



Let's Inspire Young People to Perform at a Higher Level.

I appreciate your participation in my recent presentation!

In the following pages, you'll find the PowerPoint slides you requested.

In our changing landscape, bridging the generational divide is crucial to our success. However you interact with the younger generations, you can make a powerful difference using these strategies.

In addition to the slides, I want to share some valuable resources and ways you can stay connected to the mission of shifting the paradigm in education, employment, and economic development.

[Follow me at Forbes.com](#)

Click the blue 'Follow' button to stay posted on my weekly articles to shift the paradigm in education, careers, and generational issues in the workplace.

[Subscribe to my YouTube channel](#)

Tune into the mind of the younger generations with my free videos, highlighting the most impactful strategies I share in my keynote speeches.

[Join my livestream experience](#)

At the National Call to Action, I call communities across the country to start creating Education with Purpose & Employment with Passion for their young people.

[Tune in to The Perna Syndicate Podcast](#)

Listen to my podcast library of quick, inspirational episodes covering education, careers, and the multigenerational workforce—available on Apple Podcasts, Google Podcasts, Alexa, and everywhere else you listen.

[Connect with me on social](#)

Connect with me on [Twitter](#), [LinkedIn](#), [Facebook](#), and [Instagram](#) see fresh insights and inspiration in your feed...every day!

If you're looking to make a bigger difference with the young people you influence, I'd love to help. Visit [MarkCPerna.com](#) for more information or call us at **330.840.2680**.

I appreciate and applaud your commitment to the next generation, and I hope we can stay in touch. Enjoy the PowerPoint slides!

MARK C. PERNA
SPEAKER | AUTHOR | CEO

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STAY CONNECTED



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Answering Why: Unleashing Passion, Purpose, and Performance in Younger Generations

WELCOME... 

Unleashing Passion, Purpose, and Performance in Younger Generations

PRESENTED BY
MARK C. PERNA *Speaker, Author, and CEO*

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1

The Shifting Landscape
Education & Workforce Development 

2

The World Has Changed 

3

THE GLOBAL SKILLS GAP 


- **60%** of employers believe skills gaps in local labor markets will be one of the greatest barriers to their business transformations
(World Economic Forum "Future of Jobs" report)
- **Nearly nine in ten executives and managers** say their organizations either face skill gaps already or expect gaps to develop within the next five years
(McKinsey Global Survey)
- **\$11.5 trillion** in global GDP could be lost by 2028 if organizations do not take action to close their skills gaps
(World Economic Forum "Future of Jobs" report)

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THE FUTURE OF SKILLS 

- Up to **40%** of core job skills are expected to change by 2025; and **50%** of employees will need to learn new skills
(World Economic Forum "Future of Jobs" report)
- **375 million workers globally** might have to change occupations in the next decade to meet companies' needs
(McKinsey Global Survey)
- **66%** of workers in Australia, UK and US said L&D opportunities make or break their decision to take a job or stay at a company
(HigherEd Dive)

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SKILLS IN THE AGE OF AI 

- Approximately **30%** of hours spent on white-collar tasks could be "easily replicated" by **generative AI**
(Pearson study of Australia, Brazil, India, the US and UK)
- **73%** of employers who prioritize hiring talent with AI skills have difficulty finding qualified candidates (Amazon Web Services)
- Organizations will **hike pay for AI-skilled workers** by:
 - **43%** in sales and marketing
 - **42%** in finance
 - **37%** in legal, regulatory, and compliance
 - **35%** in human resources
(Amazon Web Services)

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SKILLS GAP: AEROSPACE/AVIATION



- Industry will need to fill a projected 3.5 million jobs by 2026, but skills gap is expected to prevent 2 million of those hires
(Future Aviation Aerospace Workforce)
- Workforce shortages could cost \$49 billion just from positions remaining unfilled
(Future Aviation Aerospace Workforce)

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SKILLS GAP: AGRICULTURE



- Average age of principal farm operators is 59; only 9% are under the age of 35
(AG America Lending)
- Almost half (45%) of farms globally report they are facing a lack of expertise and training
(Shell Lubricant Solutions, 2021)
- 86% of farmers have experienced equipment breakdown in the last 3 years due to lack of maintenance
(Shell Lubricant Solutions, 2021)

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SKILLS GAP: CONSTRUCTION



- The industry lost \$60.9 billion in gross domestic product and is experiencing a shortfall of 6.5 million jobs due to the pandemic
(Deloitte)
- 78% of contractors report difficulty finding skilled craftsmen to replace the retiring workforce
(Tradesmen International)
- 71% of contractors struggling to meet scheduling commitments and 39% have had to turn down work
(U.S. Chamber of Commerce; Conger)

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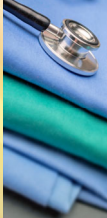

SKILLS GAP: CYBERSECURITY/IT



- 500,000+ cybersecurity job postings in the U.S.
(Harvard)
- 3.5 million unfilled cybersecurity jobs globally
(Harvard)
- The IT skills gap troubles 80% of managers in North America
(CIO Dive)

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SKILLS GAP: HEALTHCARE



- From 2010 to 2030, 1 million+ registered nurses projected to exit the workforce
(Nursing Economics)
- In August 2021, 92% of critical care nurses said the pandemic depleted nurses at their hospital, and two-thirds stated that the pandemic has caused them to consider leaving nursing
(Medpage)

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SKILLS GAP: HOSPITALITY



- Accommodation/Food Services Industry has had the highest quit rate since July 2021, consistently above 5% (2x the 2.5% average)
(US Chamber of Commerce)
- Nearly 40% of hospitality businesses are facing skilled worker shortages
(RestaurantOnline.co.uk)

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SKILLS GAP: MANUFACTURING




- **2.1 million unfilled jobs projected by 2030 with a negative impact of \$1. trillion+** (Deloitte)
- **Heavy equipment industry alone losing \$2.4 billion+ every year due to lack of skilled workers** (Conger)




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SKILLS GAP: PETROCHEMICAL



"The Great Crew Change"

- **1.9 million job openings anticipated through 2035** (RAND Corporation)
- **The average age of workers in petroleum companies is 50, among the oldest of any industry** (Iron Mountain)
- **9 out of 10 employers believe the skills gap is impacting current productivity** (Hydrocarbon Engineering)



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SKILLS GAP: TRANSPORTATION, SUPPLY CHAIN & LOGISTICS

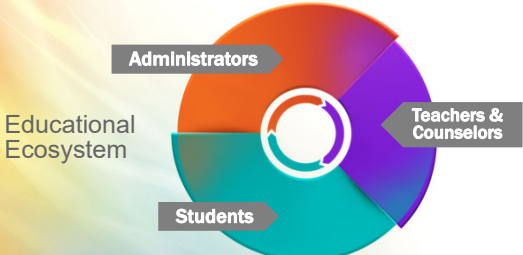


- **Projected shortage of 160,000+ drivers by 2028** (American Trucking Associations)
- **Six job openings for every one hire in the trucking industry since 2016** (Coyote/EMSI)
- **78% of shippers and 56% of third-party logistics firms say shortages have impacted their supply chain operations** (Food Logistics)



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SKILLS GAP: EDUCATION




Educational Ecosystem

Administrators

Teachers & Counselors

Students



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The World Has Changed



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Academic Knowledge

Professional Skills

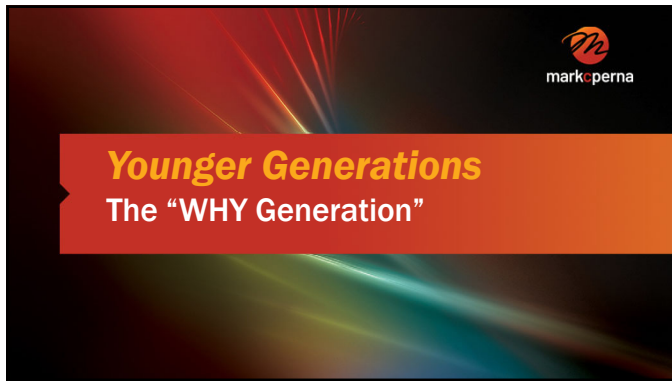
Technical Competencies

COMPETITIVE ADVANTAGE



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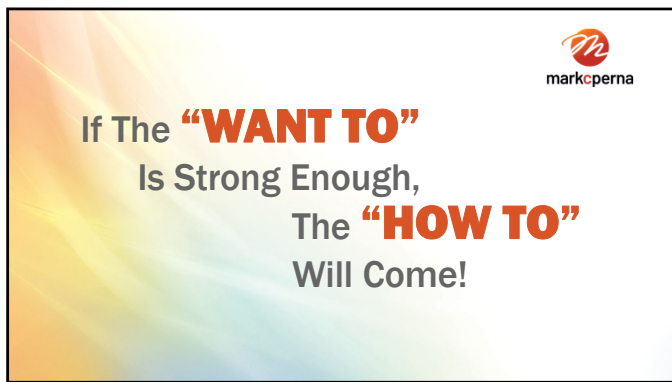
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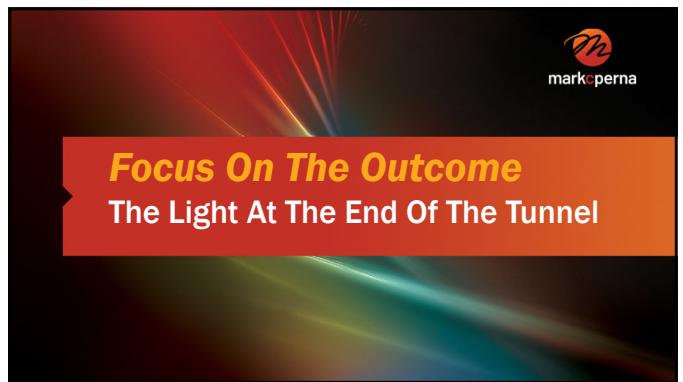
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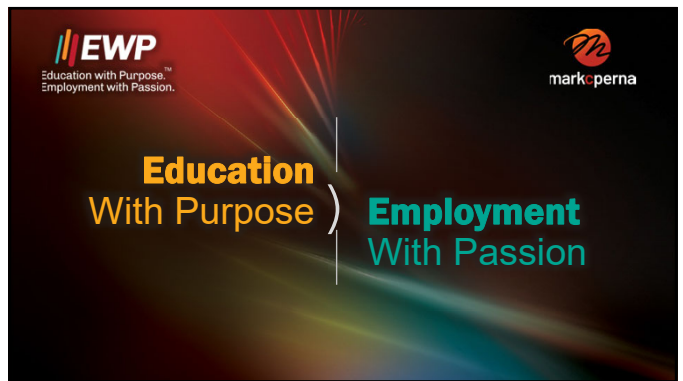
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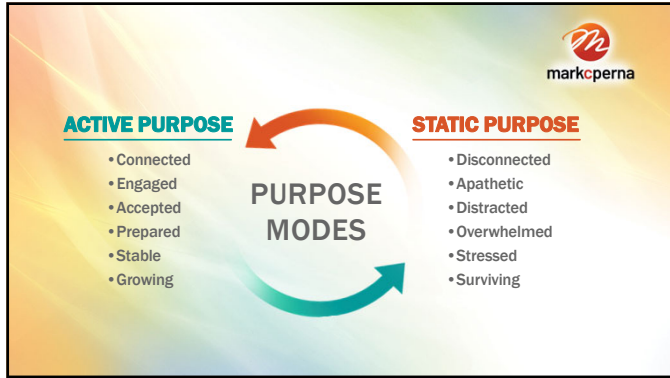


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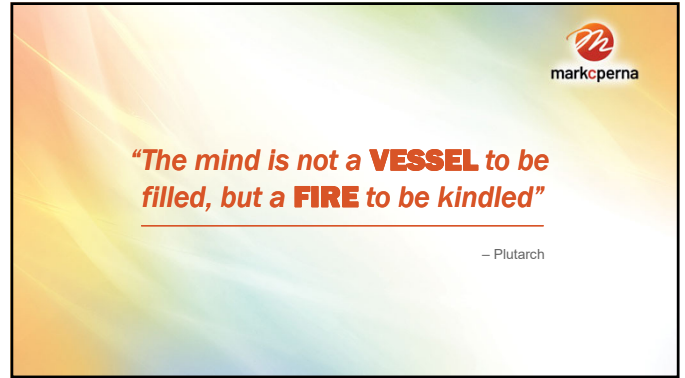


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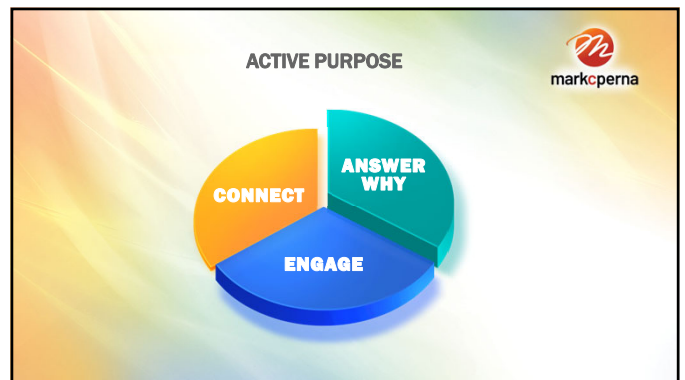
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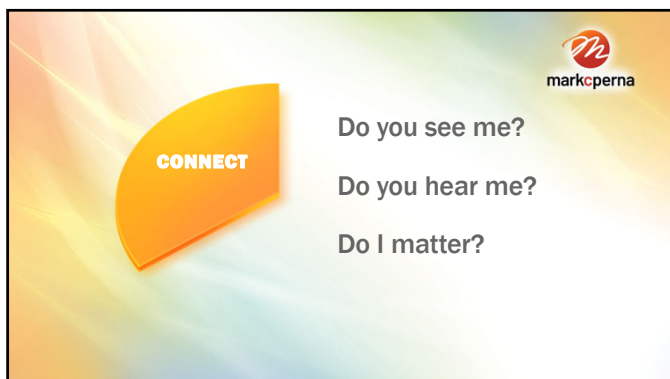
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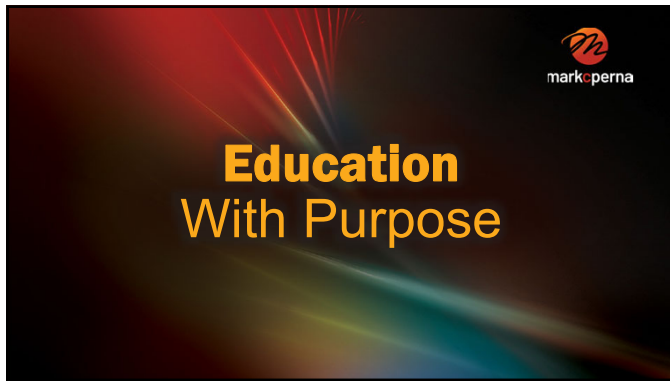


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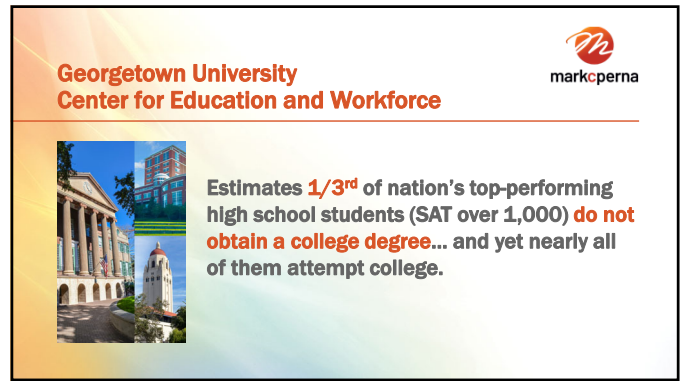


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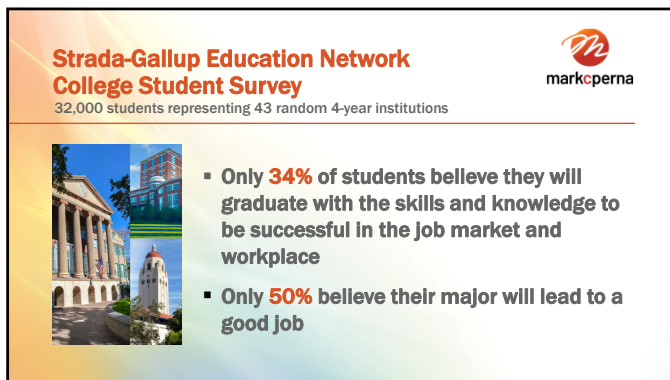
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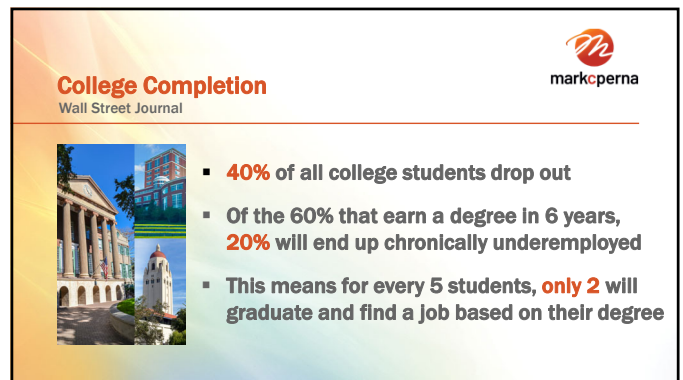
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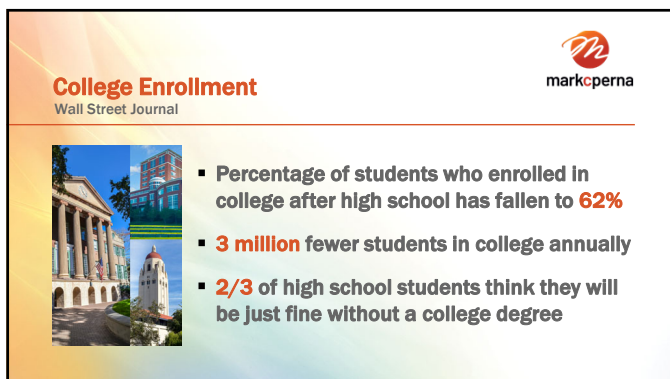
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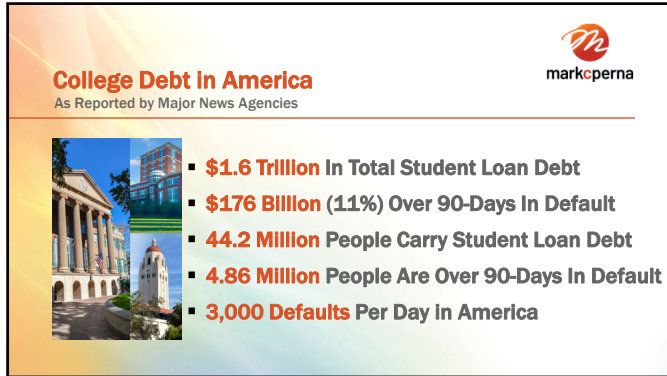


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College Debt in America
As Reported by Major News Agencies




- **\$1.6 Trillion** In Total Student Loan Debt
- **\$176 Billion** (11%) Over 90-Days In Default
- **44.2 Million** People Carry Student Loan Debt
- **4.86 Million** People Are Over 90-Days In Default
- **3,000 Defaults** Per Day in America

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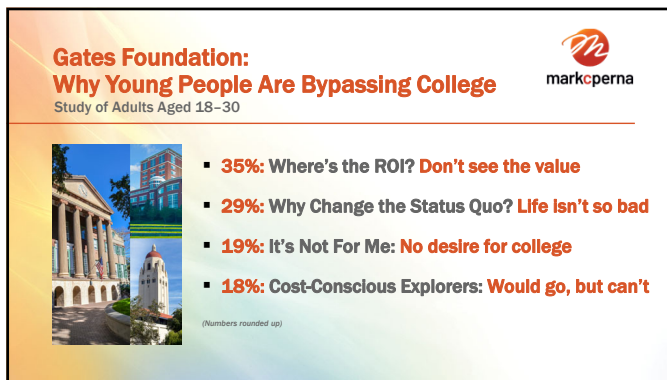
College Debt in America
Business Insider, Survey of Millennials




- **90%** Did Not Fully Understand Their Student Loan Terms & Conditions
- **84%** Borrowed More Than They Needed And Also Accrued Credit Card Debt
- **83%** "It Was A Mistake Attending An Expensive College"

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**Gates Foundation:
Why Young People Are Bypassing College**
Study of Adults Aged 18-30

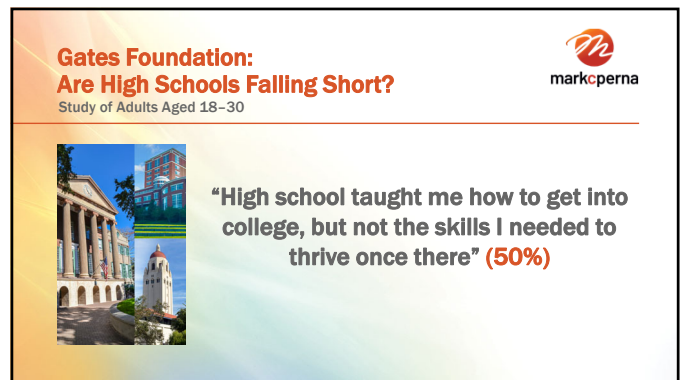


- **35%:** Where's the ROI? **Don't see the value**
- **29%:** Why Change the Status Quo? **Life isn't so bad**
- **19%:** It's Not For Me: **No desire for college**
- **18%:** Cost-Conscious Explorers: **Would go, but can't**


(Numbers rounded up)

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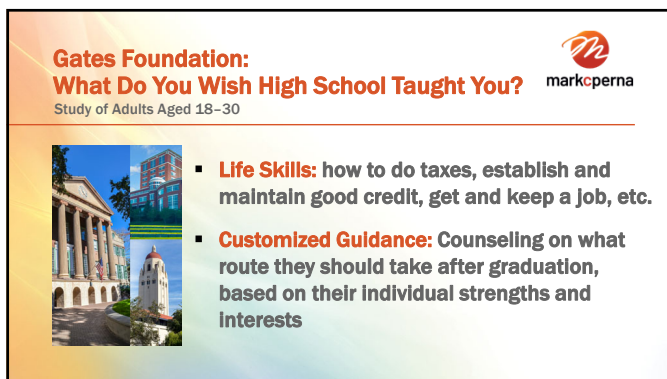
**Gates Foundation:
Are High Schools Falling Short?**
Study of Adults Aged 18-30




"High school taught me how to get into college, but not the skills I needed to thrive once there" **(50%)**

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**Gates Foundation:
What Do You Wish High School Taught You?**
Study of Adults Aged 18-30



- **Life Skills:** how to do taxes, establish and maintain good credit, get and keep a job, etc.
- **Customized Guidance:** Counseling on what route they should take after graduation, based on their individual strengths and interests

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**Gates Foundation:
Top 15 Priorities in the Next Few Years**
Study of Adults Aged 18-30

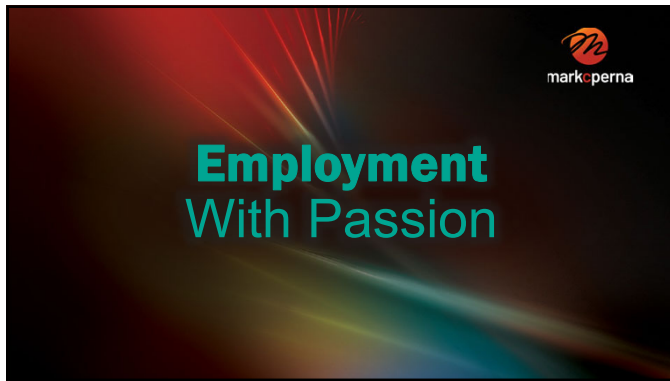


1. "Being in a good place emotionally/ positive emotional health"
2. "Feeling financially stable"
3. "Earning more money"
4. "Being able to spend time with family"
15. "Getting a college degree"

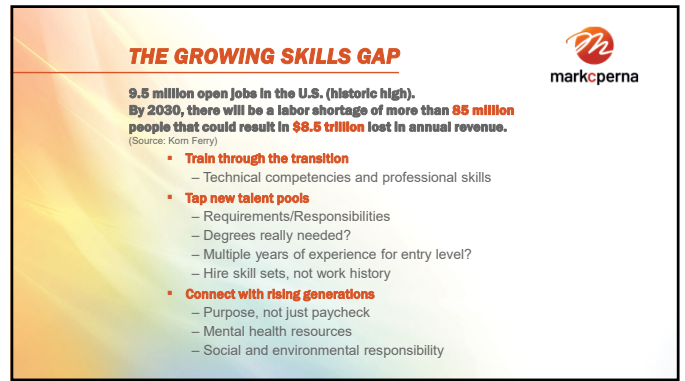
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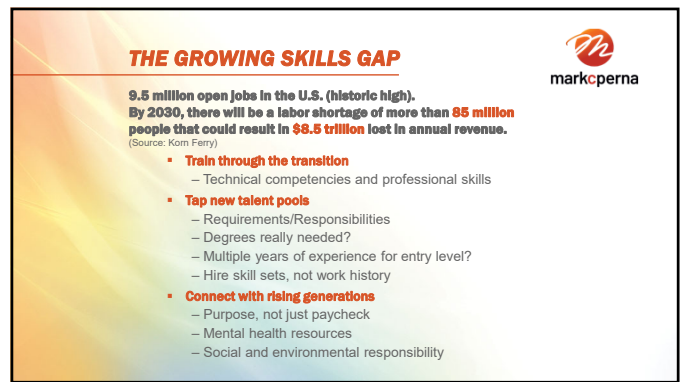
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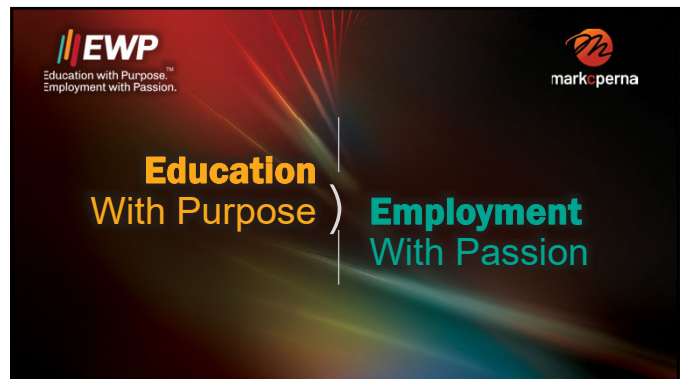
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DEER VALLEY

TECHNICAL CAREERS
(Apprenticeship, Associate's Degree, Advanced Certification, Experience, etc.)

- Dental Hygienist
- Emergency Medical Technician (EMT)
- Clinical Lab Assistant
- Surgical Technician
- Radiology Technician
- Physical Therapy Assistant
- EKG Technician
- Paramedic
- Crime Scene Investigator
- Phlebotomist
- Optician
- Histology Technician

ENTRY-LEVEL CAREERS
(With Program Completion)

- 911 Operator
- Durable Medical Equipment Sales
- Lab Assistant
- Morgue Assistant
- Occupational/Physical Therapy Assistant
- Research Assistant
- Pharmaceutical Technician
- Medical Office Assistant
- Medical Transport
- Hospital Nutrition Assistant
- Sterilization Assistant

PROFESSIONAL CAREERS
(Bachelor's, Master's, Ph.D., Specialized Training, Experience, etc.)

- Biomedical Engineer
- Physician
- Physical Therapist
- Certified Athletic Trainer
- Epidemiologist
- Food Scientist
- Genetic Counselor
- Medical Examiner
- Medical Laboratory Scientist
- Registered Nurse
- Veterinarian
- Microbiologist

ACADEMICS | **PROFESSIONAL SKILLS**

EXPERIENCES | **PASSION**

BIOMEDICAL SCIENCE

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ENTRY-LEVEL CAREERS
(with Program Completion)

- 911 Operator
- Durable Medical Equipment Sales
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- Scrub/Surgical Technician
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PROFESSIONAL SKILLS

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(Apprenticeship, Associate's Degree, Advanced Certification, Experience, etc.)

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(Bachelor's, Master's, Ph.D., Specialized Training, Experience, etc.)

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DEER VALLEY

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ACADEMICS | **PROFESSIONAL SKILLS**

EXPERIENCES | **PASSION**

BIOMEDICAL SCIENCE

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TECHNICAL CAREERS
(Apprenticeship, Associate's Degree, Advanced Certification, Experience, etc.)

- Master Electrician - Residential and Commercial
- Journeyman Electrician - Residential and Commercial
- Electrician - Residential and Commercial
- Low Voltage Systems Technician/Wire and Security
- Business Owner (Self-Employed)
- Fireman
- Motor Electrician
- Color and Visual Renewable Energy Technician
- Industrial Control Specialist
- Electrical Estimator
- Maintenance Facility Electrician
- Theme Park Electrician

ENTRY-LEVEL CAREERS
(With Program Completion)

- Apprentice Electrician
- Apprentice Fire Alarm Technician
- Apprentice Security System Technician
- Transmission Technician
- Customer Service/Sales Representative
- Material and Equipment Manager
- Office Manager
- Utility Worker
- Manufacture's Representative
- Material and Equipment Delivery Driver
- Home Theater Installer

PROFESSIONAL CAREERS
(Bachelor's, Master's, Ph.D., Specialized Training, Experience, etc.)

- Electrical Engineer
- Design Engineer
- Electrical Inspector
- Electrical Inspector
- Home Automation Installer
- Systems Integrator
- Renewable Energy System Designer
- Smart Field Technician
- Utility System Infrastructure Designer
- Electrical Designer/Architect

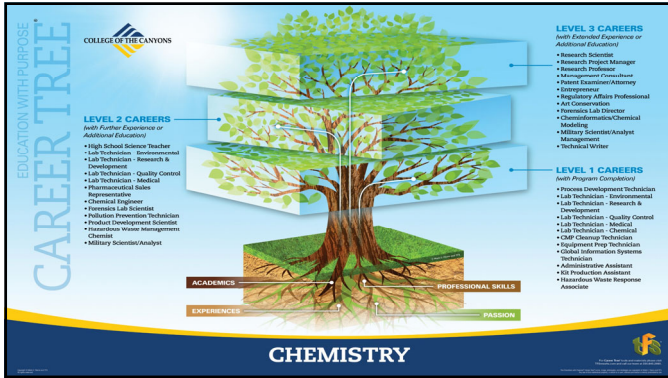
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EXPERIENCES | **PASSION**

ELECTRICAL

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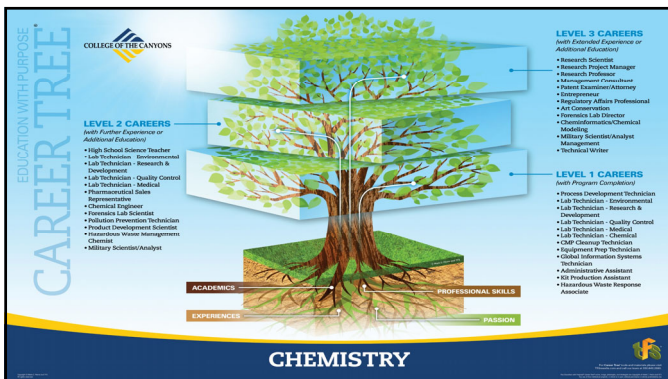
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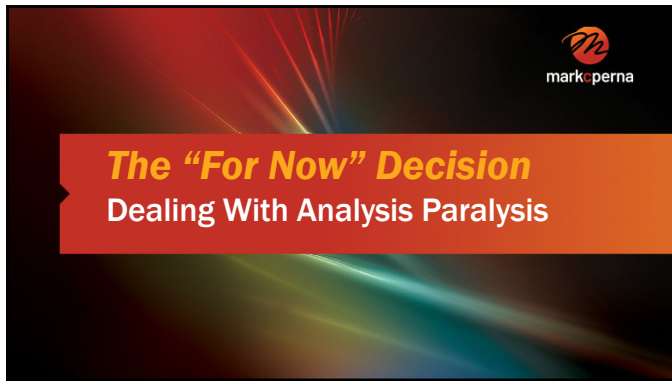


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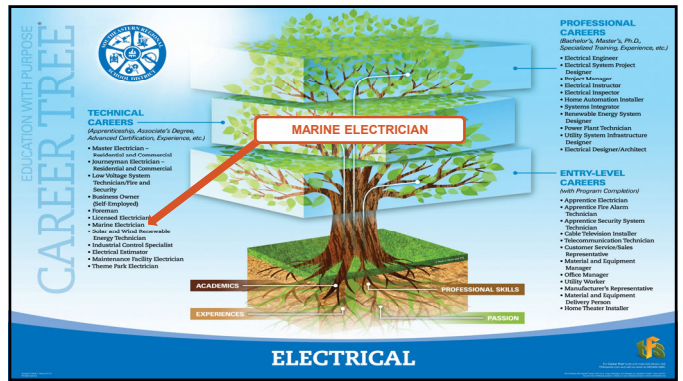


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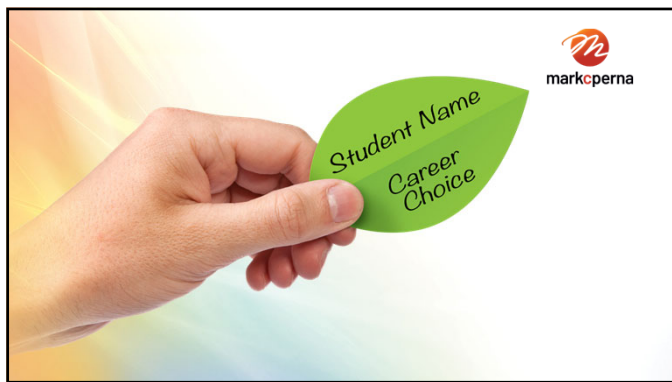
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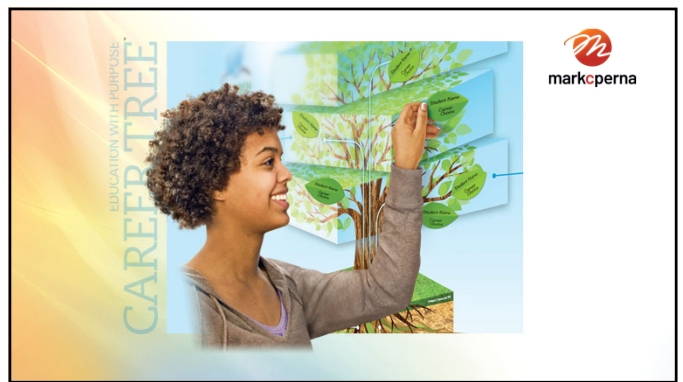
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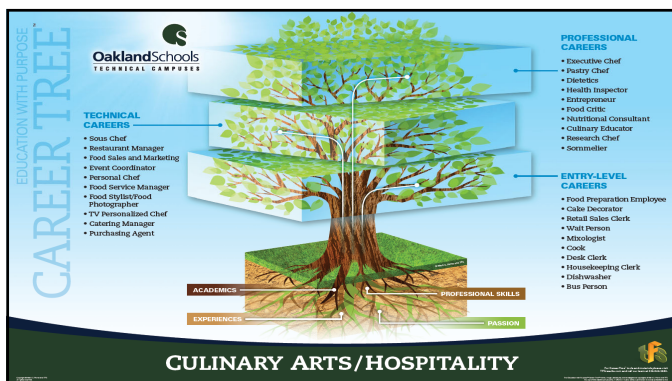
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TECHNICAL CAREERS
(Apprenticeship, Associate's Degree, Advanced Certification, Experience, etc.)

- Logistics Coordinator
- Advertising Agent
- Travel Agent
- Hotel/Hospitality Manager
- Construction Logistics Manager
- Buyer/Purchasing Agent
- Packaging
- Construction Manager
- Business Development
- Warehouse Clerk
- Trade Expansion Manager

PROFESSIONAL CAREERS
(Bachelor's, Master's, Ph.D., Specialist Training, Experience, etc.)

- Business Director
- Chief Executive Officer
- Chief Operating Officer
- Personal Financial Advisor
- Market Research Analyst
- Controller/Accountant
- Human Resources Director
- Professional Consultant
- Director of Administration & Training
- Business Teacher/Professor
- Marketing
- Business Development & Training
- Social Media Consultant

ENTRY-LEVEL CAREERS
(Entry-Level, Associate's Degree, Advanced Certification, Experience, etc.)

- Aviation Program Coordinator
- General Office Clerk
- Office Manager
- Small Business Owner
- Warehouse Team Member
- Wholesale & Manufacturing Sales Rep.
- Bookkeeper
- Accounting
- Customer Service Agent
- Records Keeper
- Retail Customer Service
- Retail Buyer

ACADEMICS | **PROFESSIONAL SKILLS** | **EXPERIENCES** | **PASSION**

INTERNATIONAL BUSINESS

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EDUCATION WITH PURPOSE
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TECHNICAL CAREERS
(Apprenticeship, Associate's Degree, Advanced Certification, Experience, etc.)

- Paralegal
- Law Enforcement Officer
- Class Register
- House Construction Officer
- Police Service Representative
- Military - Non Commissioned Officer
- Parole/Probation Officer
- Criminologist
- Child Social Worker
- Child Protective Services Agent
- Fire Fighter Medic

PROFESSIONAL CAREERS
(Bachelor's, Master's, Ph.D., Specialist Training, Experience, etc.)

- Circuit Court Judge
- Private Investigator
- Public Information Officer
- Military - Commissioned Officer
- Armed Beverage Control
- Investigator
- Police Officer
- Immigration & Customs Enforcement Agent
- State Chief
- SWAT Officer
- Director
- Fire Chief
- Forensic Psychologist

ENTRY-LEVEL CAREERS
(Entry-Level, Associate's Degree, Advanced Certification, Experience, etc.)

- Aviation Program Coordinator
- Legal Secretary File Clerk
- Emergency Services Dispatcher
- Enforcement Agent
- Security Guard
- Trucking Enforcement
- Military - Infantry
- Public Case
- Intensive Detention Counselor
- Mail
- Ballistics/Intelligence/Recovery Agent
- Emergency Medical Technician (EMT)
- Veteran's Services Assistant

ACADEMICS | **PROFESSIONAL SKILLS** | **EXPERIENCES** | **PASSION**

LAW & PUBLIC SERVICES

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TECHNICAL CAREERS
(Apprenticeship, Associate's Degree, Advanced Certification, Experience, etc.)

- Artist & Repertoire Coordinator
- Booking Agent
- Music Director
- Production Manager
- Artist ID
- Foley Artist
- Recording Engineer
- Live Sound Engineer
- Sound Designer

PROFESSIONAL CAREERS
(Bachelor's, Master's, Ph.D., Specialist Training, Experience, etc.)

- Producer
- Music Educator
- Musicologist
- Ethnomusicologist
- Psychosociomusician
- Musician
- Music Attorney
- Music Therapist
- Music Supervisor
- Audiologist
- Publisher

ENTRY-LEVEL CAREERS
(Entry-Level, Associate's Degree, Advanced Certification, Experience, etc.)

- Aviation Program Coordinator
- Assistant Engineer
- Administrative Aide
- Musician/Personal Assistant
- Composer
- Podcaster
- Composer
- Singer
- DJ
- Instrumentalist
- Composer/Producer
- Production Assistant

ACADEMICS | **PROFESSIONAL SKILLS** | **EXPERIENCES** | **PASSION**

MUSIC TECHNOLOGY & AUDIO PRODUCTION

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EDUCATION WITH PURPOSE
CAREER TREE
RUSD
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TECHNICAL CAREERS
(Apprenticeship, Associate's Degree, Advanced Certification, Experience, etc.)

- IT Support Specialist
- Desktop Support Specialist
- PC Technician
- Security Network Support Specialist
- Biomedical Electronics Technician
- Web Developer
- Front End Development Support
- Database Developer
- Quality Assurance Technician
- Database Administrator
- Technical Writer
- System Administrator

PROFESSIONAL CAREERS
(Bachelor's, Master's, Ph.D., Specialist Training, Experience, etc.)

- Senior Technical Support Specialist
- Senior System Administrator
- Programmer Analyst
- Director of Educational Technology
- Software Security Engineer
- Senior Web Application Developer
- Full Stack Web Developer
- Cloud Security Engineer
- IT Quality Analyst

ENTRY-LEVEL CAREERS
(Entry-Level, Associate's Degree, Advanced Certification, Experience, etc.)

- Aviation Program Coordinator
- Web Developer
- Computer Support Technician
- Network Engineer
- Front End Developer
- Network Support Technician
- Human Resources Assistant
- Legal Administrative Assistant
- Research Support Assistant
- Video Game Tester
- Senior English Educator
- Desktop Support Representative
- Customer Service Representative
- Data Entry Clerk

ACADEMICS | **PROFESSIONAL SKILLS** | **EXPERIENCES** | **PASSION**

NETWORKING & CYBERSECURITY

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EDUCATION WITH PURPOSE
CAREER TREE
RUSD
CTE

TECHNICAL CAREERS
(Apprenticeship, Associate's Degree, Advanced Certification, Experience, etc.)

- Low Voltage Electrician
- Electric Mechanic
- Carpenter Journeyman
- Electric Restoration Specialist
- Auto Thermal Technician
- Plumber Journeyman
- Heavy Equipment Operator
- Crane Operator
- Land Surveyor
- Estimator

PROFESSIONAL CAREERS
(Bachelor's, Master's, Ph.D., Specialist Training, Experience, etc.)

- Mechanical Scientist
- Civil Engineer
- Project Manager
- Building Code Inspector
- Construction Manager
- Fire Protection Engineer
- Engineering Engineer
- Land Acquisition Manager
- Construction Trades Teacher
- Crane Inspector
- City Designer

ENTRY-LEVEL CAREERS
(Entry-Level, Associate's Degree, Advanced Certification, Experience, etc.)

- Aviation Program Coordinator
- Construction Helper
- Carpentry Apprentice
- Construction Assistant
- Handing Apprentice
- Drywall Installer
- Electrical Apprentice
- Painter's Assistant
- Roofing Specialist
- Solar System Installer
- Land Surveyor Assistant
- Electrician Apprentice
- Tile Installer

ACADEMICS | **PROFESSIONAL SKILLS** | **EXPERIENCES** | **PASSION**

RESIDENTIAL & COMMERCIAL CONSTRUCTION

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EDUCATION WITH PURPOSE
CAREER TREE
RUSD
CTE

TECHNICAL CAREERS
(Apprenticeship, Associate's Degree, Advanced Certification, Experience, etc.)

- Warehouse Logistics Manager
- Electrical Technician
- Mechanical Technician
- Mapping/GIS Technician
- Lab Specialist
- Mechatronics Technician
- Information Technology
- Automation Technician
- Industrial Robotics Technician
- Automated Guided Vehicle Technician

PROFESSIONAL CAREERS
(Bachelor's, Master's, Ph.D., Specialist Training, Experience, etc.)

- Electrical Engineer
- Mechanical Engineer
- Quality Control Manager
- Biomedical Engineer
- Aerospace Engineer
- Biomedical Engineer
- Civil Engineer
- Industrial Engineer
- Aerospace
- Automation Specialist
- Robotics
- Engineering Professor/Instructor

ENTRY-LEVEL CAREERS
(Entry-Level, Associate's Degree, Advanced Certification, Experience, etc.)

- Aviation Program Coordinator
- Charge and Freight Agent
- Inventory Control Operator
- CMC Operator
- Inventory Technician
- Maintenance Technician
- Weld Operator
- Computer Setup Technician
- Inspector
- Solar Panel Installer
- Customer Field Technician
- Print Operator
- Driver Operator

ACADEMICS | **PROFESSIONAL SKILLS** | **EXPERIENCES** | **PASSION**

ROBOTICS & ENGINEERING SYSTEMS

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TECHNICAL CAREERS
(Apprenticeship, Associate's Degree, Advanced Certification, Experience, etc.)

- Athletic Program Supervisor
- Certified Personal Trainer
- Certified Strength & Conditioning Specialist
- Emergency Medical Technician
- Massage Therapist
- Paramedic EMT
- Physical Therapy Aide
- Surgical Technologist
- Dental Hygienist
- Clinical Research Assistant
- Health/Wellness Educator
- Pharmacy Technician

PROFESSIONAL CAREERS
(Bachelor's, Master's, Ph.D., Specialist Training, Experience, etc.)

- Physical Therapist
- Certified Athletic Trainer
- Physician's Assistant
- Sports Medicine Trainer
- Sports Psychologist
- Sports Medicine Physician
- Registered Nurse
- Occupational Therapist
- Optometrist
- Therapist's Assistant
- Sports Dietician
- Sports Psychologist
- Sports Medicine Physician
- Registered Nurse

ENTRY-LEVEL CAREERS
(Adult Program Completion)

- Athlete
- Child Care Worker
- Fitness Instructor
- Personal Trainer
- Physical Therapist
- Sports Coach
- Medical Equipment Repair
- Personal Trainer
- Personal Trainer
- Personal Trainer

ACADEMICS | **PROFESSIONAL SKILLS**

EXPERIENCES | **PASSION**

SPORTS MEDICINE & INJURY MANAGEMENT

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EDUCATION WITH PURPOSE
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TECHNICAL CAREERS
(Apprenticeship, Associate's Degree, Advanced Certification, Experience, etc.)

- Stage Artist
- Assistant Director
- Assistant Stage Manager
- Audio/Video/Lighting Technician
- Stage Hand
- Production Manager
- Stage Manager
- Technical Director
- Event Producer

PROFESSIONAL CAREERS
(Bachelor's, Master's, Ph.D., Specialist Training, Experience, etc.)

- Lighting Designer
- Costume Design Instructor
- Playwright
- Senior Creative Director
- Project Manager
- Creative Services Producer
- Production Stage Manager
- Costume Design Instructor
- Playwright
- Senior Creative Director
- Project Manager
- Creative Services Producer

ENTRY-LEVEL CAREERS
(Adult Program Completion)

- Stage Artist
- Make-up Artist
- Stage Hand
- Lighting Operator/Technician
- Videographer
- Audio Technician
- Assistant Editor
- Stage Manager
- Live Event Technician
- Associate Producer

ACADEMICS | **PROFESSIONAL SKILLS**

EXPERIENCES | **PASSION**

TECHNICAL THEATER & LIVE EVENT PRODUCTION

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EDUCATION WITH PURPOSE
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TECHNICAL CAREERS
(Apprenticeship, Associate's Degree, Advanced Certification, Experience, etc.)

- 3D Modeler
- Mobile Apps Programmer
- Web Developer
- Database Manager
- Network Security Administrator
- Billing Manager
- Motion Designer
- Packaging Designer
- Video Game Designer
- UX Designer
- Digital Printer

PROFESSIONAL CAREERS
(Bachelor's, Master's, Ph.D., Specialist Training, Experience, etc.)

- Website Content Manager
- Database Analyst
- E-Commerce Application Administrator
- Project Manager
- Senior Systems Analyst
- Web Content Developer
- Information Systems Specialist
- Digital Communications Teacher
- Information Technology Architect
- Senior Art Director
- Video Game Designer

ENTRY-LEVEL CAREERS
(Adult Program Completion)

- Computer Technician
- Logo Designer
- Graphic Designer
- Software Trainer
- Internet Marketer
- Email List Web Designer
- Database Administrator
- Mobile Apps Assistant
- Junior Programmer
- Helpdesk Analyst
- Animator

ACADEMICS | **PROFESSIONAL SKILLS**

EXPERIENCES | **PASSION**

WEB & APP DEVELOPMENT

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Megan
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- ✓ Technical Skills
- ✓ Professional Skills

4-Year Degree:
Business

College Debt:
\$0

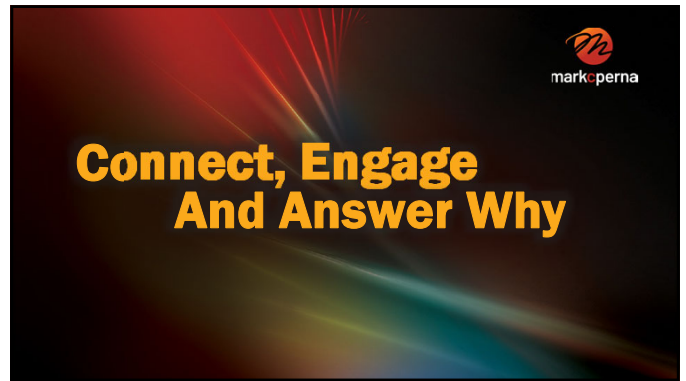
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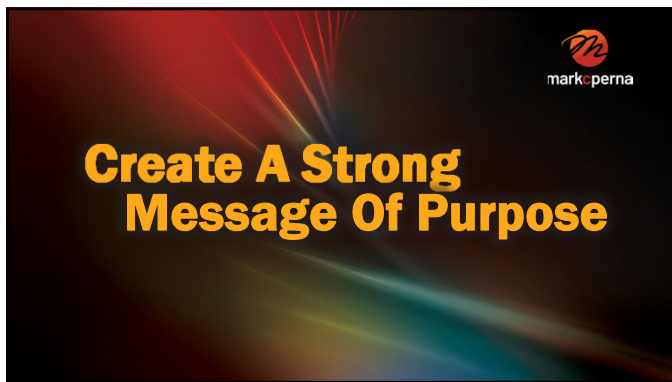
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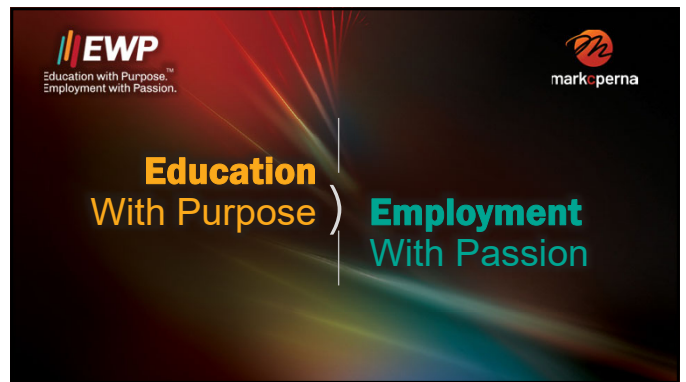
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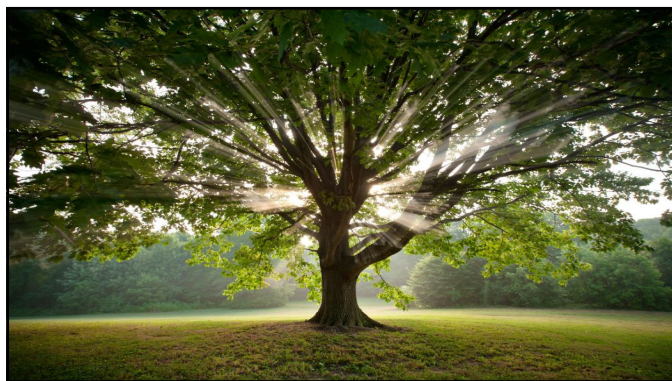
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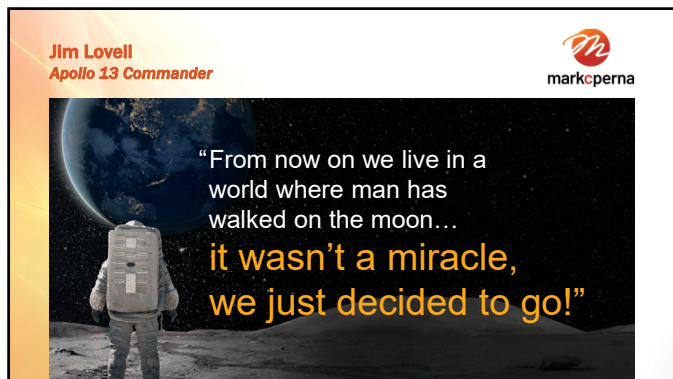


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