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**MEETING MINUTES
NORTH DAKOTA WORKFORCE DEVELOPMENT COUNCIL
JANUARY 12, 2006**

Meeting Date, Time, & Place: January 12, 2006, 9:00 a.m., North Dakota Department of Commerce, 1600 East Century Avenue, Suite 2, Bismarck, North Dakota 58503.

Members Present:

Bismarck: Alvin “Butch” Brandt, Yvonne Smith (on behalf of Carol Olson), Cathy Kruse, Charles Axtman, Dave Kemnitz, Dave Massey, Dr. David Gipp, Jackie Velk, Jim Walker, Maren Daley, Robert Potts, Shane Goettle, Dr. Sharon Hart, Todd LaMotte, Wayne Kutzer, Jim Hirsch, Lyle Schuchard.

Wahpeton: Candice Dietz.

Members Absent: Bruce Walker, Carol Olson, Dave Gottberg, Jim Dahlen, Lee Lampert, Leo Cummings, Paul Steffes, Rosella Grant, T. J. Russell, Cheryl Kulas.

Guests Present: Al Lukes, Dan Marrs, DeAnn Berg, Debbie Painte, Dr. Wayne Sanstead, J. P. Wiest, Jerry Houn, Gerald Meske, Jim Flynn, Karen Haskins, Mark Dougherty, Randy Schwartz, Scott Holdman (via phone), Tom Freier, Jill Splonskowski.

Opening Remarks & Introductions: Charles Axtman provided a welcome to members and proceeded with asking members and guests to introduce themselves at both sites.

Administrative Announcements: Jim Hirsch mentioned that travel vouchers are available if needed, there are refreshments, and lunch will be catered in.

Approval of Agenda: Charles Axtman asked for approval of the agenda as presented.

Maren Daley asked that a New Business item be added to the agenda to allow Job Service North Dakota to provide an update on the status of the Program Year 2003 WIA \$25,000 Incentive Grant which was to be used for the Occupational Information System. Job Service North Dakota has identified a new high priority use for the funds.

Motion: Dave Kemnitz moved to approve the revised agenda. Maren Daley seconded the motion. Motion carried.

Approval of Minutes: Charles Axtman asked for approval of the October 20, 2005, minutes.

Motion: Alvin "Butch" Brandt moved to approve the October 20, 2005, minutes. Dr. Sharon Hart seconded the motion. Motion carried.

Chairs Report

Executive Committee:

A formal meeting has not been held, but e-mails were submitted back and forth between T. J. Russell and Jim Hirsch. Jim Hirsch mentioned that a U.S. Department of Labor grant opportunity called WIRED (Workforce Innovations and Regional Economic Development) is available for each state to submit up to 3 grant applications to apply for 8-10 grants with a maximum of \$5,000,000 per grant or a maximum of \$15,000,000. The deadline to apply was January 5, 2006.

The Planning Committee and Executive Committee were made aware of the WIRED grant application process and the Planning Committee was asked to make recommendations for funding if the Office of the Governor had received more than 3 applications. North Dakota received and submitted 2 applications from the Office of the Governor (United Tribes Technical College and a Tri-State Proposal - Minnesota/North Dakota/South Dakota) in early January 2006.

Executive Committee members include:

- 1) Bruce Walker
- 2) Charles Axtman
- 3) Dave Kemnitz
- 4) Jim Hirsch
- 5) T. J. Russell
- 6) Wayne Kutzer

Ex-Officio members are:

- 1) Jim Walker

- 2) Maren Daley
- 3) Scott Holdman

Planning Committee:

Jim Walker reported that the Planning Committee met on December 15, 2005, and would recommend adoption of the following policies:

- 1) 2-11-05 (0) Veteran's Priority
- 2) 2-12-05 (0) ND One-Stop Career Center Certification

There were 2 WIRED proposals submitted to the Office of the Governor. If more than 3 proposals were received, the Planning Committee would have reviewed them and made recommendations on which proposals to submit.

The cutoff for the Request for Proposal for Incentive Awards is February 14, 2006. The Committee has received a number of proposals to date and expects more proposals. The Committee plans to make its recommendation for funding during the April 20, 2006, Workforce Development Council meeting.

Membership on the Planning Committee includes:

- 1) Candice Dietz
- 2) Cathy Kruse
- 3) David Gipp
- 4) James Dahlen
- 5) Jim Walker
- 6) Leo Cummings
- 7) Scott Holdman

Ex-Officio members are:

- 1) David Massey
- 2) Maren Daley
- 3) Wayne Kutzer

Resolution for Lee Peterson:

Jim Hirsch reviewed the Resolution thanking Lee Peterson for all of his efforts as the former Commissioner of the Department of Commerce.

2005-2007 Budget Update:

Jim Hirsch reviewed the Workforce Development Council Budget as of November 30, 2005. The Budget reflects that 21% of the Biennium has lapsed. The Personnel Budget is 21% expended and the Operating Budget is 12% expended. Overall, the

salaries and operating is 17% expended at \$47,878 with a remaining balance of \$241,554.

Youth Development Council Report

Scott Holdman reported that the Northeast Regional Youth Council Charter has had great success with providing initiatives from the workgroup in Grand Forks and the At-Risk Youth workgroup is moving forward with a Plan. The responsibility to formalize the At-Risk Youth workgroup will be housed with James Burgum at the Office of the Governor. Jim Hirsch will be meeting with James Burgum at the end of January 2006.

State Commission on National & Community Service Update

Jerry Houn reported that as of October 1, 2005, the State Commission awarded 6 projects worth over \$471,000 of the \$500,000 available to North Dakota in formula funds. Of the 6 projects, 1 is brand new and 5 are continuous. The existing 2005-2006 projects are:

- 1) Cooperstown Community Activities Authority – tutoring/homework assistance
- 2) Fargo YMCA – tutoring
- 3) Grand Forks Public Schools – tutoring
- 4) Jamestown Public School District #1 – tutoring and physical fitness
- 5) Western Wellness – mentoring services/tutoring/homework assistance
- 6) Youthworks – mentoring services for at-risk youth and homework assistance

Currently, the projects have 40.78 FTE's and 127 slots. The R & SVP program volunteers donated over 145,000 hours in 2005.

Jim Hirsch then gave members a background on why the Workforce Development Council coordinates with the State Commission/AmeriCorps program (specifically through the Learn & Serve Program). Five Hundred Thousand Dollars (\$500,000) is available each year to the state of North Dakota because of the formation of a State Commission. The State Commission is also allowed to receive Learn & Serve and VISTA funds.

The 2006-2007 Notice of Intent to Apply form for North Dakota formula funds is due January 27, 2006. The State Commission has received 5 Notice of Intent to Apply forms to date. The applications are due on e-Grants by February 17, 2006, and if anyone has any questions, they can either access our website at <http://www.ndcommerce.com/wfd/americorps/index.html> for instructions or call Jerry Houn at 701-328-7263 at the North Dakota Department of Commerce.

Partner Roles in Preparing North Dakota's Workforce

Job Service North Dakota:

Maren Daley reported that Job Service is North Dakota's One-Stop Operator. They provide a condensed website, work readiness, several types of outreach, and a networking hub. They provide a data warehouse, research, and labor market information. One of the key focuses is to keep the information organized and usable for decision making. Job Service North Dakota has the largest access to employers within the state. They focus on employment and work readiness. The WorkKeys and KeyTrain programs are free to all job seekers, but employers may be subject to a cost.

Department of Public Instruction:

Dave Massey explained that the Department of Public Instruction serves K-12 and adult education in North Dakota. Adult education is served under Title II of the Workforce Investment Act. They have a network of 40 different sites which prepare individuals not currently enrolled in a high school or college setting or those ready to enter into the labor force. They focus on reading, writing, math, science, social studies, and computer skills. They have 8 regional service centers who also service satellite programs in rural areas. They serve 2500-3500 students per year throughout the state. Some of their sites include: Minot, Fargo, Bismarck, Devils Lake, and Grand Forks. They will provide services to individuals trying to earn their GED, high school diploma, and also administer ESL programs (English as a Second Language) for refugees. They can provide referral services and have a high success rate with the services they provide.

The Department of Public Instruction has received additional funds through Incentive Award grants which requires them to achieve common performance measures. With the Incentive Award grant they have provided CNA training with an 85%-90% placement rate. They also offer customer service training, English language skills, and GED testing sites around the state.

State Board for Career & Technical Education:

Wayne Kutzer provided a PowerPoint presentation on the functions of Career & Technical Education. They have a 9 member board comprised of agency heads. They have 26 staff in specialty areas. They provide technical assistance, professional development for instructors, promote new programs in schools (Cisco, Oracle, Aviation, EMS, and incentives to share through Interactive TV) (29 programs offered throughout 80 schools), and provide a link to the industry. The industry instructors must be certified. Career & Technical Education is currently working to meet national and industry standards in order to complete the trainings. They provide assistance in the following areas:

- Secondary Programs
- Post-Secondary Programs

- Part-Time Adult Training
- Farmers & Ranchers

Career & Technical Education has programs in 105 schools, focuses on careers leading to work, apprenticeships, two year college, and four year college educations. They developed the ImagineND curriculum for 8th grade students and provide 16 different career clusters.

Career & Technical Education receives \$5.2 million for secondary education. They receive \$3.8 million in federal funding for secondary and post-secondary education. Their budget includes the following:

- \$450,000 Emerging Technology Consortiums
- \$675,000 Workforce Training Regions
- \$608,000 Farm Business Management
- \$179,000 Post-Secondary Enhancement

Career & Technical Education supports student organizations including: DECA, FBLA, FCCLA, FFA, TSA, and Skills USA. They provide transitioning services to North Dakota colleges and cooperative work experiences to the 900-1000 students they serve each year.

Job Service Reports

WIA Financial Report:

DeAnn Berg reported that the local area allocation is used for adult, dislocated worker, and youth programs. As of September 30, 2005, the local area percentage is 21% expended and 72% committed. Statewide allocations reflect 15% expended and 90% committed. Funds included are administration, other activities, governor's set-aside funds, as well as rapid response funds.

Maren Daley added that there will be federal cuts beginning July 1, 2006, including a 3-5% cut in the Workforce Investment Act funding which will bring about some changes. If significant changes are made to service delivery, the Council may need to look at revising the Two-Year State Strategic Plan.

WIA Report on Performance and Participation:

DeAnn Berg explained that the WIA Report on Performance and Participation indicates that Job Service North Dakota met all criteria for an Incentive Award grant for Performance Year 2005. As of September 30, 2005, the Adult program achieved a level of 109.1%. The Dislocated Worker program level achieved was 116.0%. Older Youth was at 105.5%, Younger Youth was 105.4%, and customer satisfaction will be calculated on the annual report rather than on a quarterly basis.

The analysis of enrollment activities for July 1, 2005 – September 30, 2005, was then provided by DeAnn Berg.

WIA Youth Program Activity Report:

DeAnn Berg explained that this report provides success stories in the 4 quadrants of the state as well as partnerships that are ongoing.

Agency Final Performance Indicators for Completed Program Year

Department of Public Instruction:

Dave Massey stated that the Department of Public Instruction met all performance levels for Program Year 2004-2005 and will submit a report to members for their review.

State Board of Career & Technical Education:

Wayne Kutzer mentioned that performance measures at the secondary level overall exceeded the core indicators. They will need to improve upon skill proficiencies and academic attainment. Their post-secondary performance levels were significantly exceeded in all levels excluding combined placement which was -16.11%. Career and Technical Education is currently working with the Department of Education to obtain lag time in graduation for more accurate results to measure 12 month increments vs. 5 month increments.

P-16 Education Task Force

Dr. Robert Potts reported on the P-16 Education Task Force meeting he attended on January 11, 2006, in Grand Forks, North Dakota which identified the need to address low skill levels among our youth in order to remain competitive among the nation. The Task Force will continue to meet over the next 8-9 months to collaborate on this issue. North Dakota is slightly above the national average based on results that 25-28 states are faced with the same problems. Over 80% of the new jobs in the 21st Century will require some post-secondary education and this is one area that needs to be addressed within North Dakota to maintain a competitive workforce and show leadership skills.

Jim Hirsch and Dr. Wayne Sanstead re-affirmed Dr. Potts' comments and believe this Task Force is a great step forward in the success of future workforce efforts.

ASPEN Institute Employer Concerns

Dave Kemnitz reported that North Dakota is 46th in the nation regarding employment as a whole according to a January 10, 2006, article in the Minot Daily News. Dave Kemnitz highlighted some tools and notes contained in the Workforce Strategies Initiatives Update. A summary of the The Aspen Institute- Workforce Strategies Initiative Issue 3---September 2005 issue of the UPDATE is contained below:

(Please note that the following contains a preponderance of material taken directly from The Aspen Institute-Workforce Strategies Initiative, Issue 3, Sept. 2005. Text may not always be verbatim in that the summary includes input from the summary provider).

A key underpinning of effective workforce development programs, and sector-based programs in particular, is that they address the needs of both business customers and workers, often with a conscious effort to improve the economic fortunes of low-income workers.

Getting jobs, earning higher wages and benefits, and maintaining employment are all standard indicators of worker outcomes. ---enduring business relationships and continued “willingness to invest” are proxies for measuring the value of a program to business customers. Lack of specific information about value to businesses also hampers practitioner’s ability to assess the effectiveness of and promote their programs. ---a practical methodology (must be developed) for identifying and assessing costs and benefits of training that accrue to business customers.

Sectoral employment development programs target a particular industry – and a set of occupations within it - in order to improve the quality of job opportunities available to low-income or disadvantaged constituencies. Programs strive to influence industry practice on behalf of low-skilled or otherwise disadvantaged workers through a range of strategies, including: operating education and training programs; running for-profit businesses; forging institutional links with educational institutions, employers, unions and industry associations; advocating for policy changes; and providing consulting or other services to firms within the industry.

The publication described lessons learned about planning and implementing business value assessments based on the working group’s experimental activities. It highlights principles that will be useful for practitioners and firms interested in evaluating their own readiness to engage in this type of assessment. In essence we learn more about the business outcomes that result from the workforce development activities they fund.

The businesses participating in this learning project admittedly provide a best case testing ground. They articulate their own needs for better information to confirm internal anecdotal information about benefits they obtain from training efforts and to justify additional investments in training within their own firms. And they express commitment to the value of a trained workforce at all levels in their firms.

It is critical to understand that businesses’ rationales for investment are far from uniform. A. Firms with labor shortages work with programs to expand the appropriately prepared labor pool. B. Firms may turn to programs for help for basic and other skills instruction. C. Firms struggling to remain competitive in their markets by adapting new technology and equipment or reorganizing workplace practices need help in designing and delivering specialized hard and/or soft skills training. Business invests in training or other workforce development services to address a specific challenge it is experiencing. Workers who receive more training than is required, were more satisfied than were workers who received limited training. A key point was training that was designed to

increase competitiveness by changing the way employees view their role within the larger production process. But workers needed to believe that they were an actual part of the strategy in the changes. Legitimate questions are: Does participating in training result in changes in employee's understanding of how they contribute to overall competitiveness? Does it result in improvements in soft skills, such as flexibility and initiative taking? Did the employer acknowledge and use worker's informal and formal instruments of communication. What did the employer hope to gain from the training or service provided? What did the employees expect and were their expectations met? Additional questions are, did individuals earn higher wages and did they successfully move off public assistance?

Working with businesses and workers to understand their more specific reason(s) for investment in workforce development, along with answering their own questions about outcomes, ultimately should contribute to laying the groundwork and planning for a meaningful assessment process.

INDICATORS, TOOLS AND GUIDING PRINCIPLE FOR AN ASSESSMENT

An indicator is a piece of data that directly or indirectly measures whether an outcome of interest is occurring. For the purposes of social and business research and assessment, a question might be informed by more than one indicator. Examples are: Have residents disposable income changed for the better? Is neighborhood population growing or declining? What is the number of new hires and is the retention of existing workers high? What is the satisfaction level of employees and employers?

The ultimate goal of the Business Value Assessment framework is to develop measures that reasonably and fairly indicate costs and benefits that accrue to the firm (and workers) as a result of training or other workforce development services.

Summary: In reviewing the Aspen Initiative, The North Dakota Workforce Development Council may gain valuable tools in helping both employers and workers to improve our economy and raise the average wage in North Dakota. In turn North Dakota's businesses may become (in larger numbers) more interested players in the state's programs. However buy-in from all stakeholders is essential in "workforce development" and it is vitally important to include representatives of labor (at whatever level possible) in these initiatives. The Aspen Institute www.aspenwsi.org provides a provocative and interesting way to assess business value to what our Workforce Development Programs and Services offer.

The Aspen Institute/Workforce Strategies Initiative suggests the following: Learning more about business outcomes can benefit our work, improve quality of service, strengthen and deepen relationships with business customers, gain a larger customer base, and ultimately serve workers, disadvantaged or otherwise, more effectively.

Aspen Institutes Initiative hopes to move the field of (workforce development) forward in its understanding of the range of real ways businesses can benefit from investing in training and other workforce development services. Armed with this valuable information, our field of work ultimately should be better positioned to continue improving the delivery of workforce services in ways that promote the interests of both worker and business clients.

Business/Industry Panel

State Government:

Tom Freier gave an overview of the Department of Transportation and future workforce issues. The North Dakota Department of Transportation's salary budget is 12% or about \$112 million of the \$955 million overall Budget for the 2005-2007 Biennium. The Department of Transportation has 1044.5 employees and a majority of the expenses are outsourced to the private sector. The Department of Transportation strives for exceptional customer service and continually enhances efficiency and advanced training. The Department of Transportation currently has 160 (15%) of their employees who are eligible for retirement and 165 more (31%) who will be eligible in the next 5 years. The turnover rate is 6% and projected to increase as are the number of projected retirees. New hires are highly vulnerable to other employment opportunities and are sought out by other states.

The Department of Transportation provides scholarships, internships, and a support center to help with recruitment efforts. Recruitment bonuses and other tools are provided by the Legislature which has an 80% success rate (1 ½ times their salary with a 2 year work commitment). The Department of Transportation experiences a shortage in technical vacancies and difficulty in recruiting in the "oil basin". Projected solutions are to reward top performers, be flexible with budgets, respond to the hiring environment, and adjust lower-paid workers.

Manufacturing:

Jim Flynn from Bobcat Inc. reported that Bobcat engages in heavy manufacturing, global marketing, global competition, and is a Fortune 500 Company. Key positions are product and manufacturing engineers, Lean manufacturing, supervisors, logistics, accounting, and staff. Turnover is fairly low, but Bobcat may have a slight lack of skill sets and mobility even though they don't have many problems recruiting talent (specifically out of college). One of the areas Bobcat tries to focus their goals on is effective communications skills. Some hourly key positions are: welders, maintenance technicians, assemblers, toolmakers, etc....

Bobcat requires the ability to work with computerized and technical equipment, understanding the scope of work, and having soft skills. Some common issues they have are: a lack of a manufacturing mentality in the community, (shift work, Saturdays,

absenteeism) competition for staffing, wage pressures, cost of living, and future recruitment.

Transportation:

J. P. Wiest explained that retirement continues to be a big challenge in the truck-driving industry with recruitment efforts coming from out-of-state (Denver and Texas). Manpower is extremely short. There are 22,000 individuals in the trucking industry and all positions are under-employed. Through 2020, North Dakota will need an additional 250 drivers per year due to the retirement of baby boomers. J. P. Wiest feels the best opportunity for this industry is simply to grow North Dakota's population base.

Maren Daley suggested that when individuals renew their driver's license that a reminder about truck driving opportunities be placed on the internet for potential employees to pursue if interested.

Construction:

Mark Dougherty believes that the first step to a successful workforce is to change the image of the construction industry. They have partnered with Career and Technical Education on safety training (OSHA). Obstacles in this industry are seasonal work, a "dirty" image, the high construction demand, and a shrinking labor pool. The opportunity for non-traditional workers (women) has been shifted toward recently to sustain the construction workforce.

Construction is one of the highest growth occupations in America. There will be a need for 250,000 construction workers per year until 2012 nationwide. The Association of General Contractors sponsors construction craft training, partners with Career & Technical Education, provides accreditation opportunities, career expos, and a construction education foundation.

Healthcare:

Karen Haskins from the North Dakota Healthcare Association reported that some issues within the healthcare industry are:

- Aging population
- Recruitment
- Rural Areas
- Compensation
- Healthcare Shortages
- Low Birth Rate
- Geographically Challenged by North Dakota's Image

North Dakota's healthcare system is very integrated ~ meaning it is usually federally funded. Shift work and fewer beds have been challenges among the healthcare

industry as well as the increase of retirement age. In 2004, a survey indicated a 7.9% increase in nurses nationwide since 2000. The average national RN salary nationwide was over \$57,000 in 2004. The statewide average for RNs in 2005 is only \$42,000.

Bismarck State College currently offers a radiology technician curriculum which is web-based to address the shortage. The 2 year ADN in nursing will also help address some of the nursing shortage problems in North Dakota.

Jim Hirsch followed up with a presentation on behalf of Shelly Peterson regarding long-term care facilities in North Dakota. The projected supply and demand of nurses indicates the following:

- 1) Demand for RNs is expected to rise, whereas LPN demand is expected to remain stable.
- 2) Currently North Dakota has a shortage of approximately 500 RNs which is projected to increase to a shortage of about 2000 RNs by 2013.
- 3) North Dakota has a shortage of approximately 200 LPNs. While not as great as the current shortage of RNs, this shortage is projected to increase to about 700 LPNs by 2013.

The U.S. Department of Health and Human Services projects a full-time equivalent RN shortage beginning in 2005 and continuing through 2020 for North Dakota.

Energy:

Al Lukes explained that retirees are the biggest challenge facing the energy industry. Some opportunities are the influx of new companies relocating to rural North Dakota with high-wage, high-skill occupations (specifically in Western North Dakota). The good news is recruitment efforts are successful in these occupations and education efforts have been excellent in North Dakota.

Al Lukes asked that the Council continue their efforts in the following areas:

- 1) Conduct a Workforce Needs Assessment
- 2) Determine the driving forces necessary to retain workers (identify benefits or incentives)
- 3) Continue to work with the Legislature

Manufacturing:

Randy Schwartz from the Dakota Manufacturing Extension Partnership explained that the mission of MEP is to help manufacturers become more competitive, grow manufacturing, and become more profitable. They work with supplier companies such as Harley Davidson to create quality products, an excellent production system, and a quality workforce.

Lean Manufacturing concepts have been applied to manufacturing, healthcare, and even government agencies. Since 2000, North Dakota has gained 1900 manufacturing jobs and was only one of two states (ND and Nevada) in the nation to gain in manufacturing.

Incentive Funds Update

Maren Daley requested that Job Service North Dakota be able to transfer the Program Year 2003 WIA Incentive Award funds designated to the Occupational Information System project to a single source software provider (Geographic Solutions).

Job Service North Dakota will proceed with planning for a transfer of funds and will come back to the Council for approval. A Plan modification will be made if approval is necessary and will be placed on the April 20, 2006, Workforce Development Council meeting agenda.

Council Policies

Jim Hirsch outlined the purpose of the following policies and the reasons why they were developed for the Council:

- ◆ *Policy 2-11-06 (0) Veteran's Priority of Service*
- ◆ *Policy 2-12-06 (0) ND One-Stop Career Center Certification*

Charles Axtman asked for a motion to accept the Veteran's Priority of Service and the ND One-Stop Career Center Certification policies.

Motion: Dave Kemnitz made a motion to approve the Veteran's Priority of Service and the ND One-Stop Career Center Certification policies. Wayne Kutzer seconded the motion. Motion carried.

Public Comment

Jim Hirsch mentioned the current state of the Apprenticeship Council programs due to the retirement of North Dakota's Director. Wayne Kutzer explained that research is being conducted to maintain the integrity of the Apprenticeship Council.

Jim Hirsch also made members aware of the 100% funding cut that the North Dakota Career Resource Network will face on July 1, 2006. Wayne Kutzer mentioned that the North Dakota Career Resource Network is currently looking for state funding to keep the agency functional.

Adjournment: Charles Axtman adjourned the meeting.

Action Plans:

- + Council may need to look at revising the Two-Year State Strategic Plan if funding cuts are implemented at Job Service North Dakota on July 1, 2006.**
- + Dave Massey will submit a report to members regarding the performance levels indicators for Program Year 2004-2005.**
- + From the energy industry standpoint – follow-up on these strategies: Conduct a Workforce Needs Assessment, determine the driving forces necessary to retain workers (identify benefits or incentives), and continue to work with the Legislature.**
- + Identify whether the Council needs to give approval to the transfer of funds from the Occupational Information System to Geographic Solutions through Job Service North Dakota's WIA Incentive Award funds for Program Year 2003.**