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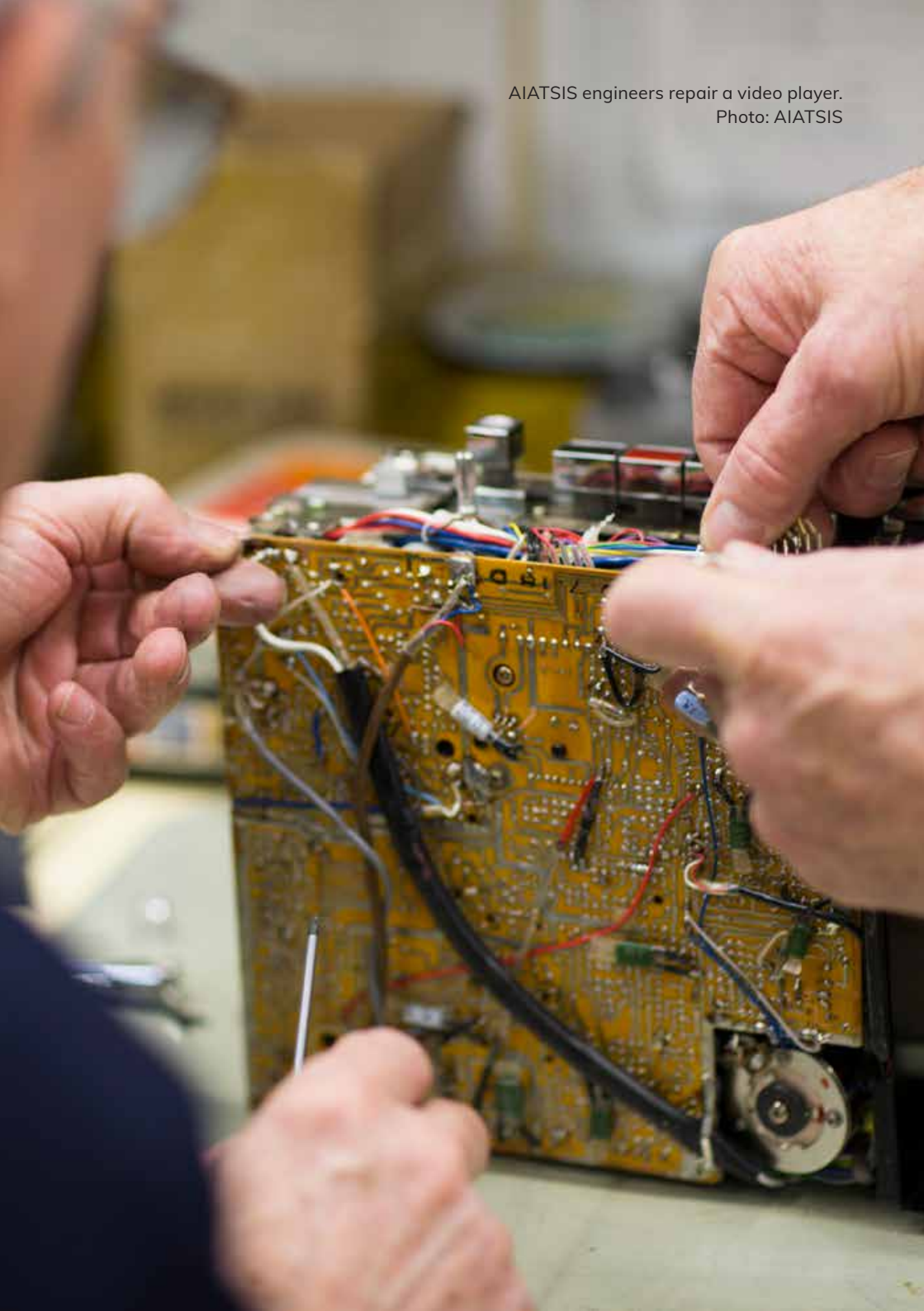


COMMON PROBLEMS SHARED SOLUTIONS 2021 SYMPOSIUM

3–4 November



AIATSIS engineers repair a video player.
Photo: AIATSIS



DEVELOPING FRAMEWORKS TO SUPPORT DIGITISATION OF THE DISTRIBUTED NATIONAL COLLECTIONS BEYOND 2025

Welcome to the Common Problems Shared Solutions Symposium, jointly presented by the Australian Institute of Aboriginal and Torres Strait Islander Studies and the National Film and Sound Archive of Australia.

We've lost a year – it's even more urgent now

We are now less than four years away from Deadline 2025 — the critical date identified by UNESCO after which content held on magnetic tape might be lost forever.

Let's work together to identify and solve common problems and provide shared solutions to facilitate and support the ongoing preservation of the at-risk magnetic media in Australia's cultural heritage collections beyond 2025.

Can we stretch it to 2028?





WEDNESDAY 3 NOVEMBER

ACHIEVING PRESERVATION: COLLECTION CASE STUDIES

SESSION TIME	TITLE	PRESENTER(S)
09.00 – 09.10	Welcome to Ngunnawal Country	Jude Barlow AIATSIS
09.10 – 09.25	Introductions by AIATSIS, NFSA MC's Setting the scene: UNESCO Deadline 2025, progress, challenges and scary statistics	MC's Victoria Ramshaw NFSA Mark Denbow AIATSIS
09.30 – 10.00	"You thought you had forever. Well, you don't".	John Maizels SMPTE/Technorama
10.00 – 10.15	Morning tea	
10.15 – 10.45	What does it <i>really</i> cost? Reflections on the National eDeposit service (NED), collaborative collecting, and the realities of shared infrastructure	Barbara Lemon National & State Libraries Australasia
10.50 – 11.20	Reel Rescue – small-scale audiovisual digitisation	Swee Cheng Wong State Library Qld
11.25 – 11.55	Mass Digitisation – Navigating the Unknown	Caroline Ashworth NAA
12.00 – 12.30	Developing Organisational Confidence with Archival Audio-Visual Collections at the State Library of New South Wales	Damien Cassidy State Library NSW
12.30 – 13.30	Lunch	
13.30 – 14.00	Preserving and utilising Indigenous collections on and off Country	Lyndon Ormond- Parker RMIT
14.05 – 14.35	Deadline 2025 from a First Nations Media Australia perspective, the need to preserve First Nations community collections	Liam Campbell FNMA
14.40 – 15.10	Working with Secret/Sacred Collections: A Case Study – Central Australian Aboriginal Men's Collection Digital Preservation Project	Tasha James ABC Cameron Rees NFSA
15.15 – 15.45	Digitization Revolutionized	Tobias Golodnoff FASTFORWARD
15.45 – 16.00	Afternoon Tea	
16.00 – 17.00	Senior executive outlook on Deadline 2025 AIATSIS Chief Executive Officer – Craig Ritchie NFSA Chief Executive Officer – Patrick McIntyre FNMA Chief Executive Officer – Dennis Stokes NAA Director-General – David Fricker	Facilitator Jacqui Uhlmann NFSA



THURSDAY 4 NOVEMBER

CREATING PATHWAYS TO SHARED CAPABILITIES

SESSION TIME	TITLE	PRESENTER(S)
09.00 – 09.10	Recap day one: Outline day two activities	MC's Victoria Ramshaw NFSA Mark Denbow AIATSIS
09.10 – 09.40	The Cost of Inaction and Case Studies of Success	Chris Lacinak AVP (USA)
09.45 – 10.15	Mass digitisation – implications and issues for long-term digital preservation	Michael Popham Digital Preservation Coalition
10.15 – 10.30	Morning tea	
10.30 – 11.00	Project Utaina: Digitising the National Audiovisual Collections of New Zealand	Kate Roberts Ngā Taonga NZ
11.05 – 11.35	ABC Archive Collections + Mass Digitisation Project 2021	Janelle Mikkelsen ABC
11.40 – 12.00	Outline of Workshop groups and topics	MC's Victoria Ramshaw NFSA Mark Denbow AIATSIS
12.00 – 13.00	Lunch	
13.00 – 15.30	All participants will participate in each topic group on a rotational basis Group topics – Each Session 30min (+10min break) Technical considerations Operational requirements Cultural considerations Institutional considerations and constraints	Facilitators John Maizels Jacqui Uhlmann Jude Barlow Leonard Hill
15.30 – 15.50	Afternoon Tea	
15.50 – 16.30	Presentations of outcomes from Workshops by facilitators	Facilitators
16.30 – 16.45	Outline next steps, detail questionnaire	MC's Victoria Ramshaw NFSA Mark Denbow AIATSIS
16.45	Final farewells and information – Close	



CRAIG RITCHIE

Chief Executive Officer, Australian Institute of Aboriginal and Torres Strait Islander Studies

Wednesday 3 November, 16.00 – 17.00

Senior executive outlook on Deadline 2025

Craig Ritchie is an Aboriginal man of the Dhunghutti and Biripi nations and is the CEO at the Australian Institute of Aboriginal and Torres Strait Islander Studies (AIATSIS). Craig joined AIATSIS as Deputy CEO in April 2016, and formally appointed CEO in May 2017. Prior to this Craig has worked in other senior roles within the APS leading Aboriginal & Torres Strait Islander higher education, higher education access & participation for people from low-SE backgrounds, and international student mobility. He was founding Director, Aboriginal and Torres Strait Islander Health in ACT Government.

Craig has extensive experience in the community sector, including as CEO of the National Aboriginal Community Controlled Health Organisation (NACCHO) – the peak advocacy body for Aboriginal community controlled health services. Craig is also the Australian Government representative on, and Co-Chair of, UNESCO's Global Taskforce for the International Decade of Indigenous Languages.

aiatsis.gov.au



PATRICK MCINTYRE

Chief Executive Officer, National Film and Sound Archive of Australia

Wednesday 3 November, 16.00 – 17.00

Senior executive outlook on Deadline 2025

Patrick has over 25 years' experience in arts and cultural management. Prior to joining the NFSA as CEO, he served as Executive Director of the Sydney Theatre Company for over 11 years. His earlier roles include Associate Executive Director of The Australian Ballet, General Manager of the Sydney Film Festival and Marketing Manager of the Sydney Opera House Trust and of the Sydney Dance Company.

Holding a BA (Communications) from UTS, Patrick has also worked as a freelance music and entertainment writer, and has presented on arts management, audience development and the value of culture at conferences and events in Australia, the US and Hong Kong.

nfsa.gov.au



DENNIS STOKES

Chief Executive Officer, First Nations Media Australia

Wednesday 3 November, 16.00 – 17.00

Senior executive outlook on Deadline 2025

Dennis Stokes is of both Aboriginal and Torres Strait Islander heritage and comes from Darwin. He belongs to the Wardaman, Luritja and Warramunga people of the Northern Territory and the Wagadagam people of the Torres Strait.

He is currently Chief Executive Officer at First Nations Media Australia and former CEO of Tandanya National Aboriginal Cultural Institute in Adelaide, he has previously worked for the Australia Council for the Arts, Aboriginal and Torres Strait Islander Arts Board (ATSIA), SBS/NITV as the Content Division Manager, National Indigenous Program Coordinator at the Australian Film Television and Radio School (AFTRS) and oversaw a large growth in Indigenous participation and workshops in arts media throughout Australia. Dennis was also the EO of Mimi Ngurrdalingi Aboriginal Corporation in Katherine NT incorporating Mimi Aboriginal Arts and has been in the Arts and Media sector for over 22 years.

firstnationsmedia.org.au



DAVID FRICKER

Director-General, National Archives of Australia

President, International Council on Archives

Vice-Chair, UNESCO Memory of the World International Advisory Committee

Wednesday 3 November, 16.00 – 17.00

Senior executive outlook on Deadline 2025

David Fricker joined the National Archives as Director-General on 1 January 2012 and began his career at the Australian Customs Service in 1979 after completing a BA in Computing Studies.

As Director-General of the National Archives of Australia, David's principal current challenge is to build the public's trust in Government information. His strategic agenda for the Archives embraces a range of measures to ensure the work of public officials is being captured and kept as an authentic, complete and accessible national resource – that holds government to account, upholds human rights and empowers Australia's knowledge society.

David is currently the President of the International Council on Archives, and a Vice Chair of the UNESCO Memory of the World International Advisory Committee. He is a graduate of the Australian Institute of Company Directors and a Professional Member of the Australian Society of Archivists.

In 2015 he was made Knight of the Order of Arts and Letters (Chevalier dans l'ordre des Arts et des Lettres) by the Republic of France.

naa.gov.au



BARBARA LEMON

NSLA Executive Officer, National & State Libraries Australasia

Wednesday 3 November, 10.15 – 10.45

What does it really cost? Reflections on the National eDeposit service (NED), collaborative collecting, and the realities of shared infrastructure.

This presentation reflects on a number of collaborative endeavours by Australia's national, state and territory libraries under the banner of NSLA, with a focus on the National eDeposit service as an example of shared infrastructure for depositing, preserving and accessing electronic publications. It shares previous work on a directory of obsolete physical carriers compiled by NSLA libraries. Participants are invited to consider the reality that any effective shared solution for digital collections requires a host of other shared ingredients: vision, technology, funding, governance, policy and succession planning, and above all, a willingness to do the grunt work.

Dr Barbara Lemon is Executive Officer for National and State Libraries Australasia (NSLA). Her role is to manage the collaborative projects and advocacy activities of the national, state and territory libraries of Australia and New Zealand, working with around 200 colleagues across the two nations. Previously Barbara has worked for the British Library, National Library of New Zealand, Victoria University Wellington and the University of Melbourne. She began her career in Australian history research and teaching.

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CAROLINE ASHWORTH

Assistant Director of Audiovisual Preservation,
National Archives of Australia

Wednesday 3 November, 11.25 – 11.55

Mass Digitisation – Navigating the Unknown

Deadline 2025 has been a game changer for audiovisual archivists, a ticking clock hanging over us. Over the last five years the National Archives of Australia have outsourced the digitisation of over 80,000 audio and video tapes with plans to scale up even more. From the impact on day-to-day business to the sustained effort required to process the digital files, we are continually changing the way we work. In this session we will share our insights and a few cautionary tales.

Caroline Ashworth is the Assistant Director of Audiovisual Preservation at the National Archives, responsible for the preservation and digitisation of a growing collection, currently over one million physical and digital items. She leads a team of seventeen staff across seven studios and manages the Archives' mass outsourced digitisation project. In 2019 she led the Archives project to establish a national panel of audiovisual digitisation service providers for use by all Commonwealth agencies.

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CHRIS LACINAK

Founder and President, AVP

Thursday 4 November, 09.10 – 09.40

The Cost of Inaction and Case Studies of Success

Chris Lacinak will present on the Cost of Inaction (COI) related to the digitization of physical sound and moving image materials. COI is a concept and model that helps organizations analyze the implications of decision making related to digitization timelines and investment. COI is a counter-perspective on the concept of Return on Investment (ROI), often raised with ill-effect when decision makers analyze digitization projects. COI adds a data point to ROI and helps articulate the financial and intellectual value that stands to be lost due to inaction. Chris will then offer several case studies of organizations that have demonstrated excellence and leadership and highlight the characteristics of successful organizations and initiatives.

Chris is the Founder and President of AVP, a global consulting and software company founded in 2006 with a focus on helping organizations overcome the obstacles to information management and maximizing the value of their assets. AVP clients include the U.S. Library of Congress, Smithsonian, Meemoo (formerly VIAA), HBO, Paramount Pictures, Netherlands Institute for Sound and Vision, New York Public Library, Yale University, and Indiana University. AVP products include Aviary, the Cost of Inaction Calculator, Fixity, Exactly, and more.

Find out more about Chris and AVP at weareavp.com



DAMIEN CASSIDY

Digital Media Technical Analyst, State Library of New South Wales

Wednesday 3 November, 12.00 – 12.30

Developing Organisational Confidence with Archival Audio-Visual Collections at the State Library of New South Wales

This session will take a retrospective look at the State Library of New South Wales audio-visual digitisation projects and the growing development of knowledge, skills, workflows, and in-house capability across the Library along the way.

Damien has been working with Audio-visual collections for over 25 years. He has worked in a variety of roles at the NFSA, NAA, ABC and is currently Digital Media Technical Analyst at the State Library of New South Wales where he has been specialising in all matters AV digitisation for the past 6 years.

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JANELLE MIKKELSEN
Manager Collections, Content Management,
Australian Broadcasting Corporation

Thursday 4 November, 11.05 – 11.35

ABC Archive Collections + Mass Digitisation Project 2021

This session provides an overview of the current state of ABC Archive collections and the challenges faced by the team, who are pivoting services to manage digital first content in a rapidly changing media landscape.

Critical to the transformation of ABC's content management ecosystem is the digitisation of physical media collections. 2021 saw the Archives team deliver an accelerated digitisation project that leveraged commercial digitisation vendors as well as our Archives in house digitisation capabilities. This session will discuss some of the challenges as well as successes of the project which will see us digitise 97,000 cassette format videotapes, 54,000 audio carriers, 3,400 film segments, 637,000 images and 1,200,000 documents in a short timeframe.

Janelle has postgraduate qualifications in Cultural Heritage Management, Museum Studies and Information Management and has worked in the sector for 18 years. In her role at the ABC, she leads the Collections team and manages the Collection Policy Framework which encompasses selection, access, cataloguing, migration, preservation and disposal. As Business Owner of the digitisation project, she was instrumental in developing the scope, establishing the digitisation team, and overseeing the project's success.

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JOHN MAIZELS
Technorama Incorporated

Wednesday 3 November, 09.30 – 10.00

"You thought you had forever. Well, you don't".

We joke about "write-only memory", but that's exactly what's happening to a large amount of highly valuable user-created content amongst our remote communities. VHS tapes that we thought would be playable whenever we felt like going back to them are succumbing to media failures, equipment failures and parts failures. It's a universal problem. So what do we do, and what is the big end of town doing to manage exactly the same situation that exists with production archives?

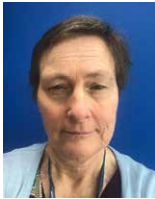
John Maizels doesn't have all the answers but he's prepared to lead us through enough of the questions that the destination might become more clear.

John Maizels is a long term broadcaster, IT professional, educator, voice-over artist, technical writer and media technologist, spanning live production, radio and television. He is a Fellow and past Governor of the Society of Motion Picture and Television Engineers; is a recipient of the Michael Law award from the Community Broadcasting Association; and is President of Technorama Incorporated.

John has been creating and engineering content since he first learned to splice audio tape as a 12 year-old. Consequently, he has a collection of masters and copies of audio and video that occupies much space. He thinks he knows where most of his archival material is located, but in keeping with typical industry practice, there's no metadata to support his guesswork. He has identified more than 40 different physical media formats in his personal collection, and is now very focused on this symposium's mission.

When not chasing yet another media device on ebay, John Maizels big passions are delivery of live broadcast events; standards; pursuit of good grammar; a decent cup of coffee; and a peaty single-malt. He aspires to world peace, but will be happy if his local Aldi store has stock of the gizmo he wants on the day he needs it. Like all consultants and freelancers, his phone is always on.

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KATE ROBERTS

Digital Preservation Manager, *Utaina*, Ngā Taonga Sound and Vision

Thursday 4 November, 10.30 – 11.00

Project Utaina: Digitising the National Audiovisual Collections of New Zealand.

Kate will focus on the challenges presented by broadcast collections and the solutions being developed in-house to ensure their survival for the future.

Kate has a background in materials conservation, having trained at the University of Canberra and having held conservator and preservation management roles in New Zealand. Her roles at Ngā Taonga have included writing policy in the collection area and, since August 2020, managing the team preparing magnetic tape for digitisation by the international heritage digitisation specialists, Memnon, who will be establishing premises in Wellington in 2021.

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LIAM CAMPBELL

Archive Facility and Projects Manager, First Nations Media Australia

Wednesday 3 November, 14.05 – 14.35

Deadline 2025 from a First Nations Media Australia perspective, the need to preserve First Nations community collections.

Since the 1970s, First Nations media organisations have been established across remote, regional and urban Australia and have been broadcasting and producing media in and for their local communities from a local perspective. The resulting community-managed audio-visual collections, many of which have been identified as having national significance, make up an important part of the national distributed collection of Australia's cultural heritage. However there is no dedicated funding or support for these collections to be preserved.

Since 2013, First Nations Media Australia (formerly Indigenous Remote Communications Association) has worked closely with AIATSIS, NFSA, remote Indigenous media organisations and other stakeholders on developing a First Nations Media Archiving Strategy and resources to support community organisations to develop the skills and tools to manage their collections according to local cultural protocols.

This presentation seeks to provide a snapshot of the scale and nature of these unique collections, the challenges faced by community organisations to digitise and preserve them for future generations, and FNMA's work to support community archive management and access.

Liam Campbell is the Archive Facility and Projects Manager for First Nations Media Australia, the national peak body for the Aboriginal and Torres Strait Islander media industry. Liam lives in Central Australia and has previously worked for the Mt Theo Program, Warlpiri Media, Warlukurlangu Artists and the Northern Territory Library. He has a PhD in Australian Indigenous Studies from Monash University and experience in mobile app development, writing, film making and oral history.

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DR LYNDON ORMOND-PARKER

Principal Research Fellow, ARC Centre of Excellence for Automated Decision-Making and Society, RMIT University

Wednesday 3 November, 13.30 – 14.00

Preserving and utilising Indigenous collections on and off Country

This session will discuss the opportunities and challenges of digitising community archival audio-visual collections before 2025. I will discuss digitisation as a first step in the long road to maintaining digitised collections.

Utilising two case studies, I explore how Indigenous rangers can integrate databases of Indigenous cultural knowledge with ecological information management systems to enhance Indigenous rangers' expertise in caring for their Country.

Dr Lyndon Ormond-Parker was born in Darwin and is of Alyawarra descent from the Barkly tablelands region of the Northern Territory. A cultural heritage expert with significant experience in repatriation, archives, information technologies, materials conservation, community broadcasting, heritage, and policy. Dr Ormond-Parker has held numerous positions across universities, Aboriginal community organisations, government committees and boards. He is a Principal Research Fellow with the Mapping Digital Inclusion and Media Use in Remote Aboriginal and Torres Strait Islander Communities with the ARC Centre of Excellence for Automated Decision-Making and Society, RMIT University. He holds an Honorary Senior Lecturer in the Centre for Heritage and Museum Studies, Australian National University.

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MICHAEL POPHAM

Digital Preservation Analyst, Digital Preservation Coalition

Thursday 4 November, 09.45 – 10.15

Mass digitisation – implications and issues for long-term digital preservation

Michael will outline some of the key lessons that he has learned from managing a number of mass digitisation projects over the past two decades. In particular, he will explore how decisions taken during the planning, specification, and execution phases of any digitisation endeavour can have major implications for the long-term preservation and reusability of the digital resources produced.

Michael Popham is a Digital Preservation Analyst, working at the Digital Preservation Coalition as part of the Nuclear Decommissioning Authority (NDA) project team, researching and advising on good practice in digital preservation.

Prior to joining the DPC, Michael spent 25 years working for the University of Oxford, holding senior roles in both IT Services and the Bodleian Libraries, where he was the Head of Digital Collections and Preservation until 2020. Michael was previously Director of the Arts and Humanities Data Service Centre for Literature, Languages, and Linguistics, based at Oxford, and subsequently Head of the Oxford Digital Library. He has led several major digitisation and digital preservation projects including work funded by the Andrew W Mellon Foundation, Jisc, and the Polonsky Foundation, and coordinated the Bodleian's participation in the Google Books Library Programme.

Michael holds BA(Hons) in English and American Literature, an M.Litt. in Linguistics, and an M.Sc. in Computer Science. His cross-disciplinary interests led to a career in Digital Humanities, and his current focus on the challenges of digital preservation – topics on which he has spoken and published widely over the past three decades.

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SWEE CHENG WONG

Audiovisual Conservator, State Library of Queensland

Wednesday 3 November, 10.50 – 11.20

Reel Rescue – small-scale audiovisual digitisation

Learnings from the critical digitisation of a small-scale audiovisual collection. The ongoing digitising has been donor funded for the past few years and digitisation is usually outsourced. This session explores some of the interesting challenges that were faced with digitising AV, especially with home movie films.

Swee Cheng Wong is the Audiovisual Conservator at State Library of Queensland. She has been caring for the original motion picture film, video and audio collections in State Library for the past decade. Swee is also a member of the Executive Council of SEAPAVAA.

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TASHA JAMES

ABC Archives Indigenous Unit Manager,
Australian Broadcasting Corporation

Wednesday 3 November, 14.40 – 15.10

Working with Secret/Sacred Collections: A Case Study – Central Australian Aboriginal Men's Collection Digital Preservation Project.

This session outlines the work of the NFSA in collaboration with the Strehlow Research Centre on the Central Australian Aboriginal Men's Collection Digital Preservation Project.

Discussing the challenges and solutions experienced throughout the process of digitising culturally sensitive audio-visual material including issues associated with storage security and the application of Indigenous cultural protocols.

Tasha James is a Wiradjuri woman, her homelands cross the regions of the Lachlan and Bogan Rivers of Wiradjuri Country (Central West, NSW).

She is the Manager of the newly established ABC Archive Indigenous Unit at the Australian Broadcasting Corporation (ABC) where she leads a team who act as the custodians of an invaluable collection of Aboriginal and Torres Strait Islander songs, stories, and cultural heritage.

Over her 15 years' experience working in several major Australian Cultural Institutions with Indigenous audio-visual collections and cultural materials Tasha has led the development and implementation of policies, protocols and programs that enable best practice of managing, preserving, and sharing First Nations cultural collections that are held in Australian Archives.

Tasha has also led several projects and programs that have involved the returning of cultural collections to Indigenous peoples and communities. She advocates for change in the practice of interpreting Indigenous collections through amplifying Indigenous voices, embedding Indigenous values and knowledge into data and collection management policies and frameworks.

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CAMERON REES

Audio Services Project Officer and Audio Preservation Specialist,
National Film and Sound Archive of Australia

Wednesday 3 November, 14.40 – 15.10

Working with Secret/Sacred Collections: A Case Study – Central Australian Aboriginal Men's Collection Digital Preservation Project.

Cameron is part of the NFSA's Audio Services Team, as the project officer for the Central Australian Aboriginal Men's Audio Project, overseeing the digitisation of The TGH Strehlow Collection and specialising in magnetic media digitisation.

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TOBIAS GOLODNOFF

Chief Executive Officer, FASTFORWARD

Wednesday 3 November, 15.15 – 15.45

Digitization Revolutionized

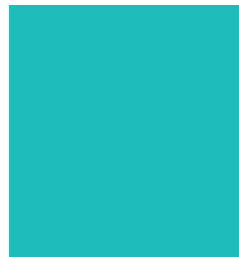
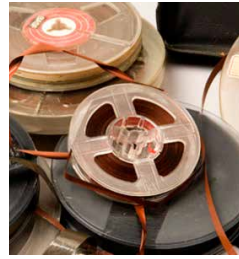
The 20th century is unique in many ways – and from an AV archive perspective it's an especially important period! Getting access and digitalizing the recordings has been very challenging up until now! This presentation will outline the best-practices from various AV formats and how they led to the development of guidelines that can be applied in any organisation facing the digitalization task. It will also show how it helped create a new and inventive digitalization workflow and process which are being used by several large-scale broadcaster and film archives in Europe. The process is ten times more effective than the existing solutions and runs at a much lower cost than earlier.

Tobias will illustrate and share this via examples and case studies from FASTFORWARDs many international projects with organisations like BBC, DR, & NFSA and others.

There will be a Q&A after the presentation to help participants engage and understand how the best-practices and insights can be applied in their own organisations and projects.

- Tobias S. Golodnoff is internationally known as a disruptor of the field of digitalization.
- Coined the term USE=VALUE, and uses it to accelerate digitization and value creation. Developing the democratisation and access to our film heritage with a new and inventive approach: Digitization as a Service(DaaS) – a combination of consultancy, technology and services which allow broadcast & film archives improve the film digitalization capabilities by up to 20 times, without large investments and outsourcing.
- Currently working with BBC, SVT, RTÈ, TVR, NISV, NFSA & among others.
- Former Project Director at the Danish Broadcasting Corporation(DR), responsible for digitalizing more than 420.000 hours of broadcast content.
- Secretary General, FIAT/IFTA 2012–2015.
- Board member on several national research projects including the audio research project (www.LARM.fm) which established a national University research infrastructure with more than 2,5 million hrs. of AV-content.
- Winner of the FIAT/IFTA innovation award 2009.
- Tobias's academic background is a MSc in IT from the IT University of Copenhagen.

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Top: John Miller, Bart Willoughby, Ricky Harrison in *Wrong Side of the Road*. Photo by Carol Ruff. Copyright Ned Lander, Graeme Isaac 2013. (Courtesy NFSA)

Middle: David MacDougall and Thomas Woody Minipini (Tiwi) working on the film *'Goodbye Old Man'*. (Courtesy AIATSIS)

Bottom: The PY Media team (Amos Frank, Bradley Roberts, Thomas Holder, Jacob Thompson) visiting the NFSA's video digitisation facilities as part of the Indigenous Remote Archival Fellowship. (Courtesy NFSA)

JOIN THE CONVERSATION THROUGHOUT THE SYMPOSIUM

#deadline2025 #mitigating2025

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NFSA

