



BSA BERKELEY STAFF ASSEMBLY
EXCELLENCE IN MANAGEMENT AWARD

Celebrating 30 Years

Building Pride and Trust in Our Changing Community

May 31, 2018
2:00 - 4:00 pm

Spieker Forum
6th Floor, Chou Hall
The Haas School of Business

*Special Thanks to:
BerkeleyHaas and the Media Services Team
for hosting and facilitating this event*



Celebrating its 30th year of recognizing Berkeley's exemplary managers and supervisors, this year's Excellence in Management Award theme is, "**Building Pride and Trust in Our Changing Community.**"

The theme highlights leadership which encourages respect, dignity, confidence, inclusion, and empowerment amid changing times.

Nominees are Managers/Supervisors who exemplify the theme in one or more of the following ways:

› **HONEST and CONSCIENTIOUS**

Manager/Supervisor builds trust, models integrity, and instills pride within the team

› **CONSISTENT, INTENTIONAL ENGAGEMENT AROUND DIVERSITY, COMMUNITY and COLLABORATION**

Manager/Supervisor is always cognizant and respectful of cultural distinctions, and promotes an environment of inclusion

› **EMPOWERING**

Manager/Supervisor provides team members with the tools to succeed at work, through mentorship, coaching/motivating, and leadership by example



Excellence In Management Committee

*The EIM Committee is a UC Berkeley team
of staff volunteers committed to
honoring the best of Campus leadership.*

Jo Mackness

BSA EIM Sponsor, Interim Asst. Vice Chancellor-HR

Kathleen Valerio - BSA EIM Chairperson

Barinder Dhillon-Flanagan - Co-chairperson

Edwin Khu - Co-chairperson

Alicia Bihler

Sandra Charfauros

Anjum Fitch

Shirley Giraldo

Miriam Kader

Karen Latora

Babette Schmitt

Corean Todd

Tracy Weber

A W A R D E E S

EMERALD TEMPLETON Electrical Engineering & Computer Sciences
Ms. Templeton is an excellent manager. She is dynamic, trustworthy, and inclusive in her decision making. She is supportive, provides impactful leadership with her own actions and integrity, is transparent and a refreshing and clear communicator. She asks for feedback, is completely willing to collaborate and most importantly, is a strong and outspoken manager who demonstrates her authority to say yes or no in supporting the workload of the CS team!

JoANN TORRES University Health Services - CAPS
JoAnn is a friendly and open-minded boss. Her support has brightened our professional careers. JoAnn is the glue that holds CAPS together. She is dedicated not only to the staff but to the students as well. Working with JoAnn as our manager is truly a privilege.

EVAN WHITE Institute for Research on Labor & Employment
Evan works hard to make sure each team member is invested in the work we do. One of Evan's top priorities is ensuring his staff are supporting California Policy Lab's mission in ways we find meaningful and engaging. He empowers team members to pursue projects or learn new methodologies that we identify as personal priorities, helping us create portfolios that make us all excited to come to work. He acknowledges that we will all make mistakes, and he finds the teachable moment to help us learn and improve for the next time, rather than harping on "what went wrong."

NOAH WITTMAN Educational Technology Services
Noah has fostered a culture of collaboration, whether it is with one another, with instructors, or partners throughout Campus. When there is dissent or disagreement, his solutions involve uniting those affected and addressing the issues directly and with warmth and empathy. He has a forward-thinking management style and is brimming with big ideas and goals that he tries to make tangible by scaling them down to small tasks or simple questions.

P R O G R A M

2:00 pm - Welcome remarks: BSA EIM Chair Kathleen Valerio

2:05 pm - Opening Remarks: BSA EIM Sponsor &
Interim Asst. Vice Chancellor Jo Mackness

2:15 pm - Awards Presentation

3:20 pm - Closing Remarks: Chancellor Carol T. Christ

3:30 pm - Reception & Refreshments

A W A R D E E S

IRANIA ALARCON Plant and Microbial Biology

A culture of trust has blossomed in the Teaching Lab under Irania's leadership – we all feel that we can rely on one another to complete tasks, provide honest feedback, admit mistakes, and ask for help. When decisions need to be made that affect everyone on the team, Irania makes sure to have discussions to decide on best course of action, and actually takes feedback into account.

DURRAIN ANSARI-YAN School of Public Health

Durrain's passion and pride for the work that we do here supporting our underrepresented minority students in pursuing graduate school, and ultimately succeeding at the School of Public Health is truly infectious. She does so much work and most of the time goes unnoticed. (She) does not put her name on anything that she does. She does it simply because she wants to, she wants to see people thrive, because she just always does things with the best intentions.

ROCIO HARUMI QUINONES AUSTRIA Department of Psychology
Harumi has always found ways to allow all voices on the team to be heard and to honor each individual's contributions. When we had staffing changes, she made time to work with everyone on her staff individually and as a team to ensure that we were all able to participate and grow in our work. Under Harumi's careful leadership our team is able to work with high levels of cooperation, efficiency, and trust.

ROBIN BACA CSS - Business and Financial Services

I am a junior team member woman of color. Robin has encouraged me to grow, develop my skills, and seek knowledge. To have a team leader that I can lean on and, instill confidence in my abilities, allowed me to take on a broader perspective on what I can offer the University. It has been a fantastic experience to work with her. She is fearless, dedicated, and manages with kindness and respect.

ROSE BEELER Department of Chemistry

Sometimes it takes the lack of leadership in a group to realize the actual value of leadership when it finally arrives. When Rose showed up and had new ideas and a fresh outlook, we were reluctant to welcome her into the

ABRA SLATER Department of Recreational Sports

Abra's work ethic and willingness to change and grow, have been constants. She has taken to heart to build a more consensual community where all of the main management have a say in various policies. She recognizes the diversity inherent in the Berkeley community and is open to being as inclusive as possible.

MARIA JOVIE SOLIMAN IS&T - Telecommunications

Jovie has worked hard to invest in the team through continual education and training and has managed to propel the staff to higher level support staff. Through Jovie's vision of ensuring excellence in our work, she was the first manager in IST who fought for her team to receive ITSM training.

KELSEY SPRINGER Bioengineering

Kelsey is one of the most honest, diligent, and conscientious people I have ever worked with. She is the initial point of contact for all new lab members and does a wonderful job orienting newcomers to our laboratory and campus and making them feel like they are joining a family. At the same time, she does an excellent job maintaining a lighthearted and non-judgmental atmosphere in our lab, which is not easy given how competitive and driven our students and postdocs can be.

CARA STANLEY Student Learning Center

From guiding program directors through creative visioning to helping the front desk staff wipe down chairs and tables on Friday afternoons, we can count on Cara to be in the trenches with us. In both words and deeds, Cara embodies honesty and conscientiousness as well as deep commitment to diversity. Her high standards of excellence inspire us to do our best work while her unyielding support for our growth allows us to weather the ambiguity of change and reach for excellence.

JOANNE STRALEY Graduate School of Journalism

Joanne is unmatched as a supervisor. During difficult times she guides the rest of us, always acting with thoughtfulness, kindness and integrity. She is quick to provide public and private gratitude to members of her team so that we know our work is respected and valued. She pushes us to grow professionally and personally.

A W A R D E E S

GLORIA SAITO University Health Services - CAPS

Gloria's leadership has resulted in meaningful and significant accomplishments throughout the year particularly in enhancing an effective and genuine culture of collaboration and community within CAPS as well as throughout UHS. She empowers, mentors, respects and genuinely cares for staff in every role in the department. As a result of her leadership, CAPS is thriving.

SCOTT SHACKLETON College of Engineering

To be a manager who is empowering suggest that person must inspire, encourage, enable, and invest in their staff. Scott continues to be an ideal manager who encompasses these traits. He encourages us to make decisions, which he will support. Morale is never an issue because of Scott's philosophy of teamwork, professional development, and recognition that inspires us to seek ways to perform beyond expectations.

JENNIFER SIECIENSKI Residential and Student Service Programs

Jen's honesty and integrity has built a community of trust among her staff who pride themselves on being part of the team, support one another, and harbor no doubts with regard to their commitment to each other or Jen's commitment to them. Jen has the rare gift for empowering her staff to build on their individual interests and strengths to pursue projects that bring value to Student Affairs and campus partners, constitute significant professional development to staff, and serve an underrepresented community.

LAURA SLAKEY Department of Statistics

Laura inspires this department to work hard together, as a team. She appreciates the individual efforts of each staff member and creates a collaborative workplace where everyone pitches in to help each other. In addition, she is supportive of professional development, whether by helping staff take classes to refine their skills or attend conferences to learn the latest in their field. She provides encouragement and tangible support when we strive to do more.

fold. But as luck would have it, Rose was the right person for the job. She has a high degree of personal integrity and a strong work ethic that is infectious. She is the first person to cheer us on when we succeed and has encouraged us all to cheer for one another thus building a stronger, more united team.

NOAH BEIL Civil and Environmental Engineering

Noah provides honest, and constructive feedback to help us succeed in our projects while providing us with space to exercise our technical skills, and creative ideas. He also provides the tools, and encouragement for our professional growth by seeking funding, and training opportunities.

ROY BERKE Office of Environment, Health and Safety

Roy instills pride within the team by recognizing accomplishments during staff meetings, performance reviews, and award nominations. He models open communication by sharing updates from senior management meetings, and models integrity through professional, positive, and respectful behavior to staff and clients.

MICAH BOT-MILLER CSS - Information Technology

After hearing about a gender discrimination issue on campus, Micah wanted to offer his help, ideas, perspective in contributing to the University's mission for a more inclusive, less hostile environment for women. He proactively reached out to Carol Christ, Khira Griscavage, Denise Oldham, Marc Fisher, and Sharon Inkelas. Micah manages two women with extensive campus experience (over 20 yrs) and we both feel this has been the best work environment we've ever had at UC Berkeley.

SEAN BURNS Office of Undergraduate Research & Scholarships

Sean consistently strives for transparency, honesty, and responsibility. His management style is engaged, caring, yet hands-off in a way that trusts the judgement and autonomy of each team member. He actively asks for input and feedback and is very interested in a collaborative and community-oriented style of working together. In his interactions, he is straightforward and friendly, which creates a work environment where problems can be acknowledged openly and addressed in a timely manner, as well as accomplishments celebrated with shared pride.

A W A R D E E S

ELIZABETH CHAVEZ Contracts and Grants Accounting
Elizabeth fosters a richness and sense of community in the workplace that inspires us all to stretch and contribute the fullest of our potential. Under her leadership, CGA has become an exciting and positive place to work, with all team members feeling empowered to bring ideas and questions to the fore. She is a person of impeccable integrity and exacting standards, at the same time she is a dedicated teacher who inspires her team through warmth, understanding, and a fantastic sense of humor.

DARIN CLARKE IS&T Billing Services
His motto to us, has always been that there is not anything that we do that we cannot fix together as a team. This work ethic attacks the direct problem of issues and events in the workplace. Life is always easy when things are good, but knowing that you have leader behind you when things are rough makes a world of difference in the workplace environment.

GREG COLF Facilities Services
Greg makes each of us feel respected for our individual skills and knowledge, and has built a cohesive team working towards the mutual goal of providing stable, suitable systems and IT services that support the Facilities Services' mission of maintaining our world-class campus. He consistently and actively engages with as many people as possible to elicit their input and concerns, and makes others feel like partners in the decision-making process.

JENNY COLLINS School of Information
Jenny has gained the trust and confidence of everyone on her team, which inspires us to perform at a level beyond what we expect is possible. She successfully empowers her colleagues and employees and treats them as equal players in the successful running of the I School. Jenny creates an environment where everyone is motivated to perform at their best so we can all thrive together as a tight-knit team!

ANTHONY POLLARD University Health Services
Tony shares openly from his perspective what's going on. He's thoughtful about what he can and can't share, but I feel like I trust him. And because he has been transparent and honest and real with us, it's just really made this culture of safety. I have never worked at a place where, Sunday evening I feel that, "Oh, I'm ready to go back to work tomorrow!" And I think Tony's a huge part of that. He makes it fun, he makes it feel good to be here. And it feels like a meaningful thing ... something contributing to the bigger picture.

AMANDA POON Lawrence Hall of Science
Amanda makes a concerted effort to have the analysts work as a team. She empowers the team to work more effectively without making their work more cumbersome. She always encourages feedback and has taken suggestions to management when appropriate. She has made her team better and more productive.

SUMEI QUIGGLE Academic Senate
Sumei never turns anyone away for being "too busy" and very consciously puts down her work to focus on the issues of her staff. She both literally and figuratively embodies the mantra of "my door is always open".

ANITA RAMAN Central Human Resources
We were extremely impressed by Anita when she called a meeting for our team to discuss how a UCPD/UCB employee arrest affected us, personally. She created a space for us to discuss a troubling event - not as HR professionals- but as employees and community members ourselves. In doing so, she was able to recognize that this racially-charged event (in our current political landscape) could have an emotional impact on us as individuals. By making time for us to express those emotions in a non-threatening environment she demonstrated a level of compassion that should be the standard on this campus. Through her leadership, Anita found a way to create a dialogue and to use it to foster stronger relationships among our team.

A W A R D E E S

BLANCA NUILA Financial Aid and Scholarships

Blanca show fairness and consistency to all actions, communicates goal and expectations clearly, removes unnecessary barriers to accomplish and assist with problem solving, provided tools for achievement, empowers everyone to achieve their best and offers opportunities for future growth, understands and supports work life balance, and treats us all with dignity, respect and integrity. She is not afraid to challenge the status quo and has taught her team to do the same.

DENISE OLDHAM Office for the Prevention of Harassment & Discrimination
Denise has consistently cultivated an office filled with people who trust one another and work together to address complex issues across campus. Denise encourages creative and innovative thinking, and regularly draws upon each staff person's background to fuel this encouragement. She has thoughtfully developed a team with diverse backgrounds and interests which not only strengthens OPHD internally, but mirrors the diverse population of students, staff, and faculty that OPHD serves.

VERONICA PADILLA Earth and Planetary Science

Regardless of whether I am discussing career development, tough decisions, or even just stopping by her office to say hello –Veronica always makes me feel like I am being heard and she has always shown investment in my growth and professional development. She is someone staff can trust because she is always honest with us, while staying supportive and uplifting.

BRIAN PETERSON Institute for Transportation Studies

Since Brian became the Development Manager of the project, he has quietly and steadfastly demonstrated the goals of honesty and conscientiousness, acknowledging the challenges on our project, guiding us to achieve difficult goals, and encouraging us to be honest about where we miss and what we can do to meet these goals. He is consistently engaged in empowering the team, encouraging each of us to extend our skills by giving us time and opportunities through education, training, and conferences, and fights to secure funding to enable them.

CLAUDIA COVELLO University Health Services

Claudia has made tremendous impacts in areas ranging from sexual violence to worksite wellness. She combines wise guidance, thoughtful and intentional role modelling, and an active effort to distribute leadership in order to create a stronger, sustainable organization.

JENNY CUTTING University Development and Alumni Relations
Jenny consistently models what it means to be open and thoughtful about our collaborations across the Campus, and she makes clear that we must model integrity in our work. She has guided us to know that, in doing so, our team can help to foster goodwill and trust in the working relationships we build with colleagues.

JENNY DIZON CSS - Research Administration

We all pitch in and take on proposals for our team members when they have reached their bandwidth, Jenny included. This is one key factor that impresses me the most about her management style and her work ethic. She will without hesitation step into the trenches and do the work to help up all succeed.

MONICA DURAN Student Union

Not only is Monica a caring supervisor, she is also an empowering supervisor. When she asks how she can support me, I know she wants to provide me with the resources to accomplish my tasks myself, rather than taking over my work and doing it for me. It is near impossible for anyone who has the pleasure to work with Ms. Duran to walk away without feeling the confidence needed and without the skills needed to take on any task or job that could arise while working within or beyond the Student Union.

A W A R D E E S

ELSADIG ELSHEIKH Haas Institute for a Fair and Inclusive Society
Working with Elsadig over the last year as an International Visiting Scholar has provided me with a once-in-a-lifetime opportunity to strengthen my research skills, secure research dissemination opportunities, expand my research community, and most importantly, build my confidence as a woman of colour in anti-Islamophobia work. His encouragement and mentorship has empowered many to reach for our dreams because he thinks that, by planting a seed today, we will change the world and make it a better place tomorrow.

PUANANI FORBES Haas Institute for a Fair and Inclusive Society
We've watched Puanani lead by building trust and creating an environment of mutual respect interdepartmentally. Puanani always leads by example with effective communication that invites sharing based on belonging. Not only is Puanani a leader, she listens and responds with an implementation plan that serves to advance all staff at the institute.

ERIC FRASER College of Engineering
Eric initiated regular "Tech Talks" in which our groups take turns presenting technical demonstrations and discussions about subjects of current interest. This has enabled collaboration among staff who find that they can help one another, and it has highlighted the broad range of skills and expertise within our groups. Both results foster a sense of pride and accomplishment in our work. Throughout his years of management, Eric has always been generous with his time, provided excellent advice, and never failed to help in any matter

TONY GAMEZ College of Natural Resources
Tony's consistently striving to create an environment of trust and pride in all aspects of his job. He will not hesitate to provide his team with the resources needed to succeed. From providing rain gear for Carlos so he is comfortable while delivering packages to one of our eight campus buildings to buying a new delivery cart when it was burned during a Halloween night. Tony provides support and a helping hand in any number of projects we have at the time.

management styles from Rosanne's, I was honestly taken aback by her words. To know my supervisor's priority was to take actions to help me to serve my students was a surprise and a relief.

LINDA MARMOLEJO CSS - Payroll and Timekeeping
Linda quickly identifies an employee's learning style and strengths and is able to provide each employee the perfect amount of coaching and direction they need; often resulting in an employee who strives for improvement and continuous growth because they believe in themselves and have experienced, first hand, the sense of accomplishment and success. She has taught me to actively be aware of others and their individual way of life and the best way to lead is to find a path where our ideas cross knowing that these intersections may be few and far between.

PRIYA MEHTA School of Public Health
Priya serves as a humble example for leaders and managers across campus. She listens and affirms her staff and empowers others to innovate and spearhead ideas that make a difference. Through her inclusive, nonjudgmental leadership, team members gain confidence and ownership for their work, inspiring them to accomplish ambitious goals to realize a vision the team has helped to create.

KIMI MOJICA International House
Kimi maintains transparency and honesty throughout all processes. She clearly and compassionately communicates to team members when expectations are not being met and works with individuals to find a solution that works for everyone.

HOYT NG Haas School of Business - Career Management Group
I personally have felt that Hoyt genuinely cares about my development as an individual and I can rely on him as a manager and as a mentor for sage advice. He has supported me fully in my learning process, challenging me to dive deeper into the areas that energize me. He has built a safe and open environment in which I can share ideas, create content, and excel and develop, not only as a coach, but as a person. Hoyt rocks!

A W A R D E E S

JAY LARSON Intercollegiate Athletics

It is not uncommon for self-doubt and a wavering in confidence to affect a service oriented staff. Nonetheless, Mr. Larson is there to support his staff and encourages other coaches and staff to trust us as a team. He often engages in conversations that not only encourage us to think critically but also ensure we weigh the ethics and consequences of any decision under consideration.

BETH LEVEN Fung Institute for Engineering Leadership

Beth's supportive structure and management style creates an environment where her team feels involved, trusts her, and understands her expectations. More than anything, Beth is empowering. From the day to day, to the long term, Beth makes time to applaud our successes which fosters confidence and builds pride in our team. Beth's actions empower us, as a team, to act arduously because we want the pride to be reciprocal.

SUE LOGAN CSS - Research Administration

Sue builds trust, models integrity, and instills pride within our team. She is always cognizant and respectful of cultural distinctions, and promotes an environment of inclusion as well as provides her team members with the tools to succeed a work through mentorship, coaching/motivating, and leadership by example.

CASSANDRA LUMSEY CSS - Human Resources

Cassandra's focus is clearly to empower us as her team. We are consistently learning soft and hard skills under her leadership. During meetings, she allows for members to share their knowledge and experience, allowing for the rest of the team to gain new skills and knowledge together (presenter and audience). She seizes opportunities to bring outside leadership and others to meetings, to ensure we have clarity as members of the CSS HR team.

ROSANNE LURIE Career Center

Shortly after Rosanne joined the Career Center, she surprised me with five words I had not previously, in my ten years on campus, heard from a supervisor: "I'm here to support you." Having learned in previous years to be very self-sufficient working for supervisors with different

SUMMER GARCIA CSS - Research Administration

When Summer listens to you, it is evident that you have her full attention. She is interested to learn more about each of us by always asking for our professional interests and plans and how can she help us advance our careers. Summer recognizes our work and motivates all of us to achieve more. She unconditionally trusts her team and is an inspiration to us all. We truly appreciate coming to work for Summer every day!

VICTORIA GARCIA Department of Mechanical Engineering

Victoria works with her staff in a way that shows strong confidence in our abilities and decisions and her general attitude is optimistic, which helps lift staff morale in tough times. Her positive attitude inspires us and helps us to feel good about getting our tasks completed. Her care and concern for us is apparent to everyone she supervises.

NASEEM GHAFARI CSS - Human Resources

Naseem provides excellent, kind, and individualized attention not only to our clients but also to our group members, no matter the circumstances. She exhibits extraordinary and exceptional leadership skills and demonstrates superior interactions with her direct reports, clients, peers, and managers. U.C. Berkeley, is truly lucky to have her.

SHEEHAN HAWKINS GRANT Arts and Humanities Council

Mr. Grant, also in charge of the drinking water supplies, paying attention the water deliver on time (even when he was on vacation, he's sent email messages about the water delivery dates, etc.). He has been changing the ten gallon bottles, whenever needed. Never heard a word of complaints.

TERESITA GUTIERREZ Financial Aid and Scholarships

At our weekly team meetings Teresita regularly calls out the contributions of the team members and gives thanks for what we have done in the past week. In these meetings, as well as in individual weekly meetings and daily encounters, she encourages us to express ourselves and is always willing to listen, to a much higher degree than most managers I have worked with previously. This willingness to listen and to treat us as valued individuals instills a sense of trust, pride, and empowerment.

A W A R D E E S

TINA HADAWAY-MELLIS University Health Services

Tina strongly values the University's commitment to diversity, equity, and inclusion. She strives to ensure that everyone feels welcomed and cared for at UHS. She has been supportive of staff members who have needed to request time off to address personal issues in this stressful political climate, while simultaneously ensuring that operationally we are able to meet the students' needs. She dutifully upholds and prioritizes the fact that we are here to serve the UC Berkeley community in its entirety.

JON HAYS IS&T - Architecture, Platforms & Integration Information Services

Jon places a strong emphasis on building the team's capacity and focusing on our individual career growth. This has resulted in an enhancement of the services our team delivers to the campus community, as well as our team pride. When you have a manager who believes in you, who encourages you and empowers you to do your best work, the effect is having a tremendous sense of purpose and pride in the work we do.

KERRIE HEIN The Golden Bear Sleep & Mood Research Clinic

It is Kerrie who helps us take immense pride in becoming a part of something greater than ourselves. Kerrie's celebration of others' work sends a message that the good you do today - however minute you think it is - has profound implications for those around you.

DONNA HENDRIX California Institute for Quantitative Biosciences

Donna's strength as a manager is in gauging her staff members' competencies and trusting and empowering them to complete their work and set their own priorities without micromanaging. Donna is a supportive and engaging manager and is always willing to pitch in and help as needed. She treats her staff as equals, recognizing staff efforts and ability, and is flexible in accommodating for both their work and personal needs and interests.

ALLISON HENRY IS&T - Security Operations

Allison is very personable and respectful of everyone she comes in contact with, and a role model for professionalism. She has a quick sense of humor and nice appreciation for wit, but most importantly, she is passionate about her work and truly dedicated to the mission of protecting campus information assets.

AMY JARICH Office of Undergraduate Admissions

Amy is purposeful and deliberate in promoting diversity, community and collaboration in the department. She does not surround herself only with those who share the same viewpoint, but sees feedback as a gift and actively looks for new ideas or staff input at all levels.

JOAN KASK Interdisciplinary Social Sciences Programs

She is Berkeley treasure, working much harder than anyone should. The quality of her work is beyond what anyone could expect. She has built and now leads a team which is so excellent that my job requires half the time it used to. In short, she is beyond awesome.

ROSALYN KILBOURNE CSS - Payroll and Timekeeping

Rosalyn holds a high standard of pride and respect for herself as well as her team. As a supervisor, she expects her team to have that same level of pride and respect about themselves and the work we provide our clients. She is a wealth of knowledge and as part of her team, we all trust her leadership.

CATHY KODAMA University Health Services

Cathy always keeps her lens as wide open as possible to consider culturally-cognizant environmental change and social norms initiatives that are centered around directly meeting the needs of our campus community. She is particularly invested in creating processes whereby her staff set and reach meaningful programmatic and professional goals, and provides opportunities for professional development in these areas.