












# December 2021 Board of Trustees Meeting

<b>Schedule</b>	Wednesday, December 8, 2021 1:00 PM — 2:30 PM CST
<b>Venue</b>	Lambuth Campus (Madison Academic Magnet High School), Jackson, TN
<b>Organizer</b>	Sparkle Burns

## Agenda

1. Call to Order and Opening Remarks Presented by Doug Edwards	1
2. Roll Call and Declaration of Quorum Presented by Melanie Murry	2
3. Approval of Meeting Minutes for August 25, 2021 and Special Called Meeting Minutes for November 9, 2021 For Approval - Presented by Doug Edwards	3
 Board of Trustees August 25, 2021 Minutes Final.docx	4
 Board of Trustees Special Called Minutes 11-9-2021 Final.docx	10
4. President's Update Presentation - Presented by M. David Rudd	12
5. University Schools Update Presentation - Presented by Sally Gates Parish	13
 Agenda Item -University Schools.docx	14
 University Schools Update.pptx	15
6. Lambuth Campus Update Presentation - Presented by Niles Reddick	21
 Agenda Item - Lambuth Campus - Fall 2021 Update.docx	22
 Lambuth Campus Fall 2021 Update.pptx	23

7. Reports and Recommendations of the Academic, Research and Student Success Committee	29
Presented by David Kemme	
 Agenda Item -Tenure Upon Appointment Bill C Hardgrave.docx	30
 Agenda Item -University Middle High Building Naming Opportunity.docx	31
 Agenda Item - Naming of Music Library.docx	32
<hr/>	
8. Reports and Recommendations of the Governance and Finance Committee	33
Presented by Doug Edwards	
 Agenda Item - FY22 Revised Budget.docx	34
 Agenda Item - President's Reimbursement.docx	35
<hr/>	
9. Reports and Recommendations of the Audit Committee	36
Presented by Susan Springfield	
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10. Additional Business	37
Presented by Doug Edwards	
<hr/>	
11. Adjournment	38
Presented by Doug Edwards	
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# 1. Call to Order and Opening Remarks

Presented by Doug Edwards



## 2. Roll Call and Declaration of Quorum

Presented by Melanie Murry



### 3. Approval of Meeting Minutes for August 25, 2021 and Special Called Meeting Minutes for November 9, 2021

For Approval

Presented by Doug Edwards

**THE UNIVERSITY OF MEMPHIS  
BOARD OF TRUSTEES MEETING MINUTES  
AUGUST 25, 2021**

The University of Memphis Board of Trustees convened at 1:30 p.m. CST, on Wednesday, August 25, 2021, in-person and virtually using the video conferencing system Zoom.

**I. CALL TO ORDER AND OPENING REMARKS**

Chairman Edwards called the meeting to order.

Chairman Edwards welcomed everyone to the Board of Trustees meeting and expressed how excited he was to see students on campus. Chairman Edwards recognized the attendance of the new women's basketball Coach, Katrina Merriweather.

**II. ROLL CALL AND DECLARATION OF QUORUM**

Chairman Edwards recognized Board Secretary, Melanie Murry.

Secretary Murry called the roll. The following trustees were present:

Trustee Graf (attended virtually via Zoom Video Conference. He verified he could hear and was alone.)

Trustee Martin

Trustee Roberts

Trustee Johnson

Trustee Riley

Trustee Kemme

Trustee North

Trustee Edwards

Trustee Ellison (attended virtually via Zoom Video Conference. He verified he could hear and was alone.

Trustee Springfield

Secretary Murry announced the presence of a quorum.

**III. APPROVAL OF MEETING MINUTES FOR AUGUST 25, 2021**

Chairman Edwards called for a motion to approve the meeting minutes from June 2, 2021. The motion was made by Trustee Johnson and properly seconded.



Chairman Edwards asked if there was any discussion, none was provided.

A roll call vote was taken and unanimously approved.

#### **IV. PRESIDENT'S UPDATE**

Chairman Edwards recognized Dr. M. David Rudd to present the President's Update.

Dr. Rudd welcomed the University's new student trustee Celest Riley and yielded to her to make any comments. Trustee Riley made comments and expressed her appreciation to everyone for putting the students first and expressed how grateful she was for this opportunity.

Dr. Rudd expressed his appreciation to Colton Cockrum, Dr. Tom Nenon, and others for their work with the SACSCOC 5<sup>th</sup> year interim report. Dr. Rudd stated that the University must re-affirm its accreditation every ten years. Dr. Rudd stated the University's report was exceptional and the Board of Trustees of the SACSCOC agreed and the report was accepted, and no additional follow-up is needed.

Dr. Rudd stated that as of August 25, 2021, the University's headcount enrollment is down 1.7 percent, which is the first decline in headcount enrollment the University has had in six years. Dr. Rudd also stated the credit enrollment is down 3.6 percent. Dr. Rudd explained the decline in enrollment the University has suffered is a result of COVID-19. Dr. Rudd discussed the adjustments made in the tuition structure related to out-of-state enrollment. Dr. Rudd did provide that out-of-state enrollment increased to 14 percent and the new freshman class increased to 23 percent. Dr. Rudd discussed the expansion of the dual-enrollment programs and the opening of the Madison Academic High School on the Lambuth campus. Dr. Rudd stated the overall revenue impact is \$3 million and the University can absorb the cost and set money aside.

Dr. Rudd discussed the six-year graduation rate goal, which is 55 percent, and the aspirational goal of 61 percent. Dr. Rudd stated that even during COVID-19 the University was able to reach a graduation rate of 54.3 percent and acknowledged those at the University that helped support the students, particularly those in Dr. Tom Nenon and Dr. Weddle-West's offices. Dr. Rudd stated the University has closed the COVID graduation performance gaps and gave the statistics of the gaps that were closed. Dr. Rudd stated the performance gaps are improving and the improvement is being done with the University's most vulnerable students. Dr. Rudd shared the impact COVID-19 had on the students.

Dr. Rudd discussed the University's plan to pursue vaccination status to have the COVID-19 vaccine added to the immunization list. Dr. Rudd discussed the capital projects that were presented by Chief Financial Officer, Raaj Kurapati earlier that day, the new music facility, the vision for athletics that will be presented by Vice President and Director of Intercollegiate Athletics, Laird Veatch, and the dedication ceremonies for Maxine A. Smith and Luther C. McClellan.

Dr. Rudd concluded his presentation and opened for questions.

Chairman Edwards commented that the University administration gave 73 cents of every dollar of the COVID-19 aid that was received directly to students. Chairman Edwards referred to the comments that Dr. Rudd made about enrollment and stated the decision made to help the students will make a difference. Chairman Edwards stated the decision also shows why the University is here and what the University cares about. Chairman Edwards discussed the challenges of the student body and applauded the students for their hard work, and he also expressed his appreciation to the University administration for putting the needs of the students first.

Chairman Edwards asked if there were any questions, none were provided.

## **V. PRESIDENTIAL SEARCH UPDATE**

Chairman Edwards recognized Chair of the Presidential Search Committee, Vice-Chair Carol Roberts.

Vice-Chair Roberts provided an updated of the presidential search. Vice-Chair Roberts stated the presidential search is going well and the market's response to the opportunity has been well and has generated interest. Vice-Chair Roberts discussed the progress the University has made under Dr. Rudd's leadership.

Vice-Chair Roberts stated the University has over 50 candidates so far that have applied, and all represent a diverse group from experience, gender, and ethnicity. Vice-Chair Roberts discussed the Presidential Search Timeline.

Vice-Chair Roberts concluded her presentation and opened for any questions.

Trustee Johnson offered comments on the leadership Vice-Chair Roberts has provided with the presidential search committee. Chairman Edwards also offered comments about the formation of the presidential search committee and expressed his appreciation to Vice-Chair Roberts for the work she has done.

## **VI. ATHLETICS UPDATE**

Chairman Edwards recognized Vice President and Director of Intercollegiate Athletics, Laird Veatch.

Mr. Veatch introduced new Women's Basketball Coach Katrina Merriweather and yielded to her to give comments. Coach Merriweather discussed her experience so far here at the University with her coaching staff, the student-athletes, and the reason she chose to come coach at the University. Coach Merriweather concluded and opened for any questions. No questions were asked.

Mr. Veatch presented the Vision 20/20s Memphis Athletics Strategic Plan. Mr. Veatch stated the strategic plan, which started in November is broken into two parts: the strategic plan and the master plan for facilities. Mr. Veatch then discussed the process, the mission, the culture, the vision, the goals, and the strategies of the strategic plan.

Mr. Veatch discussed the master plan for the athletics facility for the Park Avenue campus. Mr. Veatch stated the housing, and the student-athlete success center are the current priority, and the soccer-track stadium would be the next priority. Mr. Veatch presented a 3-dimensional view of the future development of the athletic facility and before and after photos of the facilities. Mr. Veatch stated the University of Memphis is entering into an agreement with the City of Memphis for the Liberty Bowl which is part of the Liberty Park development.

Mr. Veatch concluded his presentation.

Chairman Edwards offered comments and stated there was nothing more important than the student-athlete success center and housing unit, and University is moving toward the development of those facilities. Chairman Edwards stated that the student-athletes are housed in other places at the expense of the athletic department, and it would help them and the University if all the student-athletes were in one place, so those developments must be priority. Mr. Veatch responded by saying Athletics is fortunate to be able to have the opportunity to create a “student-athlete village” concept. Trustee Springfield offered comments on how student-athletes that are beyond their eligibility are contacted by Athletics to discuss the Finish Line Program to help them reach graduation. She stated this helps the student-athletes’ success outside of athletics. Mr. Veatch offered comments about the job the athletics staff is doing with managing the Finish Line Program.

Mr. Veatch presented a video on the Vision 20/20 plan.

Chairman Edwards offered comments about how college athletics is changing and how the University can take control of those changes and challenges moving forward.

## **VII. REPORTS AND RECOMMENDATION OF THE ACADEMIC, RESEARCH AND STUDENT SUCCESS COMMITTEE**

Chairman Edwards recognized Trustee Kemme. Trustee Kemme presented items that were presented in the Academic, Research and Student Success Committee.

There were no action items. There were six (6) information items, which included:

- Provost, Dr. Tom Nenon introduced the three (3) new interim deans.
- Provost, Dr. Tom Nenon presented the approval of three (3) degree programs from THEC.
- Vice President for Research and Innovation, Dr. Jasbir Dhaliwal presented the research annual report.

- Vice President for Advancement, Joanna Curtis presented the achieving graduation equity report.
- University Counsel, Melanie Murry presented the NCAA v. Alston briefing.
- Director of Intercollegiate Athletics, Laird Veatch presented a presentation on name, image, and likeness.

Trustee Kemme concluded his committee report and opened for questions from the board.

Chairman Edwards asked if there were any questions, none were provided.

#### **VIII. REPORTS AND RECOMMENDATIONS OF THE GOVERNANCE AND FINANCE COMMITTEE**

Chairman Edwards presented the items that were presented in the Governance and Finance Committee meeting.

There were two (2) informational items, which included:

- Chief Financial Officer, Raaj Kurapati presented the fiscal year 2021 performance report.
- Vice-President for Advancement, Jonna Curtis presented the campaign for support.

There were no items for approval.

#### **IX. REPORTS AND RECOMMENDATIONS OF THE AUDIT**

Chairman Edwards recognized Trustee Susan Springfield. Trustee Springfield presented the items that were presented in the Audit Committee meeting.

There were six (6) informational items.

The following items were presented by Chief Audit Executive Vicki Deaton:

- Summary of audit reports issued
- Summary of internal audit investigations
- Fiscal year 2021 internal audit and consulting year-end report
- Annual review of the Audit Committee Charter

Director of Institutional Equity and Chief Compliance Officer, Tiffany Baker-Cox presented the compliance update.

Chief Information Officer, Dr. Robert Jackson, presented the information security update.

There were no items for approval.

Trustee Springfield concluded her report and opened for questions.

Chairman Edwards asked if there were any questions, none were provided.

#### **X. ADDITIONAL BUSINESS**

Chairman Edwards recognized Vice President of Student Academic Success, Dr. Karen Weddle-West.

Dr. Weddle-West discussed the work of the branding committee and the upcoming dedication ceremonies for the Maxine A. Smith University Center and the Luther C. McClellan Alumni Mall. Dr. Weddle-West yielded to Executive Vice-President for External Relations, Tammy Hedges to give an update on the Larry O. Finch Plaza. Ms. Hedges gave an update on the construction of the plaza.

Chairman Edwards gave comments about Maxine A. Smith.

No additional business.

#### **XI. ADJOURNMENT**

Chairman Edwards adjourned the meeting and announced that the next board meeting will occur in Jackson, TN at the Lambuth Campus on December 8<sup>th</sup>.

**THE UNIVERSITY OF MEMPHIS**  
**BOARD OF TRUSTEES SPECIAL CALLED MEETING MINUTES**  
**NOVEMBER 9, 2021**

The University of Memphis Board of Trustees convened at 3:00 p.m. CST, on Tuesday, November 9, 2021, in-person and virtually using the video conferencing system Zoom.

**I. CALL TO ORDER AND OPENING REMARKS**

Chairman Edwards called the meeting to order.

Chairman Edwards explained the special called meeting was in accordance with the state law and open to the public.

**II. ROLL CALL AND DECLARATION OF QUORUM**

Chairman Edwards recognized Board Secretary Melanie Murry.

Secretary Murry announced the special called meeting was a meeting of necessity. Secretary Murry explained the meeting of necessity was for the selection of the University of Memphis 13<sup>th</sup> President. Secretary Murry also explained not enough time was given to the trustees to make arrangement to physically be in attendance and some of the trustees had to participate electronically.

Secretary Murry informed Chairman Edwards a motion and second was needed to have the meeting for necessity. Secretary Murry also instructed the trustees attending virtually to verify if they were alone, could hear her, and instructed them to vote to hold the meeting for necessity.

Chairman Edwards called for a motion to hold the meeting for necessity. The motion was made by Trustee Johnson and seconded by Trustee Kemme.

Trustee Graf (attended virtually via Zoom and verified he was alone and could hear her.)

Trustee Martin (attended virtually via Zoom and verified he was alone and could hear her.)

Trustee Roberts

Trustee Johnson

Trustee Kemme

Trustee North (attended virtually via Zoom and verified he was alone and could hear her.)

Trustee Edwards

Trustee Ellison (attended virtually via Zoom and verified he was alone and could hear her.)

Trustee Springfield

Trustee Riley

All trustees voted unanimously to approve the meeting for necessity.

**III. Selection of the 13<sup>th</sup> President for the University of Memphis**

Chairman Edwards called for a motion for the selection of the 13<sup>th</sup> President of the University of Memphis, Dr. William (Bill) Hardgrave. The motion was made by Trustee Kemme and properly seconded.

Chairman Edwards asked if there was any discussion, none was provided.

A roll call vote was taken and unanimously approved.

**IV. Additional Business**

No additional business.

**V. Adjournment**

Chairman Edwards called for a motion to adjourn. The motion was made by Trustee Johnson and properly seconded.

Chairman Edwards asked if there was any discussion, none was provided.

Chairman Edwards announced a new president was selected for the University.





## 4. President's Update

Presentation

Presented by M. David Rudd



## 5. University Schools Update

Presentation

Presented by Sally Gates Parish

# **The University of Memphis Board of Trustees**

Presentation  
For Information

**Date:** December 8, 2021

**Committee:** Board of Trustees

**Presentation:** University Schools

**Presented by:** Dr. Sally G. Parish, Associate Vice President for Educational Initiatives

## **Background:**

This presentation provides a brief update on the recent successes of University Schools and the additions of the PLUM Academy and University High which complete the vision for a birth to graduation educational compendium.

# *University Schools Update*

## *Board of Trustees*

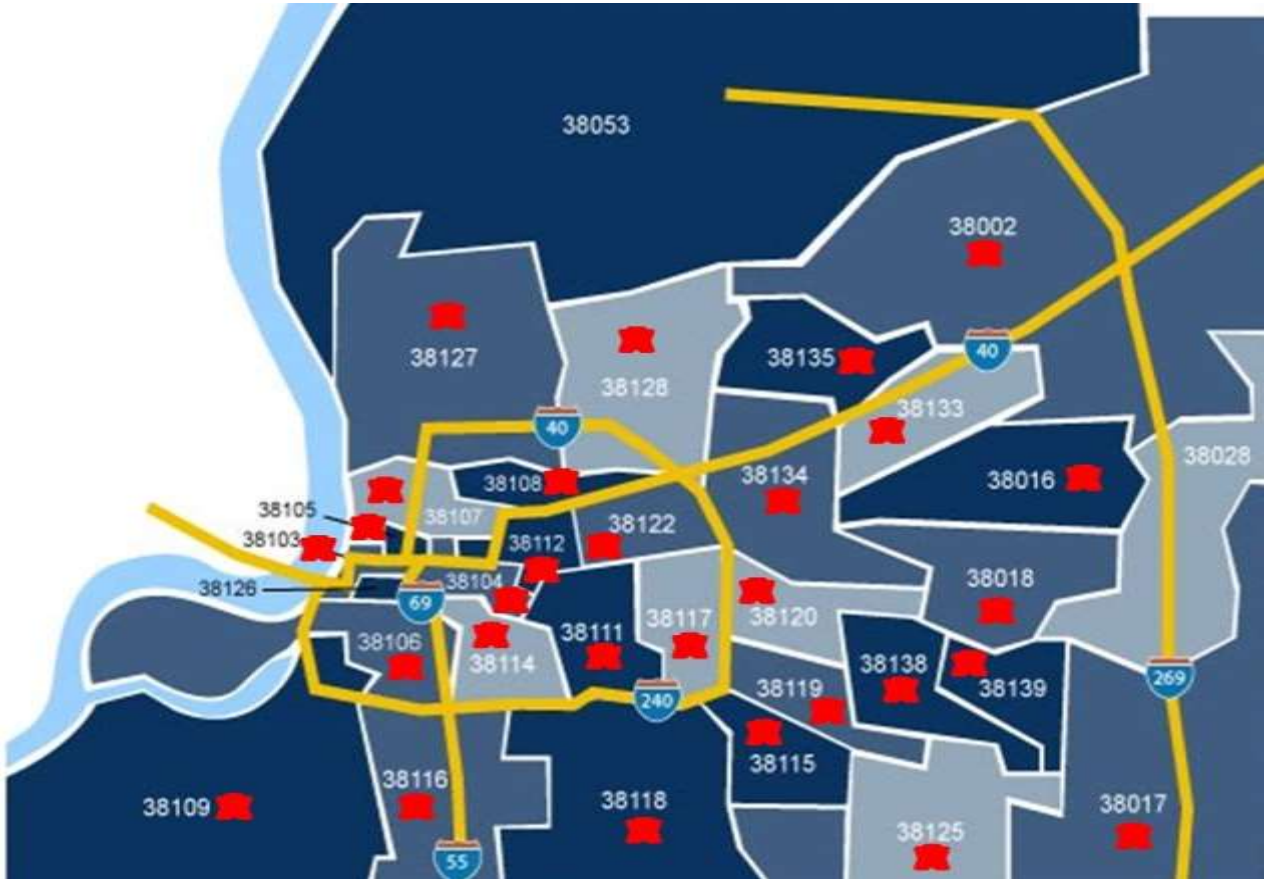
Dr. Sally G. Parish  
Associate Vice President for  
Educational Initiatives

December 8, 2021  
Lambuth Campus (Madison Academic Magnet  
High School)



DECEMBER 2021

# University Schools





# University Schools



**BEST**  
ELEMENTARY SCHOOLS



# Academic Success

## Elementary Data:

- ELA: 60 percentage points higher than district peers
- Math: 53 percentage points higher than district peers
- Science: 60 percentage points higher than district peers

## Middle Data:

- ELA: 41 percentage points higher than district peers
- Math: 20 percentage points higher than district peers
- Science: 41 percentage points higher than district peers
- Social Studies: 50 percentage points higher than district peers

## Collegiate Data:

- Students with DE credit have higher first year GPA, second year GPA, and graduate at a rate of 18% higher



# PLUM Academy- Opening February 2022





# University High- *Opening August 2022*



## MISSION STATEMENT

University High School prepares a diverse body of students with the knowledge, skills and mindsets needed to thrive in the 21st century and global community through innovative and inclusive practices, transformational partnerships and equitable access to opportunities that lead to success in college and life.

University High School prepares our communities' next generation of leaders, entrepreneurs and change agents.



## 6. Lambuth Campus Update

Presentation

Presented by Niles Reddick

## **The University of Memphis Board of Trustees**

Presentation  
For Information

**Date:** December 8, 2021

**Committee:** Board of Trustees

**Presentation:** UofM Lambuth Campus – Fall 2021 Update

**Presented by:** Dr. Niles Reddick, Dean of the University of Memphis - Lambuth

**Background:**

This presentation will provide enrollment and programmatic updates on Lambuth campus.

# *Lambuth Campus – Fall 2021 Update*

## *Board of Trustees*

Dr. Niles Reddick  
Dean of the Lambuth campus

December 8, 2021

Lambuth Campus (Madison Academic Magnet  
High School)



DECEMBER 2021



# Program & Enrollment Update

## Enrollment

Term	Headcount
Fall 2021	1448
Fall 2020	1320
Fall 2019	1070
Fall 2018	988

- 16 undergraduate programs—
  - Nursing is the largest:
  - Initial cohort in 2012 of 12 students
  - 5 cohorts totaling 179 in Fall 2021
- Provide hub of services for UofM majors not here (Admissions and Financial Aid, Business, CARES, DRS, Testing, Library, Recreation)

## UNDERGRADUATE DEGREES

Biology  
Business Administration Management  
Criminology and Criminal Justice  
Education—Teaching All Learners  
Education—Integrative Studies  
English  
Health Sciences  
Liberal Studies (Interdisciplinary Studies)  
Nursing  
Political Science  
Professional Studies (Health Services)  
Professional Studies (Music and Entertainment)  
Professional Studies (Organizational Leadership)  
Psychology  
Public Relations  
Social Work





**FOR IMMEDIATE RELEASE**

Sept. 8, 2021

**UofM Lambuth reaches record enrollment for third consecutive year in fall 2021**

**JACKSON, Tenn.** – The University of Memphis Lambuth has reached a record enrollment for the third straight year with 1,448 for the fall 2021 semester, breaking marks of 1,321 in 2020 and 1,070 in 2019.

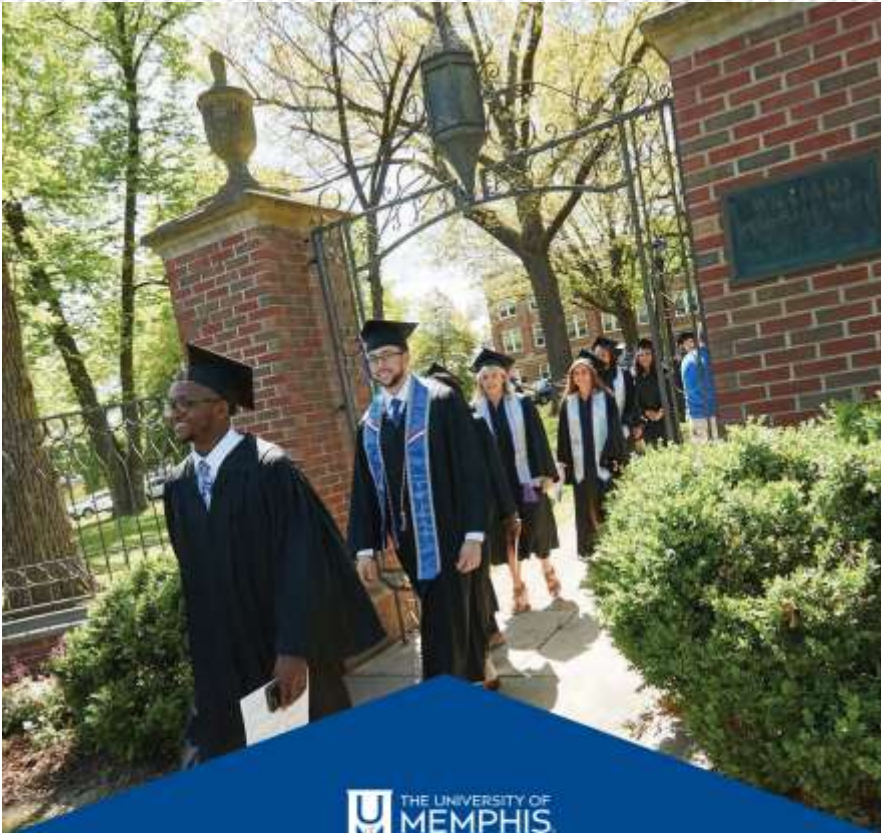
It has been a remarkable 35.3% increase in enrollment in the past three years.

“For the past several years, UofM Lambuth has continued to move forward, and we are extremely excited about the future, particularly with adding the doctorate of Physical Therapy and with our continued growth in nursing programs to meet the rising demands of the workforce in West Tennessee,” said Dr. Niles Reddick, dean of UofM Lambuth.

The UofM began operations at the Lambuth campus 10 years ago with 246 students in fall 2011 and has an enrollment growth of 489% to fall 2021.

**CONTACT**

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- Toward a Health centered campus
  - DPT
  - DOT
  - DNP
  - Adding accelerated BSN
  - Increasing RN to BSN (LPN to BSN)
  - BSN to 5 cohorts of 60 each



# Madison Academic Dual Enrollment



# Spotlight: Music & Entertainment Program



## 7. Reports and Recommendations of the Academic, Research and Student Success Committee

Presented by David Kemme

## The University of Memphis Board of Trustees

### Recommendation For Approval

**Date:** December 8, 2021

**Committee:** Academic, Research and Student Success Committee

**Presentation:** Tenure upon Appointment -Bill C. Hardgrave, Professor

**Presented by:** Dr. Thomas Nenon, Executive Vice President for Academic Affairs and Provost

#### **Background:**

In addition to his distinguished record as a Dean of the School of Business and then Provost and Senior Vice President for Academic Affairs at Auburn, Dr. Hardgrave brings with him an outstanding record of accomplishment as a researcher and faculty member in business information systems. He was the holder of the Edwin & Karlee Bradberry Chair of Information Systems at the University of Arkansas, where he was also the Executive Director and founder of the Information Technology Research Institute and the Director and founder of the RFID Research Center. He has published widely in the leading journals in his field, has co-edited or co-authored several books, and has an outstanding record of external funding and two patents awarded. We are not only pleased to have him join us as our 13<sup>th</sup> President of the University of Memphis, but also proud to have him as an accomplished member of our faculty.

#### **Recommendation:**

The Academic, Research, and Student Success Committee recommends that the Board approve and grant tenure upon appointment for Dr. Bill C Hardgrave as Professor in the Department of Business Information and Technology.

# The University of Memphis Board of Trustees

Recommendation

For Approval

**Date:** December 8, 2021

**Committee:** Academic, Research, and Student Success Committee

**Presentation:** Naming of University Middle/High Facility

**Presented by:** Joanna Curtis, Vice President for Advancement

## Background:

Long-time UofM donors Billy and Robin Orgel have committed \$1M to the middle and high school programs at the University of Memphis. University Schools students and teachers will benefit greatly from having resources to support the updated needs of 21<sup>st</sup> century students. In recognition of this most recent gift and their previous years of generous support, the renovated complex that is the current home of University Middle and the future home of the proposed University High School will be named the Orgel Educational Center.

## Recommendation:

The Academic, Research and Student Success Committee recommends the Board approve to name the building that houses University Middle and the future University High, the Orgel Educational Center.

## The University of Memphis Board of Trustees

Recommendation

For Approval

**Date:** December 8, 2021

**Committee:** Academic, Research, and Student Success Committee

**Presentation:** Naming of Music Library

**Presented by:** Joanna Curtis, Vice President for Advancement

**Background:**

An anonymous donor has committed \$100,000 to name the music library in the Scheidt School of Music in honor/memory of Efrim and Caroline S. Fruchtman, the donors mentors, who were a married couple on faculty in the music department in the 60s-80s. The space will be called the Efrim and Caroline S. Fruchtman Music Library.

**Recommendation:**

The Academic, Research and Student Success Committee recommends the Board approve to name the music library, the Efrim and Caroline S. Fruchtman Music Library.

## 8. Reports and Recommendations of the Governance and Finance Committee

Presented by Doug Edwards

# **The University of Memphis Board of Trustees**

Recommendation

For Approval

**Date:** December 8, 2021

**Committee:** Governance and Finance Committee

**Presentation:** FY2022 Revised Operating Budget

**Presented by:** Raaj Kurapati, Executive Vice President and Chief Financial Officer

## **Background:**

The University of Memphis revises the Proposed (Initial) Budget each fall to update revenue and expenditure projections. The FY2022 Revised Budget takes into consideration fall enrollments, the effect of any prior year's activities carried forward into the current year, and adjustments in state appropriations occurring since the FY2022 Proposed Budget was prepared and approved in June 2021.

The FY2022 Educational and General (E&G), Auxiliary Enterprises and Restricted revised budgets are within available resources. The Revised Budget complies with all applicable policies and guidelines.

## **Committee Recommendation:**

The Governance and Finance Committee recommends approval of the FY2022 Revised Budget.



# The University of Memphis Board of Trustees

Recommendation

For Approval

**Date:** December 8, 2021

**Committee:** Governance and Finance Committee

**Presentation:** Reimbursement for President Rudd

**Presented by:** Raaj Kurapati, Executive Vice President and Chief Financial Officer

## **Background:**

President M. David Rudd voluntarily donated back 20% of this salary to the University of Memphis Foundation in FY2021 given the financial challenges and the budget gap that was projected for the financial year as a direct result of COVID-19. Select members of the President's Council also voluntarily donated back 10% of their salary prorated for 9 months. As a direct result of the bold, strategic, and decisive steps taken by the University to address these impacts, under his leadership, and strategic management of funds received from the federal government, the University was able to end the financial year on a strong positive note. Given the positive financial results, President Rudd authorized the University to reimburse members of the President Council who voluntarily donated back a portion of their salary. In recognition of Dr. Rudd's continued leadership, the Governance and Finance Committee hereby recommends that the President be reimbursed for 10% of gross salary prorated for 9 months of the financial year or \$39,375, given his voluntary decision to donate back a portion of his salary.

## **Committee Recommendation:**

The Governance and Finance Committee recommends President M. David Rudd be reimbursed 10% of his gross salary, in the amount of \$39,375.



## 9. Reports and Recommendations of the Audit Committee

Presented by Susan Springfield



# 10. Additional Business

Presented by Doug Edwards



# 11. Adjournment

Presented by Doug Edwards