

Inner Chambers

Newsletter of the Federal Magistrate Judges Secretaries Association

From the President

St. Louis Conference

The Association of Bankruptcy Judicial Assistants (ABJA) graciously agreed to let us join them in St. Louis for a joint conference. It was a conference that will be remembered for a long time. It was educational, informative and fun. We got to see old friends and meet new ones. Many thanks to Denise Peebles, chairperson of the Federal Magistrate Judges Association (FMJSA) and Loretta Schott, ABJA chairperson, for hosting a wonderful conference. It was evident that an abundance of hard work went into planning this conference.

Myra Howze Shiplett, Assistant Director of the Department of Human Resources and Statistics addressed both groups the first day. Ms. Shiplett spoke on changes in the work place due to technology, distance learning and electronic filings, just to name a few. Linda Anton with West Group gave a demonstration on Key Cite. We all got to brush up on our Bluebook skills with Mary Michenfelder. Assistant United States Attorney Steven Holtshouser spoke about the war on drugs. Magistrate Judge David D. Noce talked about the judge's secretary being a power source. We took in so much information the first day that we couldn't wait for the Midwestern barbecue and bonfire later that evening. We ate, played volleyball and sang around the bonfire for hours. Upon our return to the hotel, we learned that Michael Berney with the Federal Judicial Center was not only a lawyer and trainer, but a wonderful piano player. He played the piano and we danced and sang, entertaining not only our members, but hotel guests as well.

It was not until the next day that we learned that Michael Berney was also an artist. He spoke about conflict resolution and we did role playing (Michael made a wonderful secretary). Later in the day Inspector John S. Andrews from the United States Marshals Service spoke about security. This segment really opened our eyes and ears to reality. Working for the Court is wonderful, but

you must always be on top of your surroundings. Our business meeting ended our second day. Candace Jones discussed a title change. The majority vote from the FMJSA was to accept the Judicial Assistant title. There is no guarantee of the title change, this vote is just the beginning of a lot of work in the future, which we are all willing to do. Liz Daigle certified the election results and announced new officers and circuit representatives. We discussed recruiting new and old members, the Magistrate Judge's association web site, logo products, ways to make money for the FMJSA and the 1998 conference in Philadelphia.

Our last day of the conference started with Sharon Cayelli, Certified Financial Planner. After Ms. Cayelli's presentation, we are now aware of how much money it will take us to live on after retirement. Later that night we boarded the Becky Thatcher River boat for dinner and the installation of officers. It was at this function that most of us said our good byes until our 1998 conference.

My sincere appreciation to Denise Peebles for being such a wonderful host. Many thanks to Magistrate Judge David D. Noce for his support and for allowing Denise to work on this conference. Thanks goes out to Chief Magistrate Judge Frederick R. Buckles and Magistrate Judge Lawrence O. Davis for their support at this conference. Sincere thanks to Kay Bode, Paula Coley, Joan Connors, Linda Cornwell, Diane Demers, Rosa Gallardo-Lucking, Mary Hess, Shelly James, Krystine Juleen, Joetta Kastel, Marilyn O'Connor, Deborah Perates, Susie Ross, Ann Sherman, Nancy Smith, Mollie Carter, Priscilla Collins, Elizabeth Daigle, Hilda Garza, Maureen Islava, Candace Jones, Becky Kaldem, Deborah Mitchell, Marilyn Rosebaum, Glenda Signal and Ferle Terry who attended the conference. You all help to make this conference a great success. I hope to see many more members in Philadelphia, October 1-4, 1998. Let's start planning now.

Flay Sambrone-Metoyer, New Orleans, LA

MEMBERSHIP INFORMATION

WE NEED YOU! We hope that all of you who receive this newsletter will complete the yellow/orange membership form enclosed and send your check.

Remember, this is your organization. Dues paying members are just as important as those who actively participate. With your support, the Association is able to keep you advised of current issues and developments and sponsor the annual conference, which promotes our goals of continuing education and professional development.

This newsletter is being sent to all members and potential members, in the hope that 1998 will be a banner year for us and that we can dramatically increase our membership. Please keep your Circuit Representative or me advised of any changes or corrections regarding your name, mailing address, etc. It is imperative to keep our mailing list current in order for communications to be sent to you in a timely manner. Also, please pass along information regarding new Magistrate Judges entering on duty.

Mark your calendars for Philadelphia! See you there.

FMJSA GOALS

To promote the general welfare of our members;
To encourage the highest ethical standards of conduct among our members and in the profession at large;
To promote the continuing education and professional development of our members;
To further the exchange of ideas and practical information relating to judicial support;
To foster among our members a feeling of camaraderie and mutual confidence.

Please give the above your consideration and decide to become a member of the FMJSA! The membership form is printed on yellow/orange paper. If you have any further questions, please feel free to contact me.

Paula Coley, Membership Chairman
c/o The Honorable Tommy E. Miller
173 U.S. Courthouse, 600 Granby St.
Norfolk, VA 23510
(757) 441-3544

FROM CANDACE JONES
Immediate Past President

THANK YOU!! THANK YOU!!

I want to thank the Executive Board and the members of the FMJSA for the beautiful crystal and brass clock and the wall plaque which were given to me at the installation dinner during the Annual Conference in St. Louis. I'm very proud to have the clock on my desk and have received numerous compliments on both it and the plaque from those who come in and out of my office. Both gifts will always remind me of the wonderful new friendships I've made and the fun we've had working together.

It has truly been a pleasure to serve as the President of FMJSA this past year. The members of the Executive Board are such professional, hardworking people who really care about their positions as judicial assistants to magistrate judges and want to improve the circumstances of that position for everyone. The benefits of their work are evident in the progress we have made in taking the next step toward a title change, working on a much closer basis with the Association of Bankruptcy Judicial Assistants and the Federal Judicial Secretaries Association, the additional opportunities for training, etc. I look forward to remaining on the Board as the Immediate Past President and will continue to work diligently on behalf of the members of the FMJSA. Hope to see you all in Philadelphia on October 1-4, 1998!

Let's meet the officers:

FLAY SAMBRONE-METOYER
President

Flay is a dynamo of energy and warmth. She works with Magistrate Judge **Ivan L. R. Lemelle** and has done so for the past 9 ½ years. She is a certified paralegal graduating from the University of New Orleans in 1982.

She and her husband, Jay, have no children, but love renovating old houses, gardening and visiting the elderly. She has an older brother and sister and a wonderful loving mother.

There are six full-time magistrate judges in New Orleans. Only one handles criminal matters. The other five handle §1983 prisoner cases, Title VII (discrimination), federal and state habeas, all discovery matters and a lot of settlement conferences.

Flay's duties include reviewing prisoner cases and preparing reports and recommendations. She does research, schedules conferences and hearings, holds preliminary conferences to set pretrial and trial dates, records prisoner hearings, keeps status of all cases that are referred to her Judge, prepares several monthly reports, drafts minute entries and orders, orders supplies and whatever else comes along.

ANN H. SHERMAN
President-Elect

Many of you have had the opportunity to talk with Ann as she has chaired the Membership Committee and has made personal contact with many of you. She is the reason our Association has grown. She works with Magistrate Judge Virginia A. Mathis of Phoenix, Arizona, and has been employed by the Magistrate Judge system for 24 plus years. She understands and has gone through the agonizing period of wondering if you will have a job when a new magistrate judge comes aboard.

She has a Business Administration/Business Education degree from Towson State, Towson, Maryland and a M.P.A. from Arizona State University, Tempe, Arizona. She has been married to Michael for 25 plus years. Michael is an accountant by trade but a musician by love. Ann worked for private attorneys while attending college and loves racquetball and traveling.

There are a total of 7 magistrate judges in Arizona, 4 in Phoenix, 3 in Tucson and 1 part-time in Yuma. They all share criminal and civil duties evenly; alternate criminal duty on a two-week basis (2 weeks on 4 weeks off) and handle all prisoner litigation.

Ann handles all administrative matters; case management; assists with courtroom duties; drafts form orders; maintains liaison with court personnel, judges' chambers, government agencies, AO, public, etc.; prepares all reports and assists her Judge with prisoner civil rights litigation.

PAULA COLEY
Secretary

Paula works with Magistrate Judge Tommy E. Miller, of Norfolk, Virginia, who is the President of the Federal Magistrate Judges Association. Paula has been a member of the magistrate judge system for 13 years.

Paula attended Denison University, Granville, Ohio, and has a B.S. in Business Administration from the University of Florida. She is married and has a father and brother in California. She was a medical administrator for ten years with Cornell University and a legal secretary with Norfolk law firms for seven years. She loves landscape design and wildlife photography.

There are two magistrate judges in Norfolk and the misdemeanor and criminal docket are split 50/50 with civil cases assigned by the docket clerk.

In addition to regular duties in civil and criminal matters, Paula analyzes files and drafts initial orders in habeas corpus and civil rights cases (files are not directed to the law clerk until ready for R&R).

Paula now becomes the Membership Chairman so she will be contacting the Circuit Representatives and asking for their help shortly.

NANCY SMITH
Treasurer

Nancy has been with the government for 30 years as of March 1998 - approximately 3 years with the U.S. Department of State Foreign Service Staff living in Germany and Guatemala - and 27 years with the Magistrates office in Dallas. She is a graduate of Abilene Christian College and has two nieces and a nephew who keep her quite busy.

She was first employed by the Hon. Patrick H. Mulloy on February 21, 1971. He was not reappointed but she remained on staff for three months until Magistrate Judge Wm. F. Sanderson, Jr., was appointed in March of 1979. Judge Sanderson is presently in his third term. He served as President of the FMJA from 1991 to 1992.

There are four magistrate judges in Dallas and the criminal duty is rotated on a two-week basis. Civil

matters are assigned on a random draw by the District Clerk's office. Judge Sanderson tries jury and non-jury civil cases by consent.

In 1971 Nancy was hired not only as secretary, but courtroom deputy and typed any transcripts that were ordered. They presently have a criminal courtroom deputy but Nancy continues to do all civil courtroom and fills in when the courtroom deputy is ill or on vacation.

This will be the last newsletter done by the secretaries in Dallas. Susie Ross with the help of Elizabeth Daigle in Baton Rouge will be taking over this responsibility and I give them my heartfelt THANKS for doing this and my very best wishes.

When we started working on the newsletter in Dallas, I asked each of the Circuit Representatives to send me some biographical information. I have three left and at this time I would like to you meet three more of our Circuit Reps.

JUANITA M. DAVIS-WHITE
Third Circuit

Juanita works with the Hon. Diane M. Welsh in Philadelphia and has done so for the past twelve years. She has a BBA from Wharton School of the University of Pennsylvania and is currently enrolled at Widener University School of Law, Legal Education Institute, Court Administration Program.

She has a daughter, Ayesha, who is a Junior at Overbrook High School, Pine Hill, NJ.

There are 10 magistrate judges in Philadelphia and Juanita is a Secretary/Deputy Clerk (a/k/a "DEPUTARY"). She is responsible for maintaining control of records of cases assigned to judge. Calendars and regulates the movement of cases by scheduling or resetting dates and times for hearings, settlement conferences, pretrial conferences, trials. Notifying counsel accordingly and following the cases through until conclusion. Prepares and supervises the preparation of calendars. Confers with attorneys, acting as liaison between the judge and counsel. Prepares special reports for the judge on the status of cases assigned. Arranges

for the appointment of attorneys when such services are requested by defendants in criminal cases. Conducts arraignments of defendants. Impanels the jury and administers oaths to jurors, criminal defendants and expert witnesses. Attends and prepares all paperwork for initial appearances, pretrial detention hearings, preliminary examinations, removal hearings, bail revocations, competency evaluation, violation of supervised release hearings and trials. Files all orders, opinions, verdict forms, minute sheets with Clerk of Court. Prepares monthly statistical report. Performs all administrative functions associated with chambers.

Juanita has been working on the Philadelphia Conference for over two years. The plans are coming along very well and she reports that right now they are working on how to entertain everyone once our "business" is finished.

JOAN CONNORS
Eleventh Circuit

Joan works with the Hon. Linnea R. Johnson in Miami, Florida. She is the mother one child and has two grandchildren and has many years of legal secretarial experience.

There are 13 magistrate judges in the Southern District of Florida and 5 in the Northern Division. She does anything and everything secretarial as well as complete calendar responsibility, setting hearings and trials and general case management and any and all office management duties.

I met Joan at the St. Louis Conference and to the Eleventh Circuit - you have a great Circuit Representative.

FRANCES HERNANDEZ
Ninth Circuit

Frances works with the Hon. Sandra M. Snyder, Fresno, California and has done so since May 3, 1993. She was hired by her judge in 1988 as a legal secretary. Her judge then became a municipal court judge and a superior court judge before becoming a magistrate judge. Frances stayed with the law firm until joining her judge in 1993.

Frances received a paralegal certificate in 1994 from Fresno City College, and an A.A. degree in 1987 from Heald's Central California Commercial College, Fresno.

Her boyfriend is a local Account Manager for Yellow Freight System. Her father is a local warehouse manager for Frito-Lay and her mother is a beautician at a local convalescent hospital. Her sister is returning to University of California at Davis to embark on her Ph.D.

There are two magistrate judges in Fresno and seven magistrate judges in the District. Frances performs a WIDE variety of duties. She prepares and serves Scheduling Conference Orders and pretrial Orders; drafts and/or prepares and serves general orders; sits in on criminal calendar, takes notes and prepares and distributes Detention Orders; and sits in on and assists in court and jury trials. She has also been sworn in as a courtroom deputy clerk and serves in that capacity when needed.

At the risk of being called a traitor, it's now safe to announce that I've officially assumed the position of "Judicial Assistant" to a United States Bankruptcy Judge. My judge, Hon. Joan H. Lefkow, formerly a magistrate judge, was sworn in as a bankruptcy judge on October 23 and my life hasn't been the same since! I'm looking forward to getting unpacked in our new chambers (although we'll be moving AGAIN in February), and getting down to business. While everything seems a bit overwhelming right now, I'm confident that we'll be rolling along smoothly here in no time at all!

I wanted to give a quick thanks to all in the Association who have provided me with helpful information, tips, insights, and most of all, friendship, since the inception of our "group." I remember the mega-conference calls when all 16 of us in the original group would get on the line to swap progress reports as well as the feeling of accomplishment when the dream of our own Association became a reality. I really enjoyed working as a circuit rep and newsletter editor during the Association's first year. While I hope to become involved at some level in my "new" Association, I'm sure it won't be quite the same as the FMJSA!

Please keep in touch - my phone number will remain the same no matter where our office will be (I made sure of

that), and my e:mail address should remain the same, too. While I know that those delicate Southern Belles won't be passing through frigid Chicago in the next few months, the invitation is always open to any of you to give me a call should you find yourself in the Windy City. Thanks again for everything.

Krys Juleen, Chicago, IL

Krys, Thank you so much for all you've done in helping our organization grow and we hope to see you in Philadelphia next year even though you are a "Judicial Assistant"!

I ASKED THE ST. LOUIS ATTENDEES TO BRIEFLY DESCRIBE WHY THEY ENJOYED THE CONFERENCE AND THE RESPONSES ARE AS FOLLOWS:

Words cannot describe the camaraderie of a FMJSA conference! The programs are wonderful. Cannot wait for Philadelphia!

Diane Demers, Flint, MI

Great to now be able to put a face with a name. The conference was both educational and fun. Found that I don't know a complete verse of any song; that Southern Indiana Judicial Assistants are agile, and that I should have been saving more money for retirement. Hats off to Denise and everyone involved with the planning of the conference. It was a definite success! I would encourage everyone to attend the conference in Philadelphia. It should be great with all three associations there.

Mollie Carter, Springfield, MO

It was wonderful to renew friendships with everyone - and make some new ones. Combining with the Bankruptcy gals (ABJA) was a bonus - discussing all of our job similarities (and differences) was enlightening. Can't wait until 1998's biggest ever - all three associations - in Philadelphia. See you under the Liberty Bell.

Ferle Terry, Chicago, IL

Education seminars were excellent again. It is most helpful talking to others across the country and exchanging views and ideas. Everyone was wonderful - I enjoyed it and look forward to Philadelphia next year.

Becky Kaldem, El Dorado, AK

Such a wonderful group of professional, bright, enthusiastic people! The exchange of ideas with other members - the information taken from the seminars - I enjoyed all of it. Thanks to everyone who made the trip to St. Louis, and I look forward to seeing all of you in Philadelphia.

Denise Peebles, St. Louis, MO

It was the first conference I attended and it's definitely not the last! I had a wonderful time meeting everybody from all the different districts; sharing stories and experiences. It was a great learning experience. The presentations were very good, as well as educational. I can't wait for next year's conference. Hope to see you there. I guarantee you'll have a blast!

Maureen Islava, Tuscon, AZ

Fabulous conference. We didn't stop for a minute. We were either learning or enjoying the company of our colleagues. I encourage everyone to try to get to Philadelphia in 1998. You won't regret it!!

Ann Sherman, Phoenix, AZ

I enjoyed every minute of the St. Louis Conference! The programs were, once again, very informative and enlightening. Equally important, though, was the renewal of friendships from near and afar! Philadelphia, PA here I come!!

Liz Daigle, Baton Rouge, LA

This was my first conference. I thoroughly enjoyed the programs and found them to be not only interesting and informative - but FUN too! I am really hoping to be able to make it to Philadelphia.

Mary Hess, St. Louis, MO

Another successful conference to add to our list of accomplishments. It was a pleasure to see all of the ladies who I met at the '96 conference in New Orleans and to meet new members. Ladies, there is strength in numbers. Your presence is requested and needed at the '98 conference in Philly. Please, please put forth a concerted effort to attend. Start saving now, share a room with someone, drive if you don't live too far away!

Glenda Signal, New Orleans, LA

It seems that all of us have a story to share, an experience to relate, or a helpful tip to pass along. These conferences give us the opportunity to learn from others across the country, as well as to enjoy the friendships made in the process. St. Louis was no exception!

Krys Juleen, Chicago, IL

First of all, I'd like to say this conference was well coordinated. All the sessions were timed just right. Secondly, all the sessions elected were of great necessity to us all. Finally, the attendees were the most animated group of ladies! I thoroughly enjoyed everyone's company and hope to see everyone at our next conference!

Hilda Garza, McAllen, TX

I found the topics at the Third Annual Conference to be very informative. The topics covered were not only pertinent to the work place but outside the work place as well. The Midwestern BBQ was great; good food, great camaraderie around the bonfire that continued through the evening back at the hotel around the piano. I am looking forward to our next meeting in Phillie. Thanks again for a very interesting conference.

Priscilla Collins, Worcester, MA

COFFEE MUGS & MOUSE PADS

For those of you who were not fortunate enough to attend the 3rd Annual Conference in St. Louis, let me introduce our new Fund-Raising Project. **COFFEE MUGS & MOUSE PADS**. We are selling coffee mugs and mouse pads with our FMJSA logo on them. The

coffee mugs sell for \$5.00 and the mouse pads for \$6.00 [plus shipping]. Buy them for yourselves, and/or as gifts to "urge" other secretaries to join our GREAT organization. To place your order, please contact Diane Demers at 810-341-7855 or fax at 810-341-7859. **PLEASE SUPPORT YOUR FMISA!**

NOTICE

IF YOU ARE AWARE OF A NEW SECRETARY IN YOUR COURT OR CIRCUIT, PLEASE CONTACT YOUR CIRCUIT REPRESENTATIVE AND GIVE HER THAT PERSONS NAME, ADDRESS AND PHONE NUMBER.

WELCOME NEW MEMBERS

Kim Greco, c/o Judge Theresa L. Springmann,
Hammond, IN
Marilyn O'Connor, c/o Judge Goodstein,
Milwaukee, WI
Mary Ann Watson, c/o Judge William David King,
Paducah, KY

A SPECIAL THANK YOU TO THOSE THAT HAVE ALREADY PAID THEIR 1998 DUES

Marilyn O'Connor, Paula Coley, Kay Bode, Diane Demers, Mollie Carter, Glenda Signal, Deborah Perates, Nancy Smith, Odie Gonzales

CONGRATULATIONS

Sylvia Brown, staying with new MJ
Veda Varner, marriage, new name Kelley
Judy Duenes, moving to San Jose
Sally Keasler, relocated to St. Louis and working
For Judge Medler
Krys Juleen, move to Bankruptcy Court with Judge
Lefkow
Ann Garrett, staying with new MJ

GET WELL

Alice Mitchell

CHANGES IN ROSTER

Ferle Terry's new FAX No. 312-554-8546
Denise Peebles' new FAX No. 314-539-3567
Candace Jones' correct FAX No. 702-686-5864
Shelli MacElderry would like to receive mail at her
home address: 5000 Akron St., Apt. 4L,
Philadelphia, PA 19124-2603
Shelly Fowler, name change to Shelly James
Marry Hess, now working for Judge Mummert, job
sharing with Jackie Archambault. Please keep us updated
as to how this new approach is working.

VOLUNTEERS NEEDED TO WORK ON SCHOLARSHIP COMMITTEE

A scholarship fund will be established to assist members in pursuing educational goals. However, we need to establish a committee to establish the rules and regulations and administer the fund. If you are interested, please contact Ann Sherman, Tele: 602-514-7240; FAX: 601-514-7096.

NETWORKING

One of the benefits of membership in the FMJSA is the exchange of information. Job security has been a major concern to all of us since we serve at the pleasure of our judges and face the possibility of losing our jobs when our judges leave the bench. One of our members, Fran Serwatka, Alexandria, LA, is in that position right now. Fran's judge will be retiring in December, and she is facing the possibility of being without a job at that time. If anyone knows of an opening in your city or state, please advise Fran (Tele: 318-473-7510) so she can pursue any opportunity. She is willing to relocate.

REPORT FROM THE TREASURER

As of November 14, 1997, the FMJSA has a balance of \$6,667.10. On the next page you will find the Income Statement for the Twelve Months ended October 1, 1997, prepared by Paula Coley. A special **THANK YOU TO PAULA COLEY** for all her work as Treasurer and congratulations and best wishes to her as she assumes the position of Secretary.

Nancy Smith, Dallas, TX

FEDERAL MAGISTRATE JUDGES SECRETARIES ASSOCIATION
 INCOME STATEMENT FOR THE
 TWELVE MONTHS ENDED 10/1/97

INCOME

Dues	\$	3,025	
Gift from Federal Magistrate Judges Association for 1997 Convention		1,000	
Returned from 1996 Convention Chairman		1,110	
Interest (checking account)		<u>67</u>	

TOTAL INCOME

\$ 5,202

EXPENSES

Newsletters (four to date)			
Postage		381	
Office Supplies (paper)		<u>81</u>	462
Postage - Officers & Circuit Representatives (ballots, letters to circuit membership, etc.)			330
Conventions ¹			1,475
Telephone			180
Office Supplies - Other		<u>197</u>	

TOTAL EXPENSES

2,644

NET INCOME FOR TWELVE MONTHS ENDED
10/1/97

\$ 2,558

¹Includes \$750 advance to 1996 Convention Chairman;
 \$725 advance to 1997 Convention Chairman.



Diane Demers
 Flay Sambrone-Metoyer
 Denise Peebles
 Nancy Smith
 Paula Coley
 Ann Sherman

Nancy Smith
 Norma Smith
 The Peebles
 The Joneses



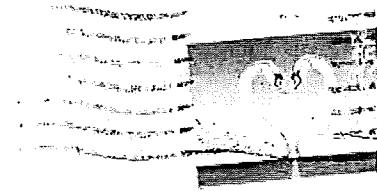
Eva Kinzel
 The Schotts
 Flay Sambrone-Metoyer

Thanks to Ferle Terry and
 Flay for the pictures

Glenda Signal
 Diane Demers
 Flay Sambrone-Metoyer
 Ferle Terry
 Ann Sherman
 Liz Daigle



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Carol R. VINSON
c/o The Honorable Diane K. Vescovo
167 N. Main St., Room 921
Memphis, TN 38103

WHY JOIN FMJSA?

TO SUPPORT YOUR ASSOCIATION, WHICH ACTIVELY AND CONTINUALLY PURSUES YOUR INTERESTS, ESPECIALLY IN THE AREAS OF CONTINUING EDUCATION AND PROFESSIONAL DEVELOPMENT. Even if you cannot actively participate in the Association, dues paying members are very important. The Dues enable FMJSA to send mailings to keep you advised of current issues and developments, to sponsor the annual conference (including speaker(s) expenses), and to cover miscellaneous expenses.

TO CONTINUE TO RECEIVE THE INNER CHAMBERS. Printing and mailing costs of the newsletter must be covered by dues.

TO VOTE IN ELECTIONS FOR OFFICERS AND CIRCUIT REPRESENTATIVES. According to the By-Laws in order to be able to vote, your dues must be paid by June 30th of each year.

TO ATTEND THE ANNUAL CONFERENCE. Our October 1-4, 1998 conference in Philadelphia is planned jointly with the Association of Bankruptcy Judicial Assistants and the Federal Judicial Secretaries Association. We have fabulous speakers, presentations, and training planned for all. In order to attend you must be a member. This is a great opportunity to develop wonderful friendships with your co-workers and to exchange ideas and perspectives.