

WFATT President's Roundtable: May 8, 2020

Glen Bergeron: [00:04] Hello and welcome to the World Federation of Athletic Training & Therapy Presidents' Roundtable. My name is Glen Bergeron. I'm the current President of the World Federation of Athletic Training & Therapy, but more importantly, I'm so excited to bring you three amazing people who were instrumental in the creation, the growth, and the development of our association. We have the rare opportunity to bring together all three of the former Presidents of the World Federation on this platform to reflect on their role in the development of the association.

Author Maya Angelou once said, "You can't really know where you are going until you know where you have been."

Many of us take for granted that the way things are, have always been that way. We don't appreciate that the way it is today required a lot of vision and effort on the part of people who dedicated a lot of their time to make it happen. Each one of our guests represents strong shoulders on which the following president relied on to advance the association.

I personally have had the honor and privilege of being able to reach out to all three of them from time to time during my term.

In terms of the history of the World Federation, if you are looking for a summary of the World Federation, you can go on our website at wfatt.org and there is a summary of the history of World Federation. But briefly, the World Federation was formed in 2000 following discussions between the National Athletic Trainers Association (NATA) and the Canadian Athletic Therapists Association (CATA). We are currently celebrating our 20th anniversary. The World Federation was established as an association of associations whose primary purpose was to provide a forum for healthcare professions to exchange ideas, treatment techniques, and knowledge. In the 2016 strategic plan, the vision evolved to one of promoting the profession worldwide. The current vision statement is: *Athletic Training and Therapy will be recognized as an essential part of the multidisciplinary healthcare teams worldwide.*

This year we had another strategic planning meeting, the results of which are currently under review, but it strives to advance all the good work that has occurred to date. And now I'd like to introduce you to our guests, in order of their presidency.

First of all, Dr. Mike Ferrara, the founding member of the World Federation of Athletic Training and Therapy and the first president from 2000 - 2005. Currently the Dean of the College of Health & Human Services at the University of New Hampshire.

Dr. Cathy Ortega, president from 2005 - 2010, is a professor at the School of Health Promotions at the University of Texas - San Antonio.

And Dr. Larry Leverenz, president from 2010 - 2017, now Professor Emeritus of Health and Kinesiology at Purdue University. Retired, but

never stopping, he is now a member of City Council of West Lafayette, Indiana.

To begin with then I'd like to maybe start with Mike as again the founding member. You were there at the very beginning of the thing and I'm just wondering Mike if you can maybe reflect on what it was like to start a whole new international association.

Mike Ferrara: [03:13] Sure Glen. Thank you for the wonderful introduction about the history of the World Federation and where all three of us played a part. Cathy was part of the initial formation of the World Federation and Larry came in part of it as well during those early years.

It really started as a vision of the NATA and president Kent Falb and he wanted to know if we could globalize the profession of athletic training and therapy and at the time he gave us three questions to investigate.

Could there be a global education system?
Could there be a global credentialing system?
Could there be a global organization formed?

We had two world congresses in 1998 and 1999 to review what was happening in the world to address those three different questions. We had obviously, the United States and Canada involved, but we also had representation from Japan, Taiwan, United Kingdom, Germany, Spain, a whole variety of different countries at that period of time. And at the end of the 1999 Congress the answers to questions one and two were at that time, "No, we couldn't form a global education and credentialing model but, yes, we could form a global organization."

There the World Federation of Athletic Training was born in June of 2000 at the NATA National Symposium in Los Angeles. That was when we held our first World Congress as well and that was a celebration of the birth of the World Federation. There were so many people who were involved in the formation on the World Federation: Dexter Nelson, yourself Glen, Joe Piccininni, Gene Verel, Cathy obviously, Tony Bove from Spain. The names go on and on and on of the folks that were involved in doing it. The thing that was really neat is everyone just rallied around the concept. We needed to have a forum for globalization. We needed to have a forum for internationalization for people to come together around health care for the physically active and athletes. Even though we all did it a little bit differently we all had the same philosophical base.

Glen Bergeron: [05:26] That's great. We will ask some questions that will relate to all of you now individually. Maybe we start again with Mike if you like. So, the first question I would ask you, and I think I ask myself this, why did you accept the position/role of President of the World Federation in the first place?

Mike Ferrara: [05:49] During that period of time for me, I was very involved in the international scene of sport. I was the Director of Medical Operations for the 1992 Paralympic (USA) Team in Barcelona Spain. In 1996, I was Director of Medical Operations for the Atlanta Paralympic Committee.

During that time frame I also served on the Sports Science and Sports Medicine Committee for the International Paralympic Committee. So, I had all this international experience but I wanted to apply it to my profession. And when the opportunity came from Kent, you know, he put out the call for someone who was interested I put my name in. I said, "Yeah, I'd kinda like to do that." Fortunately, it worked out.

I look back at the experiences that all of us have had as presidents of the World Federation as with any leadership position there are ups and downs, but you only remember the ups. We had a lot of good times, and I think we created from the beginning and through Cathy's term and Larry's term and now your term, we've created a strong foundation. The beginning to form the base and we keep building upon that as we move forward.

Glen Bergeron: [07:00] Great. Thanks very much Mike. Cathy, of course, you had some big shoes to fill, and you had to ask yourself that same question. So, why did you do it?

Cathy Ortega: [07:10] Actually, I'll credit Denny Miller and Eve Becker-Doyle because at that time it was 1993. They started the International Committee for the NATA and it was really those individuals, those board of directors, looking globally to see what was happening. We were getting globalization of different professions and that was kind of their goal. With that international relations committee, I was tapped to serve working on the professional women's tennis tour. So, I had some insights as to what was happening around the world and people on that committee were tapped if they had some exposure to international sports, international relations and so that was in '93 and '95.

As Mike said that Kent Falb came in and expanded our question and our mission. It seemed a natural fit. I had the mentorship of Eve Becker-Doyle, and all those people that Mike has mentioned: Dexter, Jiro Shikakura (inaudible). So, it seemed almost a natural progression. I was involved to see what was happening, see what was going on and just decided it was my turn to step in.

Glen Bergeron: [08:27] Great! Well we are certainly glad you did. Larry, how about yourself?

Larry Leverenz: [08:32] Well somewhat like Mike, I had some experience or was working clinically with winter sports internationally and was very interested along those lines. Also, Cathy brought me in on some committees and working in other roles with World Federation. It just seemed like a good way, a natural move. I also began then developing study abroad programs here at Purdue for our athletic training students (inaudible) to China. All of that put together in meeting people and building relationships globally just seemed like a good thing to do and a way to serve the profession.

Glen Bergeron: [09:30] And you did it for seven years. Longer than any one of us. Either you were begging for punishment or you were really enjoying what you were doing. Again, we thank you very much for having done that.

If we might just go back and give you a little bit of time to reflect on some of the highs and lows of your presidencies. What were some of the things that really stand out to you? I know Mike you indicated we remember all those highs and not so much the lows. Sometimes we learn more from the lows than we do from the highs, so if you can reflect on some of the things that happened during your presidency that helped vault the association to where it is now.

Mike Ferrara: [10:12] I'll start on that. The highs - number one were the people. Things couldn't have been done without the volunteers and members from each organization. Each of us mentioned different folks, Jiro Shikakura, "E" or "Izumi" (Hideyuke Izumi) from Japan, Tony Bove. It was the people. It was the commitment to seeing this idea become a true federation. That to me was the biggest joy.

I think number two would be the birth of the organization in 2000 and seeing it move along, along with the world congresses that we did in (2003 in Canada, 2005 in Scotland) and seeing those go along.

I think number three was the creation of the Mutual Recognition Arrangement where that actually started answering those questions that we were originally charged with, in that could you have a global education system and could you have a global credentialing system? The MRA was that first flora in saying yes, we think that is possible. If you look where we are now in 2020 it's more of a resounding yes that we think it is really possible to have that.

Glen Bergeron: [11:32] Great. Great. Cathy, do you have some? We will move it along chronologically here.

Cathy Ortega: [11:40] I guess it's a bit of the progression when Mike was talking to me about taking over his position on the World Federation he said that exactly, that he had given birth to this organization and would I be willing to take it into adolescence. I remember that. Then I handed it off to Larry as a teenager.

Some of the highlights - Mike hit upon it - every time we had a World Congress I thought, "Wow, this is fantastic!" I took over as President in Scotland, Edinburgh, and what a wonderful meeting we had with the Royal Sergeants going through that museum. Just the history. Then we went to Japan and that was another wonderful hosting by JASA (*Japan Sports Association*) and JATO (*Japan Athletic Trainers' Organization*). So, I think each of the World Congresses that we had stand out in my mind as always bringing people together and we found out we had more in common than we had different.

It particularly came to the fore in 2009 when we had the World Congress in San Antonio. We had the education symposium that Larry actually helped to moderate. That's really when those questions that Mike has just spoken about changed a bit with regard to their answers. We realized, "You know, this is possible." Because we looked at education and what people were doing around the world, in China even, in Mexico, in different parts of the world and we were more alike than we were different. So, it

really helped to change our insights and I think it's part of the world changing as well. We really were more close together than we were apart.

I'd say those were some of the really big highlights. Realizing that everywhere we went, all the people we met, a lot more alike than dissimilar. I'd have to say the trip to Mongolia was outstanding. We met with the Mongolian Olympic Committee, the director of whose name was "this" long on paper and then he said, "Call me Otto." I'll pass off to Larry.

Larry Leverenz: [13:41] Building on what Cathy said, I think that 2009 summit that we had on educational programs really began to build a little bit of momentum in the development of educational programming around the world, and I think, during my time, to see those educational programs begin to develop (inaudible) and to really foster a creation of something that is akin to athletic training/athletic therapy in other countries.

Cathy worked for years with Spain and finally they came around. Greg Gardner was working in Jordan for many years and we now have a relationship with them and have done some work there. The interests from countries that you wouldn't have thought of as bastions of athletic training and therapy are beginning to grow, and I think it's really been exciting to watch that.

I think that part of that has been World Federation playing a role in fostering those relationships that have gone on for years and years that Mike talks about. The bottom line to all of what World Federation has done has been building those relationships and really having people get to know each other in the world of sports medicine globally.

I will say as a low, we had the 2013 World Congress was to be in Italy and because of the financial situation in Italy they had to back out. Just as an example of the relationships, ARTI (*Athletic Rehabilitation Therapy Ireland*), the Irish group, stepped in and said, "We can't do it in '13, but we can do it in '14" and they joined forces with their physicians there and had a wonderful meeting. But picked up the slack and we moved right ahead and hardly missed a beat.

It's that kind of thing that really makes it worthwhile to serve in the position.

Glen Bergeron: [16:35] Great. It sounds like, you know I hear of this sort of evolution between the three of you. It was just stepping, moving one thing along, moving it along, moving it along, and you had the teenagers Larry and now I've got these millennials.

Mike Ferrara: [16:52] One thing Glen, if you think about the history, it's just the name of the organization. You know when we were thinking about this back in 1999, Cathy was a big part of this conversation. We went around and round. It was easy to create the by-laws and the purpose of the organization, but what were we going to call it that would be reflective of what we do worldwide?

Originally, we were thinking of just calling it the "World Federation of Athletic Training," but the word training doesn't translate and it's just not a good term. Through the collaboration, we have with the Canadian Athletic Therapists Association and Dexter and Joe, it was said we have to put "Therapy" in the title and that's how we became the World Federation of Athletic Training and Therapy. It really is a title that reflects better what happens worldwide and be inclusive of everyone who's involved in the healthcare profession.

Glen Bergeron: [17:52] That's why every time I say it I have to take a nice deep breath and say, "Ok it's the World Federation of Athletic Training and Therapy."

Mike Ferrara: [17:59] Really, and Cathy may want to comment on it, but it was really quite a discussion. It took almost 90% of the time, is "what is the title" because that sets your foundation of what you are and what you believe in. You know you do your vision and your mission statement which are all important, but you've got to have a good description of what you are in terms of your titling.

Glen Bergeron: [18:19] I know Dexter mentioned a number of times saying that discussion was quite animated for a long time.

Cathy Ortega: [18:28] It continues to be. Every time we have a European member sitting around the table at the annual meeting it comes up again. "You know the word 'training' is not translating." We say, "yes we know."

Mike Ferrara: [18:41] But it was an important discussion to have. It was important to bring everyone to the table to get there and I think that is why the World Federation continues to be successful - because it's inclusive.

Glen Bergeron: [18:54] As we said, it is an association of associations so it's all about relationships between those associations and what makes up those associations are people. So, it's a question of having these people relationships. So yeah, I totally agree with that whole prospect. You said initially the best thing is the people. Trying to create these relationships and get to know people worldwide is an amazing experience.

I wonder if maybe you could indulge us a little bit and pat yourself on the back a little bit by just giving us an example of one of your greatest accomplishments as being the President of the World Federation. Hopefully it's not redundant of some of the other things, but is there something that stands out as "I remember doing this, and this was something that I worked hard at getting it done?"

Mike Ferrara: [19:43] I was going to answer a different way until you added the last part of it. I'll start with two things. I think from an organizational perspective again I point back to the Mutual Recognition Arrangement because I think that really set the stage for what Larry talked about earlier about global credentialing and global education. That started to show that there is equivalence across the board between and among countries and there is some flexibility in doing that. So, I think that was a piece.

I think from a personal perspective was when Tony Bove invited me to Barcelona when he was getting a big award from President Samaranch from the IOC. He had a huge standing in Barcelona, first with FC Barcelona Basketball plus as being their head medical for their Olympic team and to be invited to that ceremony and be a part of that for me was personally rewarding during that period of time.

Glen Bergeron: [20:47] Would've been an amazing experience. Cathy, anything bounce out at you?

Cathy Ortega: [20:55] Mike threw out two things and that was my idea as well. Two things come to mind. One of the charges I had for myself when I became president was to try to establish some financial stability for the World Federation, and so in doing that working with the staff at NATA was quite helpful - their marketing staff - looking for some of those relationships and so the founding sponsor of the World Federation turned out to be *Johnson & Johnson*. It was really a critical point because they were also the sponsor of the Olympics that occurred in China, the Beijing Olympics. Typical of everything that happens with the World Federation, with the integration of all three of you actually in everything that occurred, we worked with Mike Ferrara, with Larry Leverenz, with Canadian Athletic Therapists Association's Dexter Nelson did those workshops to really get the Chinese up and running and ready to do the Chinese Olympic Committees. When we went over they had no concept of taping for prevention, on-field emergency care, what that really meant, so we did a series of workshops. I am really proud of that but it wouldn't have been possible without Larry Leverenz's connections in China and Beijing, and without Mike's expertise with being able to present these big events but also workshops and keeping those relationships going. So, I'm really proud we did that and I'm really do give credit to the World Federation and all the associations that are members for helping the Chinese Olympic Games to be such a success.

The other thing was the facilitated discussion that we did in England when England was having several organizations trying to get, as Steve Aspinall would say "HPC recognition," we actually sent Larry, sent Richard Demont, some folks from Canada, some folks from the US went over there and even from Spain and had a big roundtable and had a nice almost a summit, actually that's what we called it an Educational Summit and brought people together to talk and I think that's what the World Federation has been about: facilitating membership interactions, and those relationships. But if it wasn't for the three of you who are right now having this discussion I don't know if any of that would have happened. But I am proud we were able to do that.

Glen Bergeron: [23:17] Good for you. I remember, just as a side note, when Mike Ferrara and I went in to do a taping lecture in Beijing, and we walked into a room and there were 200 people in the room each with a roll of tape in their hand and we go, "What are we gonna do with this?" It ended up working out pretty good. We were just blown away. There were just 200 people sitting in a room. Teach us how to tape.

Cathy Ortega: [23:41] Well Larry, weren't you and I at a dinner and the president of the university sitting there with us got a phone call and all of a sudden, he hung up and said, "There's going to be 100 people instead of 50 tomorrow."

Glen Bergeron: [23:56] Larry, what strikes you the most?

Larry Leverenz: [23:59] Well I think again it's this kind of theme of building on previous accomplishments. I think probably my biggest accomplishment was the development of the Program Recognition Guidelines which allowed us to define the essentials of an athletic training/therapy educational program. Greg Gardner led the effort there and was very instrumental in getting that done, meeting with people around the world and trying to develop a set of guidelines that we could give an institution that said, "Okay, this is what an athletic training/athletic therapy education program might look like." What were the essentials of that program? So, we put that out there and Glen you know that you and I are working with the current education committee for World Federation in revising and updating those guidelines. (I'm) looking forward to that.

Continuing the theme of two things instead of one, Cathy mentioned funding. Funding has always been a challenge for World Federation. During my presidency, that funding from *Johnson & Johnson* ran out, and it was kind of a gentleman's agreement anyway. We worked very hard and I worked with Brett Mueller and now have brought Brett on and *Mueller Sports Medicine* on as a sponsor, an official supplier for the workshops that we do around the world and I think he's become very excited about World Federation and what we're doing. I think it really gave us a boost toward financial security, certainly more than we had before. Certainly, you have built on that too, Glen, and put us in a very good situation now financially.

Glen Bergeron: [26:30] Yeah, we do have to give real thanks to *Mueller Sports Medicine* because they really did take a leap of faith. I remember being in those discussions. They were looking at other options for other opportunities and things and they said "Okay, let's try this for a year and see how it works out" and to their credit they've now come on and the contract we actually have with them now, it's been changed - it's an ongoing contract - it's not a yearly contract. It just keeps running itself year to year until somebody decides otherwise. So we don't have to negotiate it, we just amend it with names, things like that, dates, so we're very, very fortunate to have Mueller on side to do that and provide us with that sense of financial stability to keep the association running the way it should. So, I want to give kudos to them when I have that opportunity. Thanks very much for saying that, Larry.

Are there any things that come to mind when you say there were some huge challenges that you had to overcome at some point in time? I know some of these things might be redundant, but there might be some things that said, "You know what, there was this one thing that we really had to struggle to try and get over that and once we did things were fine."

Anybody got anything there?

Cathy Ortega: [27:50] I'll jump in and refer to that education summit again, the one that we had in the UK. I think that was just really, really helpful from a learning perspective because it really gave me insight as to what our purpose is. Yes, we had our strategic plan, we had our goals but really, I think of the analogy with Star Trek, that prime directive of go in, but don't change. Advise, facilitate, you have to let the natural progression. I always think of Star Trek with the World Federation.

Really, that was an interesting time because we had membership organizations all wanting to be members of the World Federation and we had to think through what is our purpose here and is there a problem with having all these groups in and how do we get the best outcome for everybody. Then we realized, "You know what, we don't get the best outcome. It's not our decision. It's not our place." We just facilitate and allow the country to decide what they're going to do. Those organizations are the ones that should be in charge. But that was at different times a bit of a stressful, tenuous, time and I'll say for a period of a year or two years. And luckily all those groups came together and had some good discussions and they found their way forward and I'm proud of that, but I think it was learning for us and we learned from our members because that's what this is about. It's an educational model and really it transforms the learners and the teachers and everyone involved.

Glen Bergeron: [29:27] That's a very good point. As I said at the very beginning this is an association of associations and it's only as strong as the strengths of the member associations, so we have to make sure we foster and facilitate their growth and development, so they're strong and therefore we're strong. But we can't force it. That's a good point. Larry? Mike?

Larry Leverenz: [29:52] Sure, I'll jump in. I've already mentioned the financial challenges and I think during my time there we were seeing growth. We were seeing people wanting us to help them in different ways, and certainly I think the challenge was to come up with financially how could we do that and at the time we basically had to go to the NATA and we were very much, somewhat of, a committee of the NATA and we were very much under their guidance and under their wing. Certainly, NATA really helped World Federation and World Federation could not have survived without their financial help. I don't mean to downplay that at all. But in order for us as World Federation to do the things we wanted to do and to build educational programs and develop organizations within different countries we had to have some finances to be able to do that. Certainly, that to me was a huge challenge trying to get that done. Hopefully we at least set the groundwork for that and moved on. As I said Glen has reorganized some things and now I think we are on pretty good ground.

Mike Ferrara: [31:38] So, for me the biggest challenge but the biggest reward was developing the organization. You know we started with an idea back in 1997-98 and in two years to take a blank piece of paper and to fill it in with beautiful lakes and trees and mountains and make a fledgling but vibrant organization. We originally started out with seven different charter member organizations and at the time we had to make decisions. Who is a member? Should a member be an individual or should it be an

organization? We spent a lot of time discussing which way we should go and the pros/cons associated with it. Those decisions that we made back in '98-'00 in terms of the form and structure of the World Federation evolved into what each of you are dealing with, so all your problems actually fall back on me. That was what we thought was the best model at the time, was to be an organization of organizations, like what FIMS (*International Federation of Sports Medicine*) does within their organization and copying that model a little bit.

Over that two-year period from '98-'00 and 2001, there are a lot of things going on to try and make us an organization and during the early years we had great financial support from the NATA. They were fully invested in what we were doing, but things changed over time to Cathy's and Larry's presidencies and presidential priorities changed within each of our organizations. We had to be nimble enough to adjust to it and fortunately Cathy, Larry, and now you Glen have taken that mantle, figured out how to do it, and keep it as a vibrant organization.

Glen Bergeron: [33:27] Thanks to a lot of the work that you've done. You mentioned that you started off with seven members, now we like to boast that we have 41 members. We are in 11 different countries, four different continents, and represent over 50,000 athletic trainers and therapists. So, it's a true tribute to the work you have all done in that regard, and really the interest that all of our associations have really stepped up to the plate and made it all happen. So, having said all that, I'm just like to get some insights into a little bit of a reflection from you but also a little bit of forward thinking in terms of what have you seen happen in the time period throughout the last three presidencies in terms of development, but more importantly where do you see us going? And I'll leave it to whoever wants to start first.

Mike Ferrara: [34:29] I think there is tremendous opportunity. I think because of the COVID-19 and the way it's impacted the world presents huge opportunities because you can't do it as a single group anymore. It's got to be an international collaboration and we need to work better together to strengthen our education system and strengthen the way we prepare the next generation of athletic therapists and trainers. I think borders are coming down. I think the use of technology such as what we are doing today gives us tremendous opportunities to strengthen education and strengthen the membership whether it be through formal programs, conferences, congresses, etc. I think there's a world of opportunity within that area. That's the first thing that comes to mind and I'm sure there are others.

Cathy Ortega: [35:23] Just to follow up on what Mike is saying, that is a bit of what occurred to me too. I think we're realizing that not only are we quite similar but the world is a lot smaller than we thought and we are so interrelated. Part of the challenge, a big challenge, we have had is getting to South America. Getting to parts of the world. Getting to the Far East, some of those regions that really, really need assistance with on field emergency care, with keeping active populations safe, and I agree with Mike that we can now expand with the use of technology and this COVID-19 is making us aware that things people said were not possible, "We

can't do that. The regulations say..." We've realized that those just get blown up because we have to and I think we just need to be a little more creative and really tap into the new generation that is quite good and creative to reach populations that we have more in common with than not.

Larry Leverenz: [36:24] Agreeing with both Mike and Cathy, one of the things that really struck me as I developed and worked with our own study abroad programs here at the University as well as working with the people around the world involved in World Federation is, as Cathy said, how small that world is now. The students always complained when we went to China about this 13-hour plane ride, but at the same time I keep telling them you jump on a plane in Chicago and 13 hours later you're halfway around the world. And that's how small things are.

We have to, I think World Federation really gives the profession we are all in the ability to relate to others around the world. It gives us the opportunity to learn from people. We have people doing research in Asia and Europe and wherever and we learn from them. It doesn't all happen in North America and we have, I think, through World Federation begun to realize that.

Right now we are seeing a lot of interest in World Federation. Glen, as you mentioned, we are seeing different nations, organizations within those nations, coming to World Federation and asking for membership or what do they need to do or how can we help them. I think all of that is just vital to our profession as it moves forward. To see the group of young athletic trainers that make up the Asia Pacific Athletic Trainers (Society) in China, Southeast Asia, throughout there and the work they're doing to promote the profession there. World Federation has a role in helping all of those people promote the profession and have it develop worldwide. I'm very excited about what's happening. I think you've seen as we've all talked there is an evolution that took place and it's not done yet. We are still moving.

Mike Ferrara: [39:04] Glen, I think another point of pride of all of us, all four of us, is just seeing the next generation take the leadership mantle and seeing the development of others who have the same passion for globalization and the same passion for World Federation. You think back to students who each of us had under our mentorship and traveled worldwide but really training and preparing others to take on leadership roles and to be involved in the World Federation.

Glen Bergeron: [39:37] This whole "smallness" of this globe just blows my mind away. Being in this position is the first time I've really had that connectedness to it. Just as an example Larry is in our executive meetings and we have them at 4:00pm Central Time here in Winnipeg in the center of the North American continent. At 4:00pm that means Daisuke Uematsu in Japan has to get up at 6:00am and Siobhán in Ireland it's 10:00 at night. So, he's just getting up, she's just going to bed, and I'm just getting ready for supper. Of course, we are all coming at it from a different perspective. One has just woken up and the other one has had a full day and I'm still somewhat energized. It's just amazing how we do that. On a daily basis,

I'll talk to people in three, four, five different countries and I'll go, "I can't believe I'm doing that." It's just really an amazing experience to do that. The committees that we have. one of the things that I think is great, the committees we have a real international flavor on them. There's representatives from across the world on everyone on our committees. And when we talk about leadership those are the people who are going to step up next to try and make this happen in a much bigger way than I could ever imagine. It's just great as you say. There is just tremendous potential for the World Federation.

I have to say that this has been an amazing opportunity to hear from each of you. Collectively, we have to give you a resounding thank you for sharing your visions, your passion, your time, your dedication to the World Federation. You're all role models for our leaders of the future. The World Federation has a bright future and I can hardly wait to see what our future leaders are going to do with a very solid foundation that has been developed under your leadership. Thank you all for sharing your wisdom and your insights and thank you to those who have taken the time to view (*listen to*) this podcast in an effort to get a sense of where we are, where we have been and where we are going and what is the future of the World Federation. I want to thank you all for attending and hopefully we will see you all in the future moving forward. To our guests, I have to say a real thank you very much for doing what you have done today. I think this is going to be a very special piece of history that will live on and people will reflect on it for a long period of time. Thanks very much for what you've done already and what you've done today.

Cathy Ortega: [42:12] You're welcome. Thank you for organizing this. This was really fun.

Larry Leverenz: [42:15] It was. Thank you, Glen.

Mike Ferrara: [42:17] Thanks Glen. Much appreciated.