

TITLE:	College Committee Operating Procedure		
VERSION:	1.0		
AUTHOR:	Tricia McKenzie, Head of HE (Quality)		
CONSULTATION TAKEN PLACE WITH:	Academic Registrar Assistant Academic Registrar	DATE:	June 2016
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The policy or procedure will be reviewed by the date shown on the front cover sheet, or sooner if a change in legislation, best practice, or other circumstances indicate that this is necessary. If, for whatever reason, the policy or procedure is not reviewed by the date shown, the policy or procedure shall stay in force until formally reviewed.

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1. INTRODUCTION

- 1.1. This document is intended as a practical guide for the operation of College committee, including the Academic Board. The contents indicate the appropriate style for agendas and committee-related papers, as well as providing an aid to good practice for those staff undertaking committee membership.
- 1.2. A committee is a representative group of staff gathered together by the College to advise or agree on a particular issue or set of issues. What committees do (or do not do) is determined by their remit, constitution and Terms of Reference. A committee's constitution should ensure that the full range of relevant expertise is available to consider the issues within its remit, and all members of the committee should be relevant to these discussions.
- 1.3. The Governing Body has overall responsibility for the affairs of the College. The Academic Board is the College's senior approving body for all academic matters related to its higher education provision. The Principalship (acting in conjunction with the Extended Principalship Team) has overall responsibility for the management of the College's business and achievement of the College's Strategic Plan.
- 1.4. The key responsibility of these three groups is managed and recorded within the committee and management structure, through which decisions are formally made. Both the committee and management structures are key elements of the College's governance and decision-making processes and aim to operate in a flexible, timely, effective, transparent and accountable manner.
- 1.5. Communication between committees is usually through formal reporting and distribution of minutes. Where appropriate, committees will send reports or recommendations to other committees.
- 1.6. It is a feature of deliberative committees that each member holds one vote, which is used in a simple democratic forum.
- 1.7. The structure of committees within the College is illustrated in the diagram in Appendix A.

2. THE ACADEMIC BOARD AND ITS COMMITTEES

- 2.1. The Academic Board is a committee of the Governing Body and therefore gains its authority as a result of the delegations made to it by the Governing Body and as set out in its Terms of Reference.
- 2.2. The College's deliberative structure for its higher education [HE] provision, under the ultimate authority of the Academic Board, provides the means through which the academic community governs the principles, approaches and practices which underpin its academic work.
- 2.3. The Terms of Reference and constitution of all HE academic committees are formally approved by the Academic Board. Committees of the Academic Board can only act within the scope of their Terms of Reference and cannot act in ways in which the Academic Board itself is unable to sanction. All HE academic

committees report directly to the Academic Board, and must ensure that they report to the last Academic Board of the annual cycle on their effectiveness and the extent to which they have fulfilled their Terms of Reference.

- 2.4. Committees of the Academic Board may act to review and oversee the implementation of key strategy documents which support the implementation of the College's overall Strategic Plan. However, they are not competent to approve such strategy documents unless this is explicitly set out in their individual Terms of Reference. It may be appropriate for these committees to review such strategy documents and recommend that the Academic Board either;
- approves amendments; or
 - recommends the approval of amendments by the Governing Body.

3. TERMS OF REFERENCE

- 3.1. Each College committee has Terms of Reference, which define the purpose of the committee, the limits of its authority and any reporting requirements to a senior committee or other body.
- 3.2. The Terms of Reference also define the constitution of the committee, including the Chair, Convenor, Secretary and committee members.
- 3.3. The Terms of Reference are augmented by a schedule of business which does not form part of the Terms of Reference, but is intended to be used to ensure that key elements of business are covered in each academic year.
- 3.4. Each committee should review its Terms of Reference at its last meeting of each academic year to ensure that they remain fit for purpose. This serves to remind members of their responsibilities. Where a committee's authority stems from an individual, for example the Principal, or another committee, any amendments to the Terms of Reference must subsequently be approved by the relevant authority, for example by the Academic Board for HE academic committees.
- 3.5. The Chair, Convenor and Secretary of a committee should ensure, at least annually and preferably in preparation for each committee meeting, that the committee is both fulfilling any obligations upon it as a result of its Terms of Reference and that it is not seeking to act beyond its authority, as set out in the Terms of Reference. This may be assisted by the schedule of committee business and structured agendas.
- 3.6. Evaluation by each committee of its performance for the past year to determine how effectively it has operated within its Terms of Reference, a review of attendance throughout the year, and the schedule of business for the year ahead, should be included as agenda items at the last meeting in each annual cycle.

4. COMMITTEE MEMBERSHIP

- 4.1. The constitution of each committee includes the Chair, Convenor, Secretary and committee members.
- 4.2. Exceptionally, in the event that the Chair of a committee cannot attend a specific meeting, he/she will nominate a suitable member of senior staff as a Deputy Chair prior to the meeting.
- 4.3. Ex officio members are members by virtue of their post and therefore cease to be members on vacating the post unless they are also nominated under another category. There is no maximum period of office for ex officio members. Where an ex officio member is unable to attend a meeting, he/she may nominate an alternative member of staff to attend in his/her place.
- 4.4. Nominated members are those who are nominated as stipulated in the committee constitution, as a representative of their department and/or area of knowledge and expertise. The Chair of the committee may review nominations to ensure that overall representation is balanced, both in terms of experience and in terms of equalities considerations such as gender and age. The term of office for nominated members is three years, with a maximum of two successive terms (ie. six years in total). No nominated member may serve for more than two terms in this capacity.
- 4.5. If a nominated member is unable to attend a meeting, he/she may, at the request of the Chair, nominate an alternative member of staff for that meeting.
- 4.6. Elected members are those who are elected as stipulated in the committee constitution, to act as a representative of their department and/or area of knowledge and expertise. The term of office for elected members is three years, with a maximum of two successive terms (ie. six years in total). No elected member may serve for more than two terms. Elected members may not send an alternative member of staff if they are unable to attend a meeting.
- 4.7. Any nominated or elected member who has attended fewer than 75% of the meetings of any committee during one academic year will normally be deemed to have resigned from the committee. Attendance of committee members will be recorded by the Secretary and monitored by the Convenor for review at the end of each annual cycle of committee meetings. Unsatisfactory attendance at committee members may result in a member being removed from the committee's membership.
- 4.8. The committee Secretary is not a member of the committee, unless expressly included in the constitution.
- 4.9. The committee Chair is offered the opportunity to co-opt members. Co-option should be used where, in the view of the Chair, relevant expertise is available which is not covered by the existing membership. Co-options are used sparingly, and should only be made where necessary. Co-opted members serve for one year, but may be re-appointed. However, if the Chair considers that successive co-options are required, the normal expectation would be that the committee constitution is reviewed, to consider whether this expertise should be included as a full member in future.

- 4.10. Other relevant staff may be invited to attend a committee as an observer, either for individual items or for the whole meeting. With the agreement of the Chair, an observer may present a paper and/or engage in committee discussion, but will not be permitted to vote.
- 4.11. The role of observer may also be used as form of staff development for staff who are new to the College, or who lack committee experience. In these instances, the observer will not contribute to committee discussions.

5. THE ROLE OF THE CHAIR

- 5.1. The Chair is a full member of the committee and is essential to its overall effectiveness. The Chair plans committee meetings (in conjunction with the Convenor), agrees agendas, chairs the meetings fairly and impartially, and confirms minutes prior to distribution.
- 5.2. The Chair will attend all meetings and keep an ongoing awareness of committee work and related matters between meetings.
- 5.3. The Chair ensures the effective running of meetings by introducing agenda items but does not dominate discussion nor allow individual members to dominate. Where appropriate, the Chair introduces speakers and invites relevant members to comment on agenda items, whilst ensuring that debate is not unnecessarily long.
- 5.4. The Chair facilitates members' active participation and effective decision-making, but ensures that discussions are drawn to a close in a timely manner and that meetings do not run over their allotted time.
- 5.5. The Chair may take 'Chair's Action' on behalf of the committee between meetings, provided that these actions are subsequently reported to the committee.
- 5.6. The Chair will normally review the draft minutes of meetings within two working days of receipt and will indicate any necessary amendments to the Secretary.
- 5.7. The Chair is responsible for ensuring that new members receive an appropriate introduction and induction to the committee.
- 5.8. The Chair may accept apologies for absence from committee members in advance of a meeting on presentation of a valid reason for non-attendance and sufficient notification.
- 5.9. Additionally, the Chair may:
 - Invite members to present papers, reports and proposals to the committee
 - Set up working groups with identified members to discuss and report on specific items and/or themes
 - Request that member(s) are withdrawn from the committee on the basis of regular non-attendance and identify suitable replacement(s)

6. THE ROLE OF THE CONVENOR

6.1. The Convenor may be an active member of the committee and is not merely 'in attendance'.

6.2. The role of the Convenor includes the following responsibilities:

- Create a list of the regular cycle of business for the committee and review it annually with the Chair
- In consultation with the Chair, draft the agenda for each meeting sufficiently in advance to allow those preparing papers to have at least ten working days (two weeks) to prepare items prior to the due date
- Review all papers with the Chair prior to circulation to members
- Liaise with the Secretary to:
 - ensure that members are invited to the meeting at least twenty working days (four weeks) prior to the meeting
 - ensure that the agenda and papers are sent out at least five working days (one week) prior to the meeting
 - review draft minutes no more than three working days after the meeting and prior to approval by the Chair
 - ensure that a Chair's Approved Draft of meeting minutes are circulated to members within six working days of the meeting
 - ensure that a record is kept of the agendas, papers and minutes for each meeting
- Ensure that the committee operates in accordance with its agreed Terms of Reference
- Refer items raised at the meeting to other staff and/or committees and ensure that members respond to allocated actions arising
- Inform the Chair of any regular non-attendance by members

7. THE ROLE OF THE SECRETARY

7.1. The Secretary is normally 'in attendance' and not as a member of the committee.

7.2. The role of the Secretary includes the following responsibilities:

- Send out invitations to committee meetings at least twenty working days (four weeks) prior to the meeting with details of the date, time and venue
- Book the venue and, where appropriate, make arrangements for refreshments, parking and payment for external members
- Collect, collate and number the papers and circulate them with the agenda to all members at least five working days (one week) prior to the meeting

- Notify members of any changes in arrangements in a timely manner
- Note the apologies for absence sent in advance of the meeting
- Receive members' items from members in advance of the meeting and notify these to the Convenor
- Record the key points and outcomes of discussion as accurately and succinctly as possible in the minutes of the meeting
- Produce draft minutes and forward them to the Convenor within three working days of the meeting
- Circulate a Chair's Approved Draft of meeting minutes to members within six working days of the meeting

8. THE ROLE OF MEMBERS

8.1. The role of committee members includes the following responsibilities:

- Adequately prepare for meetings and read all papers in advance
- Contribute to relevant items of discussion through the Chair
- Respect the views of other committee members and do not dominate discussion
- Respond to allocated actions arising and requests for papers, reports and proposals
- Send in notification of 'members' items' to the Secretary prior to the meeting by the date requested and provide supporting paper(s) where appropriate at least eight working days before the meeting
- Where appropriate, propose specific agenda items for forthcoming scheduled meetings through the Convenor for approval by the Chair and provide any papers to the Secretary at least eight working days prior to the relevant meeting
- Participate in working groups if instructed to do so by the Chair
- Attend all meetings – non-attendance on a regular basis will result in a discussion with the Chair and may be addressed through performance management (see also paragraph 4.7)
- If a member cannot attend a meeting, permission must be gained from the Chair prior to the meeting and communicated to the Convenor and Secretary in a timely manner

9. COMMITTEE ETIQUETTE

9.1. The following guidelines indicate the etiquette of committee meetings:

- Begin and end the meeting on time (where an end time is defined)
- Meetings shall not normally exceed three hours – after ninety minutes the Chair should consider whether a short break would be desirable if it is considered that the meeting is likely to last for more than two hours
- Bring all relevant papers to the meeting
- Address all contributions to the Chair, be relevant to the matter being discussed, avoid repetition and be as brief as possible
- Listen when other members are speaking
- Declare any conflicts of interest as they arise and withdraw from the meeting accordingly
- Student members shall withdraw for any business where it is possible to identify individual students or which has been identified as ‘reserved business’
- Any decision of a committee, even when it is not unanimous, is a decision taken by the committee collectively and each member has the duty to stand by it, whether or not he/she was present at the meeting when the decision was taken

10. SCHEDULE OF MEETINGS

10.1. The Governing Body is the operational responsibility of the Clerk to the Governing Body.

10.2. The Academic Registrar is responsible for noting the schedule of other committee meetings, including the Academic Board and its reporting committees, on the College Year Planner.

10.3. The schedule and dates of meetings for the next academic year is issued after the approval by the Principalship at the end of the previous academic year. The draft schedule of meetings is derived from the previous year’s schedule, taking into account any changes in the start and end dates of terms and holidays.

11. COMMITTEE QUORUM

11.1. The ‘quorum’ for a committee is the minimum number of members required for the committee meeting to take place. For all committees of the College, the quorum comprises at least 50% of the membership, including the Chair and any co-opted members, but not including any observers or the Secretary, unless he/she is a member (see 4.8 above). In addition, quorum is not established if neither the Chair nor Deputy Chair is present.

11.2. When insufficient members are present to establish a quorum, the Chair may take one of the following courses of action:

- Postpone the meeting
- Continue with the meeting, making provisional decisions that will be presented to the next meeting for ratification – the records of such meetings will be Notes rather than Minutes
- Take advice from those present, and take Chair's Action to expedite urgent business

12. COMMITTEE PAPERS AND MINUTES

- 12.1. A diagram to illustrate the timeline for committee papers and minutes is attached as Appendix B. To ensure conformity of committee documentation throughout the College, a series of templates for agendas, papers and minutes has been produced, which are attached as Appendices C and D.
- 12.2. The agenda and papers for committee meetings should be circulated to members one week prior to the meeting. A second circulation of 'late papers' may be made, although this will be kept to a minimum. Only in exceptional circumstances will tabled papers be acceptable. The committee Secretary will call for papers four weeks before the meeting.
- 12.3. Occasionally, the Convenor will receive a request for a late agenda item with or without a paper after the deadline for the papers has passed. Acceptance of such items is at the discretion of the Chair, but as a general rule, late additions to the agenda should be avoided. If an item is accepted, the committee members should be informed and any late papers circulated before the meeting, if time permits.
- 12.4. Any items to be raised under 'members' items' should be notified and agreed with the Chair prior to the meeting. Members cannot raise items under 'members' items' unless they have been agreed in advance by the Chair.
- 12.5. Agendas should include notification of any Chair's Actions taken since the last meeting of the committee.
- 12.6. Draft minutes should be presented to the Chair for approval within three working days of the meeting. When approved by the Chair, they should be circulated to all members of the committee within six working days of the last meeting. These minutes should be clearly marked as 'Chair's Approved Draft'. Minutes are 'Confirmed' once they are approved at the next meeting of the committee.
- 12.7. The Convenor of the committee will maintain a list of actions arising, and ensure that these are notified to relevant staff in order that the necessary action can be progressed. The Secretary should contact members who have been allocated tasks as a result of the meeting within one week of the meeting to set out briefly what is required. Collectively, these action points will be the basis of the 'actions arising' at the subsequent meeting. The Secretary should also contact members to follow up on actions which have been identified and update the Convenor in advance of the next meeting.

12.8. Minutes of the committees reporting to the Academic Board should be presented to the next meeting of the Academic Board following the meeting(s) in the 'Chair's Approved Draft' format.

12.9. Agenda (see template Appendix C)

- 12.9.1. The purpose of the agenda is to facilitate the business of the committee by providing a clear and concise list of the items to be dealt with and assisting in the organisation of the papers.
- 12.9.2. All items for the agenda should be notified to the Convenor of the committee two weeks before the meeting.
- 12.9.3. The Convenor drafts the agenda according to the template, listing matters arising and other items planned in advance or appropriate for the meeting in the cycle of committee business, including reserved business items where appropriate.
- 12.9.4. The Convenor agrees the draft agenda with the Chair and forwards it to the Secretary.
- 12.9.5. The Secretary circulates the agreed agenda with meeting papers at least a week before the meeting date. Papers will normally be circulated electronically, with the exception of student representatives, unless a hard copy is specifically requested by a staff committee member.
- 12.9.6. All meetings of HE academic committees reporting to the Academic Board and other College committees will include the following standing agenda items:
- Apologies for absence
 - Committee quorum
 - Confirmation of minutes from previous meeting held on....
 - Report on actions arising from minutes of previous meeting
 - Specific meeting agenda items (listed as appropriate on agenda)
 - Members' items
 - Items arising from meeting related to:
 - Risk management
 - Equality and diversity
 - Safeguarding
 - Confidentiality and items for report to Academic Board/Principalship (as appropriate)
 - Date and time of next meeting

12.10. Papers and reports

- 12.10.1. Papers and reports should be submitted to the Secretary no less than eight working days before the meeting, and will be collated by the Secretary for distribution to members.

12.10.2. It is recognised that on occasion it is not possible to circulate the papers in accordance with the timescales above. In such circumstances, but only with the prior agreement of the Chair, the paper can be sent out no less than two days before the meeting. Such papers should be clearly marked as 'to follow' on the agenda. Depending on the nature of the paper, it will always be within the Chair's discretion to defer consideration of late papers to the subsequent meeting.

12.11. Minutes (see template Appendix D)

12.11.1. The status of minutes is:

- **Draft** until approved by the Chair
- **Chair's Approved Draft** until approved by the next committee meeting
- **Confirmed** after approval by the committee (including any amendments)

12.11.2. Draft minutes should be completed by the Secretary and submitted to the Convenor for checking within three working days of the meeting. The Convenor will forward the draft minutes to the Chair for approval in order that the Chair's approved Draft can be circulated to committee members within six working days of the meeting.

12.11.3. It is strongly recommended that committee meetings are recorded to assist in the accurate interpretation of information in writing the minutes.

12.11.4. The following points are intended as guidance for minute-taking and writing:

- Minutes should not be a verbatim account of the meeting
- Each minute should be self-contained so that it can be intelligible without reference to other documents
- Minutes are a formal record of decisions, including their context, and not discussion – do not include anecdotal or informal conversations
- In recording the context of an item, appropriate extracts from the relevant papers may be used, altering the grammar as appropriate
- Record only brief indications of the significant and relevant points raised during discussion, or matters which were contentious and require explanation
- Ensure correct grammar and spelling are used
- List the committee members by name, name abbreviation and job title in the 'Members present' section of the minutes (on the first page), then use the name abbreviation for individual members throughout the remainder of the minutes as appropriate

12.11.5. A clear record of the decision reached is usually the final paragraph in the minute, indicated by an appropriate key word in bold type:

- **Received** – to record the receipt of a document
- **Reported** – to indicate information supplied to the committee by a document or verbally
- **Considered** – to indicate that a matter has been discussed by the committee
- **Noted** – to summarise significant points made during discussion which led to a conclusion

12.11.6. Where a decision has been made, this should be recorded by a new paragraph with the appropriate wording in bold, followed by the agreed decision as indicated in the following example:

Agreed – The committee would review its procedures at the next meeting

Use the following key words in bold type:

- **Approved/agreed** (the committee's decision, which does not need to be approved by a higher committee, including those recommended by a lower committee)
- **Recommended** (the committee's decision which needs to be approved by a higher committee)
- **Endorsed** (the committee's approval of a recommendation or decision made by a committee that does not formally report to it, but has been asked for an opinion, or is required to indicate approval of a decision that has been made already, ie. has formal responsibility for the action in question)

12.11.7. Where an action has been agreed, record the member(s) responsible for the action and the number of the action in the Actions column.

12.11.8. An Action Plan summary should be included at the end of the minutes (see template Appendix D).

12.11.9. Where reserved business is discussed, two sets of minutes should be produced, one 'with reserved business' and one 'without reserved business', which would be circulated as appropriate, eg. student representatives on Academic Board do not receive minutes with reserved business relating to College Examination Boards. It is important to ensure that minutes without reserved business are uploaded to the intranet and/or VLE as appropriate. Hard copies of minutes with reserved business with limited circulation and availability should be retained by the committee Secretary.

13. EQUALITY IMPACT STATEMENT

13.1. This Procedure will be implemented in line with the principles of the College's commitment to equality and diversity which are: Cleveland College of Art and Design is committed to the principles of equality and diversity and aims to ensure that all employees and College users are treated fairly and equally regardless of

age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, or sexual orientation.

14. DOCUMENT CONTROL INCLUDING ARCHIVING ARRANGEMENTS

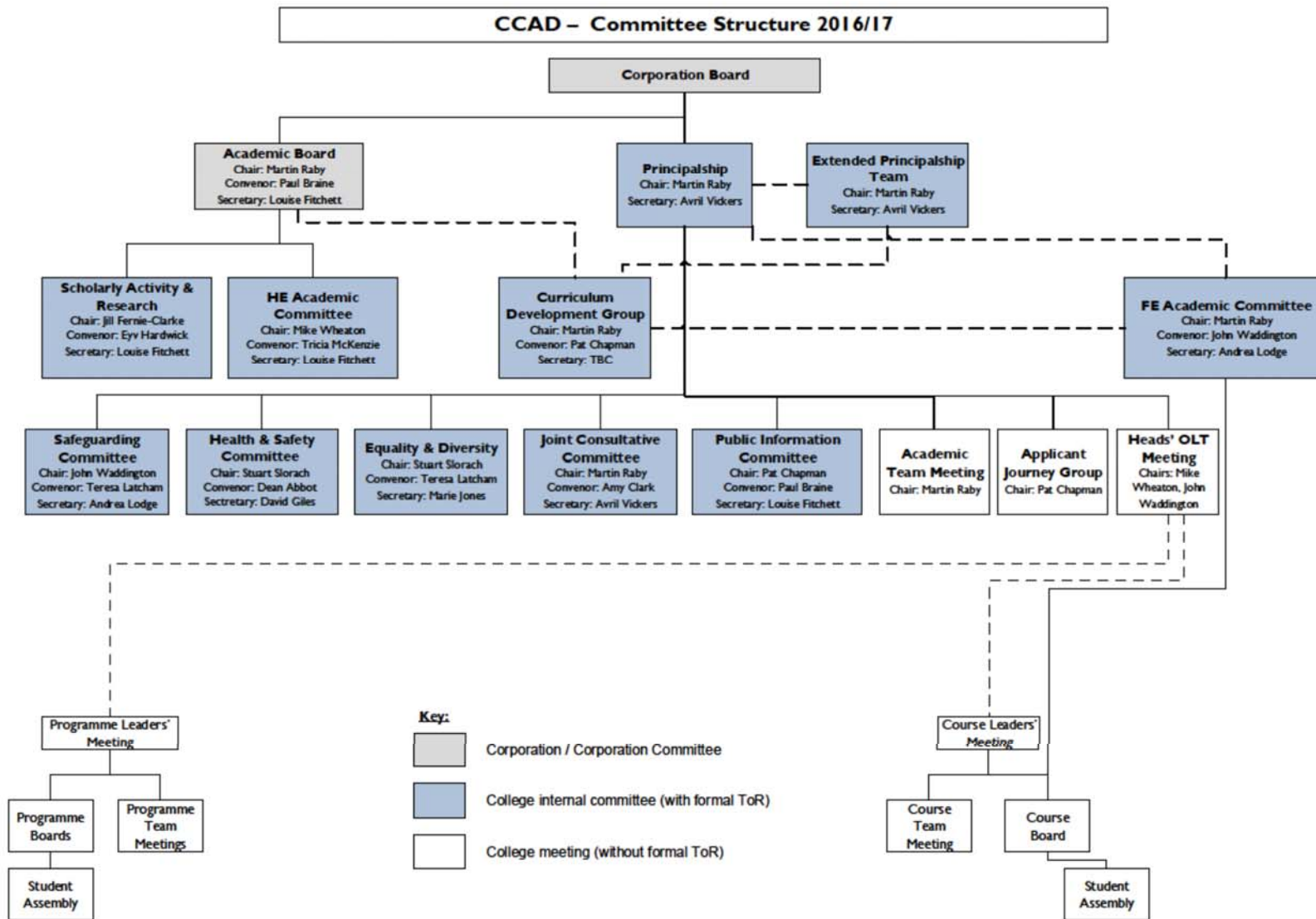
14.1. All agendas and minutes must be posted on the intranet and/or VLE as appropriate once confirmed at the following meeting. Advice about redacting matters of reserved business can be sought from the Academic Registry or the Clerk to the Governing Body.

14.2. The committee Secretary should retain the master copy of all documents relating to the committee and its meetings.

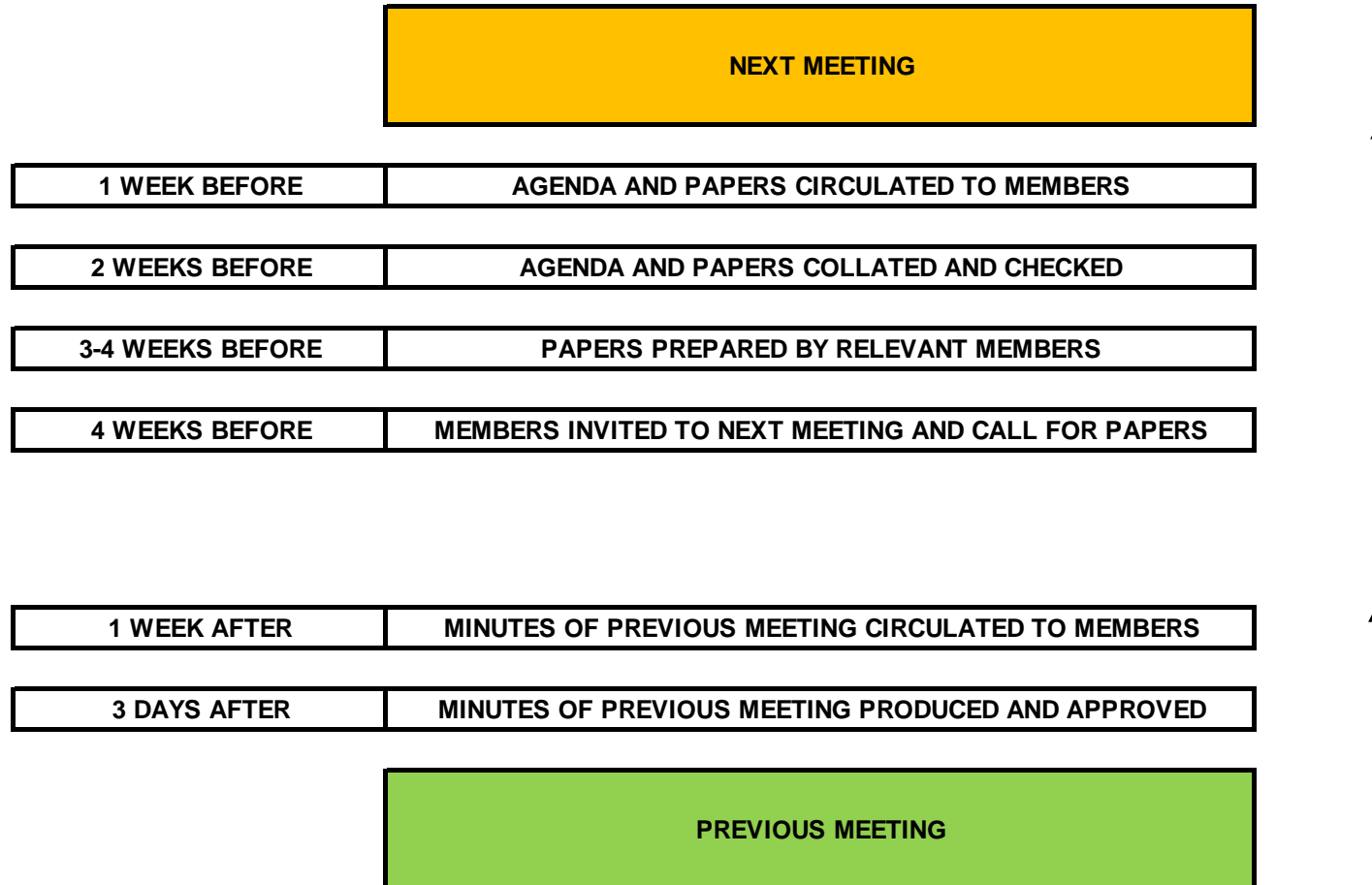
15. STANDARDS/KEY PERFORMANCE INDICATORS

15.1. The College Committee Operating Procedure will be monitored and reviewed by the Principalship.

Appendix A – College Committee Structure Diagram



Appendix B – Timeline for Committee Papers and Minutes



Appendix C – Template for Committee Agendas

CLEVELAND COLLEGE OF ART & DESIGN

<<ADD COMMITTEE NAME>>

Wednesday 28 September 2016 at 14:00

Room 51 Municipal Building (Hartlepool)

AGENDA

		Status (see key)	Lead (initials)	Paper (✓ or X)	End Time
1.	Apologies for absence				
2.	Committee quorum				
3.	Confirmation of minutes from previous meeting held on....				
4.	Report on actions arising from minutes of previous meeting				
5.	Specific agenda items (add rows as required for individual numbered items)				
6.	Members' items				
7.	Items arising from meeting related to: <ul style="list-style-type: none"> ▪ Risk management ▪ Equality and diversity ▪ Safeguarding 				
8.	Confidentiality and items for report to Academic Board/Principalship (delete as appropriate)				
9.	Date and time of next meeting				

Status key							
A	For approval	Dec	For decision	E	For endorsement	Rep	For report
C	For confirmation	Dis	For discussion	R	For recommendation	U	For update

Appendix D – Template for Committee Minutes and Action Points

CLEVELAND COLLEGE OF ART & DESIGN

<<ADD COMMITTEE NAME>>

Wednesday 28 September 2016 at 14:00

Room 51 Municipal Building (Hartlepool)

Members present:

Name (Chair)	Initial	Job role
Name (Convenor)	Initial	Job role
Name	Initial	Job role
Name	Initial	Job role
Name	Initial	Job role
Name	Initial	Job role
Name	Initial	Job role
Name	Initial	Job role
Name	Initial	Job role

In attendance:

Name (minutes)	Initial	Job role
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Members not present:

Name	Initial	Job role
Name	Initial	Job role

		Action
1.	Apologies for absence	
2.	Committee quorum	
3.	Confirmation of minutes from previous meeting held on ... <i>Include any amendments required</i>	
4.	Report on actions arising from minutes of previous meeting	
5.	Specific agenda items (list by title) <i>Add rows as required for individual numbered items</i>	

6.	Members' items	
7.	Items arising from meeting related to: <ul style="list-style-type: none"> ▪ Risk management ▪ Equality and diversity ▪ Safeguarding 	
8.	Confidentiality and items for report to Academic Board/ Principalship (delete as appropriate)	
9.	Date and time of next meeting	

ACTIONS ARISING FROM:

<<ADD COMMITTEE NAME>>

Wednesday 28 September 2016 at 14:00 in Room 51 Municipal Building (Hartlepool)

	Action	Name
1.	<i>Add/delete rows as required</i>	
2.		
3.		
4.		
5.		