# empo //er MAGAZINE



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#### **Greetings!**

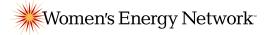
I sincerely hope this issue finds you well despite these uncertain times. That being said, I am pleased to say this issue is packed full of hope and inspiration in terms of WEN members' ability to adapt and continue to provide outstanding programming.

In this issue, we shine a much-deserved spotlight on WEN Colorado President Sally Hallingstad. She has a track record of outstanding leadership and is motivating others to forge ahead in this new normal with great success. We are thrilled to share her story.

As always, we offer a recap of various chapter news and events that largely feature an impressive array of virtual programming from yoga to engaging industry discussions. In addition, we have collected a listing of upcoming virtual events across a multitude of chapters – that anyone can join! We encourage you to take this fantastic opportunity to interact with other chapters you otherwise may not have had the ability to do so with.

My hope is that as the summer begins to unfold and we continue to adjust to the changing world around us, you find yourself remaining strong, healthy, and empowered to be the best version of yourself you can be.

Tara Kirkman National Marketing & Communications Director





# PRESIDENT'S COLUMN Jana Grauberger

#### Back to the office!

Just when I got really settled in and comfortable in my home office, I am now transitioning back to my downtown Houston high rise "real" office. I'm sure many other WEN members are in the same situation this summer. My continued focus during this time is on being as safe as possible for myself, my family, and my co-workers. Doing so requires paying attention to lots of things that are normally on autopilot for me, which is exhausting. As a result, I am being mindful about all the things I need to do to maintain my energy level, including exercise, rest, and time away from my computer and phone. I hope that each of you is doing what you need to stay healthy and to take care of yourself this summer.

If you missed our first Unapologetic Leadership webinar with Jo Miller in late May, there's still time to sign up for the next one, which is being held on June 18th. The cost to WEN members is only \$25, which is a very low price point for high-level content. Please join us. It's a great opportunity to build your personal leadership skills so you can show up back at the office in a way that benefits your company and your career.

Also, remember that many WEN chapters are currently doing virtual events that are open to all WEN members, regardless of chapter affiliation. It's really exciting to network across chapters, and I hope that each of you will take advantage of this opportunity to expand your network and do something new. A listing of upcoming events can be found in this issue of Empower, in the monthly WEN National e-newsletter, and on the WEN website events tab.

If you did not see WEN's email responding to recent tragic instances of police brutality against Black Americans and the even larger issue of racism and inequality in our country that we all must confront, please know that WEN works to build a network for all women, free from harassment or discrimination, and we have taken action to be purposefully inclusive (make-up of our boards, programming & content, charitable organizations that we support, mentoring programs) and have always encouraged open and honest dialogue. Racist behavior is not limited to racial violence – it is also found in the workplace, and in order to make progress, the workplace needs to change. WEN acknowledges disparity in the treatment of and opportunities for all women, and particularly women of color, in the energy industry. In coming weeks, we will establish a WEN task force, engage in discussions within the WEN community specifically on these issues, and then communicate out actions that WEN will take to be an agent of change in this area. If you have passion and ideas in this area, please contact WEN at info@womensenergynetwork.org.

#### Jana Grauberger

Liskow & Lewis
WEN National President



# WEN Virtual Programming Series

June 18, 2020

#### **Get Your Shift Together**

5 Ways to Shift from Doing to Leading



Led by Jo Miller CEO of Be Leaderly

# MEMBER SPOTLIGHT SALLY HALLINGSTAD



From balancing budgets and creating collateral to executing a 100,000-person event, Sally Hallingstad, WEN Colorado President, has a wide range of event, community outreach, marketing and communications experience. She has worked in both the for-profit and nonprofit sectors, allowing her to think and speak about issues with a unique perspective.

In 2013, Sally entered the oil & gas sector through her role as Executive Director at the Denver Petroleum Club—and hasn't looked back since. She quickly realized the value the industry provides and became excited about being a part of a community that is so willing to give back with knowledge and innovation, time, and financial support. Her authenticity combined with a hard work ethic has been a great fit with her peers and in the past seven years, she has been nothing but proud to call herself an oil & gas professional.

Sally's desire to collaborate whenever and however she can is the driving force in her eagerness to brainstorm new ideas and implement change, which is why working with WEN has been such a great fit. She originally joined the Colorado Chapter as the Director of Marketing when it launched in November 2016. In 2018, she began working with the Colleen Jarrott (South Louisiana) and Valerie Green (Washington DC) on the 2019 WEN National Conference in Denver. The latter was an incredible experience, as it allowed her to network with WEN members outside of her home chapter as well as develop a relationship with AMR.

In 2020, Sally took over as the WEN Colorado (WENCO) President and hit the ground running, recruiting a robust leadership team and implementing a variety of new programs, all of which fall under a theme "Be Resilient: in your career, in your personal life, and/or in your community."

In addition to WENCO's regular education and networking programs, Sally has led her team in launching an online mentor training program, a peer group program and a podcast. The WENCO Watercooler podcast is dedicated to sharing stories of leaders who have shown resiliency in their careers, personal lives, and communities—with the goal of inspiring women and men across industries. Visit the WENCO Chapter page to learn more about these programs as well as join them for a virtual event!

Sally has a passion for community and in addition to WENCO, she volunteers as President for the Rocky Mountain Chapter of Oilfield Helping Hands, Board Chair for both Project PAVE and the Colorado Energy Foundation, and recently joined the Board of Directors for Global Dental Relief.

Sally currently works for Whiting Petroleum as the Corporate Community Relations Representative. In this role, she builds relationships and communication strategies for both internal and external stakeholders, with the goal of getting people excited about energy and the communities we live and work in. Whether it is organizing group volunteer events or creating internal reward programs, Sally thrives on being able to get people engaged in their passions.

Her biggest advice for WEN members is to take advantage of what this pandemic has caused – virtual events. "Our situation has made it easier to connect with people across chapters and now is the time to do it," Sally said. "Granted, we all get tired of the day-long Zoom meetings and webinars, but if you make the time to expand your network now, it will only benefit you in the future. And the best part? You can do it all in your sweats with a glass of wine."

#WENCO2020 #BeResilient









June 18, 2020 | 12:30 - 2:00 pm Eastern \$25 for WEN members, \$30 for non-members

WEN National was excited by the success of *Unapologetic Leadership: Reimagine Your Leadership Brand*, the first of two sessions in the summer virtual learning series. More than 250 participants in the May 28 session had fun, made connections and learned how to be unapologetic about their superpowers!

In the 90-minute session, Jo Miller, a globally renowned authority on women's leadership, walked participants through how to unapologetically:

- 1. Claim their leadership niche
- Up-level how they are perceived
- 3. Amplify their accomplishments

There is still time to sign up for the second session, Get Your Shift Together: 5 Ways to Shift from Doing to Leading. Members and non-members are welcome, and registration is available on the WEN website.

Session Description: You don't need a title to be a leader or to accomplish amazing things. Your leadership presence—how others experience you as a leader—is being shaped in every interaction you have. Discover five key shifts in mindset and behavior that

will help you lift your head up, shift your focus, and rebalance your approach in favor of more leading, and less doing. Leave with a practical plan to "get your shift together" and become the powerhouse leader you were meant to be.



#### **About Jo Miller**

Jo Miller is the CEO of Be Leaderly, a firm focused on leadership development, consulting, and research initiatives to elevate women's voices at work. She is the author of *Woman of Influence: 9 Steps to Build Your Brand, Establish Your Legacy, and Thrive*, which was a #1 bestselling new release on Amazon's Women in Business chart. For more information, go to jomiller.com or visit her on social media.

# CHAPTER NEWS AND EVENTS



#### **COLORADO**

The virtual world has rocked us, but WEN Colorado has adapted quickly and eagerly.

In addition to moving educational and networking opportunities online, in May 2020, the chapter launched the WENCO Watercooler podcast series on Apple, Spotify and Google. This podcast is dedicated to sharing stories of leaders who have shown resiliency in their career, personal life and their community. In sharing these stories, the chapter hopes to inspire listeners with resiliency.

Take a listen and let WEN Colorado know your thoughts by emailing <a href="mailto:info@wencolorado.org">info@wencolorado.org</a>!

#### OHIO

WEN Ohio presented a joint virtual webinar with the Ohio Oil and Gas Association (OOGA) in May. President Matt Hammond spoke to nearly 60 attendees about Ohio market conditions, the state of the Utica play, investments, projects, pricing and messages from the anti-development crowd. This was a very well-received event and WEN Ohio is excited to grow their partnership with OOGA. As part of that partnership, the WEN Ohio Chapter, OOGA and the Ohio Oil and Gas Energy Education Program (OOGEEP) are looking forward to an in-person Mini-Golf Charity event that is being planned for August!

WEN Ohio also successfully hosted two virtual happy hours and a morning movement workout class—their members have appreciated the variety of virtual programming offered.

In June, the Ohio Chapter enjoyed a webinar presentation from Deb Ryan of Spoule discussing "Generational Differences in the Workplace."

In addition, some members of the WEN Ohio and West Virginia Chapters have joined a WEN Book Club initiated by the WEN Greater Pittsburgh Chapter.

If you are interested in joining and interacting with other chapters, there is still an opportunity.





#### **GREATER OKLAHOMA**

#### **Paying it Forward with High-Impact Mentoring**

WEN Greater Oklahoma Community Initiatives Director Maria Simpson is blazing a trail in STEM education by building confidence into the next generation of leaders with real knowledge transfer and innovative thinking.

Maria's journey started in 2016 after seeing a presentation at Chesapeake Energy about WEN's STEM (Science, Technology, Engineering and Math) program and she was immediately hooked. With an eye on giving back to the community through her love of STEM, Maria signed on as an event volunteer and began attending lunch and learn events. Soon after, she joined a WEN Mentoring Circle as a mentee and gradually transitioned into the OKC Community Initiatives Chair position in 2018. It was during that time when Maria's zone of genius would kick into high gear and pave the way for the StarBase 2.0 initiative.

The 2.0 program uses a team mentoring approach and is a collaboration between the Department of Defense's STARBASE Oklahoma after-school program, which at the time did not

have an energy curriculum. According to Maria, it was a perfect fit.

With WEN OK Executive Membership Director and former Director of Community Initiatives Susan Shon and 24 volunteers from seven companies, a powerhouse STEM committee was formed. Members brainstormed on all things energy for the right game plan and eventually landed on 12 learning sessions. Hours of testing and consultations were also held before the program roll-out with hopes of attracting young women into the industry.

Now in its second year, the Energy 2.0 program concentrates on offering at-risk students in grades six through eight a hands-on, energy-based curriculum to promote STEM learning in a fun way. To date, 27 eighth-grade girls have graduated.

Maria notes that research shows girls are prone to lose interest based on social factors and not having a mentor. "I enjoy mentoring," Maria said, "and if these students have an opportunity to see role models in action, they can create a mindset of accomplishing that one day, too."

Maria and Susan developed a reward system cleverly named the "Jewel Stone Jar" to encourage group participation. Students can earn jewel stones in a variety of ways and then redeem them for a prize. Talk about innovation!

Maria has sage advice for those new to WEN. "There are so many benefits, and it's one of the most rewarding experiences I've had," Maria said. "WEN encourages me to keep going and gives that backbone to keep striving to be better. Despite your title and where you are in your career, there is a place and program for everyone."

Energy 2.0 won Outstanding Program of the Year during the 2019 WEN National Conference in Denver. In January 2020, Maria was named Outstanding Oklahoma Mentor by the Oklahoma Foundation of Excellence for the contribution to STEM education to the state.

Next up for Maria is facilitating WEN's first STEM workshop at Rose State College in July with an expected 20 rural teachers in attendance.

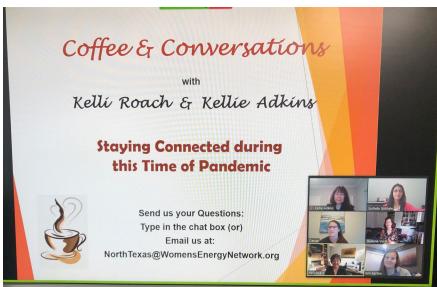
#### **NORTH TEXAS**

In these past few months, WEN North Texas has offered its members a wide variety of virtual programs ranging from early morning coffee events to virtual happy hours, with the hot topic of the month being work and life in the time of COVID-19. Two highlights from WEN North Texas' social calendar were the "Coffee and Conversations" event and "Managing Your Energy" lunch event. For Coffee and Conversations, they joined discussion leaders Kelli Roach and Kellie Adkins, Executive Members, for a bright and early 8 a.m. chat. The insightful conversation leaders shared their experiences and best advice on staying connected and being vulnerable with one another during this time of pandemic. As Kelli Roach put it, "These extraordinary times give us an opportunity for extraordinary connections," and there is hope that the attendees left the event with a strong sense of this sentiment.

WEN National Board Member Dr. Sydney Barcus led the virtual lunch conversation, "Managing Your Energy." The lunch with Dr. Barcus was both introspective and interactive. She led them through an activity that helped each of them understand which parts of their lives give them energy, and how to improve those that do not. In the words of Dr. Barcus, "So many of us are needing to find new depths of resilience and adaptability right now. We can drag our feet into required changes, or we can embrace the opportunity to learn, and be proactive by leaning into the discomfort. In so doing, we lean into our power as human beings, and enhance our potential for whatever lay ahead."

Beyond the social events, North Texas kicked off their mentoring program using a virtual





platform and are holding monthly mentoring circle meetings virtually so that participants may continue to benefit during the widespread work-from-home situation. They have rescheduled their signature event, the Annual Leadership Conference, to October and will continue to tailor events using best practices to keep their community safe. They plan to continue offering fun and creative virtual events through the summer months as a stimulating way to punctuate members' time during COVID-19.



#### SUSQUEHANNA VALLEY

WEN Susquehanna Valley continued its WEN Wednesday networking lunch series through a virtual event on April 29. A dozen members, including some from other chapters, participated in the meeting, which included a fun icebreaker, followed by an upbeat and thought-provoking presentation by life coach and speaker Gail Davis of His Associates Coaching and Consulting.





#### **BOSTON**

#### Meet the Presidents of WEN: Founding, Past, and Present

The WEN Boston Board hosted a virtual lunch on May 15<sup>th</sup> to learn from BOD Presidents and founders. Moderated by President-Elect Allison Porter, (Director of Marketing at Vicinity Energy) the panel included:

- Libby Wayman, Current President (Investor, Breakthrough Energy Ventures)
- Jessie Hagger, Past President (Senior Commercial Services Account Representative, National Grid)
- Jackie Bliss, Founding President (Chief Revenue Officer, Vicinity Energy)

The panel started with introductions and the history of the WEN Boston chapter. Jackie Bliss told the group that after a move from NYC to Boston, she was looking to connect with other local energy professionals. "WEN provides a means to connect locally and shape a community of energy professionals," Libby Wayman explained. Jesse Hagger wanted a place to talk "energy shop" with other women professionals.

After the panel, the group of 30 (and one cat who bombed the screen) broke out into smaller groups led by the panelists to continue networking. WEN Boston BOD thanks everyone for attending and for their participation!

Chapter leaders gave great and thoughtful leadership advice:



"Build relationships and trust in your career by providing your best performance every day, all around you." – Libby Wayman

"Don't take things personally. Celebrate the successes. Enjoy the things you do well." – Jackie Bliss "Personally and professionally, get comfortable being uncomfortable. Constantly push yourself to get comfortable."

Jessie Hagger

"Focus on the big things" – Libby Wayman

"Learn from those around you" – Jessie Hagger "Recruit women for positions where possible and learn how to 'cook off recipe' when it comes to creating job descriptions/postings."

"I don't need someone with 20 years in energy for a sales position. I can use a good salesperson, and I can teach them energy."

– Jackie Bliss

#### Virtual Crossfit Recap: Boston Women Warriors

The second "Stay Healthy in 2020" event was a huge success. Participating virtually, via Zoom, a hard-core team of WEN Boston members took to a Crossfit session on a Thursday night in April. After a long day of sitting, the Crossfit session was a welcome ending to the day.

Led by Carey Robinson and Amanda Chace of Crossfit Torque in Foxboro, the group, including beginners, were led through a typical Crossfit workout. The stealthy participants went through a series of warmups, mobility, and AMRAP (aka "as many reps as possible") in the comfort of their own homes. The entire workout lasted about an hour.

Many earned their nighttime treats: "Great way to engage with friends and colleagues while also doing something healthy! Thanks to CrossFit Torque for a super virtual workout! I earned my ice cream...maybe!"

"I was hesitant at first, being a newbie, but Carey led us and showed us how to do the exercises and the modified ones, so I was able to keep up!"

Overall, it was a great chance to stay connected while staying healthy with WFN friends!



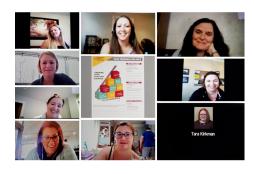


#### **GREATER PITTSBURGH**

## Staying Connected with WEN Greater Pittsburgh

With the ongoing COVID-19 crisis, WEN Greater Pittsburgh is looking at new and creative ways to stay connected with members. Since March, WEN Greater Pittsburgh has hosted several virtual events, including the launch of the WEN Table series, two Wellness with WEN events, and a very special presentation on the Basics of Business Ownership by Alicia Brentzel, WEN Greater Pittsburgh Treasurer and proud owner of Brex Enterprises.

WEN Greater Pittsburgh's virtual event on May 27th was part of an ongoing Leadership Series and featured Career and Health Coach, Jade Morel. She has nearly two decades of experience in oil and gas and will give advice on how to "describe your work" (a/k/a self-promote) without sounding like a jerk. Although not physically present, these events allow members to safely interact with each other while learning about themselves and others in the industry.



WEN Greater Pittsburgh, joined by the West Virginia and Ohio WEN Chapters, also recently launched a Book Club to provide members an opportunity to read together and share their thoughts on a member-chosen book each month. This month, the Book Club is reading Inferior: How Science Got Women Wrong—and the New Research that's Rewriting the Story by Angela Saini.

The greater Pittsburgh Chapter is excited to kick-off this new adventure and look forward to making new friends over virtual book discussions!



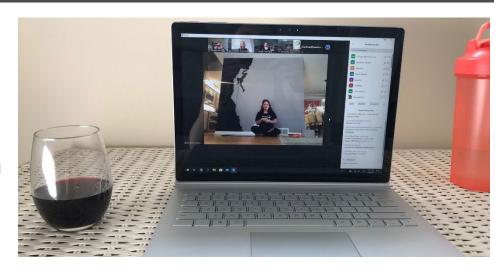


#### **CHICAGO CHAPTER**

The COVID-19 pandemic has created both challenges and opportunities as we all navigate through this new normal. In May, WEN Chicago hosted two virtual Zoom events: Yoga Wine Down and The New Normal—A Virtual Lunch Time Discussion.

For the first time ever, WEN Chicago hosted a virtual version of the chapter's annual yoga event, Yoga Wine Down. Participants grabbed a yoga mat, a drink, and logged onto Zoom to connect with one other through the calming effects of yoga. The yoga instructor guided everyone through relaxing and restorative poses, ending with a much needed savasana.

For the second event, 70+ participants logged onto Zoom to discuss and share experiences during this new normal.



The open discussion was led by Anne Phelan, founder and owner of Merrett Davies International, who was joined by Jodi Bednar, Director within West Monroe Partners and President of the WEN Chicago Chapter, and Amanda Payonk, Sector Lead within HBK Engineering and President-Elect of the WEN Chicago Chapter. Discussion

ranged from staying motivated during the shutdown, what fears were on everyone's minds, opportunities or benefits that were created from the impact of COVID-19, ways to stay professionally relevant, and how people are staying connected during this new normal.

#### WASHINGTON DC

WEN Washington DC (WEN-DC) hopes that WEN members across all the chapters are staying safe and healthy during this challenging time. In light of stay at home directives, the chapter leadership and events directors have worked diligently to develop and offer virtual programming of value to members and non-members. They have also been very pleased that WEN members from other chapters have joined them for many of their recent virtual programs and welcome their continued participation!

The WEN-DC Chapter kicked off its virtual programming with a professional development Lunch and Learn on April 29 featuring Beth Offenbacker, PhD, Executive/Leadership Coach & Consultant at Waterford Inc. and Catherine McLean, Founder and CEO of Dylan Green. They provided advice on conducting a job search during a recession, points and primers for resume building, and tips for conducting a remote interview.

In May, the chapter kicked off a Virtual Wellness Series, which was designed to promote mental health, self-care and provide a space to manage stress and promote wellness. The first wellness



event on May 12 was a Virtual Barre Class with Mindbody. Barre3 is a totalbody balanced workout combining cardio, strength-training, and mindfulness. This was followed on May 18 with a Virtual Lunch and Learn with Stephanie Wagner of Healthy Minds Innovations. She talked with the group about mindfulness and approaches for remaining calm, focused, and resilient during this stressful time that can be applied both personally and professionally. On May 21, the chapter had a Virtual Yoga Class with Yoga District. It was a "flow" class, so the flow from one pose to the next facilitated growing mindfulness and ease for participants.

The WEN-DC Chapter is continuing to develop virtual programming for the summer, and while they miss the opportunity to gather together inperson and hope to do so again very soon, they have found ways to make the virtual format informative and educational, and still very interactive. The chapter is appreciative of the efforts of the Events Directors and Events Committee to plan these wonderful opportunities (all held via Zoom).

#### DON'T SEE YOUR CHAPTER EVENT FEATURED?

Please use the <u>Empower submission form</u> to submit your summary and photos to be featured in the next issue of Empower magazine, which is produced quarterly (December, March, June, September). The deadline for content is the third Wednesday of the month prior to publication.



**APRIL 25-27** 

# WEN 2021 NATIONAL CONFERENCE

Omni – Fort Worth, Texas



#WEN2021

womensenergynetwork.org



#### **SAVE THE DATE**

For the WEN 2021 National Conference, to be held April 25-27, 2021.

The host hotel, the Omni
Fort Worth, is located in
the heart of downtown
Fort Worth, Texas, an area
known for fun, walkable
dining and shopping.

Thank you to everyone who volunteered during the recent Call for Volunteers! More details on committee work will be coming soon. Registration will begin in the fall 2020.

# UPCOMING EVENTS

New events are added frequently. Check womensenergynetwork.org for additional information and virtual listings. Dates and presenters may change, so please visit the events calendar for the latest details.

#### June 17

12:00 pm – 1:00 pm Central

Virtual Luncheon – Energy Market

Review

North Texas Chapter

#### June 17

8:15 am – 9:15 am Eastern

The Wonders of an Organized Closet

West Virginia Chapter

#### June 17

12:00 pm – 1:00 pm Central

June 17 Virtual Luncheon

Houston Chapter

#### June 18

11:00 am – 1:00 pm Central **Developing the Lady Boss**South Texas Chapter

#### June 18

4:30 pm – 5:30 pm Eastern

Energize Your Career

Greater Philadelphia Chapter

#### June 23

12:00 pm – 1:00 pm Central

June 23 Virtual Luncheon

Houston Chapter

#### June 24

12:00 pm – 1:00 pm Mountain

Energy 101 – Cybersecurity

Colorado Chapter

#### June 24

12:00 pm – 1:30 pm Eastern

Regional Business Update from PPL

Electric Utilities

Susquehanna Valley Chapter

#### June 25

12:00 pm – 1:00 pm Central
Financial Wellness Webinar
Greater Oklahoma Chapter

#### July 1

4:00 pm – 5:00 pm Central

Summer Happy Hour

WEN Foundation

# WEN SPEAKERS DATABASE

#### Share your Expertise with WEN Members through the WEN Speakers Database

The Women's Energy Network is seeking great speakers and panelists to share your guidance and expertise on a wide variety of subjects at one of our hundreds of chapter events. Let us know you are willing to be considered for a future speaking opportunity and your potential topics/areas of expertise by self-nominating for the Speakers Database. Participation in the database is open to WEN members and non-members, and your interest will be shared with all the WEN chapters you select.

If you are interested in being considered, please click the Join Database button to complete our Speaker Submission Form.

Join the Speakers Database

# WEN FOUNDATION



# Members Support Scholarships through the WEN Foundation

Thank you to everyone who joined the WEN Foundation for the Cinco de Mayo Happy Hour! About 50 participants from across all chapters participated in the virtual event May 5 and donated more than \$600! Attendees had a great time networking and sharing their favorite quarantine cocktails, Netflix mustwatch binges, and best of all Zoom horror stories.

Join the foundation July 1 for the next fun event, the <u>Summer Happy Hour</u>.

Forgot to donate? It is not too late. Make a tax-deductible donation to the <u>WEN Foundation</u>.

Also, do not forget the WEN Foundation is now on Amazon Smile. It takes less than 30 seconds to add the foundation as your charity of choice. For each dollar you spend, Amazon will donate to the WEN Foundation (without increasing your purchase cost).



#### **About the WEN Foundation**

The Foundation for the Women's Energy Network (FWEN) seeks to enhance and expand the philanthropic and educational endeavors of the Women's Energy Network. WEN has a long history of promoting and engaging in educational, charitable and STEM programming to enrich the lives of our members and the communities in which we operate.



# BY THE NUMBERS



TOTAL MEMBERSHIP 6,744

446 NEW MEMBERS

SINCE JANUARY 1, 2020

## **LARGEST CHAPTERS**

- 1. Houston
- 2. Greater Oklahoma
- 3. Colorado
- 4 Greater Pittsburgh
- 5.North Texas



168 TOTAL CHAPTER EVENTS HELD SO FAR IN 2020



1 BIG THANK YOU TO ALL OUR MEMBERS!

Results through June 3, 2020.

#### WEN NATIONAL

### **BOARD OF DIRECTORS**



Jana Grauberger President Liskow & Lewis



Tara Meek President Elect Williams



Anna Tallent Treasurer Ernst & Young



Andrea Tettleton
Secretary
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Mary Frances Edmonds
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