ARROWHEAD LIBRARY SYSTEM

Board Meeting

Via:

GoToMeeting

https://global.gotomeeting.com/join/710683725

in a browser

or to join by phone, dial:

<u>+1 (872) 240-3311</u> Access Code: 710-683-725 Wednesday January 13, 2020

6:00 pm

- 1. Call to Order
- 2. Approval of Agenda
- 3. Approval of Minutes
- 4. Approval of Expenditures
- 5. Citizen Participation, Communication and Announcements
- Unfinished Business
 - a. Shared System SHARE Update
 - b. 2020/21 Budget
 - c. Public Library System Redesign Project
 - d. Librarians' Report Sarah Strunz
 - e. ALS Covid-19 Update
- 7. New Business
 - a. Wild Wisconsin Winter Web Conference January 27-28
 - b. Martin Luther King Jr. Day (possible action)
 - c. PR/marketing collaboration with LLS
- 8. Communications
- 9. Adjourn

The undersigned, as the designee of the presiding officer of the above governmental body, certify that I emailed a copy of this document to the Rock County Courthouse, Administration office for posting on the Rock County website@www.co.rock.wi.us on 1/7/2021.

ARROWHEAD LIBRARY SYSTEM BOARD MEETING Remote via GoToMeeting December 9th, 2020

ALS Board President Rich Bostwick called the meeting to order at 6:00 p.m. Present were Stephanie Aegerter, Adam Dinnes, Jose Carrillo, Annette Smith, Eloise Eager, Sherry Blakeley, Sarah Strunz, Nick Dimassis, and Steven Platteter.

The Agenda was moved approved by Eloise Eager. Adam Dinnes seconded, and the motion carried unanimously.

The November 2020 minutes were moved approved, with correction, by Annette Smith. Adam Dinnes seconded, and the motion carried unanimously.

Expenditures were approved on a motion by Adam Dinnes with Jose Carrillo seconding. The motion carried unanimously.

Citizen participation, communication, or announcements:

Unfinished Business

- **a. Shared System –SHARE Update:** Platteter reported that circulation has gone down a little in November, most likely because two libraries have returned to curbside pickup.
- **b. 2020/21 Budget:** Platteter mentioned that approval of the 2021 budget is under new business.
- **c. Public Library System Redesign Project:** Platteter mentioned that statewide delivery could become a WPLC project.

d. Librarians' Report:

e. ALS Covid-19 Update: Platteter announced that ALS received seven gallons of hand sanitizer, from Rock County, for the member libraries.

New Business

- **a. Consider Sherry Blakeley to the ALS Board:** Jose Carrillo moved to approve the appointment of Sherry Blakeley to the ALS Board, Stephanie Aegerter seconded. The motion carried unanimously.
- **b. Approval of the 2021 ALS Budget:** Jose Carrillo moved to approve the 2021 ALS Budget as approved by Rock County. Adam Dinnes seconded, and the motion carried unanimously.

Communications:

Jose Carrillo moved to adjourn. Eloise Eager seconded, and the motion carried unanimously. The meeting ended at 6:30 p.m.

Respectfully submitted, Steven Platteter, Acting Secretary

NOT OFFICIAL UNTIL APPROVED BY COMMITTEE

COMMITTEE APPROVAL REPORT

12/23/2020

Account Number	Account Name	e Inv Date	Vendor Name		Inv/Enc Amt
51-5000-0000-62119	Other Services				
		01/01/2021	MIDWEST TAPE LLC		94,156.65
	Budget	YTD Exp	YTD Enc	Pending	Closing Balance
	237,515.00	0.00	0.00	94,156.65	143,358.35
51-5000-0000-65321	Building Lease				
	-	02/01/2021	CITY OF MILTON		1,166.67
	¹ Budget	YTD Exp	YTD Enc	Pending	Closing Balance
	14,000.00	0.00	0.00	1,166.67	12,833.33
		Arrowhead Library S	ystem PROG TOTAL	95,323.32	

I have examined the preceding bills and encumbrances in the total amount of \$95,323.32

Claims covering the items are proper and have been previously funded. These items are to be treated as follows: A. Bills and encumbrances over \$10,000 referred to the Finance Committee and County Board.

Date:	Dept Head	
	Committee Chair	

B. Bills under \$10,000 to be paid.

C. Encumbrances under \$10,000 to be paid upon acceptance by the Department Head.

Rock County

COMMITTEE APPROVAL REPORT

12/23/2020

Account Number

Account Name

Inv Date

Vendor Name

Inv/Enc Amt

REPORT COMPLETE!

For Job Numbers: 2134546

Rock County

COMMITTEE APPROVAL REPORT

Account Number	Account Name	Inv Date	Vendor Name		Inv/Enc Amt
51-5000-0000-62119	Other Services	11/30/2020	KOENE COURIER SERVICE LLC		2,665.00
	Budget 258,933.00	YTD Exp 215,707.94	YTD Enc 0.00	Pending 2,665.00	Closing Balance 40,560.06
51-5000-0000-62410	R&M-Vehicles	12/10/2020	BURTNESS CHEVROLE	T INC	567.43
	Budget 10,000.00	YTD Exp 5,297.86	YTD Enc 0.00	Pending 567.43	Closing Balance 4,134.71
51-5000-0000-63100	Office&Misc Exp	11/23/2020	OFFICE DEPOT INC		73.26
	Budget 1,500.00	YTD Exp 980.42	YTD Enc 0.00	Pending 73.26	Closing Balance 446.32
51-5000-0000-63101	Postage	12/02/2020	ARROWHEAD LIBRARY PETTY CASH		31.80
	Budget 1,000.00	YTD Exp 155.60	YTD Enc 0.00	Pending 31.80	Closing Balance 812.60
51-5000-0000-64303	Ext Materials	11/20/2020 11/16/2020	INGRAM LIBRARY SERV AMAZON.COM	ICES	662.34 926.82
	Budget 4,000.00	YTD Exp 1,592.44	YTD Enc 0.00	Pending 1,589.16	Closing Balance 818.40
	Arı	owhead Library S	ystem PROG TOTAL	4,926.65	

I have examined the preceding bills and encumbrances in the total amount of \$4,926.65

Claims covering the items are proper and have been previously funded. These items are to be treated as follows: A. Bills and encumbrances over \$10,000 referred to the Finance Committee and County Board.

- B. Bills under \$10,000 to be paid.
- C. Encumbrances under \$10,000 to be paid upon acceptance by the Department Head.

Date:	Dept Head	
	Committee Chair	

Rock County

COMMITTEE APPROVAL REPORT

12/23/2020

Account Number

Account Name

Inv Date

Vendor Name

Inv/Enc Amt

REPORT COMPLETE!

For Job Numbers: 2134534

Budget: RV As of: 01/04/2021 Fiscal Year: 2021

Org Key 5150000000

Arrowhead Library System

Title

Object	Description	Budget	Actual	Encumbrance	Balance
REVENUE					
42200	State Aid	467,820.00	0.00	0.00	(467,820.00)
44120	Miscellaneous Fees	3,052.00	0.00	0.00	(3,052.00)
45504	Intergov-Other Libraries	260,892.00	0.00	0.00	(260,892.00)
46000	Contributions	2,000.00	0.00	0.00	(2,000.00)
46400	Fund Balance	60,000.00	0.00	0.00	(60,000.00)
	tal Revenue	793,764.00	0.00	0.00	(\$793,764.00)
EXPENS	SE .	,			,
61100	Regular Wages	183,982.00	0.00	0.00	183,982.00
61300	Per Diems	1,800.00	0.00	0.00	1,800.00
61400	FICA	14,075.00	0.00	0.00	14,075.00
61510	Retirement	12,051.00	0.00	0.00	12,051.00
61610	Health Insurance Premium	47,752.00	0.00	0.00	47,752.00
61620	Dental Insurance	1,373.00	129.68	0.00	1,243.32
61630	Life Insurance	180.00	10.13	0.00	169.87
62119	Other Contracted Services	237,515.00	94,156.65	0.00	143,358.35
62130	Audit Fees	2,000.00	0.00	0.00	2,000.00
62210	Telephone	2,000.00	0.00	0.00	2,000.00
62410	Repair & Maintenance-Vehicles	10,000.00	0.00	0.00	10,000.00
62420	Machinery/Equip R & M	100.00	0.00	0.00	100.00
63100	Office Supplies & Misc Expense	1,500.00	0.00	0.00	1,500.00
63101	Postage	1,000.00	0.00	0.00	1,000.00
63104	Printing & Duplicating	5,000.00	0.00	0.00	5,000.00
63108	Public Information	5,000.00	0.00	0.00	5,000.00
63200	Publications/Subscriptions/Due	1,200.00	0.00	0.00	1,200.00
63300	Travel	3,000.00	0.00	0.00	3,000.00
64200	Training Expense	4,000.00	0.00	0.00	4,000.00
64201	Convention Expense	4,000.00	0.00	0.00	4,000.00
64214	ILS Costs	191,735.00	0.00	0.00	191,735.00
64303	Extension Materials	4,000.00	0.00	0.00	4,000.00
64306	Resource Libraries	40,000.00	0.00	0.00	40,000.00
64307	Participating Libraries	1,162,844.00	0.00	0.00	1,162,844.00
64309	Intersystem Agreement	83,040.00	0.00	0.00	83,040.00
64904	Sundry Expense	1,000.00	0.00	0.00	1,000.00
64918	Marketing & Promotion	300.00	0.00	0.00	300.00
65101	Insurance on Buildings	6,000.00	0.00	0.00	6,000.00
65321	Building Lease	14,000.00	1,166.67	0.00	12,833.33
67199	Miscellaneous Equipment	1,000.00	0.00	0.00	1,000.00
	tal Expense	2,041,447.00	95,463.13	0.00	1,945,983.87
Co	unty Share (Revenue - Expense)	(1,247,683.00)	(95,463.13)	0.00	(1,152,219.87)
Gr	and Total Revenue	793,764.00	0.00	0.00	(793,764.00)

User ID: SCHULTZA - Anita Schultz Report ID: GLIQ_BA1000_RC - BA1000_RC: Budget to Actual Figu Page: 1

Current Date: 01/04/2021 **Current Time: 10:27:17**

Fiscal Year: 2021

As of: 01/04/2021

Budget: RV

Org Key 5150000000 Title

5150000000 Arrowhead Library System

Object Description	Budget	Actual	Encumbrance	Balance
Grand Total Expense	2,041,447.00	95,463.13	0.00	1,945,983.87
Grand Totals County Share	(1,247,683.00)	(95,463.13)	0.00	(1,152,219.87)

Page: 2

User ID: SCHULTZA - Anita Schultz

Report ID: GLIQ_BA1000_RC - BA1000_RC: Budget to Actual Figu

Current Date: 01/04/2021 **Current Time:** 10:27:17

Fiscal Year: 2020 **As of:** 12/31/2020 **Budget:** RV

Org Key Title

5150000000 Arrowhead Library System

Object	Description	Budget	Actual	Encumbrance	Balance
REVENUE					
42200	State Aid	467,820.00	467,820.00	0.00	0.00
44120	Miscellaneous Fees	6,103.00	6,103.25	0.00	0.25
45504	Intergov-Other Libraries	250,654.00	252,644.68	0.00	1,990.68
46000	Contributions	2,000.00	2,000.00	0.00	0.00
46400	Fund Balance	86,050.00	0.00	0.00	(86,050.00)
	tal Revenue	812,627.00	728,567.93	0.00	(\$84,059.07)
EXPENS	SE .				,
61100	Regular Wages	182,860.00	171,112.94	0.00	11,747.06
61300	Per Diems	1,800.00	1,354.46	0.00	445.54
61400	FICA	13,989.00	12,801.67	0.00	1,187.33
61510	Retirement	11,977.00	9,937.91	0.00	2,039.09
61610	Health Insurance Premium	51,048.00	50,888.91	0.00	159.09
61620	Dental Insurance	1,556.00	1,556.16	0.00	(0.16)
61630	Life Insurance	180.00	120.30	0.00	59.70
62119	Other Contracted Services	258,933.00	218,372.94	0.00	40,560.06
62130	Audit Fees	2,000.00	0.00	0.00	2,000.00
62210	Telephone	2,000.00	1,241.56	0.00	758.44
62410	Repair & Maintenance-Vehicles	10,000.00	5,865.29	0.00	4,134.71
62420	Machinery/Equip R & M	100.00	0.00	0.00	100.00
63100	Office Supplies & Misc Expense	1,500.00	1,053.68	0.00	446.32
63101	Postage	1,000.00	187.40	0.00	812.60
63104	Printing & Duplicating	5,000.00	4,244.79	0.00	755.21
63108	Public Information	5,000.00	911.30	0.00	4,088.70
63200	Publications/Subscriptions/Due	1,500.00	1,277.88	0.00	222.12
63300	Travel	3,000.00	519.89	0.00	2,480.11
64200	Training Expense	4,000.00	3,069.15	0.00	930.85
64201	Convention Expense	4,000.00	499.58	0.00	3,500.42
64214	ILS Costs	185,684.00	185,692.16	0.00	(8.16)
64303	Extension Materials	4,000.00	3,181.60	0.00	818.40
64306	Resource Libraries	40,000.00	40,000.00	0.00	0.00
64307	Participating Libraries	1,113,408.00	1,113,408.15	0.00	(0.15)
64309	Intersystem Agreement	73,534.00	73,534.16	0.00	(0.16)
64904	Sundry Expense	1,000.00	50.60	0.00	949.40
64918	Marketing & Promotion	300.00	0.00	0.00	300.00
65101	Insurance on Buildings	5,000.00	5,416.00	0.00	(416.00)
65321	Building Lease	14,000.00	14,000.04	0.00	(0.04)
67199	Miscellaneous Equipment	3,000.00	2,563.54	0.00	436.46
	tal Expense	2,001,369.00	1,922,862.06	0.00	78,506.94
Co	unty Share (Revenue - Expense)	(1,188,742.00)	(1,194,294.13)	0.00	5,552.13
Gra	and Total Revenue	812,627.00	728,567.93	0.00	(84,059.07)

Page: 1

User ID: SCHULTZA - Anita Schultz

Report ID: GLIQ_BA1000_RC - BA1000_RC: Budget to Actual Figu

Current Date: 01/04/2021

Current Time: 10:31:41

Fiscal Year: 2020

As of: 12/31/2020

Budget: RV

Org Key 5150000000 Title

0000000 Arrowhead Library System

Object Description	Budget	Actual	Encumbrance	Balance
Grand Total Expense	2,001,369.00	1,922,862.06	0.00	78,506.94
Grand Totals County Share	(1,188,742.00)	(1,194,294.13)	0.00	5,552.13

Page: 2

User ID: SCHULTZA - Anita Schultz

Report ID: GLIQ_BA1000_RC - BA1000_RC: Budget to Actual Figu

Current Date: 01/04/2021 Current Time: 10:31:41



https://www.wildwiscwinterweb.com/

Wednesday, January 27

The conference has 7 sessions each day (listed in Central Standard Time). This day has an opening session, followed by 3 sessions in the Management and Small Libraries tracks. You must register for each session individually.

9 a.m.

Libraries Lift Limits on Learners (Opening Session

Libraries serve a critical role in helping the public understand how to approach the information they see around them. Librarians in their communities are thought of as "information experts" in a world that is constantly changing.

With the internet being the main source for information, it can also lead to misinformation. While misinformation is not a new phenomenon, it has accelerated to dangerous levels, and the current pandemic is perhaps the most visible example of that. Dr. Dipesh Navsaria, known for his primary care clinic-based program, "Reach Out and Read," will explore the current role libraries play, what they can do in the midst of a pandemic, and how they can productively engage a skeptical and scared public.

Participants Will:

- Discover the role of libraries in a pandemic
- Learn additional ways to engage their communities

<u>Dipesh Navsaria</u>, Associate Professor of Pediatrics; University of Wisconsin School of Medicine and Public Health; Madison, WI

10:30 a.m.

Nitty Gritty Policy Makeover (Management)

Does your library have too many policies? And if you do, do they need an overhaul? This webinar will examine policy vs. procedures and learn simple strategies to overhaul policies to give staff decision-making power translating to better service.

Participants Will:

- Discuss rewriting and condensing policies with library staff and board members
- Discuss how to create policies that are proactive and positive, rather than reactive and punitive

Jennie Garner, Director; North Liberty Library; North Liberty, IA

10:30 a.m.

Connecting the Community - Digital Inclusion (Small & Mighty)

Are you looking for ways that your library can help your community to bridge the digital divide? This informative and interactive presentation will explore how one rural library has improved internet access throughout the community, hosted telehealth appointments, worked with schools to ensure opportunities for youth, and improved digital literacy skills for patrons and local businesses.

Participants Will:

- Learn how to improve internet access in your community
- Discover examples of innovative programming to engage a variety of populations
- Learn strategies to secure funding

Dianne Connery, Director; Pottsboro Library; Pottsboro, TX

New! 12 - 12:15 p.m. Short Stretch Break

We get it. You have likely experienced "online meeting overload" in the last several months. That is why this year's conference will include two short breaks to stretch over the lunch hour. Make sure you register ahead of time so you receive the link to sign in. All you need is a chair and yourself. Get ready to relax!

1 p.m.

Library Director Jenga: The Perpetual Challenge (Management)

Running a library is like playing Jenga. You need to work collaboratively to set up a solid base and then carefully move the pieces to ensure everything doesn't come tumbling down. In this interactive session, come play online jenga and learn what the building blocks are to being an effective director and how moving them around can lead to success or failure.

Participants Will:

- Learn the building blocks to becoming a successful library director
- Discover the challenges in running a successful library and how to overcome them
- Learn how to work collaboratively to achieve your goals as a director

<u>Kate Hall</u>, Executive Director, Northbrook Public Library; Northbrook, IL <u>Kathy Parker</u>, President and CEO, Parker Consulting; San Diego, CA

1 p.m.

A Whole Lotta Sugar in My Library Lemonade (Small & Mighty)

Do you ever feel like you give your team the same feedback over and over again with no change or results? Do you ever feel overwhelmed with all these "great ideas" other people have and you don't have the time to implement them? Who has time for that additional project? Who has money for that? Can I just file that thought and move on with my day? Sometimes by looking at projects in a new way, our attitude can change. We'll look at 10 obstacles that turned into opportunities at my small library.

Participants Will:

- Explore how changing mindsets to a "why not" attitude can create new initiatives.
- Learn how to turn obstacles into opportunities

Angela Bodislaw, Director; Spooner Memorial Library; Spooner, WI

2:30 p.m.

Decreasing Barriers to Library Use (Management)

The Wake County (North Carolina) Public Library System has made decreasing barriers to library use a priority in their strategic and tactical planning. This session will explore common barriers including unnecessary or restrictive policies, difficulties of accessing library facilities, lack of service awareness, and insufficient literacies.

Participants Will:

- Learn how the library has worked to combat the impact of these barriers by systematically reviewing and updating library policies and operational practices
- Learn how to respond to customer needs within their community

<u>Katrina Vernon</u>, Senior Library Manager for Facilities and Operations <u>Ann Burlingame</u>, Deputy Director <u>Sarah Lyon</u>, Manager for Customer Experience Wake County Public Library System; Raleigh, NC

2:30 p.m.

Grant Writing 101: Practical Steps & Strategies (Small & Mighty)

Are you looking for programs and funds to help enhance library services? Have you always wanted to try grant writing but don't know where to start? Are you encouraged (or expected) to write grants but daunted by the prospect? Many of us want to do it, but don't know how. This program, led by a librarian with a successful record of grant writing, will build your confidence with practical steps and strategies.

Participants Will:

- Learn how to streamline and simplify the grant writing process in seven easy steps
- Learn how to build a grant writing toolkit to save time
- Learn how to analyze projects for sustainability

Julie Biando Edwards, Instructional Designer & Librarian; Niche Academy; Lehi, UT

Thursday, January 28

9 a.m.

Introduction to Inclusive Marketing (Marketing)

Does your library truly promote inclusivity? Do you seek ways to include all people in the representation of your library? Why does focusing on inclusivity matter? Trenton will talk about ways all libraries can remove barriers through library communications and messaging.

Participants Will:

- Learn how to expand your library's marketing reach to marginalized and underrepresented groups in your community
- Learn how to remove some of the current barriers through messaging and other tactics that truly resonate with people from all backgrounds

<u>Trenton Smiley</u>, Marketing and Communications Director, Capital Area District Library; Lansing, MI

9 a.m.

Impacting Small Business Success in Your Community: Learn How Libraries Can Connect and Empower Entrepreneurs (Public Services)

Find out how your library can be an excellent resource for aspiring and experienced business owners. The Business Information Center at the Cecil County Public Library was created in 2003, growing from a shelf of books to a personalized service. Cecil County Public Library Business Librarian, Laura Metzler will provide takeaways that any size branch can implement to start meeting the needs of your business community.

Participants Will:

- Learn how to meet the needs of your business community
- Learn how to become a resource for new and experienced business owners

Laura Metzler, Senior Business Research Librarian, Cecil County Public Library; Elkton, MD

10:30 a.m.

The Accidental Library Marketer: Ten Things You Should Know to Promote Your Library When the World Keeps Changing (Marketing)

If your job looks very different today than it did at this time last year, you're not alone. Many librarians now find themselves in charge of marketing and promotions ("other duties as assigned"), even though they have no experience. And they're expected to do it quickly and effectively. It might feel like an impossible task, but Angela Hursh (Senior Engagement Consultant for NoveList and author of SuperLibraryMarketing.com) breaks down the ten most important things you need to know to promote your collection and services.

Participants Will:

- Learn basic tips you can apply to social media, email, video, and print promotions
- Learn how to stay on top of marketing trends
- Learn flexibility in promoting your library
- Learn how to tell your library's story, even if you're not a marketing expert

Angela Hursh, Senior Engagement Consultant, NoveList; Cincinnati, OH

10:30 a.m.

Supporting People with Mental Illness (Public Services)

Libraries are community hubs. As such, librarians interact with many people in the community from different contexts and situations. People with mental illnesses, as well as their families and friends, seek resources at libraries. People may also come in seeking more immediate services.

Participants Will:

- Discuss a general overview of major mental illnesses
- Learn how to engage someone who is in crisis
- Learn what kinds of resources are available in your community, as well as resources on caring for ourselves and co-workers

Helyn Luisi-Mills, Crisis Intervention Team Director, NAMI Wisconsin; Madison, WI

New! 12 - 12:15 p.m. Short Stretch Break

We get it. You have likely experienced "online meeting overload" in the last several months. That is why this year's conference will include two short breaks to stretch over the lunch hour. Make sure you register ahead of time so you receive the link to sign in. All you need is a chair and yourself. Get ready to relax!

1 p.m.

Emojis: What Are They and How They Help With Marketing (Marketing)

Smiley face, sad face, high five, a smiling face with heart-shaped eyes. Emojis are everywhere and they are changing how we communicate. Unlike in the past, this visual language has now become mainstream communication. Emojis have a mixed, but evolving, history.

Participants Will:

- Learn where emojis have been and where they are now
- Discover how they can best be used to potentially increase the effectiveness of your library's marketing efforts

<u>Laura Solomon</u>, Library Services Manager, Ohio Public Library Information Network; Columbus, OH

1 p.m.

Different Tries for Your Size: Finding the Right Teen Engagement Fit For You (Public Services)

Teen services have undergone a mighty shift in the past thirty years. Now more than ever before, libraries are playing an important role in the lives of teens. Despite that, figuring out how best to serve this notoriously slippery age group can leave libraries and their staff at a loss. Teen engagement is the key! Join three Youth Services Librarians from vastly different sized libraries as they share their trials and triumphs and give you high-interest and hands-on ideas for how you can serve and engage with them, too. From creating and running Teen Advisory Boards to using teen volunteers to building relationships and offering teens agency, you'll find ideas you can implement, no matter what size your library is!

Participants Will:

- Learn how to create and run a Teen Advisory Board
- Discover how to create volunteers among teens
- Learn how to build relationships with teens

Alicia Woodland, Young Adult Services Manager, McMillan Memorial Library; Wisconsin Rapids, WI

<u>Cat Mullen</u>, Youth Services Librarian, Milwaukee Public Library; Milwaukee, WI <u>Emily Sanders</u>, Youth Services Director, Barrett Memorial Library; Williams Bay, WI

2:30 p.m.

Staying True to Yourself in Times of Stress (Closing Session)

A National Mental Health Crisis, conducted by The Harris Poll on behalf of APA, found that nearly 8 in 10 adults (78%) say the coronavirus pandemic is a significant source of stress in their lives, while 3 in 5 (60%) say the number of issues Americans face is overwhelming to them. In this presentation, we will look to academic scholarship, ancient wisdom traditions, and personal creative practices for strategies that help us stay true to ourselves in times of stress. In particular, we will look for practices that help us accept, and even embrace, discomfort, messiness, and vulnerability in our lives and work.

Participants Will:

- Learn strategies to help us stay true to ourselves in times of stress
- Learn practices that help us accept vulnerability in our lives and work

<u>Beck Tench</u>, Instructor and PhD Candidate, University of Washington Information School; Seattle, WA