

Chapter One: Mission

*The institution's mission is clear and articulated publicly;
it guides the institution's operations.*

The CLC Story: “We build futures”

**Assurance Argument
Higher Learning Commission
Accreditation 2023**

Chapter 1 - Mission

The institution's mission is clear and articulated publicly; it guides the institution's operations.

1.A - Core Component 1.A

The institution's mission is articulated publicly and operationalized throughout the institution.

1. The mission was developed through a process suited to the context of the institution.
2. The mission and related statements are current and reference the institution's emphasis on the various aspects of its mission, such as instruction, scholarship, research, application of research, creative works, clinical service, public service, economic development and religious or cultural purpose.
3. The mission and related statements identify the nature, scope and intended constituents of the higher education offerings and services the institution provides.
4. The institution's academic offerings, student support services and enrollment profile are consistent with its stated mission.
5. The institution clearly articulates its mission through public information, such as statements of purpose, vision, values, goals, plans or institutional priorities.

Argument

1.A.1. Minnesota State Colleges and Universities (MNSCU) policy 3.24 establishes the processes for review of the system, college, and university missions, in accordance with Minnesota Statute 135A.052 Postsecondary Mission. Minnesota State Policy 3.24 requires each institutional mission statement to be approved by the Minnesota State Board of Trustees and that the Board of Trustees shall periodically review, revise as appropriate, and approve the system mission and vision. The mission and vision must advance the higher education needs of the state. The board shall assure consultation with students, faculty, staff, and essential state members.

Central Lakes College (CLC) is a public, two-year comprehensive community and technical college. Outside of federal funds, tuition, grants, and private scholarship revenue, CLC is primarily funded and governed by Minnesota State. Minnesota State provides CLC with the advantage of operating within a system of 26 colleges and 7 universities with 54 campuses throughout the state and offers 4023 academic programs taught by exceptional faculty.

CLC's institutional mission operates under the broader charge of Minnesota State's mission with its nearly 340,000 students statewide, and CLC's mission is targeted to communicate a clear commitment to a wide range of academic programs. CLC's mission directly affirms the goal of providing opportunities for students, as well as aspirations that mark CLC as the anchor institution of higher education in our rural region. The current CLC mission was first reviewed

by a college committee comprised of college faculty, staff, and students on March 6, 2007, through a consultative process as required by Minnesota State Policy. As required by the policy, CLC submitted its mission statement for review and adoption by the Minnesota State Board of Trustees. This action was formally approved on September 17, 2008.

1.A.2. The process used to keep the college mission statement current is similar to the original development process. The process began at a college-wide in-service. CLC collected input across the college from all stakeholders, resulting in a Shared Governance presentation and, ultimately, a proposal and approval to the Minnesota State Board of Trustees.

The end result was a reaffirmation of the CLC Mission, Vision, and Values, which is available on the CLC website:

CLC MISSION: “We build futures.”

At Central Lakes College, we –

- Provide life-long learning opportunities in Liberal Arts, Technical Education, and Customized Training programs;
- Create opportunities for cultural enrichment, civic responsibility, and community engagement, and
- Nurture the development and success of a diverse student body through a respectful and supportive environment

CLC VISION:

“Central Lakes College inspires learning, advances innovation, and transforms lives.”

CLC VALUES:

- Excellence
- Innovation
- Inclusion
- Community

Based on these missional statements, the college’s work emphasizes both the learning by the college’s students and the larger collective work we seek to accomplish in partnership with students and diverse community partners throughout the region. The futures we seek to build together are not constructed by accident. The college’s mission stretches us to see more, engage more, and do more – stirring the region with the assets that only higher education can bring in terms of learning programs, relevant research, economic development, new career pathways, incumbent worker training, cultural arts offerings, diversity initiatives, and much more. These commitments, as noted, include liberal arts transfer programming, career and technical education, customized training programs for business and industry, support for cultural enrichment, life-long learning, and engagement in civic service and community and economic development.

Since 2008, CLC’s Mission Statement, “We Build Futures,” has provided the foundation for CLC’s work, with a review of the mission embedded in the college’s strategic thinking and plans, most recently documented on the cover of the current 2018-2025 CLC strategic plan.

1.A.3. The missional statements of CLC provide focus as to the nature, scope, and intended constituencies served by the college as a two-year public community and technical institution. The statements highlight intended constituents as students, business and industry, and the community. Missional statements specifically address the diverse aspects of the college’s mission as a two-year institution with both career and lower-division transfer programming. As such, CLC’s missional statements clarify its commitments for both the Brainerd and Staples campuses and to all teaching modalities, services, and community engagement to reach all intended constituents.

1.A.4. The mission statement, in tandem with CLC’s vision and values, is congruent with its academic programs, support services, and enrollment profile. The three key points undergirding the college’s mission statement are emphatic, noting the aspirational goal that “We Build Futures” because we –

- Provide life-long learning opportunities in Liberal Arts, Technical Education, and Customized Training programs;
- Create opportunities for cultural enrichment, civic responsibility, and community engagement, and
- Nurture the development and success of a diverse student body through a respectful and supportive environment

The first point, “...provide life-long learning opportunities...”, references the missional focus on futures supported through liberal arts programming, career and technical, and training for incumbent workers in business and industry, along with our partnership with the Small Business Development Center. Support for life-long learning is evident in our reduced tuition for senior citizens and distance education offerings through CLC College in the Schools, where partner high schools provide higher education offerings to students throughout central Minnesota. Distance education offerings through online and hybrid courses provide students throughout Minnesota and beyond with opportunities to complete their educational goals. Life-long learning opportunities require CLC to address potential barriers, such as distance from the college and family and/or employment commitments, issues ameliorated by online options for coursework. In fiscal year 2021, completely online courses accounted for 27.5% of credit-based enrollment (701 FYE).

The second point, “create opportunities for cultural enrichment, civic responsibility and community engagement,” refers to CLC’s mission focus on programs for non-academic growth and development for all students. Student Senate, clubs and organizations, athletics, and cultural opportunities abound for students at CLC campuses, along with civic responsibility through the work of the Gordon Rosenmeier Center and participation in the ALL IN Campus Democracy

Challenge where CLC was recognized as a 2022 “Most Engaged Campus” for college student voting.

The third point, “nurture the development and success of a diverse student body through a respectful and supportive environment,” refers to the diverse student body composed of learners across the spectrum of cultural, ethnic, economic, and educational backgrounds. In the fall of 2021, 11% of the student body identified themselves as students of color, and 47% met the TRIO definition of a first generation student. CLC’s student enrollment profile is consistent with a two-year community and technical college’s mission and regional focus. As illustrated in the 2016-17 enrollment map, we draw primarily from seven rural counties surrounding the college, with 63% of all students living within 60 miles of the college. For fall 2021, the age mix of CLC students and credit count is also consistent with the missional role as a community and technical college with 28% of students over the age of 20 and 63% of students attending on a part-time basis. CLC strives to make sure every student has a connection to resources, academic and non-academic support, and staff, including student learning support environments such as the learning commons, Raider Connect Services, and TRIO programming.

1.A.5. CLC articulates its mission publicly through its vision and values, as well as its strategic planning and priorities. CLC’s missional statements and materials are presented in multiple written documents for students, employees, and the public, in social media, and in forums that guide the college’s work. Specifically, missional statements encompassing CLC’s mission, vision, and values are articulated on the college’s website, the CLC Strategic Plan 2018-2025, student handbook, college policies, and other venues.

CLC’s mission, vision, and values are the focus and driving force behind all strategic planning and budgetary decisions. The budget planning process further outlines the expectation that the college investment of resources aligns with institutional priorities and master plans, both during times of reduced resources and when there are additional resources. See CLC’s further response in Section 5. C.1.

Sources

- 1.A.1.a Minnesota State Policy 3.24
- 1.A.1.b MN Statute 135A.052
- 1.A.1.c Minnesota State
- 1.A.1.d In-Service_Day March 6 2007
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- 1.A.2.b Liberal Arts_Transfer A.A. Degree - Central Lakes College
- 1.A.2.c Academic Program Listings By Career Area - Central Lakes College

- 1.A.2.d Customized Training - Central Lakes College
 - 1.A.2.e Cultural Thursday - The Culture and Resilience of the Ukrainian People
 - 1.A.2.f Rosenmeier Forum
 - 1.A.2.g Student Life-Senate
 - 1.A.4.a SBDC
 - 1.A.4.b Senior Citizen Registration Form
 - 1.A.4.c CIS Program and Course Descriptions
 - 1.A.4.d Online courses
 - 1.A.4.e Athletics
 - 1.A.4.f Performing Arts Center
 - 1.A.4.g CLC Recognized as a 2022 ALL IN Most Engaged Campuses for College Student Votin
 - 1.A.4.h 30th Day Composite - Fall 2021
 - 1.A.4.h 30th Day Composite - Fall 2021 (page number 12)
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 - 1.A.4.h 30th Day Composite - Fall 2021 (page number 15)
 - 1.A.4.h 30th Day Composite - Fall 2021 (page number 16)
 - 1.A.4.h 30th Day Composite - Fall 2021 (page number 17)
 - 1.A.4.i TRIO Upward Bound
 - 1.A.4.j Enrollment Map FY17
 - 1.A.4.k Learning Commons Tutoring
 - 1.A.4.l Raider Connect Services
 - 1.A.5.a StudentHandbook2021-22
 - 1.A.5.b College Policies - Central Lakes College
 - Strategic Plan 2018-2025 Final
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1.B - Core Component 1.B

The institution's mission demonstrates commitment to the public good.

1. The institution's actions and decisions demonstrate that its educational role is to serve the public, not solely the institution or any superordinate entity.
2. The institution's educational responsibilities take primacy over other purposes, such as generating financial returns for investors, contributing to a related or parent organization, or supporting external interests.
3. The institution engages with its external constituencies and responds to their needs as its mission and capacity allow.

Argument

1.B.1. As an anchor institution of public higher education in central Minnesota, Central Lakes College's (CLC) missional support statements reflect the institution's commitment to serving the public:

- Provide life-long learning opportunities in Liberal Arts, Technical Education, and Customized Training programs;
- Create opportunities for cultural enrichment, civic responsibility, and community engagement, and
- Nurture the development and success of a diverse student body through a respectful and supportive environment

As the region's college, CLC has demonstrated a long-term and ongoing commitment to supporting many public entities and efforts to enhance the vitality of our communities. CLC's actions and decisions demonstrate that its educational role is to serve the public, not solely the institution or any superordinate entity. Our campuses are open to the public, resulting in the community regularly using our facilities, which include our libraries, cafeteria, and indoor and outdoor walking trails. Collaborations to serve the public include but are not limited to:

- Community Fall Festival for area children and families
- Rosenmeier Forums to inform, educate and encourage residents of central Minnesota to participate in effective governance, planning, and leadership
- Verse Like Water poetry readings that bring nationally recognized poets from around the country
- Partner with the Brainerd Chamber of Commerce to introduce careers in almost 20 regional high schools through the Bridges Academies program, which offers exposure to more than 100 career areas. In addition, in partnership with the Brainerd Chamber of Commerce and Sourcewell, CLC hosts the Bridges Career Exploration Day, which

showcases more than 200 high-demand careers with hands-on demonstrations, simulators, and breakout sessions for regional high school students.

- The college's College in the Schools (CIS) concurrent enrollment program partners with almost 50 regional high schools. Additionally, the college's leadership in utilizing Open Education Resources (OER) has supported roughly 25 high school concurrent enrollment instructors developing OER for their CIS courses.
- CLC was responsible for leading Regional Race Equity work in partnership with the Mille Lacs Band of Ojibwe, Isle Schools, Nay Ah Shing Schools, Onamia Schools, Wewinabi Early Childhood Program, and Minnesota Educational Equity Partnership to help address disparities in student preparedness for school, college, and careers. As part of the Race Equity and Excellence in Education Action Plan, numerous trainings were provided to four regional school boards. Two schools have implemented race equity board resolutions/policies, and both public schools have implemented race equity plans. Isle and Onamia school boards have continued modifying their equity plans and lean on CLC to support student success and training of all stakeholders as needed. Mille Lacs Band of Ojibwe continues to reach out to CLC to build cradle to career opportunities.
- Support for regional economic growth and job creation through the Small Business Development Center (SBDC) hosted by CLC. SBDCs are partly funded through a partnership with the Small Business Administration (SBA) and the Minnesota Department of Employment and Economic Development (DEED). In FY 2022, the SBDC hosted by CLC worked with 501 entrepreneurs/businesses, assisted with opening 12 businesses, helped businesses access \$31.2 million in capital, and created/retained more than 1,676 jobs.
- Non-credit training offerings to local and regional businesses through CLC's customized training division focused on continuing education. In FY21, customized training delivered 165 courses with 1559 participants – awarding more than 48,324 training hours.
- Cultural arts offerings to the region with 39 performances and more than 9,140 in attendance in 2019-20.
- In partnership with the Minnesota Transportation Center of Excellence, the Nitro-X camp is a week-long day camp where students in grades 6, 7 & 8 work in teams to build and modify a 4×4 remote controlled vehicle. Students learn about electronics, engines, suspension, paint, and diagnostics. Students enjoy field trips to industry partners and explore careers like auto mechanics, heavy equipment operations and maintenance, diesel technicians, and marine and power sports. Nitro-X camp returns summer 2023.
- Summer Engineering and Manufacturing (SEaM) Camp at the Staples campus is a one-week adventure for students in grades 7-12, allowing them to experience hands-on electronics, motor controllers, computer-aided drafting, manufacturing machining, and automated robotics systems. Students build "battlebots" all while gaining expert instruction in computer-aided drafting and automated robotics systems.

These component programs of the college demonstrate the many "publics" that the College serves each year.

1.B.2. As a public institution of higher education, CLC's educational responsibilities take priority over other activities and interests, as noted in the strategic priorities, as well as the budgeting process, beginning with the alignment evident in the CLC budget request form. The college budgets approximately 65% of its annual budget for instruction and academic support, a percentage comparable with other MinnState institutions. As a public institution of higher education, CLC's "investors" are the public we serve, of which we are careful stewards of their trust and tax dollars. While CLC's facilities are open to the public through rental agreements, the college's educational offerings and co-curricular activities have first priority without exception.

The CLC Foundation, a nonprofit 501(c)3 organization, promotes student success by addressing financial barriers to pursuing higher education – through scholarships, strong alumni and donor relationships, affordable student housing, and other appropriate assistance. Annually, the CLC Foundation provides more than \$375,000 in scholarships to CLC students. In addition, in 2016, the CLC Foundation purchased student housing adjacent to the Brainerd campus, providing accommodation for 134 students.

1.B.3. The college has a developed engagement process to seek insights critical to its mission – both at the program and institutional levels.

As a member institution of the MinnState system, CLC follows system policy to seek critical guidance for its programs. Minnesota State Policy 3.30 College Program Advisory Committees provides specific advice, noting that for each of the college's career and technical programs, education and industry experts serve on advisory committees to review, help develop, and guide student learning outcomes that meet industry standards and expectations. The protocol for these advisory committees is provided by the MinnState system CTE Division as detailed in the Advisory Committee Handbook. CLC facilitates carefully constructed meetings with 25 advisory committees in its CTE programs, both on the Brainerd and Staples campuses.

Central Lakes College also seeks broader consultation as needed. For example, CLC regularly convenes industry-wide consultation and advice to ensure strong connection to relevant regional industries, which often leads to productive partnerships, such as the Service Technician Education Program, and CTE programs regularly hold industry advisory board meetings to review curriculum, industry and workforce trends, and provide feedback on performance of graduates.

Central Lakes College serves as the postsecondary partner for the Central Lakes Perkins Consortium, one of 25 Perkins consortia in Minnesota. CLC partners with 22 public schools and education districts in central Minnesota to coordinate and facilitate the Federal Perkins V Grant. The Perkins V Handbook is a tool and guiding resource for the consortium.

At the state and institutional level, the MinnState system administers the college. However, local insights are regularly sought to ensure that CLC is relevant to the needs of the communities and

region. In this regard, the CLC President’s Regional Advisory Committee meets regularly to provide the college president and senior administration with regional reflection and guidance.

Sources

- 1.B.1.a CLC Fall Festival
- 1.B.1.b Rosenmeier Forum Global Challenges After the 2022 Midterm Elections - CLC News
- 1.B.1.c Verse Like Water - Central Lakes College
- 1.B.1.d Bridges Career Academies
- 1.B.1.e Bridges Career Exploration Day
- 1.B.1.f CIS High School Partners - Central Lakes College
- 1.B.1.g OER in CIS
- 1.B.1.h Mille Lacs Area Promise to Act Plan
- 1.B.1.i Small Business Development Center - Central Lakes College
- 1.B.1.j North Central SBDC Minnesota Department of Employment and Economic Development
- 1.B.1.k SBDC document
- 1.B.1.l Customized Training - Central Lakes College
- 1.B.1.m CLCPAC Event Mailer 2021-2022
- 1.B.1.n Minnesota State Transportation Center of Excellence
- 1.B.1.o NitroX flier clc
- 1.B.1.p SEaM camp Brochure red 2019
- 1.B.2.a FY2021_Instruction_AS_as_percent_of_expend_with_library_detail
- 1.B.2.b Foundation
- 1.B.2.c Apply for Scholarships - Central Lakes College
- 1.B.2.d Parkway Apartments - Central Lakes College
- 1.B.2.e Budget Request Form
- 1.B.3 a Minnesota State - 3.30 Program Advisory Committees
- 1.B.3.b MN-State-Career-Advisory-Handbook
- 1.B.3.c Polaris introduces Service Technician Education Program with Central Lakes Coll
- 1.B.3.d CLC CTE Advisory Board Minutes Fall 2022
- 1.B.3.e Perkins Consortium

- 1.B.3.f Perkins V operational handbook
 - 1.B.3.g Committee Membership 2022
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1.C - Core Component 1.C

The institution provides opportunities for civic engagement in a diverse, multicultural society and globally connected world, as appropriate within its mission and for the constituencies it serves.

1. The institution encourages curricular or cocurricular activities that prepare students for informed citizenship and workplace success.
2. The institution's processes and activities demonstrate inclusive and equitable treatment of diverse populations.
3. The institution fosters a climate of respect among all students, faculty, staff and administrators from a range of diverse backgrounds, ideas and perspectives.

Argument

1.C.1. Central Lakes College (CLC) encourages curricular or cocurricular activities that contribute to informed citizenship and workplace success.

The college's Student Life division hosts more than 20 student clubs and organizations. These groups span diverse interests and activities, and include community and civic engagement, such as "Pizza to the Polls" which provides transportation (and pizza) to the Crow Wing County Courthouse for students, and "Civic Challenges" which incentivize students to vote by offering prizes for completion. The Raider Roost Student Life Newsletter regularly provides Minnesota Election Resources, supplying information for students on voting-related questions. Many of our academic programs offer opportunities for students to volunteer in the community, such as Coats for Kids put on by our Marine and Powersports Club. Throughout the academic year, CLC's Career and Transfer Center holds workshops on topics that include resume-building, job searching, interviewing, and career interest surveys.

1.C.2 and 1.C.3 Two of Central Lakes College's missional support statements directly describe the college's commitment to serving an increasingly multicultural society and that the college fosters a climate of respect among all students, faculty, staff, and administrators from a range of diverse backgrounds, ideas, and perspectives. These missional support statements note that at CLC, we:

- Create opportunities for cultural enrichment, civic responsibility, and
- Community engagement; and
- Nurture the development and success of a diverse student body through a respectful and supportive environment.

CLC is a member of the Minnesota State College and Universities system (MinnState), with a system level emphasis on diverse, multicultural programming and a systemwide focus on Equity 2030 and closing the achievement gap. The college is a leader in the two-year sector of the

MinnState system in the area of diversity, equity, and inclusion, along with multicultural programming for students, faculty, staff, and administration. The Office of Equity and Inclusion Program Highlights Concerns, and Challenges summarizes activities that reflect CLC's engagement in diversity events at the college and in the communities we serve. A few examples of events and programming for CLC students, staff, and community participants include:

- Safe Spaces Training
- Cultural Thursday
- CLC Pow Wow
- ADA Compliance
- Lavender Graduation and youth PRIDE event
- University Design
- Teaching through Equity Lens, Culturally Responsive Classrooms
- Implicit Bias Training

In the spring of 2017, the College reorganized the administrative structure to create a new dean-level position, the Dean of Students, Equity, and Inclusion, to emphasize the importance of diversity, equity, and multicultural programming at CLC. The comprehensive CLC Diversity, Equity, and Inclusion Master Plan illustrates the college's commitment to processes and activities emphasizing the value of human diversity, and fostering a climate of respect amongst the college's constituencies. The plan provides a detailed view of the College's work in proactive programming that aligns with the three strategic pillars: "Inspire Learning, Advancing Innovations, Transform Lives."

The college's academic and student affairs work also highlights diversity initiative support. For example, the Academic and Student Affairs Master Plan articulates in Goal 3.4 efforts to "promote and strengthen support structures for diverse student populations utilizing an intentional and systematic approach." At the institutional level, the Student Success Master Plan articulates in Goal 1.1 the work to "promote excellence and equity in teaching and learning."

While formal plans are critical to accountability but mainly invisible to a broader audience, CLC makes visible its missional focus on diversity, equity, and multicultural programming through several key activities and processes, internally for students in student life programming and employees through professional development activities such as Safe Space training.

For employees, Human Resources, in partnership with the Office of Diversity and Equity Programs, offers a twice-yearly training in diversity and equity initiatives, along with additional diversity events provided throughout the year.

The college also works closely with its students with disabilities through the Office of Accessibility Services. This unit assists students and faculty, ensuring there are no barriers to inclusion in all aspects of the College's mission.

The CLC Upward Bound program transforms high school students into college graduates. The year-round program provides educational services to modest-income and first-generation high school students to assist them in graduating from high school, enrolling in a college or university, and completing their post-secondary education. It includes a six-week summer program on a college campus to help prepare students for the post-secondary experience.

Externally, student and community programming are offered throughout the academic year via CLC's Cultural Thursday and Verse Like Water presentations. Verse Like Water provides opportunities for students and the community to hear from and interact with Nobel Prize-winning poets with presentations offered throughout the academic year. In addition, public forums on topics related to politics are presented by The Rosenmeier Center for State and Local Government in collaboration with CLC. These ongoing series frequently provide daytime and evening programming for community participation. Additional multicultural events are frequently scheduled in the College's Chalberg Theater and the Multicultural Center "The Nest" which opened in 2021.

Sources

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- 1.C.1.b CLC Student Senate awarded 2000 dollars in LeadMN Democracy Shark Tank event - CLC News
- 1.C.1.c CLC Student Life Newsletter
- 1.C.1.d Coats for Kids
- 1.C.1.e Fall 2022 workshops calendar
- 1.C.2.a Minnesota State - Minnesota State Equity 2030
- 1.C.2.b Minnesota State - Office of Equity and Inclusion
- 1.C.2.c Student Training Flyer
- 1.C.2.d Pow wow poster
- 1.C.2.e Diversity Equity Inclusion Master Plan 2018-2023
- 1.C.2.f Academic Student Affairs Master Plan 2018-2023
- 1.C.2.g Student Success Draft Master Plan 2021-2025 Final
- 1.C.2.i August 18-19 2021 In-Service Agenda
- 1.C.2.j Accessibility Services
- 1.C.2.k TRIO Upward Bound
- 1.C.2.l TRIO Upward Bound 2022 Summer Flier
- 1.C.2.m Cultural Thursday - The Culture and Resilience of the Ukrainian People
- 1.C.2.n Verse Like Water

- 1.C.2.o Senator Kiffmeyer to lead Rosenmeier Forum on Legislative Redistricting
 - 1.C.2.p The Nest - Multicultural Center
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1.S - Criterion 1 - Summary

The institution's mission is clear and articulated publicly; it guides the institution's operations.

Summary

From the creation of Brainerd State Junior College in 1938, to the consolidation of Brainerd Community College and Brainerd Staples Technical College in 1995 creating what is currently known as Central Lakes College (CLC), the mission to improve the lives of our students and community through education and workforce development has not wavered.

CLC's mission statement and companion documents call us to work each day and affirms that at Central Lakes College, we-

- Provide life-long learning opportunities in Liberal Arts, Technical Education, and Customized Training programs;
- Create opportunities for cultural enrichment, civic responsibility, and community engagement; and
- Nurture the development and success of a diverse student body through a respectful and supportive environment.

Our college continues to grow and change with the communities we serve, but the mission, and our commitment to the mission, remains consistent and continues to guide the operations of the college.

Sources

There are no sources.