

Airs w 6:30 AM on KAVL-AM



**Quarterly Issues Report – ~~Q4~~ Fourth Quarter, 2013 10/6/13 through 12/29/13  
Viewpoints Programs 13-40 through 13-52**

**During the fourth quarter of 2013 the following compliancy issues were covered**

- |                             |                            |
|-----------------------------|----------------------------|
| The Arts                    | Finance                    |
| Education                   | Elections                  |
| Economic Strife             | Business                   |
| Labor                       | Endangered Species         |
| Science and Technology      | Philanthropy               |
| Ethics                      | Recreation                 |
| War & Torture               | Commerce                   |
| Higher Education            | Employment                 |
| War & The Military          | Children and Family Issues |
| Health                      | Arts and Recreation        |
| Politics and The Presidency | Suicide                    |
| Marriage                    | Transportation             |
| History                     | Elderly Issues             |
| African American History    | Public Safety              |
| Popular Culture             | Entrepreneurs,             |
| Journalism                  | Global poverty,            |
| Media                       | Women's Issues             |
| Museums & Culture           | Ecosystem                  |
| Infrastructure              | Alcohol abuse              |
| Government                  | Health                     |
| Community Issues            | International Philanthropy |
| Mental Health               | Consumerism                |
| International Business      | Business                   |
| Literature                  | Communications             |
| Disabilities                | Ecology                    |
| Hobbies                     | Water Use                  |
| Government                  | Public Health              |
| Presidential History        | Agriculture                |
| Personal Finance            | Religion                   |
| Housing                     | Women's Issues             |
| Taxes                       |                            |

1:46 SEGMENT #1 – Drama High: Hope, love and theater in a struggling town 11:19

**SYNOPSIS:** During the school year, thousands of high schools will be staging plays and musicals. But not many will be doing it on the level that Harry S. Truman High School in Levittown, Pennsylvania is famous for. We'll hear how a teacher created a drama program in that school that challenged students and the community to explore difficult subjects, captured the attention of the biggest Broadway producers and helped young actors learn more about themselves, their world and become better all-around students.

**Host:** Christopher Michael. **Guests:** Michael Sokolove, journalist, author of "Drama High: The incredible true story of a brilliant teacher, a struggling town, and the magic of theater," ([www.michaelsokolove.com](http://www.michaelsokolove.com)).

**COMPLIANCY ISSUES COVERED:** the arts, education, economic strife, labor

14:08 SEGMENT #2- The Milgram Study and the Morality of Scientific Experiments 11:24

**SYNOPSIS:** Psychology and sociology students have studied The Milgram obedience experiments since the results appeared in a scientific journal in 1963. And almost since they made that first appearance, they've come under fire for the methods Dr. Milgram used, and the actual meaning of his findings. We talk to two psychologists who have studied Milgram's work about the morality of the study, the real findings and if they are still valid 50 years afterward.

**Host:** Marty Peterson. **Guests:** Gina Perry, psychologist practicing in Melbourne, Australia, and author of the book, "Behind the Shock Machine: The untold story of the notorious Milgram psychology experiments," ([www.gina-perry.com](http://www.gina-perry.com)); Dominic Packer, Professor of Psychology and Cognitive Science, Lehigh University, Bethlehem, PA. ([www.lehigh.edu](http://www.lehigh.edu)).

**COMPLIANCY ISSUES COVERED:** science & technology, ethics, war & torture, higher education

**Program # 13-41**  
**Air week: 10/13/13**

1:49 SEGMENT #1 – Young FDR: Roosevelt's formative years before the White House 10:58

**SYNOPSIS:** We know so much about Franklin D. Roosevelt through his presidency, but what about the years before? We talk to an esteemed historian and author about the young Roosevelt, his family life, his career in the Department of the Navy, as a state politician and a victim of polio, and learn how these experiences molded FDR's life and presidency.

**Host:** Christopher Michael. **Guests:** Stanley Weintraub, author of "Young Mr. Roosevelt: FDR's introduction to war, politics and life," ([www.dacapopress.com](http://www.dacapopress.com)).

**COMPLIANCY ISSUES COVERED:** war & the military, health, politics and the presidency, marriage, history

13:51 SEGMENT #2- L'American: A photographer and the golden age of photojournalism 11:37

**SYNOPSIS:** News magazines were big business during WWII until their demise in the 1970s, and the photographers who took the award-winning and poignant pictures for those magazines were the rock stars of their profession. We talk to a man whose father, John Launois, was one of the biggest, most successful American photojournalists of his time. We'll hear why and how the Frenchman came to the US, learned his trade, developed a love for America, and hear stories of his amazing career taking the pictures that defined history and the culture of the 60s and 70s.

**Host:** Marty Peterson. **Guests:** Chris Pan Launois, son of the late John Launois, author of "L'Americain: A memoir," ([www.theamericanbook.com](http://www.theamericanbook.com)).

**COMPLIANCY ISSUES COVERED:** African-American history, war, popular culture, journalism, media

**Program # 13-42**  
**Air week: 10/20/13**

1:49 SEGMENT #1 – Daguerreotypes: Science meets History 9:47

**SYNOPSIS:** Photographs of the mid-19<sup>th</sup> century are fairly rare – and they're getting harder to find every year. That's because many of them between the 1840s and 1860s used the daguerreotype process. That's where images were taken and preserved not on photo paper, but on thin metal plates. These pictures are subject to corrosion, and those that remain in private and public collections are in danger of being irreparably harmed or destroyed altogether. We talk to two scientists who are studying the problem at the nano level with state-of-the-art technology to find out how they corrode, and how they, and our heritage, might be preserved, and learn more about how corrosion develops in other materials we use on bridges, buildings and objects.

**Host:** Christopher Michael. **Guests:** Edward Vicenzi, Research scientist at the Smithsonian Institution's Museum Conservation Institute ([www.si.edu/mci](http://www.si.edu/mci)); Volker Rose, Physicist with the Advanced Photon Source and Center for Nanoscale Materials, Argonne National Laboratory, ([www.anl.gov](http://www.anl.gov)).

**COMPLIANCY ISSUES COVERED:** science & technology, media, museums & culture, infrastructure

13:42 SEGMENT #2- Can't Fight City Hall? Join it -- by running for local office

11:48

**SYNOPSIS:** It's frustrating when local government repeatedly rebuffs an average citizen when he or she wants to get something accomplished in their community. So if you can't beat them... why not join them and fight the good fight from the inside? We talk to two election veterans about why it's important for John and Joan Q Public to take part in their local government; how to go about starting a campaign and how to avoid some of the common mistakes first-time candidates sometimes make.

Host: Marty Peterson. Guests: David Johnson, CEO of Strategic Vision, LLC, a public relations and public affairs agency in Suwanee, GA, that works with candidates and issues ([www.strategicvision.biz](http://www.strategicvision.biz)); Marian Walsh, former Massachusetts State Senator, consultant and author of "Run: Your personal guide to winning public office," ([www.marianwalsh.com](http://www.marianwalsh.com)).

**COMPLIANCY ISSUES COVERED:** government, politics, community issues

**Program # 13-43**

**Air week: 10/27/13**

1:45 SEGMENT #1 – Halloween: Why we love being scared!

11:49

**SYNOPSIS:** Halloween is here, and millions of Americans will be seeking out horror films and wearing monster costumes hoping to scare family and friends – and themselves. But why? What does a good fright do for us? We talk to three specialists in thrills and chills about the issue, how children process fright and get some suggestions on films and books appropriate for the holiday.

Host: Christopher Michael. Guests: Dr. Frank Farley, psychologist, Professor at Temple Univ., Philadelphia ([www.temple.edu](http://www.temple.edu)); Catherine Zimmer, Assistant Prof. in the program of Film & Screen Studies, Dept. of English, Pace Univ., NY ([www.pace.edu](http://www.pace.edu)); Allen Grove, Prof. of English, Alfred Univ., NY ([www.alfred.edu](http://www.alfred.edu)).

**COMPLIANCY ISSUES COVERED:** mental health; children & family issues; arts & recreation; media.

15:40 SEGMENT #2- Questions with No Answers That Make Us Think

9:47

**SYNOPSIS:** We all want answers to the complicated questions in life, but sometimes just asking the questions are enough to make us think deeply about our lives and our world. We talk to a man who has made a living asking questions that sometimes have no hard and fast answers, or where the resolution changes depending upon our age or circumstances. He tells us how the process of coming to an answer is often more important than any one answer itself.

Host: Marty Peterson. Guests: Dr. Gregory Stock, bioethicist, author of "The Book of Questions" ([www.gregorystock.net](http://www.gregorystock.net)).

**COMPLIANCY ISSUES COVERED:** health; ethics; suicide

**Program # 13-44**

**Air week: 11/3/13**

1:47 SEGMENT #1- Elderly Drivers: Assessing their abilities behind the wheel

9:53

**SYNOPSIS:** As the elderly population continues to grow in the US, so does the number of older drivers. No matter how healthy and mentally sharp a person remains, age does eventually change their ability to drive. We'll discuss what these changes are, how they affect driving overall, how older people can learn to avoid errors, and how family and friends should approach the topic of cutting back on or quitting driving altogether with an elderly loved one.

Host: Christopher Michael. Guests: Dr. Gary J. Kennedy, Dir. of the Division of Geriatric Psychiatry, Montefiore Medical Center, Prof. of Psychiatry, Albert Einstein College of Medicine, Bronx, NY ([www.montefiore.org](http://www.montefiore.org)); Alexander Pollatsek, Prof. Emeritus, in the Dept. of Psychology, University of Massachusetts, Amherst ([www.umass.edu](http://www.umass.edu)).

**COMPLIANCY ISSUES COVERED:** transportation, mental health, elderly issues, public safety, education

12:47 SEGMENT #2- Can One Person Change the World?

12:40

**SYNOPSIS:** We often hear people who help the poor and disadvantaged say how a donation or a helping hand by one person can change the lives of many. But can it? Can one person really make the lives of thousands – or millions – better? We talk to three men who have devoted their lives to public service about how it is possible for one person to be the catalyst for big change.

Host: Marty Peterson. Guests: Jim Ziolkowski, founder of buildOn, author of "Walk in Their Shoes: Can one person change the world?" ([www.buildOn.org](http://www.buildOn.org)); Allan Luks, Dir. of Fordham Center for Non-Profit Leaders, Fordham University ([www.fordham.edu](http://www.fordham.edu)); Oliver Libby, chair and co-founder of The Resolution Project ([www.resolutionproject.org](http://www.resolutionproject.org)).

**COMPLIANCY ISSUES COVERED:** entrepreneurs, global poverty, women's issues, ecosystem, alcohol abuse, health, international philanthropy

**Program # 13-45**  
**Air week: 11/10/13**

1:48      SEGMENT #1 – Persuasive Branding: Why we buy what we buy      11:38

**SYNOPSIS:** Advertising is everywhere, and we're all susceptible to it – whether it's the sexy women selling beer during football game commercials; the cute duck that has your insurance needs in mind, or the super-sophisticated couple who emerge from the luxury car dressed in their designer outfits. Why do we fall for these ads? Is it just the images? Or is there more to it? We talk to a graphic artist and a veteran advertising professional about the visual and psychological aspects of marketing and advertising.

**Host:** Christopher Michael. **Guests:** Chip Kidd, graphic designer and author of "A Kidd's Guide to Graphic Design," ([www.chipkidd.com](http://www.chipkidd.com)); Chris Malone, Managing Partner, Fidelum Partners, co-author of "The Human Brand: How we relate to people, products and companies," ([www.thehumanbrand.com](http://www.thehumanbrand.com)).

**COMPLIANCY ISSUES COVERED:** consumerism, business, arts

15:28      SEGMENT #2- What Makes Good Kids' TV?      9:59

**SYNOPSIS:** What makes good children's television? Is it the story? The interactivity? The characters? And how is it that some tv shows have endured for decades, while others are just a flash in the pan? We discuss the issue with two media specialists.

**Host:** Marty Peterson. **Guests:** Paul Levinson, Prof. of Communications and Media, Fordham University ([www.paullevinson.blogspot.com](http://www.paullevinson.blogspot.com)); Melissa Henson, Dir. of Grassroots Activism for the Parents Television Council ([www.parentstv.org](http://www.parentstv.org)).

**COMPLIANCY ISSUES COVERED:** children & family issues, media, education

**Program # 13-46**  
**Air week: 11/17/13**

1:49      SEGMENT #1 – Innovation and Inventors Change Education and Technology

**SYNOPSIS:** We've come a long way technologically since the first telephone and the light bulb, but what did it take to get to where we are today? We talk to two authors about two of the most influential hi-tech incubators of the late 19<sup>th</sup> and the 20<sup>th</sup> centuries – MIT and Bell Labs. Our focus is on the philosophies and the people who brought us the inventions that revolutionized our lives.

**Host:** Christopher Michael. **Guests:** Matthew Pearl, author of "The Technologists," ([www.matthewpearl.com](http://www.matthewpearl.com)); Jon Gertner, author of "The Idea Factory: Bell Labs and the Great Age of American Innovation" ([www.jongertner.net](http://www.jongertner.net)).

**COMPLIANCY ISSUES COVERED:** education, technology, labor, communications, science

14:48      SEGMENT #2- Population Control: The need to act now

**SYNOPSIS:** How many people can the world hold in a healthy, ecologically responsible way? Well, we're heading to 11 billion by the next century, and with more and more land being used for farming, deserts increasing in size, and water becoming scarcer, we're on our way to population overload. Why is this? Why can't people just have fewer children? We talk to a population researcher who traveled around the world asking this same question – and the answers he got were far from simple. We also find out what will happen if we *don't* rein in population – and soon.

**Host:** Marty Peterson. **Guests:** Alan Weisman, award-winning author of "Countdown: Our last, best hope for a future on earth?" ([www.countdownbyalanweisman.com](http://www.countdownbyalanweisman.com)).

**COMPLIANCY ISSUES COVERED:** ecology, water use, public health, agriculture, religion, politics, women's issues, education

**Program # 13-47**  
**Air week: 11/24/13**

1:49      SEGMENT #1 - Customer Service: Making it work      11:38

**SYNOPSIS:** When your cable TV goes out or you need an adjustment on your credit card bill, sometimes the call to customer service is worse than the original problem. Why is this? Why can't businesses get better at dealing with their customers' requests? We talk to two customer service pros about why the problem is so widespread, what a company and a consumer can do to make service faster and more pleasant, and the cultural differences that arise when customer service is outsourced abroad.

Host: Christopher Michael. Guests: Ron Kaufman, founder and chairman of Up! Your Service, author of the NYTimes bestseller, "Uplifting Service: The proven path to delighting your customers, colleagues and everyone else you meet," ([www.upliftingservice.com](http://www.upliftingservice.com)); John Ragsdale, VP of Technology for the Technology Services Industry Association, author of "Lessons Unlearned: 25 years in customer service," ([www.tsia.com](http://www.tsia.com)).

**COMPLIANCY ISSUES COVERED:** business, consumerism, international business, employment

15:32 SEGMENT #2- The Art of the Short Story

9:53

**SYNOPSIS:** When it comes to popular literature, novels seem to get all the attention. The mysteries, love stories, suspense and historical family sagas sell millions of books and make some of their authors household names. Why is it that short stories don't enjoy some of that fame? We talk to a professor of English and also to a short story author about why these stories aren't top of mind with the public, what short stories bring to literature that longer writing doesn't, and we'll hear some advice for first-time authors on getting started writing short stories.

Host: Marty Peterson. Guests: Diane Glancy, Visiting Professor, Azusa Pacific University, Los Angeles County, CA ([www.apu.edu](http://www.apu.edu)); Lani Hall Alpert, musician, lyricist, author of "Emotional Memoirs & Short Stories," ([lanihall.com](http://lanihall.com)).

**COMPLIANCY ISSUES COVERED:** arts, literature, education, commerce

**Program # 13-48**  
**Air week: 12/1/13**

1:49 SEGMENT #1 – Psychopaths: They might be living next door!

11:59

**SYNOPSIS:** When we hear the term "psychopath," we usually think of serial killers or other nasty villains. Rarely does anyone think of the mild-mannered neuroscientist next door. We talk to a psychologist and to a neuroscientist who happens to be psychopathic, about what the term actually means in the medical world, how it's tested for in various people, the traits that most often set it apart from other conditions, and how many people who have psychopathic tendencies can function in a non-violent, productive way.

Host: Gary Price. Guests: Scott Lilienfeld, professor of psychology, Emory Univ., Atlanta, GA ([www.psychology.emory.edu](http://www.psychology.emory.edu)); James Fallon, neuroscientist at Univ. of California-Irvine, author of "The Psychopath Inside: A neuroscientist's personal journey into the dark side of the brain," ([www.us.penguin.com](http://www.us.penguin.com)).

**COMPLIANCY ISSUES COVERED:** mental health, disabilities, family issues, science & technology

15:52 SEGMENT #2- ISON – The Holiday Comet is Here

9:31

**SYNOPSIS:** This holiday season there's more sparkle to look at than the lights from Christmas decorations. The Comet ISON is scheduled to make its appearance in the early morning sky between Thanksgiving and Christmas. We talk to an astronomer and author about what comets are, why they're scientifically significant and where in the sky we might best see and photograph ISON.

Host: Marty Peterson. Guests: Dave Eicher, editor-in-chief, Astronomy Magazine, author of the book, "Comets: Visitors from Deep Space," ([www.astronomy.com](http://www.astronomy.com)).

**COMPLIANCY ISSUES COVERED:** science, technology, recreation, hobbies, education

**Program # 13-49**  
**Air week: 12/8/13**

1:50 SEGMENT #1 – Ken Burns: Listening to History

10:36

**SYNOPSIS:** For many Americans, the history courses they took in school left them either bored or frustrated. All of those names, dates, and locations that had to be memorized made what should have been an exciting subject dry and uninteresting. We talk to filmmaker Ken Burns about a new venture he is undertaking with actor Tom Hanks and Audible.com that aims to bring history to life, by having talented actors create audio books from American literary masterpieces that present our history through personal stories of war, the settling of the west, slavery and The Great Depression.

Host: Gary Price. Guests: Ken Burns, filmmaker and documentarian, ([www.audible.com](http://www.audible.com)).

**COMPLIANCY ISSUES COVERED:** education, war, literature, the arts, technology, philanthropy

14:27 SEGMENT #2- Bats! Why they're important and how we can help them

10:55

**SYNOPSIS:** Bats are one of the iconic images of Halloween and hundreds of gothic novels and horror movies. They have a scary image and a bad reputation for carrying disease, but they are actually vital to global agriculture and health. We talk to a bat expert and a man who spent years working hard to create a safe habitat for one endangered species, about what these flying mammals are really like, the disease that is threatening their existence in the U.S., and their value to society.

Host: Marty Peterson. Guests: Jodi Sedlock, Assoc. Professor of Biology specializing in bats, Lawrence University, Appleton, WI ([www.Lawrence.edu](http://www.Lawrence.edu)); Don Mitchell, author of "Flying Blind: One man's adventures battling buckthorn, making peace with authority, and creating a home for endangered bats," ([www.chelseagreen.com](http://www.chelseagreen.com)).

**COMPLIANCY ISSUES COVERED:** environment, government, agriculture, public health, endangered species

**Program # 13 - 50**  
**Air week: 12/15/13**

1:49 SEGMENT #1 – Founding Fathers' Festivities: What would *they* eat at the holidays? 11:18

**SYNOPSIS:** As we get ready to celebrate the holidays, we wondered how our founding fathers would have laid out their festive tables. We talk to three food experts and a historian about the kinds of foods and drinks Washington, Jefferson, Franklin and Lincoln might have enjoyed to celebrate holidays and other festive occasions in their lives.

Host: Gary Price. Guests: Jason Bond, chef, owner of Bondir Restaurants in Cambridge and Concord, MA ([www.bondircambridge.com](http://www.bondircambridge.com)); Melanie Wagner, Certified Sommelier, author of "Hello, Wine: The most essential things you need to know about wine," ([www.melaniewagnerwine.com](http://www.melaniewagnerwine.com)); Sue Conley, head cheese maker, co-founder of Cowgirl Creamery, co-author of "Cowgirl Creamery Cooks," ([www.cowgirlcreamery.com](http://www.cowgirlcreamery.com)); James M. Cornelius, Curator of the Lincoln Collection at the Abraham Lincoln Presidential Library and Museum, Springfield, IL ([www.alplm.org](http://www.alplm.org)).

**COMPLIANCY ISSUES COVERED:** government, presidential history, family issues, agriculture, business

16:12 SEGMENT #2- Confessions of a Credit Card Junkie 9:12

**SYNOPSIS:** There is such a temptation to be generous to others – and ourselves – during the holidays that many Americans end up in credit card trouble when the bills start rolling in. We talk to an accountant who was once in heavy debt from her cards about how she got there, how to spot the red flags of credit card overuse, and strategies for getting out of debt and learning how to use credit wisely.

Host: Marty Peterson. Guest: Beverly Harzog, Certified Public Accountant, consumer advocate, lecturer and author of the book, "Confessions of a Credit Card Junkie," ([www.beverlyharzog.com](http://www.beverlyharzog.com)).

**COMPLIANCY ISSUES COVERED:** personal finance, consumerism, business

**Program # 13-51**  
**Air week: 12/22/13**

1:49 SEGMENT #1 – George Washington's Christmas Journey 10:45

**SYNOPSIS:** Millions of Americans will be traveling home for the holidays, but even with crowded airports, even *more* crowded roads and bad weather, few will have as tough a time as General George Washington, did on his journey home after the Revolutionary War. We talk to a noted historian about Washington's trip back to Mt. Vernon, his emotional farewell to his men, and how his stopping and meeting with ordinary Americans along the way sealed his fate as the beloved Father of our country.

Host: Gary Price. Guests: Stanley Weintraub, historian, author of "General Washington's Christmas Farewell," ([www.simonandschuster.com](http://www.simonandschuster.com)).

**COMPLIANCY ISSUES COVERED:** military, government & elections, history

14:39 SEGMENT #2- Mortgages and Modifications: Getting back on track 10:47

**SYNOPSIS:** The housing market is coming back after five long years of financial distress. Still, many people are having trouble paying their mortgage for the expensive homes they bought during the boom. We talk to two finance specialists about mortgage modification plans and other options, and why it's important for families – and lenders – to have homes occupied rather than abandoned.

Host: Marty Peterson. Guests: John Gallo, lecturer in finance, University of Iowa, Iowa City, IA ([www.hopenow.com](http://www.hopenow.com); [www.uiowa.edu](http://www.uiowa.edu)); Mick Barron, CEO & Pres., of How To Modify.com ([www.howtomodify.com](http://www.howtomodify.com)).

**COMPLIANCY ISSUES COVERED:** housing, finance, family issues, taxes

**Program # 13-52**  
**Air week: 12/29/13**

1:48 SEGMENT #1 – The Ins and Outs of Buying and Selling Gold and Rare Coins 9:30

SYNOPSIS: A lot of people are facing big holiday bills, and they're tempted to sell some of the gold jewelry or coins that they have lying around the house. How do you get the best price for your treasures? Are the coins you have really all that valuable? We talk to two gold and coin specialists about how gold buyers assess the value of your items, which coins might be valuable and why, and how to find the best place to sell your valuables.

Host: Gary Price. Guests: Michael Fuljenz, Pres. Of Universal Coin and Bullion ([www.universalcoin.com](http://www.universalcoin.com)); Rod Gillis, Numismatic Educator, The American Numismatic Association ([www.money.org](http://www.money.org)).

**COMPLIANCY ISSUES COVERED:** investing, commerce, recreation & hobbies

12:21 SEGMENT #2- A Look Inside the *Real* Downton Abbey

13:03

SYNOPSIS: The hit PBS series, "Downton Abbey" is premiering soon in the U.S., and all of the intrigue, loves, heartbreak and wealth will be on display for the millions of devotees of the show. But what is shown in the series a true depiction of what *really* went on in the homes of aristocratic families during the early part of the 20<sup>th</sup> century? We talk to an author – and present resident of the "Downton Abbey" castle – about the actual Earls and Countesses who lived, loved and lost back then.

Host: Marty Peterson. Guests: Lady Fiona Carnarvon, The Eighth Countess of Carnarvon, author of the book, "Lady Catherine, the Earl, and the Real Downton Abbey," ([www.highclerecastle.co.uk](http://www.highclerecastle.co.uk)).

**COMPLIANCY ISSUES COVERED:** popular culture, war, family issues, media

Contents copyright 2013 by  
MediaTracks, Incorporated  
2250 East Devon Avenue, Suite 150  
Des Plaines, Illinois 60018  
847-299-9500 Fax 847-299-9501  
[www.mediatracks.com](http://www.mediatracks.com)

Each week's program is available for affiliate download at <ftp://mediatracksdownloads.com>. For guest information, log onto [www.viewpointsonline.net](http://www.viewpointsonline.net). *Viewpoints* is a registered trademark of MediaTracks, Incorporated.