

# NAPA Combined Reports, Spring 2018

NAPA Governing Council Meeting  
 Spring 2018 Meeting: Philadelphia, April 6, 2018  
 Report Period: November 2017 - March 2018

*Committee reports are public documents.*

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### President’s Report

TO: NAPA Governing Council  
 FROM: Lisa Henry

<b>Committee Members</b>	
<b>Accomplishments</b>	<p><b>Sustaining Member</b>                  We have successfully created a Sustaining Member category for \$50.</p> <p><b>Monthly Emails</b></p>

	<p>I have been emailing NAPA members almost every month to keep them updated with activities.</p> <p><b>Monthly GC Updates – 5/1, 6/1, 7/1, 8/1, 9/1, 10/1</b> I’ve started monthly GC updates to GC members only to keep up our momentum. My idea is that I will tap GC members mid-month for any monthly updates they want to share to the GC. I will compile and send out around the 1<sup>st</sup> of the month.</p> <p><b>Banner design</b> Jason and his wife designed a pop-up banner and table-top banner for tabling events.</p> <p><b>SfAA Sponsorship 2019</b> We have secured sponsorship of the 2019 SfAA meetings. This means we need to put together 6-8 sessions/panels/workshops.</p>
<b>Work in Progress</b>	<p><b>Recruitment Efforts</b> (please see attachment for full list)</p> <p>A. <u>Marketing Campaign</u> The marketing campaign will be ongoing. We have t-shirts, bags, lip balm, and cleaning clothes for SfAA tabling events. T-shirts will be given to anyone who joins NAPA. This will be more difficult at the SfAAs than AAAs. T-shirts will be raffled at the NAPA Networking Social. I designed cardstock invitations for the Networking Social.</p> <p>B. <u>Benefits List</u> I have compiled suggestions for the Benefits List and we will discuss at the GC meeting.</p> <p>C. <u>Webinars</u> I gathered much information on the logistics of webinars. Ellen, David, and Kevin have volunteered to pilot the webinars. We cannot make these webinars NAPA exclusive, but we use them as part of our marketing/recruitment strategies. Also, we cannot charge for these webinars (as of now).</p> <p><b>Mission Statement</b> I have tasked Tim Wallace with working on the mission statement.</p> <p><b>Budget Process</b> Kevin and I are researching the budgeting process to develop system to better track budget requests and modifications to the requests. This should be done by May.</p>

	<p><b>SfAA Program 2019</b> Ellen and her program committee are working on NAPA sessions/panels/workshops for the 2019 SfAA meetings.</p> <p><b>SfAA Careers Event</b> We are currently brainstorming on a small careers event for the 2019 meetings.</p>
<b>Problems Encountered and Recommended Solutions</b>	
<b>Issues / Motions for Board Resolution:</b>	Recruitment Efforts NAPA Exclusive Programming
<b>Comments:</b>	

**NAPA Treasurer Report**

TO: NAPA Governing Council  
FROM: Kevin Preister, NAPA Treasurer

<b>Committee Members</b>																			
<b>Accomplishments</b>	Maintained the review and approval process for payments for materials, conference call lines, honoraria, conference reimbursements consistent with the approved NAPA budget.																		
<b>Current Status</b>	<p style="text-align: center;"><i>American Anthropological Association Statement of Net Assets Summary of All Units For the Twelve Months Ending December 31, 2017</i></p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;"></td> <td style="width: 20%;"></td> <td style="width: 20%;"></td> </tr> <tr> <td><i>Net Assets at Beginning of Year</i></td> <td></td> <td style="text-align: right;"><i>\$129,695.05</i></td> </tr> <tr> <td><i>Revenues to Date</i></td> <td style="text-align: right;"><i>44,015.67</i></td> <td></td> </tr> <tr> <td><i>Expenses to Date</i></td> <td style="text-align: right;"><i>33,116.56</i></td> <td></td> </tr> <tr> <td><i>Change in Net Assets</i></td> <td></td> <td style="text-align: right;"><i>10,899.11</i></td> </tr> <tr> <td><i>Net Assets at End of Period</i></td> <td></td> <td style="text-align: right;"><i>\$140,594.16</i></td> </tr> </table>				<i>Net Assets at Beginning of Year</i>		<i>\$129,695.05</i>	<i>Revenues to Date</i>	<i>44,015.67</i>		<i>Expenses to Date</i>	<i>33,116.56</i>		<i>Change in Net Assets</i>		<i>10,899.11</i>	<i>Net Assets at End of Period</i>		<i>\$140,594.16</i>
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<b>Problems Encountered and</b>	Special features of the budget summary on the following page:																		

<b>Recommended Solutions</b>	<ul style="list-style-type: none"> <li>• The “Section Dues Subsidy” was projected to be \$4445 but actually came in at a loss of \$8955, which is a significant hit on our budget.</li> <li>• Our “Prof/Consult/Honoraria” costs were \$4000 less than expected.</li> <li>• Travel expenses for our members were about \$8000 less than projected.</li> <li>• “Meeting Food and Space” as well as “Development and Promotion” were quite a bit more than expected, attributed to more regular social networking events (with food), more promotion (and swag) of NAPA.</li> <li>• I did not receive current membership numbers from AAA.</li> </ul> <p>Lisa Henry and I are working on upgrading reimbursement as well as budget development procedures in order to improve our efficiency and budgeting. See Appendix 3.</p>
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**Secretary’s Report**

TO: NAPA Governing Council  
FROM: Rachel Hall-Clifford

<b>Committee Members</b>	Briana Nichols, <i>Anthropology News</i> contributing editor
<b>Accomplishments</b>	<ul style="list-style-type: none"> <li>• Fall 2017 Meeting Minutes circulated and revised</li> <li>• AN columns posted (3 live since mid-December; 2 in queue)</li> </ul>
<b>Work in Progress</b>	<ul style="list-style-type: none"> <li>• Annual AN print Sections Edition in progress (authored by Crain and Tashima)</li> </ul>
<b>Problems Encountered and Recommended Solutions</b>	
<b>Issues / Motions for Board Resolution:</b>	
<b>Comments:</b>	

**Annals of Anthropological Practice**

TO: NAPA Governing Council  
FROM: John Brett, editor

<b>Committee Members</b>	Tim Wallace (chair), Chad Morris, Peter VanArsdale, Robert Rubenstein, RuthBeth Finerman
<b>Accomplishments</b>	Volume 42:1 is in the hands of the publisher and should be sent to members in late April, early May
<b>Work in Progress</b>	

<b>Problems Encountered and Recommended Solutions</b>	We are still having difficulties attracting manuscripts. Tim Wallace, John Brett, Janine McKenna and the Wiley team have been in conversations on continuing marketing efforts to raise the profile of the AAP and get a larger number of submissions.
<b>Issues / Motions for Board Resolution:</b>	None
<b>Budget Request (Items and cost)</b>	None
<b>Comments:</b>	Any suggestions from the GC would be welcome.

**Communications Committee Report**

TO: NAPA Governing Council  
FROM: Terry Redding for Jo Aiken

<b>Committee Members</b>	Jo Aiken (chair), Amanda Woomer, Bethany Grove (Twitter), Zelda Harrison, Sophie Goodman, (Facebook), Kristy Keller (LinkedIn Administrator), Julia Wignall (AnthroCurrents; currently on hiatus), Nancy Versuzco, Caroline Hanson (AnthroJobs), Beth Holland, Brandon Meyer (website), Amanda Tack, Ana Belen Conrado (special projects), Robbie Murie (video)
<b>Accomplishments</b>	Recruited two volunteers to take over AnthroJobs blog; spun off NAPA <i>Notes</i> team into separate committee;
<b>Work in Progress</b>	Website reorganization underway. Hope to finish by June. New blog series being developed by Beth Holland.
<b>Problems Encountered and Recommended Solutions</b>	Need to find someone to help with biweekly AnthroCurrents blog. Need photos and content for website redesign from GC.
<b>Issues / Motions for Board Resolution:</b>	Terry Redding plans to step down from website duties over the summer. GC will need to discuss recruiting or hiring a qualified webmaster.
<b>Comments:</b>	

**Ethics Committee Report**

TO: NAPA Governing Council  
FROM: Chad Morris

<b>Committee Members</b>	Steve Pavey
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	Tracy Meerwarth Pester Anne Pfister Robert Rubinstein Niel Tashima Chad Morris, Chair
<b>Accomplishments</b>	Given GC approval of the revised Ethics Statement at the Fall AAA meeting, the statement revision has been submitted for placement on the spring NAPA ballot through AAA. The revised statement has also been posted to the NAPA website. The revision process and vote has been shared via NAPA Notes and AN.
<b>Work in Progress</b>	Pending election outcome.
<b>Problems Encountered and Recommended Solutions</b>	None.
<b>Issues / Motions for Board Resolution:</b>	None.
<b>Comments:</b>	

**Member at-Large Report**

TO: NAPA Governing Council  
FROM: Jason D. Lind

<b>Committee Members</b>	Jason Lind
<b>Accomplishments</b>	With recent efforts to create a more visual presence for NAPA at both SfAA and AAA conferences, two new retractable banners have been created for use at various NAPA events including: the NAPA information tables, careers expo, networking socials, and at GC/business meetings. The main banner includes the new NAPA tag line: “Applying Anthropology for Real World Results”, and includes icons representing what NAPA does. The small table top banner is to announce “Instant Mentoring” is available. In addition to the new retractable banners, new NAPA flyers were created using the theme of the new banners. These flyers include abbreviated descriptions of what NAPA is and the benefits of joining NAPA and other contact info.
<b>Work in Progress</b>	I am interested in developing a new mentoring outlet that focuses filling the gap between our mentor match program and instant mentoring. I have been conducting mentoring phone calls with students and early career professionals upon requests fielded from contacts (from the NAPA table, Careers Expo, and

	from e-mail). Feedback from this type of mentoring has been positive and there seems to be desire to conduct mentoring sessions over the phone or on Skype (or other such media). I will discuss this with the Mentoring committee at SfAA.
<b>Problems Encountered and Recommended Solutions</b>	None
<b>Issues / Motions for Board Resolution:</b>	None
<b>Comments:</b>	None

### Membership Committee Report

TO: NAPA Governing Council  
FROM: Kerry Fosher and Fritz Lampe, co-chairs

<b>Committee Members</b>	Sheryl Horowitz Monica Hunter (research and survey lead) Peter Lee Zarla Ludin Terry Majewski Carla Pezzia Alessandra Rosa Susan L. Schalge (outreach lead) Yuichi Sekiya Susan Wolman Cassandra Workman
<b>Accomplishments</b>	<ul style="list-style-type: none"> <li>• Fully implemented new committee structure and priority activities: academic outreach, general outreach/member welcome, and survey/research.</li> <li>• Completed welcome letter and are ready to start sending to new and renewing members in April.</li> </ul>
<b>Work in Progress</b>	<ul style="list-style-type: none"> <li>• Plan for further mining of survey data.</li> <li>• Plan for following up on interview options for those who agreed to interviews in their survey responses.</li> <li>• Adding additional data to the Higher Education data harvest in the fall</li> <li>• Transferring Academic Outreach raw data to analytics software</li> <li>• Beginning strategic analysis of trends in training in applying anthropology</li> </ul>

	<ul style="list-style-type: none"> <li>• Ongoing discussions/decisions about next steps in general outreach (see below)</li> </ul>
<b>Problems Encountered and Recommended Solutions</b>	The new structure is starting to produce results and will help us overcome the committee's challenges.
<b>Issues / Motions for Board Resolution:</b>	None
<b>Comments:</b>	None.

### Ongoing Discussions Regarding General Outreach

- a. Outreach to anthropologists who can't or don't attend AAA or SfAA. Many practicing/applied anthropologists who work entirely outside of academia never come to the meetings even though they are members. Are there innovative ways we can share important happenings at the meetings with them - maybe some means of highlighting especially relevant abstracts and podcasts using NAPA's existing communication venues (Facebook, the website, etc.) or other venues?
- b. Outreach to anthropologists teaching applied anthropology courses who may or may not be members of NAPA or SfAA. Create relationships and networks among and between faculty in collaboration with practitioners.
  - Guest speakers (virtual) in classes
  - Network undergraduate students
  - Network graduate students
  - Make resource (see f) available
- c. Outreach to anthropologists in other professional associations. Many practicing anthropologists are not members of AAA or SfAA, but may be members of other associations, such as EPIC, IUSAFS, AEA, PRIMR, AAAS, etc.
- d. Outreach to NAPA members who are also members of other professional organizations. Begin with personal contacts in preparation for a NAPA reception with emphasis on members who may also be members of the other orgs, offer opportunity to serve as liaison to support outreach.
 

Examples:

  - SfAA, Society for Applied Anthropology
  - AEA, American Evaluation Association
  - EPIC, Advancing the Value of Ethnography in Industry (leverage existing liaison)
  - SMA, Society for Medical Anthropology
  - APHA, American Public Health Association
- e. International outreach - are there international associations or venues NAPA could use to connect with anthropologists outside the US?
- f. Create a resource for faculty looking for other employment opportunities for themselves
  - faculty looking for resources and ideas to share with students
  - information for faculty to direct students to
  - practitioners currently underemployed (tech, marketing, research, etc.)



One Model - hold live workshop roundtable and record for future use  
 Online Applied Anthropology Workshops - twice each year - 1 hour of topics AND Q&A  
 Recruit 2-3, people working as applied anthropologists to contribute  
 Use experience of Core NAPA members

- enthusiasm
- awareness/opportunities

Year 1; Fall and Spring (promote at AAA)

- #1 in January);
- #2, shortly after the academic year ends. Use one to promote the next.

Year 2; Adjust timeline, new conversations

- *Existing Model - Roundtables at AEA (public health, environmental, STEM)*
- *Rationale - Demonstrate benefit through initial distribution and then move to fee for access.*

**Mentor Committee Report**

TO: NAPA Governing Council  
 FROM: Niel Tashima

<b>Committee Members</b>	Emily Altimare, Noel Chrisman, Tara Eaton, Carla Guerron Montero, Kimberly Montoni, Robert Morais, and Bill Roberts
<b>Accomplishments</b>	I am pleased to announce that Emily Altimare has joined the Mentor committee.
<b>Work in Progress</b>	<ol style="list-style-type: none"> <li>1. Continued Mentor matches for Mentees, 3 matches completed, 2 in process and 2 outstanding waiting for responses from Mentees.</li> <li>2. Continued support for undergraduates.</li> <li>3. Continued development of focused messaging.</li> <li>4. Continued updating of Mentor FAQs to include more on Business Anthropology.</li> </ol>
<b>Problems Encountered and Recommended Solutions</b>	None
<b>Issues / Motions for Board Resolution:</b>	Request for support for next Mentor Partnership project to focus on activities around the Careers Expo as a video lead into NAPA Mentoring, NAPA Instant Mentoring and an accessible video highlighting the Careers Expo as an avenue to engaging new populations and building membership.
<b>Comments:</b>	

**NAPA Notes Report**

TO: NAPA Governing Council  
FROM: Natalie Morrissey

<b>Committee Members</b>	Natalie Morrissey, Natalie Cox, Brandon McClure, AJ Wildey, Allison Formanack
<b>Accomplishments</b>	We released of two issues of NAPA Notes, one in November and one this month.
<b>Work in Progress</b>	We will continue to gather information from GC members and other NAPA updates until our next issue in September.
<b>Problems Encountered and Recommended Solutions</b>	None
<b>Issues / Motions for Board Resolution:</b>	None
<b>Comments:</b>	

**NAPA-OT Field School**

TO: NAPA Governing Council  
FROM: Rachel Hall-Clifford

<b>Committee Members</b>	Rachel Hall-Clifford (Director), Gelya Frank, Nancie Furgang, Juliana Gutierrez, Stephanie Roche
<b>Accomplishments</b>	<ul style="list-style-type: none"><li>• Developed new student project offerings</li><li>• Listed the program on <a href="http://www.idealists.org">www.idealists.org</a></li></ul>
<b>Work in Progress</b>	<ul style="list-style-type: none"><li>• New advertising strategy</li><li>• Potential program redesign</li></ul>
<b>Problems Encountered and Recommended Solutions</b>	<ul style="list-style-type: none"><li>• Numbers of student applications were very low (8 for 12-15 slots).</li><li>• The decision was made to suspend the 2018 summer session in late February, since our model depends of student tuition to fund the program.</li><li>• We will have a call in late May/early June to plan program design and advertising to relaunch in 2019.</li></ul>
<b>Issues / Motions for Board Resolution:</b>	
<b>Comments:</b>	We are not sure what explains our low application numbers, and we are open to ideas for student recruitment. Since the field school began, there are now more opportunities for occupational therapy students abroad.

**Nominations Committee**

TO: NAPA Governing Council  
 FROM: David Himmelgreen

<b>Committee Members</b>	Lisa Henry, Elizabeth Briody, Niel Tashima
<b>Accomplishments</b>	Submitted nomination materials to the AAA for the NAPA GC positions, President Elect (2 nominees) and Member-at-Large (2 nominees)
<b>Work in Progress</b>	Completed
<b>Problems Encountered and Recommended Solutions</b>	None
<b>Issues / Motions for Board Resolution:</b>	None
<b>Comments:</b>	The process was smooth

**Organizational Relations Committee Report**

TO: NAPA Governing Council  
 FROM: Cathleen Crain, Chair, Organizational Relations Committee

<b>Committee Members</b>	Cathleen Crain, Carol Ellick, Niel Tashima, and Joshua Liggett. Daniel Ginsberg, Fellow, Academic Relations and Practicing and Applied Programs at the AAA provides material support to the Committee and functions as an <i>ex officio</i> member.
<b>Accomplishments</b>	<p>The Committee organized and conducted the 12th annual Careers Exposition that will be held on Friday, December 1, 2017. Approximately 70 professional anthropologists participated in the Expo to provide career advice to new and young anthropologists. Approximately 700 new and young professional anthropologists and faculty who mentor students attended the Expo providing NAPA with extraordinary exposure.</p> <p>The Committee undertook heavy promotion to continue to grow attendance at the Expo. And, for the first time, young anthropologists were arriving in reasonable numbers at the Expo as a function of the media promotion. The flyers continue to be the most popular means of learning about the Expo.</p> <p>The Committee continued its partnership with the National Association of Student Anthropologists to encourage student involvement. As in past years, the Expo had significant support from AAA, as well as from Consortium of Applied and Practicing Anthropology Programs (COPAA) and from CoPAPIA.</p>
<b>Work in Progress</b>	The Committee will be undertaking planning and recruiting for the next meeting beginning in April.

<b>Problems and Solutions</b>	No problems were encountered.
<b>Issues / Motions for Board Resolution:</b>	The Expo continues to provide NAPA with a high visibility opportunity to interact with young professionals and students as well as a cadre of senior, highly placed professional anthropologists. This is an opportunity for NAPA to highlight its contributions to the development of new and young professionals.
<b>Comments:</b>	None

**Program Committee Report**

TO: NAPA Governing Council  
FROM: Ellen Puccia

<b>Committee Members</b>	Ellen Puccia, Lisa Henry
<b>Accomplishments</b>	Planned GC lunch meeting and Networking Event at SfAA meetings in Philadelphia.
<b>Work in Progress</b>	Met with SfAA leadership to discuss NAPA co-sponsoring the 2019 meetings in Portland. Started talks to have an annual Careers event at SfAA. Working to add members to the Program Committee.
<b>Problems Encountered and Recommended Solutions</b>	
<b>Issues / Motions for Board Resolution:</b>	
<b>Comments:</b>	

**Volunteer Coordinator Report**

TO: NAPA Governing Council  
FROM: Wendy Hathaway

<b>Committee Members</b>	Wendy Hathaway & Jason Lind
<b>Accomplishments</b>	<ul style="list-style-type: none"> <li>· Transitioned hand-off of committee responsibilities from past Chair, Jason Lind.</li> <li>· Organized and staffed NAPA table at SfAA.</li> <li>· Developed and re-designed NAPA information flyers</li> <li>· NAPA Volunteer Award Nominations request; nominations to be submitted at GC business meeting</li> </ul>
<b>Work in Progress</b>	<ul style="list-style-type: none"> <li>· Developing “Volunteer” NAPA Webpage re-write <ul style="list-style-type: none"> <li>● Volunteer of the Year Award</li> </ul> </li> </ul>

<b>Problems Encountered and Recommended Solutions</b>	
<b>Issues / Motions for Board Resolution:</b>	
<b>Comments:</b>	

**Workshop Committee Report**

TO: NAPA Governing Council  
FROM: Elgin Klugh

<b>Committee Members</b>	Elgin Klugh, Ellen Puccia, Alisha Winn
<b>Accomplishments</b>	(1) NAPA Newsletter announcement to solicit workshops and introduce new workshop coordinator; (2) Guidance from the outgoing Workshop Coordinator; (3) Potential workshops for AAA 2018; (4) Workshop Committee members
<b>Work in Progress</b>	<p><u>AAA workshop submissions:</u>  Elizabeth Briody has solicited Business Anthropology community members to see if workshop presenters from last year are interested in presenting again this year. Two that are being submitted:  (1) Consulting in Organizational-Culture Change;  (2) Reimagining the Customer: An Anthropological Framework for Innovation in Business and Social Enterprise</p> <p><u>Other Potential submissions:</u>  a. How to transition into UX research in the tech industry; b. Consulting with Local Governments and Communities</p>
<b>Problems Encountered and Recommended Solutions:</b>	

<b>Issues / Motions for Board Resolution:</b>	
<b>Comments:</b>	

### **Appendix A: Recruitment Efforts**

**Existing:**

1. Mentoring
  - a. Ongoing
  - b. Instant at conferences
2. Careers Expo
3. AAA workshops
4. Networking Social (AAA and SfAA)
5. Tabling at AAA and SfAA
6. Social media/website
  - a. Blogs
  - b. AnthroCurrents
  - c. AnthroJobs

**New:**

1. Marketing campaign - t-shirts, swag, table cloth, banner, etc.
2. Academic Outreach – roadshow to campuses
3. Revised benefits list
4. Webinars
  - a. Evaluation and methods training
  - b. Ethnography as a Tool for Changing Management Paradigms
  - c. Elevator speeches
  - d. Explaining to parents what you can do with an anthropology degree
  - e. Entrepreneurship
  - f. Career options for MAs
  - g. How to impact policy
  - h. Charting your course
  - i. ...any of the business anthropology workshops from this year
5. SfAA – 2019 co-sponsor
6. SfAA – some type of careers event
7. Promoting a home for practicing/applied anthropologists at the AAA level

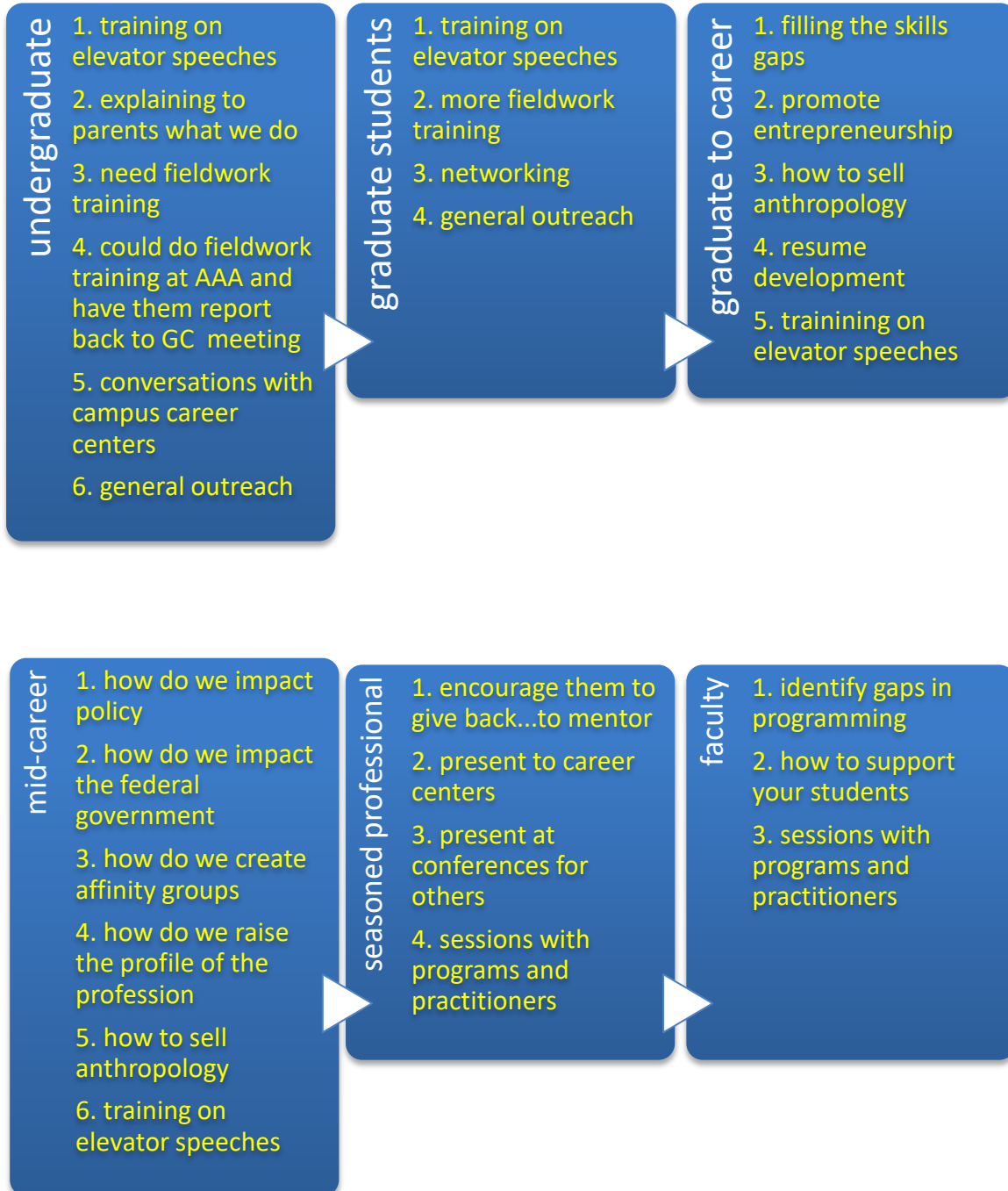
**For Discussion:**

1. NAPA exclusive programming (this needs more discussion)
  - a. AAA breakfast?
  - b. Mentor match?

Ellen: “Need to make NAPA something more than at the meetings”

## Appendix B: Notes on Student to Professional Path and How NAPA Can Contribute

(draft: I am including this so we can keep looking at it to see how it might inform our work.)





## Appendix C: NAPA Budget and YTD Expenses

American Anthropological Association		
Statement of Activities		
Summary of All Units		
For the Twelve Months Ending Sunday, December 31, 2017		
Description	Current Yr Actuals	2018
	YTD	Annual Budget
<b>REVENUE:</b>		
Membership - Regular	\$9,825.02	\$10,185.00
Membership - Student	1,255.85	1,140.00
Subtotal Membership	11,080.87	11,325.00
Subscriptions	598.33	850.00
Section Dues Subsidy	(8,955.66)	(4,445.00)
W-B Royalty	8,627.33	8,495.00
Sales	20.00	0.00
Registration Fees	17,600.00	30,800.00
Workshop Registration Fees	2,362.00	2,400.00
Other Income	9,653.49	0.00
Intrafund Transfer/Release	3,299.31	0.00
<b>TOTAL REVENUE</b>	<b>44,285.67</b>	<b>49,425.00</b>
<b>EXPENDITURES:</b>		
Salaries & Wages-AAA	0.00	1,050.00
Prof./Consult./Honoraria	10,395.72	14,885.00
Travel & Related Expenses	14,649.69	22,830.00
Awards & Honors	0.00	1,000.00
Section Web Sites	0.00	180.00
Postage	120.00	750.00
Office Supplies	734.26	0.00
Telephone	139.19	1,101.00
PhotoCopy/Duplication	40.13	640.00
Insurance	1,283.00	1,500.00
Miscellaneous Expense	211.83	8,240.00
Meeting Food and Space	8,220.20	2,750.00
Meeting Equip. Rental	0.00	400.00
Field Editor Expenses	270.00	4,900.00
Development & Promotion	6,278.20	4,650.00
YTD Pubs (Rev) less Exp	(8,955.66)	(4,445.00)
<b>TOTAL EXPENDITURES</b>	<b>33,386.56</b>	<b>60,431.00</b>
<b>CHANGE IN NET ASSETS</b>	<b>\$10,899.11</b>	<b>(\$11,006.00)</b>