

History Nebraska Board of Trustees

April 16, 2021

9:00 a.m. – 12:00 p.m. CST

Minutes

Marilyn Moore, President of the History Nebraska Board of Trustees, called the meeting to order at 9:02 a.m. She referenced a notice published on April 11, 2021 and stated that this meeting is in compliance with the Open Meetings Act, and a copy of the Act is available.

Marilyn Moore welcomed guests: Trevor Jones, Director and CEO of History Nebraska; Anne Dorsheimer, Executive Assistant, History Nebraska; Michelle Furby, CFO, History Nebraska; and Jill Dolberg, Deputy Historic Preservation Officer, History Nebraska. In addition, present on Zoom were: Leslie Fattig, Director, Nebraska State Historical Society Foundation; Lori Heaton, Business Manager, Nebraska State Historical Society Foundation; Teresa Schmidt, President, Nebraska State Historical Society Foundation; Bryan Zimmer, President, History Nebraska Foundation; and Richard Herink and Jamesena Moore, History Nebraska Board members who were present, but not able to vote in the meeting. Additional guests were: Michelle Setlik, Vice President of the Hall County Historical Society and Cindy S. Drake.

Marilyn reminded the Board that the mission of History Nebraska is to "preserve, collect and share the stories of all Nebraskans."

Marilyn asked for Roll Call.

Present: Ann Bruntz, Mark Goodman, Galen Hadley, Tom Kraus, Marilyn Moore, Vickie Schaepler, Charles Schroeder, Connie Spellman, Bob Wickersham, Eileen Wirth Present and Not Voting: Richard Herink, Jamesena Moore Not Present: David Levy, Pamela Snow, Bob Bartee

Marilyn requested a Motion to approve the Minutes on January 15, 2021.

Motion by Ann Bruntz, Seconded by Tom Kraus. Voting Yes: Ann Bruntz, Mark Goodman, Tom Kraus, Marilyn Moore, Vickie Schaepler, Charles Schroeder, Connie Spellman, Bob Wickersham, Eileen Wirth Present and Not Voting: Richard Herink, Jamesena Moore Not Present: Bob Bartee, David Levy, Pamela Snow Motion adopted.

Marilyn proceeded to the next item on the agenda.

Nebraska State Historical Society Foundation Report by Leslie Fattig, Executive Director

Leslie Fattig sent the Funds Performance Review, the Special Projects Report as of 3/31, and the Gifts Received Report to Anne Dorsheimer on the afternoon of April 15. Anne stated she did not receive these until she was in Grand Island, so most Board members have not seen it. Marilyn asked Leslie to talk the Board through it, since members were not able to see the reports.

Leslie noted The Gifts Received report detailed the various marker donations for this fiscal year at \$5,000 and that she had included addresses in case thank you notes need to be sent. Leslie noted the Special Projects Fund is a pot of miscellaneous money to be used sometime in the near future. Marilyn noted that the Special Projects Report has a total of \$180,000. Marilyn also mentioned that Anne will forward these reports electronically to Board Members on break, and if there are any questions, we will come back to it.

Leslie stated the Funds Performance Review shows all the funds held for the benefit of the Nebraska State Historical Society. As of 3/31, this includes the Foundation's operating funds. The balance as of 3/31 was \$16 million. Requests have been paid out year to date at \$501,922, which includes the Paxson Funds, specifically for the Gerald R. Ford Center. Leslie remarked that they also paid out \$89,000 for the Painting Conservators' Salary.

Leslie noted that if anyone has any questions or would like an orientation, she would be happy to provide an online Zoom orientation. Marilyn noted that she met with David Levy, Teresa Schmidt, and Gail Potter a couple of weeks ago on how to begin and proceed forward between the two organizations. Marilyn pointed out that the NSHSF holds significant funds for History Nebraska and we need to be communicating regarding those funds. A second scheduled meeting will be in the future and Teresa and Marilyn are confident we can make this work.

Marilyn proceeded to the next item on the Agenda.

History Nebraska Foundation Report by Bryan Zimmer, President

Bryan Zimmer thanked members and noted he has three items for discussion. HNF is continuing with their search for an Executive Director and have held interviews. He hopes to report on the hiring status soon.

The Foundation is still in the process of searching for a third district member. Katherine Endacott is leading that charge, and she and Pam Snow are going to go out to the third district and interview potential candidates.

The Annual Appeal letter sent out in December is continuing to gain funds, as individuals are still sending in checks. With 80 donors, HNF has raised \$15,715. The purpose of the Annual Appeal letter was to help History Nebraska digitize as many documents as possible. Bryan asked for any questions.

Chuck Schroeder asked about the status of 501(c)3. Bryan spoke with David Levy and we have not received confirmation, but he feels it should be any day now. With COVID-19, the federal government is taking longer to respond than normal. Galen Hadley thanked Bryan for his work in helping find an Executive Director and his great work with the History Nebraska Foundation board.

Marilyn proceeded to the next item on the Agenda.

Finance Committee Report by Vickie Schaepler, Chair

In the Board packet is the Treasurer's Report to the Board of Trustees and also the Revenue and Budget Projections as of March 31. Members will see expenditures with Library and Archives, Museum, Historic Sites, Archeology, Historic Preservation, Hall of Fame Commission, Skeletal Remains, and the Ford Center. The total expenditures equal \$5,037,983.26.

The General Funds and Operations total \$1,859,021.68. Vickie noted that there is a difference between state and federal fiscal years. The federal fiscal year runs October 1 to September 30. Nebraska's fiscal year runs July 1 to June 30. The status of the cash fund authority is \$4,720,000.95.

The Revenue Projections Sheet covers Sales, Revenues, and then Contracts and Miscellaneous. Michelle pointed out History Nebraska's revenue growth goals and noted that History Nebraska did better than expected, especially with in the sales category. She explained that History Nebraska has already exceeded its earned revenue goal for the fiscal year, with one more quarter still to go.

Vickie asked for any questions.

Marilyn discussed the footnote citing \$200,000 donations for the Willa Cather statute -- it will not be a line on the HN budget forever. Marilyn asked if this is one major donation.

Trevor responded yes, it is one major donation, but the project's total budget will include two gifts. One for the statue and the other for the reception will happen in Washington, D.C. We will not need any more fundraising for this project.

Tom Kraus inquired about the \$42,000 funding for Skeletal Remains. Michelle Furby explained that the unicameral created a separate program requiring the State Archeologist to identify human remains when discovered. Trevor noted that we bill back to this program every time archeologists examine human remains, which happens about 15 times a year on average.

Bob Wickersham inquired if we have repatriated all the remains in the collection, since that was the issue that drove the original piece of legislation. Trevor answered that we will always have human remains in our collection, because they are always being discovered. However, we have repatriated everything with a tribal affiliation and almost everything that has no tribal affiliation. The last of the unaffiliated human remains will be returned next week under the terms of an agreement.

Mark Goodman asked to please explain the origin of this law. Trevor answered that in 1990, the federal government passed the Native American Graves Protection & Repatriation Act (NAGPRA), a federal act requiring entities like ours to consult with tribal entities about human remains grave goods. Trevor added that an article will be coming out in our Nebraska History Magazine regarding this topic in the next year.

Leslie Fattig and Teresa Schmidt left the meeting at 9:32 am.

Marilyn reiterated the Motion from the Finance Committee for a roll call vote to approve the Finance Report.

Voting Yes: Mark Goodman, Galen Hadley, Tom Krause, Marilyn Moore, Vickie Schaepler, Charles Schroeder, Connie Spellman, William Wickersham, Eileen Wirth Present and Not Voting: Richard Herink Not Present: Bob Bartee, David Levy, Jamesena Moore, Pamela Snow Motion adopted.

Marilyn proceeded to the next item on the Agenda.

Governance Committee Report by Marilyn Moore, Chair

Marilyn stated the committee's report begins with support for the actions and planning for Diversity, Equity, Access, and Inclusion (DEAI) at History Nebraska. As with every organization, this is a major theme and issue – both now and in the coming years. Staff has asked if the board supports their work in this area. Marilyn emphasized that the Governance Committee, they resoundingly said yes, they do support this work, and that the committee, led by Eileen Wirth, wrote a statement to show their support. A copy of the statement is in the board packet. Marilyn requested that Eileen Wirth read the statement for Board members:

Bob Bartee entered at 9:38 a.m.

"The Board of History Nebraska strongly supports the work of our staff's Diversity Equity and Inclusion task force. For too long, we have viewed history primarily from a white majority perspective that needs to be broadened to:

•*Reflect the history and perspectives of all racial, gender, ethnic, religious, sexual identity and other cultural groups within our state.*

• Present historical events through a variety racial, gender, ethnic, sexual identity and cultural lenses, especially when different perspectives are in conflict.

•Research and tell the overlooked stories of people in our history including people of color, women, members of the LGBTQ communities etc.

•Seek members of such groups to tell their own stories

We feel it is particularly important to offer diverse perspectives on the pioneer era when the opening of Nebraska to white settlement was accompanied by the forced removal of Native Americans from the state or to reservations. We look forward to communicating and advocating for this more expansive view of state history."

Eileen Wirth stated that she worked with History Nebraska's Diversity Task Force on the wording of this resolution and they sent drafts from three other states. She chose those which she felt were particularly appropriate. The statement regarding the pioneer era is our version of what is stated in the Massachusetts statement, which focused on the revolutionary era issues because that was what was most of interest to outsiders in their state. As a result, Eileen felt it was important to focus on the Pioneer era in Nebraska, since that is where there is the greatest obligation to include the diverse perspectives on that era.

She concluded by sharing that Bob Wickersham supplied the last sentence and she would be happy to answer any questions.

The board then discussed the language of the statement, particularly the use of the term "white settlement." After discussion, the board concluded that despite nuances and complexities of historical fact, the term does capture the reality of Nebraska history with regard to indigenous groups.

Marilyn thanked Eileen for writing the statement. Bob Bartee commented that this is an incredible beginning, but that there will be work to do in the future to change systemic racism and promote social diversity.

Marilyn asked for a Motion to adopt the DEAI statement.

Motioned by Mark Goodman, Seconded by Galen Hadley. Marilyn asked for a roll call vote. Voting Yes: Galen Hadley, Tom Kraus, Marilyn Moore, Vickie Schaepler, Charles Schroeder, Connie Spellman, William Wickersham, Eileen Wirth, Ann Bruntz, Mark Goodman Present and Not Voting: Bob Bartee, Richard Herink, Jamesena Moore Not Present: David Levy, Pamela Snow Motion adopted.

Jamesena Moore asked that it be recorded that there was unanimous support for the DEAI statement, and that this be reflected in the minutes.

Trevor stated that board members will receive a plan from the DEAI Committee before the July board meeting. This will be an ongoing project that will take years of work. He stated that the board's blessing for these activities is an important step for the organization. He called the board's attention to a document in their packets, "The 10-Step Primer for Engaging Audiences in Inclusive Content." This was developed with help from History Nebraska and is now being shared nationally with 30,000 museums. This document and the research behind it will be the blue print for how History Nebraska promotes and shares inclusive content in all of our programs.

Marilyn stated that the Governance Committee has begun revising documents required by the American Association of Museums for the reaccreditation process. Marilyn asked Trevor to discuss the reaccreditation process and what it means for the board.

Trevor stated History Nebraska due for reaccreditation by the American Alliance of Museums. This happens every ten years and we have to complete a self-study by July 2022. The self-study includes core documents, governance documents, collections documents, education plans, and strategic plan. We need to make sure those documents are effective and reflect our work and best practices. The self-study is an opportunity to find areas for improvement, and this project will be on the agenda at every board during the next year.

Marilyn discussed the formation of new subcommittees to address reaccreditation needs. The board will review the Bylaws, Governance document, and Code of Ethics as priorities for core document review. The board began with the Governance document and will begin revisions. The board also realized that much of HN's work is directed by state statute.

Galen Hadley, Bob Wickersham, and Bob Bartee have volunteered to begin the review of state statutes. We will also need a smaller group to look at the bylaws and the governance document. Volunteers will be recruited if needed.

Jamesena Moore volunteered to help with the committee.

Marilyn proceeded to the next item on the Agenda.

Personnel Committee Report by Ann Bruntz on behalf of Pamela Snow and David Levy, Chair

Ann remarked that the Personnel Committee met on April 8 to discuss the timeline for the annual CEO review and to review and discuss the instrument for review. Traditionally, the CEO's performance is reviewed in June, in the last month for the fiscal year. This timing creates issues, as the CEO's self-review

does not include a report on the full year's activities. The trustees would have a more accurate and complete view for the organization's progress in the 1st quarter of the following year, which would allow time to develop a year-end report that accurately reflects the last years' financial condition. Committee members felt this was a good idea, if Trevor had no objection to any changes in his salary being made retroactively to July 1. Trevor did not object to this.

Ann stated that the committee recommends moving the CEO's review from the last quarter of the fiscal year to the first quarter of following fiscal year, in time for approval at History Nebraska's Fall Meeting.

The committee also reviewed the evaluation template and felt it was a good instrument to use, but a bit too long. It would benefit from a second look to trim it down without taking away anything substantive without reducing redundancies. David Levy has volunteered to take on this task.

Marilyn clarified that we would act on the CEO's evaluation at the October meeting, instead of at the July meeting.

Galen Hadley asked if we set a time to meet with Trevor prior to discuss goals and objectives, and Marilyn confirmed, yes. Trevor stated these annual goals could be seen on page two of the Vision Traction Organizer, included in the board packet.

Marilyn reiterated the Motion from the Personnel Committee to adopt the decision to move the time of the Annual History Nebraska CEO Review until the next October 2021 quarterly meeting.

Marilyn asked for a roll call vote.

Voting Yes: Tom Kraus, Marilyn Moore, Vickie Schaepler, Charles Schroeder, Connie Spellman, William Wickersham, Eileen Wirth, Ann Bruntz, Mark Goodman, Galen Hadley Present and Not Voting: Bob Bartee, Richard Herink, Jamesena Moore Not Present: David Levy, Pamela Snow

Motion adopted.

Marilyn moved to the next item on the Agenda which is an update regarding Heritage Heroes by Vickie Schaepler. Vickie reiterated that it is the board volunteer's responsibility to work with the Heritage Heroes recipients and that the board volunteers will be the ones doing the presentations.

Last time, Eileen wrote a newsletter with a list of all the groups being honored and there were touching anecdotes. She noted that we should keep track of the wonderful stories of presentations with photos, and put together a story for the newsletter.

Vickie encouraged board members to submit photos to post on the website along with the name. Marilyn and Vickie confirmed that there are enough volunteers for every presentation, and Lance Bristol and Kim Elder have stepped in.

Marilyn mentioned that over the next six months, board members will be out and about honoring volunteers for History Nebraska. It is great outreach and it is fun. She mentioned to send stories to Eileen Wirth and anything else to Chris Goforth to post on the History Nebraska website. Vickie also instructed board members to send her a quick note when all presentations are scheduled and done.

Marilyn asked to take a break at 10:13 a.m. and reconvened at 10:30 a.m.

Marilyn proceeded to the next item on the Agenda. (Due to technology difficulties, there is no recording for a small portion of the Director's Report).

Director's Report by Trevor Jones, Director & CEO

Trevor began the strategic plan, reiterating that History Nebraska's goal is to become the most engaging and relevant state historical society in the nation. The five strategic plan goals are: expand outreach and engagement, increase access to collections, grow financial sustainability, grow our audiences, and increase teamwork and accountability.

Third Quarter Results (FY 2020-2021)

Completed 4 of 6 Leadership team rocks (66%)

Complete:

- 1. Ensure continued and sustained progress on History Nebraska's Legislative Goals
- 2. Move forward with digitization joint ventures, apply for grants, test and expand digitization capacity
- 3. Plan, refine and communicate next steps for DEAI efforts
- 4. Define, translate, and educate leadership team on key metrics for ROI and P&L

Incomplete:

- 1. Execute next steps to realize the History Nebraska Foundation's \$1 million fundraising goal
- 2. Begin implementation of two revenue from digital ideas
- Onsite attendance was 1,035
- This is 21% of attendance last year over the same period
- Earned Income: 108% of goal
- Foundation Support: 97% of goal
- Federal Grants and contracts: 48% of goal
- State Appropriation: 81% of goal
- 309 funds: 52% of goal

Highlights of the Third Quarter:

- Digitized over 2,000,000 digital objects. HN has created 6.8 million digital objects this fiscal year. Our original goal was 1 million
- Exceeded annual earned income goal– we're already at 109% of goal
- Served over 1,000 4th graders virtually in March
- Hired a PhD graduate assistant to work for History Nebraska this fall in partnership with UNL History Department
- Developed expansion plan for the Kennard House
- Played a key role in publishing Audiences and Inclusion: A Primer for Cultivating More Inclusive Attitudes among the Public, improving interpretation at museums nationwide
- Completed our first staff DEAI survey and launched a DEAI committee

With regard to third quarter highlights, Trevor showed a proposed renovation of the Kennard House with a cost estimate of \$1.5 million dollars. The space is added to the back would provide us with handicapped accessible access, as the building has none.

Ann Bruntz inquired if this is all fundraised and Trevor stated we are hoping for a 1:1 match from the state, as with MONA. If it is \$2 million, we raise \$1 million.

This quarter, we a saw many things come to fruition after years of hard work. We have exceeded the annual earned income goal and stand at 109% with three months to go. History Nebraska has hired a part time PhD graduate student this fall in partnership with the UNL History Department.

The prestigious Institute for Learning Innovation also partnered with us on a new survey measuring the value of museums to communities. Our Evicted exhibit provided a historical context on rent relief throughout the entire state to shape policy. History Nebraska was also asked to help draft national goals 250th anniversary of the United States. He concluded that legislation for the 250th anniversary of the United States celebration bill is one of our most successful pieces of legislation this session. Coming out of COVID, this is one of the most positive quarters we have had.

Leadership Goals for Q4 (April– June 2021)

- Begin implementation of two revenue from digital ideas
- Identify and implement staffing strategies for Educational Resources
- Create end of year review process to maximize use of financial resources
- Revise employee review system and applicable documents (including Employee Handbook). Train for use, FBA
- Finalize DEAI Plan and recommendations, present to BOT, and document next steps
- Define needs for hiring in SHPO, advertise, make offers and plan for onboarding of key team members (RPRS)
- Outline and document onboarding plan for new director of the History Nebraska Foundation
- Develop a plan for new opportunities in FY 2021-2022

Ann Bruntz inquired if we lost any employees due to COVID. Trevor stated that we did not lay off permanent employees. History Nebraska only eliminated short-term contracts and did not hire seasonal staff. We are now hiring seasonal staff as well as extra people in order to open Chimney Rock seven days a week over the summer.

Trevor discussed plans for the historical marker program. A blog post is coming out soon to acknowledge historical biases related to the markers, and our plans to create markers that more completely tell the story of Nebraska. This is not a state funded program, so we will need more funding to resolve these markers.

Galen Hadley inquired into the cost and Jill Dolberg responded that they range from about \$3,000 - \$6,000.

Marilyn proceeded to the next item on the Agenda.

Historic Preservation Work at History Nebraska by Jill Dolberg, Deputy SHPO

Jill shared information about the State Historic Preservation Office and its new approach to strategic planning.

It is a federal requirement to develop a statewide historic preservation plan for the National Park Service. The last one is expiring this year and now we are thinking about the next one. The new approach started with surveys, with the assistance of our consultant Susie Wilkening. We are completing three levels of surveys, ranging from a Google survey to intensive focus.

We also have been working with Rainey Tisdale. She is starting to help us refine how we think about our audiences. We have six historic preservation audiences:

- 1) Preservation Enthusiasts
- 2) Curious Explorers
- 3) Social Facilitators
- 4) Civic Boosters
- 5) Rechargers
- 6) Experience Seekers

Everything digital is important to our future vision. Jill shared GIS maps used by History Nebraska and demonstrated how it is possible to drill down from cities, to neighborhoods to individual properties. Users can then find all the information we have linked to a property or historic neighborhood. Jill stated that this system will go live by October 15. Ann Bruntz asked if Jill's slides were available, especially with regard to the social facilitators. Jill volunteered to share her slides with all who are interested. Marilyn thanked Jill for her informative presentation.

Marilyn moved to the next item on the Agenda to Administrative Issues.

Marilyn discussed the items on the agenda from last night's planning meeting, and stated that there are no votes required from that meeting. Marilyn reminded the board members on Zoom that they are participating as non-voting members.

Marilyn asked for a Motion to approve the Deaccession Report.

Motioned by Chuck Schroeder, Seconded by Connie Spellman. Marilyn asked for a roll call vote. Voting Yes: Tom Kraus, Marilyn Moore, Vickie Schaepler, Charles Schroeder, Connie Spellman, William Wickersham, Eileen Wirth, Ann Bruntz, Mark Goodman, Galen Hadley Present and Not Voting: Bob Bartee, Richard Herink, Jamesena Moore Not Present: David Levy, Pamela Snow Motion adopted.

Marilyn discussed the Collections Plan as the next agenda item. Trevor stated that there are two items for discussion: One item from the Collections Committee recommending a change to the Collections Policy regarding how History Nebraska handles items that are to be considered for donation or are in our care. The revision makes it clear that any item must be cared for in a way that supports the public's trust,

and that use of any item for personal use or enjoyment is prohibited. The other is approval of aspects of the new Collections Plan.

Chuck Schroeder thanked Trevor for these policies and reiterated their importance to the organization.

Marilyn asked for a Motion to approve the changes to the Collections Policy. Motioned by Chuck Schroeder, Seconded by Mark Goodman. Marilyn asked for a roll call vote. Voting Yes: Marilyn Moore, Vickie Schaepler, Charles Schroeder, Connie Spellman, William Wickersham, Eileen Wirth, Ann Bruntz, Mark Goodman, Galen Hadley, Tom Kraus Present and Not Voting: Bob Bartee, Richard Herink, Jamesena Moore Not Present: David Levy, Pamela Snow Motion adopted.

Trevor praised his Collections Team for their intent to move from a passive collections strategy to an active approach. Trevor stated his belief that the effort to actively fill gaps in the collection supports the organizational mission. It will also help address historical injustices in History Nebraska's collecting policies.

Marilyn requested a summary of each tier be added to the document.

Marilyn asked for a Motion to approve the Collections Development Plan.

Motioned by Mark Goodman, Seconded by Chuck Schroeder. Marilyn asked for a roll call vote. Voting Yes: Marilyn Moore, Vickie Schaepler, Charles Schroeder, Connie Spellman, William Wickersham, Eileen Wirth, Ann Bruntz, Mark Goodman, Galen Hadley, Tom Kraus Present and Not Voting: Bob Bartee, Richard Herink, Jamesena Moore Not Present: David Levy, Pamela Snow Motion adopted.

Marilyn moved to the next item on the Agenda to Other Business & Trustees Roundtable.

Trevor explained that July 16 is our board meeting in North Platte. Kim Elder is excited to host board members in North Platte in 2021. Kim Elder and Lance Bristol have asked if the board members are still would like them to make plans. A reception would be planned at Chimney Rock as part of the board meeting as well.

The board expressed strong support for the meeting in North Platte and any events that Kim and Lance would like to plan. They also strongly supported a ribbon cutting at Chimney Rock on July 17. Bob Wickersham suggested that renting a van for board members would be a good idea.

Marilyn brought up that the Governance Committee also discussed the board's role in communications and messaging. Eileen has volunteered to develop a plan, and Governance would like to recruit volunteers for a new task force. Marilyn stated that we are not looking for people with expertise as much as we are to handle the vision and capture what is History Nebraska.

Eileen mentioned that the new group will have met via Zoom by July and then be able to present to the Board of what the Committee will have hoped to accomplish and where we see ourselves working over the 2-3 months. With regard to History of Nebraska, we want to reach new audiences. What have we done in the past, what can we do now? Eileen wants to give consistency to the messaging, and explore how we adapt messaging to preservation or reference work. This will be a development board policy on communication and opportunities. Marilyn stated that this will be a Task Force with a finite end date.

Marilyn moved to the next item on the Agenda for Public Comments and Questions.

Cindy Drake commented on the adoption of the new collection plan on the Agenda under Administrative Issues. She stated that she is the History Nebraska Librarian, was on vacation time and was speaking on her own behalf. She thanked the board for reviewing and approving select sections of History Nebraska's Collection Development Plan.

Marilyn stated that no Executive Session was necessary.

Marilyn requested a motion to adjourn the meeting.

Motioned by Vickie Schaepler, Seconded by Tom Kraus.

Marilyn asked for a roll call vote. Present: Marilyn Moore, Vickie Schaepler, Charles Schroeder, Connie Spellman, Bob Wickersham, Eileen Wirth, Ann Bruntz, Mark Goodman, Galen Hadley, Tom Kraus Present and Not Voting: Bob Bartee, Richard Herink, Jamesena Moore Not Present: David Levy, Pamela Snow. Motion adopted.

The meeting adjourned at 12:07 p.m. CST.