

**2008 CBC Health Braintrust/
National Minority Quality Forum
Leadership Summit**

HEALTH EQUITY and JUSTICE NOW!

DAY 2: Tuesday, April 15, 2008

Panelists' Biosketches
(in alphabetical order)

Sheila Davis, MD, MS
Associate Director
W. Montague Cobb/NMA Health Institute

Sheila Davis is Associate Director of the W. Montague Cobb/NMA Health Institute. Her responsibilities include (1) management of day-to-day operations of the Cobb Institute; (2) management of health policy, health systems, health services, and disease prevention initiatives of the Institute such as the review and updating of NMA monographs and consensus current statements on critical health issues in the African American community; (3) analysis of legislative health policy proposals; (4) development of plans for future research for the Institute based on needs and opportunities; and (5) representation of the Institute on Capitol Hill and liaison to outreach organizations where appropriate.

Currently, she serves as Principal Investigator for a Medicare Part D study designed to increase access to prescription drug coverage in the Medicare-eligible African American population. This study, a major initiative of the Institute, is being piloted in Baton Rouge, Louisiana and Jackson, Mississippi. It targets Hurricane Katrina victims.

Previous professional experiences include her work at Summit Health Institute for Research and Education, Inc. (SHIRE) where Dr. Davis managed an Office of Minority Health grant to improve cultural competence in health care delivery settings and a National Library of Medicine funded campaign to promote health and wellness among Montgomery County, MD youth in order to reduce their risk of developing type II diabetes. Dr. Davis published a study on the use of peer health educators in primary care settings while she served as a research scientist at Morgan State University.

Dr. Davis was also a member of the writing team for the 1998 Update of the Healthy People 2000 Progress Review. As a technical writing fellow at the University of

Pennsylvania, she taught undergraduate engineering students the principles of technical writing.

At the Quality Education for Minorities (QEM) Network, Dr. Davis co-authored an Office of Minorities Health-funded study of the Spelman College mathematics and science programs, and she designed and coordinated a National Institutes of Health-funded public health summer internship program for undergraduates.

Dr. Davis completed a B.S. degree in chemical engineering at the Massachusetts Institute of Technology. She received an M.D. degree and a Master of Science degree in bioengineering. She completed an internship in pediatrics at McGill University in Montreal, Canada.

Katrice Dallas
2008 Louis Stokes Urban Health Policy Fellow
Office of Congresswoman Donna Christensen

Ms. Katrice Dallas is a CBCF Louis Stokes Urban Health Policy Fellow currently working in the Office of Congresswoman Christensen (U.S. Virgin Islands) where she focuses on health disparities and health policy. Katrice's interest in health disparities and policy initiatives stems from active community involvement in her native Atlanta, Georgia. Prior to this, Katrice worked for the Social Security Administration in the Atlanta Region. Her educational background includes Howard University's Masters of Sociology Program and Bennett College for Women, where she received her Bachelors Degree in English and graduated *Summa Cum Laude*. In addition, Katrice is also a *UNCF Carnegie Mellon Fellow*, which afforded her the opportunity to study at the Schomburg Center for Research in Black Culture in New York. She is a member of Alpha Kappa Alpha Sorority, Incorporated.

Daniel E. Dawes
Senior Legislative and Federal Affairs Officer
American Psychological Association

Daniel E. Dawes, J.D. is a Senior Legislative and Federal Affairs Officer at the American Psychological Association (APA). In his capacity at APA, Daniel is responsible for issues involving public health, health care and labor/employment legislative and regulatory issues, including mental and physical health disparities, HIV/AIDS, employment benefits, employment discrimination, workforce development, and children, youth, and family issues. Before working at the APA, Daniel was a Louis Stokes Congressional Fellow on the Senate Health, Education, Labor, and Pensions

(HELP) Committee where he worked on an array of issues related to employment, health care, public health, and disability law and policy, including HIV/AIDS, school mental health, SAMHSA Reauthorization, ADA Restoration, and mental health parity.

Prior to his work with the Senate HELP Committee, Daniel worked for the Congressional Black Caucus Health Braintrust where he worked on legislative efforts related to health disparities, HIV/AIDS, disability, and emergency preparedness/bioterrorism. Daniel holds a Juris Doctorate from the University of Nebraska College of Law, and his professional experiences include working with various organizations on issues related to privacy, employment, and health care policy in general.

**Michael Ehlert, MD
President
American Medical Student Association**

Born and raised in Cleveland, Ohio, Dr. Ehlert studied Bioengineering at the University of Toledo before moving to Bonn, Germany where he studied international leadership and European Policy. In 2003 he returned to Cleveland for medical school and earned his MD from Case Western Reserve University. A Dean's Scholar and member of the Alpha Omega Alpha honors society, Mike has been active in health care reform and public health with the American Medical Student Association (AMSA), both locally and nationally. He currently serves as the association's National President and has taken a year off from his clinical duties to work full time advocating for health care justice here in Washington, D.C. This year he has testified on behalf of the National Health Service Corps and residency work hour reform, and re-positioned AMSA as the US member organization to the International Federation of Medical Student Associations (IFMSA). He is a member of the Sullivan Alliance and the advisory board for the Medical Education Futures Study, a grant funded project by the Pew Charitable Trust aimed at guiding the expansion of medical education in the US. In June he will return to Detroit, MI to complete his training in Urological Surgery.

**Rita Sanders Geier
Associate to the Chancellor and
Senior Fellow
Howard Baker Center for Public Policy,
University of Tennessee at Knoxville**

Rita Geier is Associate to the Chancellor and Senior Fellow at the Howard Baker Center for Public Policy at the University of Tennessee at Knoxville where she leads efforts to achieve the university's intercultural and diversity goals and to examine and promote solutions to critical public policy issues, including health inequity. She assumed these positions following an extensive career in Federal service, most recently as Executive

Counselor to the Commissioner of the Social Security Administration (SSA) from 2001 to 2007 and Associate Commissioner and Deputy Associate Commissioner for Hearings and Appeals from 1992 to 2001. Prior to joining SSA, Ms. Geier was General Counsel for the Appalachian Regional Commission (ARC), a Federal-State economic development partnership from 1988 to 1992. Her experience at ARC was preceded by work as a litigator at the U.S. Department of Justice (DOJ), Civil Division, as a Senior Trial Attorney and Assistant Director for Commercial Litigation, where she specialized in program fraud, including Medicare and Medicaid provider fraud. Before DOJ, Ms. Geier directed operations in seven western states and Micronesia as Regional Director for the Legal Services Corporation (LSC) in Seattle, Washington and later served as Director of LSC's first national research and demonstration office, funding projects to improve the quality of legal services for low income people.

Ms. Geier holds a B.A. degree from Fisk University, a M.A. degree from the University of Chicago and a J.D. degree from Vanderbilt University. She is admitted to the Bar in the States of Tennessee and Washington and to practice in numerous Federal courts. Ms. Geier received the Presidential Rank Meritorious Executive Award from President William Clinton and is a Fellow of the National Academy of Public Administration.

Cheryl Anne Hall
Executive Director, Caribbean Women's Health Association and
Vice President of Governmental and Corporate Affairs,
Lutheran Family Health Centers

Cheryl Hall joined Lutheran Family Health Centers/Sunset Park Family Health Center to open the Caribbean American Family Health Center (CAFHC) in partnership with Caribbean Women's Health Association. On the heels of the worldwide conference at the United Nations, HHS Secretary of Health, Tommy Thompson and US Surgeon General, Dr. David Satcher, she led a delegation of Health Ministers from the Caribbean to the CAFHC in 2001 to begin a discussion on developing a response to the HIV/AIDS epidemic in the Caribbean. Ms. Hall was later invited to accompany HHS Secretary of Health, Tommy Thompson to Guyana to meet with CARICOM members. Shortly thereafter, she was appointed to President Advisory Council on HIV/AIDS (PACHA).

Ms. Hall was a member of a high level delegation led by Secretary Thompson that visited nine countries in Africa to monitor the progress of the President Emergency Plan for AIDS Relief (PEPFAR).

Ms. Hall has served as the Project Director for HRSA Twinning Grant whose principal objectives were to strengthen human capacity, increase access to HIV/AIDS services, develop communications/technological infrastructure in the Caribbean and spread knowledge and expertise throughout Lutheran HealthCare System.

Ms. Hall also served as the Principal Investigator for another HRSA Grant to evaluate Target Intervention Peer Support Model for HIV Education and Treatment. This

program was aimed at improving adherence to HIV/AIDS medical care for the Caribbean Community and changing the perception of their attitude towards HIV/AIDS.

Ms. Hall is one of the authors of the HIV/AIDS Manual for Faith Communities.

Ms. Hall is presently serving as the Executive Director of Caribbean Women's Health Association and the Vice President of Governmental and Corporate Affairs for the Lutheran Family Health Centers.

**Marjorie A. Innocent, PhD
Director, Research and Programs,
Congressional Black Caucus Foundation, Inc.**

Dr. Marjorie Innocent is the Director of Research and Programs at the Congressional Black Caucus Foundation Inc. in Washington, DC, where she oversees the strategic development, implementation and evaluation of the Foundation's initiatives in the areas of health, education, economic development and leadership development.

Dr. Innocent has several years of experience in evaluation and research related to public health and education, as well as in examining policy and practice issues in the delivery of health and social services to low-income youth. Prior to joining the Foundation, she served as Evaluation Specialist with the Montgomery County Public Schools in Maryland, where she examined efforts to address student achievement gaps through the implementation of revised grading and reporting and school environment policies. Her professional experience also includes serving as Research Associate for the Center for Applied Research and Technical Assistance Inc., and Director of the Maryland School-Based Health Center Initiative and Health Policy Research Coordinator for the Maryland Governor's Office for Children, Youth, and Families.

She has a long-standing strong interest in strengthening collaboration between research, policy and practice to achieve positive, sustainable health and social outcomes for disadvantaged populations, particularly those of color. She has produced or co-authored several publications designed to translate research findings for the practice and policy communities.

Dr. Innocent holds a Doctorate of Philosophy in Health Policy and Management from the Johns Hopkins Bloomberg School of Public Health and a B.A. in Political Science and French Literature from Columbia University.

**LaQuandra S. Nesbitt, MD, MPH
Assistant Professor
Department of Family and Community Medicine**

University of Maryland School of Medicine

Dr. LaQuandra S. Nesbitt is a board-certified family physician who is currently Assistant Professor in the Department of Family and Community Medicine at the University of Maryland School of Medicine in Baltimore. Dr. Nesbitt's responsibilities include providing primary care services to patients in inner-city Baltimore including adolescent health services, preventive medicine services, and chronic disease management with an emphasis on hypertension and diabetes care. Her research interests include racial and ethnic disparities in health outcomes and health care services and improving access to care for the uninsured and underinsured. At present, Dr. Nesbitt's work focuses on improving access to quality care for vulnerable populations through policy and health services research. Most recently she served as a member of workgroups designed to address issues impacting access to quality cancer care and the elimination of disparities in clinical trials and was previously the Senior Coordinator for Health Disparities and Policy Research Initiatives in the Office of Policy & Planning at the University of Maryland School of Medicine.

Dr. Nesbitt received her Bachelor of Science degree in Biochemistry from the University of Michigan-Ann Arbor, her medical degree from Wayne State University School of Medicine, and a Master of Public Health in Health Care Management and Policy from the Harvard School of Public Health. Dr. Nesbitt completed an internship in family medicine at the University Hospitals of Cleveland/Case Western Reserve University. In 2006, Dr. Nesbitt completed her family medicine residency in the University of Maryland's Department of Family Medicine where she served as chief resident. Dr. Nesbitt completed her fellowship training in 2007 with the Commonwealth Fund Harvard University Fellowship in Minority Health Policy.

Jennifer Ng'andu Associate Director Health Policy, National Council of LaRaza

Jennifer Ng'andu joined the National Council of La Raza (NCLR) in 2004. In her capacity as Associate Director of the Health Policy Project, Ms. Ng'andu leads efforts to improve the health status of Latinos. She does this by advancing federal health proposals that address injustices in health care for Latinos. Specifically, Ms. Ng'andu concentrates on achieving parity in health care by increasing health coverage in the Latino community and improving access to quality health care.

As part of her work to enhance public health, Ms. Ng'andu strengthens anti-poverty initiatives and federal nutrition programs. In December 2006, she co-authored *Sin Provecho: Latinos and Food Insecurity*, raising the profile of hunger in the Latino community. Ms. Ng'andu's media credits include a broad spectrum on radio, print, and television media including *The New York Times*, *BBC*, and *The Washington Post*.

Outside of her work at NCLR, Ms. Ng'andu also engages in other activities to strengthen health care in the U.S. Currently, she sits on the National Physicians Alliance Board of Directors and Council of Consumers to encourage service, integrity, and advocacy among the medical professions. She also is a board member of the Herndon Alliance, an organization dedicated to making health care affordable and accessible for all Americans.

Prior to joining NCLR, Ms. Ng'andu worked at the National Immigration Law Center and helped to advance legislation that improved health and social services for low-income immigrants and increased educational opportunities for immigrant students. Ms. Ng'andu holds a B.S. in Psychology from Duke University.

Gayle K. Porter, PsyD
Co-Director and Developer
The Gaston and Porter Health Improvement Center

Gayle K. Porter, PsyD, a licensed clinical psychologist and a member of the American Psychological Association, is the Co-director and developer of The Gaston and Porter Health Improvement Center where she is responsible for providing culturally competent information and training on effective and evidence-based interventions, models, materials, and resources to reduce emotional and physical health disparities. Until 2005, Dr. Porter was a Principal Research Analyst and Senior Mental Health Advisor for the American Institute for Research. She has also been on the faculties of Johns Hopkins' Psychiatry Department in the College of Medicine and Howard University's Psychology Department. She was the first African American female psychologist to be on the psychiatry faculty of Johns Hopkins. She was the first director of two outpatient mental health centers for the Washington, D.C. Commission on Mental Health Services. She developed and was the first full time director of what has become a nationally known school-based mental health program for Johns Hopkins University/Hospital in Baltimore for which she received several awards. Additionally, Dr. Porter's program was featured on ABC's *Nightline* as an example of a program that had a documented positive impact on violence reduction. Dr. Porter is an internationally known expert and lecturer in the area of mental health, particularly as it relates to minority children, women and families especially African Americans. She has appeared on numerous national and local radio and television programs. During the sniper attacks, which occurred in the Washington, D.C. area, Dr. Porter was once again featured on ABC's *Nightline*. For her work in the area of mental health, Dr. Porter has received numerous prestigious awards and has authored several publications on mental health care.

Jason Powell, JD
2008 Louis Stokes Urban Health Policy

Office of Rep. Edolphus 'Ed' Towns

Jason R. Powell, J.D., of Cincinnati, Ohio, is the Congressional Black Caucus Foundation's Louis Stokes Urban Health Policy Fellow currently serving as staff with the U.S. House of Representatives Committee on Energy and Commerce.

Mr. Powell has a Bachelor of Arts degree in political science from Case Western Reserve University and a Juris Doctor from Cleveland-Marshall College of Law at Cleveland State University. His career focus is in the area of reducing the health disparities currently affecting minority communities in the United States.

Mr. Powell has recently completed the first component of his fellowship as a health policy legislative staffer in the office of Rep. Edolphus Towns (D-NY), senior member of the House Committee on Energy and Commerce Subcommittee on Health. While with Congressman Towns, Mr. Powell helped produce several pieces of legislation relating to the public health.

In addition to his recent Capitol Hill experience, Mr. Powell worked as a health policy intern in the Henry J. Kaiser Family Foundation's Barbara Jordan Congressional Scholars program, through which he was assigned to the office of Rep. Wayne Gilchrest (R-MD). He also worked as an intern assisting the health affairs liaison in the district office of Congresswoman Stephanie Tubbs Jones, and worked as research assistant at the Harvard School of Public Health.

Brian D. Smedley, PhD Research Director and Co-Founder The Opportunity Agenda

Brian D. Smedley is Research Director and a co-founder of a new communications, research, and policy organization, The Opportunity Agenda (www.opportunityagenda.org), where he focuses on linking social science and public health research with communications and advocacy strategies to center equity in public discussions of health policy and health care reform. He is also co-editor, with Alan Jenkins, of a book, *All Things Being Equal: Instigating Opportunity in an Inequitable Time*, published by the New Press. Formerly, he was a Senior Program Officer in the Division of Health Sciences Policy of the Institute of Medicine (IOM), where he served as Study Director for the IOM reports, *In the Nation's Compelling Interest: Ensuring Diversity in the Health Care Workforce* and *Unequal Treatment: Confronting Racial and Ethnic Disparities in Health Care*, among other reports on health disparities, social and behavioral influences on health, diversity in the health professions, and minority health research policy. Smedley came to the IOM from the American Psychological Association, where he worked on a wide range of social, health, and education policy topics in his capacity as Director for Public Interest Policy. Prior to working at the APA, Smedley served as a Congressional Science Fellow in the office of Rep. Robert C. Scott (D-VA), sponsored by the American Association for the Advancement

of Science. Among his awards and distinctions, in 2004 Smedley was honored by the Rainbow/PUSH coalition as a “Health Trailblazer” award winner; in 2002 he was awarded the Congressional Black Caucus “Healthcare Hero” award; and in August, 2002, was awarded the Early Career Award for Distinguished Contributions to Psychology in the Public Interest by the APA.

Debra A. Toney, PhD, RN
President, National Black Nurses Association

Debra A. Toney, PhD, RN obtained her undergraduate degree in nursing from the University of Oklahoma, in Norman, Oklahoma, her graduate degree in Health Services Administration from the College of St. Francis, in Joliet, Illinois, and a Doctor of Philosophy in Human Services with a Specialization in Health Care Administration from Capella University, in Minneapolis, Minnesota. Dr. Toney has over 28 years of experience in health care leadership roles in family practice management, ambulatory care, outpatient diagnostics, hospitals and home health care . Dr. Toney is a RWJ Executive Nurse Fellow.

Currently she is the Chief Administrative Officer for Rainbow Medical Centers, where she is responsible for the oversight of six primary/urgent care centers and an outpatient diagnostic center in Las Vegas, Nevada. She is responsible for the oversight of all clinical and administrative activities. Under Dr. Toney’s leadership Rainbow Medical Centers has become the only independently owned family practice urgent care centers to become Joint Commission accredited in the State of Nevada. Dr. Toney is a supporter of research and promotes and implements evidence-based practice.

Dr. Toney is also the President/Owner of TLC Health Care Services, a licensed home health care agency specializing in private duty nursing and supportive care services. Her commitment to quality care and her belief that people recover better in their own home was the catalyst that caused her to found TLC. Ten years later Dr. Toney continues to have this belief and has expanded the business to encompass a variety of services to the community that assists individuals to remain in their homes.

Dr. Toney is active in professional organizations. She is President of the National Black Nurses Association, a member of American Nurses Association, Founder and Past President of the Southern Nevada Black Nurses Association, Nevada Nurses Association, Board Member of the National Coalition of Ethnic Minority Nurse Associations, Board Member Southern Nevada Board of Health and Chair of the Advisory Committee for the State of Office of Minority Health. She currently serves on the Nominating Group of the U.S. Food and Drug Administration

Dr. Toney is involved with a variety of community-based organizations including The Links, Inc. Alpha Kappa Alpha Sorority, AL Pollard Foundation, and the Caucus for African American Nevadans where she is a member of the Board of Directors, The Urban Chamber, The Urban League and the Ovarian Cancer Association of Nevada. She is an active member of Second Baptist Church. She developed the Men's Health Network and is a board member of the Jordan Kasey Foundation which is dedicated to increasing awareness and early detection of ovarian cancer.

She is the recipient of numerous awards, is published and frequently speaks on leadership, men and women's health, policy and practice issues at the national and local levels.

Pierre N.D. Vigilance, M.D., MPH
Director
District of Columbia, Department of Health

Pierre N.D. Vigilance, MD, MPH, was named the District of Columbia's Director of the Department of Health by Mayor Adrian Fenty on February 29th, 2008. Dr. Vigilance is a seasoned public health professional with experience in human service agency management, health care delivery, and health policy. His primary goal has been to keep agencies under his leadership focused on the target populations in greatest need. He joins the District Government after serving as the director and health officer of the Baltimore County Department of Health since 2005. There he created an environment of collaboration that not only improved the work environment, but resulted in many public health gains including; improved performance management, better access to care for the medically uninsured, and reduced youth access to tobacco. He forged a relationship with the Johns Hopkins University Bloomberg School of Public Health to provide regular applied public health internship opportunities, which allowed for professional students to be intimately involved in public health policy and program development. He also served as incident commander for local and statewide emergency preparedness deployments and drills.

Prior to his time at Baltimore County, Dr. Vigilance served as the assistant commissioner for Health Promotion and Disease Prevention at the Baltimore City Health Department. In that capacity, he was responsible for the city's communicable disease surveillance system and oversaw education, advocacy and outreach programs related to HIV/AIDS, sexually transmitted diseases, and tuberculosis. Dr. Vigilance has long been an advocate of improved access to healthcare and effective case management services, two public health challenges that he tackled as the director of an innovative substance abuse program in East Baltimore. He is an associate on the faculty in the department of Health Policy and Management at the Bloomberg School of Public Health. He received his bachelor's degree in biology from the George Washington

University, his medical degree from the Johns Hopkins University School of Medicine and a Master of Public Health from the Johns Hopkins University Bloomberg School of Public Health. He received his clinical training in Emergency Medicine at Howard University Hospital in the District of Columbia, which allowed him to see the health care delivery system and the role of public health from a unique perspective.

Gina Eleane Wood
Deputy Director, Health Policy Institute
Joint Center for Political and Economic Studies

Gina E. Wood is the Deputy Director of the Joint Center's Health Policy Institute. As deputy director, Ms. Wood is the team leader and manages the day-to-day operations to help implement the Institute's mission, ***"to ignite a Fair Health movement that reinforces the inalienable right of people of color to equal opportunity for healthy lives."*** A national respected thought leader, she develops the conceptual framework and implementation strategy for Institute programs, partnerships, key stakeholder relationships, communications, research and policy analysis, fundraising and resource development. The Institute's strategic focus areas include, social determinants of health, prevention and health promotion, infant mortality, supporting youth, mental health, health care, and healthy aging. In addition, she promotes and maintains the Institute's relationships with foundations, government and corporate donors.

Ms. Wood has an extraordinary public service background working at the state and federal levels to improve the lives of children, youth and families in rural, suburban, and urban communities. She has held leadership positions guiding organizations in strategic planning, organizational development, effective communication strategies, program and resource development, and building public and private sector partnerships. Ms. Wood has led major federal interagency collaborations, such as the creation of a National Center on Education, Disabilities and Juvenile Justice and supporting efforts to address children exposed to violence. She advises government agencies, national foundations and nonprofit organizations about program conceptualization, development, implementation, evaluation, and sustainability strategies.

Ms. Wood began her career in Oregon, working in public affairs at a weekly newspaper and as a special assignment reporter covering major events, such as the Democratic National Convention. She has worked in the legislative and executive branches of government in Oregon and was tapped by the governor of South Carolina to join the Cabinet as the director of the Department of Juvenile Justice. Ms. Wood was recruited by the U.S. Department of Justice to serve as staff director for the Coordinating Council on Juvenile Justice and Delinquency Prevention, chaired by the attorney general and comprised of the secretaries of Health and Human Services, Labor, Education, and Housing and Urban Development; the directors of the Corporation for National and

Community Service and Office of National Drug Control Policy; commissioner of Immigration and Naturalization Service; and nine practitioner members. Her ability to build and sustain partnerships resulted in the launching of Cabinet-level signature initiatives, such as the link between child maltreatment and juvenile delinquency. Her work history also includes serving as the interim executive director of a multi-service social service agency.

In addition to her public service, Ms. Wood was a managing associate at Caliber Associates where she led the development and implementation of two national training and technical assistance centers for the Office for Victims of Crime, and the Office of Justice Programs Serious and Violent Offender Reentry Initiative. In addition, she developed an online learning tool to support AmeriCorps*VISTA in strengthening the capacity of grassroots community- and faith-based organizations. She has worked with diverse populations to strengthen communications and enhance service delivery systems. She led one of the first national research and demonstration sites for the U.S. Department of Justice to address the disproportionate number of minorities in the juvenile justice system.

Former Governor Mark Warner appointed her in 2003 to Virginia's Advisory Committee on Juvenile Justice and was reappointed by Governor Tim Kaine and confirmed the General Assembly to a second 4-year term. She recently joined the board of directors of the William E. Doar Jr. Public Charter School for the Performing Arts and serves the Chair of the Governance Committee; and the Crittenton Services of Greater Washington serving as Vice Chair of Governance and Corporate Secretary. In addition, she serves on the executive board of the National Coalition for Juvenile Justice and Chair of the Ethnic and Cultural Diversity Committee, a nationally elected position by gubernatorial appointees. Ms. Wood has a bachelor's degree in communications from the University of Missouri.