**Workforce 3One**

**Transcript of Webinar**

**ETA 2016 SECTOR STRATEGIES VIRTUAL INSTITUTE**

**MORE THAN JUST THE MONEY: SUSTAINING SECTOR STRATEGIES**

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BRIAN KEATING: I am going to introduce our facilitator today, and that would be Tom Hopper, senior director with Jobs for the Future. And just give me one second to bring up your slides, Tom, and why don't you verbally take it away in the meantime?

TOM HOOPER: Great. Thanks a lot, Brian. Well, good morning and good afternoon, everybody and welcome to "More Than Just the Money: Sustaining Sector Strategies," which is one of the workshops that's being held as part of ETA's Sector Strategies Virtual Institute.

As Brian mentioned, my name is Tom Hooper. I'm a senior director at Jobs for the Future, which is a nonprofit based in Boston, leading our regional and sector strategies team. And we're really excited that so many of you could join us for today's workshop.

And I'm joined today by two wonderful presenters, Nancy Snyder, who's president of the Commonwealth Corporation here in Boston; and Navjeet Singh, who's deputy director of the National Fund for Workforce Solutions, also based in Boston. I was to assure you that despite the very pro-Red Sox (sic) bent and nature of our panel we will not bring that bias into our session at all today, and have really worked hard to ensure that all the lessons learned and the tips that we offer today are applicable nationally. Both Nancy and Navjeet have extensive experience in developing and implementing and sustaining sector strategies at the state and local level, and they're going to draw on their experiences today.

Now, many of the sessions at the virtual institute are targeted at launching and implementing sector strategies and offer really, really timely and excellent TA around that to help you get started. This specific session focuses very specifically on sustaining sector strategies and the key steps that state and regional agencies can take to help ensure that their good sector work continues long after the launch of a regional sector partnership or a broad state sector strategy.

Now, it's really critical to begin thinking about sustaining sector work right at the inception of a sector strategy, as you can take very specific steps, even during the development of a sector partnership to help ensure that those efforts are sustained.

So with all that in mind, we have four key objectives for today's session. Actually, Brian, if you could advance my slide that would be great. Here we go. So four key objectives for today's session.

First, we're going to identify the key elements of sustaining sector strategies, both financial factors but also non-financial factors that are really critical to keeping these efforts going. I'll touch on those but Nancy and Navjeet are going to go much deeper into them.

Second, we'll provide tips to state workforce agencies, state workforce boards, local boards, America's Job Centers, and their partners to help sustain sector strategies.

We'll also offer lessons learned from an experienced practitioner. You'll hear a really detailed presentation from Nancy on her experience and learnings from her various sector-related work.

And then finally, we've developed this webinar to support really strong peer sharing, helping you learn from each other. We really want to encourage you to share your experiences related to sustainability; both what's worked for you as you look to sustain sector work, but also the challenges that you've had and how that's helped inform the work as you've progressed.

First, a quick summary of sector strategies, just to ensure that we're all thinking about this work in a similar way and to set the stage for Nancy and Navjeet's remarks in a minute.

A sector strategy is a partnership of multiple employers within a critical industry that brings together a host of key stakeholders to collaboratively address the workforce needs of that industry within a regional labor market. And there are a few key attributes of regional sector strategies, and I'll just touch on them quickly.

A regional strategy usually has an industry champion who represents the industry and is an active advocate for the partnership, and a regional strategy is usually supported by an intermediary like a workforce board or a community college who staffs that regional partnership.

And many states have also launched formal statewide sector strategies, and these are efforts where the state workforce agency or another state entity helps develop and support a regional sector strategy. State roles can range from conducting labor market analysis to providing technical assistance to regional partnerships and include other roles as well.

Now, sustaining sector work certainly includes financial resources and ensuring that there are financial resources to support those efforts, and this slide lists some of those resources. Regional strategies can access WIOA funds, state general revenue, employer contributions, and contributions from foundations, for example. This slide also lists out potential resources that state strategies can access, and the list is very similar. Include WIOA funding, state general revenue, discretionary grants from DOL and other agencies, and foundation funding.

I want to emphasize – and this is really important – that sustaining sector work is about much more than simply leveraging resources, and ultimately sustainability hinges on a number of key factors. And finance is one of them, but other non-financial factors are key here too. They include ensuring the industry is leading sector work, cultivating champions both within the industry and then outside industry, other key stakeholders around the state, dedicating skilled staff to support sector work, and those really are individuals with very specific skillsets – and Nancy's going to touch on some of those – leveraging resources, which can come from a number of different entities and sources, as we touched on.

Another factor is managing performance, and this is true at both the state and the regional level. And then ultimately communicating success. So we're letting partners and the public know what happened as a result of sector work and really who was involved in it. And Nancy and Navjeet are going to talk about those factors in more detail.

So with that as background, I'm really excited to hand off the presentation to our next speaker, Nancy Snyder, with the Commonwealth Corporation. So, Nancy, take it away.

NANCY SNYDER: Thank you, Tom. Good afternoon, everyone.

First, I wanted to give a little bit of background about Commonwealth Corporation. We're a quasi-public workforce development agency that serves the Commonwealth of Massachusetts. Our mission is to strengthen the skills of Massachusetts youth and adults by investing in innovative partnerships with industry, education, and workforce organizations.

And we work in three broad areas, training people who are unemployed or underemployed for jobs in demand through sector partnerships, supporting youth employment and skill building strategies, and providing grants to businesses to train their incumbent workforce. Our programs reach about 24,000 Massachusetts youth and adults in 800 businesses.

Massachusetts has been piloting sector strategies since the late 1990s starting with welfare to work programs. The state began to implement a statewide sector strategy in 2000 with a pooled funding approach. In 2006 the legislature created the Workforce Competitiveness Trust Fund to improve business competitiveness and to improve access to well-paying jobs and successful careers for Massachusetts residents.

The WCTF is administered by Commonwealth Corporation on behalf of the Executive Office of Labor and Workforce Development. Commonwealth Corporation develops the request for proposals, reviews proposals, and recommends awards. We administer grants to regional partnerships, collect participant level data, and manage performance. We provide technical assistance and facilitate peer learning.

The state sector strategy in general does not specify an industry or industries unless a funding source requires that. We do require the partnerships focus on an industry or occupation with a hiring need common to at least two regional employers and demonstrate demands for hiring in that field in their region.

We also do not specify a particular category of organization to lead partnerships. They're led by workforce development boards, career centers, community-based organizations, community colleges, union education and training funds, career and technical high schools, and businesses and four-year colleges.

We take a proactive role regarding performance management. We are stewards of public funds that are focused on getting people who are unemployed and underemployed back to work. Our overall approach is as a partner to the regional partnership. The success of the WCTF is dependent on the success of the partnerships, and we work hand in hand with them at each major benchmark of the program to ensure success.

We manage at the partnership level, but we're also working to achieve an initiative-wide goal. We have a program dashboard that tracks the partnerships' quarterly goals for enrollment, completion, employment, retention, and spending. We manage a participant level database that tracks actual performance against quarterly goals.

We use this data to prioritize program management and technical assistance activities, focusing on those partnerships that are not meeting their goals. There are many reasons for missing goals, and we work with the partnerships to identify those reasons. If the reason is related to program design, we do a lot of work with the partnership to address the design issues as early as possible.

We convene the partnerships to share best practices and engage in problem solving for issues that are common across the state. The discussions might focus on screening or employer engagement, for example. We've developed guidebooks on partnership formation and measuring business impact that provide best practice information from earlier rounds of the Workforce Competitiveness Trust Fund.

The partnerships that were supported in 2006 to 2012 included a number of projects that focused on incumbent worker training as well as pipeline development, often backfilling jobs that were made available by promotional opportunities. Much of the activity during this time occurred during the great recession which required some reworking of partnership activities and in some cases led to us ending contracts early in the project simply because there was no hiring activity or promotional opportunity or the business conditions no longer allowed for training. Even in this environment the WCTF partnerships led to positive outcomes for most training participants.

Beginning in 2013 we focused resources on pipeline training rather than incumbent training. Massachusetts does have other larger and recurring resources that support incumbent training. I'd be happy to talk about those in the Q&A, if that's of interest. The partnerships that were funded in 2013 are ending in June 2016.

To date 798 participants have completed training, and 632 of them placed, an employment rate of 79 percent, and placement activities are still ongoing. Participants in the latest round of partnerships are 75 percent unemployed. The other 25 percent are underemployed. 82 percent low income. 42 percent are on public assistance, and 59 percent have a high school degree or less.

At the state level there are a number of elements that have contributed to ongoing support of a state sector strategy. We require that every partnership have two or more businesses with hiring demand and that the businesses play a role in shaping curriculum, providing work experience, and are making a commitment to at least interview graduates or to hire graduates.

Particularly in healthcare and manufacturing, we've seen strong employer engagement and active advocacy for talent pipeline capacity. There are strong champions for the Competitiveness Trust Fund in the administration, in the legislature, and among business and labor organizations. This has been critical at points in the process when important yes and no decisions are being made relative to resources.

It's important to ensure the professional staff for sector partnerships at the state level are people with some experience in sector approaches on the ground. This experience provides them with the knowledge and skills to provide technical assistance and the credibility to engage productive lead with practitioners, industry, and policy makers on the state and regional level.

It's been important for us that staff are able to fit into a culture of partnership. The state success is dependent on success on the ground, and our job is to support that. Finally, it's important that state staff can be helpful in identifying opportunities to bring in additional resources that can add to partnership capacity and sustain it after the grant ends.

As I mentioned earlier, there's a strong advocacy coalition in support of the Competitiveness Trust Fund in other workforce initiatives. The coalition includes the largest business organizations in the state, the ASLCIO, grassroots organizations, and workforce associations. The advocacy efforts are supported by the Skill Works Funding Collaborative, which is a philanthropic and public coalition.

We support advocacy efforts through data, case studies, and supporting interaction between partnerships and policy makers. Partnerships have added to their capacity by tapping into federal and other state resources as well as philanthropic resources. We set high goals for the partnerships beginning with the request for proposal, although we do ask for partnerships to push back on proposed outcomes if they have knowledge and experience in working with some of the targeted populations that would lead them to say the outcomes we're proposing were unrealistic. To date, though, none have.

As I mentioned earlier, we work with partnerships to develop quarterly performance goals and manage actively to meet those goals for each partnership and the initiative as a whole. We've developed fact sheets with the data on outcomes, sustainability, and business impact as well as case studies highlighting best practices. The advocacy community is critical in communicating a success to policy makers and funders.

Regional sustainability depends on some of the same factors as the state. Many of the partnerships that we funded back in 2007 have continued. That is largely a result of the lead organization and the business leadership working hard to build a trusted culture in the partnership, the data collection to understand the evolving industry needs, and a strong value proposition.

Given staff turnover and turnover in business leadership, it's important to develop a commitment to the sector partnership among a broad set of businesses and give thought to succession planning. The business champions are critical to building an agenda that is meeting business needs, to attracting other businesses, and to communicating the value proposition to businesses, educators, and policymakers.

Staff at the regional level need to be skilled in a number of areas. They need to be strategic, understand how to collect and analyze data, be effective organizers and developers of industry leadership, and strong program managers. And workforce development, in my personal experience, this is a wonderful professional opportunity.

Workforce boards are critical to understanding the streams of dollars coming in through a region and leveraging those dollars to build capacity in sector partnerships, to grow the scale, and sustain the partnership. There is a requirement of a 30 percent match in the WCTF which I've seen met by in-kind contributions by businesses, sometimes in the form of instruction and space, and actual cash contributions made by businesses often to update equipment. Businesses need to see value in partnerships being able to share process and outcome measures, and to engage businesses in problem solving is critical to maintaining their engagement.

Again, employer engagement is critical to identifying changing needs in industries in time to make the necessary adjustments to the program model. Showcasing success, celebrating milestones, and engaging businesses in graduations and convenings is an important way to sustain employer engagement and partnership support.

Based on our experience, it's important to identify clear objectives for regional partnerships because, if you don't get that right, it's difficult to make fundamental corrections. If you're looking for a certain level of employment outcomes, make that clear from the start. If coordinating regional strategy across educational and workforce institutions is critical, make that clear from the start.

You can learn from piloting, and it's easier to make adjustments at a smaller scale than a larger one. This is especially true if you're blending dollars to bring complicated roles or may not be flexible. If you decide to pilot, make sure you're set up to maximize learning and how to apply that learning to a larger effort.

Collecting participant level data has been important to sustaining the WCTF. Databases are often difficult to work with for regional partnerships and at the state level, but the effort is worth it in being able to manage against metrics and tell the story of successful efforts and learn from unsuccessful efforts. Being opportunistic and strategic in going after funding is critical to sustainability.

Of the partnerships that were funded in 2013, four were in advanced manufacturing. All four of those partnerships had been sustained through a state national emergency grant sector strategy grant, and the state was able to build on sector partnerships for an apprenticeship grant. This is a win-win for regional partnerships and the state. Two partnerships in pre-apprenticeship programs were able to tap into state transportation dollars to add capacity to train for construction jobs.

We've seen businesses co-invest in training through raising money to purchase new equipment, sustaining partnerships after grants end, contributing staff to do training, and offering work-based learning opportunities. When businesses co-invest, their ownership of the partnership is deep, and the partnership itself is more likely to be offering strategic value to the industry and the region.

Over the years we've seeded new programs at community colleges, even when the community colleges were not the lead. In our experience, those programs are often sustained by becoming part of the tuition-based programming at the college. The employer partnerships often continue as the program is sustaining the talent pipeline to meet the industry's needs.

Workforce boards can be great partnership conveners, especially when they approach the work strategically. They are uniquely positioned to be able to bring a group of various stakeholders to the table along with industry and develop a shared strategy and plan to align education and training capacity with industry need over time.

Career centers are often critical to ensuring that the work experience and placement activities are coordinated with employer hiring timeframes and training activities. Career centers can also be critical to ensuring that the screening for training candidates is based on employer hiring needs and the prerequisites necessary to get the most out of the training. It's not only the business engagement that's critical to sector partnerships but being able to bring together all of the assets in a region to build a strategy that results in talent pools for industry and career opportunities for participants.

Here are links to the partnership and measuring business impact guidebooks and a case study on a partnership in southeastern Massachusetts. Thank you. I don't know if I'm turning it over to Tom or Navjeet.

MR. HOOPER: That's great. Thank you so much, Nancy. This is Tom, and our last presenter today is Navjeet Singh with the National Fund. Navjeet, take it away.

NAVJEET SINGH: Thank you, Tom. This is Navjeet Singh. I'm the deputy director of the National Fund for Workforce Solutions, and I feel – I'm just going to focus on a couple of lessons here. I think Nancy has provided us already rich set of lessons on how to sustain sector strategies at the state and local – regional level.

I think the key lesson that I wanted to draw upon here are the first is that the sector partnership or sector strategy or the program has to address a real need and has to deliver strong outcomes. It has to deliver value, especially to employers, but also strong outcomes for individuals as well as for any training providers and educational institution.

The second is that it's really important to have champions. These are both institutions. Could be the workforce board which is leading a project. But you really need employers, and these are often individuals who are looked upon as leaders within the industry and are specific companies sometimes. Think of them as anchor institutions – (inaudible) – to use that phrase. So I'd really like to emphasize the role of champions who can help bring others to the table, who can lead, who can kind of help make a case for the sector, for the strategy, for the partnership.

The third is kind of being – ability to leverage resources both within the purview of the workforce board and the workforce system with often additional funds that educational institutions might have access to. Nancy also gave wonderful examples of how employers sometimes contribute by purchasing equipment. They can often invest their own resources.

And philanthropy. The National Fund, for example, works with – (inaudible) – collaborative that often provide funding that has – that offers some more flexibility, especially in stages such as organizing a partnership, whereas sometimes other funds sometimes can specifically be used for training resources only.

And the last thing I want to emphasize here is the importance of again gathering and communicating the value of the partnership, gathering the data, gathering information on outcomes. What outcomes have been achieved through the partnership? How have the businesses benefitted? How have individuals benefitted? How many were placed? How – and that has to be communicated extensively among businesses, in the workforce system, in the education system, in the broader community.

It has to be very clear and obvious to all the stakeholders what the successes have been. And again, so those are kind of the lessons I just want to emphasize as we kind of go into our breakout.

MR. HOOPER: Thanks so much, Navjeet.

MR. SINGH: Thanks, Tom.

MR. HOOPER: I'm going to hand it over next to Brian and team because I think we're ready to move into the breakout sessions, and there are going to be three questions that we go over in the breakout. So they're on the screen here. And Linda, the facilitator in one of the rooms, and I will go over in my room the questions as well when we get there. So, Brian, back to you.

MR. KEATING: All right. Thanks, Tom. All right. We're going to go right to the breakouts to make sure we have enough time, as much time as possible. But you'll notice in a minute here we're going to bring you to your breakout session. Go ahead and you should be automatically transferred to the right place, and you'll see your screen move around. I want you to start thinking about these breakout questions so that you can answer them when we get to the breakouts.

Also want to encourage you to go ahead and chime in. When we move you here in a moment, you're going to be unmuted. So please take a moment and find your mute button so that you can go ahead and mute your line. So please make sure you do that. Appreciate that and – but we do want to actually make sure that you are ready to chime in verbally.

So the questions that we're asking you today are, what key steps can you take to ensure strong industry leadership of sector strategies? Who can champion sector work, and how can they help sustain these strategies? And how can you communicate the success of sector strategies? So if you're in breakout room one, you're going to be with Tom Hooper who you've already heard with – heard from, senior director with Jobs for the Future in Boston. And if you're in breakout room two, you're going to be with Linda Lawson, a senior consultant with Maher & Maher.

We are going to go ahead and give you about 20 minutes. So we'll go to at least 10 of. So that's a slight change just to make sure everybody has enough time to have that conversation. And go ahead, if you need anything, there will be a chat window on your screen when we get to the breakout room, and you can call the operator, if you need it – if you need her by pressing \*0.

We'll post all those instructions, but for now, I think we're going to go ahead and go to the breakout room. So we're going to go ahead and split the rooms virtually. Benita, if you could go ahead and start the breakout room verbally and let us know, that would be great, and we'll talk to you in about 20 minutes everybody.

OPERATOR: And thank you and please hold for your first breakout.

(breakout session)

MR. KEATING: All right. Welcome back. You should be hearing – if you're hearing my voice, you should be back in the main conference.

OPERATOR: You're in the main conference.

MR. KEATING: All right. Great. Thanks very much. All right. Very good. Welcome back, everybody. We are going to go ahead and wrap up with a few minutes of review here.

So just a moment while we bring that up for you. Tom, I think we're going to start with you. We had a great conversation. Thanks for everyone who participated in breakout room one. So let me just go ahead and bring up those notes for you, Tom, and then you can go ahead and give us a short overview of what we discussed over that 20-plus minutes.

MR. HOOPER: That's great. Thanks, Brian. And thanks, everyone in breakout room one. We had a really, really good interactive conversation. Lots of great ideas related to sustainability. So the first question we looked at was, what key steps can you take to ensure strong industry leadership of sector strategies?

And a number of key points came out of that discussion. One key point was the importance of formulating language to make it clear to folks in the community that this was the new approach to doing work. It wasn't sort of the same old, same old, and as one of the attendees pointed out, it's really using a consultant or consultative approach to finding solutions in terms of engaging employers and other key players.

Now, another key point that came out was the importance of developing a regional team around sector strategies development. So not just employers, clearly a key part of this, but also other key organizations that can be a part of that, whether it's a community college, the chamber, community-based organizations, economic development. So that was a key point.

A third key point that came out of this part of the discussion was bringing in labor market information to identify opportunities. And as a part of that, that can be showing trends that are happening in the community, identifying trends around job growth. Can also be retention, skill needs. So those are another few major points that came out there.

As we looked at ensuring strong industry leadership, another key point here was really making sure that individuals who were respected within the community were sought after and were asked to play those roles. And someone made a great point about, if you go to a meeting in the community and you see an employer who his or her peers seem to be really be listening to and perking up around, that's someone to focus on.

A second key question we looked at was, who can champion sector work, and how can they help sustain these strategies? Couple key points to pick out from this conversation, folks noted the importance of having multiple champions. So – and from different types of sectors. So not just the business sector but other types of organizations as well.

Economic development representatives were one key entity that came up and one individual noted that they can really help make connections within the community and knowing about other work that was going on. The chambers were another type of organization that was cited, and someone had already had great experience working with their chambers on sector work. And then Navjeet made a great point about how workforce boards themselves and their members could often have some of these key individuals who you may want to leverage to be involved in sector work.

And then the final question we looked at was, how can you communicate the success of sector strategies? And a number of ideas surfaced during this part of the discussion. We talked about how employers themselves can be really powerful advocates for the sector work and its successes.

One individual talked about newsletters that she created that have been really successful. Another attendee talked about video testimonials that had been developed to support their sector work and then shared through YouTube and other types of social media. And that had been a really nice way to get the message out in a different way rather than going to meetings over and over again, for example. And we talked about LinkedIn as well and using that as a way to attract both employers and jobseekers.

And then finally, this came up in the chat but a really good point about engaging employer champions from smaller family-owned businesses who often don't have their own staff to do a lot of the direct training work but can be really valuable champions and really can benefit from sector work.

So I'll stop there. That was a quick summary. Navjeet, if you could present or access to the talk, any other points you'd want to add to that?

MR. SINGH: No. I think you've summarized it very well, Tom. Thank you.

MR. HOOPER: OK. OK. Great. All right, Brian. Back to you.

MR. KEATING: All right. Thanks so much, Tom. Now, we're going to go to the other breakout. So want to call on our facilitators there to give us the quick overview of what got discussed in breakout room two. Linda, I think that's you. So I think I pulled up your notes here. If you could go ahead and just give us a quick debrief, that would be great.

LINDA LAWSON: You bet. Thanks, Brian, and thanks, Tom, because it sounds like your breakout was – raised some of the – some similar things that we talked about in ours. We did have a robust discussion and a lot of interaction there. So thank you for those of you who participated.

One of the takeaways I think that folks talked about is the importance of engaging broad numbers of business champions, and those came in different forms. Someone mentioned that they try to engage champions especially from business in the industry of manufacturing that were small, medium, and large size and the importance of having representation of the needs of different sized manufacturers. So that was one thing, and then the other was how to build collaboration and how to reduce the learning curve so that folks really know how to come to the table and are welcome to come to the table and can contribute. So champions played an important role.

We dissected champions a little bit and talked about what their role is in sustainability of sector efforts, and Nancy mentioned a few examples around she's seen champions engage policy makers on behalf of the initiative. And that could be anyone from the state legislature to the state's administration, even to the state program administrator. So having those champions be advocates for the effort.

And then regional employers rely on partnerships, whether they're shared infrastructure or supply chain. Someone mentioned that they really are looking to use sector initiatives to go beyond just the issues that are challenge – that they face in the sector initiative in terms of getting skilled workers to business but really looking at what other problems can be solved with the initiative. So again, like the supply chain and sharing infrastructure, building – leveraging marketing, that sort of thing. So sustainability-wise it's a neat thing to be able to transition the sector initiative into something more than what it was.

And then finally, a couple of other things. We talked about strategies for communication, and I was curious if any types of social media are being used. And Nancy did say that they tweet and then retweet what businesses write. That's a hard thing to say, tweet, retweet. So the – what she essentially was doing is saying that she leveraged the champions, what they were doing and leveraging that so that they didn't have to create new tweets or things like that. They just took what somebody else did and then they retweeted it and that was a success.

In Florida another strategy someone mentioned was discussing with the county representatives for – to get contact information for stakeholders and spread the word by posting on their website or posting annual reports using success stories, talking about the benefits that were gained from the program and board meetings.

And those things, again, not everybody sees those, but utilizing the media if we can. So at graduations, inviting the local media and the newspapers, taking snapshots of graduates and businesses and writing up the stories of participants as they get work and have success. So no bad media. It's all good – yeah, trying to get the word out there.

So that's about the highlights from our group. I'll turn it back over to you, Tom.

MR. HOOPER: Great. Thanks so much, Linda. That sounds like a great discussion. And that's the end of our formal session for today. Hey, Brian, if you could put back up that slide on resources just this one last piece before I hand it back to you.

MR. KEATING: No problem.

MR. HOOPER: We posted a few resources here that we thought would be really valuable for folks, and some of these are listed by the Commonwealth Corporation posted these. Thanks to Nancy for doing that. The last resource is a link to the sector strategies self-assessments that ETA's developed that are really, really good and really help identify some key issues to look at around sustainability.

I'll also mention that as a part of the TA initiative, the sector strategy TA initiative, we've been developing a whole bunch of written briefs related to both sustainability but other factors as well, industry engagement, using LMI. And you can access them through that same business engagement page. Definitely encourage you to look out for them. They've got some really good tips in there and feature strong case studies.

So thanks again to everyone for participating today. Big thanks to Nancy and Navjeet for all your great comments and thoughts. Our speaker contact info is on the screen there. Don't hesitate to contact us with questions, and please participate in the other sessions of the institute. There's a lot of great workshops going on. So thanks again, and, Brian, back to you.

MR. KEATING: Very good. Thanks, Tom. Also, what I'll encourage you folks, you can download those slides, if you didn't download them here in the webinar room, at the registration page. Those are available to you. All those resources, feel free to take advantage of those. As you note, we brought up a feedback area here where you can give us your thoughts. Feel fry to go ahead and type that in now, and we'll leave this open for another couple minutes to give you an opportunity to give us that feedback. So please feel free to do that.

We are going to leave it there. I know we have another – one more workshop today and several more throughout the week. So hope you can join us for some of those other sessions. Feel free to register for those, if you haven't already done so, and we look forward to seeing you on other sessions in this institute. Have a great day, everybody.

OPERATOR: And this concludes today's conference call. Thank you for your participation. You may now disconnect. Presenters, please hold the line.

(END)