

TALENT DEVELOPMENT: FIND YOUR **COMPETITIVE ADVANTAGE**

MARK HANAWALT ABI Chairman, United Equipment Accessories, Waverly

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Business Record

JUNE 2015 VOLUME 4 | NUMBER 6



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A VIEW FROM THE TOP



Mark Hanawalt

ABI Chairman United Equipment

Accessories, Waverly markh@uea-inc.com

Development leads to success for employees, companies

If you have read these columns for any amount of time, you know the great value I place on my colleagues at our company in Waverly, United Equipment Accessories. Training and development of our people are something we emphasize. That is the normal practice for most Iowa Association of Business and Industry members.

This edition of *Business Record Iowa* includes an interesting feature about that topic. If you have more to add, please let us hear from you.

In the meantime, this column marks my last as chair of the ABI board of directors. The year has flown by, and it has been a sincere honor and privilege to lead the association.

Thanks to strong leadership by the board

and strong support by all of you, the past year has been an exceptional one for ABI. Record achievements in a number of program areas were reached during the year, and your increased involvement helped pave the way to make that happen. I feel all of us are more "ENGAGED" in ABI than ever before.

As have chairs before me, I realize that ABI's strength is in its members. Companies throughout Iowa make our organization strong, and it is your support that leads to ABI's success.

The past year is one I will cherish. I sincerely thank you for your help and support. I look forward to continuing to work together to make our state an even better place for its people and its businesses. Again, thank you.

EMBARRASSED EXECUTIVE

Q. If my employees see one tweet about a new technology, they want to make it our new default enterprise platform. **How do I determine if this new technology is for real?**

A. As you can imagine as a digital development company, we are inundated with new technologies and employees looking to try something new. On top of that, clients bring their preferences to the table. Contrary to what you might think, however, we are very judicious in taking on a new technology.

Reasons include:

- Viability of the new technology.
- Ability of the existing team to support the technology.
- External support for the technology from the providing company and the community.
- Costs of the new technology, especially if it includes conversion and mothballing old tech.
- Dependencies of other systems on the existing technology.
- Opportunity cost in the form of time and energy vs. other pursuits.

You do, however, want to avoid being the executive who always says no to something new, so here are a few steps to take in validating a new technology and the investment:

Ask the employee or sponsor of the new technology for some evidence of its adoption on a national or worldwide scale. Back this up with evidence closer to home by talking to at least two of your peers who might be considering the same technology in your industry or location.

Investigation and brochures are great as a start, but consider a training class as a next step. If you can't find any training, consider that a warning sign. If you can do so, getting your team a few days of hands-on time with a new technology allows them to dig in beyond the marketing materials. They may quickly either validate the advantages of the technology or realize it is not right for your organization. Too many times we see companies sign the contract first and then do the training; reverse that thinking.

In person, on site, or even a custom training class is more expensive than a book or online course, but is **far less expensive** than a failed technical conversion and would be a great first substantial step in investing in a new technology.



Michael Bird President, Spindustry Digital, Spindustry Training mbird@spindustry.com

Business Record IOWA | June 2015



JUNE 28-JULY 2

IOWA ASSOCIATION OF BUSINESS AND INDUSTRY

Business Horizons

Central College | Pella, Iowa

AUGUST 9-13

Leadership Iowa University

Des Moines

AUGUST 11

Employee and Workforce Committee Public Policy Meeting

ABI Office | 400 E Court, Suite 100 | 11:15 AM - 2:30 PM (lunch included)

AUGUST 12

Workplace and Product Safety Committee Public Policy Meeting

ABI Office | 400 E Court, Suite 100 | 11:15 AM - 2:30 PM (lunch included)

AUGUST 13

Environment Committee Public Policy Meeting

ABI Office | 400 E Court, Suite 100 | 11:15 AM - 2:30 PM (lunch included)

AUGUST 20

Tax Committee Public Policy Meeting

ABI Office | 400 E Court, Suite 100 | 11:15 AM - 2:30 PM (lunch included)

AUGUST 31

ABI Executive Open

Des Moines Golf and Country Club | 1600 Jordan Creek Parkway West Des Moines | 12:00 PM - 6:30 PM

SEPTEMBER 30

Iowa's Advanced Manufacturing Conference

Prairie Meadows Event Center | 1 Prairie Meadows Drive | Altoona 9:00 AM - 3:00 PM (registration will begin at 8:00 AM)



Visit www.iowaabi.org and click the "Events" tab for details on upcoming events.

CAPITOL BUSINESS



New Fees Coming to Businesses Make Your Voice Heard on Air Quality Fees

Recently approved changes to financing of the Department of Natural Resources' Air Quality Bureau will have implications for many Iowa businesses that have previously been exempt from emissions fees.

The new funding model, approved by the Legislature and signed by Gov. Terry Branstad this year, was necessary because of a drop in revenue to the bureau due to a decrease in emissions by fee-payers.

The model is the result of recommendations from a legislatively appointed stakeholder group. Iowa Association of Business and Industry members played an active role in this group to make sure that business interests were well represented. A primary goal throughout the process has been to adequately fund the bureau by sharing the costs among permitted entities.

History of the issue: The DNR Air Quality Bureau has been facing funding challenges because of its dependency on an emission-based fee structure. The budget to regulate and provide businesses with federally mandated permits has shrunk as air pollution has decreased and regulations have increased.

The Legislature directed the DNR to convene a group of stakeholders to make recommendations on funding for air quality programs. The group submitted a recommendation to the Legislature in December for additional state general fund support and an expanded permit fee structure.

Details of the legislation: The legislation establishes four new accounts in addition to the existing Title V emission fee count:

- Title V operating permit.
- Major source permit fees
- (i.e. construction, application, modification).Minor source permit fees
- (i.e. construction, renewal, others).
- Asbestos notification fees.

The DNR will convene a stakeholder group for each account to discuss and make recommendations regarding specific fees for each account.

The legislation also restricts how the funds can be used and sets fee caps in Iowa code that reflect stakeholder recommendations. The intent is to give businesses more certainty on fees and provides additional legislative oversight.

About the meetings: The meetings are open to all air permit holders. If you or your company wants to provide input on fees levied on your business, it is important to attend these meetings. Meeting materials can be found at www.iowadnr.gov/feegroups under "Workgroups/Fee Advisory Groups."How to participate: Contact me at 515-235-0576 or zdalluge@ iowaabi.org. You may also RSVP directly to Wendy Walker with DNR: Wendy.Walker@dnr.iowa.gov or 515-725-9570.



Zach Dalluge Policy and Regulatory Affairs Coordinator zdalluge@iowaabi.org

AIR QUALITY FEE MEETINGS

WHEN: June 9-10 and July 8-9

WHERE: DNR Air Quality Bureau, 7900 Hickman Road, Waukee

EVENT REWIND

Leadership Iowa & Connecting Statewide Leaders Forum MAY 7-8 | DUBUQUE



Leadership Iowa participants tour Dubuque's thriving downtown



Expert panelists discuss Iowa's manufacturing scene during ABI's Connecting Statewide Leaders event in Dubuque



LI 14-15 class members Memorea Schrader (CIPCO), Kevin Gaul (Pella Corp.) and Brandi Mueller (The Overture Group)



LI alumni Ben Champ (City of Pleasant Hill), Lori Thielen (East Dubuque Savings Bank) and Kerrie Liedtke (Wellmark) at the Connecting Statewide Leaders networking reception



The Leadership Iowa class tours Dubuque's Lock & Dam No. 11 during their session on transportation in Iowa



LI class members get a behind-the-scenes look at A.Y. McDonald Manufacturing Co.



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TOP TIPS

Six tips to improve the relationship between your *sales* and *marketing* departments

Cohesion, clear goals and teamwork are the foundation for a solid relationship between marketing and sales. However, these departments often don't work well together. A Chief Marketing Officer Council study reported mistrust, lack of alignment, misunderstanding of each of the functions and a lack of singularity or purpose as the top reasons why these departments aren't aligned. Here are six tips to improve the working relationships of your marketing and sales teams.

1. Get team buy-in with the competitive

advantage test: Gather all team members and have each person write the company's top three competitive advantages on a piece of paper. Then write them all on the board for all to see. If 75 percent of them don't match, then your team lacks a shared mindset. Select the top three as a company or create new ones together.

2. Train: Create a program where marketers must train with sales people, and vice versa.

3. Strategic marketing campaign: Develop a road map including roles and responsibilities.

4. Contract: Have the teams work together to develop a contract that states what each of their roles and responsibilities are.

5. Compensation: Consider a performance pay option for both the sales and marketing teams.

6. Meetings: Create a consistent meeting time for sales and marketing — typically weekly or biweekly. Send an agenda prior to each meeting.

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Kathleen Riessen Founder, Measured Intentions kriessen@measured intentions.com

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Business Record IOWA | June 2015

AHEAD OF THE CURVE



Tom McMahon, annual Leadership for Iowa award winner

The Iowa Association of Business and Industry Foundation's Leadership Iowa program is pleased to present the annual Leadership for Iowa award to Tom McMahon, an alumnus of the 1997-98 Leadership Iowa class and longtime advocate for ABI and the ABI Foundation's programs.

McMahon, of Fairfield, has helped shape statewide programming as a former chairman of the ABI Foundation, the Leadership Iowa board of governors and Leadership Iowa University. He has helped shape future Iowa leaders as a volunteer for Leadership Iowa, Leadership Iowa University and Business Horizons and has served on the ABI board of directors.

"Tom has played an integral role in the foundation's success and growth over the past 18 years, and we are grateful for his commitment to providing valuable leadership programming for Iowa's students and professionals," said Kay Neumann-Thomas, vice president of programs for the ABI Foundation.

McMahon, a graduate of the University of Northern Iowa, returned to Iowa in 1994 to work as the vice president of operations for Barker Co., a manufacturer with locations in Keosauqua and Centerville.

"Tom is a **great example** of what it means to give back to your community and a **role model of service** for Iowa business leaders."

Lori Schaefer-Weaton, an ABI board member and president of Agri-Industrial Plastics Co. in Fairfield

He applied for Leadership Iowa as a way to re-engage with the state and quickly discovered the valuable learning and teaching opportunities available through the foundation's programming.

In addition to his work with the ABI Foundation, McMahon has been active in his community and state, serving as chairman of the Fairfield Community Recreation Project, past president of the Greater Jefferson Community Foundation, treasurer of The Lord's Cupboard of Jefferson County, past chairman of the S Corporation Association of America and member of the Wellmark Foundation board of directors.

"Tom is a great example of what it means to give back to your community and a role model of service for Iowa business leaders," said Lori Schaefer-Weaton, an ABI board member and president of Agri-Industrial Plastics Co. in Fairfield.

McMahon joins a prestigious group of Iowa business and civic leaders who have received the Leadership for Iowa award. Recipients must demonstrate a commitment to serve Iowa, serve in a leadership position in employment or volunteer organizations that results in the potential to contribute to leadership development in a local or statewide setting, have demonstrated the ability to undertake a leadership role on difficult or controversial subjects, and be involved in projects designed to enhance the quality of life in Iowa.

LEADERSHIP FOR IOWA AWARD RECIPIENTS

John McCarroll (LI director, 1991) Cynthia Eisenhower (LI 1985-86) Steve Bogle (LI 2004-05) Donna Walgren-King (LI 1990-91) Ron Geiger (LI 1987-88) Doug Reichardt (LI 1982-83) Mark Feldmann (LI 1990-91) Jodi Tymeson (LI 1999-00) Kirk Tyler (LI 1992-93) Martha Willits (LI 1985-86) Sharon Juon (LI 1987-88) Mary Lawyer (LI 2000-01) Maggie Tinsman (LI 1987-88) Rand Fisher (LI 1984-85) Charles Sukup (LI 1989-90) David Oman (LI 1985-86) John Sorensen (LI 1995-96) David Vaudt (LI 1987-88) Walt Smith (LI 1982-83) IOWA ASSOCIATION OF BUSINESS AND INDUSTRY

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2015 Public Workshop dates for Tero's Outclass Your Competition workshop:

October 15 • Registration Fee: \$195 (\$175 for ABI and Partnership members)

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TALENT DEVELOPMENT: FIND YOUR COMPETITIVE ADVANTAGE

Talent development is becoming an increasing priority for companies looking to keep their brightest employees and create a successful succession plan, but some are still not making it the priority they should, some experts say.

"There's some very simple things that if an organization or even a region can embrace them, it could change everything," said Patrick Lencioni, a renowned business consultant, author and founder of the Table Group, who will deliver a keynote speech at the 2015 Taking Care of Business Conference.

Teamwork and effective management are critical to not only employee retention but also improving a company's competitive advantage, Lencioni said.

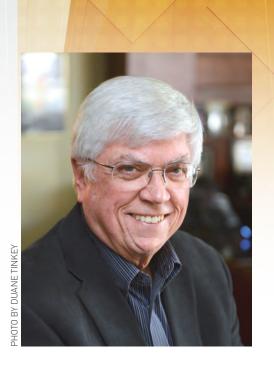
A survey of 120 Iowa companies by ATW Training Solutions, DMACC Business Resources and the Central Iowa Chapter of the Association for Talent Development found that more than 86 percent planned to maintain or increase their training budgets in 2015.

Leadership training was the top training priority for the third straight year. Nearly 80 percent of companies listed it as a top priority, up from about 65 percent in 2013.

Mark Hanawalt, ABI chairman and president of United Equipment Accessories, said this reflects a growing understanding of a company's workforce as its greatest asset.

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"WE WANT OUR YOUNGER EMPLOYEES ESPECIALLY TO BE **PASSIONATE ABOUT CONTINUED LEARNING.**"

MARK HANAWALT ABI Chairman, United Equipment Accessories, Waverly



TODD MCDONALD President, ATW Training Solutions



SHANNON LATHAM Vice President, Latham Hi-Tech Seeds, Alexander



PATRICK LENCIONI author and founder of The Table Group

"I don't think United Equipment is unique in our philosophy that we have to keep investing in our employees," Hanawalt said. "We want our younger employees especially to be passionate about continued learning."

That goes beyond the technical training for an individual's specific job responsibilities. The ATW survey, for instance, found leadership for emerging leaders, coaching and interpersonal skills were among the top training topics of interest to employers.

Training employees to be effective, thoughtful managers is one of the simplest ways to help improve employee retention, Lencioni said.

"In this day and age where everybody's trying to be overly sophisticated about compensation and those kinds of things, if managers aren't doing certain things, it doesn't matter how much you're paying people or what your 401(k) program looks like," he said.

Providing development opportunities is also a good way to help reward high-performing employees.

"Aside from the skills they'll come away with, there's a motivating factor," Hanawalt said. "It's a way to show employees we care about them and want to invest in them so they will be around for a long time."

Development opportunities come in all forms, and many companies take a blended approach to learning, ATW President Todd McDonald said.

Of the companies that participated in the ATW survey, 90.4 percent planned to use classroom instruction as a component of their training regimens. That is down from the previous two years. In addition, more companies are looking at online opportunities. HNI Corporation, a Muscatine-based manufacturer of brands including HON and Allsteel, has a member owner culture that strives to develop members to reach their maximum potential. "Members and their managers work together to create a succession plan that fits the member's career aspirations and develop a path to achieve those goals," Donna Meade, Vice President of Member Relations said.

To assist members with leadership development, HNI offers Leadership Foundations, a four-month long program for elected members and Leadership Academy, a year long program that is offered to second level leaders in the organization. Leadership Academy covers topics such as financial acumen, project management, strategic thinking and communication.

The company's emphasis on developing its employees earned it a spot on Chief Executive magazine's list of Best Companies for Leadership Development in 2014.

"Member development is a pillar of our recruitment philosophy," Meade said. "We strive to hire members that have a solid knowledge base, leadership aspirations and are a cultural fit. We want members that want to stay and grow and assist in taking the company to the next level."

At Latham Hi-Tech Seeds in Alexander, in addition to more formal training, employees are encouraged to seek out their own development opportunities.

Marketing Coordinator Laura Cunningham said opportunities to volunteer as a presenter for local groups on social media marketing and to participate in programs including the Farm Bureau Ag Leader's Institute and Young Farmer's Advisory Committee helped her grow professionally.

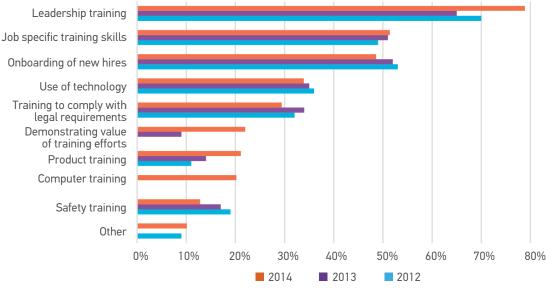
"IN THIS DAY AND AGE WHERE EVERYBODY'S TRYING TO BE OVERLY SOPHISTICATED ABOUT COMPENSATION ... *IF MANAGERS AREN'T DOING CERTAIN THINGS*, IT DOESN'T MATTER HOW MUCH YOU'RE PAYING PEOPLE OR WHAT YOUR 401(K) PROGRAM LOOKS LIKE."

"We're starting to see those digital natives, people that are at an age where they've never been without the Internet," Mc-Donald said. "That makes online training more of a priority, and new technology is helping to make training and ongoing assistance more practical." "I believe the power of building leadership while collaborating with leaders from other walks of agriculture was more powerful than any internal program would have been," Cunningham said. "Allowing me to take time off with pay made it easy to be involved and focus on the opportunity."

TRAINING PRIORITIES

The top priority in 2015 is "leadership training for emerging leaders" (78.9%) followed by "job specific training" (51.4%) and "onboarding new hires" (48.6%). It is worth noting that "demonstrating value of training efforts" increased significantly from 9% last year to 22% in this year's survey. Technology is also a significant priority when you combine "computer training" which is a new topic in this year's survey with "training to implement new technology" to get a combined percentage of 54.1%.

What are the top training priorities for your department at this time?



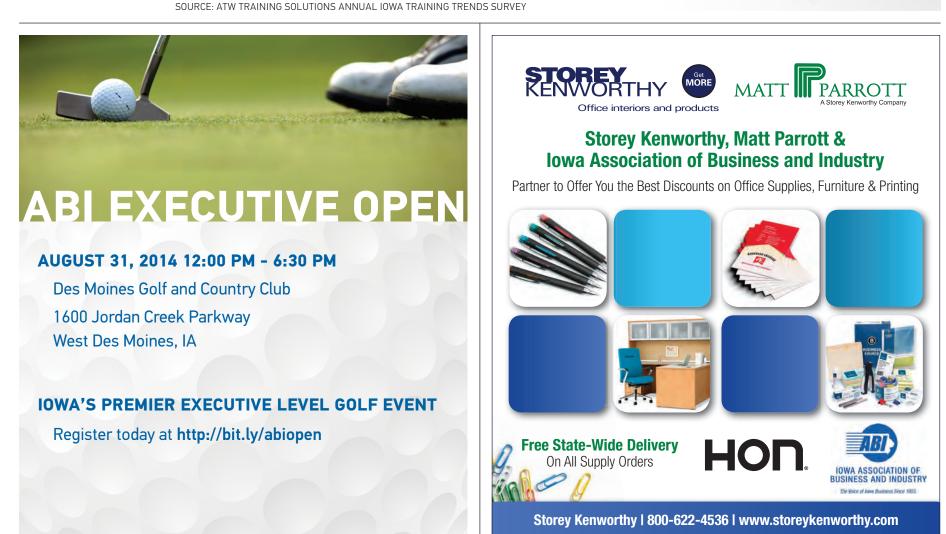
WHAT ARE THE MOST SIGNIFICANT CHALLENGES TO IMPLEMENTING YOUR TALENT DEVELOPMENT STRATEGIES?

Too little time

Not enough money

Not enough people to implement their talent development strategies

Challenges associated with an organization's culture, such as managers not supporting or reinforcing training, resistance to change and the absence of a learning culture



WHEN IT COMES TO TEAMWORK, **COMMUNICATION IS KEY**, LATHAM AND OTHER BUSINESS LEADERS SAY.

The company's Vice President Shannon Latham said staff training and development has always been a priority for company leaders.

"It's something that companies we work with have made a priority, and we feel strongly about it too," Latham said.

Latham Hi-Tech Seeds has 48 employees. Like many smaller companies, it doesn't have the resources on staff to provide all of the training opportunities in-house. The company has instead looked for ways through associations and third parties to offer valuable programs to employees.

When it comes to teamwork, communication is key, Latham and other business leaders say.

"For us, teamwork is essential to getting the job done because so much of what we do is dependent upon one another, from sales and marketing to production and distribution," Latham said. "It's not enough to sell a product if we can't produce it and get it shipped."

Latham's leadership team has a conference call weekly to stay up to date on what different departments are working on. Employees meet quarterly, and everyone is encouraged to participate and offer ideas.

"Teamwork' is one of those words that gets used a lot, but it comes down to doing some very basic, consistent discipline," Lencioni said. "Whether it comes to the CEO and his or her executive team or on the shop floor in the factory, teamwork is such a competitive advantage. I think it's one of the biggest."

Time, money and a lack of manpower to implement strategies are among some of the greatest challenges companies face when it comes to talent development, according to the ATW survey.

Some companies indicated challenges associated with their organization's culture, such as managers not supporting or reinforcing training, resistance to change and the absence of a learning culture.

Building trust and establishing buy-in among all employees are essential to creating a culture where employees want to work, McDonald, Lencioni and others agree.

"People generally don't leave companies, they leave managers and working groups," Lencioni said. "If you can instill an atmosphere of real teamwork, and if you can do the basic things that all employees need ... you're going to keep your best people, repel your worst people in a productive way, and you're going to attract the best employees that are out there looking for jobs."

LEADERSHIP IOWA OFFERS UNIQUE APPROACH TO PROFESSIONAL DEVELOPMENT

Professional development opportunities come in many forms and cover many topics, from books on effective communication to seminars on teamwork and even management apps you can access from your pocket.

For the past 30 years, Leadership lowa has been helping develop lowa's business and civic leaders in a more organic way, by introducing them to peers in other industries while educating them on the state's most pressing issues.

Along the way, participants have their views challenged, learn to consider other perspectives and think outside the box. They work together to find solutions to present-day problems.

"The relationships I made over those nine months are going to stick with me for the rest of my life," said Jason Gross, a member of the 2012-13 class who works at Nationwide in Des Moines. "The experiences that we've been through, whether it's learning about the employer support of the National Guard or it's seeing a corn processing plant and seeing where our food is produced, it has been been a great experience."

Over the nine-month session, participants travel to different parts of the state where they learn about the challenges and opportunities those communities have faced and how leaders have worked to address issues and develop their cities and regions.

Hands-on learning experiences provide class members an understanding of the diversity in Iowa's economy and the importance of each sector to the state's overall success.

In addition to helping them grow as individuals, Leadership lowa introduces participants to new opportunities and provides a motivation to get involved in more civic and volunteer organizations.

"To me, Leadership Iowa is one of the hidden gems in Iowa," said Rob Taylor, an alumnus of the 2004-05 Leadership Iowa class, who participated in the program while working for Oskaloosa-based Interpower and now works as a management consultant at Gleason, Taylor & Associates.

"Communities with up and coming leaders really need to look to Leadership Iowa as a way to develop their leaders," Taylor said.

BY THE NUMBERS

82% Percentage of Iowa's exporters that are small businesses

Iowa exported **\$12.73 billion** in manufactured goods in 2014. Many of those products come from small manufacturers in all areas of the state. In fact, **82.7 percent** of the state's exporters are small businesses. These companies play a vital role in the success of their communities and their ability to export goods plays a vital role in their own success. That's why it is so important to support opportunities to expand free trade. The value of Iowa's exports increased by nearly **40 percent** between 2011 and the end of 2014 – from **\$10.8 billion to \$15.1 billion**. ABI and many of our member companies have been vocal advocates for recent federal legislation, including Trade Promotion Authority and the Trans-Pacific Partnership, because we understand the ability for companies to export their products is critical for their livelihood and the strength of the Iowa economy.

SOURCE: NATIONAL ASSOCIATION OF MANUFACTURERS

ELEVATE IOWA

Elevate seeks ambassadors



Give one of your employees a great professional development opportunity while helping spread Elevate Iowa's message about the outstanding career opportunities in manufacturing and at your specific company. By allowing one of your employees to become an Elevate Ambassador, he or she will receive training in the Elevate message and in public speaking.

We all know the importance of educating students, teachers and the public about the well-paying, rewarding careers offered by Iowa manufacturers. Help us spread this message and grow Iowa's skilled workforce.

Elevate asks that ambassadors conduct five presentations (or represent Elevate at five events) in your area each year. If you are interested in participating or for more information or email Robyn Denson-Ormsby at rdenson@iowaabi. org. For more information about Elevate Iowa, visit www.elevateiowa.com.



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Waterfront Convention Center • 2021 State Street, Bettendorf, Iowa Friday, June 12, 2015

7 a.m. Breakfast • 7:45 a.m. Presentation of Awards • 8:30 A.M. Keynote address by Dr. Donald D. Hensrud, Medical Editor of The Mayo Clinic Diet: Eat Well. Enjoy Life. Lose Weight

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EYE ON INDUSTRY

New CIRAS program to build future leaders

A new program offered by the Center for Industrial Research and Service (CIRAS) at Iowa State University will help Iowa's manufacturers develop their next generation of leaders.

The CIRAS Manufacturing Leadership Program, which will begin in August, is meant to help companies jump start their succession process, CIRAS program manager Michael O'Donnell said.

"We've seen for ourselves the big difference between companies that were ready for that transition to the next generation and those that weren't, and we wanted to help companies take that first step," O'Donnell said.

The weeklong boot camp will include both training and assessment opportunities to help employees set a baseline in their development.

Participants will also receive six months of coaching following the August session.

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The program is meant to help employees learn the leadership and team-building skills that are an important supplement to their technical skills, O'Donnell said.

"Realistically, regardless of what function you lead, there's a lot more to leadership than just running a department," O'Donnell said. "You need to understand how behaviors affect a business's ability to move forward and how you'll eventually develop the next level of employees."

The program is open to employees of manufacturers of all types and sizes.

"We're making a concerted effort to have a really broad diversity of company types and sizes so that these people can really start to step away from their specific industry and company size and see how others do things," O'Donnell said.

For more information, contact Michael O'Donnell at modonnll@iastate.edu.

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