educational Services, The University of Kansas, Lawrence, Kansas (1992-present).

- Conference Planning Committee, Kansas Association of Alternative and Magnet Educators (KAAME) State Conferences (1992 and 1993).
- Public school "Open House" music program director and facilitator of classroom displays, parent-teacher conferences facilitator for assigned students, El Dorado Springs Junior-Senior High School, El Dorado Springs, Missouri (1976-1977); Roosevelt Junior High School, Great Bend, Kansas (1978-1979); DeSoto Junior and Senior High Schools (1989-1991).
- Assisting teacher, Graduation Program, East Heights Elementary School, Lawrence, Kansas (1985).
- Graduate Teaching Assistant, Music Department, School of Fine Arts, Arkansas State University, Jonesboro, Arkansas (1977-1978); Art and Music Education and Music Therapy Department, School of Education, The University of Kansas, Lawrence, Kansas (1980-1982, 1983-1984, 1985-1987).
- Research Assistant, Art and Music Education and Music Therapy Department, School of Education, The University of Kansas, Lawrence, Kansas (1982-1983).
- Research Assistant, Learning Disabilities Institute, The University of Kansas, Lawrence, Kansas (summer, 1981).
- Survey administrator for follow-up project regarding achievements of Ph.D. graduates, Art and Music Education and Music Therapy Department, The School of Education, University of Kansas, Lawrence, Kansas (1979-1981).
- Organizer and coordinator, Awards Banquet for the Art and Music Education and Music Therapy Department, School of Education, The University of Kansas, Lawrence, Kansas (1980).
- Music concert coordinator and Director, Roosevelt Junior High School, Great Bend, Kansas (1978-1979); El Dorado Springs Junior-Senior High School, El Dorado Springs, Missouri (1976-1977).
- Head coordinator and program planner for holiday celebration event for low-income, elementary-age children, Bolivar, Missouri (1975).

National, State, and Local Level Experience

Listed below are national, state, and local efforts undertaken to affect policymaking decisions and serve as an advocate on behalf of children's issues (child abuse prevention and related issues), equal educational opportunity (promoting nondiscriminatory practices in education and implementing services aimed at drop-out prevention), educational reform efforts, and juvenile offense and violent crime prevention.

- * Participated in a General Education Subcommittee Hearing held by the Kansas State Board of Education Regulations Committee (a standing committee of the Professional Standards Board) regarding issues surrounding the redesign of teacher licensure requirements and education program accreditation standards; presented a proposed "outcome objective" for incorporation in University teacher training programs to address "Issues Regarding Disadvantaged Students" with a focus on equal educational access

and opportunity; International Room , Kansas Union, The University of Kansas, February 16, 1995.

- * Currently pursuing legislative history research at the U. S. Government Documents Library at The University of Kansas (the regional federal depository library for Kansas), and The University of Kansas Law Library to study the origination and evolution of Presidential Executive Orders and Public Laws addressing children's issues; equal opportunity, including equal educational opportunity; educational reform efforts; and juvenile offense and violent crime prevention efforts, in order to support and guide efforts to affect policymaking decisions in the areas of children's issues and education (1995-present).
- * Voiced concerns and support for reauthorization of the Child Abuse and Treatment Act (CAPTA) through contacts with legislative aides in the Congressional office of U. S. Senator Nancy Landon Kassebaum, Chairperson of the Senate Labor and Human Resources Committee, prior to the Children and Families Subcommittee Hearing held on May 25, 1995.
- * Visited the Washington, D.C. offices of Kansas Senators and Representatives in the 102nd U. S. Congress; talked with educational aides and Congressional Members regarding the Federal TRIO Programs (reauthorized through the Higher Education Amendments of 1992) serving students with disabilities, students who are designated as low-income, and students from educationally disadvantaged family backgrounds; assisted with lobbying activities orchestrated through the National Council for Educational Opportunity Associations; spoke on behalf of student needs and outcomes achieved through services provided by federal funding; advocated for an increased appropriations level for "Federal TRIO Program" funding (March, 1993).
- * Participated in state-wide planning activities coordinated by fellow Kansas TRIO Program Directors in preparation for the annual NCEOA (National Council for Educational Opportunity Associations) Policy Seminar, Washington, D.C.; assisted with planning agendas and preparing materials for use in visits to Congressional offices (1993-present).
- * Voiced concerns and support for continued inclusion of TRIO funding in the FY 1996 (academic year 1996-1997) federal budget through letters and contacts with Kansas members of the 104th U. S. Congress, as well as letters and phone calls to the chairperson of the House Budget Committee and to Kansas Senators requesting that support be expressed to the Chairperson of the Senate Subcommittee on Labor, Health, and Human Services and Education Appropriations for continued funding of the "Federal TRIO Programs" in the FY 1996-1997 federal budget.

- * Voiced concerns and support for inclusion of student federal financial assistance programs in the FY 1996 federal budget, through contacts with the Kansas delegation to the 104th U. S. Congress, as well as contacts with staff in Senator Edward M. Kennedy's office.
- * Submitted a letter to the office of Ms. Marian Wright Edelman, President and founder of the Children's Defense Fund, Washington, D. C., offering support and assistance for efforts to boost child abuse prevention, intervention, and policymaking efforts (July, 1995).
- * Obtained the Lawrence Mayor's Proclamation for a local observance of "National TRIO Day," highlighting services of the Federal TRIO Programs at The University of Kansas and the critical role of these programs in promoting equal educational opportunity and diversity in higher education, through services and accommodations for low-income students, students from educationally disadvantaged families, and students with physical or learning disabilities (1992 - 1995); served on the planning committee for annual University of Kansas TRIO Day festivities.
- * Appointed to a University Faculty and Staff Study Group by the Vice Chancellors of The University of Kansas to study Recommendation #2-1 issued in the African American Student Concerns Task Force Report, aimed at enhancing minority student recruitment and retention efforts; prepared and submitted written recommendations to the Study Group, incorporated in the final group report submitted to the Executive Vice Chancellor, on behalf of the needs of students historically underrepresented in higher education, also adaptable to the needs of all individuals pursuing college degree completion (1993-1994).
- * Provided and facilitated university-wide advocacy services through links with other university faculty, staff, and administrative offices, enhanced educational opportunities and services, individual accommodations for students with disabilities, and other services as needed, for students with disadvantages participating in the Student Support Services Program at The University of Kansas; advocated for the adoption of university policies and procedures which are responsive to the personal and academic needs of individual students and which, thereby, promote student academic success and degree completion; facilitated these advocacy efforts through a) one-on-one discussions with program staff and tutors under my supervision, as well as university faculty, staff, administrators, and community residents and professionals, b) presentations to students, faculty, staff, and administrators, c) written memoranda and correspondence, d) committee efforts (1991-1995), and e) proposal submissions to promote on-going funding and to facilitate a major expansion of existing services.

Issues Campaigning and Public Speaking Experience

Throughout Nov., 1991, to the present, my professional endeavors primarily have been in the area of equal educational opportunity (including advocacy work in the area of prevention--involving identification of at-risk children and families and providing early intervention as well as ongoing public education---in the areas of child abuse, drop-out, and crime prevention). Within these areas of public service, I have initiated the following activities:

- * Delivered presentations to students, staff, faculty, and administrators on behalf of equal educational opportunity.
- * Facilitated numerous university-level staff meetings focused on philosophy, policies, procedures, and ongoing development of the "Student Support Services Program" (serving low-income students, first-generation college students, and students with disabilities).
- * Prepared and submitted proposals--and pursued contacts and discussions with students, faculty, staff, and administrators across campus--on behalf of the needs of disadvantaged students.
- * Highlighted the needs of disadvantaged students in administrative meetings and committee meeting presentations.
- * Facilitated and assisted with efforts to promote awareness of the services and functions of the "Student Support Services Program" (Federal TRIO Program).
- * Assisted with campus-wide efforts to coordinate student service programs and disseminate this information to students.
- * Promoted program visibility and presented overviews and summaries of program and student successes for institutes, departments, offices, programs, and student groups across campus.
- * Presented proposals to university administrators for SSSP service expansion and enhanced campus-wide advocacy and retention efforts on behalf of disadvantaged students.
- * Delivered training presentations for program staff.
- * Provided an overview of The University of Kansas TRIO Programs at a Lawrence City Council meeting (at which the Mayor's Proclamation was obtained for the annual observance of National TRIO Day).
- * Held meetings and discussions with individuals throughout the community to promote program visibility and initiate cooperative efforts with the Student Support Services Program (throughout the Lawrence community and at The University of Kansas, Lawrence, Kansas).
- * Founded and coordinated "Project RESTART," a volunteer project serving children and adolescents from the ages of 10 to 18 who are detained at the Northeast Kansas Regional Juvenile Detention Center, Lawrence, Kansas.
- * Pursued other related efforts listed under the heading of "National, State, and Local Level Experience" (Vita, pp. 5-8).

Examples of efforts to campaign for educational and related youth/children's issues through policy development proposals, program implementation addressing issues and needs, general advocacy, public speaking, and discussion facilitation (in both formal and informal settings) are provided as follows:

Presentations to the Educational Opportunity Fund Committee of The University of Kansas Student Senate (November, 1994, and November, 1995). Assisted with the design and presentation of proposals, on behalf of disadvantaged students participating in the "Student Support Services Program" (SSSP), to campaign for funding through the Educational Opportunity Fund (EOF) in order to expand tutoring services, establish child-care scholarships for nontraditional college students, and provide emergency scholarships for low-income students. Subsequently, in November, 1995, SSSP was awarded a grant for 1996-1997 (Regionalist Room, Kansas Union, The University of Kansas, Lawrence, Kansas).

Presented a Proposal on Behalf of Disadvantaged Students at the General Education Subcommittee Hearing for the Kansas State Board of Education Regulations Committee (standing committee of the Professional Standards Board) (February 16, 1995). This public hearing was held to focus on issues surrounding the redesign of teacher licensure requirements and education program accreditation standards. My presentation included a prepared introductory statement regarding the urgent need to address the needs of all students, including the needs of at-risk students, low-income students, minority students, and other identified populations which historically have not been equally accommodated in the public schools across our nation. I proposed an "outcome objective" for incorporation in university teacher training programs throughout Kansas to address "Issues Regarding Disadvantaged Students" with a focus on equal educational access and opportunity (International Room, Kansas Union, The University of Kansas, Lawrence, Kansas).

Presentation Regarding the "Student Support Services Program" for High School Students and Parents Participating in the Minority Student Pre-Orientation Seminar, (April 21, 1995) Provided students and parents with information regarding program eligibility, application procedures, and the availability of summer academic and advising assistance in preparation for fall attendance (freshman students) at the university (Frontier Room, Burge Union, The University of Kansas, Lawrence, Kansas).

Invited Lecturer for Class Presentations for Upward Bound BRIDGE Program students at The University of Kansas (July, 1994, and July, 1995). Presented information and facilitated discussions with students regarding transitions from high school and home to college and campus life; focused on elements critical to personal and academic success including strategies for achieving equal educational access and opportunity (302 Bailey Hall, The University of Kansas, Lawrence, Kansas).

Presentation at the Monthly Chairpersons' and Directors' Meeting of the College of Liberal Arts and Sciences (March 3, 1993). Presented background, philosophy, program development and expansion, procedures, and student

successes of the Student Support Services Program (Kansas Room, Kansas Union Building, The University of Kansas, Lawrence, Kansas).

Training Presentations and Group Workshops for Tutoring Staff of the Student Support Services Program (1992-present). Throughout a series of fall and spring presentations, coordinated workshops which provided information regarding the background, history, philosophy, policies, and services of the U.S.D.E. "Student Support Services Program" at The University of Kansas; orientation to tutor responsibilities; tutoring session general guidelines; implementation of supportive and success-oriented teaching strategies during each tutorial session; semester planning; diagnosing and addressing individual student needs; coordinating student services with other SSSP staff; individualization of tutoring session scheduling; accomodating disabilities; and student advocacy efforts (with signed student consent statements) through contacts with SSSP staff and professors (The University of Kansas, Lawrence, Kansas).

Presentation at the Office of Minority Affairs "STEP" Program Orientation for Volunteer Peer Counselors (October 3, 1992). Presented an orientation to the "Student Support Services Program" (SSSP) for Peer Counselors assigned to minority students participating in The University of Kansas "STEP" Program (Regionalist Room, Kansas Union Building, The University of Kansas, Lawrence, Kansas).

Presentation Regarding the Student Support Services Program for the Staff in The University of Kansas Office of Student Admissions (September 8, 1992, and June 22, 1992). Provided an orientation to The University of Kansas "Student Support Services Program" for university personnel involved with programs and services designed to enhance student academic success, retention, graduation, and graduate and professional school entrance for minority students (Alcoves B and G, Kansas Union Building, The University of Kansas, Lawrence, Kansas).

Presentation for a Training Session Offered through the Office of New Student Orientation for Summer Orientation Assistants (June 4, 1992). Presented an overview of The University of Kansas "Student Support Services Program" (SSSP) including background, philosophy, student eligibility requirements, and academic and personal assistance services offered through SSSP (Room 156, Strong Hall, The University of Kansas, Lawrence, Kansas).

Presentation during Campus Visitation by Upward Bound Bridge Students at the Student Support Services Program Office (June 1, 1992). Presented an orientation to the U. S. Department of Education "Student Support Services Program" (SSSP) and encouraged students to inquire about the availability of these servcies at the colleges and universities they plan to attend (Room 101, Supportive Educational Services Building, The University of Kansas, Lawrence, Kansas).

Presentation at The University of Kansas Upward Bound Summer Institute (May 1, 1992). Presented an orientation to the "Student Support Services Program" (SSSP) and encouraged students to inquire about the

availability of these services at the colleges and universities they plan to attend (Daisy Hill Room, Kansas Burge Union Building, The University of Kansas, Lawrence, Kansas).

Conference Session at the Thirteenth Annual Conference of the Missouri-Kansas-Nebraska (MO-KAN-NE) Chapter of the Mid-America Association of Educational Opportunity Program Personnel (MAEOPP) (April 6, 1992). Moderated a conference session conducted by Dr. Arves Jones, Director of the Highland Community College "Student Support Services Program" focusing on the application of Deming's principles of Total Quality Management to enhance quality and outcomes within the TRIO programs (Adam's Mark Hotel, Kansas City, Missouri).

Presentation at the Monthly Social Sciences Divisional Meeting for the College of Liberal Arts and Sciences (March 31, 1992). Presented a summary of recent SSSP successes and program developments to departmental chairpersons and program directors within the Social Sciences Division of the College of Liberal Arts and Sciences (Strong Hall, Room 205, The University of Kansas, Lawrence, Kansas).

Presentation at a Student Services Networking Committee Organizational Meeting (February 11, 1992). Provided suggestions for the 1) development of a comprehensive data-base of information regarding campus and community services and resources available to K. U. students; 2) dissemination of information to campus faculty and staff in a manner which will facilitate well-planned, coordinated efforts; and 3) dissemination of student service information to students in a format which will be highly visible and easily interpretable (K. U. Undergraduate Center, 109 Strong Hall, The University of Kansas, Lawrence, Kansas).

Presentation for the Kansas University School of Education Student Conference, "Who Will Teach Our Children? The Need for a Diverse Population" (February 6, 1992). Presented an orientation to the U. S. Department of Education "Student Support Services Program," administered at The University of Kansas and encouraged students to inquire about the availability of these services at the colleges and universities they plan to attend; presented as part of the First Annual CRREMS Conference ("Council for the Recruitment and Retention of Ethnic Minority Students") (Parlor C, Kansas Union Building, The University of Kansas, Lawrence, Kansas).

Training Presentation (Part I) for Tutoring Staff of the Student Support Services Program (January 21, 1992). Provided an orientation to SSSP for tutors focusing on TRIO background and philosophy, a description of the K. U. "Student Support Services Program," and an overview of essential components and characteristics of each tutoring session (Summerfield Hall, The University of Kansas, Lawrence, Kansas).

Presentation at the Monthly Chairpersons' and Directors' Meeting of the College of Liberal Arts and Sciences (December 4, 1991). Presented an orientation to the U. S. Department of Education "Student Support

Services Program" (SSSP) administered at The University of Kansas for university chairpersons and program directors (Jayhawk Room, Kansas Union Building, The University of Kansas, Lawrence, Kansas).

Presentation at a Staff Meeting of the First Annual Kansas Governor's Academy (June, 1991). Presented a description and summary of the U.S.D. #232 Alternative Education Program for "at-risk" students, focusing on program service components and successes, for academy instructors, administrators, and mentor-teachers of the First Annual Kansas Governor's Academy (Ellsworth Hall Dining Commons, The University of Kansas, Lawrence, Kansas).

Assisted in Convening and Conducting a Planning Meeting of the DeSoto Public School District, DeSoto, Kansas, for Provision and Continuation of Services to At-Risk Students (May, 1991). Presented student successes of the Alternative Education Program (A.E.P.) and suggestions for continuation of services to junior high and high school students at risk for dropping out of school, as well as initiation of early interventions to reduce drop-out rates through implementation of academic and personal support services to elementary-age children; the meeting was attended by school administrators, the special education director and staff, counselors, faculty, A.E.P. staff, and AEP students (DeSoto U.S.D. #232 Education Center, DeSoto, Kansas).

Presentation at a Board of Education Meeting for the DeSoto Public School District (November 5, 1990). Presented a description and summary of successes of the DeSoto U.S.D. #232 Alternative Education Program (AEP) to the District Board of Education (Conference Room of the U.S.D. #232 Education Center, DeSoto, Kansas).

Presentation and Discussion Facilitation Regarding Grant Proposal Development for the Kansas State Department of Education "Educational Excellence Grant Program" (February, 1990) for Continuation and Expansion of the DeSoto Public School District "Alternative Education Program." Presented ideas for development of the Alternative Education Program in order to serve the academic and personal needs of junior high and high school students at-risk for dropping out of school; the meeting was attended by school administrators, special education personnel, faculty/staff, and counselors (DeSoto U.S.D. #232 Education Center, DeSoto, Kansas).

Presentation to the Advisory Council of the Multi-Service Center (March 5, 1990). Presented an overview of the DeSoto Public School District "Alternative Education Program" (A.E.P.), a program serving the educational and personal needs of "at-risk" students, to the Advisory Council of the Multi-Service Center, a community service funded through the Kansas Department of Human Resources (Johnson County Library, DeSoto, Kansas).

Presentation at the KNEA Issues Conference, "Student Advocacy: Meeting the Needs of Students in the '90s" (March 3, 1990). Presented a description of the design and implementation of the DeSoto Public School District "Alternative Education Program" (A.E.P.) (project to assist students

at-risk for dropping out of school) at two conference sessions for the Kansas National Educator's Association (KNEA) Issues Conference (Ramada Inn Hotel, Topeka, Kansas).

Presentation (Conductor) for a Summer Choral Music Reading Session (August 8, 1985). Cameo appearance and conductor for my composition/arrangement, "Don't Be Weary, Traveler," for SATB voicing (a composition based on a folk song sung by African-American individuals who had endured slavery) at the 1985 Summer Choral Music Reading Session for choral music educators and directors, sponsored by Wingert-Jones Music Company (White Hall, Conservatory of Music, University of Missouri at Kansas City, Kansas City, Missouri).

Committee Appointments, Special Projects, and Conference Planning

1995-present	Appointed by the Director of the Office of Student Financial Aid to the Financial Aid Academic Standards Appeals Committee, The University of Kansas (appointed to serve through 1997).
1994-present	Appointed to the Proposal Review Committee for the 16th Annual Conference of the MO-KAN-NE Chapter of the Mid-America Association of Educational Opportunity Program Personnel (MAEOPP), "Success Through Services: TRIO's Commitment to Educational Access" (conference held on April 17-19, 1995, Kansas City, Missouri) (appointed to serve through 1996).
1992-1995	Appointed to the Advisory Council for the U.S.D.E. Upward Bound Program at The University of Kansas (Dr. Ngondi Kamatuka, Upward Bound Director).
1993-1994	Appointed by the Vice Chancellors of The University of Kansas to the Study Group charged with the task of reviewing Recommendation #2-1, as issued in the African American Student Concerns Task Force Report and issuing recommendations to the Executive Vice Chancellor for enhancement of equal educational opportunities through access to effective academic and personal support services designed to promote and facilitate student retention and graduation.
1991-1993	Kansas Association of Alternative and Magnet Educators (KAAME) Conference Planning Committee in preparation for the fourth and fifth annual state conferences.
1991-1992	Assisted with efforts to develop a comprehensive database and written publication of campus and community support services available to students at The University of Kansas.

1990-1991 Appointed to serve on the Substance Abuse Policymaking Committee, DeSoto Public School District, DeSoto, Kansas.

1991 Appointed as a Mentor Teacher for the First Annual Kansas Governor's Academy (June 9-July 3, 1991), which is an intensive summer academic institute serving "at-risk" students throughout Kansas through opportunities for academic skills enrichment, study skills development (SIMS Strategies), leadership development, and community service; the Governor's Academy is coordinated through joint efforts of the Governor's Office, the Kansas State Board of Education, The University of Kansas School of Education, and the Center for Research on Learning.

Professional Grant Writing Experience for Educational Opportunity Programs

1994 Author of a continuation grant proposal submitted to the U. S. Department of Education, October 18, 1994, to fund the Student Support Services Program for academic years 1994-1995 and 1995-1996, The University of Kansas.

Funding amounts received: FY 1996 - \$180,955
FY 1995 - \$175,684

1993 Author of a continuation grant proposal submitted to the U. S. Department of Education, February 10, 1994, to fund the Student Support Services Program for academic year 1994-1995, at The University of Kansas.

Funding amount received: FY 1994 - \$170,567

1992 Author of the "Student Support Services Program" grant proposal submitted to the United States Department of Education (U.S.D.E.), Office of Postsecondary Education, Division of Student Services, November 6, 1992 (an application for federal assistance to fund The University of Kansas "Student Support Services Program" which provides an intensive program of academic and personal support services for disadvantaged college students).

Funding amount received: FY 1993 - \$166,083

1991 Author of the "Student Support Services Program" grant proposal submitted to the United States Department of Education (U.S.D.E.) for continuation funding of The

University of Kansas "Student Support Services Program."

Funding amount received: FY 1992 - \$161,556

1991 Authored grant proposals to twenty-nine private funding sources to pursue on-going funding for the DeSoto Unified School District #232 "Alternative Education Program" (a program which provided alternative classroom instruction, academic and personal support services, and motivational systems designed to increase the academic and life successes of "at-risk" adolescents) (Spring, 1991).

1990 Authored a proposal to the Kansas State Department of Education "Educational Excellence Grant Program," made available through funds appropriated in Senate Bill #458, and received funding for the DeSoto Unified School District #232 "Alternative Education Program" for "at-risk" adolescents during the 1990 - 1991 academic year. Out of 105 proposals submitted by school districts throughout Kansas, this proposal was ranked in the top ten percent.

Funding received: Academic Year 1990-'91 - \$30,000

1985 Submitted a research proposal to the Guggenheim Foundation drawing upon writings and conversations with Holocaust survivor and friend, Ben Edelbaum (deceased October 31, 1990) to pursue a large-scale project involving the creation of 1) dramatic narrative based upon Mr. Edelbaums's writings and memories and 2) choral/orchestral arrangements of folk songs sung by individuals imprisoned in the Litzmanstadt Ghetto during World War II.

1990-1995 Total amount of federal and state funds acquired through competitive application to discretionary grant programs for the implementation of educational opportunity programs serving disadvantaged youth in the State of Kansas: \$884,845.

Research Experience Related to Education and Children's Issues

- * Currently researching legislative and executive order history regarding policymaking efforts in the areas of education, children's issues, and equal opportunity, at the U. S. Government Documents Library at The University of Kansas (the regional federal depository library for Kansas), and The University of Kansas Law Library.

- * Invited to participate in a faculty/staff interdisciplinary research team at The University of Kansas to study issues related to child abuse and neglect (collaborative research efforts to begin in the fall of 1995).
- * Currently studying the effectiveness of various intervention strategies on course G.P.A.'s, student retention, and graduation rates for disadvantaged, undergraduate students (first generation, low-income, and students with disabilities), as implemented through the "Student Support Services Program," at The University of Kansas, Lawrence, Kansas.
- * Studied the effectiveness of various intervention strategies on the academic successes of "at-risk" adolescent students who participated in the "Alternative Education Program" (A.E.P.) (DeSoto Public School District, DeSoto, Kansas, 1989 - 1991).
- * Dissertation research project involving an extensive 1) background study of creativity and creativity research in education and 2) experimental study of secondary/elementary school students' creative abilities (Karen A. Seals, The University of Kansas, completed in 1989).
- * Assisted with a faculty research project regarding the life and works of Daniel Purcell (funded through a Faculty Research Grant awarded to Dr. J. Perry White, The University of Kansas, 1982 - 1983).
- * Assisted with a faculty research project which surveyed twentieth century choral music and prepared the publication, Twentieth Century Choral Music: An Annotated Bibliography of Music Suitable for Use by High School Choirs (J. Perry White, author, the Scarecrow Press, Inc., 1982) (funded through a General Research Grant awarded to Dr. J. Perry White, The University of Kansas, Summer, 1981).
- * Research Assistant in statistical data analysis and research instrument scoring procedures for research project involving the development and testing of various learning strategies (Federal Research Grant, Institute for Research and Learning Disabilities, University of Kansas, Lawrence, Kansas, 1981).
- * Researched rhythmic dictation skills of college students enrolled in Fundamentals of Music Theory course at the University of Kansas. The paper which discussed this study was titled "The Perception of Rhythm as Determined by a Rhythmic Dictation Task: Does Melody Aid or Hinder?" (The University of Kansas, Lawrence, Kansas, 1981).
- * Submitted application in fall of 1985 to Guggenheim Foundation for fellowship in research project involving Jewish/Yiddish folk music

sung in concentration camps during the Holocaust (based on memories of Holocaust survivor, Ben Edelbaum).

Participation In Professional Conferences and Workshops

Listed below are professional conferences and workshops in which I have participated. Topics addressed at these conferences included equal educational opportunity, school drop-out prevention, minority student recruitment and retention, student financial aid, drug/alcohol abuse intervention, gang violence, grant writing, compliance with federal regulations, numerous research topics, policymaking, and governmental relations.

November 12-15, 1995

Twenty-First Annual Conference of the Mid-America Association of Educational Opportunity Program Personnel (MAEOPP), "Navigating the Framework for Educational Attainment, Multicultural Enrichment, and Personal Empowerment: Providing Strategies for Achieving Educational Excellence" (The Abbey on Lake Geneva, Fontana, Wisconsin).

April 17-19, 1995

Sixteenth Annual Conference of the Missouri-Kansas-Nebraska (MO-KAN-NE) Chapter of the Mid-America Association of Educational Opportunity Program Personnel (MAEOPP), "Success Through Service: TRIO's Commitment to Educational Access" (Adam's Mark Hotel, Kansas City, Missouri).

November 13-16, 1994

Twentieth Annual Conference of the Mid-America Association of Educational Opportunity Program Personnel (MAEOPP), "Footprints from the Past. . . Frameworks for the Future" (The Abbey on Lake Geneva, Fontana, Wisconsin).

September 7-10, 1994

Thirteenth Annual Conference of the National Council of Educational Opportunity Associations (NCEOA), "TRIO: Creative Change Through Education, Leadership, Opportunity, and Diversity" (Grand Hyatt Washington Center, Washington, D. C.).

April 20-22, 1994

Fifteenth Annual Conference of the Missouri-Kansas-Nebraska (MO-KAN-NE)

	Chapter of the Mid-America Association of Educational Opportunity Program Personnel (MAEOPP), "Maximizing TRIO Effectiveness Through Strategic Partnerships and Creative Changes" (Adam's Mark Hotel, Kansas City, Missouri).
November 7-10, 1993	Nineteenth Annual Conference of the Mid-America Association of Educational Opportunity Program Personnel (MAEOPP), "Embracing Diversity Through Equity and Excellence" (The Abbey on Lake Geneva, Fontana, Wisconsin).
September 8-11, 1993	Twelfth Annual Conference of the National Council of Educational Opportunity Associations (NCEOA), "TRIO: Providing Effective, Efficient, Enabling Education for a Multi-Cultural Constituency" (Hyatt Regency Hotel, Chicago, Illinois).
April 21-23, 1993	Fourteenth Annual Conference of the Missouri-Kansas-Nebraska (MO-KAN-NE) Chapter of the Mid-America Association of Educational Opportunity Program Personnel (MAEOPP), "TRIO: An Educational Model Promoting Opportunity and Understanding Diversity" (Adam's Mark Hotel, Kansas City, Missouri).
March 7-9, 1993	Ninth Annual NCEOA Policy Seminar on Governmental Relations and Conference on Relations with the Department of Education (Omni-Shoreham Hotel, Washington, D. C.).
September 13 - 16, 1992	Eleventh Annual Conference of the National Council of Educational Opportunity Associations (NCEOA), "Opportunity and Diversity: TRIO, A Model for the 21st Century" (Omni-Shoreham Hotel, Washington, D.C.).
April 20 - 23, 1992	United States Department of Education (U.S.D.E.) and University of Massachusetts at Boston National TRIO Training Workshop, "TRIO: Realizing the Goals of America 2000" (Sheraton Washington Hotel and the Omni-Shoreham Hotel, Washington, D.C.).
April 16 - 17, 1992	Iowa-MAEOPP Spring 1992 Conference, "TRIO: Towards the Year 2000 and Beyond"

	(University Park Holiday Inn, West Des Moines, Iowa).
April 6 - 8, 1992	Thirteenth Annual Conference of the MO-KAN-NE Chapter of MAEOPP, "TRIO: The Jewel of Equal Opportunity and Diversity in Academia" (Adam's Mark Hotel, Kansas City, Missouri).
March 15 - 19, 1992	Western Kentucky University U.S.D.E.-Sponsored 1992 Workshop, "General Project Management" (Nashville Stouffer Hotel, Nashville, Tennessee).
February 28 - 29, 1992	Fourth Annual Kansas Conference on Alternative Programs and Magnet Schools, "Choices and Challenges: It's Working in Kansas" (Marriott Hotel, Wichita, Kansas).
December 20, 1991	Regional TRIO Directors' Workshop on "Administration of the 'Student Support Services Program' in Compliance with U.S.D.E. Regulations and Guidelines," conducted by U. S. Department of Education grants representative for Region VII (Kansas City, Missouri).
November 10 - 13, 1991	Seventeenth Annual Conference of the Mid-America Association of Educational Opportunity Program Personnel (MAEOPP), "Unity: Facing the Challenge of Pluralism and Diversity in Higher Education," Seventeenth Annual Conference of the Mid-America Association of Educational Opportunity Program Personnel (The Abbey on Lake Geneva, Fontana, Wisconsin).
October 19 - 20, 1991	Fourth Annual National At-Risk Student Conference (Hilton Airport Hotel, Kansas City, Missouri).
June 9 - July 3, 1991	First Annual Kansas Governor's Academy, (Dole Building, The University of Kansas, Lawrence, Kansas).
February 28 - March 1, 1991	Third Annual Conference for the Kansas Association of Alternative and Magnet Educators (Holiday Inn East, Topeka, Kansas).
January 15 - 16, 1991	"Choices and Consequences," Two-Day Workshop Presentation by Dick Schaefer on

	Alcohol and Drug Abuse Intervention Strategies (Cedar Ridge Treatment Center, Shawnee, Kansas).
December 6 - 7, 1990	Johnson/Leavenworth Counties Regional Prevention Center "Baseline Training" in alcohol and drug abuse intervention strategies for school staff and community leaders, (Kansas Union Building, The University of Kansas, Lawrence, Kansas).
October 18 - 19, 1990	Third Annual National At-Risk Student Conference (Hilton Airport Hotel, Kansas City, Missouri).
June 24 - 27, 1990	CSL (Center for Slower Learners) Institute: "Success Strategies for At-Risk Students" (Hyatt Regency Hotel, Dallas, Texas).
June 14 - 15, 1990	First Annual Outcomes-Based Education Institute, sponsored by The University of Kansas and the School of Education (Kansas Union Building, The University of Kansas, Lawrence, Kansas).
March 3, 1990	Presenter at the KNEA Issues Conference, "Student Advocacy: Meeting the Needs of Students in the '90s" (Ramada Inn Hotel, Topeka, Kansas).
February 22 - 23, 1990	Second Annual Kansas Conference on Alternative Education Programs: "Choices and Opportunities" (Jack R. Reardon Civic Center, Kansas City, Kansas).

Other Professional Accomplishments

Doctoral (Ph.D.) Dissertation Research in Education

- * Dissertation title: "A Cross-Sectional Investigation of the Melodic Composition Abilities of Elementary and Junior High School Students."

This research resulted in a 753-page document presenting 1) a thorough background study of creativity in education, 2) a description of the author's experimental study of students' creative abilities at three different grade levels, 3) results and conclusions based upon the study, with implications for education, and 4) a collection and analysis of students' creative products.

Included in the background literature review of creativity in education were discussions which revealed facilitators of student academic success and which are necessary components of well-designed educational programs seeking to promote equal educational opportunity. These instructional techniques, incorporating problem-solving exercises to be actively engaged in by each individual learner, 1) effectively accomodate the needs and skill levels of all students and 2) enhance academic success.

Proposal Authorships, Writings, and Publications

- * Successfully authored and submitted a grant proposal to the Kansas Department of Education, under the "Educational Excellence Grant Program", for an "At-Risk Pupil Assistance Grant" to serve junior high and high school students "at risk" for dropping out of school, DeSoto Public School District, DeSoto, Kansas (Spring, 1990).
- * Authored and submitted twenty-nine grant proposals to Kansas private foundations in pursuit of funding for academic programs for at-risk junior high and high school students in DeSoto U.S.D. #232, DeSoto, Kansas (Summer, 1991).
- * Successfully authored four grant proposals to the U. S. Department of Education (U.S.D.E.) resulting in grant awards totalling \$854,845, or \$.86 million, to implement and coordinate comprehensive academic and personal support services for disadvantaged (economically disadvantaged students, students from educationally disadvantaged backgrounds, and students with physical and/or learning disabilities) at The University of Kansas, Lawrence, Kansas (1991-1994).
- * Prepared and submitted University proposals and memoranda to facilitate a significant of program services for disadvantaged students and to facilitate administrative functioning of the Student Support Services Program at The University of Kansas (1991-present), including a recent proposal submitted to the Curricular Change Subcommittee of the Committee for Undergraduate Studies and Advising, to promote educational opportunities in the area of writing skill development for students from economically and educationally disadvantaged backgrounds (Summer, 1995).
- * Prepared and submitted recommendations regarding service expansion and coordination to assist not only minority students, but all students, through services designed to promote equal educational opportunity at The University of Kansas; recommendations submitted to the Study Group to which I was appointed by the University Vice Chancellors, 1993-1994; these recommendations were incorporated in a final report submitted to the Executive Vice Chancellor (the recommendations responded to an assigned section of the "African American Student Concerns Task Force Report") (January 3, 1994).
- * Prepared and submitted a review of the "Student Support Services Program" (SSSP) in response to requests from the Kansas Legislative Educational Planning Committee and the Kansas Board of Regents for

information regarding 1) services provided for 'high risk' students through SSSP and 2) student successs and overal program success (incorporated in the Regents' comprehensive review of programs offered through Kansas Regents Universities designed to assist 'high risk' student populations, August 18, 1992).

- * Prepared and submitted annual summaries of program accomplishments for the "Student Support Services Program" to be reviewed by university administrators at The University of Kansas (submitted annually from 1992 to the present).
- * Prepared and submitted "Annual Performance Reports" to the U. S. Department of Education regarding the student population served, service areas accessed, and program accomplishments in the areas of program implementation and student outcomes (submitted annually from 1991 to the present).
- * Prepared and submitted a summary of The University of Kansas Student Support Services Program for inclusion in the Kansas TRIO Programs booklet provided for Kansas members of the 103rd and 104th U. S. Congress, distributed during meetings held in conjunction with the annual National Council of Educational Opportunity Associations (NCEOA) Policy Seminar, Washington, D. C. (1994-1995).
- * Prepared and delivered a proposed "outcome objective" on behalf of "issues regarding disadvantaged students" at a public hearing held by the General Education Subcommittee of the Kansas State Board of Education Regulations Committee (February 16, 1995).
- * Prepared and submitted a proposal to the Guggenheim Foundation for a musical and historical research project incorporating Jewish/Yiddish folk music sung in concentration camps during the Holocaust, based upon memories and reflections of Holocaust survivor, Ben Edelbaum (Fall, 1985).
- * Seals, K. A. (1990). A cross-sectional investigation of the melodic composition abilities of elementary and junior high school students. Dissertation Abstracts International, 50 (11), 3510A (publication).
- * Seals, K. A. (1985). "Don't Be Weary, Traveler," for mixed chorus, piano, and oboe (based on an African-American slave song); The Roger Dean Publishing Company, a division of The Lorenz Corporation, 1985 (publication).

Conference Planning

- * Served on Conference Planning Committees in preparation for the Fourth and Fifth Annual Kansas Alternative/Magnet Education Conferences (1992-1993).

- * Served on the Proposal Review Committee in preparation for the 16th Annual Conference of the Missouri-Kansas-Nebraska Chapter of the Mid-America Association of Educational Opportunity Program Personnel (1994-1995); appointed to the Proposal Review Committee for 1995-1996.

Adjudication

- * Participated as an adjudicator of vocal ensemble performances in the 1985 I- and II-a Regional Music Festival held at Kansas Wesleyan University, Salina, Kansas, on April 10, 1985.
- * Participated as an adjudicator of vocal/choral performances in the 1986 K.S.H.S.A.A. IV-A Regional Music Festival held at Russell High School, Russell, Kansas, on March 22, 1986.

Publications Copywork

- * Copyist for notated examples contained in numerous published and non-published works, including doctoral dissertations, symposium proceedings, conference workshops, research articles, a performance manual, and an annotated bibliography (1979 - 1989).

Commissioned Works for Educational Videotaped Programs

- * Commissioned to write ten original pieces to be incorporated in a computer software package designed to enhance the development of students' music listening skills. The pieces were composed and performed on the Syntauri Keyboard, interfaced with the Apple IIe computer. The software was developed by Dr. Gayla C. Turk, Assistant Professor of music education, Atlantic Christian College, Wilson, North Carolina (Summer, 1986).
- * Commissioned to write original keyboard music to accompany a videotaped program featuring the art of internationally renowned artist and illustrator, John Collier, titled "The Art of John Collier: Truth and the Beautiful Lie."

The program featured approximately seventeen minutes of piano music performed by the composer, Karen Seals, which accompanied Mr. Collier's art and served as background music throughout the videotaped program.

The program was aired twice in March, 1987, by satellite through WORLDNET, "Voice of America," and was received by all United States embassies and foreign military bases, as well as foreign cable companies. The program also was aired in October, 1987, by Channel 6, in Lawrence, Kansas, and in March, 1988, by Channel 11, in Topeka, Kansas. Currently, the program is being marketed for universities, as well as PBS and regional television broadcast (Fall, 1986).

- * Commissioned to write original background music for a video produced through the Instructional Technology Center in the School of Education at The University of Kansas. The project was funded by the National Science Foundation and was undertaken by The University of Kansas Curriculum and Instruction Department. The project was titled "COMETS" (Career Oriented Modules to Explore Topics in Science). The video featured approximately five minutes of original keyboard music composed and performed on the AKAI AX80 Digital Programmable Synthesizer. Currently, the video is being incorporated in educational workshops throughout the United States (February, 1987).

Computer Experience in Academic and Other Professional Settings

- * Student Support Services Program Office, The University of Kansas, Lawrence, Kansas: Text-editing software; processing student applications for program services through access to student records on the university mainframe; access to multiple software and applications through the University computer network, including access to the Internet.
- * Computer Lab, Student Support Services Program, The University of Kansas, Lawrence, Kansas: Instructional software, CD-ROM's, Windows applications, and access to a variety of programs on the University computer network and the Internet.
- * Home studio, Lawrence, Kansas: "Wordstar" text-editing software; IBM compatible software.
- * University of Kansas music theory course (Karen A. Seals, instructor): Apple CAI software for music theory, sight-singing, and ear-training instruction.
- * Commissioned composer of musical examples for CAI software designed to develop music listening skills, Lawrence, Kansas: Apple IIe interfaced with Syntaurie keyboard for theory/composition-related projects.
- * Instructional Technology Center, University of Kansas, Lawrence, Kansas: Variety of CAI, data management, graphics, and wordprocessing software for IBM-compatible computers.
- * History Department, University of Kansas, Lawrence, Kansas: Word processing and spreadsheet software for IBM-compatible computers.
- * Sunflower Cablevision, Channel 6, Lawrence, Kansas (Production Assistant): Quanta-Font computer entry for nightly television newscast and weekly "Community Calendar" program.
- * Academic Computing Center, University of Kansas, Lawrence, Kansas: Mainframe computer text editing and statistical packages.
- * DeSoto U.S.D. #232, DeSoto, Kansas: Apple CAI software.

University and Public School Teaching Experience

University

(6 yrs.)

Fundamentals of Music Theory (The University of Kansas)

Functional Keyboard Skills (The University of Kansas)
Independent Study in Functional Keyboard Skills,
Theory, Sight-Singing, and Ear-Training (The
University of Kansas)

Class Piano (Arkansas State University)

Applied Piano (Arkansas State University)

Choral Conducting Clinic (The University of Kansas)

Class Voice (The University of Kansas)

General/Vocal Music Student Teacher Supervision
(The University of Kansas)

Public School

(7 yrs.)

Director, grant writer, and teacher for the DeSoto
U.S.D. #232 Alternative Education Program (A.E.P.)
funded through the Kansas State Department of
Education "At-Risk Pupil Assistance" grant program, as
part of the Kansas "Educational Excellence Grant
Program" (DeSoto U.S.D. #232, DeSoto, Kansas),
including alternative classroom design and instruction
for "at-risk" adolescents in the areas of:

- * language arts
- * mathematics
- * life skills

Director/Tutor for Kansas State Department of
Education Matching Grant - "Project P.A.S." (DeSoto
U.S.D. #232, DeSoto, Kansas), including tutorial
sessions in:

- * language arts
- * mathematics
- * social studies
- * science
- * history

High School Mixed Chorus, Girls' Chorus, Vocal 'Pop'
Ensemble, Mixed Vocal Ensembles, Vocal Soloists,
Orchestra, String Soloists, Accompanists (El Dorado
Springs Senior High School, El Dorado Springs,
Missouri)

Junior High School Mixed Choruses, Girls' Chorus,

Freshman Vocal "Pop" Ensemble (with choreography), Mixed Vocal Ensembles, Vocal Soloists, General Music, Orchestra (string section), String Soloists, Accompanists (El Dorado Springs Junior High School, El Dorado Springs, Missouri; Roosevelt Junior High School, Great Bend, Kansas)

Elementary Instructional Assistant for students with physical, emotional, and behavioral problems (East Heights Elementary School, Lawrence, Kansas; Leonard Elementary School, Bolivar, Missouri)

Elementary General Music (student teaching) (Leonard Elementary School, Bolivar, Missouri)

Private
(3 yrs.)

Keyboard (incorporating study of music theory and experience with composition projects) (Lawrence, Kansas; Bolivar, Missouri)

(6 yrs.)

Voice/Piano (supplemental instruction offered to students in my voice and piano classes) (University of Kansas; and Arkansas State University)

Professional and Volunteer Experience

1995

Founder and Coordinator of "Project RESTART," a volunteer effort to design, implement, monitor (and ultimately replicate through recruitment and coordination of additional volunteers) academic and personal support services, including assistance with preparations for juvenile court proceedings and transitions to youth centers, schools, and homes, for youth maintained in the Northeast Kansas Regional Juvenile Detention Center, Lawrence, Kansas.

1993-present

Principal Investigator for a U. S. Department of Education "Student Support Services Program" grant (a Federal TRIO Program).

Prepared and submitted successful competitive applications to the U. S. Department of Education (U.S.D.E.) for Federal TRIO Program discretionary funds resulting, thus far, in grant award totals of \$854,845 (\$.86 million) to serve disadvantaged students at The University of Kansas.

1991-present

Director of the U. S. Department of Education (U.S.D.E.) "Student Support Services Program" at The University of Kansas, Lawrence, Kansas (jointly funded through the College of Liberal Arts and Sciences and

the U. S. Department of Education).

- 1992-present Informal consultation services for other University programs, offices, and departments regarding efforts to enhance equal educational opportunities for students with disadvantages (including economic disadvantages, students from families with educational disadvantages, and students with disabilities), as well as to enhance retention and graduation rates for all students.
- 1991 (Summer) Appointed as a Mentor-Teacher for the "First Annual Kansas Governor's Academy," June 9 - July 3, 1991, The University of Kansas, Lawrence, Kansas (an intensive program providing summer courses for credit, academic and personal support services, community awareness and involvement, and cultural enhancement opportunities for "at-risk" students from the State of Kansas).
- 1989-1991 Project Director, grant writer (1990 - 1991), and teacher for the DeSoto Public School District Alternative Education Program (A.E.P.), DeSoto, Kansas (funded by Kansas State Department of Education matching grants provided through appropriations contained in Senate Bills #13 and #458).
- 1988-1989 Project Director/Coordinator and Teacher/Tutor for Project P.A.S. ("Personal and Academic Achievement Systems"), DeSoto Public School District, DeSoto, Kansas.
- 1989 Completion of requirements for Ph.D. (including final-copy preparation of 753-page dissertation on student creativity), School of Education, The University of Kansas, Lawrence, Kansas.
- 1987-1988 Television production assistant (producer of weekly community calendar program; audio, camera, and Quanta-Font computer entry for nightly newscast; esports highlights editing; commercial tape loading; prerecorded program playback), Channel 6, Lawrence, Kansas.
- 1980-1987 Teaching Assistant, Art and Music Education and Music Therapy Department, The University of Kansas, Lawrence, Kansas; maintained full responsibility for all university courses taught during five academic years (1980-1982, 1983-1984, 1985-1987), including responsibility for course design and instruction of a new course offered through the department.

1986-1987	Graduate Assistant, Instructional Technology Center, The University of Kansas, Lawrence, Kansas; completed eprojects incorporating the use of instructional and data management software, and assisted with general management of the Center which housed instructional technology equipment for use by administrators, faculty, staff, and students related to teaching, learning, research, and public service efforts at The University of Kansas.
1984-1985	Instructional Assistant for Intermediate PSA ("Personal and Social Adjustment") Classroom, East Heights Elementary School, Lawrence, Kansas (serving elementary-level, "at-risk" students with behavioral problems).
1982-1983	Research Assistant for a University of Kansas Faculty Research Grant, The University of Kansas, Lawrence, Kansas.
1982	Volunteer Director of Adult Choir for special worship services during Lent, First Baptist Church, Lawrence, Kansas.
1981-1982	Volunteer Adjudicator for junior high school student auditions for Kansas All-State Choir, West Junior High School, Lawrence, Kansas.
1981	Research Assistant for General Research Fund Grant, The University of Kansas, Lawrence, Kansas (Summer, 1981).
1981	Research Assistant (conducted scoring procedures for sentence-writing and paragraph-writing strategy models (SIMS educational strategies models) and calculated statistical analyses of inter-scorer reliability coefficients), Learning Disabilities Institute, The University of Kansas, Lawrence, Kansas (Summer, 1981).
1979-1981	Administrative Assistant for Chairperson of the Art and Music Education and Music Therapy Department, The University of Kansas, Lawrence, Kansas.
1979-1982	Private Piano Instructor, home studio, Lawrence, Kansas.
1979-1981	Volunteer member of adult choir, First Presbyterian Church, Lawrence, Kansas.
1978-1979	General/Vocal Music Teacher, Roosevelt Junior High School, Great Bend, Kansas.

1978-1979 Volunteer Symphony Orchestra member (clarinetist), Barton County Community College, Great Bend, Kansas.

1978-1979 Volunteer Director of Youth and Children's Choirs, Central Baptist Church; and assistant church organist, Great Bend, Kansas.

1977-1978 Teaching Assistant, Department of Music, Arkansas State University, Jonesboro, Arkansas (maintained full responsibility for all courses taught).

1976-1977 General/Vocal/Instrumental Music Teacher, El Dorado Springs Junior-Senior High School, El Dorado Springs, Missouri.

1975-1976 Private Piano Instructor, Bolivar, Missouri.

1975-1976 Instructional Assistant for Multiple-Handicap (1975 terminology) Classroom, Leonard Elementary School, Bolivar, Missouri (serving students with learning disabilities, physical disabilities, and behavioral problems).

1973-1975 Volunteer Pep Band Member (clarinetist), supporting athletic events at Southwest Baptist College, Bolivar, Missouri.

1972/1973 Summer youth leader, music accompanist, and office assistant, Memorial Baptist Church, Hampton, Virginia.

1971-1975 Volunteer college student accompanist for campus student-team weekend ministries to area churches, coordinated through Southwest Baptist College, Bolivar, Missouri.

1972-1975 Volunteer assistant teacher and youth choir accompanist for junior high students, First Baptist Church, Bolivar, Missouri.

1969-1971 Volunteer church librarian, Park Baptist Church; church organist, Park Baptist Church and First Episcopal Church; youth choir accompanist, Park Baptist Church; and assistant teacher for young children's classroom during summer church school, Brookfield, Missouri.

1970 Participated as a delegate to Missouri Girls' State (reinactment of state and local government elections and processes), Stephens College, Columbia, Missouri.

1970 Campaign manager leading a candidate's campaign for the office of Student Council Vice President;

designed and coordinated a successful campaign resulting in the candidate's election to office, Brookfield R-3 High School, Brookfield, Missouri.

- 1970 Volunteer summer church camp counselor assigned to a group of elementary-age children, northcentral Missouri; volunteer assistant teacher for children's classroom in summer church school, Missionary Baptist Church, Brookfield, Missouri.
- 1968-1971 President of Pep Club (supporting high school athletic events), Vice President of National Honor Society, member of Science Club; Brookfield R-3 High School, Brookfield, Missouri.
- 1965-1971 Home, hospital, and nursing home visits and Christmas carolling to elderly individuals, Brookfield, Missouri.

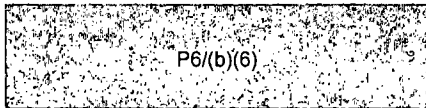
Awards, Honors, Elections, and Special Appointments

- 1995 Appointed by the Director of the Office of Student Financial Aid to serve on the Financial Aid Academic Standards Appeals Committee for academic year 1995-1996, The University of Kansas.
- 1994 Appointed to the Proposal Review Committee to solicit and review proposals for conference presentations in preparation for the 16th Annual Conference of the Missouri-Kansas-Nebraska Chapter of the Mid-America Association of Educational Opportunity Program Personnel.
- 1993 Appointed by the Vice Chancellors of The University of Kansas to serve on a faculty/staff Study Group to study manners in which minority student services can be enhanced and coordinated to better serve students, promote retention, and increase minority student graduation rates at The University of Kansas.
- 1991 Appointed as a Mentor-Teacher for the First Annual Kansas Governor's Academy at The University of Kansas, serving "at-risk" high school students from across the state.
- 1991 Nominated and elected as secretary of the Kansas Association of Alternative/Magnet Educators (KAAME).
- 1987 Nominated for membership in the National Honor Society of Phi Kappa Phi.

- 1986 Initiated into Pi Kappa Lambda, a national honorary music fraternity.
- 1982 Biographical entry contained in 1982 edition of International Youth in Achievement.
- 1980 Biographical entry contained in 1980 edition of Who's Who Among Students in American Universities and Colleges.
- 1974 Nominated and elected by college faculty and students to receive a scholarship, leadership, and character award at Southwest Baptist College.
- 1973-1975 Member of Tau Beta Sigma, a national band fraternity.
- 1971-1975 Received a four-year academic scholarship to Southwest Baptist College, in addition to an ACT scholarship and a community business-sponsored scholarship.
- 1971 Nominated and elected to receive the Daughters of the American Revolution Good Citizenship Award, Brookfield R-3 High School, Brookfield, Missouri.
- 1971 Salutatorian of high school graduating class, Brookfield R-3 High School, Brookfield, Missouri.
- 1970 Nominated and elected by high school faculty and student body to reign over the annual Christmas dance, Brookfield R-3 High School, Brookfield, Missouri.
- 1970 Nominated and elected as a delegate to Missouri Girls' State (reinactment of state and local government elections and processes), Stephens College, Columbia, Missouri.

References

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Program in African American Culture

National African American
History Month Conference, 1996

"...Mind on Freedom":
Celebrating the History
and Culture
of America's Black Colleges
and Universities
January 31- February 3
1996

 *Daymon, I'll give
you a call.*
Catherine W. LeBlanc

Executive Director
White House Initiative
on

Historically Black Colleges and Universities

U.S. Department of Education
600 Independence Avenue, S.W.
ROB-3, Room 3682
Washington, D.C. 20202-5120

Telephone: 202-708-8667
FAX: 202-708-7872

CONCEPT STATEMENT

The Program in African American Culture's Fifteenth annual national conference in observance of African American History Month, February 1 - 3, 1996 is organized as a National Conference on the History and Development of Historically Black Colleges and Universities (HBCUs) entitled **"Mind on Freedom": Celebrating the History and Culture of America's Black Colleges and Universities.** The National Museum of American History has endorsed this project in conjunction with the presidents of the nations' distinguished HBCUs in an effort to contribute to the national research, analysis, and documentation of these institutions that have been central to the intellectual and cultural life of African Americans, and pivotal to the development of U.S. education in general.

This conference represents an expansion of work begun in 1990 by Spencer R. Crew, presently Director of the National Museum of American History, and Lonnie Bunch, Assistant Director for Historical Services, in cooperation with the 17 Black Land grant institutions -- an exhibition and research/documentation project titled "Go Forth and Serve." A substantial collection of oral interviews, photographic images, and official and unofficial documentation of the histories of these institutions has been gathered. This national conference will facilitate a gathering of all 115 HBCUs at this critical historical moment in which they face a variety of legal and political challenges to their existence.

BACKGROUND

We did not learn to read and write, as it was against the law for any person to teach any slave to read; and any slave caught writing suffered the penalty of having his forefinger cut from his right hand; yet there were some who could read and write."

William Henry Heard
former slave

The roots of African American thirst for knowledge go deep into the history of this nation. Three decades before the Civil War, slave literacy was forbidden by law. However, slaves' fundamental belief in the value of literacy and education as a means to liberation and freedom was expressed most clearly in their efforts to secure schooling for themselves and their children despite the dangers and difficulties. By 1860, thousands of slaves had learned to read and write through clandestine educational institutions and systems. Many of the prominent nineteenth-century educational and political figures who became literate in the antebellum South, were at the forefront of the struggle to establish educational institutions and systems that reflected their ideas about the meaning and purpose of education. Proscribed from political struggle by an overwhelmingly oppressive U.S. system of segregation, African American

institutions of higher learning were created as Land Grant, Liberal Arts, and Normal schools, providing for the training of African American intellectuals and professionals. These institutions and their dedicated cadre of trained professionals served as an organic and indispensable infrastructure for African American communities nationwide.

This conference will provide a national forum for HBCUs, scholars, researchers, policy makers, alumni, students, and the public to report on and examine the historical evolution of HBCUs, their impact on the life and culture of this nation, the current status of these institutions, and projections and recommendations for their future.

As we approach the twenty-first century, the uniqueness of the Historically Black Colleges and Universities becomes ever more apparent, while at the same time, the nation's "mainstream" academic institutions remain quintessentially American in their response to a diverse educational environment.

[DRAFT COPY]

HBCU PROJECT
CONFERENCE SCHEDULE, as of 9/8/95

WEDNESDAY, JANUARY 31

Reception for the Presidents of the HBCUs
HBCU/Education Lifetime Achievement Awards
Presentation

THURSDAY, FEBRUARY 1

Session I "Oh, Freedom...": The Roots of the Struggle
9:30am to 11:30am
Carmichael Auditorium

The panelists will explore the historical significance of education as a key to freedom, democracy, and survival within the African American ante and post bellum community.

Session II "Lifting as we Climb...": ?
1:00pm to 3:00pm
Carmichael Auditorium

This session focuses on the structure and development of the HBCU's - land grant liberal arts, and normal schools. Panelists will discuss intellectual traditions, as well as regional and gender issues

Session III "Go Forth and Serve": Service to the community
3:30pm to 5:30pm
Carmichael Auditorium

In this session, panelists will explore the role of HBCU's as an integral part of the African American communities' infrastructure.

Session IV "Remember the Time": Reminiscences of Campus life
8:00pm to 10:00pm
Carmichael Auditorium

Roundtable discussion featuring testimony spanning seven decades (1930's through 1990's) of life on the

campus of HBCU's

FRIDAY FEBRUARY 2

Session V **"On The Yard": Games, Greeks, and Marching**
9:30am to 11:30pm **Bands"**
Carmichael Auditorium

This session provides an opportunity to explore the unique cultural expressions of HBCU's demonstrated "on the yard". (i.e. athletic, pan hellenic activities.)

Session VI **[title??] (Visual, Performing and Literary**
1:00pm to 3:00pm **Arts)**
Carmichael Auditorium .

This session will demonstrate and analyze the HBCU's institutional development of performing literary, and visual arts and how these institutions nurtured, produced, and protected this culture and disseminated it internationally

Session VII **"Keepers of the Flame": Art, Patronage and the**
3:30pm to 5:30pm **Archival tradition**
Carmichael Auditorium

This session will review and analyze the HBCU's as pioneering repositories of African American life and culture and as originators of the African American museum, gallery, and archival traditions.

Session VIII **"Every time I feel the Spirit...": The**
7:00pm to 10:00pm **concert tradition in HBCUs**
Lincoln Theatre

SATURDAY, FEBRUARY 3

Session IX: **We shall not be moved...": Political and**
9:30am to 11:30am **Social Movements and the HBCUs**
Carmichael Auditorium

This session will address the impact of

HBCU's on national and international politics.

Session X:

1:00pm to 3:00pm
Carmichael Auditorium

"... and still I rise": Student Perspectives on the future of Black Education"

This session will be a student forum on the critical analysis of Black education

Session XI:

3:30pm to 5:30pm
Carmichael Auditorium

[title??]

": Public Policy

This session will analyze contemporary public policy and prospects for the future

Session XII:

7:00pm to 10:00pm
Flag Hall

[title?]

".. The Step Show

This final session will demonstrate one of the more colorful aspects of the HBCU campus life

U.S. Department of Education Accomplishments
Impact Upon the African American Community

(1) Armed with the strongest Executive Order issued by a President to support black colleges, the White House Initiative on Historically Black Colleges and Universities, based in the Department of Education, worked with 27 federal agencies to increase total support to black colleges by 9% over funding for 1992. That percentage represents a \$100 million increase and brings total federal funding of black colleges to \$1.1 billion. This figure represents over 5% of the total funding for all institutions of higher education. Twenty-one of the 27 agencies increased their funding to black colleges over the time period, many substantially. Federal funding for the colleges ranges from all forms of student financial aid and direct institutional subsidies, primarily from the Department of Education, to major research projects from the Departments of Defense and Energy, NASA, and the Environmental Protection Agency, to training, facilities and equipment, and fellowships for faculty. Selective significant projects include the following:

(a) The Department of Housing and Urban Development awarded \$13.4 million to 28 Historically Black Colleges and Universities (HBCUs) to stimulate economic development, promote neighborhood revitalization, and foster anti-poverty strategies within the communities in which the institutions are located. Drawing upon the intellectual, social and moral leadership of the campuses, HUD's program is intended to expand the entrepreneurial and economic development efforts of these institutions. Under the program, HBCUs work in close cooperation with local governments to design and implement approaches for economic growth and community development. Projects cover a range of activities from development of business incubators, to training for new and existing entrepreneurs, to renovation of housing. Particular emphasis is placed on providing self-sufficiency skills for residents of public housing and other low and moderate income families. The Department of Agriculture has funded six HBCUs to engage in similar activities in rural communities.

(b) The Department of Education awarded Howard University and Johns Hopkins University \$27 million over five years to establish a Center for Research on the Education of Students Placed at Risk. The mission of the Center is to conduct the research, development, evaluation, and dissemination needed to transform the schooling outcomes for children, many from poor and minority families, who are placed at risk for failure by school practices that are outmoded and ineffective.

(c) The Department of Health and Human Services awarded \$4.25 million to a consortia of 16 HBCUs to develop anti-violence strategies, drug abuse reduction programs, and family life centers for outreach to surrounding communities. The Department's Centers for Disease Control was a major underwriter of a national conference to explore the role of HBCUs in violence prevention.

(d) The Department of Education has fully implemented the \$375 million Capital Financing Program for HBCUs which will provide government-backed bond funds for badly needed construction and renovation on the campuses.

(e) The Department of Energy established nine (9) endowed chairs of engineering on the campuses of HBCUs with Engineering Schools at a cost of almost \$14 million.