Claiming Our Future

FRANKLIN & MARSHALL COLLEGE
Dear Franklin & Marshall Community and Friends of the College,

An iconic American institution that has served students and society well for more than 225 years, Franklin & Marshall College has always embraced both the highest standards of academic excellence and the need to adapt purposefully to major developments in society, knowledge and higher education.

Those commitments will advantage F&M in a future defined by vast and unpredictable change, from globalization to emerging technologies and the information revolution. As we enter the most competitive era in American higher education history—with every institution competing harder for students, faculty, investment, impact and prestige—it is clearly a time in which educational quality will triumph.

Colleges that stand apart by educating students for lifelong intellectual power and by creating new knowledge of real import will develop the strongest reputations and support.

This report expresses our core strategic vision to claim our future: We seek to elevate F&M as a leading national liberal arts college in ways that are empowering for students, authentic to the College, relevant for tomorrow and sustainable for generations to come.

F&M’s many assets will help us achieve that vision—our outstanding faculty, rich curriculum, research opportunities and small class sizes represent distinct competitive advantages. Our beautiful campus, College House System and supportive community—allowing each student to be known and valued as an individual—provide an ideal setting for growth. These qualities enable F&M to attract a deep pool of high-achieving, driven students from the entire country and around the world.

To claim our future, F&M does not need to reinvent itself. Quite the opposite. Our calling is to raise our aspirations, deepen our impacts, and cultivate our many assets, recognizing that our core endeavor of developing strong minds for lives of meaning is needed more, not less, in a future defined by the explosion of knowledge and a flattening world.

With gratitude, I’d like to acknowledge that this document, “Franklin & Marshall College: Claiming our Future,” emerged from an inclusive process of strategic planning conducted during the 2012-13 academic year. Coordinated by a Strategic Planning Steering Committee, the College’s faculty, students, professional staff, alumni, trustees and friends developed a set of strategic priorities for sustained national excellence. Those priorities were then endorsed by the faculty and approved by the Board of Trustees in the spring of 2013.

Each individual who believes in F&M has the opportunity to support the College with your actions and your advocacy. Let’s claim our future together.

Thank you for all that you do for Franklin & Marshall,

Daniel R. Porterfield, Ph.D.
President
CLAIMING OUR FUTURE

In order to lift and sustain our standing as a national liberal arts college—crucial in a time of great competitiveness in higher education—Franklin & Marshall’s strategy is to enhance our greatest strength, which is our distinctive academic excellence. In today’s rapidly changing, knowledge-based, global society and economy, F&M’s excellence has deep, long-term value for students and the larger world.

During the 2012-13 year, the College’s faculty, students, professional staff, trustees, alumni and friends participated in an inclusive dialogue to sustain national excellence at F&M. This report outlines five strategic priorities necessary to realize this vision, and actions the College will take within each priority.

FIVE STEPS TO GROW EXCELLENCE

I. Recruit Extraordinary Student Talent

II. Enhance Our 225-Year Teaching and Learning Tradition

III. Fuel Knowledge, Discovery and Artistic Creation

IV. Support Powerful Student Learning During and After College

V. Grow Our Resources, Engage Our Partners
I. RECRUIT EXTRAORDINARY STUDENT TALENT

How does a great national college seize the future? By finding and educating a remarkable student community of tomorrow’s thinkers and leaders.

Franklin & Marshall’s history of investing in the intellect and promise of students from across the United States and around the world positions the College well to respond to major changes in the demographics of tomorrow’s college students. Our research reveals that talented students want exactly what we have—rigorous small classes, intense interaction with faculty, and communities in which students are known and truly valued. Today’s top students want to forge distinctive paths. They want to combine multiple interests to make their mark on campus and beyond. Such students are ideally suited to F&M, where we cultivate the greatness in each learner, one by one.

In one classroom at any given time, a junior destined to win the national Truman Scholarship—the most prestigious award for students committed to careers in government—might sit across from a peer whose leadership has earned her a coveted national Mitchell Scholarship, exchanging ideas in a seminar about human rights and global refugee policies. This recent encounter in one of F&M’s classrooms is a reflection of the learning that takes place every day.

To attract a deeper pool of extremely high-performing students, we have increased financial aid and expanded our outreach to excellent independent, public and parochial schools nationwide and are seeing exciting early results in our recent incoming classes. Our aided students reflect the academic excellence of our entire student body and excel in earning awards, fellowships and other honors. In the last two decades, we also have become a national leader in recruiting and educating top international students, which enhances the globalized education we offer all students. At home and abroad, we attract students who are curious and research-oriented. Our faculty members teach them to pose creative questions, connect ideas, write well, think with depth, relate theory and practice, and navigate diverse perspectives.

Moreover, a growing body of national research shows that, each year, thousands of students of modest economic backgrounds who have outstanding grades and test scores fail to apply to the highly selective colleges and universities for which they are qualified. To attract terrific students who might otherwise “undermatch” their college options, we are optimizing partnerships with some of the nation’s most successful schools, networks and college access programs—a strategic priority that is enhancing our admissions profile.

Becoming a national leader in identifying, educating and launching talent from all backgrounds reflects the College’s commitment to sustaining the most rich and catalyzing student and alumni communities possible, thereby jointly enhancing the future of the College and the world.
ACTION STEPS:

- **Raise Franklin & Marshall’s profile in the South, West and Midwest, while strengthening competitiveness in the Northeast**

  In the past two years, F&M has taken numerous steps to build our national profile, including the establishment in 2012-13 of the Franklin & Marshall Admission Network (FAN) through which alumni, parents and students help the college recruit exceptional prospects. As a composite, our last three classes are the deepest, most diverse, and most selective three-year cohort in College history.

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- **Grow resources in our need-based financial aid program**

  In 2008, Franklin & Marshall's Board of Trustees approved a strong growth strategy for student aid, moving closer toward the College’s longer-term goal of admitting all students without regard for applicants’ financial means, a hallmark of the strongest national institutions. Over the past six years, the financial aid provided to each first-year class has increased by 88%, from $5.8 million for the Class of 2011 to $10.9 million for the Class of 2017, driving our increased competitiveness. At the same time, F&M has piloted a successful strategy to reduce loans for families in the middle financial bracket and has held tuition growth to 3.7% on average over the past five years.

- **Expand the F&M footprint around the world**

  With students from 27 countries, the Class of 2017 is the most internationally diverse class in College history, drawing students from Macedonia to South Africa and from Ecuador to Singapore. Increasing resources for need-based financial aid for some international students will enhance our ability to sustain a global student body.
Lead in forging cooperative relationships with high-performing school networks, rural schools and college access programs serving underrepresented students

F&M has been nationally recognized as a leader in addressing the American challenge of “undermatching.” In the last three years, we have intentionally increased the percentage of students who are the first in their family to attend college—and these students are performing well academically. Through our acclaimed F&M College Prep program, established in 2011, the College provides strong high school seniors with a summer academic program that has helped students gain admission to F&M, Harvard, Georgetown, the University of Texas at Austin, UCLA and other top colleges.

II. ENHANCE OUR 225-YEAR TEACHING AND LEARNING TRADITION

How do we kindle the creative minds of the next generation? By igniting students’ capacity for innovative research, mastery of new fields, freedom of thought, societal leadership and enduring intellectual empowerment. Nothing does that like a great liberal arts education.

We recognize the potential importance of online efficiencies in higher education, but F&M stands for a different proposition—that there is tremendous societal return when undergraduates enjoy the opportunity of serious, personalized learning. Today’s knowledge-driven world requires students to develop their minds for lifetimes of higher-level thinking and learning. We foster these capacities when students work directly and intimately with great scholars, experts and practitioners, and when students immerse themselves in communities that generate, discuss, explore and connect ideas.

Despite all of the attention surrounding Massive Open Online Courses (MOOCs), we know that students grow much more from directly engaging with scholars and seeing how they think. Small classes and conducting research as part of student-faculty teams allows students to absorb their professors’ methods and moves, their certainties and doubts, and their efforts to factor out bias and place new concepts within landscapes of the known.
Similarly, seminar interactions among classmates with diverse ideas and worldviews require students to contend with other perspectives. They teach students to seek to understand the factors that contribute to how others make decisions, and to respect the complexity of developing constructive solutions to major intellectual, social, ethical or political problems. This kind of growth also happens profoundly through travel courses and study abroad, staples in the F&M educational tradition.

In addition, our distinctive College House System—through which faculty dons and deans partner with students to create rich living-learning communities—provides a stimulating context for students’ intellectual growth and fosters a vibrant intellectual life on campus. These F&M “homes” immediately welcome incoming students to college and academic life, create meaningful and memorable community experiences, encourage learning outside of class, and help students to make the most of their F&M experience. Few colleges offer such a remarkable resource.

The arts, civic engagement, and athletics and recreation also enhance the culture of teaching and learning at F&M. By helping all students discover and deepen their aesthetic sensibilities, we give them new ways of knowing and a resource for life. The way we foster community-based learning invites students to grasp the power of scholarship and discovery to create social change. Likewise, through athletics, we seek to promote the growth of students. We view our coaches as mentors and educators. In an era when much of NCAA Division I athletics has lost educational credibility, we see enduring value in our focus on academic excellence, team play, holistic learning, community, hard work and integrity. On the whole, F&M has a bold history of fostering learning in and out of the classroom, always with the highest aspirations for students.

**ACTION STEPS:**

1. **Implement a new general education curriculum, promoting connections among different fields of study**

   Franklin & Marshall faculty recognize the ever-increasing value that multidisciplinary approaches bring to teaching and learning. In the years ahead, the College will develop
new structures to promote reflective and cross-disciplinary curricular study. We aim to give students intellectual breadth and depth that empowers them to succeed in any course of life they choose to take.

- **Invest in more robust and integrated pre-major advising and mentoring**

  The faculty’s role in academic advising, both before and after students declare majors, is crucial to fostering their intellectual growth. F&M will explore models for more robust pre-major advising to meet the evolving needs of today’s students—and to help them take full advantage of the general education curriculum.

- **Create a Faculty Center to support faculty and their professional development**

  “The potential of this wide-ranging and ambitious project…will help faculty be even better mentors and advisers, more innovative teachers and forward-thinking scholars, and more deeply engaged colleagues.” –2012-13 Strategic Planning Steering Committee

- **Build the educational impact and holistic influence of our College Houses**

  “The Houses provide an ongoing context in which students come together with different life experiences, explore the world around them and learn to chart new paths. The Houses provide the space in which students can learn to live the ideas that will shape their futures and cultivate their leadership skills.” –Five-Year Plan for the College Houses, January 28, 2011

- **Improve the integration of students’ international experiences into their full education**

  Half of Franklin & Marshall students now study for a semester or more outside the United States. We will create new frameworks to help students maximize these opportunities and infuse them into their studies and the fabric of campus life when they return.
Develop educational technology to enhance learning

A 19-month planning grant from the Andrew W. Mellon Foundation will provide new resources for Franklin & Marshall, Dickinson and Gettysburg colleges to collaborate in evaluating the potential of online resources to enhance classroom learning and student research.

Promote varsity, club and intramural athletics as opportunities for learning and leadership

Deeply motivated by the American ideal of the scholar-athlete, the College will build a model Division III athletics program. Initiatives such as the new yearlong Harwood Leadership Seminar, through which student athletes and other student leaders learn together about leadership styles, reflects our commitment to this vision.

III. FUEL KNOWLEDGE, DISCOVERY AND ARTISTIC CREATION

Leading national liberal arts colleges influence society through the knowledge they create and the problems they solve. We support a faculty celebrated for excellence in research, scholarship and creative endeavor.

To elevate the reach and impact of their work, we will expand seed funding and research innovation grants. We also will pursue groundbreaking research of national influence, aligned with the interests and strengths of our professors.

We cherish the synergy between great teaching and the creation of original ideas in the library or lab. A professor’s fieldwork across the globe, his or her writing a new novel, film or opera, or sculpting a work of art, can generate entirely new seminars and learning opportunities for students. The best colleges foster a dynamic, creative culture that inspires all.

To attract and retain extraordinary faculty, a new innovation fund for tenure-track professors will support the early stages of potentially high-impact research. We will develop resources to provide seed funding to faculty to launch research and creative projects to attract national grants and fellowships.

The opportunity to create new knowledge or original art as an undergraduate is thrilling and can influence the direction of a student’s life. Top students expect such singular research experiences, as evidenced by the steep increase in applications for our Hackman research awards, which we are committed to expanding.

“Fire can only kindle fire.
Mind can only awaken mind.”

–FREDERICK RAUCH, PRESIDENT, MARSHALL COLLEGE, 1836
In the coming years, we will pursue more intentionally specialized research sparked when faculty and students work together across disciplines. F&M faculty share an impressive record of interdisciplinary teaching and research spanning countless fields of study. We know that solutions to the world’s most pressing challenges increasingly emerge when disciplines intersect. They emerge in a culture of creativity. With additional funding, F&M can harness its collective intellectual power to work on issues of national and global reach.

**ACTION STEPS:**

- **Increase financial support for faculty scholarship and creative work**

  Grants for faculty research, seed funding to develop projects to attract national grants and fellowships, and an innovation fund for tenured faculty will strengthen Franklin & Marshall’s reputation for excellence in research and teaching.

- **Expand opportunities for student-faculty research**

  Among the many opportunities for one-on-one research with faculty, the College’s Hackman Scholarship every year enables F&M students to gain hands-on research experience. Resources such as a $1.4 million Howard Hughes Medical Institute grant allow students to conduct graduate-level research in such areas as genetics that have immediate impacts on clinical care.

- **Institutionalize our signature Common Hour program**

  With guests including astrophysicist Brian Greene, Teach for America Founder Wendy Kopp, health policy scholar Paul Starr, philosopher Cornel West and Supreme Court reporter Nina Totenberg, Common Hour builds and nourishes our community with lectures and performances each Thursday during the academic year.
Extend the impact of the Phillips Museum of Art

The museum has emerged as a significant site of collaboration and innovation. For example, the Hudson River School exhibit, being shown in Fall 2013 at F&M—and for the first time outside New York—will align art with research as three historians participate in a panel discussion on the artists of the exhibit’s masterworks.

IV. SUPPORT POWERFUL STUDENT LEARNING DURING AND AFTER COLLEGE

One of the best ways Franklin & Marshall can claim our future as a leading liberal arts college is to be a national leader in supporting the post-graduate aspirations of our students and alumni. There may be no more tangible manifestation of F&M’s educational value than how we empower our graduates to pursue their goals.

Are F&M students ready to hit the ground running when they arrive on campus? Are they making the most of the opportunities F&M offers to learn and grow? Can they identify their passions and professional interests? Do they have what it takes to pursue and excel in those interests? Are they resilient in the face of setbacks? Can they inspire and lead others? These are the kinds of questions we ask relentlessly.

Today’s college students are navigating a longer transition to independent adulthood than did previous generations. Recent research portrays the late teens through the mid-twenties as a period of “emerging adulthood.” During this period, many young people choose to continue their education, delay marriage and parenthood, and defer career choices. In the first few years out of college, “Students get an intense immersion into hands-on learning. They become high-capacity researchers.”

–DOROTHY MERRITTS, F&M PROFESSOR OF GEO SCIENCES
today’s graduates are more likely than their parents or grandparents to hold several jobs, in several fields, to discern the career paths and modes of adult living that feel right for them.

Expectations for how a transformational college education empowers these students after graduation have changed significantly in just a decade. The twin factors of high college costs and serious underemployment and unemployment of recent college graduates have created new expectations for higher education. Washington policymakers have proposed new metrics and rankings to promote accountability in providing students with a useful education and to measure colleges by their ability to limit indebtedness.

In this context, Franklin & Marshall has gained national recognition for creating new resources, consistent with the aims of a liberal arts education, to help recent graduates compete for professional and personal growth in a rapidly-changing economy. Our work extends in many directions. Through the College Houses and the Office of Student and Post-Graduate Development, launched in Fall 2012, we are pursuing strategies to prepare students to become independent adults, including leadership development, entrepreneurship, financial literacy, civic engagement, wellness and self-advocacy. While the College’s track record in graduate school success is strong—each year, students and alumni are admitted to Ph.D. programs at institutions like the Massachusetts Institute of Technology, Stanford, Duke, University of California and Harvard—we will continue to develop new strategies for competitive success.

We also will double down on our work to help students compete for fellowships and graduate and professional programs. In recent years, F&M students have won the Mitchell, Truman, Pickering and Fulbright Full-Grant Research fellowships, and several have secured Fulbright English Teaching Assistantships to serve abroad. We will increase our pool of qualified nominees for the top national fellowships each year.

By extending our educational reach beyond the four years students are on campus, we believe Franklin & Marshall will offer a game-changing model in terms of student growth, alumni engagement and societal good. Indeed, it will be interesting to see if larger institutions that do not know their students so well can keep up with us.
ACTION STEPS:

- Strengthen lifelong career and fellowship support through the Office of Student and Post-Graduate Development

Beyond traditional career services, Franklin & Marshall prepares students for their lives and careers, and continues to support them as alumni. We get them ready for life and work after college by helping them explore potential career pathways, exposing them to extraordinary opportunities, preparing them to compete, and helping them sustain trajectories of success beyond college.

- Deepen students’ preparation for advanced study beyond F&M

During the five-year period 2005-09, 6.7% of the graduating classes of Franklin & Marshall alumni went on to earn Ph.D.’s or other research doctorates—placing us in the top 5% of all types of institutions nationally. In 2012-13, we expanded pre-professional advising programs by appointing full-time advisors for health and legal professions, building on F&M’s historic strength.

- Invest in health and counseling services to meet students’ needs

The College will enhance its health, counseling and wellness resources—a critical investment for this generation. We will help students learn how to manage stress and emotional needs, and reduce the risk of harmful behaviors. We will partner with our students in these efforts.

- Create new opportunities for leadership, entrepreneurship and citizenship

The College will enhance opportunities for students to demonstrate individual initiative and develop civic enterprises, encouraging them to build programs that contribute to their communities and society. A leading example is the students who head to the Chris Campbell Memorial Field and Education Center in Khayelitsha Township, South Africa, over the summer to participate in the ONE Goal program. ONE Goal was founded by F&M students who secured grant funding for a program that uses soccer to engage local youth in public-health education.
And, the soccer field itself was dedicated in 2008 to memorialize former F&M men’s soccer player Chris Campbell ’08, who died unexpectedly in August 2007.

■ Create programs to build students’ financial literacy

Promoting financial well-being outside the classroom, the College will educate students about sound money-management practices before, during and following college. Franklin & Marshall recognizes the positive impact such work can have on students’ economic security, social mobility and quality of life.

V. GROW OUR RESOURCES, ENGAGE OUR PARTNERS

Outstanding teaching, research and service to society must be supported and protected in changing economic times. More than ever before, colleges must creatively leverage all of their resources—human, intellectual, financial, reputational—to support national-level excellence if they are going to flourish into the future. To claim our own future, we must engage all who work and study at Franklin & Marshall with our alumni, parents, advocates, investors and supporters in the work of advancing the College, and especially our students.

We already successfully compete for many of the best students in the world. We are already a top producer of graduates who earn premier fellowships, graduate school admission and excellent jobs. We already recruit an accomplished faculty of scholars. Distinctive assets like our campus and our partnership with the City of Lancaster position us to continually invigorate the student living and learning experience at F&M. We must take great care to steward these assets and grow

“Tell me and I forget, teach me and I remember, involve me and I learn.”

–BENJAMIN FRANKLIN
them, whether that means supporting a national-level faculty in the future, enhancing physical space to create friendship, community, and learning, or investing in technologies essential to academic and competitive success.

Attaining the gold standard of quality and value—the gold standard of relevant, dynamic liberal arts education—demands new philanthropic support.

While dollars raised annually through the Franklin & Marshall Fund have increased steadily, we have a goal of increasing yearly giving among alumni to 40% and growing our endowment considerably through a comprehensive fundraising campaign.

Great colleges secure their futures by uniting their entire community of alumni, parents, students, faculty and friends to become stakeholders in the enduring excellence of the institution. We will strengthen our partnership with F&M’s 25,000 alumni and the Franklin & Marshall Alumni Association. We will be a lifelong point of connection and an educational resource. We will create new opportunities on campus and online for graduates to leverage their expertise and energy. We want to engage our entire extended community in meaningful volunteering, mentoring and leadership.

**ACTION STEPS:**

- Create new opportunities for alumni and parent engagement with the College

“Many alumni achieve a great sense of satisfaction and engagement by contributing their time and energy to the College. This makes the effort and enthusiasm of our volunteers one of our most precious assets. As such, the more we can do to nurture the quality and commitment of our volunteers, the more value we should be able to return to all alumni.”

Launch a comprehensive fundraising campaign

With campaign funding, the College will increase financial aid, grow faculty resources, increase student and faculty research, and strengthen innovations such as the College House system and the Office of Student and Post-Graduate Development.

Increase the size of the College’s endowment

Important financial goals of a comprehensive campaign must include securing substantial gifts to strengthen Franklin & Marshall’s endowment, thus growing annual revenue for the operating budget to support faculty and students.

Continue to invest in competitive compensation for faculty and staff

While striving to limit tuition increases, F&M has also increased faculty and professional staff compensation by almost 8% over the past two years. The College will work with the faculty and the Franklin & Marshall College Board of Trustees to maintain competitive compensation and benefits, reflecting our status as a national institution.

Acquire and begin developing the North Campus property

As part of the historic Northwest Gateway project, the College and Lancaster General Health are in the final stages of acquiring 28 acres adjacent to the campus, and beginning development activities including the construction of an extension of Liberty Street to College Avenue. The development of the North Campus will afford the College an opportunity to re-envision an athletic precinct for Franklin & Marshall that, over time, will become home to field hockey, track, baseball and softball.

Fund and construct the Shadek Stadium

In the largest gift ever to Franklin & Marshall for athletics, Laurence Shadek ’72 and the Shadek Family Foundation have donated $5 million to the College to help build Shadek
Stadium on F&M's North Campus. The gift is the leading investment in a drive to raise $17.5 million for a multipurpose facility that will offer spaces for training and competition, sports medicine, and leadership programs for students and coaches.

- Develop F&M’s physical spaces and refresh the College’s long-term Campus Master Plan

We will sustain academic facilities that support our excellence in teaching and research, along with College Houses and other facilities that make our student residential college experience second to none. After the completion of Shadek Stadium, the College will develop plans for the space currently occupied by Sponaugle-Williamson Field.

- Enhance F&M’s ongoing engagement with the City of Lancaster

The College has contributed to economic development and public safety in the northwest section of Lancaster and is deepening its civic engagement through community-based learning and research, as well as through student, faculty and professional staff volunteer service. In 2012-13, a grant from the James Hale Steinman Foundation helped the College create F&M Works, which enables 40 students to hold paid internships with Lancaster nonprofit organizations at no charge to those organizations.

- Enhance F&M’s visibility in evolving forms of public media

The College is building its visibility by publicizing our faculty and students’ creation of knowledge, the initiatives and programs that reflect the College’s leadership and innovation, and the achievements of our alumni. We will ensure that across the country and around the world, prospective students and their families, potential donors, and allies in secondary education and the public and private sectors recognize Franklin & Marshall as a national liberal arts college.
Implement F&M’s 2013 Sustainability Master Plan

“Franklin & Marshall College will become a leader in sustainability by enriching the environmental, economic and social well-being of our community. Through our decisions and actions, we will cultivate a sustainability-centered ethos that permeates the lives of our community members.” –Franklin & Marshall College Sustainability Master Plan, adopted in October 2012

Invest in F&M’s technology infrastructure

To remain competitive in meeting the demands of preparing students in a technology-driven world, the College will ensure that it has the appropriate technology infrastructure (wireless, mobile, networking, academic and administrative systems) to ensure the College is well positioned to support a high level of learning in a rapidly changing environment.

Expand cost-sharing and consortial strategies for efficient College operations

The College will actively explore strategies that include joint purchasing agreements, information technology services and joint study abroad programs to control the growth of our operating budget while enhancing our excellence and value. For example, this year, F&M has collaborated with Bucknell University and Susquehanna University to hire a joint chief information security officer.

Develop new revenue-generating programs and activities

F&M will take advantage of its strong physical assets to craft sustainable strategies of revenue enhancement. Opportunities for revenue include offering educational and extracurricular programs that are aligned with our mission, and making facilities available to other institutions.
Franklin & Marshall’s goal is to secure our long-term standing as a great liberal arts college—a dream destination for the most talented students and faculty around the world.

Undaunted by the challenges of these times, we draw strength from our history. Benjamin Franklin was one of the greatest leaders in American history. John Marshall created the enduring democratic concepts of judicial review underlying the U.S. Supreme Court. Surely, they would urge us to be bold and determined.

Most essential, we have the talent on campus and among our alumni, parents and friends to succeed.
“To listen well is as powerful a means of communication and influence as to talk well.”

–JOHN MARSHALL