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Educate-Connect-Elevate

Strategic Planning

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Educate-Connect-Elevate Annual Report, Fiscal Year 2020

Illinois State University

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Fiscal Year 2020 Annual Report



Educate-Connect-Elevate

Letter from the President

I am pleased to present the FY20 *Educate Connect Elevate* Annual Report. This report highlights Illinois State University's accomplishments in the second year of the implementation of *Educate Connect Elevate: Illinois State - The Strategic Plan for Illinois' First Public University.* In a world disrupted by COVID-19, Illinois State faculty and staff remain committed to providing an exceptional educational experience and the support needed for student success.

This report is a sampling of our achievements for Fiscal Year 2020 and reveals many contributions made in support of the University's core values. These values—Learning and Scholarship, Individualized Attention, Diversity and Inclusion, Civic Engagement, Respect, Integrity, and Collaboration—guide our actions and chart our course for the future.

It is evident that the University has made significant strides in each of the strategic directions and objectives. A few highlights for the fiscal year include the University receiving the Carnegie Foundation for the Advancement of Teaching's Elective Classification for Community Engagement, the naming of the Wonsook Kim College of Fine Arts and the Wonsook Kim School of Art, and the launch of the Office of Student Research. I am proud to be a part of this institution and appreciate the diligence, commitment, and collaboration of the students, faculty, and staff who made these accomplishments possible. Redbirds will keep learning, teaching, researching, and thriving.

Respectfully,

Larry H. Dietz, Ph. D. President, Illinois State University





TOTAL	ENROLLMENT
· · · · · · · · · · · · · · · · · · ·	- FALL 2020

UNDERGRADUATE	.17,987
GRADUATE	2,733

TOTAL 20,720



or local governments, or the institution



in-state tuition students were awarded MERIT and NEED-BASED AID

AVERAGE FINANCIAL AID PACKAGE Nine Thousand Six Hundred Sixty-Five Memo: Average amount of grant or scholarship aid awarded to fulltime, first-time, degree/certificate-seeking students who pay the in-state tuition rate and were awarded grant or scholarship aid from federal, state, R. Redbird **RETENTION RATE**



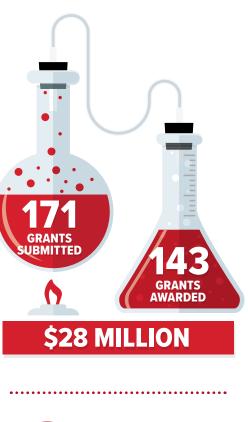


PERCENT OF FULL-TIME, FIRST-TIME-IN-COLLEGE STUDENT'S GRADUATION PRIOR TO 7TH FALL TERM

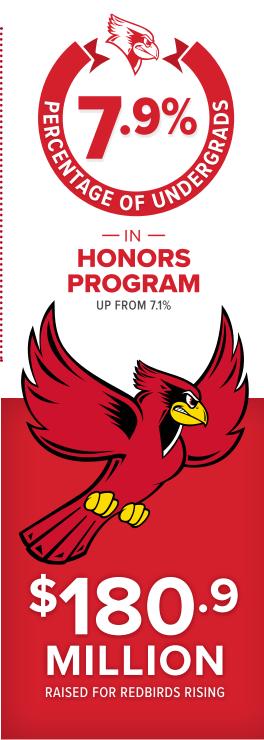
IME, TUDENT'S O 7TH

26.5% PERCENTAGE OF STUDENTS FROM TRADITIONALLY UNDERREPRESENTED POPULATIONS









FOR MORE UNIVERSITY METRICS, VISIT StrategicPlan.IllinoisState.edu/Metrics

COVID-19 RESPONSE

Illinois State entered an unprecedented era of learning and teaching during the spring 2020 semester due to the coronavirus (COVID-19) pandemic. Several units partnered to launch initiatives that guided the University's plan to rapidly transition learning online. The move from face-to-face instruction was made to ensure the safety of all within the campus community. Despite the disruption to campus life, faculty and staff remained committed to helping students successfully complete the semester and advance their college education.

STOP!

Selected accomplishments



Redbirds Keep Learning, Redbirds Keep Teaching resources created

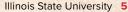
The Center for Teaching, Learning, and Technology (CTLT) created websites to help students and faculty adjust to the transition of classes beginning in March.

- Redbirds Keep Learning resources give students easy access to assist with advising, technology, tutoring, and other resources ranging from wellness advice to Milner Library access.
- Redbirds Keep Teaching provides
 resources for faculty as they change
 the delivery of class material. Guidance
 ranges from taking attendance and creating a syllabus to using Zoom, recording
 lectures, and handling online exams.
 The CTLT staff made the shift to teaching online as effective and effortless as
 possible, allowing students to complete
 the semester and proceed toward graduation.



Redbirds Keep Thriving focuses on student needs

The Division of Student Affairs developed the Redbirds Keep Thriving website to help students manage additional stress caused by the pandemic. The support and tools provided are intended to help students thrive, no matter the circumstances. Included are resources for wellness across all aspects, from social and emotional to physical and financial. Virtual events are posted and important campus updates are provided.



FOR ISU STUDENTS ONLY WITH NO SYMPTOMS. MUST HAVE REDBIRD CARD

If you have SYMPTOMS, central Studen Monthly Services at 309-438-7876 to her



Redbirds Keep Researching addresses scholarship

Staff from the Office of Research and Sponsored Programs partnered with colleagues in the Research Ethics and Compliance Office to develop a Redbirds Keep Researching website. The page provides guidelines for resuming research activities on campus including protocols for cleaning laboratory space, the need to maintain distance, and staggering work schedules of individuals using the lab.



University Research Symposium hosted in ISU ReD

The University Research Symposium that was held virtually in the spring through the collaborative efforts of Milner Library and the Graduate School is one example of how research efforts continued. The signature event features the work of hundreds of undergraduate and graduate students. It showcases all avenues of research and creative activity, from lab-based experiments and field research to theatrical performances and works of art. The event was available through ISU ReD, an open-access institutional repository.



Spring 2020 commencement held virtually

While traditional commencement ceremonies could not be held as the pandemic spread, graduates were recognized through six individualized college ceremony recordings. The web-based events included remarks by President Larry Dietz and other Illinois State officials. Students were given the opportunity to submit photos for recognition during the celebration. Approximately 4,300 packets were shipped to graduates, each containing a diploma cover, program books, tassel, and alumni keychain. Each graduate has been invited to participate in a future commencement ceremony on campus.



Learning and teaching online

As the virus continued to spread beyond spring, classes remained online for the summer session. Unique learning opportunities continued, however, with many students completing virtual internships. These experiences were made possible in collaboration with companies determined to empower students by sharpening their professional skills and preparing them for online work that could become more common in the future.



Planning completed for return to campus

Summer months were also a time of significant planning by the University's leadership team in partnership with representatives across the campus community as preparations were made for the fall semester. President Dietz released the Redbirds Return Plan that detailed how classes would be responsibly handled with online instruction modalities and some hybrid courses. The document explained steps taken to ensure the safety of students, faculty, and staff, including physical distancing, mandatory face coverings, and modified arrangements in classrooms and public spaces. Each action was in alignment with the Illinois Board of Higher Education, the Illinois State Board of Education, the Illinois Department of Public Health, and the Centers for Disease Control and Prevention. Facilities Management as well as Environmental Health and Safety staff continue to research best practices and provide guidance to the campus community through resources and documents that are regularly updated.



Return to Work Toolkit and Facilities Services efforts

 The Redbird Return to Work Toolkit provided an overview of requirements, guidance, and expectations to consider in preparation for employees returning to work on campus. This comprehensive toolkit guided department staff through the considerations and steps to reopening, including workplace health and safety, face coverings, cleaning procedures, spatial arrangements, shared vehicles and equipment, and signage.

- Facility Management staff serve as the main source of cleaning and safety-related supplies for the campus community. This includes but is not limited to the Return to Work Toolkit, indoor air quality, building signage, water fountains, physical distancing, classroom de-densification efforts, and a new operating plan for increased campus cleaning needs.
- Central Receiving, which receives and delivers items purchased for the campus community, adjusted its operations by offering curbside delivery.
- A space planning review was coordinated by Facilities Planning and Construction to generate room plans with furniture layouts to verify reduced COVID-19 student classroom capacities to determine allocation of academic space.

ENHANCE STRENGTH AND STABILITY

Academic reputation, exceptional faculty and staff, financial stability, and operational effectiveness in support of student recruitment and success are key to ensuring longevity in the current higher education environment. The objectives to **Enhance Strength and Stability** are intended to leverage these interconnected components into continued strong enrollments and increasingly positive student outcomes.

Selected accomplishments



Financial Aid supports affordability and accessibility

- The Parent PLUS Loan Process in Campus Solutions has been automated to improve and streamline the process of borrowing to cover collegiate expenses.
- Financial Aid award notices have been added to the student portal, MylllinoisState. This allows students to view and print their award letters and access links to complete necessary follow-up actions. Students are also able to access information needed to apply for Federal CARES Act funds.
- The Student Debt Center, accessible through MylllinoisState, allows students to view the percentage of loans they have borrowed to date.



Graduate School recognizes inaugural GradBird Scholar

The Graduate School initiated this monthly recognition program to highlight the scholarly accomplishments of graduate students. A committee of faculty, staff, and students selects monthly honorees, who receive a monetary award and have their work celebrated on social media.



Online professional development enhanced

Illinois State University instructors joined the National Center for Faculty Development and Diversity (NCFDD) last year. The center provides ISU instructors with career development, peer support, resources to enhance scholarly productivity, and mentoring workshops. These resources have supported ISU's response to COVID-19 and the campus climate as Illinois State transitioned to online teaching, while still providing resources for career development and self-care in a network that includes more than 200 institutions.



Live Well with Eight at STATE campus introduced

The Well-being Community of Practice units—Campus Recreation, Health Promotion and Wellness, Student Counseling Services, and Student Health Services unveiled Eight at STATE. This campaign emphasizes a holistic approach to wellbeing. Participants track day-to-day activities to emphasize the eight dimensions of wellness: emotional, environmental, financial, intellectual, physical, social, spiritual, and vocational.



Redbirds Rising exceeds goal

Redbirds Rising: The Campaign for Illinois State concluded on June 30, 2020, with a total of \$180.9 million contributed by 56,143 donors. Redbirds Rising exceeded its fundraising goal by more than \$30 million, with the campaign ending on a historic high. FY20 total fundraising finished with more than \$24 million received in private giving, which was the third highest fundraising year in Illinois State history.



College of Fine Arts and School of Art renamed to honor alumna

In recognition of a \$12 million gift from artist and alumna Wonsook Kim and her spouse Thomas Clement in the fall of 2019, the University renamed the College of Fine Arts and the School of Art to the Wonsook Kim College of Fine Arts and the Wonsook Kim School of Art. Three professorships have been established from the donation that will be used to support strategic initiatives within the college for technology, secure supplies and award scholarships, as well as update studio spaces and classrooms.



Dining options enhanced

Significant changes were made in options available at residential and retail dining venues. Feedback from students led to diversifying the menu, with the addition of more than 30 new vegetarian and vegan recipes. A rotating cycle has been updated to include a larger variety of healthy options. Dietitian consultations designed for students with food allergies, restricted diets, or other nutritional needs were introduced. Expanded allergen training was implemented for all staff, with EpiPen stations installed at both dining centers and the Bone Student Center.



Project Nest launched

Introduced in fall 2019, Project Nest is a Career Services initiative that captures, analyzes, and reports career and graduate school destination data for ISU graduates. Project Nest data will be incorporated into the University's Metrics of Excellence and used to create an interactive dashboard for internal and external stakeholders to access first-destination data by academic program, college, and the University overall.



Interactive Dashboards and Analytics introduced

Utilizing new PowerBI software, several units throughout campus developed interactive dashboards for decision-making and analysis. The transition to this new mode sparked new collaborations between offices, departments, and divisions. In May, a new interactive dashboard was unveiled showcasing metrics used to demonstrate progress in *Educate Connect Elevate: Illinois State*.



FOSTER INNOVATION

Creativity, knowledge generation, continuous improvement, and lifelong learning are hallmarks of any great university. The objectives designed to **Foster Innovation** highlight the ways the University will support students, faculty, and staff as they embrace emerging opportunities, face challenges, and solve problems.

Selected accomplishments



DIY Online Teaching Program enhanced

The DIY Online Teaching Program offered by CTLT consists of 11 modules to help instructors design online, blended, and face-to-face course deliveries. The programming is aligned with the Framework for Inclusive Teaching Excellence and prioritizes the use of evidence-informed teaching practices that are responsive to all students' needs.



Creative Technologies Program pursued

The University is seeking to create more professionals in one of the fastest growing and profitable entertainment industries by launching a video game design sequence. Planning and curricular development is proceeding with the goal of launching the program in fall 2021. Two sequences—Interdisciplinary Technologies and Game Design—will be housed in the Wonsook Kim College of Fine Arts' Creative Technologies Program.



Office of Student Research opened

The Office of Student Research (OSR) launched in fall 2019. It aims to promote student research and creative expression on campus, encourage and facilitate student participation in on- and offcampus research events and opportunities, organize on-campus programming meant to enhance student interest in research, and foster networking among student and faculty researchers.



Esports program introduced

The University became the first public institution in Illinois to announce a varsity Esports program. Under the leadership of Campus Recreation, Esports features a varsity team, club teams, and casual gaming opportunities. Competitive scholarship opportunities for varsity players are offered.



Redbird Life involvement portal activated

Introduced in summer 2019, Redbird Life serves as a primary resource for students looking to get involved at ISU, explore student organizations, and find campus events. In addition, the portal streamlines the management of student engagement across campus. Portions of the portal are available to parents and family members, allowing for greater accessibility to information about campus involvement and engagement options.



Safe Redbirds App introduced

Safe Redbirds replaced Bird Watch as the official Illinois State University safety app. Safe Redbirds offers helpful features such as virtual safe walk and friend walk, each designed to provide additional security to all individuals on campus. The app features a newsfeed and other emergency resources.



NURTURE DIVERSITY AND INCLUSION

Inclusion is an important component to an educational institution realizing its full potential. The objectives to **Nurture Diversity and Inclusion** emphasize the mutually reinforcing ways the University will support a welcoming and inclusive environment through the curriculum, co-curriculum, organizational practices, and partnerships with other institutions.

Selected accomplishments



Assistant to the President for Diversity and Inclusion

The Office of the President created a new position, Assistant to the President for Diversity and Inclusion, to move diversity initiatives forward on campus. The position has been filled on an interim basis. The assistant provides direction for university initiatives and collaborates with unit leaders across campus.



The President's Diversity and Inclusion Advisory Council

The President's Diversity and Inclusion Advisory Council participated in an anti-racism strategic planning session with Crossroads Antiracism Organizing and Training group to assist in the preparation of the council's development of its strategic plan.



#Anti-BlackISU student movement supported

The Anti-BlackISU Workgroup was formed by President Dietz for the purpose of problem-solving, creating an open line of communication, and developing plans to address student concerns. Examples of progress in FY2020 include:

- The Ceceilyn Miller Institute conducted anti-bias training with University Housing Services staff and residential assistants.
- President Dietz, the president's cabinet members, and ISU administrators participated in a half-day, anti-racism retreat facilitated by Crossroads Antiracism Organizing and Training group.
- President Dietz appointed a task force to examine best practices in scheduling and use of university facilities. A new policy was approved by the Academic Senate in fall 2019.
- The Office of Equal Opportunity and Access (OEOA) implemented a new follow-up protocol to addressing reports of possible bias, harassment, and/ or discrimination that are determined to require OEOA involvement. After addressing an initial concern with the respondent, OEOA follows up with the complainant within 10 to14 days to inquire if there are ongoing issues and review any additional steps that might be needed to address the behavior.

Photo: Lenore Sobota, The Pantagraph



Multicultural Center progress

Progress continues on ISU's Multicultural Center. Since the location announcement in fall 2019, renderings for the center have been designed and five full-time positions approved. The Multicultural Center Planning Team, in consultation with the Diversity Advocacy Organization Executive Board, began decision-making around facilities, technology, and furniture.



Framework for Inclusive Teaching Excellence developed

The Framework for Inclusive Teaching Excellence (FITE) offers guidance for faculty professional development that includes diversity, equity, and inclusion across learning environments. The goal of FITE is to help faculty develop instructional methods that reach students. This data-based framework emerged from analysis of focus groups and surveys of faculty and students. The process enabled students to offer insights into their classroom experiences, how they felt engaged in learning, and barriers they faced.



Microaggression training for faculty and staff increased

More than 40 microaggression training sessions were conducted in spring 2020 for faculty and staff in campus departments, schools, and units. The three-hour sessions included understanding biases and privilege, the impact of microaggressions in students' learning and well-being, and how to intervene when microaggressions occur. The training is part of a campus-wide collaboration aimed toward emphasizing teaching through a lens of equity.



University Police diversity and inclusion-based trainings

ISU Police officers participated in numerous diversity and inclusion-based trainings, including Fundamentals to Authentic Inclusion, Microaggressions, Privilege and Power, Stop the Hate, and Understanding Disability.



Growth Change Team activated

The Growth Change Team, which includes representatives from all colleges, created college-specific professional development programming based on culturally responsive practices that align with the Framework for Inclusive Teaching Excellence guidelines. Along with establishing measurable goals for faculty, the plans for colleges outline the types of professional development programs to be offered, how these programs will align with the colleges' and university's strategic plans, and how success will be measured.



Human Resources initiatives undertaken

- Two Human Resources professional recruitment staff were certified to intentionally and more effectively locate and interact with diverse and underrepresented individuals who may be interested in joining the ISU community.
- One Human Resources professional recruitment employee was certified through the Search Advocates Program with the goal of launching a similar initiative at ISU. Search Advocates are trained as search and selection process advisors.

Their preparation includes a two-part workshop series addressing current research about implicit bias, diversity, the changing legal landscape in hiring, inclusive employment principles, practical strategies for each stage of the search process, and effective ways to be an advocate on a search committee.

 Human Resources staff partnered with the web accessibility coordinator to update 17 online hiring forms, making them accessible by removing or reducing barriers to information.



Knowledge to practice facilitated

With a focus on fostering and promoting an institutional culture that supports the free and open expression of ideas, identities, and beliefs where individuals have the capacity to respectfully negotiate different standpoints, the Division of Student Affairs hosted myriad professional development programs throughout the year. Topics included Universal Design, Trans Advocacy, Religion and Worldview, Microaggressions, Hate and Bias, and the International Student Experience.



Society for Advancing Chicanos/Hispanics and Native Americans in Science

The Society for Advancing Chicanos/ Hispanics and Native Americans in Science (SACNAS) is an inclusive registered student organization open to all students that offers professional development opportunities to student researchers. The ISU chapter created a journal, *SACNAS Research Spotlight*, highlighting students who have published research in peerreviewed journals.



Partnerships serve career needs of International Students and expanded

Career Services and the Office of International Studies and Programs teamed to implement the GoinGlobal platform. It provides a convenient, one-stop resource for students and alumni to make the most of their study abroad experiences, successfully explore internship opportunities, and pursue employment at home and abroad. With location-specific career guides, worldwide internship and job postings, and expert guidelines, students and alumni can learn more about industry trends, work permit and visa regulations, and gain easy access to professional and social networking groups.



Clothing Closet launched

The Clothing Closet, a Student Government Association initiative, strives to create equity in situations where the requirement or norm of professional or formal attire presents a deficit for some students. Donations of gently used professional clothing were collected and made available to students free of charge at "pop-up shop" events on campus.



University's minority business procurement efforts recognized

Illinois State was awarded the Outstanding University Award from the Illinois Black Chamber of Commerce. The University was recognized for its efforts in seeking to make purchases from minority-owned businesses through the State of Illinois Business Enterprise Program.



Athletics Pride Night hosted

Illinois State hosted its first Pride Night to recognize LGBTQ+ efforts in the Bloomington-Normal community, shine a light on education and resources, and promote events on ISU's campus—specifically those through the Dean of Students Office—and the LGBTQ+ Student Support Fund.



Worldview literacy and interfaith cooperation continues

The Division of Student Affairs convened a task force focused on interfaith cooperation and worldview. The outcome included recommendations on how the division can play a role in engaging the campus community, including an infrastructure to support an ongoing and inclusive commitment to this work; promising practices at Illinois State for communication, engagement, partnerships, and professional development and training; and resources needed to ensure success.



University Marketing and Communications examines DEI in communications

University Marketing and Communications partnered with communications experts from NOVA Collective for three training sessions in late spring. The agency based in Chicago is a diversity, equity, and inclusion consultancy and training organization. UMC's training focused on ways to improve communications across media by promoting a greater range of perspectives and involved working through common DEI-related scenarios.



Athletics fosters New Environment Strengthening Traditions

The Karin L. Bone Athletics Study Center initiated a group that brings student-athletes from underrepresented backgrounds together to talk about their personal struggles and shared experiences. The New Environment Strengthening Traditions (NEST) seeks to create a supportive environment for student-athletes that promotes mutual understanding and strengthens community.



ENRICH ENGAGEMENT

Academic excellence in the 21st century will increasingly be characterized by its impact on, and contribution to, the larger society—be it in the form of cultural enrichment; collaborative partnerships; development of knowledge and technology; or the fostering of engaged, informed citizens. The objectives serving **Enrich Engagement** highlight the many mutually beneficial ways the University will contribute to, and grow from, broader and deeper connections among those on campus and with those off campus.

Selected accomplishments



Carnegie designation for community engagement obtained

Illinois State University received the Carnegie Foundation for the Advancement of Teaching's Elective Classification for Community Engagement. The designation came after completion of an extensive application process involving data collection and documentation of the University's commitment to community engagement. Illinois State is one of 350 institutions nationwide that holds the classification.



Voter Engagement Coalition initiatives

ISU's Voter Engagement Coalition developed the All-In Voter Engagement Plan to create a coordinated campus effort for the 2020 elections. The coalition is made up of a diverse set of stakeholders including representatives from the student body and faculty, staff from Student Affairs and Academic Affairs, and community members. The plan outlines specific action items for the 2020 election and sets the stage for long-term democratic engagement.



Food assistance program established

Facilities Management partnered with the United Way of McLean County to house food delivered from local farms and grocers. Food was loaded for local schools that provided meals to their students and families in need through the end of the school year.



Alumni Engagement virtual programming launched

Despite the challenges and limitations brought forth by the pandemic, Alumni Engagement continued to find compelling ways to strengthen the University's bond with alumni. Virtual webinars, for example, provided a format for graduates and friends of the University to hear from ISU leaders and experts.



Birds Give Back successful

Birds Give Back now boasts back-to-back, record-giving days. Thanks to generous donor support, multiple units across campus saw increases in participation from last year. These increases occurred in part because donors and campus partners issued giving challenges and matches throughout the day that unlocked additional gifts. More than 20 challenges were met or exceeded through the generosity of Illinois State alumni, students, faculty, staff, and friends.



Global mining opportunities explored with alum

Through ISU's Innovation Consulting Community, students partnered with a Redbird alum to explore how prepared mining operations around the globe are for switching to electric-powered machines in underground excavations. Such partnerships between alumni and students are mutually beneficial. The client company receives a fresh perspective regarding the current industry and strategy. Students have the opportunity to see firsthand what is happening in the world of business and to apply the principles they are learning in the classroom.



Future Teacher Conference introduced

Illinois State hosted the first ISU Future Teacher Conference in fall 2019. Approximately 350 students from 26 Illinois high schools came to campus for the event designed to inform and inspire them about the process of becoming a teacher. Participants also learned what to expect after graduation as they enter the classroom.



Symposium on Ambulatory Care Online offered

Mennonite College of Nursing (MCN) hosted the first Symposium on Ambulatory Care online. Under the flag of MCN's Change Agents for the Underserved: Service Education (CAUSE) initiative, the symposium provides a deeper understanding of primary care nursing, specifically for the medically underserved and underinsured or uninsured patient populations. The symposium was open to healthcare professionals, educators, students, and anyone interested in learning more about the complexities associated with primary care.



Disaster Preparedness and Community Resiliency Executive Workshop provided

ISU's Office of Emergency Management conducted a workshop focused on disaster preparedness for organizational managers and executives across sectors from throughout the Bloomington-Normal region. Participants included representatives from local colleges and universities, school districts, and hospitals, as well as municipal and community leaders.



New Student Involvement Center opened in the Bone

The new Student Involvement Center (SIC) opened on the second floor of the Bone Student Center in spring 2020. Housing the University Program Board office as well as the Sorority and Fraternity Councils, the SIC serves as a resource location for students who are already members of a registered student organization or are looking to get involved.



Community Outreach Canine and Community Engagement Unit created

The University Police Department began in FY2020 a Community Outreach Canine program with the addition of Sage, a Labrador that served more than 8,000 individuals and attended more than 110 campus events. With her own popular Instagram account, Sage created a bridge between ISU police and the campus community. Police also introduced a Community Engagement Unit of one sergeant and two officers. They attended 147 campus events and made positive contacts with more than 13,000 individuals in an effort to build relationships with underrepresented campus populations. They also participated in educational public safety programs in collaboration with registered student organizations, the Well-being Community of Practice, Technology Solutions, University Housing, and the Boys and Girls Club.



Involvement to Industry Conference offered

The Division of Student Affairs hosted its inaugural Involvement to Industry Conference for students and alumni. Students engaged with and heard from alumni about how their involvement at Illinois State assisted them throughout their careers. Students gained knowledge about how to leverage their leadership skills and prepare for the future. A track designed specifically for alumni was included to aid them in their professional growth.



Audio signals added at busy intersection

Audio signals were installed on campus at the intersection of University Street and College Avenue in fall 2019. These signals assist individuals with visual disabilities in determining when it is safe to cross. Students worked with Facilities Management, the Town of Normal, Dean of Students Office, Student Access and Accommodation Services, Student Government Association, and the Office of Equal Opportunity and Access to get the audio signals installed.







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