



Hadley Institute for the Blind
and Visually Impaired

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About Us

Mission Statement

Hadley creates personalized learning opportunities that empower adults with vision loss or blindness to thrive – at home, at work and in their communities.

Institutional Goals and Outcomes

Attract Learners. Hadley seeks to serve millions of learners globally through accessible, online vocational, and avocational workshops offered tuition free.

Build Strength. Hadley aspires to enhance the efficient delivery of educational offerings to ensure continued financial sustainability.

Demonstrate Results. Hadley implements continuous improvements and positively impacts learners' ability to thrive.

Build the Brand. Hadley commits to advocating for the needs of adults experiencing new or progressive vision loss to support their continued independence by providing valuable insights to organizations beyond the blindness field and building on its rich history.

Continuing Education Credits

A number of Hadley's workshops have been approved for Continuing Education (CE) credit through the Academy for Certification of Vision Rehabilitation and Educational Professions (ACVREP).

Legal Control

Hadley is a nonprofit 501c3 organization, incorporated in the State of Illinois.

Contact Us

Hadley Institute

700 Elm Street

Winnetka, Illinois 60094

800-323-4238

info@hadley.edu

Hours: 8:00 am to 6:00 pm, (CT) Monday through Friday.

Hadley Leadership

Ed Haines, Chief Program Officer

Joan Jaeger, Chief Marketing Officer

Andre Lukatsky, Chief Technology Officer

Mary Nelson, Chief Operations Officer

Michael Rydel, Chief Learning Officer

Susan Thompson, Chief Human Resources Officer

Julie S. Tye, President

Brooke Voss, Chief Development Officer

Colleen Wunderlich, Chief Strategic Partnerships Officer

Advisory Panels

BEPLT Program

The Advisory Panel provides broad feedback and offers focused feedback to improve educational offerings.

Raven Pulliam, Administrator - Business Enterprise Program for the Blind, Illinois Department of Human Services

Jim McManus, Randolph Sheppard Program Manager - District of Columbia

Bill Findley, Bureau Chief of Business Enterprise - Florida Division of Blind Services

Terry Smith, Director of Training and Technical Assistance - National Association of Blind Merchants

Nicholas Gacos, President - National Association of Blind Merchants

Avocational Workshops

Hadley maintains an advisory panel of over 1500 learners with vision loss, their families and friends, and the professionals who serve them. This panel reviews avocational workshops in progress and suggests topics for future development. A subset of these panelists serves as User Acceptance Testers as Hadley's Advisory Council. Their findings are shared quarterly with the Education Committee of the Board of Directors.

Judith Pothier, Usability Advisor, Sacramento, California

Linda Hager, Usability Advisor, Missouri

Patty Williamson, Usability Advisor, Greensboro, North Carolina
Roslyn Zeltins, Usability Advisor, Portage, Wisconsin

Education Committee

Jennifer A. Wainwright
Teresa R. Cannon
Linda R. Crane
Scott B. Dickes (Board Chair)
Karen Gearreald
Ed Haines
Louise A. Holland
Joan Jaeger
Andre Lukatsky
Lynne Montgomery (Chair)
Betsey L. Puth
Michael Rydel
Juergen M. Stark
Julie Tye
Kim Walker
Colleen Wunderlich

Faculty (Learning Experts)

Full-time Faculty

Ricky Enger

Bachelor of Business Administration, Computer Information Systems
from West Texas A&M University, Canyon, TX
Subject Taught: Technology (Practice Leader)

Donna Fridgant

Master of Education, Reading Specialist from Trevecca Nazarene
University, Nashville, TN
Bachelor of Science in Elementary Education from Kutztown State
University, Kutztown, PA
Subject Taught: Braille

Danette Johnson

Master of Education in Orientation and Mobility from Northern Illinois
University, DeKalb, IL
Bachelor of Science in Special Education for the Visually Impaired from
Illinois State University, Normal, IL
Subject Taught: Braille (Practice Leader)

Steve Kelley

Master of Arts in Blindness Rehabilitation and Rehabilitation Counseling from University of Arkansas Little Rock, AR
Bachelor of Arts in English/Philosophy from University of Florida, Gainesville, FL.
Subject Taught: Technology

Tiffany Mpofo

Bachelor of Science in Interdisciplinary Health and Human Services from Western Michigan University, Kalamazoo, MI
Subject Taught: Daily Living Skills

Jennifer Ottowitz

Master of Special Education in Visual Disabilities from Northern Illinois University, DeKalb, IL
Bachelor of Science in Education from Kent State University, Kent, OH
Subject Taught: Daily Living Skills

Jessica Smith

Master of Arts in Visual Rehabilitation Therapy from Western Michigan University, Kalamazoo, MI
Bachelor of Science in Health Science from the University of West Florida, Pensacola FL
Subject Taught: Braille

Vikki Vaughn

Master of Science in Education of the Visually Impaired from Vanderbilt University, Nashville, TN
Bachelor of Science in Special Education/Elementary Education from the University of Tennessee, Knoxville, TN
Subject Taught: Technology

Marta Whittington

Doctorate in Organizational Practice from Trevecca University, Nashville, TN
Master of Education in Vision Education from Trevecca University, Nashville, TN
Master of Education in Literacy from Austin Peay University, Clarksville, TN
Bachelor of Science in Elementary Education, Special Education and English from University of the Cumberlands, Williamsburg, KY
Subject Taught: Braille

Debbie Worman

Master of Science in Human Services Counseling from National Louis University, Evanston, IL

Bachelor of Arts in Human Services from National Louis University, Evanston, IL

Subject Taught: Daily Living Skills

Part-time Faculty

Scott Cass

Bachelor of Arts in English from The University of Colorado, Boulder, CO

Bachelor of Science in Journalism from The University of Colorado, Boulder, CO

Subject Taught: Business Enterprise Program Licensee Training

Larry Muffett

Master of Business Administration from Anderson University, Anderson, IN

Master's in Human Resource Development from Clemson University, Clemson, SC

Bachelor of Science in Economics from Purdue University, West Lafayette, IN

Subject Taught: Employment and Entrepreneurship

Pam Winters

Master of Arts in Teaching and Leadership, Saint Xavier University, Chicago, IL

Bachelor of Arts in Education, Illinois State University, Normal, IL

Subject Taught: Daily Living Skills

Academic Calendar

Hadley does not operate on a traditional academic calendar. Avocational workshops are publicly available for students online at any time. Vocational courses taken as part of the Business Enterprise Program Licensee Training (BEPLT) are available to BEPLT students any time.

Tuition and Fee Information

Hadley learners do not pay tuition or any other fees.

Hadley learners do not pay to register and complete avocational workshops. Learners enrolled in the Business Enterprise Program Licensee Training (BEPLT) also do not incur a direct cost. For Randolph-Sheppard vendor trainees, the referring State Vocational Rehabilitation Counselor authorizes and pays a fee of \$3,499.00 per trainee to the National Association of Blind Merchants (NABM) for each learner. State Licensing Agency (SLA) staff and licensed Randolph-Sheppard vendors may also enroll in either the full BEPLT package or in individual BEPLT modules. For enrollment in the full package, the SLA pays the full fee to NABM. For enrollment in individual modules, the SLA pays a fee of \$500 per module to NABM.

Cancellation Policy

Students may cancel their enrollment in Hadley avocational workshops and BEPLT modules at any time. Hadley does not charge tuition or fees to students.

Refund Policy

Not Applicable. Hadley does not charge students tuition or fees.

Course/Program Offerings

Avocational Workshops

Hadley offers over non-credit, non-graded, continuing education avocational workshops. These workshops are publicly available, distance education offerings consisting of 4 to 20-minute instructional videos accessible to individuals experiencing vision loss or their family and friends. Many avocational workshops are supported by discussion groups as well as large print, braille, and audio alternative versions. In addition, they feature multiple methods of contacting an instructor in real time.

The avocational workshops consist of topics in:

Daily Living

Adjusting to Vision Loss

Technology

Braille

Recreation

Working

Hadley - NABM Business Enterprise Program Licensee Training (BEPLT)

Hadley's Forsythe Center for Employment and Entrepreneurship and the National Association of Blind Merchants and National Federation of the Blind's Entrepreneurs Initiative (NABM/NFBEI) offer a national curriculum consisting of online business modules specifically designed to train people who are blind or visually impaired to become Randolph-Sheppard vendors. Hadley offers only the online portion of this program, exclusively to state licensing agency staff, current Randolph-Sheppard vendors, and those seeking to become Randolph-Sheppard vendors once a state agency has paid the National Association of Blind Merchants (NABM) and approval is obtained from NABM.

BEPLT students receive a certificate of completion from NABM when they successfully complete all modules and the final examination. The students then attend face-to-face instruction provided by their State Licensing Agency to complete their training. Students are then eligible to receive a license to manage a Business Enterprise Program location from the State Licensing Agencies in accordance with the Randolph Shepperd Act.

The BEPLT consists of a series of 12 Hadley online business modules that cover the classroom portion of Business Enterprise Program training. The online curriculum is meant to maximize hands-on practice and to minimize classroom time. Trainees must earn a minimum grade of 75% to pass each module as well as to pass the cumulative final exam. Trainees will take the cumulative final exam after completing the final module in the series. Failure to earn a minimum of 75% in one module in the series or on the cumulative final exam will result in program termination. When a trainee completes the BEPLT, Hadley will notify NABM as well as the trainee's referring agency.

To complete this training program, you are required to complete the following modules, in the order which they are presented. You must score at least 75% in order to pass each module. Each student may only have two attempts to score a passing grade.

BEPLT Program Outcomes

Upon completion of the BEPLT program (portion delivered by Hadley); learners will be able to:

- Explain the Randolph Sheppard Act and its associated regulations.
- Identify the principles needed to manage a vending location or a café at a municipal property.
- Describe best practices in sales, employee hiring, inventory management, and customer service.

Module 1 – Introduction to the Business Enterprise Program

This module covers the history and background of the Randolph Sheppard Act, which gives people with vision loss first priority to manage vending machines and cafes at government locations.

1. Before Randolph-Sheppard
2. History and background -- National and Mini Randolph Sheppard
3. Randolph Sheppard is a Food Service Priority

Module 2 – Vending Management

This module describes the best practices used to manage vending locations. It covers distribution, storage, sales, purchasing, stocking, inventory, pricing, automation, point of sales, and marketing approaches.

1. Introduction (Blindness Basics and what systems you will use to support your operation)

2. Systems
3. Distributor and Broker Relationships
4. Storage Facility

Module 3 – Café Operations

This module describes the best practices used to manage cafes at government locations. It covers point of sale, upkeep and maintenance, menus, hygiene, food safety, kitchen operations, and service standards.

1. Introduction -- 1974 Expansion
2. Making the Most of Your Location
3. ServSafe Requirement
4. Kitchen Operations

Module 4 – Developing Systems to Structure and Manage Your Business

This module covers the effective business practices and systems in a Business Enterprise Program (BEP) operation. Topics include onboarding employees, checklists, product management, food quality, recipes, menu mix, cleaning, and safety.

1. Checklist
2. Quality, Service and Cleanliness
3. Orientations
4. Recipe Right

Module 5 – Sales

This module explains how to estimate sales projections, assess locations, consider historical trends, menu choices, catering, coffee carts, branding, marketing, public relations, promotions, and advertising.

1. Projections
2. Historical Trends
3. Building Sales in Your Location
4. Healthy Menu Options

Module 6 – Employee Hiring and Development

This module examines staffing, recruiting, interviewing, hiring, position descriptions, job applications, reference checks, orientations, handbooks, filings, paperwork, postings, scheduling, training, performance evaluations, and terminations.

1. Recruiting
2. Interviewing

3. Hiring
4. Handbooks
5. Scheduling

Module 7 – Labor and Cost of Goods Management

This module covers two topics. It explains labor management by reviewing job functions, staffing, performance management, teambuilding, and employee feedback. It also explains cost of goods from raw material to inventory management and food distribution.

1. Labor
2. Developing a Team That Runs by Itself
3. Cost-of-Goods
4. Inventory Methods
5. Choosing Food Distributors

Module 8 – Customer Service for BEP

This module defines customer service and explains how it becomes a vital attribute of a business's culture. The workshop provides examples of superior customer service in the private sector

1. Customer Service Isn't a Department
2. Stories from All Over on How to Do it Best
3. Creating an Environment of Excellence
4. Habits From the Best

Module 9 – Business Processes

This module compares traditional business planning to the Canvas business plan model. It covers forms of ownership, upfront financing, naming the business, SLA start-up costs, inventory, support, special considerations, office systems, cash management, credit card services, accounting, and finance.

1. DBA
2. Start-up Inventory
3. Support
4. Individual State Agreements
5. Adaptive Technology
6. Office Systems
7. Data Tracking
8. ServSafe

Module 10— Micro Markets

This module defines a micro market as a mini café in which customers select their food and pay at a kiosk. It covers planning, physical plant

considerations, kiosks, cleanliness, and the customers' perception of security.

1. An innovative growing trend, micro markets based on convenience store models with personalized style of a marketplace
2. Custom designed vending market or mart with a self-checkout kiosk
3. Customized products and setups and maintenance
4. Self-checkout capabilities

Module 11 – Final Examination

Module 12 – ServSafe: An Introduction

This two-part module teaches vendors the concepts needed to obtain the Serv Safe credential. Topics center on the importance of food safety from purchasing to storage to handling, and to serving food.

BEPLT Graduation Requirements

Students are required to successfully complete all 12 modules and the final examination with a score of 75%. Students are then eligible to complete the on-ground portion of the program conducted by their applicable State Licensing Agency.

Admission Criteria

Avocational Workshops

Hadley avocational workshops are open to individuals with a visual impairment, their families and friends, and the professionals who serve them, who complete a simple on-line registration form on Hadley.edu. Once registered students have access to all the workshops, discussion groups, recordings, podcasts, and resource guides. Anyone needing help registering can contact the Helpdesk (Student Services) by phone, email, or written request.

Business Enterprise Program Licensee Training (BEPLT)

Students are expected to meet the following academic prerequisites:

General Requirements:

- Proficient at math including the ability to perform basic addition, subtraction, multiplication, division, fractions and percentages;
- Ability to use a calculator;
- English grammar and composition skills at 8th grade level

Assistive Technology Skills:

- Keyboarding skills
- Familiarity navigating Chrome or Firefox
- Internet Access through a PC or Mac
- Proficiency in either screen reader or screen magnification software
- E-mail capabilities

BEPLT Admission Procedure

- The prospective student meets with a Vocational Rehabilitation Counselor (VRC) in his/her state.
- The VRC validates the student's skills and refers him/her to the BEP State Licensing Agency (SLA).
- The SLA notifies the student and the VRC of his/her acceptance into the BEP program.
- The student or the VRC completes the Hadley Enrollment Form
- Hadley notifies NABM of upcoming enrollee
- The VRC pays NABM.
- NABM notifies Hadley to enroll the student in BEPLT.
- Hadley sends the student a Welcome Letter with a code to begin Module One.

Prior to referring a candidate to the Hadley-NABM Business Enterprise Program Licensee Training, the Vocational Rehabilitation Counselor (VRC) must ensure that there is documentation in their customer's file verifying legal blindness and United State citizenship. The counselor is also responsible for verifying the student's prerequisites of general requirements and assistive technology skills.

In addition, NABM must receive the signed authorization form from the referring counselor prior to student enrollment. Students or the referring counselor must complete the online student referral form.

Transfer Credits

Hadley does not issue credit hours for the completion of any part of its curriculum. Therefore, it does not require or accept transfer credit. A student who wishes to transfer the BEPLT credential to another state should first contact the SLA in that state for consideration of the BEPLT credential. It is always up to the state licensing agency whether they will accept Hadley's BEPLT curriculum.

Academic Policies

Satisfactory Academic Progress

Hadley's avocational workshops do not follow an academic format, and they are not subject to satisfactory academic progress requirements. Students can access avocational workshops at any time, they are not expected to complete them in a set time frame, and they are not awarded an academic credential upon completion.

BEPLT Academic Dismissal Policy

BEPLT students are asked to complete at least one module per month and earn a 75% on every end-of-module exam and the final examination.

If the student does not complete a module on time or scores less than 75%, the instructor will send a warning email to the student.

For students who score less than a 75%, the instructor will provide tutoring in preparation for a second attempt at the exam. Subsequent to the tutoring session, the instructor allows the student to take the exam for a second time.

If the student fails the exam for a second time, Hadley will notify the State Licensing Agency (SLA) and the National Association of Blind Merchants (NABM).

The SLA and NABM will determine if the student will be reinstated and given a subsequent chance to continue in the BEPLT.

Extension Policy

The BEPLT instructor has the authority to grant a 30-day extension in case of illness or other valid extenuating circumstances. Since avocational courses are not graded and non-credit, Hadley does not require a formal extension for these workshops.

Grading Policy

The avocational workshops are not graded. BEPLT modules are auto graded, and they are pass/fail with 75% or more considered a passing grade.

Student Code of Conduct

Learning Experts and staff will work with you, as a student of Hadley, in the pursuit of your educational goals by providing an environment characterized by respect, academic integrity, and fairness.

As a learner with the Hadley, your responsibilities include:

- Conducting yourself with professionalism, courtesy, and respect for others in your dealings with the Hadley faculty, staff, and other students.
- Presenting your qualifications and background truthfully and accurately for admission to the Hadley Institute.
- Observing Hadley's policies and rules on submitting assignments and participating in faculty online office hours.
- Turning in work that is your own; not presenting another person's ideas or scholarship as your own.
- Not asking for, receiving, or giving unauthorized help on graded assignments.
- Never divulging the content of or answers to assignments to fellow students.
- When taking an online course, maintaining the security of your password by not sharing it with fellow students or others.
- Observing the recommended assignment submission schedule for your course.

- Never soliciting money from Hadley faculty, staff, or students.
- Reporting any violations of Hadley's Student Code of Conduct, and reporting any evidence of cheating, plagiarism, or improper conduct on the part of any student at the Hadley Institute when you have direct knowledge of these activities.

By following this code, all students, faculty, and staff can participate in a positive learning environment. Students are advised that violations of this Student Code of Conduct may result in disciplinary action, including suspension from studies or expulsion from the Hadley.

Non-Academic Dismissal Policy

Inappropriate Use

Students agree not to upload, display or otherwise provide on or through Hadley's learning management system any content that: (i) is libelous, defamatory, abusive, threatening, harassing, hateful, offensive or otherwise violates any law or infringes upon the right of any third party (including copyright, trademark, privacy, publicity or other personal or proprietary rights); or (ii) in Hadley's sole judgment, is objectionable or which restricts or inhibits any other person from using Hadley's learning management system or which may expose Hadley or its users to any harm or liability of any kind.

Termination

Hadley may terminate avocational students' access and use of the Hadley's learning management system immediately at any time, for any reason, and which point students will have no further right to use.

Students may terminate their Hadley account at any time by following the instructions available in Hadley's learning management system. The provisions of these Terms and Conditions relating to the protection and enforcement of Hadley's proprietary rights, students' representations and warranties, disclaimer of representations and warranties, release and indemnities, limitations of liability and types of damages, ownership of data and information, governing law and venue, and miscellaneous provisions shall survive any such termination.

BEPLT Non-Academic Dismissal Policy

BEPLT students are enrolled in a program administered by the State Licensing Agency (SLA).

Hadley will report instances of student misconduct to both the SLA and the NABM.

All disciplinary action, including dismissal, is taken by the SLA and NABM.

Complaint-Grievance Policy

Learners may submit complaints concerning academic or administrative issues via email or written statement directly to the instructor or the Support Services department. Learners will receive a response within 10 business days. These grievances may concern either the Business Enterprise Program Licensee Training (BEPLT) or the avocational workshops. If learners' grievances are not satisfied, they have the option to escalate their complaint along with a statement of their desired resolution directly to the BEPLT Chief Academic Officer or the Chief Program Officer for non-BEPLT issues. If these actions do not provide a resolution, they can escalate the grievance for final motion to the President of Hadley.

Student Identity Verification Policy

Once a State Licensing Agency (SLA) and the National Association of Blind Merchants (NABM) refer a student to Hadley, the student completes an online enrollment form and submits a copy of a government-issued ID to Hadley. The Support Services Department (SSD) checks the ID against the information provided by the SLA and NABM to verify that the person enrolling in the BEPLT Program is the same person referred by the SLA and NABM. Once the student identity has been verified, SSD stores a copy of the ID in the student record.

Students receive a secure and unique login and password for each module within the BEPLT program. The login and password are active only for the duration of each module. Upon completion of all modules, students take a final examination. Most states require that students complete a proctored final exam at the SLA location. Other states rely on students demonstrating their knowledge during live training sessions at the SLA location. These requirements verify that enrolled students completed the BEPLT program.

Non-Discrimination Policy

All Hadley workshops and BEPLT modules are open to anyone without discrimination based on federal and State of Illinois protected classes (gender, race, color, national origin, sex, age, disability, sexual orientation).

BEPLT modules are available only to those individuals with visual impairments who have been approved to join their state's Business Enterprise Program by the State Licensing Agency (SLA), the National Association of Blind Merchants (NABM), and the Vocation Rehabilitation Counselor (VRC).

Technology Requirements

All avocational workshop and BEPLT participants must have access to the Internet. Hadley content supports all modern operating systems and browsers. Minimum requirements:

Operating Systems:

- Windows 7 and above
- OSX 10.4 and above
- iOS 11 and above
- Android 7.0 and above

Supported Browsers:

- Internet Explorer 11
- Mozilla Firefox
- Google Chrome
- Safari
- Microsoft Edge

Confidentiality and Privacy Policy

All Hadley students are protected by the Federal Education Rights and Privacy Act (FERPA). All BEPLT students agree to share their educational information with the State Licensing Agency (SLA), the National Association of Blind Merchants (NABM), and the Vocation Rehabilitation Counselor (VRC).

Helpdesk (Student Services)

The Helpdesk (Student Services) at Hadley provides non-technical support to all Hadley students; the Computer Services department provides technical support. Both help desks have their hours of operation from 8:00 am to 6:00 pm (central time) from Monday to Friday.

Counseling Services

Note that referrals to other agencies are provided for further education as needed, but no employment counseling or placement services are provided.

State Licenses and Approvals

Hadley offers avocational workshops at no cost to the general public which are exempt from state higher education authorization oversight.

Hadley delivers its NABM Business Enterprise Program Licensee Training (BEPLT) program in states based on applicable exemptions, authorizations, and approvals. The BEPLT program is exempt from licensure as confirmed by the Illinois Private Business and Vocational Schools (PBVS). Hadley offers its BEPLT program in the following states based on applicable statute or administrative rule exemptions or through formal approvals:

- Alabama
- Alaska
- Arizona
- California
- Delaware
- Florida
- Hawaii
- Indiana
- Iowa
- Kansas
- Louisiana
- Maryland
- Massachusetts
- Michigan
- Minnesota
- Mississippi
- Missouri
- Nebraska
- New Hampshire
- New Jersey
- New York
- North Carolina
- North Dakota
- Oregon
- Pennsylvania
- South Carolina
- South Dakota
- Tennessee
- Vermont

- Virginia
- Washington
- Wisconsin