2024

YEAR IN REVIEW

ACADEMIC LIBRARIES NORTH

CHAIR'S REFLECTIONS

Welcome to the fourth Academic Libraries North (ALN) Annual Review. 2024 has been a busy and challenging year for our universities. However, this challenging landscape has truly highlighted the significant value and impact of a thriving professional network such as ALN. The connections nurtured by ALN have provided an invaluable opportunity for the sharing, support, professional relationships and friendships it is designed to deliver. ALN has continued to bring our many and varied institutions together with a shared commitment and focus. Together we foster our a supportive network, growing the potential of our workforce to meet challenge and opportunity, developing leadership, meeting common challenges and opportunities and guiding our university libraries through these turbulent times and into the future.

2024 was a year when a true champion of ALN announced her retirement. Jo Norry, Director of Leeds Beckett University library, was instrumental in the formation of ALN and a committed and enthusiastic advocate. I am sure that many of us benefitted hugely from her support, good humour and wisdom. Jo – we wish you well in all of your new

I'd like to thank the ALN Steering Group for the lead they have taken in helping to operationalise the many strands of activity undertaken over the year. Their energy and commitment within such busy working lives, is wonderful to be part of and testament to our shared commitment to collaboration.

There have been many highlights throughout 2024-5. Our Staff Development Programme has flourished with 18 events. The 2024 CPD Survey provided valuable insight into the future development of our programme. Seeing members of our individual library teams, from such a variety of roles, come together to share and develop their own professional expertise, is one of the major impacts of ALN. The ALN mentoring Scheme has continued to go from strength to strength, demonstrating an appetite for peer support and a willingness to share valuable time and experience. A major success for 2024-5 is the launch of our Front-Line Forum. Having identified an opportunity to bring front-line library staff together, the Forum already has a very healthy membership and is beginning to surface important key themes.

Thank you to all of our Group leads who continue to bring our libraries together and to the members of those groups who enthusiastically provide valuable opportunity for members to share best practice, innovate, support and inspire each other.

The highpoint of our year is our ALN Conference, in 2024 on generative AI and emerging technologies. It was energising to bring our members together in person, as well as to continue to deliver our successful online conference day. We would like to thank our Conference Planning Committee, our keynotes, speakers, delegates and sponsors for making the event such a success - a success we hope to repeat in summer 2025.

Finally, a big thank you to Nicky and Andy who work incredibly hard to keep myself, our Vice-Chair Kathryn Smith and the Steering Group on track as we guide the development of ALN and its work. The Steering Group will continue its lead in developing ALN activity and ensure its success into 2025-6. I am looking forward to collaborating with you all during another rewarding year as part of our ALN community.

Best wishes - Kay Grieves, Chair, Academic Libraries North



adventures.

What is Academic Libraries North (ALN)?

ALN is a network of academic libraries in the North of England and a sub group of SCONUL. Through collaborative activities and mutual support, ALN seeks to provide opportunities for members in the exchange of knowledge and experience. It helps facilitate initiatives that respond to emerging opportunities and support members through future challenges in higher education and the library environment.

Academic Libraries North was formed by the coming together of two successful and dynamic regional consortia, the Northern Collaboration and NoWAL in May 2021.

To achieve this Academic Libraries North:

- Advocates for member libraries in the region, should Government policy decisions impact upon them, especially highlighting key roles in the contribution of libraries supporting learning and research and the strategic goals of our wider institutions
- Supports institutions to improve quality and efficiencies within their services, including measuring service quality and demonstrating impact
- Harnesses the skills and experience of staff within member institutions in developing relationships and contributing to the sharing of experience and learning from others
- Provides a positive and inclusive environment for all members and their staff
- Celebrates success through collaboration, innovation, influence and partnership

Our 2024 members are:

Bolton Leeds Arts Northumbria Leeds Beckett **Open University** Bradford **British Library** Leeds Conservatoire **RNCM Leeds Trinity** Salford Chester Sheffield Cumbria Liverpool Durham Sheffield Hallam Liverpool Hope Sunderland Edge Hill Liverpool John Moores Huddersfield Liverpool School of Tropical Medicine Teesside Hull Manchester **UCLan** Manchester Metropolitan York Lancaster

Leeds Newcastle York St John

Northumbria University Library

ALN STEERING GROUP

The Steering Group continues to act on behalf of the Board to guide the development of ALN and its work, overseeing ALN activities and setting the agenda for Board meetings.

There were some changes in the make-up of the Steering Group during 2024, with the end of the term of office for Rosie Jones, ALN's inaugural Chair.

Thank you to Kay Grieves (Teesside), who stepped up to Chair ALN from January 2024, leaving a vacancy in her previous role on the Steering Group (Groups Lead); and to Kathryn Smith (Northumbria) who continued as Vice-Chair.

Thanks to the existing members of the group who stayed on in their roles for another year - Phil Cheeseman (Staff Development Lead - Lancaster); Michael Fake (Finance Lead - Leeds); and Jackie Oliver (Procurement Lead - Teesside) - and to the following new members who joined in 2024:

- Sian Downes (EDI Co-Lead LJMU) (no photograph available)
- Lesley English EDI Co-Lead Manchester Met)
- Theo Stubbs (Groups Lead Huddersfield)















From left to right:

Top row: Kay Grieves; Kathryn Smith; Phil Cheeseman; Lesley English

Bottom row: Michael Fake; Jackie Oliver; Theo Stubbs

REFLECTIONS ON ALN IMPACT THROUGHOUT 2024

SCONUL objectives

Through our work from a regional perspective, ALN is committed to furthering the strategic aims of SCONUL by contributing to consultation and best practice; supporting staff development and contributing evidence of the impact of academic libraries in the north of England. This year we were particularly pleased to feed insights from the ALN CPD survey into SCONUL's wider work in this area.

Networking and sharing good practice

ALN creates opportunities for library professionals to come together through the work of our groups, staff development activity, Steering Group and Board. Involvement provides highly valuable professional networks, friendships and support.

Access to inclusive professional development

ALN is the main provider of library staff development in the north of England. Development activities are usually free of charge, open to all staff and are based on suggestions from within ALN. Eighteen staff development events took place in 2024, reaching over 600 staff. ALN actively encourages inclusivity and offers bursaries and funding to support participation, particularly in the conference.

Workforce and leadership development and succession planning

In addition to professional development, ALN has influenced areas such as inclusive recruitment; explored strengthening leadership through neurodiversity and increased opportunity for all staff to engage and grow. There is a wealth of opportunity to develop leadership skills through the chairing of and membership of groups; organisation of events and planning of our conference; through our Mentoring Scheme, Associate Directors Network and Frontline Forum. Progression through group leadership to the Steering Group and Board all offer valuable leadership experience.

Collaborative thinking and problem solving

ALN provides valuable opportunities for staff to collaborate and support each other around addressing the emerging themes, challenges and issues that are relevant to us all. Examples include how to embed best practice in EDI, the challenges and opportunities of AI and how to engage staff across multiple roles and grades.

Advocacy

The collective voice of ALN can be powerful for advocacy. A key example of this is the work of our Procurement Group.

EDI and community impact

The work of the EDI Action and Accessibility Groups demonstrates real-life in our communities. There is concrete evidence of the impact on the inclusivity of our collections and catalogues through decolonisation and the diversifying of reading lists; partnering with community groups and advances in inclusive recruitment. Key examples of the impact of the EDI innovation fund include exploring services for local refugees and asylum seekers; exploring anti-racism themes; and services for international students.

ALN GROUPS

I'd like to thank the Group Chairs for a year of continued hard work, leading and encouraging engagement and collaboration across all the groups in 2024.

As part of the engagement piece, we created additional documentation to support the Chairs' work and the expectations of group members, to help people understand the purpose of the groups and their roles within them. We also suggested that engagement and involvement could feature in people's PDRs/personal development meetings to make it part of their everyday working lives.

Some of our groups ran successful hybrid meetings over the year, which included library visits at the beginning or end of the meeting to add value for those attending in-person. Those groups who ran the hybrid meetings found that, rather than overcomplicating the process, a basic IT set-up met the requirements of those accessing online and led to successful meetings.



The groups have also contributed to the staff development programme, including collaborative events such as one run by the Service Engagement, UX, and Learning Spaces groups around transforming library spaces. All of the groups also contributed to a 'What's happening across ALN' event in November, highlighting the activities of the groups to colleagues across the region.

I chaired the Group Chairs' biannual meetings, a key focus of which was to develop and make explicit the impact of the work of each of the groups. Evidencing impact is now part of a standard template for group reports at these meetings (and subsequently to the Board).

Highlight of Groups' Activities

- Various groups were involved in benchmarking exercises, including the Learning Spaces SIG and the ILL CoP, which we hope will lead to recommendations for best practice.
- The ILL CoP progressed explorations on an ALN ILL network and hopes to make recommendations in 2025.

The Special Collections & Archives Group requested guidance from the Board on demonstrating value in challenging times; in response, the Steering Group is arranging a staff development session for members in 2025, and will produce accompanying guidance to help advocacy.

Theo Stubbs - Groups Lead, ALN Steering Group

VALUE & IMPACT FROM ALN GROUPS

Some examples of the impact of the ALN groups can be seen below:

Service Engagement & Impact Group

The collaborative 'Transforming Library Spaces: a journey through User Experience and Impact' event held online in January was led by the Library Spaces, User Experience (UX) and Service Engagement and Impact groups. One of the impacts of the event was that a speaker from Leeds Beckett was then asked to be the Plenary speaker at the 'User Experience in Libraries 2025' conference in Liverpool in June 2025.

Learning Spaces (LS)

A member of the LS Group added a message on the mailing list looking for support and assistance on the use of a particular type of space. Members of the group responded quickly, offering support and experiences - within a couple of hours, a mini-meeting had been organised that afternoon, with a support document and Q&A shared. This is a great example of the group membership supporting each other and meeting a very particular need.

Accessibility Group

The group has outlined what makes being part of the group so useful: peer support, especially for those who do not have colleagues doing the same job, and for those in smaller institutions; an exchange of expertise and ideas and a great way to learn; meeting people with new ideas; problem-solving; benchmarking best practice, and what is common practice in peer institutions.

We have informal comments to suggest the ALN banner is very useful to give weight to discussions about accessibility within institutions.

EQUALITY, DIVERSITY & INCLUSION

During 2024, the EDI Action Group continued to support the work of its members, providing events and hosting meetings to discuss key topics. We were pleased to see the group hosting events on the University of Sanctuary, with speakers from a range of ALN members, and celebrating the outcome of the Innovation Fund projects.

EDI INNOVATION FUND PROJECTS

Following the successful pilot in 2023, we were lucky to be allocated funding in the form of the <u>ALN EDI Innovation Fund</u> for 2024.

As with the pilot year, ALN member institutions were encouraged to submit proposals for projects to support EDI work in their institutions and to collaborate with another ALN member to execute the project. We received excellent proposals and funding was provided for the following 5 projects:

Evaluating university family study rooms

Aim: To evaluate the family study rooms at the University of Hull & the University of Bradford and to discover possibilities to expand our resources to meet the needs of families within the constraints of limited library space. (Bradford and Hull)

Breaking the Mold - Tackling Preconceptions and Unconscious Bias

Aim: To investigate biases and preconceptions and how these can be analysed to enhance our interactions with others. (Teesside and Sunderland)

Student Engagement with Disability Support in the Library: Are we doing enough?

Aim: To ensure the Library Disability Support service effectively assists all students with disabilities. Investigate the lack of engagement and whether there is more that can be done to encourage students to exploit the support that is on offer and thereby have a better, more equitable experience. (Huddersfield and York St John)

Menopause Meetups

Aim: To support the running of future Menopause Meetups between April 2024 and December 2024. Using these as a springboard to open up communication between current and potential meetup and/or cafe hosts across the ALN network to share ideas and experiences, helping menopause support events grow and thrive. (Hull and Lancaster)

Developing Zine Collections with Students

Aim: To evaluate our collections with students and consider if our current collections reflect a diverse range of creators, narratives, and lived experiences. Opening the collection development process and sharing decision-making powers would be part of the project work to diversify collections. (Special Collections Museum MMU and Salford)

Lesley English/Sian Downes - EDI Co-Leads, ALN Steering Group

ALN FINANCES

ALN delivered a healthy budget in 2024, exceeding the original forecast for the year.

The usual reserves were boosted by:

- The transfer of c£8K from the nonextant Relationship Management Group. ALN has committed to use the funds to support relationship management initiatives nationally (not restricted to the region).
- The Global Equity Network (GEN) was fortunate to receive UKSG innovation award funding (£4,625) for its Peer Learning Network initiative, £2k of which was spent in 2024 the remainder will roll over to 2025.
- #ALN24 ended with a higher-than-expected profit of c£16,800 (over £3k higher than in 2023).

By the end of the year, ALN had reserves of £76k, sufficient to cover inflationary pressures and our obligations to SCONUL.

2025/2026 budget forecasts

- We are anticipating a one-off cost in 2025 to move the website to a new WordPress platform, when support for our Drupal version ceases in 2025.
- Conference costs are anticipated to be higher in 2025/26, and the overall budget has been increased to account for the organising committee's travel and accommodation.
- The last tranche of the UKSG GEN money should be spent in 2025.
- Expenditure for the Relationship Management funds has not yet been planned; the Steering Group and Leaders' Network will lead on this.



University of Leeds Laidlaw Library

Michael Fake - Finance Lead, ALN Steering Group

ALN PROCUREMENT

Throughout 2024, I am happy to report that the Procurement CoP continued to proactively support procurement activity for its members, ably led by Anthony Sinnott (University of York) and Rachel Schulkins (University of Liverpool).

Anthony and Rachel continued to ensure that in meetings, discussion topics were informed by the members and their collective requirements. They used the issues that were surfaced in meetings to feed into wider national discussions on behalf of the membership.

The group considered procurement beyond books and serials, as well as synergies with other CoPs, such as the Metadata & Linked Data CoP, all of which will be developed further in 2025.

During the year, the group:

- worked on a revised set of principles around which purchasing/recurring subscriptions could be made, looking at usage set against expected usage, level of embedding in teaching/research resources, usefulness, supplier behaviour and ethical considerations.
- continued to share intelligence and good practice and engaged in framework planning and negotiation for both periodicals and books/e-books, working closely with Gavin Phillips (SUPC, member of the Tender Working Party).
- created a roadmap outlining key dates and activities, to assist their reporting process and to help guide discussions in meetings.

Jackie Oliver - Procurement Lead, ALN Steering Group



ALN STAFF DEVELOPMENT

I'd like to start by thanking the Staff Development (SD) Planning Group, which met 4 times in 2024 to review previous activities and plan for the future. Key for the group was planning, running and analysing a Needs Analysis Survey. The intention of the review was to get ideas for future activity and to sense check how the programme had been received by ALN members over the previous 3 years. We received responses from staff based at 28 of ALN's 33 members, with 170 individual responses in total. We learned that respondents valued the staff development offer provided by ALN for a wide range of reasons, including opportunities to network and build communities; exchange experiences and learn from others; and gain inspiration and ideas to take back to their institutions and roles. Respondents highlighted increased awareness, guidance, opportunities for collaboration, and increased confidence as the benefits provided by ALN.

The Planning Group also held 2 meetings with the SD Reps over the year: in February to get their ideas for surveys/activities over the next few months; and in June for them to help us to begin planning for the programme for the new academic year, and to review methods of delivery. Thank you to the reps for all their efforts over 2024, particularly in sharing and promoting our programme of events.

In a slight change from the past couple of years, we ran more in-person events in 2024 than in the previous couple of years, reflecting our hosts' interest in getting people together and attendees' wishes to network with each other - 5 of the 15 events were in-person (with 2 of the 5 also being hybrid).

Although we found planning for the programme a little harder this year and experienced more difficulties recruiting hosts and contributors, attendance at and interest in the events has continued to be high. Attendees were engaged and involved at the face-to-face events which took place in a range of ALN member libraries and also during the online events.

We gathered feedback from all our events, and averaged around a 50% response rate. We got constructive feedback, ideas for future events and some great comments, which nicely demonstrated the value of the ALN programme:

Thanks very much for putting the time and effort into planning and running this event. It was an inspirational learning platform.

It was inspiring to hear what the other institutions are doing. I also appreciate having the opportunity to attend this sort of event as a Library Assistant seeking CPD and networking opportunities.

Quotes from attendees at our events

Thanks to everyone who hosted, contributed and attended an event in 2024. The programme only works because of your enthusiasm and interest and your desire to share experiences with colleagues across ALN.

FRONTLINE FORUM PILOT 2024-25

I'm pleased to report on a new initiative which began towards the end of 2024 and will roll out further in 2025 - the Frontline Forum. I'd like to thank Jenny Foster (Edge Hill) and Hattie Blenkinsop (Sunderland) who led on the development of this project for the SD Planning Group, and Jackie Oliver (Teesside) and Maria Carnegie (Durham) who have assisted them, both in the development of the idea and in facilitating at the forum.

The Frontline Forums are intended to create space online for discussions and development for teams who work directly with students and users. The forums are designed to be an opportunity to share best practice, engage with other ALN activities and learn about different service models and delivery types offered at different member libraries.

The first Frontline Forum was held online on 19 November 2024, with a theme of Induction and Welcome. We had a great turnout - 45 people from 23 of our 33 member institutions. We got some constructive feedback from attendees around timings, breakout spaces and group sizes, which will be used to improve forums in 2025, as well as some great comments such as:

"Brilliant meeting in terms of speaking to colleagues from other institutions and sharing different practices, ideas and experiences. I'm not usually a fan of online meetings but this one really worked from the breakout rooms to the shared experiences of the general forum. It was enlightening to find out other institutions are having similar issues about the same things like Library Inductions and engagement in general."

I'm looking forward to reporting on the development of the Forums in next year's report.



University of Sunderland library

MENTAL HEALTH & WELLBEING ADVOCACY RESOURCE

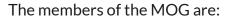
Our Mental Health & Wellbeing Advocacy Resource is a resource to support library work around mental health and wellbeing. It consists of explanatory text and links to resources relating to this emerging agenda and case studies contributed by ALN libraries, so that we can learn from each other. I'm delighted to report that during 2024, this previously closed resource was made openly available to all on the ALN website.

ALN MENTORING SCHEME

2024 was a successful year for the ALN Mentoring Scheme with another 2 waves taking place during the year. We ran one recruitment campaign for new mentors to supplement those who had already joined the scheme and another 29 mentees went through the process during the year.

We are again indebted to Karen Hickman of The Training Bug and Yorkshire Accord who led one training session for our new mentors and 2 briefing sessions for mentees to explain the process, how they would be matched and how their mentoring relationships would work.

We are very grateful to the Mentoring Oversight Group (MOG) which continued to support the process and provide oversight to the scheme. For both of this year's waves, they expertly matched the mentors and mentees based on the information supplied in the application forms and ensured positive outcomes from our mentoring relationships.



- James Stephens (Cumbria) Co-Chair
- Lesley English (Manchester Met) Co-Chair
- Lorraine Beard (Liverpool Hope)
- Phil Cheeseman (Lancaster)
- Angela Haighton (Sheffield)
- Michelle O'Connell (Edge Hill)
- Suzie Williams (Sunderland)

Inbrary

Manchester Metropolitan University Library

As with previous years, we got some great feedback, both from the mentees and the mentors, detailing how they had benefited from being a part of the scheme. We use the feedback in future planning but it is also gratifying to know that the scheme is providing such tangible benefits to all involved. Below are some examples:

It is an invaluable experience that will allow you to develop so many different elements of your skills, knowledge and self.

I was expecting that there would be some benefits, but I truly was not expecting things to go so positively so quickly. I got actual tangible benefits and great guidance and advice from my mentor directly. I cannot recommend the scheme enough.

My confidence and selfbelief improved which has noticeably impacted how I carry myself at work. I am more willing than ever to step up and do more, and trust my own instincts and knowledge.

James Stephens & Lesley English - Mentoring Oversight Group Co-Chairs

ALN CONFERENCE

#ALN24 was on the theme of Generative AI and Emerging Technologies. We followed the experience of the previous year and split delivery into an online day and an in-person day, in a bid to play to the strengths of each format, rather than attempting a one-day hybrid conference. As we successfully hosted at the St George's Centre in Leeds (an accessible conference centre which works with a homeless charity in the attached church and crypt) in 2023, we decided to host the in-person day there again in 2024, utilising more of the amazing space on offer, including the main auditorium (pictured below) which was used for our keynote.





St Georges Centre Leeds

The online day was again primarily short papers and lightning talks, with the in-person day having a much stronger focus on interactivity, workshops and networking. We were pleased to see both international submissions and submissions from non-ALN institutions, indicating that the influence of the conference stretches beyond the north of England.

We had 201 delegates across the two days - 129 on both days and 72 who attended the online day only. 75% of delegates were from ALN institutions, with 64% attending both days and 36% attending the online day. 28 of the 33 ALN member institutions were represented at the conference.

ALN sponsored 7 people to attend the full conference, covering travel costs and conference fees for people who may otherwise have found it difficult to attend. They provided us with outputs across various media which we saved into this <u>Sway</u>, including this <u>Zine</u> created by Yasmine Mulholland:



CONFERENCE INCOME & EXPENDITURE

The conference was a financial success, helped by sponsorship income increasing again to £12,250 (up from £7,580 in 2023). We used a new model including a headline (platinum) sponsor, which helped clarify the offer and meant we had an additional income stream.

We had significantly higher income than expected, thanks to an increase in bookings for the inperson day, coupled with the increased sponsorship. This generated a surplus of nearly £17k to invest back into ALN activities.

KEYNOTES

Sue Attewell from JISC and Ciaran Talbot from the University of Manchester provided our Keynotes, Sue for the online and Ciaran for the in-person.

Sue delved into the transformative impact of AI technologies on education, particularly focusing on the ethical, information literacy, and educational evolution aspects necessary for adapting to these changes; whilst Ciaran talked about how the position of the academic library is of increasing importance in an age of AI and some of the conversations and ideas around the spaces our libraries reach into, and the opportunities and challenges of this.





SPONSORSHIP

Sponsorship was healthy in 2024 with 8 sponsors netting a total of £12,250.

We had 8 sponsors in total, 1 Platinum, 1 Gold, 5 Silver and 1 Bronze:

PLATINUM: Kortext GOLD: Clarivate

SILVER: AM; Browns Books; Cengage; De Gruyter; OCLC

BRONZE: PTFS Europe

Sponsor feedback suggested they were happy with the move to hosting an in-person day as it increased their visibility to delegates. Following other sponsor feedback, we have reviewed the sponsor offer for 2025 to try to increase satisfaction and sponsorship income. We are in the fortunate position of already lining up multiple sponsors for next year.



















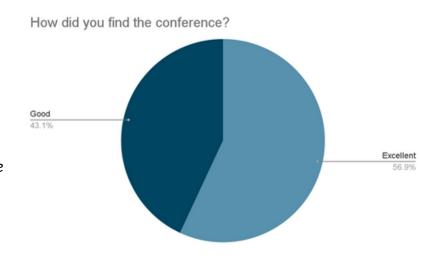
CONFERENCE FEEDBACK

In our post-event survey, 100% of respondents rated the conference good or excellent and people seemed to appreciate having separate online and in person days which made their experiences qualitatively better.

I found some useful takeaways from each presentation, I only wish I could attend everything!

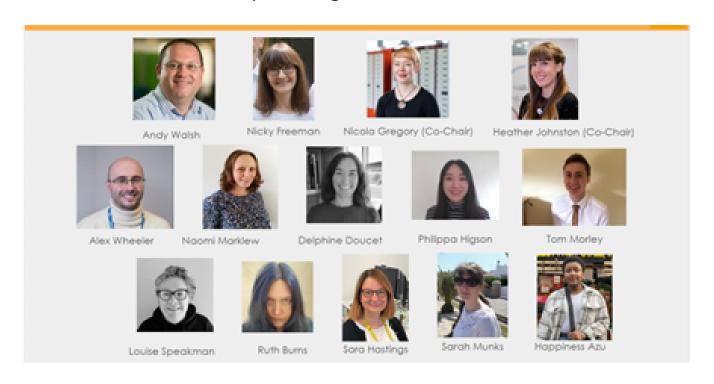
It was really helpful to hear about what the ways other ALN institutions are incorporating generative AI in their delivery and how they are addressing the risks that it can bring.

Excellent venue and good location within the city centre.



So many tools to try, and strategies for including in teaching. I will be using it as I review teaching materials for the next year.

The 2024 conference planning team:



LOOKING AHEAD TO 2025

Conference

For #ALN25, we will be online (hosted via Teams) on 18th June; in-person on 11th July 2025. We have booked space in the Business School at Manchester Metropolitan University, which takes us to the other side of the Pennines while still being fairly central to our region. There are already 9 sponsors (1 more than 2024) in place, including Manchester University Press as our Platinum sponsor. We also expect to sponsor 9 people to attend, including covering travel expenses, from under-represented groups across our region.

EDI

ALN's commitment to developing its work in the EDI arena will continue into 2025, with funding again being allocated to support projects via the Innovation Fund. The EDI Action Group will continue to collate case studies from all members and to promote further events to share best practice across the membership. We will also continue to support the development of UK ethnic minority staff and students across ALN and beyond, supporting the Global Equity Network and the Peer Learning Network. The planning group for the Mental Health & Wellbeing resource will investigate next steps for the content of the resource having made the content open access in 2024.

Mentoring

The Mentoring Oversight Group will continue to develop the scheme and to run a further set of waves in 2025. It will also investigate the establishment of further support once the scheme has ended for mentees, including a proposed Action Learning Set.

Procurement

There will be more work to support ALN's procurement activities, working alongside UPCs. The Community of Practice aims to investigate the ambition to bring wider procurement (such as reading list software) under the ALN procurement umbrella.

Staff Development

We will run another full programme of events for the academic year 2024/2025, using the findings from staff development institutional reps and the ALN Groups to meet the needs of all in ALN. We will continue to run events in a format best suited to the topic and its audience, though it is anticipated that the majority will again run online. We will continue to pilot the Frontline Forums, aiming for them to run bi-monthly during 2025. We will also investigate podcasting opportunities at the conference and in general.

