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School of Public Affairs fall 2017 Hogwarts takeover

Once again the School of Public Affairs took over the Alnwick Castle (aka Hogwarts) in Alnwick, England this past fall. Ten St. Cloud State students and one Bemidji State University (BSU) student stayed and studied in Alnwick Castle. Participating students included Niki Anderson; Tiffany Bergman; Travis Birr; Samantha Fettig; Lydia Graves; Natalie Hughes; Nick MacDonald (BSU); Viktor Schroeder; Taylor Twardowski; Alex Zaboj; and Lauren Zimny. St. Cloud State has been utilizing Alnwick Castle as a unique place to live and study since 1981.

Alnwick Castle is featured in many films and television programs. Most notably Alnwick Castle was depicted as Hogwarts in the first two “Harry Potter” films. It has also been featured in “Downton Abbey,” a historical period drama television series, as well as “Elizabeth,” “Robin Hood: Prince of Thieves,” and the most recent “Transformers: The Last Night,” among other films. For over 700 years, Alnwick Castle has been home to the Percy family and remains

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NCTC, SCSU celebrate drone-Geospatial NSF grant

St. Cloud State Interim President Ashish Vaidya, left, and Northland Technical and Community College President Dennis Bona sign the agreement to expand educational pathways and professional development opportunities in UAS and GIT. Photo courtesy of Northland Community & Technical College

Northland Community & Technical College (NCTC) and St. Cloud State University partner to enhance geospatial information technology (GIT) and unmanned aircraft systems (UAS) education in the region and develop educational pathways for students.

St. Cloud State Interim President Ashish Vaidya and NCTC President Dennis Bona signed an agreement Sept. 27 at NCTC to work together to develop collaborations and mutually beneficial programs and activities in support of the advancement of GIT and UAS education and training by:

- Enhancing GIT and UAS curriculum modeling for broad disciplines such as agriculture, public safety and infrastructure inspection.
- Establishing collaborative educational pathways by integrating new and existing curriculum across Minnesota State through dual-credit enrollment and 2+2 articulation.
- Expanding GIT and UAS professional development opportunities and educational resources throughout higher
Merging of technologies for St. Cloud State students in GeoSpatial Sciences

Eight St. Cloud State students and several faculty participated in a November 4th Unmanned Aircraft Systems (UAS) “drone” flight at Mississippi River County Park to learn about UAS fundamentals, ground control, and imagery analysis for remote sensing or UAS flights. The flight was arranged as a part of a remote sensing course and a land surveying course taught in the Department of Geography and Planning. Facilitated in part by a National Science Foundation (NSF) Advanced Technological Education grant awarded to St. Cloud State and Northland Community and Technical College (NCTC) to integrate unmanned aircraft systems into geospatial information technologies.

John Beck (NCTC UAS Instructor) covered UAS flight fundamentals, planning and operation. This included; basic UAS aircraft safety and operation, Federal Aviation Administration (FAA) Rules, aircraft controllers and flight planning software. Several students had an opportunity to control the drone and briefly fly it. FAA Rule 107 for Small UAS now allows for a licensing mechanism for commercial use of drones weighing less than 55 pounds. This rule is expected to drive significant growth in UAS along with other geospatial technologies.

Prior to the flights, St. Cloud State Professor Eric Fuller (Land Surveying and Mapping Sciences Instructor) and several land surveying students established ground control for the flights. Establishing ground control validates the data that is being collected by the UAS aircraft. This validation expands the industries that can utilize the drone data. After the data is initially stitched together the end user can add the control to the product which will help tighten the orthomosaic image and surface model for improved accuracy.

Many of the students participating were part of St. Cloud State Professor’s Ben Richason’s (Remote Sensing Instructor) Introduction to Remote Sensing class. Many of the concepts in remote sensing are similar however, the mechanism to acquire this information has changed drastically. One of the primary benefits that industry will gain from UAS is the timeliness of the data. Within hours of the flights, students and faculty were able to get access to the data that was collected and processed.

Grant story continued...

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education through development of curriculum and materials, access to laboratory resources and workshops for college faculty, high school teachers and students.

The activities of the two institutions are funded by the National Science Foundation Advanced Technological Education (ATE) division. This September, NCTC, earned an almost $600,000 grant from the organization to support the work.

NCTC has strong programs in aviation maintenance, UAS maintenance, geospatial intelligence and UAS operations, which are training students and conducting research into how new technologies can be used to serve the needs of agriculture, watershed monitors and utility companies, said Jonathan Beck, NCTC UAS instructor and program manager.

These NCTC programs are working with St. Cloud State’s Spatial Analysis Research Center and programs in geographic information systems and land surveying and mapping sciences to continue to advance understanding of how this technology can be used and how to bring it into the classroom, he said.

Beck and St. Cloud State Professor Ben Richason were co-principle investigators on the grant.

St. Cloud State Interim President Ashish Vaidya and Northland Technical and Community College President Dennis Bona, center, celebrate the agreement signing with co-principal investigators for the grant Jonathan Beck and Ben Richason and others. Photo courtesy of Northland Community & Technical College.
Planning and Community Development professor helps to brand Little Falls

Chukwunyere “Chuks” Ugochukwu, professor of Planning and Community Development assists cities revitalize and rethink about the way they plan. Recent community projects he has been instrumental in include: “Branding Little Falls,” an enhancement campaign that through purposeful planning and design highlighted the story of Little Falls. The project consisted of developing concepts for:

- 10 small & large creative Bike Racks that will be sited at different locations throughout the community, including markers displaying historic information on people from the community.
- “Signage” for 120 new street lights that “tell the story of Little Falls” i.e. people, town history, town design concept and funding
- Renovation of Lebourget Park & the former Hennepin Paper Mill site to such as a camping and sculpture garden park, and/or other recreational activities, including opportunities to display/tell the story of Little Falls. However, other concepts for the park use are highly encouraged
- Bike trail expansion that connects the above projects, as well as, with surrounding communities, including with the nearby state trails in Bowlus.

In summary, patrons can use the trails, discover history of the community, while enjoying their and neighbors backyard. It is the intent of the city to use these projects- the bike racks and the markers, the signage on the 120 new street lights, the park and former paper mill site, and the bike trail expansion linking all, including downtown to teach residents and visitors alike about the history of the community, to be a catalyst for economic redevelopment, and thus, the need to develop and site the historic markers throughout chronicling people, significant events, and history of the community. The expectation is that the project connecting the downtown area will greatly improve downtown’s desirability, while offering a wonderful outdoor recreational option and education for community members and visitors, and be catalyst to revitalize the community.

Dr. Chukwunyere “Chuks” Ugochukwu completed a Ph.D. in Urban Planning (Urban Design concentration) at Jackson State University in Jackson, Mississippi as well as Bachelors of Architecture and Masters of Architecture at the University of Houston in Houston, Texas. He has taught at St. Cloud State in the Planning and Community Development program since fall 2005 and has spoken at conferences and symposiums on culture/heritage conservation. He offers planning and design experience to communities throughout the state, and conducts community redevelopment visioning workshops.

Hogwart’s takeover continued...

today one of the largest inhabited castles in the United Kingdom. Ralph Percy, the 12th and current Duke of Northumberland, resides in the castle with his family.

The “School of Public Affairs Semester” included economics and geography courses focused specifically on the British context. Rich MacDonald, professor of economics, taught courses as well as directing the program. Randy Baker, professor of geography (travel and tourism); Gareth John, professor of geography; and Kristy Modrow, instructor of travel and tourism co-directed the program. Wade Sherman, Resident Director, has managed the Alnwick program for the past 14 years.

To further enhance students’ understanding of the United Kingdom, students also took courses on British history from long-serving British faculty Christine Mitchell and on contemporary British society from British faculty David Young. In addition, students took field trips that included visits to places such as Hadrian’s Wall, the Lake District National Park, Edinburgh, Holy Island/Lindisfarne, Durham, York, and Newcastle. Students took advantage of various opportunities to travel throughout the UK and Europe, including a special week-long 3-credit study tour to Wales led by native Welshman Gareth John, as well as on their own to places such as Dublin, London, Paris, the Netherlands, and Germany.

Other highlights of the program included creating an Alnwick geocache, a daytrip to watch a Newcastle United Premier League football match, two marriage engagements, winning the Quiz Bowl at the Black Swan (local pub), experiencing American Thanksgiving in England, and visits from family members.
SCSU Survey: Most Minnesotans happy with where state is headed, not nation

The majority of Minnesotans think the state is heading in the right direction, but the nation is on the wrong track according to results from the SCSU Survey's October survey results.

Fifty-nine percent of respondents believe the state is headed in the right direction as opposed to 25 percent who see it as going on the wrong track. This is an increase in confidence from 2016, when 53 percent felt the state was on the right track. It is the highest confidence level measured in the state in the past 17 years.

The confidence level for the state far exceeded confidence in the direction of the nation. Only 23 percent of respondents felt that the nation is heading in the right direction, and 69 percent said they believe the nation is on the wrong track. This is a decline in people who feel the nation is on the right track of 8 percent from 2016’s poll and an increase of 10 percent in the number who feel the nation is on the wrong track.

The St. Cloud State University survey seeks Minnesotans views on political and social questions regarding major issues facing the nation. The calling is conducted by student callers with professors leading analysis and reporting of the data.

Political questions focused on the state of Minnesota and the country, the most important issues for the state and nation and whether Democrats or Republicans will gain seats in next year's congressional elections and Minnesota gubernatorial election and news preferences.

Respondents also chimed in on the issues they feel are the most important:
• 14 percent of respondents said health care was the most important issue at the state level, followed by taxes at 9 percent and education at 7 percent.
• Elected officials were seen as the top problem facing the nation with 16 percent citing government reform or gridlock (additional respondents cited a particular politician or house as a problem and these were categorized under other), 9 percent citing health care, 8 percent citing race relations or discrimination and 5 percent citing the economy.

In the survey 46 percent of respondents identify as Democrats and 31 percent as Republican. Job approval ratings were fairly consistent with last year's ratings.

Gov. Mark Dayton’s disapproval rate increased slightly to 51 percent disapproving of his job performance. Sens. Amy Klobuchar and Al Franken remained popular with respondents with 69 percent expressing approval of Klobuchar’s performance and 59 percent expressing approval of Franken’s job performance, although the survey was taken before sexual harassment allegations against Franken were made public.

Confidence levels were much lower for President Donald Trump with only 29 percent of respondents expressing approval for his job performance and 71 percent expressing disapproval with his performance. These confidence levels are much lower than the national averages reported by Real Clear Politics for the Month of November, which shows 39 percent approval for the president’s job performance and 56 percent disapproval nationwide.

Only the political responses have been evaluated from the fall survey with results of the other topics to be released at a later time. Responses for the survey were gathered from 461 randomly-selected landline and cellphone adult users Oct. 17-30 at the 37-year-old St. Cloud State Survey Lab.

Beckermann ’98 ’02 receives University Leadership Award

Beckermann has been involved in several community organizations, including Feeling Good MN, Greater St. Cloud Development Corporation Worksite Wellness Committee, Project Care/MnSure Collaborative with St. Cloud Area Legal Aid, SCSU Women’s Center and LGBT Resource Center.

She has also been an active volunteer with the American Cancer Society’s Making Strides Against Breast Cancer event, including serving as chair in 2011 and again in 2017 and most recently has taken the lead on the Eastman Hall renovation project, which will begin in the fall of 2017.

When asked why she decided to attend St. Cloud State, Beckermann said, “I was hired in 1990 as a part-time medical secretary at Health Services and was ready to go back to school and get my degree. As a 26 year old married mom of two little girls, it was important to me that I could take classes part time so I would still be able to work and spend time with my family. SCSU was the perfect place with supportive services, faculty and staff.”

Criminal Justice Studies new curriculum to better prepare students for the workforce

Effective this spring, the Criminal Justice Studies will offer new undergraduate courses designed to prepare students for professional work in one of three concentrations: 21st Century Policing, Corrections and Reentry, and Victim Services. These concentrations achieve their objectives through the combination of academic and applied learning. Students will be required to complete an internship in the field to better prepare them for the workforce. This new program promotes a commitment to the principles of respect, tolerance, dignity, and worth of all persons.
Conference explores how police, partners can bridge divides

The second annual Police and Social Services Conference held on September 28 examined how police and social services can work together to bridge divides in the community.

The conference was designed as an opportunity for law enforcement officers, law enforcement and social services experts and community stakeholders from throughout the Midwest to engage in a conversation about how to improve police/community relationships and build partnerships between police officers and social service providers to better serve the public.

The conference theme “Bridging the Divide through a Shared Identity: Making Everyone in the Community Count” focused on community policing, strengthening community trust, the Community OutPost House and more.

The conference was sponsored by the Center for Continuing Studies, Department of Criminal Justice Studies, Department of Public Safety, Department of Social Work and the St. Cloud Police. It featured keynote speakers Wm. Blair Anderson, St. Cloud police chief, and John Ruis, United Way of Central Minnesota CEO.

Anderson has been a licensed peace officer for 20 years. As chief of the St. Cloud Police Department he commands 108 sworn officers and 45 civilians and oversees a $17.5 million budget. He is also an adjunct professor in the Department of Criminal justice at St. Cloud State.

Ruis has been president and CEO of the United Way of Central Minnesota since October 2013. Prior to the role, Ruis served as a development officer at St. John’s University.

Winter Institute to focus on rediscovering cities

The Winter Institute is a two-day conference celebrating economic education hosted by the SCSU Economics Department, the Center for Economic Education, and the School of Public Affairs. The event promises valuable networking opportunities, nationally recognized speakers, and sessions featuring current issues of interest.

Thank you to Winter Institute generous sponsors:

Elite:
- Institute for Humane Studies
- Microbiologics
- St. Cloud Area Chamber of Commerce
- Times Media

Pioneer:
- Anonymous Donor
- Bill Schramm
- Granite Equity Partners
- Marco
- National Joint Powers Alliance
- Small Business Development Center

Innovator:
- Executive Express
- Greater St. Cloud Development Corporation
- MFP, Inc.
- Minnesota Council on Economic Education

Entrepreneur:
- City of Waite Park
- Falcon National Bank
- Great River Federal Credit Union
- Minnwest Bank
- Sandler Training

Like Winter Institute on Facebook: facebook.com/winterinstitute/

There’s still opportunities to get involved and to be a sponsor! Contact winterinstitute@stcloudstate.edu for more information.
Student/Alumni highlights

Rick Bohannon (geography and planning) was awarded the Best Graduate Student Poster. His topic was Habitat fragmentation in western North Dakota after the introduction of hydraulic fracturing at the Meeting of the Great Plains/Rocky Mountain Division of the American Association of Geographers, Grand Forks, ND in October. He also presented at the Minnesota GIS/LIS Annual conference in Bemidji in October.

Anne Bousquet ’98 (economics) is CEO, partner & co-founder of Domaine Bousquet Winery and WISD LLC. Bousquet will lead the company’s global expansion strategy in North America, South America and Europe. Bousquet joined Domaine Bousquet in 2008 as the CFO, partner and co-founder. She graduated from Miami’s FIU Executive MBA program in 2016. Prior Bousquet worked as an economist, doing forecast analysis for the European paper packaging industry.

Jolene Foss ’14 (geography and planning) is executive director of the Downtown Council and the Downtown Alliance Foundation. Previously Foss worked for the city of Princeton as the zoning administrator and community development director.

Jenny Hughes ’17 (economics) is a Ph.D. candidate in economics at the University of Oregon. Hughes states, “I am not sure what I will want to do once I graduate from Oregon but I do have five years to figure it out. In the meantime, my new motto will be “Go Ducks!”

William Jacobson ’09 (criminal justice) was sworn in as deputy sheriff for the Anoka County Sheriff’s Office in July. Deputy Jacobson previously was employed as a Deputy Sheriff for the Sherburne County Sheriff’s Office and as a Reserve Officer with the Centennial Lakes Police Department.

Jai Vang (criminal justice) is detention deputy for the Anoka County Sheriff’s Office. Vang has an associate of science degree in criminal justice from North Hennepin Community College and is currently finishing his bachelor’s degree in criminal justice at St. Cloud State University. Prior to employment with the Sheriff’s Office, he was employed with the City of Brooklyn Park as a youth worker for at – risk youth.

Wenjing (Jane) Li ’13 (economics) received her Ph.D. from the University of Nebraska-Lincoln in August 2017.

Angela Mundis ’17 (geography and planning) achieved 2nd place (and $400) in the Undergraduate Student Scholarship Competition at Minnesota GIS/LIS Annual conference in Bemidji in October. Angela is currently a graduate student in the Department of Planning and Geography working a special studies degree.

School of Public Affairs sponsored spring events

Traveling in China
January 24, 1 to 2 p.m., Atwood Alumni Room
Learn how to develop and conduct your own adventure in China, one of top three countries with the most international arrivals in 2017. Panelists will share their travel experiences in China from the luggage packing, the visa application, hotel booking and finding the best local restaurants. Refreshments will be provided. This event is co-sponsored by the SCSU Confucius Institute.

Power in Diversity Leadership Conference
January 25-27
This conference offers college students of color and underrepresented students opportunities for personal growth and leadership development. This event is sponsored by SCSU Multicultural Student Services. More info at: stcloudstate.edu/powerindiversity

Diversity Job and Internship Fair
January 26, 1 to 4 p.m., Atwood Second Floor
Attend the number one college diversity job fair in Minnesota. Connect with employers seeking to recruit a diverse work force. Explore your career options. Find internship and full time employment opportunities. Don’t miss this chance to meet many of Minnesota’s largest business, technical, healthcare, government and human service employers. More info at: stcloudstate.edu/careercenter

Careers in Event and Meeting Planning
January 29, 1-2 p.m. Atwood Alumni Room
Do you enjoy planning parties and events? Perhaps a career in event planning is right for you! Learn how to get a job in event planning as well as learn about internships in the field. This event is co-sponsored by SCSU Career Center.

56th Economics Winter Institute
February 1 & 2, Atwood and 912 Regency Plaza
The Winter Institute is a two-day conference celebrating economic education. It offers high quality educational programming featuring nationally recognized speakers and stimulating ideas. This year’s Winter Institute theme is “Rediscovering Cities” featuring prominent economist, leading expert on cities, and author of New York Times bestselling book Triumph of the City, Ed Glaeser. Visit for updated info and to register: stcloudstate.edu/winterinstitute

Disney Internship Program Presentation
February 5, 3:30-4:30 p.m., Atwood Voyageurs South
Learn about the Disney College Internship Program and how you can gain valuable, on-the-job experience working in Disney parks and resorts, and participate in college coursework. This unique program allows
participants to network with leaders, take part in personal and career development classes, and build transferable skills. This presentation is co-sponsored by the SCSU Career Center and the Department of Geography & Planning.

Creating Intentional Living Communities
Facilitated by Merry Jo DeMarais, Initiative Foundation
February 28, Noon to 1 p.m., Atwood Theatre
Cohousing or intentional living communities, is a contemporary model for redefining neighborhoods based on an individual's contribution to positively impact the wellbeing of the community with one's personal economy. Cohousing combines the autonomy of private dwellings with the advantages of community living that applies economies of scale. This session will explore both building self-leadership capacity and innovative living through the lens of cohousing. This event is co-sponsored by the SCSU Economics Department and Women's Center.

Resume Writing 101
March 13, 3-4 p.m., Atwood Alumni Room
Job recruiters spend an average six seconds reviewing a resume. Learn how to make your resume stand-out by effectively your skills and experiences. Learn how to format a resume, how to find online resume writing resources and resume tips. These sessions will be focused on criminal justice, economics, geography & planning, and political science careers but all students are welcome.

Job Fair Prep
March 14, 10 a.m. to 2 p.m., Atwood Ballroom
Employers say the key to success is "preparation". Learn what you need to know to impress employers and stand out from the thousands of other college graduates. Get your resume reviewed and practice your introduction with actual employers!

Conducting Business in China
March 14, 1 to 2 p.m., Atwood Gallery
Learn about the possibility of conducting business in the second largest economy in the world, China. Refreshments will be provided. This event is co-sponsored by the SCSU Confucius Institute.

MN Heartland Economics Challenge
March 20, 8 a.m. to 1 p.m., Atwood Cascade
Over 100 students from across the state will come to compete in tests about microeconomics, macroeconomics, international economics and current events.

Huskies Internship and Job Fair
March 21, Noon to 3:30 p.m., Atwood Ballroom
Organizations with summer and fall internship & job opportunities will be in attendance. View employers attending and info: stcloudstate.edu/careercenter

Quarterly Business Report Review & Regional Outlook
March 22, 7:30 to 9 a.m., Atwood Cascade
Presenter King Banaian, dean, St. Cloud State School of Public Affairs and co-author, St. Cloud Area Quarterly Business Report, will discuss economic and business conditions in the St. Cloud region. Free advance tickets required. Contact kkmodrow@stcloudstate.edu for registration details.

Travel Career Day
April 6, 9:30 a.m. to 1:30 p.m., Atwood Gallery
This annual event brings insight of travel and tourism professionals to campus. Speakers from some of Minnesota's largest and most respected travel-related companies will discuss career opportunities in the travel industry. More details TBA.

Huskies Showcase
April 11, 9 a.m. to 6 p.m., Atwood
Huskies Showcase celebrates University and community research, creative works and scholarship across all disciplines at the undergraduate and graduate levels. The Huskies Showcase combines three former events – Student Research Colloquium, Honors Research Colloquium and the Community Engagement Celebration – and features displays from several collaborations between campus members and community partners. Register by March 2 at: stcloudstate.edu/huskiesshowcase

Pizza with Professors
April 17, 11 am - 1 p.m., Stewart Hall Third Floor Lounge
Enjoy pizza while faculty advisers assist you with your summer/fall registration. Open to students in criminal justice, economics, geography & planning and political science.

Quarterly Business Report Review & Regional Outlook
June 14, 7:30 to 9 a.m., Sartell Resource Training and Solutions
Presenter King Banaian, dean, St. Cloud State School of Public Affairs and co-author, St. Cloud Area Quarterly Business Report, will discuss economic and business conditions in the St. Cloud region. Free advance tickets required. Contact kkmodrow@stcloudstate.edu for registration details.
School of Public Affairs prepares for strategic plan refresh

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In the past year, St. Cloud State University has gone under what they call Strategic Plan Refresh, a way to revitalize academic curriculums to make the University adaptable to changing times.

While SCSU is working on revitalizing itself as a whole, the School of Public Affairs is one of the first departments within the University to start making changes to its curriculum, as they said they want to ensure students who are in SOPA get the best education the possibly can, aligning their mission as a school with SCSU as a whole.

On Wednesday, graduate students, professors, student government officials and former alumni all met at the SCSU Welcome Center to discuss the strategic plan and the schools future at SCSU.

Rick Osborne, College Senator for the School of Public Affairs said he thinks a good idea to revitalize how they're doing things right now and strive for improvements.

“It's really a good idea to take a look at the core values because it really sets the stage for us at the University,” he said. “It’s a great thing to learn what’s going on inside the School of Public Affairs, just to see where we can go with it and figure out how we can represent the students and what they would like to see, it can benefit for years to come.”

Since the School opened in 2010, a strategic plan was implemented not long ago, but they said they really want to reestablish their core values. Some of these include:

- Maintaining Integrity
- Providing Experiential Learning
- Encouraging Life-Long Applied Learning
- Making academics student-centered
- Encouraging Global Citizenship

King Banaian, Dean for the School of Public Affairs said the process for the process for the first strategic plan was fully implemented in 2013, but a lot has changed since then.

“Four years later, we have a lot more experience of what our students are like, about what programs are working, how faculty are working together, it seemed like a very good time to go back and see what it is we should do now,” he said.

A big part of coming up with the core values for the strategic plan was stakeholder influence, meaning the student’s impression of the program and those who currently serve in it. They want to change some of the ways things function in SOPA to make it more student-oriented and figure out a level where they can be more involved in the department’s decision-making process.

“The students are the most privileged stakeholder,” the presenters said.

However, it’s not something that can happen overnight, as SCSU is struggling to maintain its student population, the United States is losing out – event with international students, a target demographic that makes up approximately 25 percent of SCSU’s student population, less are coming to America and finding places like China and Australia to be their primary host country. But those on board for the strategic plan want to encourage more opportunities for international experiences within SOPA, particularly with community engagement and really focusing on giving students a taste of what every day America is like, not just what’s going on in New York or Washington.

Another barrier for advancement presenters brought up was the treatment public Colleges and Universities like a business, rather than an institution for learning. Saying that Universities, in particular, are only looking at recruiting more students, increase class sizes and have them graduate from their institution and straying away from the focus of actual value on education.

Darla Hamann, a professor of Strategic Management for SOPA said she doesn't believe there's been any incentive for the school or the department to run programs like a business or an institution.

“We have a bottom line, but we are not trying to make a profit or graduating as many students as possible, our bottom line is mission.”

This was only the first meeting for the strategic plan, two more are expected to come, but dates for those have not yet been released. Banaian said they want to fully implement everything in the plan March of 2018.