



Arts Schools Network

Annual Conference

Handbook

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About ASN- The ASN Conference- Mission, Vision, and purpose of the annual conference- five years of historical locations of conferences, conference themes, conference partners

Arts Schools Network (ASN), a non-profit association founded in 1981. The mission of ASN is to inspire emerging and seasoned leaders in K-16 arts schools by providing quality resources, support, and networking opportunities to elevate their institutions. The ASN vision is to empower leaders of arts schools by connecting them regionally, nationally and internationally to raise the quality, profile, and success of the students whom they serve. For more than 38 years, ASN has offered inspirational professional development programs that assist arts leaders and educators in building relationships with other arts schools, to be inspired by innovation, to address issues of diversity in the arts, to share expertise and provide networking opportunities and professional development to ensure sustainability of high quality arts programs.

The conference brings together seasoned arts leaders and teachers to network, build relationships, to share expertise, learn about innovative programming in the arts, and to recognize and sustain excellence. As a network, we use our annual conference to come together and reinforce our expertise and relationships.

A typical ASN conference draws more than 300+ adults and students Arts school leaders from five countries, 40 states, and more than 200+ institutions experience the innovative programs and ideas of host schools and local arts venues.

The ASN conference typically travels around the US to ensure that geographic areas represented within the ASN membership are represented as conference sites. In 2017 it became the desire of the ASN board to have the annual conference take on a more international focus in 2021 with an international locations selected for the conference in the near future.

Conferences for the past five years have been located in membership school sites, as follows:

2016 Dallas, Texas

Host: Booker T. Washington High School for the Performing and Visual Arts

Theme: Partnerships in the Arts

Conference Partners included:

Annette Strauss Artists Square
AT&T Performing Arts Center
Crow Collection of Asian Art

Dallas Arts District
Dallas Black Dance Theatre
Dallas Children's Theater
Dallas Museum of Art
Morton H. Meyerson Symphony Center
Nasher Sculpture Center
Perot Museum of Nature and Science
Wyly Theatre

2017 Minneapolis/St. Paul, Minnesota

Host: University of Minnesota

Theme: Inclusion in the Arts

Conference Partners included:

Guthrie Theater
Perpich Center for Arts Education
PIM Arts High School
St. Olaf College

2018 Costa Mesa/Orange County, California

Host: Orange County School of the Arts

Theme: Arts in Motion

Conference Partners included:

Seegerstrom Center for the Arts
Los Angeles High School PVA
Chapman University
University of Southern California-
Gloria Kaufmann School of Dance

2019 Jacksonville, Florida

Host: Douglas Anderson School of the Arts

Theme: Creative Arts Collaborations

Conference Partners included:

Jacksonville University
The Mayo Clinic- Jacksonville
Cummer Museum of Arts and Gardens
MOSH
The Museum of Contemporary Art

2020 ASN Virtual Conference

Host: Hosted by ASN

Theme: Better Together:

Conference Partners included:

Missouri State University Department of
Theater
College of Charleston

ASN CONFERENCE REQUIREMENTS

Conference events/sessions will provide for dynamic learning and social events for members to:

- network, meet other professional educators, and build relationships
- share experiences and innovative ideas with evidence of sustainability
- learn from arts education experts, researchers, and other arts leaders in lectures, workshops, and presentations
- address issues of diversity in the arts
- experience quality student performances

Provides a site, possible tour sites, and a suggested theme that:

- has a concentration of arts-focused schools and programs
- appeals to a wide segment of the ASN-membership (K-16)
- will attract nationally recognized presenters/keynote speakers and a large number of conference attendees
- focuses on multiple areas/disciplines in the arts
- addresses current best practice in arts instruction and current educational policies/issues that impact arts education and sustainability
- allows for interactive and hands-on demonstrations

ASN Conference Dates

It is ASN Board Policy that the annual conference will occur in the month of October, usually during the third week of the month.

As part of the RFP process the host site will commit to hosting the ASN Board of Directors Meeting during the last week of March/first week of April in the spring prior to the conference. Wednesday will be set-aside for a site visit by the ASN Managing Director/ASN Conference Manager/ASN 1st Vice President/ASN President. A room for the ASN Board of Directors meeting will be needed from 8:00 am – 4:00 pm on Thursday and 8:00 am – 12:00 pm on Friday. This room will need to accommodate 35 participants. It is also requested that the host schools provide a continental breakfast and lunch on both days for the ASN Board.

The RFP Process

ASN is seeks member organizations to host the annual conferences in 2023, 2024, and 2025. Ideally, hosts will offer multiple conference locations, including arts high schools; arts focused middle and elementary schools, colleges, city arts centers, and performance and visual arts venues.

ASN utilizes an RFP process to solicit interested parties who wish to host an ASN conference. The RFP process is found on the ASN web site and is marketed to members through email distribution. The RFP process is typically announced in November, following the annual conference. The process seeks sponsors for conferences that are three and four years out from the most recent conference. RFP's are due back on March 15th to the ASN Managing Director.

The ASN Managing Director, ASN Conference Manager, ASN 1st Vice President, and ASN Conference Committee review RFPs and evaluate the RFP for quality and innovativeness of the proposal; geographic location, the ability to meet ASN's conference requirements, and the ability to provide in-kind support and attract sponsorships to cover conference related costs.

Host sites will be notified of selection by March 31st.

Signing and Executing the Host Site/ASN MOU

Following the offer by the ASN Board of Directors to host the conference site by the ASN Executive Committee and ASN will present the host site with a Memo of Understanding based on the ASN Conference Requirements, the content within the ASN Conference Handbook, and the scope of the RFP selected. The host site and the ASN managing director, following the approval of the host site by the ASN Executive Board will sign the MOU.

Assembling the local planning committee- working with the ASN Managing Director/Conference Manager/1st Vice President

One of the most important first steps in starting the conference planning process is the formation of a local conference planning committee. This committee should consist of the host site chair and representatives from the various locations that the conference would be held. Planning, organizing and initiating a conference can be both rewarding and challenging. To develop a successful conference, you must employ the talents, cooperation, coordination, and participation of many individuals. The local host committee will work in collaboration with the ASN Managing Director/Conference Manager/1st Vice President, and ASN Conference Committee. Periodic meetings will occur once a quarter in the beginning of the planning process, and once per week in the year prior to the conference.

Understanding ASN's oversight/policies/role in the Conference planning process

a) Understanding the Roles and Duties of ASN Officers and Staff during the ASN Conference

The roles and duties of ASN Officers and Staff associated with the conference shall be as follows:

ASN 1st Vice-President Oversees that annual conference and is the liaison between the ASN Staff and the Executive Committee.

ASN Managing Director- Oversees and supervises all aspects of the annual conference, is the direct liaison for sponsorships and packages, and supervises the ASN Conference Manager.

ASN Conference Manager- Serves as the liaison between the local conference chair, the local conference committee and the ASN Managing Director and ensures that the conference handbook, timelines, and ASN policies are being implemented. The ASN conference manager will manage the monthly and weekly meetings of the local conference committee and ASN, will conduct a site visit the fall prior to the spring ASN Board Meeting and Conference site visit, will oversee the ASN Site visit in the spring, will manage the registration process, and will work in collaboration with the local site chair to develop the final schedule, and related details of the conference.

b) Collaboration on a Conference Theme

As part of the RFP process the host will suggest possible conference themes. The ASN Conference Committee and ASN Executive Committee will select the final conference theme based on historical themes of past conference, current trends/topics in arts education, and current events related to the arts and education that might be happening at that time.

c) ASN Conference Budget

The ASN conference is ASN's largest revenue source and significantly impacts the annual ASN Budget. ASN **MUST** realize a profit from the conference. It is important to consider that the host site will need to work in conjunction with the ASN Managing Director to seek sponsorships to cover part, if not all conference related expenses.

Currently the ASN Board of Directors budgets \$57,500.00 annually to meet conference expenses. Some of these expenses are fixed ASN costs and a portion of this allocation can be used to offset location site costs.

It is the fiduciary responsibility of the ASN Board to ensure that conference revenue and expenses meet the mission, vision, and values of ASN and that conference revenue contributes to the overall yearly operational costs of ASN.

In planning to use the ASN funds allocated toward conference expenses it is helpful for the host chair to plan for assistance with a variety of conference expenses as listed below (this list is fluid and can be used as needed in consultation with the ASN Managing Director/ASN Conference Manager/ASN 1st Vice President. During the planning process the ASN Managing Director and Conference Manager will work with the local site chair to finalize the exact use of these ASN designated funds by March 15th (six months prior to the conference):

- Use of Audio/Visual Equipment
- Printing/Copying
- Food/Beverage Contracts
- Local Ground Transportation to conference locations
- Office Supplies
- Furniture Rental
- ASN Awards Ceremony

d) ASN Conference fees and registration levels

The ASN Managing Director in consultation with the 1st Vice President and ASN Executive Committee will determine and set the registration rates for the annual conference in the month of March proceeding the conference. Annual rates for the conference are determined by comparing similar organizations rates/fees and past increases imposed by ASN.

e) ASN Pre-Registration/Conference Registration

Pre-registration for the annual conference will open on April 1st, 6 months prior to the conference. The opening of registration will coincide with a Save-the-Date marketing tool to advertise the conference. The ASN Managing Director and ASN Conference Manager through a designated conference registration software program manage ASN Pre-Registration/Conference Registration. Conference registration will close approximately two weeks prior the start of the conference.

f) ASN Board Determined Conference Schedule Framework

The ASN Conference Committee in consultation with the ASN Managing Director/ASN Conference Manager/ ASN 1st Vice President will determine the outline for the ASN Conference schedule, including the number of break-out sessions in each block of time designated in the conference schedule for break-out sessions. ASN will also make the final determination on session content.

g) ASN Determined Sponsorship Package and Levels

The ASN Managing Director and ASN Executive Committee will collaborate with the host chair to determine Sponsorship Packages and Levels. The ASN Executive Committee will approve the final determination of sponsorship levels and packages and all marketing materials for these packages will be developed in consultation with the ASN Managing Director, the Local Site Chair, and the ASN Designed Graphic Designer.

h) The ASN Awards Process and Ceremony/Presentation of Awards

The ASN Awards process is managed by the immediate Past- President of ASN and the all past presidents of ASN. This Exemplary Schools committee will determine the program for presentation of awards at the annual conference in conjunction with the ASN Managing Director.

The annual ASN Awards Presentation will be held on the Friday of the conference each year.

The Conference Planning Process

a) Negotiating Agreements and Contracts

It shall be the role of the ASN Managing Director and ASN Conference Manager to negotiate and finalize all agreements and contracts associated with the conference. All contracts and agreements are to be executed in the name of Arts Schools Network and should contain the following information:

Arts Schools Network

PO Box 62735

North Charleston, SC 291419

Phone: 773-315-1118

Email: Melissa Brookes- ASN Managing Director

mbrookes@artsschoolsnetwork.org

It is important to note that no contracts can be signed or agreed to in the name of ASN. The ASN Managing Director and ASN President are the only officers designated by the ASN Board of Directors to enter into contracts on behalf of the organization.

b) Selecting a Conference Hotel

The local site chair and host committee will select two hotel options and secure a primary contact at the hotel as part of the RFP process. The hotel sites should be within reasonable walking distance to the main conference site, or on public transportation lines and within a two miles radius of the main conference site. When working with the hotel contact the following block of rooms should be requested:

April Board Meeting and Managing Director/Conference Manager, Membership Manager Travel for Conference Planning and April Board Meeting-
Sunday: 1 Room

Monday: 1 Room
Tuesday: 5 Rooms
Wednesday: 5 Rooms
Thursday: 20 Rooms
Friday: 20 Rooms
Saturday: 2 Rooms

October Conference/Board Meeting and Managing Director/Conference Manager, Membership Manager Travel for Conference Planning-

Sunday: 1 Room
Monday: 6 Rooms
Tuesday: 100 Rooms
Wednesday: 150 Rooms
Thursday: 150 Rooms
Friday: 30 Rooms
Saturday: 5 Rooms

c) Selecting Local Conference Partners and Sites

It is the responsibility of the local conference chair and host committee to determine local conference partners, tour locations, and arts related sites for conference events. The ASN Conference Manager is available for consultation when choosing partners and sites.

d) Planning for the ASN Site Visit/ASN Spring, Board Site Visit & Meeting/the ASN Fall Board meeting at the conclusion of the conference

The local site chair and host committee should plan on the following:

Last Week of March/First Week of April-

Wednesday- ASN Conference site visit to conference locations and review proposed conference program and highlights of the program

Thursday- ASN Board Meeting

Room to accommodate up to 35 board members with A/V set-up, conference call capabilities, and restrooms nearby from 8:00 am – 4:00 pm

Continental Breakfast and Lunch for 35 ASN Board Members

Friday- ASN Board Meeting

Room to accommodate 35 board members with A/V set-up, conference call capabilities, and restrooms nearby from 8:00 am – 12:00 pm

5-8 Breakout rooms to accommodate Board Committee Break-out meetings

Continental Breakfast and Lunch for 35 ASN Board Members

Friday of the Conference-

Room to accommodate 35 board members with A/V set-up, conference call capabilities, and restrooms nearby from 12:30 pm – 4:00 pm

Lunch for 35 ASN Board Members

e) Planning the Program Schedule

The local site chair and committee will work with ASN Managing Director and Conference Manager to finalize a schedule based on the approved conference schedule adapted the ASN Conference Committee. The conference timeline in Appendix A should be followed in developing and finalizing this schedule.

f) Exhibitors

The Local Site Chair and ASN Conference Manager will determine a location, date, and time frame exhibits at the ASN Conference. In planning a location for 20-35 exhibitors with 6-foot tables and two chairs at each table should be planned. These exhibits should be placed in a high traffic area, visible to all conference attendees during one day of the conference.

g) Selecting Keynote Speakers/Panelists/Presenters

The local site committee will be tasked with selecting one keynote speaker, one set of panelists, and identifying any nationally recognized experts in the arts/arts education field to present or speak at the conference. Few things can do more damage to a great conference than poor speakers or irrelevant topics. It is important to be clear with the selected keynote speaker regarding the topic, time frame for the presentation and the intended audience.

Presenters at the conference will be selected through an RFP submission process released in January of the year prior to the conference. The ASN Managing Director/Conference Manager/ and members of the host committee will evaluate proposal for relevance to the conference theme and content.

Once the most relevant proposals are selected and plugged into the schedule the ASN Managing Director, and ASN Conference Committee will select additional sessions that will bring relevance to the conference and will be curated by the ASN Managing Director and Conference Manager.

h) Assessing and Securing Local Ground Transportation

The local site chair and local conference committee should select two companies that can submit a bid for providing ground transportation between conference events and the hotel, and for any tours. The companies should be certified professional transportation companies that carry liability insurance. It is helpful if the host site has relationship with the company so the best possible rates can be negotiated.

The local site chairs is reminded that negotiating and finalizing shall be the role of the ASN Managing Director and ASN Conference Manage to negotiate and finalize all agreements and contracts associated with the conference. All contracts and agreements are to be executed in the name of Arts Schools Network and should contain the following information:

Arts Schools Network

PO Box 62735

North Charleston, SC 291419

Phone: 773-315-1118

Email: Melissa Brookes- ASN Managing Director

mbrookes@artsschoolsnetwork.org

i) Planning for Audio Visual/Wireless/Internet Needs

Next to ground transportation one of the most expensive elements of a conference is Audio/Visual/Wireless/Internet needs. It is ASN's expectation that the majority of these costs and personnel to support these needs can be provided by the location host site. Typically ASN provides a screen, computer cart with necessary accessories, an LCD Projector and sound system in large presentation rooms, and breakout rooms. It is not ASN's practice to provide a laptop computer for presentations.

j) Virtual Events as part of the ASN Conference

Following the 2020 ASN Virtual Conference, all future ASN Conferences will now be completed in a hybrid model. This means that participants that cannot attend the conference in-person will have the opportunity to view recorded events following the conference for a package price. The process for these recordings will be discussed as part of the planning process and may include the use of a local College/University Film Program. Additionally, ASN may curate keynote addresses or panel discussions that are presented virtually to the in-person audience to attract the possible presenters for the ASN audience.

k) The On-site Registration Process/ASN Conference Information Center and Location(s)

During the planning process the local site chair and local conference committee should consider a location for ASN Conference Registration Area and ASN Conference Information Center. Typically, this space should be large enough to accommodate 4 6-foot tables and six chairs. A registration area in a conference facility is acceptable. ASN will need access to electricity and the ability to connect to wireless internet. This space will be needed on the following days and times:

Tuesday- 7:00 am – 4:30 pm

Wednesday- 7:00 am – 5:00 pm

Thursday- 7:00 am – 5:00 pm

Friday- 7:00 am – 10:00 am

l) Planning for Meals/Receptions

One of the requirements for an ASN Conference is for attendees/members to be able to network, meet other professional educators, and build relationships. In planning the draft conference schedule the following events should be taken into consideration:

- Continental Breakfast and lunch at tour sites on Tuesday
- An attendee reception in the evening on Tuesday
- Continental Breakfast and lunch at a conference site on Wednesday
- A possible attendee reception in the evening on Wednesday
- Continental Breakfast and lunch at the conference site on Thursday
- An attendee reception in the evening on Thursday
- Award Breakfast on Friday

It is important to plan for sponsorships/event partners/ or the location site to cover most of these food and beverage costs.

m) The Final Schedule in a Mobile Application/Printed Program

The final conference schedule will be finalized by June 30th. It is important to that once the ASN Conference Committee and ASN 1st Vice President have determined the number of breakout sessions that this number will not be changed. The key to strong marketing for the conference is to have a final schedule in place as schools return from summer break and finalize registration plans to attend the conference.

The full ASN conference schedule will be found in a mobile application and a day at a glance will be found in a printed program distributed at conference registration.

Appendix

Appendix A *The Three-Year Timeline*

Year One- (3 years prior to actual conference date)

July/August/September/October-

- Select a local site chair and assemble a local conference planning committee

October/November-

- Begin preparations to submit the ASN RFP to become a conference host site, review the ASN Conference RFP Handbook and ASN Conference Handbook

December/January-

- Finalize RFP proposal for submission following the ASN RFP Process Handbook

February- March

- Submit Conference RFP

March-April- Sign MOU

- Sign the MOU between site host and ASN

May-

- Host site announced by ASN

June/July/August-

- Work with ASN Conference Manager to determine a quarterly meeting date and time.
- Hold Quarterly meeting with ASN
- Review the ASN Conference Handbook with the ASN Conference manager
- Work with ASN Managing Director and ASN Conference Manager to finalize the conference theme
- Collaborate with ASN Managing Director to finalize hotel contract for ASN Executive Committee Approval

September/October/November/December-

- Hold Quarterly meeting with ASN
- Local site chair and local committee begin to determine local conference sites and tour locations
- Local site chair and local committee begin to develop possible student performance themes and locations

- Local site chair and local committee begin to develop a ground transportation plan for tours and conference days that require charter bus transportation

January/February/March/April-

- Hold Quarterly meeting with ASN
- Local site chair and local committee begin to finalize a more detailed budget (expenses) including in-kind expenses, ASN allocated budget, and needed sponsorships.
- Local site chair and local committee identify conference receptions, locations, and food and beverage options

May/June/July/August/September-

Hold quarterly meeting with ASN

Local site chair and local committee present a draft outline of conference schedule including tours/locations/ keynote addresses/panel discussions/ large-scale events (i.e.: receptions/ performances/ lunches) by September 30th.

Year Two- (2 years prior to actual conference date)

October/November/December/January-

Work with ASN Conference Manager to determine a monthly meeting date and time.

Hold Monthly meeting with ASN

Local site chair and local committee begin to develop possible sponsors and sponsorship needs based on conference budget
Finishing touches are placed on the draft outline of conference schedule including tours/locations/ keynote address/panel discussion/ large-scale events (i.e.: receptions/ performances/ lunches)

January/February/March/April-

Hold Monthly meeting with ASN

Begin preparations on marketing video to highlight the conference to ASN members at the October conference and for posting on the ASN web site.

May/June/July/August/September-

ASN Conference Manager, local site chair and local committee determine dates for site visit by ASN Conference Manager in early September.

Finalize marketing video

Local site visit with ASN Conference Manager touring conference sites, meet with hotel sales manager, and review conference highlights and video.

Year Three- (1 year prior to actual conference date)

October/November/December/January-

- Work with ASN Conference Manager to determine a weekly meeting date and time.
- Hold weekly meetings with ASN
- Local site chair and local committee begin to develop possible sponsors and sponsorship needs based on conference budget
- ASN Managing Director finalizes sponsorship packages and present to ASN Executive Committee for approval
- Site Chair and or members of site team attend ASN conference and present marketing video and overview of conference at the close of the Friday awards ceremony.
- Finalize keynote speakers, panelists, and recognized presenters

January/February/March/April-

- Hold Monthly meeting with ASN
- ASN Managing Director/Conference Manager release Call for Proposal for conference sessions- closing submission deadline March 31st
- Local site chair and local committee finalize meeting space for conference sessions and confirm final rooms numbers and locations with ASN Conference Manager by February 28th
- ASN Conference Manager and site team prepare agenda for ASN Board Conference site visit on Wednesday prior to spring ASN Board meeting.
- ASN Managing Director/Conference Manager release conference registration and hotel room block.
- Site-Chair/Members of Conference Committee/ASN Conference Committee/ASN Managing Director/ASN Conference Manager review, rank and finalize proposals for conference sessions. ASN Conference Committee/ASN Managing Director/ASN Conference Manager begin the process of identifying additional curated sessions and add these sessions into the conference schedule.

May/June/July/August/September-

- Local site chair communicates a mailing address for all conference related materials by May 31st
- ASN Conference Manager, local site chair and local committee finalize ASN Conference Schedule and determine final room assignments
- ASN Conference Manager or ASN designated staff finalizes and enters FINAL conference schedule in scheduling application by June 30th
- ASN Managing Director/Conference Manager finalize printed program

October-

- Local site chair confirms that all tour locations are ready, confirms final ground transportation details, confirms final audio visual needs,
- Confirm final food and beverage contracts and details.
- Location site assembles a group of volunteers to prepare conference name badges and conference bags for attendees on the Monday morning prior to the ASN conference
- Local site chair, ASN Managing Director, ASN Conference Manager, ASN 1st Vice President hold final meeting and necessary walk-throughs of conference sites to finalize last minute details.
- ASN 1st Vice President/ASN Managing Director/ ASN Conference Manager review Conference RFP Process/RFP Handbook/Conference Handbook as necessary

Appendix B

Host Site Budget Planning List

Audio Visual Equipment Charges	
A/V- Sound Technician Fees	
Banquet /Reception Charges	
Food/Beverage	
Banquet Charges	
Decorations	
Furniture Rental (tables, chairs, etc.)	
Ground Transportation	
Hospitality Room	
Meeting Room Rental	
Office Supplies	

Parking Costs	
Printing	
Performance Venue	
Speaker Honoraria	
Speaker Travel/Lodging	
Swag Materials	
- misc. expenses	

Appendix C
Planning Check-list

Hotel Check-List

<i>How far is the airport from the hotel?</i>	
<i>Does the hotel offer a shuttle service?</i>	
<i>What is the cost of the shuttle service?</i>	
<i>What is the typical one-way fare of a taxi to the hotel?</i>	
<i>What is the typical one fare on a car share program to the hotel site?</i>	

<i>What time is check-in at the hotel?</i>	
<i>What time is check out at the hotel?</i>	
<i>Is luggage storage available?</i>	
<i>Is the area around the</i>	

<i>hotel safe to walk?</i>	
<i>Is there a grocery store/drug store close to the hotel?</i>	
<i>Do hotel rooms have a refrigerator?</i>	
<i>Does the hotel assess a resort fee? If, yes what does it include?</i>	
<i>How much is overnight parking at the hotel?</i>	
<i>Does the hotel offer suite upgrades?</i>	
<i>How late is room service offered at the hotel?</i>	
<i>Are all major credit cards accepted?</i>	
<i>Does the hotel charge a deposit?</i>	
<i>Are there any known plans for remodeling, construction, room upgrades, or management changes prior to our groups' arrival?</i>	

Conference Session Site(s)

<i>Do hallways have sufficient room for groups of people to move around?</i>	
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<i>Are their gathering spaces for networking of attendees?</i>	
<i>Can banners/signs be displayed?</i>	
<i>Are all areas handicapped accessible?</i>	
<i>Is lighting controllable in breakout rooms?</i>	
<i>Do breakout rooms have A/V screens?</i>	
<i>Do receptions areas/food service areas have adequate space for attendees to move around?</i>	
<i>Can good flow be adapted to buffet areas?</i>	
<i>Can good flow be adapted to bar areas?</i>	
<i>Is the designated on-registration area large enough for a team of six people to work comfortably?</i>	
<i>Is there an auditorium/performance hall/lecture hall that can seat at least 400 people for large presentations?</i>	

<i>Can performance venues seat at least 400 people?</i>	
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