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Partnership Oversight and Development Handbook 2023-24

Process guide standards and enhancement for collaborative provision

Issued by: Dr Julian Coleman, September 2018

Latest update by: Dr Lynn Clark-Wright, September 2023

# PREFACE

This handbook is intended to provide detailed information about the University’s process for assuring the standards of its collaborative programmes with partners. The process is designed to facilitate a collaborative approach to assurance and the enhancement of teaching quality, the learning environment, student outcomes and learning gain.

As of September 2016, the oversight process will be underpinned by up to ***three*** annual **PARTNERSHIP DEVELOPMENT MEETING (PDMs).** **PDMs** will act to bring relevant colleagues from the University and the Partner together to consider quality monitoring data, specifically university KPIs, and other documentation collectively. A **LIVE ACTION PARTNERSHIP PLAN (LAPP)** will be created and /or updated at the **PDM. LAPPs** will form an appendix of the **PARTNER OVERVIEW FORM** **(POF) (**a shared summary document containing the partnership details) and will be the principal dynamic method of managing the partnership.

Partners with their own mature quality systems may negotiate with the University to use their own documentation for the purpose of monitoring quality. This negotiation is undertaken using a document equivalency listing, explained in this handbook.

The handbook is set out in sections covering the **PARTNERSHIP DEVELOPMENT MEETING, the LIVE ACTION PARTNERSHIP PLAN**, and the **QUALITY PORTAL** (a web-based storage area for Quality monitoring documentation, renewed each academic year.)

At the end of the handbook are appendices containing standard agendas, membership lists and document templates.

We hope you find the handbook helpful and the process it describes to be efficient and effective.

If you wish to discuss any aspect of the process, please contact:

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# INTRODUCTION

The process outlined in this handbook is designed to promote a joint approach for assuring standards and for reviewing and continuously improving provision.

‘Oversight and Development’ is the phrase used to describe the annual cycle of collecting and analysing data about the partnership, particularly outcomes for university KPIs, and using this analysis to determine continuous improvement.

‘Data on the partnership’ means feedback from key stakeholders such as students, external examiners, internal moderators, module tutors, link tutors and programme managers, and numerical data on student attainment and achievement including continuation, completion and progression data – (<https://www.officeforstudents.org.uk/>). This set of data is further defined and described within the University’s Annual Monitoring Process Guidelines (current version available by following the link below): <https://hub.bolton.ac.uk/Quality/RM/Home.aspx>

This Handbook describes how the above process is applied in the context of our collaborative provision partnerships.

The process diagram in Appendix 1 presents an overview. The process is centred around four main concepts:

* **Partnership Development Meetings (PDMs)** are the meetings that occur up to three times per year to review quality monitoring data, update and decide upon new improvement activities
* **Live Action Partnership Plan (LAPP) is** a continuously updated improvement plan capturing actions usually determined at the PDM (actions can be added at any time, but most actions will result from the pro-active review of quality monitoring data at the PDM)
* **Quality Portal (QP)** data collected for review at the PDM will be stored on a web-based quality portal (from 2021 using SharePoint/Teams). Partnership team assistance is available from the University to assist with document upload.
* **Partner Overview Form (POF) is** a brief document with partnership details (key contacts, address, programmes etc.) with appendices including the LAPP, the Equivalency Listing (see below), the Annual Review of Partnership Operations and Business Plan, and a detailed log of partnership visits and other instances of on and off campus integration.

Partners with their own mature and functioning quality monitoring systems may agree with their Partnership Management team on the equivalency of their own document set to replace standard University documentation. This is carried out via a Quality Document Equivalency Listing (Appendix 5), with the agreed alternative document then used at the PDM and stored on the QUALITY PORTAL.

The PARTNER OVERVIEW FORM (complete with appendices) is reviewed periodically at the University’s Partnership Panel.

# PARTNERSHIP DEVELOPMENT MEETINGS (PDMs)

Each partnership normally holds up to three **Partnership Development Meetings** (PDMs) per academic year. The timing of the meetings is normally:

1) Meeting 1 Oct / Nov

2) Meeting 2 Feb / March

3) Meeting 3 June / July

PDMs may be held physically on partner premises, at the University, or by video conference. The output is action points noted on the LAPP by the University Partnership Team, although PDMs are minuted in order to record discussion about joint action plans for any KPIs which don’t meet benchmark, or any other quality issue.

The purpose of the PDM is to scrutinise and reflect upon data about the partnership that is relevant and available at the time of the meetings (for example, *meeting 1* will consider External Examiner reports and responses, Programme Survey data (e.g., National Students Survey NSS) and module-level monitoring from the previous academic session. Since the introduction by the OfS in 2022-23, the meetings will also be used to scrutinise the KPIs relevant to the B-conditions. The documents to be scrutinised will form part of the standard documentation stored in the Quality Portal.

The University Partnership Team organises the meetings and sends the document request to the nominated partner contact.

**Update academic year 2023/24:** the Document Request list has items added to reflect the need for additional equivalency and quality monitoring. (<https://www.officeforstudents.org.uk/>)

The document request list (Appendix 2) is appropriate to the timing and business at the three PDMs. The documents listed and requested for the meeting constitute those documents required by the University as part of Annual Quality Monitoring. (<http://www.bolton.ac.uk/Quality/RM/AnnualMonitoring/Home.aspx>)

Where fewer than three meetings are held, the document request list will be negotiated with the partner to provide sensible timings.

**Update academic year 2023/24:** There are two parts to each PDM meeting. Part 1 is an individual meeting for each University Link Tutor and Partner Course Manager/Programme Team, per programme or subject area depending on the size of provision (e.g., Business, Computing, Engineering etc.) Link tutors and Course Managers will discuss and agree comments for the Link Tutor report in this meeting.

Part 2 is a meeting for the University Partnership Management team and Partner Managers. Link tutors do not attend this meeting; actions arising from the Link Tutor report are discussed as part of the requested documentation in Part 2.

Documents requested and reviewed for the PDMs are stored on the Quality Portal.

The Senior/ Academic Partnership Manager/Lead normally chairs the PDM. Membership and the standard agenda are defined in Appendix 2.

Actions arising from the review of data at the meetings are agreed and entered by the University Partnership Management team into the ‘partnership continuous improvement plan’ termed the **Live Action Partnership Plan (LAPP).** The **LAPP** can be updated dynamically, as actions occur, however progress is always reviewed and actions added at the **PDM.**

The **PARTNERSHIP DEVELOPMENT MEETING (PDM)** is in two parts.

**Part 1** is attended by the University Link Tutor and partner Course Manager. The purpose of Part 1 is to complete a ‘Link Tutor report’ covering the assessment cycle before the current PDM. For example, for the October/November Link Tutor report, the previous summer semester/refer period will be reviewed.

The Link Tutor report confirms that the module boxes from the previous semester are up to date, following the ***module box checklist***, and that any improvement actions arising from moderation are recorded for action. In addition, the Link Tutor and Course Manager interrogate KPI data and identify areas where benchmark is not being met. Improvement actions are noted in the Link Tutor report. Actions arising from data not meeting benchmark are considered in the PDM.

The Link Tutor report also confirms the partner's storage location for the module box information (this must be online and accessible by Link Tutor). A template for the Link Tutor report is presented in Appendix 4. Completing the Link Tutor Report removes the need to store module box information on the Quality Portal.

Link Tutors must complete this task with Course Managers at least seven days prior to the PDM. It is intended to be a collaboration between the Link Tutor and Course Manager.

**Part 2** is a formal meeting. The output is action points on the LAPP noted by the University Partnership Team, although the meeting is also minuted. The standard agenda is set out in Appendix 2.

# RISK REGISTER (Pilot 2023/24)

The Risk Register is a tool used to identify matters that form a compliance or partnership threat, including those that may affect our conditions of registration with the Office for Students.

Items for inclusion are *not standard partnership management matters* which are ordinarily included in the Live Action Partnership Plan. Risks relate to Office for Students ‘B’ condition compliance, including B3 metrics for student continuation, completion, and progression.

Partnership Management teams will complete risk-based action plans including the setting of manageable targets, with input from the partner and the OffCD Compliance Lead.

The Risk Register categorises threat levels from 'low' to 'high'. Threats classified as 'high' require immediate intervention/ escalation and are likely to pose a significant compliance risk. Once a ‘Risk’ has been adequately resolved, the identified item will be 'closed'.

This tool of partnership oversight is currently in development and will be piloted in 2023/24 with selected C-SPACE partners with an intended universal rollout in 2024/25.

# LIVE ACTION PARTNERSHIP PLAN (LAPP)

The template for the LIVE ACTION PARTNERSHIP PLAN is shown in Appendix 3.

The LIVE ACTION PARTNERSHIP PLAN is a continuous improvement plan based on the review of partnership quality data and documentation.

Actions must be discussed and agreed upon by all parties in the partnership and may result in improvement action either at the University or the Partner Institution.

The University Partnership Management team is responsible for keeping the LIVE ACTION PARTNERSHIP PLAN up to date. This is a continuous process, as actions are completed and signed off or new actions are generated.

 It is recognised that most new actions will be discussed and agreed upon at the PARTNERSHIP DEVELOPMENT MEETINGS and existing items will progress or be signed off.

The LIVE ACTION PARTNERSHIP PLAN forms an appendix to the PARTNER OVERVIEW FORM (POF). PARTNER OVERVIEW FORMs are periodically reviewed at the University’s Partnership Panel (see Appendix 1 for the process diagram).

# QUALITY PORTAL (QP)

Each partnership has a QUALITY PORTAL (QP) for the current academic year. The QP is a web-based repository for Quality Documentation. QPs are pre-populated with the titles, descriptions and timing of documents required. These correspond to the document requests for the three PDMs. Documents supplied are subsequently stored on the QP.

Partner staff and University staff (Link Tutors and University Partnership Management team) have access to view documents and keep the QP up to date. Some partners may also store their module box documentation on the QP. In this case, the partner will be responsible for uploading module box documents to the portal.

# PARTNER OVERVIEW FORM (POF)

The PARTNER OVERVIEW FORM (POF) is a summary document providing essential information concerning the partnership. The central part of the form has vital contact details, address, programmes validated, contact numbers etc. Appendices of the document contain:

1. The LIVE ACTION PARTNERSHIP PLAN (LAPP)
2. The partnership Annual Review of Partnership Operations (refresh of Due Diligence) and Business Development Plan
3. A log of essential visits, meetings, joint development events and other examples of on and off campus integration.
4. Quality Document Equivalency List

The Partnership Management team is responsible for keeping the POF up to date.



# APPENDICES

|  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
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## Appendix 1: Annual Partnership Oversight Process Diagram

(Risk Register to be incorporated following completion of the pilot in 2023-24)



## Appendix 2: PDM Agenda



**PARTNERSHIP DEVELOPMENT MEETING**

**Date: [ ]**

**Location: [ ]**

**AGENDA**

**Part One** LINK TUTOR AND COURSE MANAGER TO COLLABORATIVELY REVIEW MODULE BOXES (please refer to the updated module box checklist for required content), INTERROGATE PROGRAMME KPI DATA TO IDENTIFY AREAS WHICH DO NOT MEET BENCHMARK, AND PROVIDE AN ACTION PLAN – MEETING TO BE HELD AT LEAST 14 DAYS PRIOR TO PART 2 - **complete the Link Tutor report** at least 7 days prior to PART 2.

1. Welcome to members, and apologies for absence.
2. Notes of the previous meeting held on [ ]
3. Review programme quality documentation and metrics from the past semester (see xxx).
4. Consider and complete an action plan.

**Part Two FORMAL MEETING**

1. Welcome to members, and apologies for absence.
2. Minutes of the previous meeting.

[Matters arising to be reviewed as part of the update of the LAPP]

1. Review and update the current Live Action Partnership Plan (LAPP)
2. Review quality documentation papers (see updated document request list) including a detailed consideration of any KPIs which do not meet benchmark – review action planning in the Link Tutor report
3. New programmes: existing developments and plans
4. Partnership operational matters and agreement on new LAPP items
5. Any Other Business
6. Reserved matters (confidential matters – attended by partnership senior management and the Partnership Management team (Senior/Academic Partnership Manager/Lead and the Partnership Coordinator) only.

**Membership**

**Part one**

Course Managers

Link Tutors

**Part two**

**Partner**

Head of HE/Centre Director

Course Managers

Head of Quality

**University**

Partnership Management team - Senior/Academic Partnership Manager/Lead (Chair) and the Partnership Coordinator.

**Invited members**

AC SELE for school (University)

Head, School of Academic Collaborative Partnerships, or appropriate Centre (University)

Dean, Off-Campus Division

Head of School, University of Bolton

Nominated partner / University staff, including administrators.

**Appendix 3: Document Request List**

The following documents will be requested for the meeting by UoB Partnership Management from those identified in the table. Document request to be circulated three weeks before the meeting (loaded onto the Quality Portal (QP) by UoB staff – with any updates collected on the day of the meeting)

Where it is agreed that a partner has fewer than three PDMs per year, the documents will be allocated to the meetings in agreement with the Partner / Partnership Management.

In brackets and emboldened indicates the member of staff to supply the data/document.

**Partnership Management to confirm document supply responsibility with each partner where a choice is indicated.**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Meeting 1 Oct/Nov | Meeting 2 Feb/March | Meeting 3 June/July |
| Documents to be reviewed at meeting (Agenda item 4) and uploaded onto QP | Programme Survey Data (e.g., NSS, UPSS, PTES)**(University Partnership Team or Partner Contact, depending on who conducts NSS)** | Latest SSLC minutes**(University Partnership Team or Partner Contact, depending on who conducts SSLC)** | Latest SSLC minutes**(University Partnership Team or Partner Contact, depending on who conducts SSLC)** |
|  | \*Completion, Continuation and Progression data**(University Partnership Team or Partner Contact)** | \*Completion, Continuation and Progression data(**University Partnership Team or Partner Contact))** | \*Completion, Continuation and Progression data**(University Partnership Team or Partner Contact)** |
|  | EE report(s) and responses (Link Tutor to circulate EE reports to Partner and co-ordinate response to urgent matters raised, and a summary of responses to all reports).**(EE reports uploaded to QP by the University Partnership Team)** | Enrolment data **(University Partnership Team or Partner Contact depending on whether students are counted as UoB numbers or partner numbers)** | Enrolment data **(University Partnership Team or Partner Contact depending on whether students are counted as UoB numbers or partner numbers)** |
|  | Latest SSLC minutes (a summary to support development of Prog Plans)(**University Partnership Team or Partner Contact depending on who conducts SSLC)** | Retention data**(University Partnership Team or Partner Contact depending on whether students are counted as UoB numbers or partner numbers)** | Retention data(**University Partnership Team or Partner Contact depending on whether students are counted as UoB numbers or partner numbers)** |
|  | Enrolment data (**University Partnership Team or Partner Contact depending on whether students are counted as UoB numbers or partner numbers)** | Attainment data **(University Partnership Team or Partner Contact depending on whether students are counted as UoB numbers or partner numbers)** | Attainment data **(University Partnership Team or Partner Contact depending on whether students are counted as UoB numbers or partner numbers)** |
|  | Retention data**(University Partnership Team or Partner Contact depending on whether students are counted as UoB numbers or partner numbers)** | Updated Programme Plans (including the quantitative data)**(Course Manager with support from Link Tutors)** | Updated Programme plans **(Course Manager with support from Link Tutors)** |
|  | Attainment data **(University Partnership Team or Partner Contact depending on whether students are counted as UoB numbers or partner numbers)** |  | Marketing material for next academic year, by completing the ‘CMA Checklist for Partners’ form (**Partner, and reviewed by University Partnership Team )** |
|  | Draft programme plans **(Course Manager with support from Link Tutors**)P*lease note the draft may include qual data only, if census date for quantitative data not available.* |  | External Access list for review**(University Partnership Team)** |
|  | Link Tutor report per programme including consideration of KPIs and action plan **(Link Tutor and Course Manager)** | Link Tutor report per programme including consideration of KPIs and action plan**(Link Tutor and Course Manager)** | Report on complaints and academic misconduct cases **(Partner)** |
| Documents requested for QP upload only | Programme Handbooks / Guides\* **(Partner)** |  |  |
|  | Partner Student Handbook **(Partner)***Please note UoB’s Student Handbook available here -(*[*https://online.flippingbook.com/view/428527218/*](https://online.flippingbook.com/view/428527218/)*).* *The word document version available on request, via* **University Partnership Team,** *to aid in development of equivalent version.*  |  |  |
|  | Student Protection Plan **(University Partnership Team or Partner Contact depending on OfS registration status)** |  |  |
|  | \*Relevant Steering Group Minutes **(University Partnership Team)** | \*Relevant Steering Group Minutes**(University Partnership Team)** | \*Relevant Steering Group Minutes**(University Partnership Team)** |
|  | Updated Operations Manual(**University Partnership Team)** |  | Updated Operations Manual**(University Partnership Team)** |
|  | Programme summaries for **University,** Off Campus Division Quality Standing Panel (Course Manager)A brief overview of the current operation of the programme (max. approx. 150 words) highlighting any issues or areas of good practice – relevant to Programmes in OffCD Academic School only. |  |  |

**The following documents on the request list (above) are to be reviewed by University Link Tutors and partner Programme team in Part 1 (Version 2) of PDM, as per Agenda item 4.**

|  |  |  |
| --- | --- | --- |
| **Meeting 1 Oct/Nov** | **Meeting 2 Feb/March** | **Meeting 3 June/July** |
| 1. Programme Survey Data (e.g., NSS, UPSS, PTES)
2. Completion, Continuation and Progression data
3. EE report(s) and responses
4. Latest SSLC minutes*. Please note that these will be to inform the draft of PPs.*
5. Draft programme plans (produced by Course Managers with support from Link Tutors). *Please note draft may include qualitative data only if quantitative data not available (i.e. census date not occurred).*
 | 1. Latest SSLC minutes
2. Completion, Continuation and Progression data
3. Enrolment, Retention and Attainment data
4. Updated Programme Plans (including the quantitative data, following census date).
 | 1. Latest SSLC minutes
2. Completion, Continuation and Progression data
3. Enrolment, Retention and Attainment data
4. Updated Programme plans
 |

## **Appendix 4: LIVE ACTION PARTNERSHIP PLAN Template**

**Live Action Partnership Plan: [UoB / [Partner name]]**

|  |
| --- |
| **Date of latest update:**NB: This is a live online action within the Quality Portal. This is updated by the Partnership Team. A copy of the live online version is taken after each Partnership Development Meeting saved in QP and inserted as an Appendix in the POF (annually).  |
| **Problem to be addressed/good practice to be enhanced** | **Evidence source\*** | **Action to be taken** | **Target Date** | **Action by** | **Related TEF (B-Conditions) aspect\*\*** | **Success indicators** | **Evaluation, update and sign-off** |
|  |  |  |  |  |  |  |  |
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\*Evidence source – indicate how the issue/good practice arose (NSS data, Retention Data, Module Evaluation, SSLC minutes, External Examiner Report)

\*\* TEF Aspect (B-Conditions)– indicate if the issue is related to a) Student experience - academic experience and assessment (B1), b) Student experience – resources, support and student engagement (B4), c) Student outcome (B3) – positive outcomes and d) Student outcome (B3) – educational gain (see <https://www.officeforstudents.org.uk/media/77d4955c-4165-4f8f-94cf-315544b6cf25/ra22-tef-framework-guidance-final.pdf>)



## Appendix 5: Link Tutor Report Template

**Partner Centre Name……………………………..**

**Link Tutor Name……………………………..**

**Partner Course Manager Name:……………………………..**

**Date of Review……………………………..**

**Sample module boxes reviewed:**

|  |
| --- |
| **Module Number and Name** |
|  |
|  |
|  |

I have reviewed the module boxes for content as per the Module Box checklist and confirm that quality assurance processes are proceeding as per University requirements:

Signed: (Link Tutor)

Name:……………………………..

Signed: (Partner Course Manager / nominee)

Name:…………………………….

|  |
| --- |
| Comments / improvement actions Link Tutor:Comments from partner staff: |

**Precise location/storage of Module boxes**:……………………………………………

***(The VLE link to module box store must be provided).***

Link Tutor Report KPI Action Plan

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Problem to be addressed** | **Evidence source\*** | **Action to be taken** | **Target Date** | **Action by** | **Related TEF (B-Conditions) aspect\*\*** | **Success indicators** | **Evaluation, update and sign-off** |
| 1. |  |  |  |  |  |  |  |
| 2. |  |  |  |  |  |  |  |
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| 7. |  |  |  |  |  |  |  |
| 8. |  |  |  |  |  |  |  |
| 9. |  |  |  |  |  |  |  |

## Appendix 5: Equivalency Listing

Quality monitoring equivalency listing

The documents in column 1 (described in column 2) are required as part of the University of Bolton Quality monitoring cycle.

The purpose of this listing is to indicate the equivalence of Further Education College quality documentation in place of the standard University of Bolton document. Once agreed, it is permissible to use existing FE documentation in place of its UoB equivalent on the Quality Monitoring portal. Documents can vary between FE Colleges; therefore, this listing is created per partner centre.

Partner to complete columns 3 and 4 and submit them to the University Partnership Team

Partners Centre:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **1** | **2** | **3** | **4** | **5** |
| **UoB Document Requirement (to be loaded onto Quality Portal)** | **Brief description, purpose, who creates it, when** | **Partner equivalent Document title** | **Brief description, purpose, who creates it, when** | **Equivalence comments** |
| 1. **MR**
 | **Module Report –** A brief review of the module, written by the module tutor at the end of the module, indicating what went well and what might be improved for the next running. |  |  |  |
| 1. **Module Guide**
 | Sets out an overview of the module, a teaching strategy, a reading list and details of the assessment. These are created prior to the commencement each time a module is taught.It is mandatory under the franchise arrangement to include ALL of the sections in the Bolton Template and to follow the Bolton Structure as closely as possible. |  |  |  |
| 1. **Assessment briefs and Exam Papers**
 | Assessment briefs should be included in the Module Guide, and it is mandatory to include the information in the UoB template. |  |  |  |
| 1. **Moderation Forms**

A) Assessment briefB) Exam paperC) Marked work | Bolton formatForms for internal and external moderation of assessments and marked work – these are stored on the portal to evidence that each assessment has been internally and externally moderated, along with a sample of marked work. |  |  |  |
| 1. **Programme Plan**
 | Programme Quality Enhancement PlanReflective enhancement plan for the programme. Includes reference to programme content, assessment, teaching and learning, quality monitoring. Evidenced from student feedback, course committee meetings, external examiner reports, analysis of results etc.Should be updated incrementally through the year. Would normally be created by the partner Course Manager supported by and shared with the Link Tutor via the quality portal. |  |  |  |
| * **8. SSLC Minutes**
 | **Staff Student Liaison Committee minutes.** The SSLC meets at least twice per year. It has students’ representation (usually at least one Student representative per year per programme) Student reps are trained by the student union. Agenda items include Student feedback, course leader report, discussion of improvement plans, discussion of external examiner report, discussion of achievement rates, discussion of programme changes. |  |  |  |

This is an agreed equivalence listing:

Signed: University of Bolton

 ­­­­­­­­­­­­­­­­­­­­­­­­­-------------------------------------------------

Print:

Signed: Partner

 ­­­­­­­­­­­­­­­­­­­­­­­­­-------------------------------------------------

Print:

## **Appendix 6: Module Box Review Checklist**

Module Box Review

Partner Name:

|  |  |  |
| --- | --- | --- |
|  | Programme Guide Link supplied  | Programme Guide Approval pro forma completed |
| Programme Handbook | Yes/no | Yes/no |

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Please list modules by name and number below | Module guide | Module GuideApprovalPro forma- to include review of reading list in MG and C’s\* | ModuleSpec | 1st page of Moodle or partners VLE for validated provision \* | Assessment 1 brief and model answer / indicative contentBrief Ans | Assessment 1moderation pro forma | Assessment 2 brief and model answer / indicative contentBrief Ans | Assessment 2 moderation pro forma | Assessment1 sample of marked work | Int / ext moderation of assessment 1 sampleInt Ext | Assessment 2 sample of marked work | Int / ext moderation of ass 2 sampleInt Ext | Module Evaluation questionnaires | Module Report |
| e.g. MPA 7001Intro to PA |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
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