

# WASHINGTON BRANCH AALAS

## Save the Date!

### 2018 SPRING EDUCATIONAL TRADE FAIR

DATE/TIME: THURSDAY, MARCH 15, 8:00PM-4:00PM

LOCATION: HUSKY UNION BUILDING (HUB), U OF WASHINGTON



Join nearly 200 of your peers + exhibitors at the University of Washington HUB Ballroom in Seattle. Coffee, breakfast items and lunch are all provided along with spectacular speakers.

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Interested in exhibiting at, or sponsoring, the Trade Fair? Contact [treasurer@wbaalas.org](mailto:treasurer@wbaalas.org).



**Attending the Trade Fair?** Please RSVP by completing [this form](#) so we can ensure you have a name tag, lanyard, tote bag, and lunch.

**Carpooling to the Trade Fair? We'll cover the parking fee!** Complete [this form](#) if your car will shuttle 3+ people to the Trade Fair. We will contact you with a carpool code to use at the UW gate.



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# CATCHING UP WITH WBAALAS

## WINTER MEMBER APPRECIATION EVENT

Thank you to our sponsors who helped make this event awesome for all in attendance:

- Medline Industries
- Tecniplast USA
- Applied Instruments

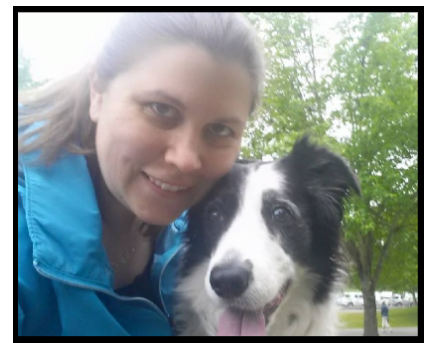
Thank you to everybody who attended the 2017 Member Appreciation event at Canvas!



## WBAALAS PRESIDENTS MESSAGE

### Greetings WBAALAS Members!

I hope everybody enjoyed their holidays and is having a fantastic start to the new year. 2017 was full of successes for the branch, and I would like to personally thank all the members who participated in our branch activities this past year. We ended the year with a well-attended "Wine & Paint" Member Appreciation event that was a lot of fun, and I enjoyed seeing the awesome paintings that people took home afterward!



We have some exciting changes in store for 2018, beginning with a new venue for the annual WBAALAS Trade Fair, which will be held on Thursday, March 15th at the University of Washington Husky Union Building. This year we will have a bigger space, more vendors, and a great line-up of speakers. This event is included with your WBAALAS membership, so please make sure your membership is up to date. We hope to see you at the Trade Fair and any of the other branch offerings. Stay tuned for upcoming AALAS webinar broadcasts, networking/roundtable events, the summer picnic, and next year's winter member appreciation event.

I would like to offer a big thank you to the board for their continuing support and encouragement as we begin preparations for the upcoming year, and also a warm welcome our newest board members, Sakara P. (president-elect), Michael M. (board member) and Emily F. (board member). I encourage all members to reach out with any new ideas or suggestions for the branch, and please, join us for a board meeting to see what we are all about! I am both honored and excited to serve as your WBAALAS President for 2018, and I am looking forward to working with you all.

*Traci W.*

WBAALAS President 2018

[president@wbaalas.org](mailto:president@wbaalas.org)



# CATCHING UP WITH WBAALAS

## MEET OUR NEWEST WBAALAS BOARD MEMBERS

### SAKARA: PRESIDENT-ELECT



Hello everyone! I am very excited to be able to serve as your president elect for 2018. I am an animal technician at Novo Nordisk Research Center Seattle, Inc. and have been working in the lab animal field for a little over 4 years. Last year I began attending WBAALAS board meetings as an observer, and after attending my first National AALAS Meeting in October I knew this was something I wanted to get more involved with. I am very thankful for the opportunity to help bring more awareness and opportunities to those in the Lab Animal Science field and strive for continuous improvement in the care and use of lab animals. 2018 is going to be a great year and I look forward to meeting all of you!

### MICHAEL: BOARD MEMBER 1

Hello everyone!! I'm so happy to serve as a Board Member for the WBAALAS! I've only been in the industry for a year, but I could tell right away that the WBAALAS was something I wanted to be involved with. As a sales rep, I get to spend time at so many different facilities, meeting with a variety of professionals and I love the fact that we have one place where we can all come together to learn, share experiences, and have a great time while doing so! While I love my job and the industry, spending time with my family (cutest hound in town included), golfing, and playing on the water are some of my favorite ways to spend my free time. I can't wait to get this ball rolling and I'm really looking forward to another great year with WBAALAS. Go Hawks!



### EMILY: BOARD MEMBER 2

I started working in the laboratory animal science field more than 16 years ago as an animal technician. I did husbandry and research support for 7 years before moving into an in vivo research role. The last few years I have also been involved with IACUC administration and vivarium management. I've always loved animals and was surrounded by animals as a child - goats, rabbits, hamsters, mice, horses, chickens, geese, and of course cats and dogs. So it's no surprise to me that I've ended up with a career working with animals where I'm in a position to ensure animals are well cared for. I'm excited to serve as a WBAALAS Board Member and look forward to meeting everyone!

### AMANDA: TREASURER

Howdy Washington Branch! I can't tell you how excited I am for another term as Treasurer. I have been part of lab animal science for 15+ years and the branch Treasurer for the last two years. As I have expanded my career into human resources and organizational development, I have become more and more passionate about bringing those skills and knowledge back to LAS. My aim is to support the LAS community that has always supported me. I feel very fortunate to be able to work with you this year in many roles: your Treasurer, your learning portal administrator, your certification study-buddy, and your newsletter editor. Onward to an awesome 2018!

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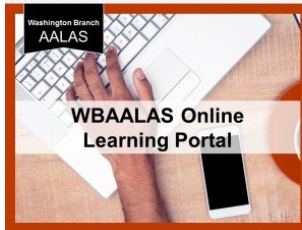
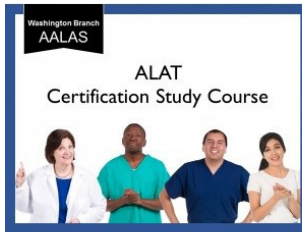
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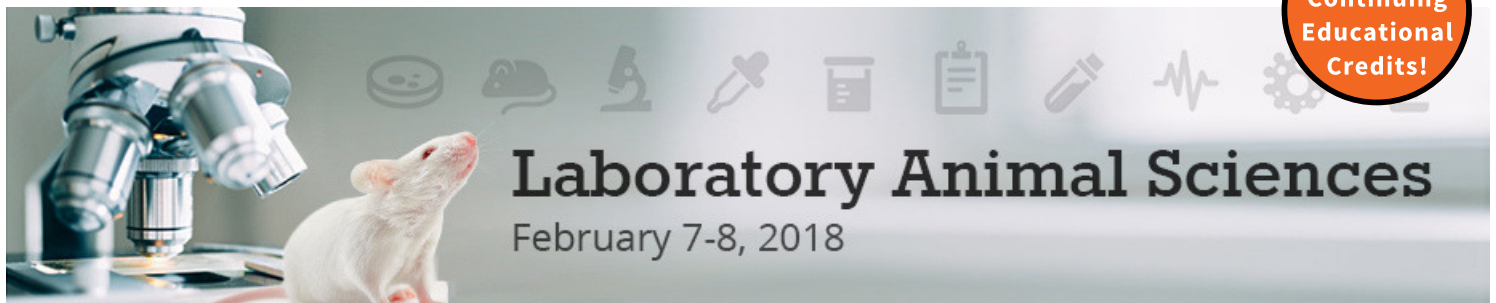
# LEARNING WITH WBAALAS

## TRAINING AND THE WBAALAS LEARNING PORTAL



Check out our training page at [wbaalas.org/training](http://wbaalas.org/training)! You'll find information about our certification courses and new offerings in the pipeline. All learning materials are FREE for WBAALAS members. Email [education@wbaalas.org](mailto:education@wbaalas.org) with comments and questions.

## LABROOTS LABORATORY ANIMAL SCIENCES 2018



LabRoots, Inc. hosted the FREE Laboratory Animal Sciences (LAS) virtual conference in February! The 7th annual, two-day international event took place on February 7th and 8th, 2018.

**Did you miss the event? LabRoots archives the sessions and you can still earn credit!**

Visit <https://www.labroots.com> and search for "Laboratory Animal Sciences" to find the archives.

**Direct links to previous LabRoots LAS events:**

- Laboratory Animal Sciences 2017  
<https://www.labroots.com/virtual-event/laboratory-animal-sciences-2017>
- Laboratory Animal Sciences 2016  
<https://www.labroots.com/virtual-event/laboratory-animal-sciences-2016>
- Laboratory Animal Sciences 2015  
<https://www.labroots.com/virtual-event/laboratory-animal-sciences-2015>
- Lab Animal Sciences 2014  
<https://www.labroots.com/virtual-event/lab-animal-sciences-2014>

# WBAALAS JOB BOARD

**INTERESTED IN A LISTING BELOW? CONTACT THE POSTING ORG!**

## **ASSISTANT ANIMAL TECHNICIAN**

## **NOVO NORDISK**

Seattle - Responsible for providing a high level of animal care and husbandry, performing regularly scheduled facility maintenance tasks, and contributing technical assistance to research projects. For more information, visit: <https://www.novonordisk.com/careers>

## **MANAGER, TRANSGENIC COLONY MANAGEMENT**

## **ALLEN INSTITUTE FOR BRAIN SCIENCE**

Seattle - Responsible for supervising, directing and at times executing a wide variety of tasks necessary for maintaining a complex mouse transgenic colony for AIBS. Also responsible for team schedule forecasting, weekly staff schedules and ensuring that daily goals are met. For more information, visit: <https://alleninstitute.hrmdirect.com>

## **LICENSED VETERINARY TECHNICIAN-ENTRY (LVT)**

## **SEATTLE CHILDREN'S RESEARCH INST.**

Seattle - Under general supervision, conduct laboratory animal care, with the focus associated with animal health support duties according to standards set forth by the Guide for the Care & Use of Laboratory Animals (the Guide). For more information, visit: <https://careers-seattlechildrens.icims.com>

## **ANIMAL CAGE WASHER**

## **BENAROYA RESEARCH INSTITUTE**

Seattle - Provide the basic husbandry needs of the rodents housed in the vivarium by cleaning and sterilizing caging and other equipment while maintaining supplies and the general appearance and cleanliness of the facility. For more information, visit: <https://careers-benaroyaresearch.icims.com>

## **ANIMAL EQUIPMENT PREPARER I**

## **FRED HUTCH**

Seattle - Processes soiled animal housing equipment and prepares clean equipment for use; performs general custodial care for areas within the facility; and may assist with inventory assessment checks for equipment supplies. For more information, visit: <https://careers-fhcr.icims.com/>

## **ANIMAL TECHNICIAN I-III**

## **FRED HUTCH**

Seattle - Performs routine rodent husbandry, custodial care for the rodent areas, and processes equipment. This is considered an entry-level position for individuals with no prior experience in laboratory animal care procedures or skilled individuals who are transitioning from other animal care positions. For more information, visit: <https://careers-fhcr.icims.com/>

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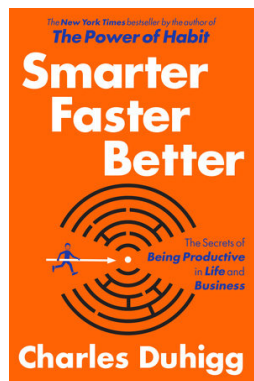
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Shawn Hooper  
Opportunity Development Manager  
1-425-309-3440  
[shawn.hooper@jax.org](mailto:shawn.hooper@jax.org)







## SMARTER FASTER BETTER

by Charles Duhigg; 2016

At the core of this book are eight key productivity concepts—from motivation and goal setting to focus and decision making—that explain why some people and companies get so much done. Drawing on the latest findings in neuroscience, psychology, and behavioral economics, this painstakingly researched book explains that the most productive people don't merely act differently. They view the world, and their choices, in profoundly different ways.

# WBAALAS MANAGER MINUTE

## MANAGER ROUNDTABLE RECAP

On January 18th, about 15 laboratory animal facility leaders gathered at Aptevo Therapeutics to discuss hot topics in facility and people management. Below is a summary of what was discussed.

### KEEPING EMPLOYEES ENGAGED

This topic created a lot of discussion around strategies and tools for animal facility employee engagement. They included the following:

- **Add variety.** Employees get burnt out doing the same task day-in and day-out. Add variety by folding intra- and extra-facility tasks into the work. Cross-training was mentioned as an effective strategy.
- **Communication.** Ask employees what their goals are and help them to achieve their goals. Ask about their opinions to show you value their perspectives.
- **Incentives.** From ice cream, to gift cards, to public recognition from researchers, managers want employees to know when they are doing an outstanding job.
- **Project involvement.** Help your technicians get involved in projects they are interested in so they have an impact on outcomes.
- **Education.** Lunch & Learns were a favorite of the group. LAS vendors are often available for L&L's when in town. AALAS webinars were another suggestion. Once purchased, they can be replayed when convenient.

### ANIMAL FACILITY STEPPING STONE

Is it a good thing when employees want to use the animal facility as a stepping stone to another position? Managers agreed that if expectations are set and communication is honest, an employee who wants to use the animal facility as a stepping stone to another position could be one of your most loyal employees. Examples were given where employees stayed **years** longer than anticipated because of a supportive manager. However, others noted that resources for a heavy investment in employees who transition out quickly are short in supply. This brought the group to discuss the importance of interviewing animal facility applicants. It is important to interview thoroughly and show applicants the work so you can gauge their reactions. Interviews are also an opportunity to set expectations and determine if they are ready to communicate with researchers.

### UPDATING SOPS

Managers noted that they have all updated SOPs within the last few years. Many discussed best practices for creating and updating SOPs.

- **Crowdsource revisions.** Include the whole team in SOP revision to ensure they reflect current practices.
- **Spot-check the process.** Watch someone do the task and note where document revisions are needed.
- **Use images.** Sometimes words aren't easily understood. Use images to ensure everyone is on the same page with procedures.
- **SOPs are not good training documents.** Often SOPs are used as purely legal documents. Use them in conjunction with demonstrations of practices for higher quality training and retention. Create separate 'cheat-sheets' for techs that cut through the complicated verbiage.

CONTACT [ROUNDTABLE@WBAALAS.ORG](mailto:ROUNDTABLE@WBAALAS.ORG) TO BE INCLUDED IN - OR TO HOST - A FUTURE ROUNDTABLE.

# EVENTS CALENDAR

## NETWORKING!!



## TUE/FEB 27

### IACUC REGIONAL EDUCATIONAL CONFERENCE

Covering hot topics related to animal care and use, led by facilitators + exhibitors from around the United States! Visit [nwabr.org](http://nwabr.org) for more information.

**NWABR.ORG**  
Northwest Association for Biomedical Research

## THU/MAR 15

### WBAALAS TRADE FAIR

Attendance is included in your 2018 WBAALAS membership! Join nearly 200 of your peers + exhibitors at the University of Washington HUB Ballroom in Seattle.

Visit [wbaalas.org/trade-fair](http://wbaalas.org/trade-fair) for details and to RSVP!

## TUE-THU/APR 17-19

### LAMA ANNUAL MEETING

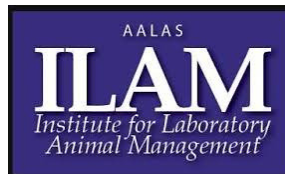
LAMA is an association dedicated to advancing the quality of management and care of laboratory animals. Join LAMA and ATA for the annual conference at the Hilton Virginia Beach Oceanfront, Virginia Beach, VA. Visit [lama-online.org](http://lama-online.org) for details.

**Lama** 

## SUN-FRI/MAY 6-11

### AALAS ILAM PROGRAM

The Institute for Laboratory Animal Management (ILAM) is an AALAS educational program developed to provide instruction in management concepts and to enhance communication, team building, and networking. Visit [aalas.org](http://aalas.org) for more information.



## WED-FRI/MAY 9-11

### DISTRICT 8 MEETING

The District 8 meeting brings AALAS branches together to hold an educational and informative event for technicians and others. The 2018 meeting will be held at The Duke Hotel in Newport Beach, California.

Registration is open now! Visit [socalaalas.org/2018d8aalas](http://socalaalas.org/2018d8aalas) for more information.

## TUE-THU/JUL 13-17

### AVMA CONVENTION

AVMA Convention 2018 has something for every background and interest. Interactive CE opportunities, hands-on labs, panels and lectures taught by the best and brightest in veterinary medicine.

 **AVMA**™  
Our Passion. Our Profession.

## AUG/TBD

### WBAALAS SUMMER PICNIC

Sunshine, games, and food! The annual Summer Picnic is FREE for all 2017 WBAALAS members, families, friends, and pets.



## OCT 28-NOV 1

### AALAS NATIONAL MEETING

AALAS 2018 will draw more than 4,000 members. Lectures, workshops, poster sessions and exhibits! For more information on AALAS 2018, visit [www.aalas.org](http://www.aalas.org).





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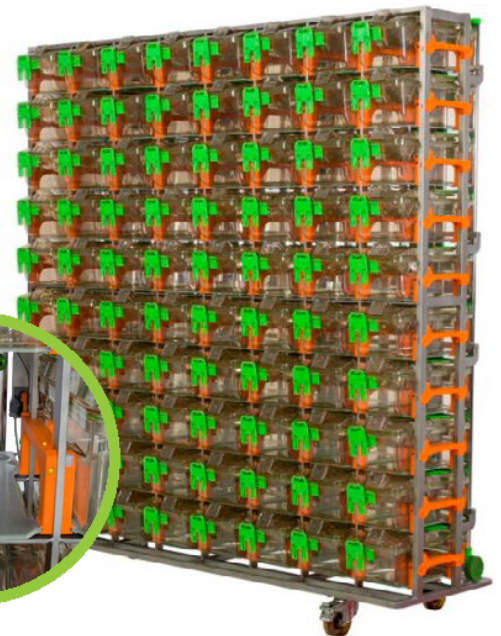


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# CATCHING UP WITH DISTRICT 8

**TBR NEWS & VIEWS Q4 2017**

## **SOUTHERN CALIFORNIA**

The Southern California Branch of AALAS hosted a sheep handling workshop in Riverside in November. Members had the opportunity to work with sheep handling experts and practice their hand at herding, restraint and hoof trimming. Care and welfare of this important animal model was also covered. Our branch will be hosting our annual Winter Meeting at the Pomona Valley Mining Company. In addition to some excellent food and prizes, members will be treated to an introduction to the interesting research surrounding of Dr. Douglas Fudge. His work at Chapman University focuses on the hagfish (aka, slime-eel), in particular the vast amounts of slime they produce as a defense mechanism. Also associated with this holiday meeting, the branch is sponsoring a blanket drive for the big cats at the Moorpark Teaching Zoo.

The SoCal Branch has been hard at work preparing for the District 8 meeting in Newport Beach. Mark your calendars for May 9-11, 2018 to be there for all the learning, networking, and fun! Please check [socalaalas.org/2018d8aalas](http://socalaalas.org/2018d8aalas) often for updates and registration for this exciting CE event.



## **OREGON**



OALAS members had much representation at the National Meeting, as presenters, leaders, and award winners. Drs. Melissa Berg, Kris Coleman, Drew Martin and Heather Sidener, as well as Megan O'Brien, Kati Marshall, Nikki Sternberger, Heather Russell, Laura Rollock and Cara Stull represented ONPRC. Dr. Melissa Berg was selected by OALAS to attend the National AALAS Leadership Academy to kick off the conference, while Dr. Drew Martin sat on the Leadership Academy Development Committee and attended the event to do her best impersonation of Alex Trebek for a fun, end of the day JEOPARDY game. Dr. Berg also received the American Society for Laboratory Animal Practitioners (ASLAP) Travel Award to support her travel to the conference and was recognized at the ASLAP Luncheon on Monday after a riveting lecture about Austin's famous bats.

Kati Marshall, who, as some may remember, took an enviable trip to England this year to tour their biomedical research facilities, officially received the AAALAC International Technician Fellowship and was honored at the AAALAC Luncheon.

We recently sponsored a trip to the Newport Aquarium (Newport, OR) and had a lot of fun playing tourist. Our annual fall Poster Round-up was a rousing success – we had over 30 people attend and more than a dozen posters to view. Dr. Melissa Berg presented a fascinating clinical case (check the December version AALAS' Journal of Comparative Medicine for the full story!), and Jeff Stanton discussed his talk presented at APV "Development of an Allogeneic Hematopoietic Stem Cell Transplant Model in Mauritian Origin Cynomolgus Macaques".

Our annual Awards Banquet is being held Friday, January 26th. at the Holiday Inn in Wilsonville. We can't wait to see familiar faces!



# CATCHING UP WITH DISTRICT 8

## TBR NEWS & VIEWS Q4 2017

### SAN DIEGO



The Our Fall Symposium & Trade Show was a huge success! It took place on September 22nd at the Salk Institute and our keynote speaker this year was Dr. Cindy Buckmaster, who is an active and passionate advocate for animal welfare and biomedical progress. We also had a special presentation on “What can SDAALAS DO for YOU?” where we had a chance to present to almost 200 attendees what SDAALAS is all about and some of the many benefits of being a member. We also introduced our new mouse mascot!

Our Holiday party this year was held at the beautiful Marina Village on December 8th. Attendees enjoyed great food and cocktails, an ugly Christmas sweater contest and dancing. We had a DJ, karaoke and a photo booth, which made the party very entertaining and fun. We also announced our Tech of Year winner Ashley Butterfield from Pfizer!

A new secretary and president were elected this year and we also had some very motivated volunteers join us. Our website is being completely renovated and will launch in January. Our branch is now on Instagram @SDAALAS and we will soon be on Facebook as well.

The board is also assisting with next year's D8 meeting, which will be held in May at Newport Beach. It is going to be a huge event, therefore next year we won't be holding the Fall Symposium, but we will continue to offer monthly “lunch and learn” sessions, workshops and wet labs, certification courses, public outreach, and summer and winter networking events. We will also continue our SDAALAS T-shirt design contest. The deadline for design entry was extended to early 2018 with the winning selection decided in early spring.

All these events were made possible because of our wonderful volunteers and amazing vendors who are an integral part of the San Diego AALAS community. We would like to thank them for another successful year and wish you all Happy Holidays!

### SACRAMENTO VALLEY

This year SVAALAS has provided many social and educational opportunities for our membership to get involved. Our lecture series is thriving with Genentech graciously hosting our monthly meetings. Our wonderful lecturers have covered everything from abnormal primate health cases to the preservation of the Amargosa Vole and even some advice on professional advancement using social media platforms. Each month we gather for dinner and get to listen in on the newest developments in laboratory animal science while connecting with our peers. SVAALAS is looking forward to these lectures continuing for many months to come. This spring our members had the opportunity to learn how to perform full body perfusions on mice! Our instructor Milton from the UC Davis Mouse Biology Program was very knowledgeable and ably taught the procedure to our participants in no time! After everyone got the hang of the perfusions, some eager participants were able to spend additional time learning more about necropsy techniques. It was a fun and informative Saturday afternoon for all who attended. We also hosted a tour of the UC Davis raptor center this fall where our members and their family members had the opportunity to learn about their raptor rehabilitation program and meet a few of their current residents. The SVAALAS guitar titled 'Clone or Die' did quite well at AALAS nationals winning third place in the branch category thanks to the artistic talents of Alex Verducci from Genentech!! As the year comes to an end we are eagerly looking forward to our 12th annual awards banquet where we acknowledge the hard work of some of our outstanding members, welcome our 2018 board members and end the night with a myriad of raffle prizes provided by local businesses and participating vendors.

# CATCHING UP WITH DISTRICT 8

## DISTRICT 8 TRUSTEE REPORT

By Amber C., District 8 Trustee

Greetings District 8 AALAS members,

I hope you all had a blast in Austin at the National AALAS meeting. We had a great attendance of over four thousand! While we were there the AALAS Board of Trustees (BOT) held our annual meeting. The full minutes from the meeting will be posted on the AALAS website under Leadership/BOT Minute Archive. We started off by approving additional support for the AAALAC International Fellowship Award by allowing the provision of housing at the AALAS National Meeting for the one fellowship recipient. We also approved our 2018 Operational and Capital Assets budgets and the appointment of Ms. Emily Slocum, Ms. Patricia Sikes, and Ms. Lisa Kelly as AALAS Foundation Board Directors-At-Large for three-year terms, 2018-2020.

AALAS BOT Representatives to the AALAS Foundation Board of Directors were approved for the duration of their Trustee terms: Stacy Cantrell (2019), Lindsay Holmes (2020). The BOT approved the disbandment of the National Meeting Site Review Committee (NMSRC) and transfer of its functions to staff. The AALAS Policies & Procedures Manual (PPM) will be revised accordingly.

In addition to this there has been a reworking for the use of the Ben Cohen Educational Funds. The funds will be used to provide training and resource identification in association management for branch leaders through a Management Summit. The Management Summit will be held at AALAS headquarters in Memphis March 23rd-25th. Each branch president will receive an invite to send on branch member to this event. The Ben Cohen funds will pay for on-site expenses (lodging, transportation, meals, and materials), branches will be responsible for the transportation to Memphis for their participant. The agenda will include:

- \*Governance (Nominations, Elections, Board Meetings, Parliamentary Procedure)
- \*Legal Issues for Branches \*Membership Recruitment and Retention
- \*Meeting Planning: Logistics \*Meeting Planning: Programs
- \*Financial Issues for Branches \*Government Relations
- \*Fundraising and Sponsorship \*Advocacy (AALAS Foundation)
- \*Marketing (website, social media) \*Newsletter/Publications

Please consider sending someone who will be with your branch for a bit such as a vice president. This is a pilot program so don't wait to send someone next time and miss this opportunity!

Have you ever heard of the Branch Challenge, currently this is where branches can opt in to compete and win a banner and plaque by having the greatest increase in national members joining their branch. However it is time to rework this as large stable branches who do great things will never have a chance of winning this and what do branches do with that giant banner! If you have ideas please send them along to me.

Please contact me if you have any questions, or ideas for things you would like to see.

Wishing you well,

*Amber Carte*

District 8 Trustee

[acarte@fredhutch.org](mailto:acarte@fredhutch.org)



# COOKING WITH WBAALAS

## CHOCOLATE STOUT CUPCAKES

### Ingredients:

3/4 cup unsweetened cocoa  
2 cups sugar  
2 cups all-purpose flour  
1 teaspoon baking soda  
Pinch fine salt  
1 bottle stout beer (recommended: Guinness)  
1 stick butter, melted  
1 tablespoon vanilla extract  
3 large eggs  
3/4 cup sour cream  
1 (8-ounce) package room-temp cream cheese  
3/4 to 1 cup heavy cream  
1 (1-pound) box confectioners' sugar

### Directions:

Preheat oven to 350 degrees F.

In a large mixing bowl, whisk together the cocoa, sugar, flour, baking soda, and salt.

In another medium mixing bowl, combine the stout, melted butter, and vanilla. Beat in eggs, 1 at time. Mix in sour cream until thoroughly combined and smooth. Gradually mix the dry ingredients into the wet mixture.

Lightly grease 24 muffin tins. Divide the batter equally between muffin tins, filling each 3/4 full. Bake for about 12 minutes and then rotate the pans. Bake another 12 to 13 minutes until risen, nicely domed, and set in the middle but still soft and tender. Cool before turning out.

To make the icing: In a medium bowl with a hand mixer, beat the cream cheese on medium speed until light and fluffy. Gradually beat in the heavy cream. On low speed, slowly mix in the confectioners' sugar until incorporated and smooth. Cover with plastic wrap and refrigerate until ready to use. Icing can be made several hours ahead and kept covered and chilled.

Top each cupcake with a heap of frosting and dust with cocoa.



**DO YOU HAVE A RECIPE TO SHARE? CONTACT [NEWSLETTER@WBAALAS.ORG](mailto:NEWSLETTER@WBAALAS.ORG).**



Do you know someone from the local research community that meets the spirit and intent of each of these awards?

### Nominate them!

Check out the awards page on the WBAALAS website at [wbaalas.org/awards](http://wbaalas.org/awards) for more information and a nomination form.

# WBAALAS AWARDS

# INSTITUTIONAL MEMBERS



ALLEN INSTITUTE *for*  
BRAIN SCIENCE



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## INTERESTED IN JOINING **WBAALAS** AS AN INSTITUTIONAL MEMBER?

Visit the Washington Branch AALAS website at [wbaalas.org/join](http://wbaalas.org/join) for information on membership fees, benefits, and other perks!

# COMMERCIAL MEMBERS



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