This Leadership Profile is intended to provide information about the President Opportunity and Blessing-Rieman College of Nursing. It is designed to assist qualified individuals in assessing their interest.
An Overview of Blessing-Rieman College of Nursing

Blessing-Rieman College of Nursing (BRCN) is a private, non-profit college accredited to provide nursing and allied health programming. It has a long history of educating compassionate, competent and dedicated nurses and other allied health professionals in Western Illinois. The rich history of this college dates back to the late 1800's with the first three nurses graduating in 1894. Since then, the college has educated more than 3,200 diploma graduates, more than 800 BSN graduates, and more than 30 MSN graduates and has served as the backbone of the nursing community in the region and beyond.

Currently, Blessing-Rieman College of Nursing has approximately 350 students and is accredited by the Higher Learning Commission, a member of the North Central Association of Colleges and Schools and numerous program specific organizations. In addition, the nursing programs at Blessing-Rieman College of Nursing are accredited by The Commission on Collegiate Nursing Education (CCNE). Collaboration with local health providers and schools/colleges is a key part of their success. The parent organization of Blessing-Rieman College of Nursing is Blessing Hospital. Blessing Hospital (described in greater detail later in the document) is a not-for-profit, independent hospital, serving the tri-state area of west central Illinois, northeast Missouri and southwest Iowa. The College is governed and managed by the College Board of Directors, a standing committee of the hospital's Board of Trustees.

There are joint partnership agreements in place with two local institutions of higher education. BRCN is unique being the only program in the country to offer students a jointly conferred Bachelor of Science in Nursing degree with one of two partner schools. These are Culver-Stockton College located in Canton, Missouri and Quincy University located in Quincy, Illinois. These dedicated partnerships allow their students to receive both a liberal arts education and nursing theory and science as well as hands-on clinical experiences required by the nursing major. Educational programs and services offered by BCRN include a Bachelor of Science in Nursing (BSN), Master of Science in Nursing (MSN), Registered Nurse to Bachelor of Science in Nursing (RN-BSN), and a Registered Nurse to Master of Science in Nursing (RN-MSN).

In 2014, the school received approval to expand its mission and will begin offering educational programs in other health sciences and will start granting Associate of Science (AS) Degrees. The AS degree will be restricted to allied health professions and the first of these degrees will be for Respiratory Care Technician. There is also a pharmacy technician certificate program offered. Blessing Hospital also offers a school for radiologic technicians and laboratory technicians. Plans exist to merge these into the Blessing-Rieman College of Nursing (soon to change the name to Blessing-Rieman College of Nursing and Health Sciences). Plans are in place to add a Nurse Practitioner track to the Master’s in Nursing program, and future plans exist to move to the Doctor of Nursing Practice degree.
Blessing Hospital is a major supporter of BCRN and continues to provide financial subsidies, facility space and clinical training. The hospital's 11th Street campus is the primary educational site for students. Here, students have access to all student services, classrooms, library, student lounge, and faculty offices. In addition, Blessing's Hospital 14th Street campus provides students access to additional classrooms as well as the Blessing-Rieman College of Nursing Simulation Center. The simulation center is an environment that allows students hands-on experiences in a variety of simulated patient situations including complications that may arise in a real-life environment.

Blessing-Rieman College of Nursing had one of the highest NCLEX-RN pass rates reported by the Illinois Department of Financial and Professional Regulation (IDFPR) for 2013 (May 2013 and December 2013 graduating classes), which was 95%. Of the 45 graduates who took the NCLEX-RN during 2013, 43 passed on the first attempt. The expected pass rate for 2014 is 98%. Their passing rates are reflective of the intensive, evaluative-quality improvement plan initiated in 2012 to improve the atypical low passing rate (74%) in 2011. Overall, the school has seen significant growth over the past few years. Future goals for the school include the construction of a new building on the Blessing Hospital campus to accommodate future current need and future growth.

**Blessing Hospital**

Blessing Hospital has become the largest and most sophisticated medical center within a 100-mile radius of Quincy with over 300 patient care beds. As the regional leader in patient and family centered care, Blessing Hospital is committed to excellence by offering quality, compassionate and comprehensive medical care, while placing a strong emphasis on community wellness. They offer key service lines in cardiovascular service including a robust open heart surgery program, emergency services/trauma, obstetrics, neurosciences and orthopedics. As a regional healthcare provider, the Hospital offers a breadth of services seldom found outside major metropolitan areas. Care is provided by a medical staff of more than 240 physicians, over 90 percent of whom are board-certified, dozens more dentists and other credentialed healthcare professionals, and more than 2,000 Blessing Hospital employees providing hospital services 24-hours-a-day, 365-days-a-year.

The Hospital is directed by a 13-member voluntary Board of Trustees composed of local citizens who have distinguished themselves in community service as well as their chosen occupations. Organizationally, Blessing Hospital is part of a family of corporations created, in part, to accommodate diversified growth. The system parent is Blessing Corporate Services, Inc. Other affiliates include BlessingCare Corporation, which manages Illini Community Hospital in Pittsfield, IL; Blessing Physician Services; Blessing Affiliates, Inc., which oversees the management of the Community Outreach Clinic (COC); The Blessing Foundation, a fund-raising organization; and Denman Services, Inc., a for-profit company with six separate business
ventures: Denman Medical Equipment & Supply; Macomb Medical; Denman Linen Services; Adaptive Mobility Systems and Denman Biomedical.

Recently, Blessing Hospital broke ground on a $70 million, five-story patient care addition to its main campus on 11th street. The addition will allow Blessing to move its three inpatient behavioral medicine units from the 14th Street campus to 11th Street, making the Hospital more efficient by locating all inpatient care resources in one facility. Blessing will also no longer need to maintain its 14th Street building as a hospital. The 14th Street building will continue to house a number of departments, but Blessing will no longer need a hospital license for the campus once inpatient behavioral care is moved to the patient care addition on the 11th Street.

The patient care addition will also create 104 new single bed rooms. Fifty-two of those rooms will be in the new addition with another 52 rooms in Blessing’s existing patient room facility being made into single bed rooms as part of the project. The new Blessing Hospital patient room addition will be completed in the next year. Blessing will use $33 million in cash and routine capital investment to pay for the building. The rest of the funds will come from a combination of borrowing and fundraising.

Mission, Vision, and Core Values

Mission Statement: To improve the health of the community.

Vision: Blessing will be the national leader in quality patient and family centered healthcare. In partnership with our patients, staff, students, volunteers, and physicians, we will create and support a culture of excellence and financial sustainability.

Be recognized as the:
- Provider of choice for our patients.
- Employer of choice for our staff.
- Partner of choice for our physicians.
- Healthcare educational provider of choice.

Values:

- Quality: Seek to provide the best care, services and programs possible within the limits of available resources. We work to exceed the expectations of those we serve, compare our results to accepted standards and constantly improve.

- Caring: We believe in holistic healing which means supporting the mind and spirit as well as the body. Our approach toward our patients, co-workers and other customers includes compassion, respect and following the Golden Rule.
Trust: We look to have positive inter-relationships with others distinguished by mutual respect, full communications, truthfulness and openness to diverse views. We use the power we hold in a judicious manner and expect the same of others.

Stewardship: We try to assure value and prudence in the consumption of resources. As a public trust we pursue the long term interests of the community by managing and investing wisely, developing financial security and maintaining assets we possess.

Participation: We are part of a larger universe concerned with the public's health and well-being. We seek cooperation, teamwork and partnership in meeting the region's needs, and encourage our employees to contribute positively toward the quality of life we all enjoy.

College Mission Statement: To provide excellence in professional nursing and healthcare career education

History of Blessing Hospital

At a public meeting held in the Adams County Courthouse, on December 1, 1869, a committee known as the Relief Association was appointed to provide relief for the poor during the approaching winter. The group's first service was the distribution of grocery items and other provisions, valued at $9,000. By the fall of 1873, it became apparent that there was a real need in the city for a general hospital and on October 29, 1873, the Charitable Aid and Hospital Association of Quincy was formed. By May 19, 1875, the Association raised $12,000 and opened a 19-room hospital with space for 30 patients on a tract of land donated by prominent Quincy couple, Sarah and Mathias Denman.

While Blessing Hospital was establishing itself as a community hospital for the sick and the destitute, Quincy's first permanent hospital, St. Mary Hospital, was nearing its 10th year of operation. The story of St. Mary Hospital begins in 1866 when the Franciscan Sisters of the Poor arrived after a request by the Rev. Herman Conrad Schaefermeyer, pastor of St. Boniface Church, to open a hospital in Quincy. The mission and goal of St. Mary Hospital was much like that of Blessing - to minister to the sick and the poor of the community. The Sisters were inspired by the "healing ministry of Jesus," with the philosophy to see Christ in every person and treat each patient with compassion and dignity. By October 1867, their efforts to raise money and support for a hospital culminated in the opening of St. Mary Hospital, a 50-bed facility built on a plot of land located at 14th and Broadway sold by William Moore and C. Fischer for $17 per foot.

Establishing a hospital was difficult in the early days as only the poor sought care. In those days, well-to-do people were cared for in their homes by the women of the house. Blessing Hospital was founded because members of the community felt there was no place for poor and sick travelers to go. The City Poor House was not equipped as a hospital and St. Mary Hospital,
which was also an asylum, was frequently full. The 1877 annual report of the Charitable Aid and Hospital Association of Quincy states, "Their zeal in such matters of practical benevolence is well worth imitation; if Protestants showed a fraction of the interest manifested by them in their charities, Blessing Hospital and Woodland Home (an orphanage) would never languish for want of funds, but would be monuments of benevolence of the Protestant Churches in Quincy."

The histories of Quincy's hospitals show the efforts of the founders grew out of a commitment to the health of the community and a need to serve the sick and the poor. This commitment to health was graciously returned to the hospitals through financial gifts, bequests and donations. Growth of the community and advances in medical care spurred the growth of Quincy's hospitals. As the hospitals grew, so did their commitment to provide quality, compassionate medical care while keeping pace with technology. The tradition of healthcare in Quincy took an historic turn on April 1, 1993, when Blessing Hospital acquired the assets of St. Mary Hospital with Blessing being the sole provider hospital. Combining the services of Quincy's two hospitals was a major step taken to strengthen Quincy as the region's medical hub.

**Blessing Health System**

Two hospitals, a physician group, a four-year nursing education program, a foundation and a group of medical specialty businesses come together to form the Blessing Health System. Overseeing the activities of all the organizations within the system is Blessing Corporate Services, Inc., (BCS), which was formed in 1983 and is the parent company of Blessing Hospital; Illini Community Hospital; Blessing Physician Services; Blessing-Rieman College of Nursing; The Blessing Foundation and Denman Services, Inc.

While remaining independent, member and participant organizations will collaborate to achieve savings, deploy clinical programs and services to improve access to and quality of health care for patients, lower health care costs, and create additional efficiencies that will benefit patients and communities. A significant benefit of the BJC Collaborative is the deepening of Blessing's connection to the St. Louis, Missouri and Springfield, Illinois health care markets, which are frequent sites of referrals for Blessing patients for specialized medical care or treatment. BJC HealthCare includes Barnes-Jewish Hospital and St. Louis Children's Hospital, which are academic medical centers affiliated with Washington University School of Medicine. The four founding members of the Collaborative have nearly 5,000 hospital beds, 52,600 employees and 6,933 employed and affiliated physicians across their adjacent service areas. The Blessing Health System has 327 licensed beds, 72 employed physicians and 2,700 employees.

**Blessing Physician Services**

Blessing Physician Services, established in 2005 as part of the Blessing Health System, is a multi-specialty practice group consisting of over 50 providers, clinical and clerical staff who serve residents of western Illinois, northeast Missouri and southeast Iowa. Blessing Physician Services operates medical offices in Quincy as well as rural clinics in Warsaw, IL, and Palmyra, MO; and specialty clinics in Carthage, Pittsfield and Warsaw, IL and Memphis, MO. Primary and specialty care provided by Blessing Physician Services include: Audiology, Cardiology, Colorectal Surgery, Dermatology, Ear, Nose & Throat, Family Practice, Gastroenterology, General Surgery, Internal Medicine, Nephrology, Neurology, Obstetrics & Gynecology, Pediatrics, Physical
Medicine & Rehabilitation, Podiatry, Pulmonology, Sleep Medicine, Sports & Occupational Medicine, and Urology.

Denman Services, Inc.

Denman Services, Inc. offers quality products, special expertise, reliability, convenience and cost savings to the health-care industry. A variety of customers throughout the tri-state area choose Denman because they offer a better way of doing business. From durable medical equipment and custom fit wheelchairs to processing healthcare linen and repairing hospital medical equipment, each business specializes in a unique aspect of the healthcare industry.

Illini Community Hospital

Illini Community Hospital is a 25 bed, critical access hospital located in historic Pittsfield, Illinois. Illini is one of six entities of the Blessing Health System in Quincy, Illinois, and serves seven counties in West Central Illinois. Illini is committed to excellence. They offer quality, compassionate and comprehensive medical care, and place a strong emphasis on community wellness. Illini continues to respond to the changing health care needs of the region's residents by keeping pace with technology and providing services that are convenient, accessible and vital to providing excellent health care to our community.

The Blessing Foundation

Founded in 1983, The Blessing Foundation raises, maintains and disburses charitably donated funds for the benefit of the Blessing Health System, which includes Blessing Hospital, Blessing-Rieman College of Nursing, Illini Community Hospital, and Blessing Physician Services

For additional information, please access:

Blessing-Rieman College of Nursing:  www.brcn.edu
Blessing Hospital:  www.blessinghospital.org
The Role: President, Blessing-Rieman College of Nursing

The President/CEO is the chief executive of the College and is responsible and accountable for all aspects of the College. The President/CEO has a dual reporting structure, appointed by and accountable to the College Board and through that body to the Blessing Hospital Board of Trustees. As a member of Blessing Hospital leadership, the President/CEO also reports to the President/CEO of Blessing Hospital. As chief executive and leader of the College community, the President/CEO is a representative of the College to the public and is expected to abide by and promote the Mission and Philosophy of the College within the philosophic framework and policies of Blessing Hospital and the College Board. The President/CEO is expected to lead the College and its educational programs in conformity with state and federal regulations and ensure compliance with professional and regional accreditation standards.

Utilizing an organized and staffed administrative organization, the President/CEO bears overall responsibility for enrollment management, budget formulation and fiscal management, student affairs, financial aid, alumni relations, development and maintenance of the campus facilities including long-range planning and all resource development.

As the leader of the faculty, the President/CEO bears final responsibility for the integrity of the College’s academic programs and carries out those responsibilities with the assistance of one or more academic deans. The President/CEO oversees recruitment of faculty and staff to serve as part of a faculty organization which bears responsibility for the design and implementation of the College’s curriculum leading to the baccalaureate and masters degree. The President/CEO administers a system of evaluation and professional development activities and goal setting designed to improve instructional outcomes and to retain, promote and advance professional excellence within the College. The President/CEO is responsible for ensuring academic support resources and services in such number and diversity as to encourage and support the highest levels of student achievement and promote scholarly endeavor within the student body and faculty. As the Chief academic officer and Chair of the faculty organization, the President/CEO is eligible to hold a faculty rank of Professor.

Blessing-Rieman College of Nursing is growing within the region and the President must think beyond the current size and scope with a vision to be the educational leader in the region. This will be achieved with the Presidents’ direct responsibilities of the operations of the college, planning and development, community and academic representation, and personal and

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professional development. All of these components will be essential to the success of the college.

The President will provide strategic vision and operational leadership to all aspects of the academic and scholarly programs, creating an environment and community that supports expert practice, focusing on contemporary program needs, among the College’s faculty and its students. He/she will provide the leadership to assure that the College continues to serve its students with academic programs of the highest quality and effectiveness to assure their success. An integral part of this position would be to establish new programs, like the Respiratory Care program, to meet the future needs of the region and to collaborate with the partner colleges to meet the growing needs for healthcare professionals within the region. Supporting the research mission, the President will advance the scholarly activities of the faculty, including interdisciplinary opportunities. The President will also be the College’s public voice, promoting the various initiatives within Blessing-Rieman College of Nursing and the local community.

The president will continue the journey to create an organizational culture that stands behind the college’s mission and strategic vision. He or she must be current with the most recent developments and best practices in higher education and must have the ability to navigate the shared governance culture of higher education. The president must have the willingness, enthusiasm and skill to engage in strategic planning along with a proven track record of setting and achieving aggressive goals.

Direct reports to the President of Blessing-Rieman College of Nursing include the following positions:

- Academic Dean
- Assistant Dean for Support Services
- Administrative Coordinator, Accreditation
- Administrative Assistant

**Key Duties and Responsibilities**

- Oversees the day-to-day operations of the Blessing-Rieman College of Nursing including administration, academic programs, financial management, personnel management and resource utilization.
- Leading the school in fostering a positive and productive work environment that promotes excellence in teaching, research, scholarship, service, and advising.
- Mentoring faculty in teaching and scholarship to achieve their goals and to maintain appropriate accreditation(s) for the college and its programs.
- Oversees the implementation of the Blessing-Rieman College of Nursing mission to “provide excellence in professional nursing and healthcare career education.”
- Works collaboratively with administrators, departments and staff within Blessing-Rieman College of Nursing to accomplish the mission of the college.
• Participates in community, regional, and national organizations that promote education and health care.

• Interprets trends in nursing, nursing education and health science programs to college constituents.

• Maintains cooperative working relationships with collaborating schools and healthcare providers within the region.

• Fosters collaborative relationships with appropriate community institutions – existing and new – that support state of the art clinical and professional education, service and scholarship.

• Appoints/Hires, promotes, and terminates college personnel with input from appropriate leaders.

• Oversees the development, implementation and evaluation of the Blessing-Rieman College of Nursing strategic plan.
Qualifications for the Ideal Candidate

This is an executive level position in a demanding and competitive market that requires a comprehensive understanding of all elements of higher education with a focus on health sciences, including strategy, business planning, operations, workforce challenges and financial conditions. Specific requirements include:

**Education, Licensure, and Certification**

- An earned doctorate in nursing, higher education, administration, health sciences or a related field from an accredited institution with a licensure in nursing strongly preferred.

**Experience**

- Minimum of five years of successful senior administrative experience in an academic institution with preference for experience with health science programs.
- Three to five years of progressively responsible faculty and administrative experience in a baccalaureate or higher nursing education. Clinical nursing experience is strongly preferred.
- Candidates should have experience and the ability to comprehend and to clearly articulate a commitment to the mission and distinctive operating features of a specialized college sponsored by a health system.
- Strong ability to work collaboratively and effectively in a matrix environment.
- A visionary and strategic thinker who can look beyond today and help formulate and articulate a “vision” for the College’s future.
- Expertise in development and management of capital and operating budgets.
- Must communicate with impact, to build and maintain a climate of trust, resulting in superior interpersonal relationships with individuals at all levels, including staff, management, and senior leadership of the college.
- He/she should be a “student centered” professional who can unite students, faculty, staff and community to rally behind the College’s mission.
- Recognize the need for change; comfortable leading change to constantly innovate, adapt to and cause others to adapt to values, strategies, goals and plans in response to changing business conditions.
- A team-oriented individual, who is strategic, creative and takes initiative, yet is open to the input of others. Is confident, flexible and patient individual who personifies a servant leader philosophy.
- An executive of unquestioned integrity and moral character; an individual the organization can trust, without reservation, to represent the values of the organization.
- Excellent negotiation and persuasion skills.
• Requires detailed knowledge of state and federal law, as well as regulatory and accrediting organization requirements in order to ensure all departments managed are in compliance.

• An approachable leader who takes pride in the mentoring and development of staff. A team player who, each day, lives the mission, vision and values of the organization.

Personal Characteristics

• An engaged leader who embodies and promotes a shared vision for Blessing-Rieman College of Nursing and facilitates a learning environment to meet the educational needs of students and the health care community.

• A visionary with a strong academic and healthcare background that can demonstrate and ability to be collaborative and to advocate for nursing at all levels within the colleges as well as externally.

• A respectful decision-maker, who employs a non-confrontational style, builds consensus and promotes dialog.

• A leader with practical experience in nursing or another health profession that understands the relationships between health systems.

• A persuasive communicator with well-developed interpersonal and social abilities that include diversity of opinions and listens first to understand.

• An individual who is personable, knowledgeable, down-to-earth, and is not afraid to make big decisions.

• Facilitates opportunities for shared communication with customers and the workforce with an open-door policy.

• Models expectations for excellence in customer service.

• A confident manager with strong organizational, business, and negotiation skills who knows how to effectively advocate for the College’s goals.

• A mentor with strong coaching skills to nurture the development of faculty into accomplished educators and researchers.

• An educator who enjoys interchange with students and faculty and participates in college sponsored activities.

• A builder of teams and programs; a developer and promoter of the strengths of the College and of individual colleagues.

• Responsible for his/her own personal and professional growth.
Opportunities and Expectations for Leadership

During the first 12 to 18 months of his/her tenure, the President will be expected to achieve the following:

- Become viewed as a respected, respectful, collaborative, team player and excellent communicator who is able to coach, teach, learn from and inspire others to accomplish their goals. This will include working with a long-tenured team, sustaining a service oriented culture, assessing the existing team, mentoring and coaching those that need further development, filling existing vacancies with an eye towards succession planning and making changes as necessary.
- Smoothly adapt to the organization and develop excellent working relationships and strong credibility with the executive leadership team at Blessing Hospital, College leadership, faculty, staff, and students. Develop a strong collaborative relationship with the faculty and students and be viewed as a trustworthy, confident and effective manager and leader. Learn the Blessing-Rieman College of Nursing and health system culture, understands its uniqueness, and become knowledgeable about how the organization works.
- Develop the next strategic plan for the College. Ensure that dynamics are in place to ensure that the organization can build on its strengths and create new ones. Additionally, through working with Blessing Hospital and the community, manage the proper balance between nursing and health science programs as well as their relationship to one another in terms of Blessing-Rieman College of Nursing’s programming and brand.
- Become familiar with and establish strong working relationships with the leadership at Culver-Stockton College and Quincy University. Become familiar with other community and regional leaders or associates and establish appropriate relationships with them.
- Serve as a strong advocate for Blessing-Rieman College of Nursing, its students and their success.
- Gain an understanding of the various accreditation entities that oversee the College. Ensure that the organization performs at or well above all standards to maintain all accreditations.
- Ensure that all metrics measured are at or above established benchmark. Examples include student pass rates, student satisfaction scores, employee satisfaction/engagement scores and retention rates, financial and budget goals, as well as recruitment goals.
- Bring new and creative ideas to enhance grants and other research opportunities, grow alumni connections, as well as leverage resources available within Blessing Hospital and the community.
Procedure for Candidacy

Please direct all nominations and inquiries/resumes to David Boggs or Gwendolyn Jenkins preferably via e-mail to:

BRCNPresident@wkadvisors.com

David Boggs or Gwendolyn Jenkins
WK Advisors
2000 Warrington Way, Suite 200
Louisville, KY  40222
Phone: (877) 228-4030
Fax: (502) 426-2719