**Workforce 3One**

**Transcript of Webinar**

**ETA 2016 SECTOR STRATEGIES VIRTUAL INSTITUTE**

**Moving from Engaging Business to Developing Industry Champions:**

**Industry Engagement 101**

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OPERATOR: Good afternoon. My name is Benita and I will be your conference operator today. At this time, I would like to welcome everyone to "Moving from Engaging Business to Developing Industry Champions: Industry Engagement 101" workshop hosted by WorkforceGPS. I would now like to turn the call over to Mr. Brian Keating with Maher & Maher. Sir, please begin.

BRIAN KEATING: Thanks so much, Benita. Hi, everybody. My name is Brian. I'm going to be here if you need anything technically. Looks like you're all pros; everybody who's answered that poll on our screen has done this before.

So I'm going to keep my remarks short so that we can go ahead and jump right into our content today. Just like other sessions, go ahead and introduce yourself in that chat window if you haven't already done so just so that we know that you're here and tracking with us. And just like other sessions, we're going to have about 20 minutes up front where we do a quick overview and then we're going to spend the majority of our time in a breakout format where you are encouraged to chime in and talk and we hope that you do that.

So we'll be, again, reminding you to use your mute button if you think there might be background noise and encouraging you to chime in over the phone as lots of you have done throughout the week. But just so we can move forward and move right into today's event, again, let us know if you're there in that chat window.

And without any further ado, to introduce our objectives, I'm going to turn it over to Patricia Maguire. Patricia is a senior program manager with Jobs for the Future. Patricia.

PATRICIA MAGUIRE: Great. Thank you, Brian. And thanks, everyone for joining us today. Good morning and good afternoon based on your time zone. And as I can see from the chat, we have some representation, it looks like, from across the country, which is wonderful. And I believe we are the 10th workshop of the virtual institute. So I may be biased but maybe saving the best for last. So hopefully we can live up to that billing today and I think we will with the lineup we have.

And today, we're really in line with the spirit of the virtual institute of the week in trying to focus on promising practices and models and really get down to some practical how-tos from folks in the field. And so that's what we're going to do today and share some strategies from two field experts that have really been able to gain a lot of traction with their employers and have done so by building the credibility and trust needed to really develop those deep employer engagements and have really strong industry champions.

And we'll also have an opportunity for you guys to share some of your challenges and barriers and receive some TA from your peers. So we're going to do both today. And so I'm going to be our facilitator, but to shed a little bit of context, but really get out of the way and introduce our speakers to have them share their experience.

And today we have Kristina Payne and Michael Baker to talk with us. And then we will jump into facilitated breakout rooms and I believe a lot of you have been on these before and some may be new, but we'll walk you right through it. We'll use smaller breakout rooms to really be able to have some good conversation. And then we'll reconvene as a large group and do some summary of talking points and have another opportunity for some additional Q&A.

So jumping right into some context settings, so hopefully you've seen this slide before in the ETA sector strategies framework, which is really pulling together a lot of good work in the field already, because sector strategies aren't a new thing, but with WIOA really embracing sector strategies and placing that kind of regional and sector strategy recommendation as a foundation of the work, it's really been getting a lot more play and it's really been great to see it being more implemented across the country.

And so the definition within this framework that we pulled together really highlights that a sector strategy is a partnership of multiple employers within a critical industry and that's really a key piece of this is convening employers around the table within a sector to really get at some training needs, but as well as some larger system and sector challenges.

And so I'd like to talk a little bit about what that type of employer engagement is like. So JFF has this guide to engaging employers. It tries to unpack the different types of employer engagement in the levels of partnership. And there's a few levels here, you may not go from to the other, but the true goal is to get to that strategic partnership level where the employers are really full, active participants and really leading the effort.

So they're in the driver's seat and so you can see a little bit, this is helpful just to kind of think about where you are at with your current employer's relationship and then also where you want to get to. And so that kind of helps break it down a little bit. And there's a link to this resource at the end of the slides as well as some other ones that if you wanted to go into a little more depth on these. I just wanted to set a little bit of framing.

And so also, you might've heard, we use the word "industry champions" a lot to talk about the type of engagement we want. You know, you don't want employer partners that are only representative there, just attending meetings, you want champions, you want doers. You want folks that are going to dig in and are really committed to the vision and the goals of the sector partnership and they're also willing to do some work and they're willing to reach out to other employers and do that peer to peer, business to business outreach that is really critical, especially when you're trying to convene employers around the table. When you have that peer to peer ask, it's really impactful, it makes a big difference.

So that's kind of my spiel in trying to set the tone of the type of employer engagement that our two field experts are going to be talking about today.

And first up, we're happy to have Kristina Payne, who's the executive director with the Lane County Workforce Partnership out in Eugene, Oregon; and we also are delighted to have Michael Baker who is the project director for Accelerated Training for Illinois Manufacturing as well as that's one of his many titles. And so without further ado, I'm going to turn things over to Kristina. Kristina.

KRISTINA PAYNE: Hi. Yes, this is Kristina Payne with Lane Workforce Partnership and I'm really excited to be able to talk to everyone today about the kind of work we've been doing here in Lane County, better known City of Eugene and we are home to the University of Oregon. So a lot of people around the country know us by our very colorful football team that comes out with a different set of uniforms on each game because of our famous Uncle Phil, "the" Phil Knight, owner of Nike.

Anyway, so my background, I've been in workforce development now for 16 years and when WIOA came out and talked about sector strategies, I was just thrilled, because I've been doing sector work my entire career and we had quite a bit of successes in our sector work. I remember visiting the workforce board in Portland when I first came back in 1999/2000 and visited with Diane Walton and her crew and they had some work going on in healthcare.

So we did a lot of modeling after what was going on in Portland and we did have quite a bit of success in our healthcare work and we were able to expand some training programs and do a lot of great work. But we weren't quite there yet and I really didn't realize it until I brought in Lindsey Woolsey and John Melville as consultants around sector work and they provided a training to us and everyone in our -- all of the leadership in our region, we brought together city managers, elected officials, the chamber leaders from throughout Lane County clear from the Coast to the Cascades.

Our county is a large size. We basically, in geography, are the size of the State of Connecticut. While they have 3.5 million people, we have 350,000. So a lot of trees and a lot of ground to cover at the same time from rural to urban areas.

And we brought leadership from throughout our county, convened them and had the training with Lindsey and John and as I sat there thinking that I knew everything about sector strategies, I quickly realized that there were some problems that we were continuing to face that we hadn't really addressed yet.

And it was kind of like the elephant in the room. When are we all going to get our act together and how can we do this in a way where we're not taking on the burden as the workforce board alone, that if we're asked by a company to do something, how do we work together community-wide to make sure that these things are happening?

And so as you see by my slides, these are the questions we continue to face and a lot of the responses, many times, were we just -- everybody else needs to stop talking to businesses and we should just be the ones to talk to businesses and that's just silly, because that's not going to happen.

We all have our mission and our vision and we have boards of directors from -- or county officials who have an agenda and they want things to happen in their communities and the leaders in our communities are trying to meet all of those needs. So really, what we decided to do was really do this concerted effort together. So we created what we called the tech collaborative and we chose technology as our first industry based on the data we had gathered as a community and as the data that we receive through the State of Oregon and we listened to the tech industry and as the lead convener, we promised that we would share everything that was said and everything that the industry needed with the rest of our leadership in our community.

So there were six things that came from that first meeting and the difference for us in leading this, from historical times, was we typically -- because we're the workforce board. If a company came to us with a need that we felt was outside of workforce, we said that's not us and we kind of passed them to somebody else. And if someone else, another leader was talking to them and they asked about workforce, of course, the ball was volleyed back to us and this isn't really a good way to work with companies.

So in this case, we said we wanted to hear from them and find out what were the industry challenges, what was standing in their way of either growing or sustaining their company in Lane County? And they came up with six things. They said they wanted business-driven curriculum at the university, they wanted quality K-12 schools, they wanted increased Internet speed in our downtown corridor, downtown safety was an issue for them, branding and marketing and -- for the area, meaning more like a place-making type of branding and then they wanted a flight to San Jose straight from the Eugene Airport.

And so typically, if you look at that list, there were very few things that we would've tackled previously. We would've said that's not us and here's the organization that you need to take this to, but instead we packaged up that message, we took it back to what we call the Lane County Sector Strategy Team and that's everyone who we convened and had the training with Lindsey Woolsey, all those leaders from throughout Lane County and we told them what the industry needed.

And then we asked those who had the expertise to tell us what it was that they could do and could they step up and be the ones to lead in those areas. So we -- so for the business-driven curriculum at the University of Oregon, we have a professor from the computer information sciences department who stepped up to champion that work.

The quality K-12, we have a superintendent of schools who stepped up and is championing that work. The increased Internet speed, we have the Technology Association of Oregon who stepped up and is championing that work.

And downtown safety, we have a City of Eugene planner who has also stepped up and is championing that work. The branding and marketing has been taken on by what's called Travel Lane County and the executive director is championing and leading that work. And then the flight to San Jose, the Eugene Chamber of Commerce along with the Eugene Airport championing that work as well and working together.

So we were still -- all of us still met, followed up, talked with businesses. Each of these organizations continued to talk with the industry, but now they're more intelligent about it, they know what the needs are. They knew the six things that we were working on together and instead of starting at the beginning and going to a company with a survey, we truly listened to all the needs and they felt heard. They didn't have to repeat themselves every time someone came to them with a question.

Every time a business came to them or one of us from the government came to help them, we didn't start at the beginning and say I have a survey here and I need you to answer all of these questions for me, it was going to the companies, whether it was the City of Eugene, a chamber, a mayor, would say I hear these are the things that you need, I hear that you're looking at increased Internet speed downtown, how can I help with that? I hear you have concerns about downtown safety, how can I help with that? And so all of us having this message has made it -- has made things happen and that's what's been really incredible about the work.

So we talked about -- I mentioned things like the flight to San Jose, we have one now. Horizon Airlines stepped up and there is a flight from Eugene to San Jose and back all in one day.

And the branding and marketing. We are now going to be -- our whole region is being recognized in the Alaska Airlines in-flight magazine, Horizon in-flight magazine and then United Airlines, the dossier that they do in their Hemispheres will be focused -- it was originally just supposed to be focused on Portland and Bend and once we found out as a community, we got right in there and now Eugene cleared to Florence on the Coast and Springfield, Oregon, all of which are in Lane County are being recognized in the United dossier in Hemispheres, which I can't tell you how many people now are going to be seeing and reading what's going on in our community and this place-making marketing that is taking place.

The city is meeting on finding ways to fund increased Internet speed in our region. The Technology Association of Oregon is championing this. This is a group that, as a workforce board, we brought to our region.

They were originally just in Portland and now we have a chapter here in Eugene as a result of this work that we're doing. Quality K-12, we -- that is a heavy list and there's things that we're working on, but a quick turnaround as a result of the businesses being engaged with us is that there was a project that a group of students had done in competition to get their produce -- or their project in flight through NASA to the moon and they won, however, it was a Friday afternoon and they found out that they needed $20,000 by the following Monday in order for their project to go out into space.

And so the business community, we put the word out through the lead at the Technology Association of Oregon and companies came together, they had the money. Their project is going into space and this is something that is huge for our community. It demonstrates that public/private partnership that are students on our loan, our businesses are engaged, they want our students to be successful and we're all working together.

And then business-driven curriculum that's being led by the University of Oregon, for the first time that I know, the University has been more engaged in our businesses downtown. They are actively meeting with them, listening to the needs, they've changed curriculum at the University in order for students to better be prepared as they graduate and come into the community.

Through the Technology Association of Oregon, there have been a bus trip that led a group of students down to the downtown area and gave them an opportunity to visit businesses that they had never visited before. I have to be honest, I went to the University of Oregon and that was my world while I was there. And true to form, one of the seniors who was on the trip and had visited a couple companies downtown said I didn't know that these companies existed.

And the leader of the group said how many times have you been downtown? And he said this is just my second time. So it really wasn't just me, you truly, as a student, get really focused on your little world and we need to be engaged in bringing our talent into our communities. And so with that, I know that was a lot of download, we're really happy to have become what we are now being touted as an innovation district and I think it's because of how we've worked together.

We did not do this all by ourselves as the workforce board, we led this initiative, but we truly did let the people who could get work done and the experts in our region, we let them get out in front and we supported them and we championed their work.

And I just think as a workforce board, it has made us more credible and trustworthy in the eyes of our community and they want to come to us knowing that we will make sure that the right people with the right skills will be championing their work and supporting the issues and moving things ahead, not just sitting and nodding, but really making sure that things happen for them and not passing them along to somebody else, but engaging a community around what can be done, how we can do it and making it happen.

And so with that, I'm going to pass it off to my co-presenter, Michael Baker.

MR. KEATING: Michael, you may need to unmute your phone line.

MICHAEL BAKER: Oh, thank you. Sorry, Brian. Sorry, everyone. Thanks, Kristina. That was -- actually really tees up a lot of the comments that I want to pass along here real quickly before we go to breakout, the first and foremost being that, to reinforce, a sector partnership is certainly, by no means, limited to just handling workforce issues. It's all about finding common themes of opportunity and challenges and what do the employers want to do together to try to make change in those areas?

So the flight example and the fast Internet access, perfect examples of tangible things that can come out and also examples of pre-competitive issues that even companies that are in direct competition with each other, everybody will benefit from those sorts of things and it really doesn't give one employer an unfair advantage over the others.

So let me jump in and I'm not going to read this to you by any means, but there are a handful of things on this first slide I want to draw your attention to. So we just were talking about some of the things that can come out of a sector partnership besides workforce issues, but some of the things that are very common that come out are just kind of honing the dialect across different kinds of agencies to make sure everybody is speaking somewhat close to the same language.

For example, OJT, what does that mean? If you're in the WIOA world, that means you hire first, then train, but if you're a business, that could be an internship. How does that differ from work experience? You know, how does that differ from an incumbent worker training or other forms of work-based learning and training? So there are all these things that we all throw the jargon out or even sometimes jargon-free, but still different organizations can come away with different understandings based on the bias of their own experience.

And that's no one fault by any means at all; it's just an issue that everybody has to be cognizant of and make doubly sure that everybody is on the same page when you leave meetings or leave with an understanding. Because nothing will derail things faster than everybody pointing to one of the partners and say, you agreed to this and like, I have no idea what you're talking about. So we definitely want to avoid that as much as possible.

And remember, this is all about long-term efforts. I mean, there are short-term winds for sure and you want to focus on those first so that your movement can get traction and you can gain the trust and respect of the employers and they can do the same of you, but remember, it's a long-term marathon and it's all about building and sustaining good relationships.

Some of the other things on the right-hand column, retention issues, oftentimes it's not a supply issue, but maybe retention. Truck driving is a great example of that. In Illinois at least, we're cranking out all the truck drivers that we ought to need, but still there is a shortage and trucking companies are having a hard time finding qualified drivers.

So what's going on there? And the consensus is it's mainly a retention issue. And then what's driving that? So all kinds of information that's valuable, both to businesses and the workforce and education systems can come out of these sorts of sector partnerships.

Next slide. What is the power of collaboration? Well, if you look at what works well and not so well on this list, the best thing about this sort of thing is that it helps you stay grounded in reality. It elevates -- if you do this well and do it right, you elevate businesses from being stakeholders that come to meetings or maybe are customers and elevate them to stockholders. That's a Rick Maher term from Maher & Maher. So all due credit to Rick on that one.

But the idea is that when we were doing sector partnerships 10 years ago, money was plentiful and when we had money to give out, partnerships formed, everybody came to the table and we got some stuff done, but when the money dried up, so did the partnerships. So the key to sustainability is making sure that the employers and the businesses come to the table own the process.

They own the agenda, they own what comes out of it, they own the plans; and if they feel like they are in the driver's seat, then they will actually commit resources and sustain the program. We have a great example of that here in Illinois in our Vermilion Advantage group in one of our communities. They've been doing this for 20 years and it's a relatively small community, but the employers there pay anywhere from $500 to $5,000 every year to have and sustain the sector partnership.

And they do that, because they understand it's value-added and they see that there's value-added information and activities coming out of that partnership. So we kind of already talked about it not just being just a workforce instrument, just remember that.

The key thing here also is you've got to have your champions. The champions are the folks with the gravitas that other folks in your region will say that person's involved in this, I better pay attention, because they're folks that can reel in their peers and other leaders of the community to take part in the process.

And if you have those folks onboard, everything else becomes much easier. And at the end of the day, this is all about getting a bigger lever. You can move the needle farther and faster if you have a group of businesses all asking for the same thing rather than a single business trying to make things happen one at a time or if you're an economic development group or a workforce group, try to go to businesses one at a time.

You know, you want to get away from one-off sorts of solutions and start thinking strategically about what are the key things that can happen that benefit everybody? So next slide. Here are some real quick dos and don'ts on relationship building. The first one is not written on here, but the first one is start now. You know, if you haven't done this already where you've kind of taken we don't have time to do that approach, this is one of the best ways you can invest your time is building those relationships.

There's nothing worse than calling up a business the day or two before you need something or you're ready to start a project and ask them to be involved and they ask who are you again? You know, you want to be able to call folks up on a first-name basis and get known as a value-added partner so that when you do call, they understand that this is not going to be a waste of my time, this is important and my participation could actually not only help my business, but could help the prosperity of the community as well.

So first step is do your homework, understand what they do. Are there trends going on nationally that are impacting their business that you should know about? Where are they in the supply chain? Are they the front end, the middle or the back end? Because that makes a difference in how they operate. Don't expect them to come to you, go to their meetings. You know, show up at the events that businesses hold, chambers of commerce hold, economic development holds.

Get known and become a familiar face. And then playing off of Kristina's point about asking relevant questions and then listening to the answer, it's important that you validate your homework, but also get the "Paul Harvey" for those of you more than -- over 40 or 45, you'll understand what that means. For those of you under that age, that means get the rest of the story.

What are they not saying? What are they saying that maybe they are missing a crucial element that you may have some insight on that they don't and vice-versa. But when you leave them, you want to know what are the root causes of the issues that are vexing them? And if you don't know the root causes, that's one of the first priorities is find out what is going on that's driving the opportunity or driving the challenge.

And it's very, very important, try to find a way to improve their profitability. For a business, that's what it all boils down to, how can we be more competitive, more effective, more efficient, but even those drive down to how do we be more profitable and competitive in the global economy? If you can help them do that, it's golden and that's why the partnership in our Vermilion County works so well is because the employers believe that their participation in that group improves their profitability.

So the rest of these are kind of basic stuff. So let's head off to the don'ts. And everybody can download these presentations. So you can go back and read these. But some -- I mean, these are really not rocket science issues here, but it doesn't hurt to be reminded. So first and foremost, don't waste their time, don't meet just for the sake of meeting, but have a purpose and get in and get out, but even more importantly, don't ignore the input that you receive.

I've lost count of the businesses that have declined invitations to come to stuff because we did that 10 or 15 years ago and we gave our input and nothing happened. So it's very important -- if we're going to engage in business and ask them what they need, it's very important that the workforce systems, the education systems and economic development get together and work on helping them find a solution or implement a solution.

You know, don't pressure them to sign up for the program, don't be a salesman, just understand their situation, provide options that are available and then be ready when they're ready. You know, you may have a conversation in January, they might not be ready to engage until the next April or next December, three or four years, but if you build that long-term relationship and you're ready to go when they're ready, then you'll be just fine.

And the last thing is -- I'll just jump down to the bottom here to save some time -- cultivate multiple long-term contacts at your companies. People move on, people pass away, get promotions, transfer, retire. So don't put all your eggs in one basket at any given organization. Now, you want to be known to several folks. That way when new leadership comes in or your key contact is no longer with that organization, you're not starting from ground zero and you can build on and leverage the work you've already done with that business over the last several years hopefully.

So the one thing I will just finish up with is for goodness sake, don't wait until you're ready to start something before making that call. And this is something that you could do over the weekend, you run into somebody from a business or an organization that you don't know really well, maybe recognize her face, go introduce yourself, take advantage of LinkedIn and other social media, but get to know folks and join those online social media groups and things like that, anything that helps you get known and understood, because at the end of the day, this is all about mutual trust and mutual respect and as long as you are building toward that end goal, then this other stuff falls into place. But if you lose either one of those, you're really going to be swimming against a strong current.

So with that, I'll wrap up my comments and turn it back over to Brian.

MR. KEATING: All right. And like we said, all these links are available for download. So definitely take advantage of that. We're going to go right now into the breakout format. So first of all, we want to make sure everybody's comfortable and has seen these discussion questions.

So would like to know how do we know when we are ready for sector partnerships? What is the depth of your employer relationships? How long have you been adding value? Who is the right convener of the sector employees? Ego aside, who is the most meaningful relationships with employers in the capacity? And what is the appropriate role of the workforce board in your region or area? And what are the pros and cons of WDB as convener versus active partner?

Now, you've been randomly assigned a breakout room. If you go to breakout room one, you're going to be Patricia Maguire, senior program manager with Jobs for the Future and if you're in breakout room two, you're going to be with Gretchen Sullivan, senior consultant with Maher & Maher.

I know many of you have participated with us before. I do want to, again, remind you to definitely mute your phone line if you're not able to verbally participate with us right away or if you think there might be background noise. That being said, we do want to minimize distraction, but we certainly invite you to chime right in over the phone. We'll have about 15 to 20 minutes of time in the breakout session and then we'll come together for the last few minutes to do a quick overview of what got discussed before we close out. That being said, we're going to go ahead and move into the breakout rooms now.

So Benita, if you could go ahead and enable that on the teleconference, we'll go ahead and start the breakout rooms.

OPERATOR: Thank you. And please hold for your breakout session.

(breakout session)

MR. KEATING: All right. Thanks very much.

OPERATOR: And you're back in your main conference.

MR. KEATING: All right. Thanks again, everybody. Welcome back. I want to thank you for a great conversation in breakout room one. We're going to go ahead and spend these last few minutes just kind of giving everyone the benefit of what was happening in your -- the other breakout room. So we're going to start with breakout room one, I'm going to turn it back to Patricia Maguire.

MS. MAGUIRE: Great. Thanks, Brian. We had a great conversation in breakout room one. We started by talking about what does it mean to be ready to kind of engage in sector partnerships and that a couple of key points is to make sure you have some strong industry champions that are going to be there side by side with you to build out the partnership and you also need to be ready to follow through with the commitment to the industry partners that you're reaching out to.

And so then we kind of went through and talked about the champions and those leadership roles, that they should be well known and respected by their peers and we also talked about who's the right leader or convener of the sector partnership and that that may change and that we all need to be willing to share the space and who is that convener may be different in a region even within different sectors, but that they really should be a neutral convener and you need someone with some strong facilitation skills.

And the suggestion was maybe to bring in a third-party kind of consultant to play that role to really manage all the different leadership styles and organizations and agendas. So -- and we kind of wrapped up with the sentiment that we really do need to work together more collaboratively and we are using Kristina as -- I love that the title of her slides were Better Together and we can accomplish more together than individually. So thank you. I'll turn things over to Gretchen to let us know their highlights from breakout room two.

GRETCHEN SULLIVAN: Great. Thanks, Tricia. We had a great conversation, Mike and I were in there. My only regret is that we didn't have more time, because I think we could've spent a lot more time together and thanks to the crew that was in breakout room two. A lot of what we discussed, I think, mirrored some of the key things that you just summarized for us.

You know, we talked a lot about effective ways for communicating information, business intelligence among our partners, that whole issue around sort of the right convener, if you will and what are the different strengths that different conveners can play? We talked about really it comes down to trust and credibility with the employer community. And again, that convener relationship may evolve over time, Tricia, to the point that you made.

Mike made a terrific point about really bringing employers together at scale and some strategies for overcoming some initial resistance to working with who are effectively your competitors within an industry and sort of ways to sell working at that level. One of the things that really resonated for me that we talked about was really figuring out when you're working on sector partnerships what needs to drive your work and that it's employer needs come first and our laws are the law and our programs and our funding streams, those are back office assets, but what we really need to be focused on is what we're hearing from our business partners and being really creative about how we knit together resources to meet those needs, whether they're workforce solutions or other kinds of solutions.

And I think just to wrap up, we had some strong comments around we really are empowered as a system to do this work and we really should be doing this work and that's tremendously exciting. You know, Mike, you made the point don't wait, it's really important to get a coalition of the willing together and to begin this work now if you haven't. So thanks to our group for a really good conversation, we appreciate it.

MR. KEATING: All right. And we're going to go ahead and just kind of close things out. Let's see, Patricia, any final comments before we call it a day for the next to the last session in the institute?

MS. MAGUIRE: No. I'd just like to thank everyone, both my fellow facilitator Gretchen, our expert speakers Kristina and Mike for sharing and for everyone for jumping in with some great questions and comments. And also, to you, Brian, you and your team doing this wonderful technology miracle of getting us back and forth, I'm so impressed and so happy to be a part of this discussion today.

And just to note too, for my folks, that you can download these slides that have some links to the resources that are mentioned if you wanted to go a little bit more in-depth. So we hope this has been helpful for everyone and given you some good specific takeaways. So thank you and good luck in all your sector work.

MR. KEATING: All right. Thanks. And we have some contact information on your screen. Again, that's available to download here. We are going to go ahead and move to today's feedback. So before you log off today, go ahead and make sure you vote in a couple of polls here and also give us your open-ended comments. So we are going to leave it there, but we do want to encourage you to give us any other feedback that you might want to give us before you log out.

So we're going to be refiguring your screen here a little bit, but go ahead and type in any comments that you might have before you log out today. And again, one last plug, we do have the closing plenary coming up, invite you to join us for that. That'll be in about an hours' time. So hope you can join us for that to close out this weeklong institute.

Thanks very much, everybody. Have a great day and hope you can join us for the closing plenary in about an hour. Take care, everybody.

OPERATOR: And this concludes the workshop for today. You may now disconnect. Presenters, please hold the line.

(END)