2025 INTERNATIONAL ASSOCIATION FOR COURT ADMINISTRATION



"GLOBAL PERSPECTIVES ON COURT ADMINISTRATION"

16 -19 November, 2025

Dubai, United Arab Emirates







16 NOVEMBER 2025 SUNDAY



EVENT	LOCATION	TIME
IACA BOARD MEETING Per Invitation Only	Conrad Dubai	11:30 am - 3:00 pm
CONFERENCE REGISTRATION OPEN	Conrad Dubai Level 4 Foyer	3:00 pm - 6:00 pm
PRESIDENT'S RECEPTION Opening Addresses by: Professor Saif Al Suwaidi Director, Dubai Courts Pamela Q. Harris President of IACA	Conrad Dubai Level 6 Bliss	6:00 pm - 7:30 pm





EVENT	PRESENTERS	SESSION HOST	LOCATION	TIME
	COFFEE/TEA SERVICE		7:30 a	am - 8:30 am
	CONFERENCE REGISTRAT	ON OPEN	8:30 am - 11:0	00 am
Conference Notes and Speaker Introductions		Kevin J. Bowling IACA Chief Administrative Officer	Conrad Dubai Level 4 Ballroom	8:30 am - 8:45 am
Welcome Remarks Keynote Address - "Global Perspectives on Court Administration"	H.E. Justice Ali Al Madhani Deputy Chief Justice Dubai International Financial Centre (DIFC) Courts Pamela Q. Harris President of IACA		Conrad Dubai Level 4 Ballroom	8:45 am - 9:00 am 9:00 am - 9:15 am
Plenary Session #1 Empowerment, Enablement, and Equality of Court Administrators	United Arab Emirates H.E. Justice Ali Al Madhani Deputy Chief Justice Dubai International Financial Centre (DIFC) Courts Pamela Q. Harris President of IACA The Hon. Mr. Justice Bryan Sykes O.J., C.D. Chief Justice of Jamaica	Kevin J. Bowling IACA Chief Administrative Officer	Conrad Dubai Level 4 Ballroom	9:15 am - 10:15 am
	Chief Justice Chris Kourakis Supreme Court of South Australia Moderator: Dr. Tim Bunjevac IACA President-Elect			





EVENT	PRESENTERS	SESSION HOST	LOCATION
	COFFEE/TEA SERVICE		10:15 am - 10:45 am
Themat	ic Track: The Impact of Al on the	e Administration of Jus	stice
Breakout Sessions Session #1: Real World Uses of AI in the Arizona Court System	United States Ann Timmer Chief Justice, Arizona Supreme Court Dave Byers Director, Administrative Office of the Courts, Arizona Supreme Court	Thomas Bruton IACA Chief Executive Officer	Conrad Dubai Level 4 Breakout Rooms A1 Sir Bu Nair & Yas
Session #2: The Role of International Standards in Governing Artificial Intelligence	Uzbekistan Hurshid Sadikov Secretary of the Supreme Judicial Council Khusnidin Kamolov Judge Supreme Judicial Council	Andrew Solomon IACA North American Board Member	Conrad Dubai Level 4 10:45 am - Breakout 11:30 am Rooms B1 Al Yasat & Al Gatis
Session #3: The Impact of Artificial Intelligence on Court Administration: The Mongolian Experience	<i>Mongolia</i> Judge Gooshookhuu Davaadorj Judge-Member of the Judicial General Council of Mongolia	Sonja Prostran IACA European Board Member	Conrad Dubai Level 4 Ballroom





EVENT	PRESENTERS	SESSION HOST	LOCATION	TIME
	TRANSITION		11:30 am - 1	1:40 am
Breakout Sessions Session #4: The Advance Court Technology Initiative: Featuring Collaboration, Reengineering, and Change Management	United States JoAnne Richardson Managing Director National Center for State Courts Michael Navin Principal Court Management Consultant National Center for State Courts	Creadell Webb Chief Diversity, Equity, and Inclusion Officer First Judicial District of Pennsylvania	Conrad Dubai Level 4 Breakout Rooms A1 Sir Bu Nair & Yas	
Session #5: Artificial Intelligence, Law, and Justice	Kazakhstan Nail Akhmetzakirov IACA Regional VP Central Asia Shakir Shayakhmetov First Deputy Head of the Judicial Administration of the Republic of Kazakhstan	Luis María Palma IACA Immediate Past President	Conrad Dubai Level 4 Breakout Rooms B1 Al Yasat & Al Gatis	11:40 am - 12:25 pm
Session #6: How Judges can use AI to be more efficient while complying with ethical and professional obligations	United States Virginia M. Hernandez Covington United State District Court Judge, Middle District of Florida, U.S. Courts	Thomas Bruton IACA Chief Executive Officer	Conrad Dubai Level 4 Ballroom	





EVENT	PRESENTERS	SESSION HOST	LOCATION	TIME
	LUNCH		12:25	pm - 1:05 pm
Thematic Track	: Education and Career Develop	ment of Judges and Co	ourt Staff	
Conference Notes and Speaker Introductions		Luis María Palma IACA Immediate Past President	Conrad Dubai Level 4 Ballroom	1:05 pm - 1:15 pm
Presentation by Tech Unicorn	Ani Dave Founder & Group CEO Tech Unicorn, CX Unicorn, Unicorn Digital Courtroom and Unicorn Lab	Michele Oken Stuart IACA Chief Corporate Sponsorship Officer	Conrad Dubai Level 4 Ballroom	1:15 pm - 1:30 pm
Plenary Session #2 Learning from Mistakes: Lessons from Failures in Court Administration	Denmark & Netherlands Dr. Jesper Wittrup Owner and Senior Associate Metiri Consult Dr. Elena Alina Onţanu Assistant Professor of Global and Comparative Private Law Tilburg Law School	Luis María Palma IACA Immediate Past President	Conrad Dubai Level 4 Ballroom	1:30 pm - 2:30 pm



EVENT	PRESENTERS	SESSION HOST	LOCATION	TIME
	TRANSITION		2:30 pm - 2:	40 pm
Breakout Sessions Session #7: Empowering Court Leaders Worldwide: Advancing Education and Career Development through NACM's CORE Programs	United States Tina Mattison Deputy Court Administrator Pima Court Consolidated Justice Courts NACM Past President Kelly Hutton Court Administrator, Northeast & Northeast Central Judicial Districts, North Dakota NACM President	Michele Oken Stuart IACA Chief Corporate Sponsorship Officer	Conrad Dubai Level 4 Breakout Rooms A1 Sir Bu Nair & Yas	
Session #8: Critical Information Sharing Regarding Judicial Administration: Important Benefits of IACA Membership	Dr. Elena Alina Onţanu Assistant Professor of Global and Comparative Private Law Tilburg Law School Co-Managing Journal Editor Eileen Levine Managing Editor of The Court Administrator Moderator: Professor Dr. Luis María Palma IACA Immediate Past President Executive Journal Editor	Sheryl L. Loesch IACA Past President	Conrad Dubai Level 4 Breakout Rooms B1 Al Yasat & Al Gatis	2:40 pm - 3:25 pm





EVENT	PRESENTERS	SESSION HOST	LOCATION	TIME
Session #9: Building Inclusive Court Environments: Empowering Staff through Effective Communication and Training	United States Zenell Brown Regional Court Administrator Michigan Supreme Court Creadell Webb Chief Diversity, Equity, and Inclusion Officer First Judicial District of Pennsylvania	Thomas Bruton IACA Chief Executive Officer	Conrad Dubai Level 4 Ballroom	2:40 pm - 3:25 pm
Optional - Courts Dialogue Initiative (prior registration recommended)			Conrad Dubai Baynunah Room	3:30 pm - 5:00 pm
Optional Dubai Cultural Event Dinner on your own if not participating in Desert Safari	Dubai Desert Safari presented by DIFC Courts (limited availability - prior registration required; dinner included)		Transportation leaving hotel lobby at 3:35 pm	3:35 pm - 9:00 pm
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EVENT	PRESENTERS	SESSION HOST	LOCATION	TIME
THEMATIC TRACK: O	PTIMIZATION OF COURT ADMI	NISTRATION AND TH	E REFORM PROC	CESS
Conference Notes and Speaker Introductions		Dr. Giuseppe M. Fazari Assistant Professor, Criminal Justice Monmouth University IACA Regional VP North America	Conrad Dubai Level 4 Ballroom	8:15 am - 8:30 am
Plenary Session #3				
Unlocking Innovation in Courts: How Design Thinking Addresses Cultural Resistance	<i>Brazil</i> Fabrício Bittencourt da Cruz Federal Judge, PhD Professor			
Justice Innovation in Argentina: A Systemic Approach to Judicial Management Transformation	Argentina Professor Dr. Luis María Palma IACA Immediate Past President Santiago Otamendí (Recorded Presentation) Judge of the Supreme Court of the City of Buenos Aires	Dr. Giuseppe M. Fazari Assistant Professor, Criminal Justice Monmouth University IACA Regional VP North America	Conrad Dubai Level 4 Ballroom	8:30 am - 9:30 am



EVENT	PRESENTERS	SESSION HOST	LOCATION	TIME
Optional Dubai Cultural Event	Tour of the Dubai Courts (limited availability - prior registration required)		Transportation leaving hotel lobby at 9:30 am	9:30 am - 12:00 pm
	COFFEE/TEA SERVICE		9:30 a	am - 10:00 am
Breakout Sessions Session #10: Unsuccessful Judicial Reform Implementation (Autocratization in Romanian Judiciary Session #11: Judicial Performance Monitoring within MEL Frameworks with Practical Examples	Romania Dragos Calin PhD, Judge Bucharest Court of Appeal Bosnia and Herzegovina, Ukraine Edis Brkić Consultant (Former Chief of Party for USAID's Monitoring and Evaluation Support Activity in Bosnia and Herzegovina) Nataliia Chumak Deputy Head of the Kyiv City Territorial Office of the State Judicial Administration of Ukraine	Andrew Solomon IACA North American Board Member Sonja Prostran IACA European Board Member	Conrad Dubai Level 4 Breakout Rooms A1 Sir Bu Nair & Yas Conrad Dubai Level 4 Breakout Rooms B1 Al Yasat & Al Gatis	10:00 am - 10:45 am
Session #12: Inspiring trust in courts through the operation of court spokespersons	Poland Wojciech Piątek Professor, Supreme Administrative Court Institute of Administrative and Judicial Administrative Procedure Faculty of Law and Administration Adam Mickiewicz University	Judge Mai Matar Bahrain Supreme Court of Appeal	Conrad Dubai Level 4 Ballroom	





EVENT	PRESENTERS	SESSION HOST	LOCATION	TIME
	TRANSITION		10:45 am - 10):55 am
Breakout Sessions Session #13: Combating and Preventing Moral and Sexual Harrassment, as well as Discrimination, within the Courts of Justice	Brazil Judge Fausto Martin De Sanctis Federal Appeals Judge for the Third Region in Sao Paulo, Brazil	Luis María Palma IACA Immediate Past President	Conrad Dubai Level 4 Breakout Rooms A1 Sir Bu Nair & Yas	
Session #14: Advancing Judicial Excellence through Competitiveness: A Framework for Future-Ready Courts	Dubai Courts Ms. Alia Abdulla Al Mheiri Director of Strategy and Institutional Performance Michael Navin Principal Court Management Consultant National Center for State Courts Moderator: Farah Al-Assal Senior Manager, Sia	Amel Arfaoui IACA Regional VP Middle East and Northern Africa	Conrad Dubai Level 4 Breakout Rooms B1 Al Yasat & Al Gatis	10:55 am - 11:40 am
Session #15: Judicial communication as a tool for building public trust in the courts - a theoretical and practical perspective	Poland Jan Olszanowski Judge of the District Court in Poznan (Poland), Assistant Professor (PhD) of Faculty of Law and Administration Adam Mickiewicz University	Tina Brecelj IACA Regional VP Europe	Conrad Dubai Level 4 Ballroom	
	TRANSITION		11:40 am - 11	1:50 am





EVENT	PRESENTERS	SESSION HOST	LOCATION	TIME
Breakout Sessions Session #16: The Effect of Technology Adoption on Enhancing Administration of Justice in the Kenyan Judiciary	Kenya Rebecca Damaris Baya Court Administrator II The Judicial Service Commission	Kelly Hutton Court Administrator, Northeast & Northeast Central Judicial Districts, North Dakota NACM President	Conrad Dubai Level 4 Breakout Rooms A1 Sir Bu Nair & Yas	
Session #17: Examining Successful Judicial Reform Initiatives in Jamaica: Leveraging the Balanced Scorecard Modality for Strategic Transformation	Jamaica The Hon. Mr. Justice Bryan Sykes O.J., C.D. Chief Justice of Jamaica Ms. Tricia Cameron-Anglin Director/CEO Court Administration Division Ms. Marsha Grant Senior Director Strategic Planning, Reform and Performance Management	Kevin J. Bowling IACA Chief Administrative Officer	Conrad Dubai Level 4 Breakout Rooms B1 Al Yasat & Al Gatis	11:50 am - 12:35 pm
Session #18: Toward an Innovative Judiciary: Institutional Digital Transformation in the Saudi Board of Grievances	Saudi Arabia Hassan Abdullah Al-Shehri President of International Cooperation and Partnerships in Board of Grievances Malek Mohammed Al-Tuwijri Judicial Inspector Board of Grievances Fahad Abdulaziz Al-Fihed Decision Support Center Director	H.E. Justice Ali Al Madhani Deputy Chief Justice Dubai International Financial Centre (DIFC) Courts	Conrad Dubai Level 4 Ballroom	





EVENT	PRESENTERS	SESSION HOST	LOCATION	TIME
	ALL CONFERENCE DELEGATES	- GROUP PHOTO	12:35 pm - 12	2:45 pm
	LUNCH		12:45 pm - 1:	30 pm
Conference Notes and Speaker Introductions Association Remarks	Kelly Hutton President, National Association for Court Management	Dr. Tim Bunjevac IACA President-Elect	Conrad Dubai Level 4 Ballroom	1:30 pm - 1:45 pm
THE	MATIC TRACK: RESEARCHING	DIFFERENT COURT M	ODELS	
Plenary Session #4	Dubai			
Court of the Future, Built for Today: DIFC Courts and the Global Standard in Judicial Innovation	Arul Jose Vigin Head of Digital and Data Dubai International Financial Centre (DIFC) Courts	Dr. Tim Bunjevac IACA President-Elect	Conrad Dubai Level 4 Ballroom	1:45 pm - 2:45 pm





EVENT	PRESENTERS	SESSION HOST	LOCATION	TIME
COFFEE/TEA SERVICE			2:45 pm - 3:05 pm	
Breakout Sessions Session #19: Judge-Led Court Dispute Resolution Asynchronous Hearings, Early Neutral Evaluations & International Judicial Dispute Resolution Network (JDRN)	Singapore Boon Heng Tan Principal District Judge Court Dispute Resolution Cluster State Courts of Singapore	Kevin J. Bowling IACA Chief Administrative Officer	Conrad Dubai Level 4 Breakout Rooms A1 Sir Bu Nair & Yas	
Session #20: Court Management Mindfulness: Trauma-Informed Strategies to Improve Justice Administration Outcomes	United States/ Italy Dr. Giuseppe M. Fazari Assistant Professor, Criminal Justice Monmouth University IACA Regional Vice President, North American Board	Michele Oken Stuart IACA Chief Corporate Sponsorship Officer	Conrad Dubai Level 4 Breakout Rooms B1 Al Yasat & Al Gatis	3:05 pm - 3:50 pm
Session #21: How to Secure Funding for Judicial Operations: Designing Policy Conversations That Secure a "Yes"	Jamaica The Hon. Mr. Justice Bryan Sykes O.J., C.D. Chief Justice of Jamaica Ms. Tricia Cameron-Anglin Director/CEO Court Administration Division	Dr. Susan Moxley Conference Guest	Conrad Dubai Level 4 Ballroom	





EVENT	PRESENTERS	SESSION HOST	LOCATION	TIME
TRANSITION				00 pm
Breakout Sessions Session #22: Strategic Planning in Judicial Excellence: Empowering Courts to Develop and Respond to Challenges	United Arab Emirates Olga Comerzan Strategic Planning Consultant	Zenell Brown Regional Court Administrator Michigan Supreme Court	Conrad Dubai Level 4 Breakout Rooms A1 Sir Bu Nair & Yas	
Session #23: Administering Mass Judicial Recruitment in Wartime Ukraine: Civil Society Involvement and Digital Solutions	Ukraine Svitlana Maistruk Court Modernization Key Expert EU Project Pravo-Justice Roman Sabodash Member of the High Qualification Commission of Judges of Ukraine Mariia Krasnenko Member of the Public Integrity Council of Ukraine	Tina Mattison Deputy Court Administrator Pima Court Consolidated Justice Courts NACM Past President	Conrad Dubai Level 4 Breakout Rooms B1 Al Yasat & Al Gatis	4:00 pm - 4:45 pm
Session #24: Court Fee Systems Across Jurisdictions: A Comparative Analysis to Promote Access to Justice and Efficiency of Service Delivery	Saudi Arabia Waleed Haider Malik World Bank Senior Public Sector Expert Governance Global Practice, MENA Razan Alborai Legal Expert Ministry of Justice	Amel Arfaoui IACA Regional VP Middle East and Northern Africa	Conrad Dubai Level 4 Ballroom	





EVENT	PRESENTERS	SESSION HOST	LOCATION	TIME
Optional - Courts Dialogue Initiative (prior registration recommended)			Conrad Dubai Baynunah Room	4:45 pm - 5:30 pm
Gala Dinner	Opening Remarks Dr. Tim Bunjevac IACA President-Elect H.E. Justice Abdulqader Mossa Chief Justice of the Court of Cassation		Conrad Dubai The Avery	7:00 pm - 9:30 pm



19 NOVEMBER 2025 WEDNESDAY



EVENT	PRESENTERS	SESSION HOST	LOCATION	TIME
	COFFEE/TEA SERVICE		7:30	0 am - 8:30 am
Conference Notes and Speaker Introductions		Thomas Bruton IACA Chief Executive Officer	Conrad Dubai Level 4 Ballroom	8:30 am - 8:45 am
United Arab Emirates Cultural Presentation		Thomas Bruton IACA Chief Executive Officer	Conrad Dubai Level 4 Ballroom	8:45 am - 9:00 am
	THEMATIC TRACK: PEOPLE-	-CENTERED JUSTICE		
Plenary Session #5				
Transparency in Action: Practical Pathways to Building Public Trust in People-Centered Justice Systems	Serbia Dr. Olga Tesovic PhD in Law, Research Fellow, and Senior Lecturer at the Judicial Academy in Belgrade	Thomas Bruton IACA Chief Executive Officer	Conrad Dubai Level 4 Ballroom	9:00 am - 10:00 am
Improving Access to Justice Through People-Centered Justice	Australia Dr. Tim Bunjevac IACA President-Elect			



19 NOVEMBER 2025 WEDNESDAY



EVENT	PRESENTERS	SESSION HOST	LOCATION	TIME
Optional Dubai Cultural Event	Tour of the Dubai Courts (limited availability - prior registration required)		Transportation leaving hotel lobby at 10:00 am	10:00 am - 12:30 pm
	TRANSITION		10:00	am - 10:30 am
Breakout Sessions	Ukraine			
Session #25: Adjudication of High- Level Corruption Cases	Bogdan Kryklyvenko Court Administrator High Anti-Corruption Court of Ukraine David Vaughn Rule of Law Advisor Chemonics UK	Andrew Solomon IACA North American Board Member	Conrad Dubai Level 4 Breakout Rooms A1 Sir Bu Nair & Yas	10:30 am – 11:15 am
Session #26: The Role of Court User Committees in Advancing People Centered Justice	<i>Kenya</i> Flora Akinyi Koile Senior Court Administrator Kenyan Judiciary Kibera Law Courts	Amel Arfaoui IACA Regional VP Middle East and Northern Africa	Conrad Dubai Level 4 Breakout Rooms B1 Al Yasat & Al Gatis	
Session #27: People Centered Justice: Public Trust in Judiciary	Czech Republic Ales Pavel Director of the Office of the President of the Supreme Court	Sonja Prostran IACA European Board Member	Conrad Dubai Level 4 Ballroom	



19 NOVEMBER 2025 WEDNESDAY



EVENT	PRESENTERS	SESSION HOST	LOCATION	TIME
	TRANSITION		11:15 am - 1	1:25 am
Breakout Sessions Session #28: Judicial Mindset as a Catalyst for People-Centered Justice Reform	<i>Bahrain</i> Judge Mai Matar Bahrain Supreme Court of Appeal	Sheryl L. Loesch IACA Past President	Conrad Dubai Level 4 Breakout Rooms A1 Sir Bu Nair & Yas	
Session #29: Enhancing Access and Efficiency: The Impact of Online Portals in the Justice Sector through a New Case Management System	Australia David Connoley Executive Director CourtSA Chief Information Officer Courts Administration Authority The Hon. Mr. Chris Kourakis Chief Justice of the Supreme Court of South Austrialia	Dr. Susan Moxley Conference Guest	Conrad Dubai Level 4 Breakout Rooms B1 Al Yasat & Al Gatis	11:25 am – 12:10 pm
Session #30: Family Justice Courts' Operational Model of Therapeutic Justice	Singapore Kenneth Yap District Judge Registrar Family Justice Courts Yarni Loi District Judge Principal Director TJ Transformation Office	Kevin J. Bowling IACA Chief Administrative Officer	Conrad Dubai Level 4 Ballroom	



19 NOVEMBER 2025 WEDNESDAY



EVENT	PRESENTERS	SESSION HOST	LOCATION	TIME
LUNCH			12:10	pm - 1:10 pm
United Arab Emirates Cultural Presentation		Michele Oken Stuart IACA Chief Corporate Sponsorship Officer	Conrad Dubai Level 4 Ballroom	1:10 pm - 1:25 pm
	TRANSITION		1:25	5 pm - 1:35 pm
Breakout Sessions Session #31: Human-Centered Justice: A Judicial Paradigm at Dubai Courts	Dubai H.E. Mohammed Ahmed Al Obaidli CEO of Claims Management Sector	Amel Arfaoui IACA Regional VP Middle East and Northern Africa	Conrad Dubai Level 4 Breakout Rooms A1 Sir Bu Nair & Yas	
Session #32: Justice Without Walls: Virtual Hearings and Remote Court Proceedings – Benefits, Challenges, and Lessons from Moldova, Ukraine, and Beyond	Cristina Malai Turturica Senior Court Administration Expert Millennium Partners Nataliia Chumak Deputy Head of the Kyiv City Territorial Office of the State Judicial Administration of Ukraine	Kevin J. Bowling IACA Chief Administrative Officer	Conrad Dubai Level 4 Breakout Rooms B1 Al Yasat & Al Gatis	1:35 pm - 2:20 pm



19 NOVEMBER 2025 WEDNESDAY



EVENT	PRESENTERS	SESSION HOST	LOCATION	TIME
Session #33: Promoting People- Centered Justice in the Philippines	Philippines Maria Theresa V. Mendoza-Arcega Associate Justice - Sandiganbayan	Dr. Susan Moxley Conference Guest	Conrad Dubai Level 4 Ballroom	1:35 pm - 2:20 pm
	TRANSITION		2:20 pm - 2	:30 pm
Breakout Sessions Session #34: Procedural Barriers to Accessing Justice in India, and Measures Undertaken by the Judiciary to Address Them	India Shruthi Naik Senior Resident Fellow, Vidhi Centre for Legal Policy	Eileen Levine Managing Editor of The Court Administrator	Conrad Dubai Level 4 Breakout Rooms A1 Sir Bu Nair & Yas	
Session #35: Access to Justice and Judicial Reform in Ethiopia; Oromia Customary in Focus	Ethiopia Eshetu Yadeta Temesgen State Supreme Court Judge	Dave Byers Director, Administrative Office of the Courts, Arizona Supreme Court	Conrad Dubai Level 4 Breakout Rooms B1 Al Yasat & Al Gatis	2:30 pm - 3:15 pm
Session #36: Enhancing Access to Justice	Qatar Muna Nasser Al Kaabi Qatar International Court and Dispute Resolution Centre	Sheryl L. Loesch IACA Past President	Conrad Dubai Level 4 Ballroom	



19 NOVEMBER 2025 WEDNESDAY



EVENT	PRESENTERS	SESSION HOST	LOCATION	TIME
	COFFEE/TEA SERVICE		3:15 pm -	4:00 pm
Conference Notes and Speaker Introductions		Kevin J. Bowling IACA Chief Administrative Officer	Conrad Dubai Level 4 Ballroom	3:25 pm - 3:35 pm
IACA Membership Meeting	Pamela Q. Harris IACA President		Conrad Dubai Level 4 Ballroom	3:35 pm - 4:30 pm

THANK YOU FOR YOUR PARTICIPATION. WE HOPE TO SEE YOU AGAIN NEXT YEAR!

