
(slide #1: IBC logo/event description)

Mel Haught: Governor Culver, fellow members of the Iowa Business Council, and invited guests --- good evening and welcome to the 22nd Annual Iowa Business Council Partnership Meeting. My name is Mel Haught. Along with my duties as president and CEO of Pella Corporation, headquartered here in Iowa, I am also the newly elected Vice Chair of the Business Council. We are quite pleased to see such a large turnout this evening. Thank you for making time in your schedules to join us.

I will be delivering tonight’s remarks on behalf of Max Phillips, the newly re-elected Chair of the Business Council. Max had planned on joining us this evening but a last minute meeting scheduled out of state required him to give priority to the duties of his day-job, that as president of Qwest-Iowa. Max extends his apology and regret, and hopes you’ll feel encouraged to approach him about any of the issues in the comments you’ll hear over the next few minutes.

Every year Council Members look forward to this event, as it provides an opportunity to focus on significant policy matters with the leaders from business, education, and State government who play an important role in the work that is key to Iowa’s future growth and prosperity. This evening you will hear comments regarding many of the issues where we face challenges together: workforce development,

education reform, health & wellness, process efficiency, and disaster response. It is essential that all of us continue to energize collaborative activity in these areas so that Iowa's business community remains a viable and competitive force in today's global marketplace.

Before we launch into these matters, though, allow me to provide a little background for those of you who are unfamiliar with the Council.

(slide #2: "What is the Iowa Business Council?")

Mel: The Iowa Business Council is a non-profit, non-partisan, self-funded organization whose 22 members include the top executives of 18 of the largest businesses in the state, the three Regent university presidents, and Iowa's largest banking association. Collectively, IBC companies and institutions employ more than 203,000 Iowans and, in just the last ten years, have invested over \$13 billion worth of capital in the state.

(slide #3: "IBC Mission")

Mel: The origins of the Business Council go back to 1985, when 15 Iowa CEOs came together in response to editorials challenging the state's business community to develop strategies for new growth during the depths of the farm crisis. The names have changed over 23 years, but the mission has not wavered.

(slide #4: “Iowa Business Council Members” corporate logos)

Mel: Today, IBC members represent companies and institutions that touch every corner and county of our state. Council members recognize that success occurs only when the vision of the public and private sectors is aligned. Together we share a responsibility to discuss issues that are fundamental to fostering the attractive business climate and strong work ethic that sets Iowa apart. The important questions to ask when examining the state’s economic “vital signs” are the same ones we revisit every year at this time: What must be done now to maintain positive growth trends in Iowa five, ten, even twenty years down the road? How do we, as concerned and engaged Iowans, make sure that our state’s economy continues to compete and thrive in the national and global marketplace?

(slide #5: 2007Q4 IBC Economic Outlook Survey title & results grid)

Mel: One tool used to project trends in the state’s economy is the Business Council’s *Quarterly Economic Outlook Survey*. It asks the corporate Council members about their respective companies’ expected sales, capital investment, and hiring levels for the coming six months. The most recent *Economic Outlook Survey*, released back on December 3rd, relates a “generally positive attitude” for business prospects during the first half of 2008.

A new feature added to the Survey back in September is the Outlook Survey Index, or OSI. This quantitative measure, developed with the assistance of the Tippie College of

Business at the University of Iowa, is a diffusion calculation that produces an average measuring the sentiment of IBC executives as they project business activity six months into the future. An OSI above fifty indicates that the cumulative business sentiment of survey responses is positive; below fifty, the sentiment is negative. This index will generate a numeric measure going forward that more effectively estimates the perceived economic condition of business in Iowa.

The Outlook Survey Index has been in place for two quarters now. The Overall OSI was at 66.3 as of December 3rd, indicating that cumulative business sentiment among IBC members is positive for the first half of 2008. The next IBC Quarterly Economic Outlook Survey will be released on March 3rd.

(slide #6 – “Safeguard Iowa Partnership” – SIP’s logo)

Mel: At this time last year, the Iowa Business Council announced the rollout of a new program --- the Safeguard Iowa Partnership. Safeguard Iowa is a coalition of public and private sector volunteers who share a commitment to help prevent, respond to, and recover from natural and man-made catastrophic events in Iowa. This statewide partnership integrates business resources, expertise, and response plans with those of key government agencies during all stages of disaster management. IBC’s partner in this initiative is the non-profit group Business Executives for National Security, or BENS, headquartered in Washington, D.C.

(slide #7 – “SIP Areas of Focus”)

Mel: In twelve months’ time, Safeguard Iowa has grown to include over thirty (30) businesses and institutions along with ten (10) state and federal agencies. These security, business continuity, and emergency management specialists meet regularly to focus on:

- developing a statewide inventory of business resources to support emergency response and recovery efforts
- working with the State Emergency Operations Center to refine a communications plan and an incident alert & response system
- collaborating on disaster preparedness exercises with key local, state, and federal emergency management officials
- conducting outreach with stakeholders to broaden participation

The Business Council appreciates the enthusiastic support this initiative has received in its first year. Safeguard Iowa’s executive director, Jami Haberl (*pronounced “HAB-er-all”*), will be available during the Business Leader Social Hour that follows this program, where you can learn more about the impressive progress of this critically important public/private sector collaboration.

(slide #8: “Iowa Coalition for Innovation & Growth” logo)

Mel: Another key collaboration in which the Business Council is involved is the Iowa Coalition for Innovation and Growth, or ICIG. This partnership with the Iowa Chamber Alliance works to position Iowa as a global leader in business research, technology deployment, and innovation. ICIG members identify issues that impact the efficiencies or competitiveness of Iowa business, then assemble a “Team” of experts to initiate a course of action that will most effectively produce change. Once goals and objectives are achieved, the initiative is turned over to those who can refine and perpetuate the improvements initiated by the Team.

This was the outcome two years ago for ICIG’s Lean Healthcare Team, when the responsibility for integrating Lean Enterprise throughout Iowa health care facilities was successfully transferred to the Iowa Healthcare Collaborative --- a joint effort of the Iowa Hospital Association and Iowa Medical Society.

I am pleased to report to you this evening that two more Team ‘hand-offs’ are currently underway and near completion.

(slide #9: “Lean in State Government”)

Mel: For the past five years the *Business Development & Processes Team*, chaired by Karin Peterson of Pella Corporation, has worked to introduce Lean

Enterprise to government, with the ultimate goal of institutionalizing the philosophies of Lean within State agencies.

(Slide #10: “Lean Enterprise)

Mel: Lean Enterprise reviews the efficiency of administrative procedures and production methods on a continuous basis, eliminating steps or unnecessary “touches” that add no value to the end product or service. Scarce human and financial resources are deployed more efficiently as costs are reduced, product quality is increased, employees are made happier, and customers are more satisfied.

The State Government Lean Team was formed to improve what were viewed as slow and cumbersome regulatory processes related to various business permits, licenses, and certifications.

(Slide #11: “Lean in State Government” chart)

Mel: In 2003, the Department of Natural Resources was the first State agency to host a week-long Lean review process assisted by members of the ICIG State Government Lean Team. What used to take 62 days to receive an air quality new source construction permit was reduced to six. Since then, nearly 80 additional “Lean events” have been staged in 19 State agencies. Dramatic improvements have occurred within regulatory procedures throughout State government, cutting months --- *and*

sometimes years --- off of process and approval times, without sacrificing any critical due diligence review.

(Slide #12: “DOM Office of Lean Enterprise”)

Mel: Two years ago the Iowa Department of Management created the Office of Lean Enterprise. Led by Teresa McMahon, this office is now poised to assume administrative responsibility for all future State government Lean events. Business Council members congratulate Karin and her Team for the outstanding work that’s led to this successful ICIG hand-off. Iowa now serves as a benchmark for state governments everywhere that are trying to duplicate the introduction of Lean throughout their own regulatory structures.

Please look for Karin, Teresa, and other Team members under a banner in the ballroom during the Business Leader Social Hour, where you can learn more about the exciting story that is Lean in State Government.

(slide #13: “Entrepreneurial Formation Team”)

Mel: The other ICIG Team hand-off ready to occur involves the *Entrepreneurial Formation Team*, chaired by Kurt Heiar (*pronounced: “HIGH-er”*), who is CEO of Regena (*pronounced: “rah-GENNA”*) Therapeutics in Iowa City. This group of venture capital and

business development experts has spent the last five years nurturing a critical mass of entrepreneurial talent so that business and career opportunities can grow in our state.

During this process, the Team has developed the Iowa Entrepreneur Network, or IEN --- a virtual “community of practice” venue where entrepreneurs and investors can access business formation and venture capital expertise on-line. A live “chat room” format will soon be activated offering a roster of specialists in such disciplines as marketing, business development, investment banking, and management. Such a resource will allow for the free exchange of ideas, real-time networking, and greater opportunity for small business success.

(Slide #14: “IDED Innovation & Commercialization Division”)

Mel: As it is, the IEN Web site has grown beyond ICIG administrative resources. The Department of Economic Development’s new Innovation & Commercialization Division is charged with, among other duties, providing technical expertise and support to entrepreneurial development initiatives statewide --- a venue the Entrepreneurial Formation Team believes is well-positioned to effectively administer and operate the IEN Web site on a full time basis. This transition will be completed by the end of the first quarter of 2008, with Team members providing guidance and consultation on an as-needed basis.

The Iowa Business Council congratulates Kurt and his Team members for their dedication to this initiative and the outstanding result they have achieved, creating a virtual network of entrepreneurial expertise that is one-of-a-kind in the nation. Their work has led to another successful ICIG hand-off.

(slide #15: CIRAS GDP chart)

Mel: One cannot talk about business in Iowa without acknowledging the contribution of manufacturing, which remains a key economic driver for the state. According to the Center for Industrial Research & Service at Iowa State, Iowa ranks 2nd nationally when measuring manufacturing as a percentage of the state Gross Domestic Product. Over 21%, or more than \$26 billion worth, of Iowa’s GDP comes from heavy industry, trailing only Indiana in the latest U.S. Census Bureau statistics.

Sustaining the competitive posture of Iowa’s 6,600 manufacturers is an on-going challenge in today’s global economy. For Iowa companies to remain at the forefront of engineering and advanced manufacturing, it is essential they share best practices, conduct collaborative research, and deploy state-of-the-art technologies.

(Slide #16: “Advanced Manufacturing Conference”)

Mel: To address these issues, the Iowa Business Council encourages you to attend the Second Iowa Advanced Manufacturing Conference to be held in May at Kirkwood Community College in Cedar Rapids. This event offers nationally recognized speakers who will discuss manufacturing challenges, business trends, and technology application issues in today’s world marketplace. Jack Harris of Rockwell

Collins is a principal organizer of this biennial conference and will be available later during the Business Leader Social Hour should you desire more information.

(Slide #17: “The Commonwealth Fund Health System Performance Scorecard”)

Mel: Iowans have access to one of the finest health care delivery systems in the United States. The Commonwealth Fund recently released a scorecard on the performance of health systems throughout the 50 states and the District of Columbia. It organized performance indicators by five broad dimensions that capture critical aspects of health system performance:

- access for children and adults
- quality and affordability
- potential to use alternative treatment sites, such as clinics, in lieu of hospitals
- equity of service among patients’ income level, type of insurance, race, or ethnicity, and
- measuring the length and health of residents’ lives

Iowa is the only state that ranks in the top quartile for each of the five dimensions, placing second nationally on the overall performance scorecard behind only Hawai’i.

Employer-sponsored health care plans for employees face on-going challenges as costs continue to rise. Former U.S. Secretary of Health Tommy Thompson asserts the health care system in this country will reach a crisis point by 2013, when health care spending will have doubled from current levels and consume 21% of the national

gross domestic product. At this level, U.S. businesses will not be able to compete because the health care burden will far exceed that of foreign competition.

(Slide #18: “Health Care System Issues”)

Mel: While the Business Council recognizes the need to control employee health benefit costs, it also seeks to maintain the stability and effectiveness of the health care industry’s infrastructure. Rather than resort to reform options such as price controls, one-payer government health systems, or tax increases, the health care system should be transformed to promote healthier lifestyles and fully utilize programs already in place, with goals such as:

- Encouraging private insurers to compete for customers at all levels, driving efficiency, transparency, and performance results
- Reducing chronic illness by changing human behavior with incentives provided for good health practices
- Enrolling the thousands of those uninsured in Iowa who are eligible for existing government programs such as Medicaid and the State Children’s Health Insurance Program **but have not signed-up.**

(Slide #19: “Lighten-Up Iowa & Wellness Council of Iowa”)

Mel: The greatest challenge in health care is not universal coverage, it’s universal health. Innovative employee wellness programs that encourage broad-

based participation, such as Lighten-Up Iowa and the Wellness Council of Iowa, are a key proactive measure the public and private sector can deploy to keep workers healthy and on the job. They are also a critical factor in controlling escalating health care costs.

(slide #20: “Workforce Attraction” headlines)

Mel: Let’s now turn our attention to workforce issues. Most of you have heard the call many times in numerous venues, warning of a dramatic labor shortage. It’s often characterized as a looming crisis which stands to constrain the growth and competitiveness of Iowa’s economy. Reports produced and distributed by the Iowa Business Council go back as far as 17 years, to 1991, discussing the worldwide competition for talent. Rather than merely revisiting these statistics again this evening, the Council seeks to generate broad-based action that produces results. As key stakeholders, all of us need to take full advantage of the many initiatives already underway that are poised to help address the problem.

(Slide #21: “Comparative Advantage”)

Mel: The cost of labor varies between states mainly because of unique amenities offered that give rise to wage differentials. All workers may not be mobile, but many are --- particularly young entrants to the labor force. These workers move into geographic areas and occupations that offer the most compensation --- allowing,

of course, for amenity differentials. Generous compensation will attract workers to jobs in certain regions where labor demand is increasing.

Because products, population, and capital can move freely across state borders, economic progress in any single state is determined mainly by growth in the demand for the products that the state has a *comparative advantage* in producing. This is determined by factors such as natural resources and location --- things that aren't mobile but, rather, are specific to the state. The comparative advantage in unskilled labor-intensive manufacturing industries does not belong to the U.S. but, rather, to those low-income countries that have an abundant supply of unskilled labor at low wages. Efforts by Iowa or the U.S. to develop or protect jobs in such industries usually result in very high costs per job created or retained. We do, however, possess a comparative advantage in high-tech, knowledge-intensive, advanced manufacturing and service sectors --- particularly those at the cutting edge of innovation.

The Business Council submits that the workforce shortage issue should be viewed from the following perspective: Are labor supply conditions likely to deter new or existing businesses from effectively operating in Iowa *when all other considerations point to Iowa as the best location?*

(Slide #22: “Overcoming Workforce Shortage”)

Mel: Keeping in mind the concept of comparative advantage, there are some who suggest that if, in fact, a workforce shortage does exist in Iowa, it’s one that can be overcome. For this to be done, we must:

- identify specific skill level needs for positions to be filled
- coordinate secondary and post-secondary school curricula and career counseling with the skill level needs identified
- develop career-oriented intern, apprentice, & mentor opportunities, and
- provide one-stop Web access of detailed job openings for new graduates and those seeking employment who live out-of-state

Many programs and initiatives have already been created to address these challenges. For them to succeed, however, ***all*** Iowa localities and regions in the state must be informed and engaged. Allow me to briefly highlight a few such programs.

(Slide #23: “IWD Workforce Needs Assessment Survey”)

Mel: Iowa Workforce Development is currently conducting a statewide Workforce Needs Assessment Survey. Employers are being asked to identify workforce challenges due to availability, attrition, and retirement. This is critical information for businesses as they pursue workforce needs and job-seekers prepare for the market that awaits them. The assessment is also critical to economic development,

workforce, and education professionals as they gauge business growth opportunities and identify current and future jobs openings in their region. IBC encourages all employers to participate in this very important exercise. Information about the Survey can be obtained using the points of contact shown on the screen.

(Slide #24: "Project Lead The Way")

Mel: A major initiative of the Iowa Department of Education is Project Lead the Way. This is a pre-engineering program that integrates academics into career and technical education while creating a transition for secondary students to move to higher education. Over 60 Iowa high schools and middle schools have implemented year-long course studies in design, physics, electronics, and other specialty areas that teach to national math, science, and industry skill standards. Intensive summer professional development for teachers and counselors is also included. One very important goal of the program is to increase the interest and awareness of female and minority students in technology-related careers.

IBC Members applaud this dynamic partnership between public schools, higher education, and the private sector to increase the quantity and quality of Iowa's math and science-oriented workforce. More information about Project Lead the Way can be accessed using the contact information shown on the screen.

(Slide #25: IDED C&I Div. Internship Program)

Mel: As noted a few moments ago, workers move among geographic areas and occupations in response to wage and benefit differentials. These differentials often reflect variances in amenities between localities such as cost of living, climate, taxes, and public services. State officials have used numerous approaches and tactics over the years to entice new workers to come to Iowa and encourage those to return who once lived here. Iowa will attract most, if not all, of the diverse and skilled workers it needs for those industries in which it possesses a comparative advantage --- such as financial and information services, bioscience and renewable energy, and advanced manufacturing --- *so long as* the state offers a receptive and dynamic business climate that provides meaningful career development and growth opportunities.

Consider IDED's Innovation and Commercialization Internship Program for targeted industries. This new initiative offers an opportunity for Iowa-based companies with fewer than 500 employees to interact with prospective employees who learn about jobs while experiencing the culture of the company and community within which it's located. Just last Tuesday, Governor Culver and IDED announced the first 60 new internship awards for 26 qualifying Iowa businesses. In the end, both the intern's future career and the labor needs of the employer stands to benefit. Utilize the contact information on the screen to learn more about this excellent program.

(Slide #26: “Iowa Jobs Databank”)

Mel: The Iowa Jobs Databank is a collaboration of Iowa Workforce Development, IDEED, and the Iowa Careers Consortium. This Web site allows every employer in Iowa to post job openings while also serving as a one-stop-shop for jobseekers to connect with career opportunities anywhere in the state using Internet links to corporate Web sites. Business leaders are urged to take full advantage of this technology --- another important tool for Iowa companies and the comparative business advantages they possess.

(Slide #27: “Education Excellence” - Aristotle)

Mel: In the 4th century B.C., it was Aristotle who said, “The fate of empires depends on the education of youth.” Today more than ever, education serves as the fault line between those who will and will not prosper in the new economy, where technology will dominate as never before. The new ‘average worker’ will be asked to competently apply basic math, reading, and science skills in ever-more creative and innovative business environments. The proficiency of educators in teaching these subjects and the interest of students to focus on careers in these areas will determine the extent to which Iowa’s economy continues grow and compete in the world marketplace.

(Slide #28: “Why Are Employers Concerned?” – certified teachers)

Mel: It is impossible to discuss the concept of ‘economic development’ without recognizing its critical dependence on a rigorous education system, taught at all levels by qualified, enthusiastic teachers. While certain statistics might indicate varying degrees of progress or success related to reform, too often still we rest on past prosperity, achievement, and norms. To assert that our education system is ready for tomorrow without need for fundamental change today is a strategy doomed for failure.

(Slide #29: “What Does Business Seek From Educators?”)

Mel: For business to compete in the global marketplace, our education system must produce graduates who have mastered key skills. New job prospects must be able to solve problems. To work collaboratively. To understand math and science and possess a good work ethic and professional attitude.

(Slide #30: “Why Are Employers Concerned?” – ACT data)

Mel: According to American College Testing in Iowa City, approximately half of the students applying to college today have substandard reading, writing, and math skills. Over 40% of them end up taking at least one remedial course at an estimated cost to taxpayers of \$1 billion. Forty percent of high school graduates hired by firms are not ready for work because of inadequate reading, writing, and math skills. As a

result, businesses must spend billions of dollars on remedial education for employees beyond the normal expense of training them for their jobs --- particularly in the fields of engineering and computer science.

(Slide #31: “Maintaining Iowa’s Comparative Advantage in Education”)

Mel: Maintaining any comparative advantage that Iowa currently enjoys with its education system will require meaningful reform that:

- institutes a coordinated, standardized, forward looking pre-K thru 12 core curriculum that ensures equalized delivery and resources;
- requires accountability and performance measures along with higher teacher compensation and professional development;
- encourages greater administrative efficiencies on a regional and statewide basis; and,
- produces graduates who have mastered key skills related to reading, writing, problem solving, math, and science

(Slide #32: “STEM Team Goal”)

Mel: IBC continues to support the work of its *Science, Technology, Engineering, and Math, or STEM, Team*, chaired by Tom Hobson of Rockwell Collins. This group seeks to generate new interest and create enthusiasm among students, teachers, and parents for STEM-oriented courses and related careers.

(Slide #33: “STEM Team Actions”)

Mel: A pilot effort within a number of Cedar Rapids area school districts is currently underway, establishing and refining benchmarks so that eventually this initiative can serve as a model for other Iowa communities around the state.

(Slide #34: “Regents Math & Science Initiative/Iowa Math & Science Coalition”)

Mel: Another STEM-oriented initiative is the Iowa Board of Regents Math and Science Education Collaborative led by IBC member Ben Allen and the University of Northern Iowa, in partnership with the University of Iowa and Iowa State University. The Regents collaborative has three basic goals: 1) To improve math and science performance of Iowa students; 2) To prepare more certified math and science teachers for Iowa's schools; and, 3) Promote statewide collaboration and cooperation.

The Iowa Math & Science Coalition recently held its first annual High School Student Summit for Math & Science on the campus of UNI. Teams from 50 high schools around the state assembled for a day-long conference to define science and math needs from the students’ perspective. These teams are now marketing their ideas at their local school, focused on how to:

- increase the achievement level of students in math & science
- promote the enrollment of more students taking STEM courses
- inform and excite students about STEM careers

The goal of any STEM initiative must be for students to lead not only the country but *the world* in acquiring these critical skills. This will be achieved only if our education system provides a superior learning environment populated by enthusiastic, certified, performance rewarded teachers. Visit with the leaders of Iowa’s STEM initiatives under its banner during the Social Hour to learn more.

(slide #35: “Early Childhood Education”)

Mel: Business Council members appreciate the efforts of the last three Sessions of the General Assembly to bolster access to early childhood education in Iowa. Ultimately, statewide participation by 4 and 5 year-olds in these programs will result in more productive adult employees and dedicated citizens who miss work less frequently, get involved with community and charitable activities, and support the local tax base. The Council hopes that policy leaders will continue to support this critically important workforce and economic development priority.

(Slide #36: ITW report cover from January 2007)

Mel: The Council also restates its call made last year urging that serious consideration be given to the purpose and goals of the Institute for Tomorrow’s Workforce, paying special attention to the recommendations contained in its most recent report, “Quality Education for All.” Iowa’s education system must *never settle* in regards to expectations. Every child deserves the opportunity to receive superior

teaching supported by state-of-the-art resources --- from students with learning deficiencies to those designated as gifted and talented. We urge policymakers to continue forging ahead at the difficult but critical work of creating a world class education system of tomorrow here in Iowa. Our future depends on it. The Business Council sees great promise for progress as the Institute renews its efforts in 2008.

(Slide #37: IBC new Web site home page photo and Web address)

Mel: Any of the information I have shared with you this evening will be posted on the new and improved Iowa Business Council Web site. Its new design offers a more dynamic and robust source of information for business policy and economic development initiatives, one we hope you will find valuable and use often.

(slide #38: "The Future?")

Mel: The Business Council sincerely thanks the many individuals who devote tremendous amounts of time and energy to the initiatives of the various committees and teams mentioned this evening. Council Members especially appreciate the Governor and Lt. Governor, members of the General Assembly, and State agency officials for their willingness to collaborate on these significant issues.

The Council will continue its work to position Iowa as a leader in the 21st century. The future will belong to those with vision, those who are most innovative, and those who are most motivated to action. We must remain bold and aggressive in

deploying initiatives that spur wealth-creating business growth and workforce attraction. It's no secret that a skilled and diverse workforce follows opportunity wherever it may exist. That opportunity can be, and should be, in Iowa.

(slide #39 – “The Honorable Chester J. Culver – Governor of Iowa”)

Mel: And now, as is the custom of the Annual Partnership Program, we invite the Governor to make a few comments. Most of you are familiar with the career path of Chet Culver: environmental and consumer advocate in the Iowa Attorney General’s Office, school teacher, coach, Secretary of State, and now Governor of Iowa. We thank him for taking time out of his busy schedule to join us this evening. Council members, guests, ladies and gentlemen, please rise and join me in welcoming to the podium the Honorable Chester J. Culver.

(slide #28 - “Thank You – Please join us for the Business Leader Social Hour”)

Mel: Thank you, Governor Culver, for sharing your thoughts us this evening. The Business Council also wishes to thank you, our colleagues and partners, for the time and attention you have devoted to this important event. IBC Members and Deputies hope you will join us across the hallway in the State Ballroom for drinks and food during the Business Leader Social Hour, where many of the committee and team chairs will be available to discuss their work. We also hope you’ll join us on January 26, 2009, for the next Iowa Business Council Annual Partnership Meeting. Have safe travels home. And thank you again!