

**EEO PUBLIC FILE  
-AUGUST 1, 2015 THROUGH JULY 31, 2016-**

**WZKT/WGBR/WFMC/ WELS(AM)/WELS(FM)/WSSG  
Goldsboro & Kinston, North Carolina**

This unit is part of the Curtis Media Group. Curtis Media Group is committed to providing equal employment opportunities to all individuals without regard to race, color, religion, gender, national origin, age or disability. Our intent is to provide a work environment that is free of discrimination, harassment or intimidation. Discrimination, harassment or intimidation of an employee or an applicant is considered improper conduct. Under no circumstances will Curtis Media Group condone or tolerate any form of discrimination, harassment or intimidation of anyone in the Curtis Media Group family of companies.

This EEO Public File Report is filed in station WEQR changed to WZKT/WGBR/WFMC/WELS(AM)/WELS(FM)/WSSG public inspection file pursuant to Section 73.2080 of the Federal Communication Commission's ("FCC") rules.

During the period August 1, 2015 - July 31, 2016, the stations filled the following full-time vacancies:

<b>ACCOUNT EXECUTIVE(S)</b>	<b>(2)</b>
<b>MORNING SHOW HOST</b>	<b>(1)</b>

The station interviewed a total of 10 people for all full-time vacancies during the period covered in this report. The following are the recruitment sources used during the period covered in this report and the cumulative number of interviewees referred by each:

The following are the recruitment sources used during the period covered in this report and the cumulative number of interviewees referred by each:

<b>RECRUITMENT SOURCE</b>	<b>Address</b>
ALAMANCE COMMUNITY COLLEGE	Director of Placement 1247 Jimmie Kerr Road Graham, NC 27253 336-506-4110
APPALACHIAN STATE UNIVERSITY	Career Development 301 Administration Annex PO Box 32032 Boone NC 28608 818-262-2180 mcguiredah@appstate.edu
BENNETT COLLEGE	Director of Placement 900 E. Washington Street Greensboro, NC 27401-3298 336-370-8623 career@bennett.edu
BROADCAST CENTER	2360 Hampton Avenue Saint Louis, MO 63139 314-647-8181 Jim Bland, Placement Director janet@broadcastcenterinfo.com
BROADCASTING INSTITUTE OF MARYLAND	Director of Placement 7200 Harford Road Baltimore MD 21234 800-942-9246 nb@bim.org

<b>RECRUITMENT SOURCE</b>	<b>Address</b>
CAMPBELL UNIVERSITY	Director of Placement PO Box 4260 Buies Creek, NC 27506 910-893-1938 creech@campbell.edu
CAPE FEAR COMMUNITY COLLEGE	Career Connection 411 N Front Street Wilmington NC 28401 910-362-7000 qyork@cfcc.edu
CAROLINA SCHOOL OF BROADCASTING	Alyson Young, Exec VP 3435 Performance Road Charlotte, NC 27214-8085 704-395-9272 csbnc@bellsouth.net
CENTRAL CAROLINA COMMUNITY COLLEGE	Career Services 1105 Kelly Drive Sanford, NC 27330 919-718-7396 grdelv63@cccc.edu
DURHAM TECHNICAL COLLEGE	Director of Placement PO Drawer 11307 Durham NC 27703 919-686-3300 jobboard@durhamtech.edu
EAST CAROLINA UNIVERSITY	Career Services East Fifth Street Greenville, NC 27858-4353 252-328-6050 career@mail.ecu.edu

<b>RECRUITMENT SOURCE</b>	<b>Address</b>
EDGECOMBE COMMUNITY COLLEGE	Career Development 2009 W. Wilson Street Tarboro, NC 27886 252-823-5166 winsteadL@edgecombe.edu
ELIZABETH CITY STATE UNIVERSITY	Director of Placement 1704 Weeksville Road Elizabeth City, NC 27909 252-335-3305 bnjackson@mail.ecsu.edu
ELON UNIVERSITY	Director of Placement 2700 Campus Box Elon, NC 27244-2010 336-278-6538 walldebb@elon.edu
EMPLOYMENT SECURITY COMMISSION*	2720 S. Mebane Street Burlington, NC 27215 919-570-6800 william.pate@ncmail.net
FAYETTEVILLE STATE UNIVERSITY	Career Services 1200 Murchison Road Fayetteville, NC 28301 910-672-1205 careerservices@uncfsu.edu
FORSYTH TECHNICAL COLLEGE	Director of Placement 2100 Silas Creek Parkway Winston-Salem, NC 27103 336-734-7343 Darlene Jarette bbarringer@forsythtech.edu

<b>RECRUITMENT SOURCE</b>	<b>Address</b>
GASTON COLLEGE	201 Highway 321 South Dallas, NC 28034 704-922-6212 Louise Davis louise.davis@gaston.edu
GOLDSBORO HIGH SCHOOL	School Counselor P.O. Box 1757 Goldsboro, NC 27801 919-731-5930
GREENSBORO COLLEGE	815 West Market Street Greensboro, NC 27401 336-272-7102 Nicka Thornton – Dir. Of Career Services career@gborocollege.edu
HIGH POINT COLLEGE	833 Montlieu Avenue High Point, NC 27262 336-841-9025 sbeck@highpoint.edu
HOWARD UNIVERSTIY	Joan Browne, Assoc. Director 2400 Sixth Street, NW Washington, DC 20059 202-806-6100 202-806-7513 huocreruit@gmail.com
ISOTHERMAL COMMUNITY COLLEGE	Director of Placement P.O. Box 804 Spindale, NC 28160 828-286-3636 jsmith@isothermal.edu

<b>RECRUITMENT SOURCE</b>	<b>Address</b>
JOHNSON C. SMITH UNIVERSITY DIRECTOR OF PLACEMENT	100 Beatties Ford Road Charlotte, NC 28216 704-378-1042 Barbara Wilkes bwilkes@jcsu.edu
JOHNSTON COMMUNITY COLLEGE	Placement Office P.O. Box 2350 Smithfield, NC 27577 919-934-3051 edwardsd@johnstoncc.edu
LENOIR COMMUNITY COLLEGE	Director of Placement P.O. Box 188, 231 HWY 58 South Kinston, NC 28502 252-527-6223 fgaskins@lenoircc.edu
LENOIR-RHYNE COLLEGE	Director of Placement 625 7 <sup>th</sup> Avenue Hickory, NC 28601 828-328-1741 nicholsr@lrc.edu
LOUISBURG COLLEGE	501 North Main Street Louisburg, North Carolina 27549 919-496-2521 Sharon Moore, Manager rgill@louisburg.edu
MARSHALL UNIVERSITY	1 John Marshall Drive Huntington, West Virginia 25755 304-696-2370 Patricia Gallagher, Recruiting Coordinator career-services@marshall.edu

<b>RECRUITMENT SOURCE</b>	<b>Address</b>
MEREDITH COLLEGE	3800 Hillsborough Street Raleigh, NC 27605 919-760-8341 Marie Sumerel, Career Center Director career@meredith.edu
METHODIST COLLEGE	5400 Ramsey Street Fayetteville, North Carolina 28311 910-630-7027/7279 Marisa Saenz, Director of Career Services gstewart@methodist.edu
METROPOLITAN BAPTIST CHURCH	1213 Leggett Road Rocky Mount, NC 27801 252-442-4623 metropolitanbaptist1@earthlink.net
NASH COUNTY COMMUNITY COLLEGE	P.O. Box 7488 Rocky Mount, NC 27804 252-443-4011 Georgia Roberon, Job Placement Officer georgia@nashcc.edu
NORTH CAROLINA A&T UNIVERSITY	Career Services 1601 E. Market Street Greensboro, NC 27411 336-334-7755 markc@ncat.edu
NC CENTRAL UNIVERSITY	Director of Placement 1801 Fayetteville and Lawson Street Durham, NC 27707 919-530-6100 nccucareerservices@ncu.edu

<b>RECRUITMENT SOURCE</b>	<b>Address</b>
NC STATE UNIVERSITY CAREER CENTER	Joan Busko, or Director 2100 Pullen Hall Raleigh, NC 27695 919-515-2396 bridget_yarborough@ncsu.edu
NC STATE MEDIA ADVISING	354 Witherspoon CB8607 Raleigh, NC 27695 919-515-2401 jamie_gilbert@ncsu.edu
NC WESLEYAN COLLEGE	Career Services 3400 N. Wesleyan Blvd. Rocky Mount, NC 27804-9906 252-985-5100
PEACE COLLEGE	15 East Peace Street Raleigh, NC 27601 919-508-2006 Barbara Efir careercenter@peace.edu
PIEDMONT TECHNICAL COLLEGE	Placement Coordinator P.O. Box 1197 Roxboro, NC 27573 864-941-8376 omundson.a@ptc.edu
PITT COMMUNITY COLLEGE	P.O. Drawer 7007 Greenville, NC 27835-7007 252-493-7200 AJ Tyson, Director of Joblink brouse@email.pittcc.edu

<b>RECRUITMENT SOURCE</b>	<b>Address</b>
SAINT AUGUSTINE COLLEGE	Director of Placement 1315 Oakwood Avenue Raleigh, NC 27610 919-516-4242 flalston@st-aug.edu
SALEM COLLEGE	P.O. Box 10548 Winston-Salem, NC 27108-0548 336-721-2625 Andrea R. Hall, Director of Career Services
SCHOOL OF COMMUNICATION ARTS	3000 Wakefield Crossings Drive Raleigh, NC 27614 919-488-8495 Lynn McGee, Director of Professional Services mgreenedmonds@higherdigital.com
SEYMOUR JOHNSON FAMILY SUPPORT	1255 Andrews Street, Bldg. 3616 SJAFB, NC 27531
SHAW UNIVERSITY	Career Development 118 E. South Street Raleigh, NC 27601 919-546-8280 jholley@shawu.edu
ST ANDREWS PRESBYTERIAN COLLEGE	Career Services 1700 Dogwood Mile Laurinburg, NC 28352 910-277-5555 careers@sapc.edu
UNC – ASHEVILLE	DIRECTOR OF PLACEMENT One University Heights Asheville, NC 28804 828-251-6515 career@unca.edu

<b>RECRUITMENT SOURCE</b>	<b>Address</b>
UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL	Career Services Campus Box 5140 Chapel Hill, NC 27599 919-962-6507 ucs@unc.edu
UNC – CHAPEL HILL JOURNALISM AND MASS COMMUNICATION	Howell Hall, CB 3365 Chapel Hill, NC 27599 919-962-1204 jeubank@email.unc.edu
UNC – CHARLOTTE	Career Center 9201 University City Blvd. Charlotte, NC 28223-0001 704-687-2231 career@email.uncc.edu
UNC – GREENSBORO	P.O. Box 26170 Greensboro, NC 27402-6170 336-334-5454 Donna Seckar – Director of Career Services career_services@uncg.edu
UNC – PEMBROKE	Career Services P.O. Box 1510 Pembroke, NC 28372-1510 910-521-6270 brenda.jacobs@uncp.edu
UNC – WILMINGTON	Career Services 601 College Road Wilmington, NC 28403 910-962-3000 careercenter@uncw.edu

<b>RECRUITMENT SOURCE</b>	<b>Address</b>
VANCE-GRANVILLE COMMUNITY COLLEGE	Career Center P.O. Box 917 Henderson, NC 27536 252-492-2061 Barbara Smith, Career Center Coord. smith@vgcc.edu
WAKE TECHNICAL COMMUNITY COLLEGE	Director of Placement 9101 Fayetteville Road Raleigh, NC 27603 919-866-5696 jmoss@waketech.edu
WAYNE COMMUNITY COLLEGE	Anne Millington, Director of Job Placement and Referrals 300 Wayne Memorial Drive Goldsboro, NC 27534 919-735-5152 loriew@waynecc.edu
WESTERN CAROLINA UNIVERSITY	460 HFR Administration Building Cullowhee, NC 28723 828-227-7133 careerservices@wcu.edu
WILSON COUNTY TECHNICAL COLLEGE	Placement Office P.O. Box 4305 Woodard Station Wilson, NC 27893 252-291-1195 tblack@wilsontech.edu
WINSTON-SALEM STATE UNIVERSITY	Director of Placement 601 Martin Luther King Jr. Drive Winston-Salem, NC 27110 336-750-3240 careersvcs@wssu.edu

<b>RECRUITMENT SOURCE</b>	<b>Address</b>
AMA JOB BANK	c/o Ericsson GE Mobile Comm Director of Job Placement P.O. Box 13969 Research-Triangle Park, NC 27709 amainfo@bellsouth.net
HISPANIC LINK NEWS SERVICE, Inc.	1420 N. Street NW Washington, DC 20036 202-234-0280
NAB EMPLOYMENT CLEARINGHOUSE	1771 North Street NW Washington, DC 20036 202-429-5497
NATIVE AMERICAN PBC	P.O. Box 83111 Lincoln, NE 68501 402-472-3522
ORGANIZATION OF CHINESE AMERICANS	1001 Conn. Avenue NW St. Washington, DC 20036 202-223-5500 Vana Tran, Director of Prog. oca@ocanatl.org
THE HOT SHEET	P.O. Box 1476 Palm Havor, FL 34682
THE LINKS, INC.	1200 Massachusetts Avenue NW Washington, DC 20005 800-574-3720 deborah.reeves@linksinc.org
BROOKS, PIERCE, McLENDON HUMPHREY & LEONARD	1600 First Union Capital Center 150 Fayetteville Street Mall Raleigh, NC 27601 919-839-0300
NATIONAL HISPANIC MEDIA ORGANIZATION	2514 South Grand Avenue Los Angeles, CA 90007-2651

<b>RECRUITMENT SOURCE</b>	<b>Address</b>
EMPLOYMENT SECURITY COMMISSION	309 N. William Street Goldsboro, NC 27530 919-731-7950 William Pate, Manager
DURHAM HUMAN RELATIONS COMMISSION	Director of Placement 101 City Hall Plaza Durham, NC 27713 919-560-4107 yvonne.pena@durhamnc.gov
EMPLOYMENT SECURITY COMMISSION	Job Placement Office 700 Wade Avenue Raleigh, NC 27605 919-212-3849
NAACP	Reverend Elbert Lee, President 1121 Sandon Circle Rocky Mount, NC 27801
NCAB JOB BANK	P.O. Box 627 Raleigh, NC 27602 919-821-7300 jobbank@ncbroadcast.com
OFFICE OF THE GOVERNOR	20301 Mail Service Center Raleigh, NC 27699-0301 919-733-4240 919-733-5811
WOMEN'S CENTER OF RALEIGH	128 East Hargett Street 10 Raleigh, NC 27601 919-829-3711 Denise Rhodes, Employment Counselor
GOLDSBORO – WAYNE NAACP	PO Drawer 1205 Goldsboro, NC 27530 919-734-7299

<b>RECRUITMENT SOURCE</b>	<b>Address</b>
RED BUD HOLY CHURCH	1108 Luper Street Rocky Mount, NC 27801 252-977-1337
SOUTH CENTRAL WAKE NAACP	7749 Kingsberry Court Raleigh, NC 27615-5041 919-846-7045 www.southcentralwakenaACP.com
AMA JOB BANK	Director of Placement P.O. Box 13969 RTP, NC 27709
EMMA L. BOWEN FOUNDATION	524 West 57 <sup>th</sup> Street New York, NY 10019 212-975-2545 / 202-637-4494 Sandra Rice, VP of Eastern Division phylis.eagle-oldson@corporate.ge.com
TRIANGLEHELPWANTED.COM	www.trianglehelpwanted.com
TRIADCAREERS.COM	<a href="http://www.triadcareers.com">www.triadcareers.com</a>
REGIONALHELPWANTED.COM	www.regionalhelpwanted.com
ALLACCESS.COM	www.allaccess.com
RADIO AND RECORDS	www.randr.com
BURLINGTON TIMES-NEWS	707 South Main Street Burlington, NC 27215 Tel (336) 227-0131 Fax (336) 228-1889
JOB FAIRS	Listed in Outreach Activities

<b>RECRUITMENT SOURCE</b>	<b>Address</b>
REFERRALS	Variety of Sources, Including Various Colleagues
EXISTING EMPLOYEES	Various
INTERNAL JOB POSTINGS	Various Curtis Media Group Locations
GOLDSBORO NEWS ARGUS	310 N. Berkeley Blvd. P.O. Box 10629 Goldsboro, N.C. 27532 Tel (919) 778-2211 Fax (919) 778-9891
UNSOLICITED APPLICATIONS	Various
RADIO ADS (ON CMG-EAST STATIONS)	Various Curtis Media Group Stations

<b>RECRUITMENT SOURCE</b>	<b>Address</b>
CMG WEBSITES	www.LaleyNc.com www.wptf.com www.947QDR.com <a href="http://www.96rockonline.com">www.96rockonline.com</a> <a href="http://www.New969.com">www.New969.com</a> <a href="http://www.Pulse102.com">www.Pulse102.com</a> <a href="http://www.TriadSports.com">www.TriadSports.com</a> <a href="http://www.Q977FM.com">www.Q977FM.com</a> <a href="http://www.GoBlueRidge.net">www.GoBlueRidge.net</a> www.Y1029.com www.Funny570.com www.TheBestSongsOnTheRadio.com <a href="http://www.WGBR.com">www.WGBR.com</a> <a href="http://www.730WFMC.com">www.730WFMC.com</a> <a href="http://www.FMTalk1011.com">www.FMTalk1011.com</a> <a href="http://www.920WPCM.com">www.920WPCM.com</a> <a href="http://www.WSJS.com">www.WSJS.com</a> <a href="http://www.Highway1061FM.com">www.Highway1061FM.com</a> <a href="http://www.Mix1023.com">www.Mix1023.com</a> <a href="http://www.MacFMrocks.com">www.MacFMrocks.com</a> <a href="http://www.WATAradio.com">www.WATAradio.com</a> <a href="http://www.Glory1130.com">www.Glory1130.com</a> www.StateGovernmentRadio.com
SOCIETY OF BROADCASTING ENGINEERS	www.sbe.org
JACOB'S MEDIA	www.jacobsmedia.com

<b>RECRUITMENT SOURCE</b>	<b>Address</b>
CRAIGSLIST	<a href="http://www.craigslist.org">www.craigslist.org</a>
GREER STAFFING GROUP	3109 Charles B. Root Wynd Raleigh, NC 27612 Phone: 919-571-0051
LINKEDIN	<a href="http://www.linkedin.com">www.linkedin.com</a>
INSIDE RADIO	<a href="http://www.insideradio.com">www.insideradio.com</a>

**Exhibit A** contains the following information for each full time vacancy:

- The recruitment source(s) used to fill each vacancy, identified by name, address, contact person, and telephone number;
- The recruitment source that referred the hiree for each full-time vacancy;
- The total number of persons interviewed for each full time vacancy; and
- The total number of interviewees referred by each recruitment source used in connection with each vacancy.

**Exhibit B** contains a list and brief description of outreach initiatives undertaken pursuant to the FCC's EEO rules during the time period covered by this report.

**EXHIBIT A**

**EEO INFORMATION FOR FULL-TIME VACANCIES**

**For**

**WEQR changed to WZKT/WGBR/WFMC/WESL(AM) changed to  
WWMC/WESL(FM)/WSSG**

**Goldsboro & Kinston, North Carolina**

The total number of interviewees for each vacancy and the referral source for each interviewee for all full-time vacancies filled during the applicable period are as follows:

<b>POSITION FILLED</b>	<b>DATE FILLED</b>	<b>NO. OF INTERVIEWEES</b>	<b>REFERRAL SOURCES FOR INTERVIEWEES</b>
Account Executives (WGBR)	05/20/2015 07/06/2015	8	Referral Radio Ad ; Curtis Media Website
Morning Show Host	05/09/2016	2	Curtis Media Website

**FULL-TIME VACANCY INFORMATION**

**Job Title of Vacancy:** Account Executive (WELS, WZTK)

**Recruitment Source That Referred  
The Hire:** Referral/Radio Ad

**Date Vacancy Opened**     12/28/2015

**Total Number of Persons  
Interviewed for the Vacancy:**  
3

**Date Vacancy Filled:** 06/16/2016

**See Sources Listed at the Beginning of This Report**

**FULL-TIME VACANCY INFORMATION**

**Job Title of Vacancy:** Account Executive (WGBR)

**Recruitment Source That Referred  
The Hire:** Referral/Radio Ad; CMG  
Website

**Date Vacancy Opened**     12/22/2015

**Total Number of Persons  
Interviewed for the Vacancy:**  
5

**Date Vacancy Filled:** 04/04/2016

**See Sources Listed at the Beginning of This Report**

**FULL-TIME VACANCY INFORMATION**

**Job Title of Vacancy:** Morning Show Host (WZTK 97.7)

**Recruitment Source That Referred  
The Hire:** Curtis Media Website

**Date Vacancy Opened**    04/20/2016

**Total Number of Persons  
Interviewed for the Vacancy:**  
2

**Date Vacancy Filled:** 05/09/2016

**See Sources Listed at the Beginning of This Report**

**EXHIBIT B**

**OUTREACH INITIATIVES**

## Outreach Activities for the Period August 1, 2015 - July 31<sup>st</sup>, 2016

Stations **WZKT, WGBR, WFMC, WELS(AM), WWMC, WELS(FM), and WSSG** have engaged in the following outreach initiatives during the year covered by this report:

### Initiative Classification

### Type of Initiative

### Brief Description

#### Job Fairs

- Shirley Davenport (LSM for LaLey) and Christy Pruden (HR Director) attended the NC Hispanic Power Hour on 5-25-16 (Sponsored by Curtis Media Group).
- Hector Valencia (Promotions, LaLey), Christina Valerezo (Account Executive, LaLey) and Christy Pruden (HR Director) attended the Bilingual Job Fair organized by the Hispanic Chambe of Commerce on 10/16/2016 in Durham.
- Shirley Davenport (LaLey LSM) and Darcia Black (WQDR LSM) attended the Triad Goodwill Spring Career Expo on 4/13/2016 at the Greensboro Coliseum.
- Christy Pruden (HR Director) and) Hector Valencia (LaLey) attended the Hispanic Career Fairon 11/19/2015 at Sanderson High School in Raleigh.
- Carol Bowden and Chris Martin attended the Seymour Johnson Air Force Base Job Fair in Goldsboro on 10-6-2015.
- Chris Martin and Carol Bowden attended the Recruitment Open House sponsored by Curtis Media Group East on 10/15/2015 in Goldsboro
- Zina Almes (WQDR) attended the PRIMETIME Business Expo on 9/10/2015 at the UNC Friday Center in Chapel Hill.
- Shirley Davenport (LSM for LaLey) attended the Triad Goodwill Fall Career Fair on 10/22/2016 at the Greensboro Coliseum.

#### Events in the Community

- Christy Pruden (HR Director) served on the Salvation Army Marketing Committee for the 2016 year.
- Al Bunch appeared on a panel for a Better Business Bureau function for a group of small businesses at the Forsyth Tech Small Business Center on 6/8/2016/
- Darcia Black was a member of a panel discussion for members of the NC Specialty Foods Association of the NC Farm Bureau on 4/25/3016.

### Internship Program

Allowed students to receive academic credit for work performed while learning about the broadcast industry. The Internship program is on-going. It is open to any college student who maintains a GPA of 2.5 or higher, is recommended in writing by a faculty member in their respective major, and is able to work a minimum of 10 hours a week for academic credit. Interns work in various departments including: News/Public Affairs, Programming/Productions, Marketing/Sales, and Promotions.

### Scholarship Programs

Company Chairman/CEO has established a scholarship for Communications students at the University of North Carolina at Chapel Hill to assist qualified students needing financial aid to pursue studies leading to a career in media. The Curtis Foundation has established the Bessemer City Curtis Scholars Program that will present four annual high school Scholarships each year. Each scholarship will be \$5k payable in four payments over four years. To renew the scholarship for each of the four years, the student must maintain a 2.5 GPA and have either a summer internship, summer job or be on a course of study or travel. Renewals will be confirmed by the selection committee. The grants will be paid directly to the college of choice selected by the student.

### Management Training

On a continuous basis, Curtis Media Group provides training to management level personnel as to methods of ensuring Equal Employment Opportunity and the importance of diversity in the workplace.

Our EVP, Trip Savery, counsels Senior Management on a quarterly basis in ways to promote diversity in hiring.

### Programs offered by Education Institutions ,

- On a Continuous basis, Christy Pruden, Director of Human Resources (through 6/23/2016) serves on the Advisory Board of The Living Arts College @ School of Communication Arts in Raleigh, NC and regularly meets with students identified by faculty with promising broadcasting skills.

- David Glenn spoke to Dr. Frank Aycock's class (Fundamentals of Electronic Media) at Appalachian State University in Boone on 10/22/2015.
- **Kellar Radio Talent Institute at Appalachian State University**
- Brandon Dickson spoke at the Kellar Radio Talent Institute in Boone in early June, 2016.