

EEO PUBLIC FILE REPORT

This report covers full-time recruitment data for the period December 1, 2016 to November 30, 2017.

1 Employment Unit: CBS BROADCASTING INC.

2 Unit Members (Stations and Communities of License): WCCO-TV Minneapolis, MN/
KCCO-TV/Alexandria, MN/ KCCW-TV/Walker, MN

3 EEO Contact for unit Member:

Mailing Address: 90 South 11 th Street Minneapolis, MN 55403	Telephone Number: 612-339-4444
	Contact Person: Kristine Volkman
	Email Address: kvolkman@wcco.cbs.com

4 List all Full-Time Job Vacancies (identified by Job Title) Filled by Each Station in the Employment Unit.

Job Title	Job Recruitment Source Notified of Job Vacancy	Recruitment Source of Hiree
1. Photojournalist	1-23, 27-29, 32-33	CBS Career Site (8)
2. Reporter	1-24; 28-30; 32-34	CBS Career Site (8)
3. News Producer	1-24; 28-30; 32-36	Other (36)
4. Photojournalist	1-23, 27-29, 32-33	Employee Referral (11)
5. Writer, Producer –News Promotion	1-23, 27-29, 32-33	Linked In (4)
6. Sales Assistant	1-23, 28-29, 31-34, 36	CBS Career Site (8)
7. Inventory Coordinator	1-23, 28-29, 32-33, 36	Employee Referral (11)
8. News Producer	1-24; 28-30; 32-36	CBS Career Site (8)
9. Digital Sales Manager	1-23; 28-29; 32-33; 35-36	Linked In (4)

MASTER RECRUITMENT SOURCE LIST UTILIZED DURING REPORTING PERIOD:

Code #	Recruitment Source Name	Contact Person	Address	Telephone Number	Interviewees Referred Total #
1	Alliance for Women in Media (AWM)	Catherine Flaherty	cflaherty@moneymailer.com	EMAIL ONLY	
2	American Indian Industrialization Center	Dawn Paro	Dawnp@aioic.org	EMAIL ONLY	
3	Asian American Press	Nghi Hyunh	www.aapress@aapress.com	EMAIL ONLY	
4	Arbita (America's Job Exchange, Indeed.com, Google Base, LinkedIn, Monster, Jobs in Mpls, Glassdoor)	CBS	Avature Applicant Tracking System		6
5	Bethel University	Will O'Brien	3900 Bethel Drive St Paul, MN 55112 w-obrien@bethel.edu	EMAIL ONLY	
6	Boxwood Technology Inc. (only through 9/19/16)	Keiona Davis	Keiona.davis@boxwoodtech.com	EMAIL ONLY	
7	Brown College Television & Digital Photography Career Services	Karla Swanson	1440 Northland Dr. Mendota Heights, MN 55120 EMAIL ONLY kswanson@browncollege.edu	651-905-3465	
8	CBS Career Site	CBS Corporation	Brassring.com https://sjobs.brassring.com/1033/ASP/TG/cim_home.asp?partnerid=25084&siteid=5129	WEBSITE	10
9	College of St. Catherine		2004 Randolph Ave St Paul, MN 55105 askcareer@stkate.edu	651-690-6000 EMAIL ONLY	
10	Direct Sourcing – contacted by CBS Recruiter/Staff	VARIES			5
11	Employee Referral	VARIES			4
12	Employment Action Center-Resource, Inc.	Heather Grab	hgrab@resource-mn.org	EMAIL ONLY	
13	Hmong Television (NEWS ONLY)	Mitch Lee	mitchlee@comcast.net	EMAIL ONLY	
14	Internal Posting	CBS TV Stations	Bulletin Board		2
15	Jewish Vocational Services – Job Postings	Janet Flam	jflam@jfcsmpls.org	EMAIL ONLY	
16	Macalester College	JOB POSTINGS	1600 Grand Ave St Paul, MN 55105 https://macalester-csm.symplicity.com/employers/	651-696-6000	
17	Metropolitan State University	Ruth Bier	700 E. 7 th St. St. Paul, MN 55106 Career.services@metrostate.edu	651-793-1200 EMAIL ONLY	
18	Minneapolis Urban League	Shawn Lewis Tabota Seyon	2000 Plymouth Ave. N. Minneapolis, MN 55411 slewis@mul.org tseyon@mul.org	612-827-9272 Ext. 136 EMAIL ONLY	

19	Minnesota American Indian Center	Terry Cox	1530 E Franklin Ave Minneapolis, MN 55404 tcox@maicnet.org	612-879-1700 EMAIL ONLY	
20	Minnesota Broadcasters Association *** (see mailing list below)	Linda Lasere	3033 Excelsior Blvd. Minneapolis, MN 55416 Llasere@minnesotabroadcasters.com	612-926-8123	
21	MN Indian Women's Resource Center	S. Kincade	skincade@miwrc.org	EMAIL ONLY	
22	MN Women's Consortium	JOB POSTINGS	info@mnwomen.org	EMAIL ONLY	
23	MN Works job bank	JOB POSTINGS	300 N. Robert St. St. Paul, MN 55101 www.minnesotaworks.net		
24	Nat'l Assoc. of Broadcast Journalism (NABJ)		http://www.nabj.org/	WEBSITE & Conference	
25	Non-CBS Employee Referral		Referral from person outside CBS; (i.e. Agent, former employee, etc.)		
26	Promaxbda – career center	JOB POSTINGS	http://jobtarget.com/r/jobs	WEBSITE ONLY	
27	Spots-N-Dots	Emily McKay	ads@spotsndots.com	1-888-884-2630 (x701)	
28	Station Website: WCCO.COM	Eric Henderson	90 South 11 th St. Minneapolis, MN 55403	612-339-4444	
29	St. Mary's University of Minnesota	R. Solberg	700 Terrace Heights Winona, MN 55987 rsolberg@smumn.edu	507-452-4430 EMAIL ONLY	
30	Three Sixty Journalism		Held at: St Thomas University	Conference	
31	University of Minnesota - Goldpass	JOB POSTINGS	https://www.myinterfase.com/goldpass/employer/home.aspx	WEBSITE ONLY	
32	University of St. Thomas Career Services + Annual Job Fair	JOB POSTINGS/ Job Fair	2115 Summit Ave., # 5020 St. Paul, MN 55105 https://stthomas-csm.symplicity.com/employers/	651-962-7871 WEBSITE / JOB FAIR	
33	University of St. Thomas Graduate Business Career Services + Annual Job Fair	Linda Sloan	lmsloan@stthomas.edu	EMAIL / JOB FAIR	
34	University of Wisconsin Madison – School of Journalism		http://journalism.wisc.edu/career-services/for-employers/	WEBSITE ONLY	
35	Talent Agent / Recruiter / Head Hunter	VARIES			1
36	Other (Undisclosed by applicant)				7

TOTAL INTERVIEWEES FOR THE 12 MONTH PERIOD:

*****Minnesota Broadcasters Association Job Bank Mailing List*****

College/EEO/Private Schools	Stations
Ability Building Center	KAAL Channel 6
Academy College	KADU FM 90.1
Access	KAGE AM/FM, KHME, KWNO AM/FM
AccessAbility	KARE Channel 11
Adult Client Training Service	KAKK, KBKK, KDKK, KPRM, KQKK, KSKK, KXXX
Adult Training & Habilitation Center	KAOD FM 106.7
Alexandria Technical College	KAUS AM/FM
Alliance of the Streets	KARL, KARZ, KKCK, KMHL
Alto Consulting and Training	KARP, KDUZ
American Council of the Blind of MN	KASM, KDDG
American Indian OIC School of Business and Office Technology	KATE, KCPI
Amputee Resource Foundation of America	KBEM FM 88.5
Anoka Ramsey Community College-Cambridge	KBAJ, KQDS
Anoka Ramsey Community College-Coon Rapids	Kawe Channel 9/22
Anoka Technical College	KBGY, WLKX
Argosy University-Twin Cities	KBEW AM/FM
Augsburg College	KBHW, KXBR
Auto Technical, Inc.	KBHL FM 103.9
Bemidji State University	KBHP, KBUN, KKZY, KLLZ
Benilde-St. Margaret's School	KBJR Channel 6
Bethany Lutheran College	KBMW, KGWB
Bethel College	KBMO, KSCR
Brainco-The Minneapolis School of Advertising, Design, and Interactive Studies	KBMX, KKCB, KLDJ, WEBC
Brown Institute	KBOT, KDLM
Building for Women	KBPR, KNBJ, KCRB
Capella University	KBRF, KJK AM/FM, KPRW, KZCR
Cardinal Stritch University	KBRR/KVRR TV 15
Carlton College	KBSB FM 89.7
Carver County Workforce Center	KCHK, KRDS
Cedar Valley Service Inc. Alpha Program	KCAJ FM 102.1
Cedar Valley Services, Inc	KCCD FM, KCCM FM
Central Lakes College-Brainerd	KCNN, KNOX AM/FM, KYCK, KZLT
Central Lakes College-Staples	KCFB, KTIG, WZFJ
Central MN Jobs & Training Services	KCGN FM 101.5
Century College	KCUE, KLCH, KWNG
Chippewa Enterprises, Inc.	KCLD FM 104.7
Choice Unlimited	KCLH, KQYB
Clay County Supportive Training Service	KQRS, KXXR, WGVX, WGVY, WGVZ
College of St. Benedict	KDAL AM/FM, KRBR, KTCO, KXTP, WDSM
St. Catherine University	KDIO, KPHR
College of St. Scholastica	KDHL, KQCL
Concordia College, Moorhead	KDJS AM/FM
Concordia University, St. Paul	KDMA, KKRC, KMGM
Crossroads College	KDNI, KDNW

Crown College
 Dakota County Technical College
 Dunwoody College of Technology
 East Polk County DAC
 East Range Developmental Achievement Center (DAC)
 Equality-Pathways to Potential
 Federation of Somali Community
 Fond du Lac Opportunities Industrialization Center
 Fond du Lac Tribal & Community College
 Globe University
 Goodwill Industries Vocational Enterprises
 Goodwill/Easter Seals
 Grant County D.A.C., Inc.
 Gustavus Adolphus College
 Hamline University
 Hennepin Technical College-Brooklyn Park
 Hennepin Technical College-Eden Prairie
 Hibbing Community College
 Hired
 Houston County Networks
 Indian Family Services, Inc.
 Inroads/Minneapolis-St. Paul, Inc.
 Institute of Production and Recording
 Intercultural Mutual Assistance Association
 Inver Hills Community College
 Itasca Community College
 Itasca Developmental Achievement Center, Inc
 Jeane Thorne inc
 Job Training Center
 Jobs Now Coalition
 Jobs Plus, Inc.
 Kandi Works DAC, Inc
 Lake Superior College
 Lao Assistance Center of MN
 Lao Family Community of MN
 Learning Strategies Corporation
 Life-Work Planning Center
 Macalester College
 Mahnomon County DAC
 Mankato Rehabilitation Center, Inc. (MRCI)
 Marantha Community College
 Martin Luther College
 McNally Smith College of Music
 MDI Commercial Services
 Merrick Partners, Inc
 Mesabi Range Community & Technical College--Eveleth
 Mesabi Range Community & Technical College--Virginia
 Metro Work Center, Inc.
 Metropolitan State University
 Miami Ad School Minneapolis

KDOG, KRRW, KTOE, KXAC
 KDAM AM/FM
 KDWB, KEEY, KFAN, KFXN, KJZI, KQQL, KTCZ
 KDWA AM 1460
 KEYL, KXDL
 KEEZ FM 99.1
 KDXL FM 99.7
 KFGI, KLIZ AM/FM, KVBR
 KFAI FM 90.3
 KEYC Channel 12
 KFMC, KSUM
 KFIL AM/FM
 KFSI FM 92.9
 KGPZ FM 96.1
 KFML, KLTF, WYRQ
 KGHS, KSDM
 KITN, KWOA AM/FM
 KGAC, KNGA, KNOW
 KIKV FM 100.7
 KJLY FM 104.5
 KJOE FM 106.1
 KKCQ AM/FM, KKEQ
 KKAQ, KKDQ
 KKBJ AM/FM, WBJI
 KKJM FM 92.9
 KKIN AM/FM
 KKOJ, KRAQ
 KKLN FM 94.1
 KKSR FM 96.7
 KKOK FM, KMRS FM
 KKMS, KYCR, WWTC
 KKWQ FM 92.5
 KLCI, WQPM
 KLBB, KLBP, WMNN
 KKWS, KNSP, KWAD
 KLCX, KOLM, KWVK
 KLFD AM 1410
 KLFN, KOLV, KQIC, KWLM
 KLGR AM/FM
 KLKS 104.3
 KLQL
 KLQP FM 92.1
 KLSE, KZSE
 KLTA, KPFX, KQWB, KVOX
 KLZZ, KMXX, KXSS, WJON, WWJO
 KMFG, WMFG AM/FM, WNMT, WTBX, WUSZ
 KMFY, KNFX, KRCH, KWEB
 KMFY, KOZY
 KMGK FM 107.1
 KMOJ FM 89.9

Minneapolis American Indian Center	KMSP Channel 9
Minneapolis Business College	KMSU, KMSK
Minneapolis College of Art and Design	KMWB Channel 23
Minneapolis Community & Technical College	KNOF FM 95.3
Minnesota Public Radio	KQAD
Minnesota Resource Center	KNSI AM 1450
Minnesota School of Business-Richfield	KNUJ FM 107.3
Minnesota School of Business-Brooklyn Center	KNSR, KSJR
Minnesota State College- Southeast Technical-Red Wing	KNUJ AM 860
Minnesota State College- Southeast Technical-Winona	KNXR, KRPR
Minnesota State University--Mankato	KPXM Channel 41
Minnesota State University, Moorhead	KQAL FM 89.5
Minnesota State Community and Technical College-Detroit Lakes	KQPR FM 96.1
Minnesota State Community and Technical College-Fergus Falls	KQDS Channel 21
Minnesota State Community and Technical College-Moorhead	KQEG FM 102.7
Minnesota State Community and Technical College-Wadena	KRBI AM/FM
Minnesota West Community & Technical College-Canby	KRBT, WEVE
Minnesota West Community & Technical College-Granite Falls	KRCQ FM 102.3
Minnesota West Community & Technical College-Jackson	KRFO AM/FM
Minnesota West Community & Technical College-Pipestone	KRJB FM 106.3
Minnesota West Community & Technical College-Worthington	KRJM FM 101.5
MN Cooperation Officer	KRLX FM 88.1
MN Diversified Industries	KROC AM/FM, KYBA
MN Teamsters Service Bureau	KROX AM 1260
MN Vocational Association	KRSW FM 89.3
MW Persons and Associates Inc	KRWB AM 1410
National Federation of the Blind of MN	KRWC AM 1360
New Directions/Otter Tail-Wadena CAC, Inc	KRVY FM 97.3
Newgate Education and Research Center, Inc	KSAX Channel 42
Normandale Community College-Bloomington	KSMN Channel 20/15
North American Training Institute	KSTP FM
North Central Career Development Center	KSTP Channel 5/50
North Central University	KSRQ FM 90.1
North Hennepin Community College	KTCA/KTCI 16/17
Northland Community & Technical College-Thief river Falls	KTIS AM/FM
Northland Community & Technical College – East Grand Forks	KTTB FM 96.3
Northwest Indian OIC, Inc.	KTTC Channel 10/36
Northwest Technical College	KUMD FM 103.3
Northwest Technical Institute	KUMM FM 89.7
Northwestern College	KUOM AM/FM
Oak Hills Christian College	KFIL
Oakland Area Learning Center	KVSC FM 88.1
Occupational Development Center, Inc.	KWCM Channel 10
Opportunity Partners	KWOM AM
Opportunity Services Inc.	KXLP, KYSM AM/FM
Pine Habilitation and Supported Employment (PHASE)	KXLT Channel 47
Pine Technical College	KXRA AM/FM, KXRZ
Project SOAR of Northeastern MN, Inc.	KYMN AM 1080
Prosource Educational Services, Inc	WCCO AM 830
Quality Career Services, Inc.	WCCO Channel 4

Rainy River Community College	WCMP AM/FM
Ramsey Action Programs, Inc.	WCTS AM 1030
Rasmussen College- Mankato Campus	WDGY, WMIN
Ridgewater College-Willmar	WDIO Channel 10
Rise Habilitation Services	WDSE TV Channel 8
Riverland Community College-Albert Lea	WELY AM/FM
Rochester Community & Technical College	WEZU AM 1120
Rock County Developmental Achievement Center	WFTC Channel 29
Rural MN CEP	WBHR, WHMH, WVAL
S. Central MN Electrical Industry Joint Apprenticeship & Training Trust Fund	WIRN, WIRR, WSCD
Service Enterprises, Inc.	WKLK AM/FM, WMOZ
SOAR Career Solutions	WLTE FM 102.9
South Central Technical College-Faribault	WMCN FM 91.7
South Central Technical College-North Mankato	WWJC AM 850
Southwest MN Private Industry Council, Inc. - Marshall	WWWI AM 1270
Southwest MN Private Industry Council, Inc.-Montevideo	KDIZ
Southwest MN State University - Career Services	KSTP AM 1500
St. Cloud State University	KBK
St. Cloud Technical College-St Cloud	
St. Mary's University of Minnesota	
St. Olaf College	
St. Paul College	
Summit Academy OIC	
Summit Academy Opportunities	
Todd County Developmental Achievement Center	
Transition of the Twin Cities	
TSE, Inc	
Twin City Area Labor Management Council	
United Cambodian Association of MN (UCAM)	
University of Minnesota	
University of St. Thomas	
University of Wisconsin – River Falls	
Upper Midwest American Indian Center	
Vermillion Community College	
Vietnamese Minnesotans Association	
Vision Loss Resources	
WACOSA	
Walden University	
West Nicollet & Brown Counties DAC	
Winona County Development Achievement Center	
Winona ORC Industries, Inc	
Winona State University	
Women in the Trades	
Women in Transition	
Women's Resource Center of Steele County	
Working Opportunities for Women	

6) Hiree Recruitment Source Summary

Total # of Hirees Referred by Each Source: For the period 12/1/16-11/30/17, this Employment Unit hired 9 interviewees for full time job vacancies. These interviews were referred by the following Sources:

<u>Recruitment Source</u>	<u>Number of Interviewees Referred</u>
Station Website/CBS Career Site	4
CBS Internal Posting	
Direct Sourcing/CBS Recruitment	
Employee Referral	2
Station Job Board	
Arbita/Job Board	2
MN Job works	
Minnesota Broadcasters Association	
Univ. St Thomas Website/Job Fair	
NABJ Conference	
ThreeSixty Journalism Conference	
Other / Undisclosed	1

7) Supplemental Recruitment Measures

(a) Job Fairs

Description of Recruitment Measures	Date	Personnel Involved (Name and Position)
Minneapolis National Career Fair, which we sponsored and attended, to recruit and interview potential candidates for a diverse workforce. This career fair had heavy emphasis on minorities and veterans seeking employment.	Nov 8, 2017	Kris Volkman- WCCO Controller

(b) Internships / Apprenticeships / Mentorships

Description of Recruitment Measures	Date	Personnel Involved (Name and Position)
Internship program for college credit. Ongoing paid internship programs which places interns in various departments within the station including News, Sports, Community Relations and Promotions/Graphics	Ongoing	Kris Volkman, WCCO Controller
Emma Bowen Foundation - this is a national program established locally. We have one mentee currently participating in the program and one past mentee who is currently working at WCCO in the Web department. This employee has been with WCCO since completing the Emma Bowen program in 2009.	Ongoing	Kris Volkman, WCCO Controller

(c) Participation in Events

Description of Event	Date	Personnel Involved (Name and Position)
College to Career- U of M Panel – WCCO-TV Reporter, Kate Raddatz was a panelist on this discussion of what to expect after graduation with everything from job searching tips, interview advice, networking and what to expect from a first job. Kate spoke in relation to a career in journalism.	Mar. 5, 2017	Kate Raddatz, WCCO Reporter
Hill Murray’s Career Day – Jennifer Mayerle addressed all sophomores at the career day at the Hill-Murray Field House. She spoke on the challenges and rewards of pursuing a career in Journalism.	Apr 11, 2017	Jennifer Mayerle, WCCO Reporter
Westwood Middle School – Rachel spoke to students about the importance of credible resources, confirming your facts, and the effects of digital footprints in regards to careers in Journalism.	Sept 21, 2017	Rachel Slavik, WCCO Reporter
ThreeSixty Journalism Fall News Team Session - Reg Chapman spoke to aspiring Journalists and members of ThreeSixty Journalism at the University of MN regarding careers in Journalism.	Oct 14, 2017	Reg Chapman, WCCO Reporter
Annual Society of Professional Journalist’s Intern Night. 60 Journalism students had the opportunity to learn about journalism internships throughout the state, networked with media professionals and met fellow journalism students from local colleges. The panel discussion included professionals from WCCO, the Star Tribune, MPR, Southwest Journal and the Minneapolis-St. Paul Business Journal. Nina Moini represented WCCO.	Oct. 19, 2017	Matt Liddy, WCCO Executive Producer Maddie Bennet, WCCO Community Relations Specialist Kate Link, WCCO Community Relations Specialist Nina Moini WCCO Reporter
Three Sixty Journalism Great Minnesota Media Get-Together-University of St Thomas is Three Sixty’s biggest event of the year and included recognition of recipients of annual awards. Emceed by Reg Chapman, WCCO Reporter.	Oct. 27, 2017	Reg Chapman, WCCO Reporter
University of MN Journalism Class Visit - Ali Lucia spoke to a class of Journalism majors about the path to becoming a journalist.	Oct 31, 2017	Ali Lucia – WCCO Anchor/Reporter
Station Tours. Station tours are given to various organizations and area school students for the primary purpose of providing an educational experience to the viewing public as to the history and inner workings of the television station.	Year round	Community Relations Department

(d) Training Management Personnel

Description of Training	Date	Personnel Involved
<p>New Hire Orientation Meetings - EEO Policy Dissemination</p>	<p>Ongoing</p>	<p>The EEO Policy, as well as the Non-Discrimination and Anti-Harassment Policy (which can be found in the HR Policy Manual, accessible to employees through the CBS and You website portal), is discussed with all newly hired employees as part of their New Hire Orientation.</p>
<p>Wide Orbit Traffic System Training – Training was conducted by representatives from Wide Orbit and CBS who traveled to WCCO over the course of several months in addition to several online training webinars for the Sales and Finance Departments to learn the new CBS Traffic System implemented on May 26, 2017</p>	<p>April – June 2017</p>	<p>All Sales Managers All AE’s and Sales Assistants All Finance Managers Controller General Manager</p>
<p>2017 version of the CBS Corporation Business Conduct Statement (BCS), which summarizes the most important policies and rules that apply to CBS and its employees, including Equal Employment Opportunity and Harassment-Free Workplace Environment.</p>	<p>Ongoing. Updated</p>	<p>Reading material, which requires employees to affirm their individual commitment to the highest standards of business ethics and workplace behavior as set forth in the CBS Corporation Business Conduct Statement. Must be completed by all Full-Time employees on a bi-annual basis and at the time of hire for new employees.</p>
<p>CBS Corporation Web-Based Training Modules distributed to all Full-Time and New Hire Employees covering the “CBS Business Conduct Statement”, which trains employees on the CBS Television Stations “important policies and rules that apply to CBS Corporation, its employees, and the members of its Board of Directors and to help us maintain a lawful, honest, and ethical environment in our Company.” Courses included “The 2016 CBS Business Conduct Statement”, “CBS Privacy Principles”, “The Americans with Disability Act (ADA)”, “FMLA The Family and Medical Leave Act”, “CBS Information Security Awareness”, “Addressing & Preventing Sexual Harassment”, “2016 Anti-Corruption”.</p>	<p>Ongoing</p>	<p>Online training courses for the purpose of reviewing the company’s policies which include ensuring that our conduct is lawful and ethical and that our workplace is free of unlawful discrimination and harassment and conducive to the work we need to accomplish. Training also outlines steps employees should take if they believe unlawful practices occur in the workplace.</p>
<p>Diverse Professionals Development – webinar training on various subjects including Walking the D&I Talk: Helping Busy Leaders and Resistant Managers Implement Policy & Behave Inclusively Every Day, From Policy to Practice: Treating Transgender Employees the Way They Want to be Treated, Unpacking the Reasonable Accommodations Conversation: Achieving Win/Win Outcomes and Deepening the Conversation: Values in Practice in 21st Century D&I, all presented by The Forum on Workplace Inclusion at the University of St. Thomas.</p>	<p>Jan-Nov 2017</p>	<p>Kris Volkman</p>
<p>Finding Common Ground: Purposeful Practice Engaging in Bold, Inclusive Conversations. This event at the University of St. Thomas presented by The Winters Group, Inc., was a session on creating spaces for dialogue in our communities and organizations.</p>	<p>Aug 29, 2017</p>	<p>Kris Volkman</p>