

Your
Student
Reps

Your Voice

Reps
Student
You

You Voice

Undergraduate On- Campus Student Reps' Pack

2019-20

Contents

1. Being a Programme Rep	2
2. Being an effective rep	3
3. Student Rep list 2019-20.....	6
4. Students' Union Executive Committee 2019-20.....	9
5. College Committees	10
6. Student Reps and External Examiners	13
7. More about Programme Committees – Autumn 2019	14
8. The National Student Survey	16
9. Module evaluation survey	18
10. The First Impressions Survey	18
11. Level 5 Survey	18
12. Finding information and help	19

1. Being a Programme Rep



What does a Programme Student Representative do?

Every student at Rose Bruford College is represented by at least one student representative on their programme of study. Programme student representatives are in place to gather the views and opinions of their peers and feed them back to the College and Students' Union.

As a student rep you are a member of your Programme Committee. This is where student representatives and academic staff meet to discuss the questions and issues raised by your peers. Programme Committee members work together to address the questions and issues raised. Student representatives must also provide feedback to their fellow students on the work they are undertaking and the outcomes they have achieved.

The College may also wish to consult students on other matters affecting their programme, school or the whole student body. In this situation, programme student representatives are in an ideal position to go out and gather the opinions of their peers and feedback their responses to staff.

As a programme rep you will be talking with other students on your programme or more widely if you are appointed to a College-wide committee and you will be keeping them up to date with what's going on in the College and helping to communicate both their concerns and their views on where things are going right.

Student representatives play an incredible role within the College. You ensure that students have their views heard and are active in improving the student experience at Rose Bruford College.

As a programme rep you should:

- attend Programme Committees (there are usually two each year);
- attend student rep meetings (there are usually two or three each year);
- promote yourself! You need to make sure everyone in your level on the programme knows that you are a programme rep;
- collect students' views and opinions;
- represent student views. You may not always agree with other students' opinions but you will need to raise their concerns as their representative;

- feedback. It's important to let students know what is going on so that they can form opinions and make inputs. It's important also to let the Students' Union know;
- keep up to date. Remember to check your emails;
- keep in touch with the Students' Union. Do talk to members of the SU exec if there is anything you'd like to discuss;
- keep in touch with other programme reps. It's a good idea to make links with other reps on your programme and across the College to exchange ideas and good practice.

It's **not** your job to deal with:

- individual student performance – e.g. a student's dissatisfaction with a grade. Always direct students to their academic staff to discuss such matters (e.g. module year co-ordinator or programme director);
- personal, medical, emotional or accommodation-related problems. Students should be encouraged in the first instance to raise these with Student Services staff in the Coach House. The College does have a team of trained counsellors to whom students can be directed by College staff.

2. Being an effective rep



The role of a student rep can be summarised into four key tasks:

- 1. Publicising your role***
- 2. Gathering the views of your peers***
- 3. Making a positive contribution in meetings***
- 4. Feeding information and outcomes back to your peers***

1. Publicising your role

As soon as you become a student rep you need to start promoting your role, and continue to publicise it all year round. This involves telling your fellow students: who you are; what you do; how you can help them and how they can contact you. You should use more than one communication method to do this. Remember you are not alone as a student rep. We recommend that you and the other student representatives from your programme and school work together to publicise yourselves and the student rep system.

Email	All registered students are on the College email system. Also, you will find programme contact lists by level. As soon as you start in your role, we recommend that you send an email to all your programme colleagues.
Noticeboard	All student representatives can use your programme noticeboard to publicise your role and the work you are doing. If you don't know where your noticeboard is, ask your Programme Director or one of your tutors who should be able to tell you. Be as creative as you can in making it attention grabbing. You might consider putting a photo of yourself on the noticeboard.
Social Events	Get to know your fellow students through social events and use it as an opportunity to talk to them about your role.
Announcements	Ask your tutors if you could make announcements or give out notices at the end of classes.
Flyers and Posters	Use large text, a simple message and make it clear how people can get more information. For example include the time and place of a meeting or email/website addresses.

2. Gathering the views of your peers

Publicising your role and gathering the views of your peers go hand in hand. Many of the ideas in section 1 can also be used to gather the views of your fellow students including email, newsletters, social events and meetings or announcements at lectures. Other ideas for gathering the views of your peers include:

One to ones:	Don't let yourself get bogged down, but try and be available for students to raise issues with you.
Year meetings	Your Programme Director may well timetable formal year meetings ahead of each Programme Committee so you can complete module evaluations etc. However, this does not mean you cannot organise your own. Forums or "focus groups" are often a good way of gauging your peers' views.
The VLE	Use the forum we have set up on the VLE student reps page on discuss issues to see if issues are College-wide.
Facebook	Set up a closed Facebook group and invite your programme colleagues to join to help communicate with them. You must make it clear that members of the group cannot name any individual members of staff or students on Facebook. Other social networking sites may be useful; you should try and work out what sites your colleagues are using and use them. Please be

	advised of the social media policy for students https://vle.bruford.ac.uk/mod/folder/view.php?id=54625
--	--

3. Making a positive contribution in meetings

There are only a relatively small number of meetings for you to attend through the year so it's important that you make the most of these opportunities.

Here are a few tips on how to be effective:

- If there is an agenda and committee papers, then read these in advance and take time to chat about these with others. If you feel a proposal is particularly controversial you will want to get fellow students' views. It might be worth discussing issues in advance with other student reps who will be attending the meeting with you.
- If you want to get an item on the agenda, ensure that you speak to the chair or officer of the meeting in advance. (For Programme Committees, the chair is usually your Programme Director or Academic Programme Manager).
- Don't raise issues concerning individual members of staff or students in meetings. Try to solve these problems informally outside the meeting.
- Make sure your arguments are clear. You might want to focus on one or two key issues in each meeting. If there are specific items you'd like to speak on, it might be worth noting down what you are going to say in advance.
- Bring along your own experiences but don't dwell on these too much: you need to remember that you are representing your fellow students as well as yourself.
- Don't be afraid to ask questions if you don't understand what's going on!
- Always be polite and use sensitive language to build an argument. Try to avoid straying into criticisms of individual members of staff in a meeting. Try and use phrases that are non-threatening such as 'Wouldn't it be better if..?' or 'Could we consider...?'

After the meeting:

- Let your course colleagues know the outcomes of the meeting
- Identify any issues where you need to take action before the next meeting.
- Make sure you receive and then read the minutes from the meeting and that they are made available to your peers should they want them.

- If you've been able to achieve something significant to improve things within your programme or School, please let us know so we can share this with the College as a whole
- If you have any concerns or want to get some advice, please contact Ebru Rackley or Tiffany Banks in Student Services.

4. Feeding Back Information and Outcomes to Your Peers

It's crucial that you keep your Programme year groups informed of the work that you are doing in your role and provide feedback to them on your Programme Committee Meetings; the more they see you do, the more likely they are to use you. We recommend you use more than one way of communicating.

Student Representative list 2019-20

SCHOOL OF PERFORMANCE

BA (Hons) Acting	
Olivia Hunt	L4
Monique Walker	L4
Max Kinder	L5
Annabel Lisk	L5
Lara Cooper-Chadwick	L6
David Croffy	L6
BA (Hons) Actor Musicianship	
Jimmy Chambers	L4
Tom Cowan	L4
Morgan Burgess	L5
Loris Scarpa	L5
Ragnhild (Lila) Risnes	L6
Grace Sheene	L6
BA (Hons) American Theatre Arts	
Bethany Gabbitas	L4
Lucia Vinyard	L4

In USA	L5
Lara Askew	L6
Safi Omar	L6
BA (Hons) European Theatre Arts	
David Llewellyn	L4
Pepe Russo	L4
Leo Shepherd	L4
Rhys Horton	L5
Imogen Khan	L5
Rebeka Dio	L6
Zoe Glen	L6
Kacey Scrimshaw	L6
BA (Hons) Theatre Studies	
Sebastian Fairley	L4
Oliver Hope	L4
Abbie Riddell	L4
Kate Aiken	L5
Gary Funck	L5
Michael Lees	L6
Kristina Lewis	L6
BA (Hons) Opera Studies	
Ian Chowcat	L4
Adam Gac	L4
Owen Davies	L5
Alan Allsop	L6
Tim Lloyd	L6

SCHOOL OF DESIGN, MANAGEMENT & TECHNICAL ARTS

BA (Hons) Creative Lighting Control	
Daniel Holland	L4
Gary Landick	L4
Matthew Condon	L5
Glen Leyser	L5
Jacob Lawrence	L6
Jay Robinson	L6
BA (Hons) Costume Production	
Elin Dickman	L4
Jessica Northam	L4
Emily Annegarn	L5
Phoebe Candlin	L5
Charlotte Brown	L6
Isobel Tysoe	L6
BA (Hons) Lighting Design	
Liv Bailey	L4
Daniel Maxted	L4
Rosie Clarke	L5
Charley Hardwick	L5
Alex Ray	L6
Abigail Turner	L6
BA (Hons) Performance Sound	
Thomas Laing	L6
Ryan Perry	L6
BA (Hons) Theatre Design	
Alice Carroll	L4
Anna Joseph	L5
Hannah Williams	L5

Madi Omatseone	L6
BA (Hons) Scenic Arts	
Ben Jones	L4
Sam Prior	L4
Holly Fraser	L5
James Hopwood	L5
Helen Collyer	L6
Emily Rankin	L6
BA (Hons) Stage and Events Management	
Georgia Johnson	L4
Katie Peeling	L4
Amy Warner	L4
Daisy Francis-Bryden	L5
Eoin Harrington	L5
Lucy Peacefull	L5
Barney Gutteridge	L6
Ryan Jacques	L6

4. Students' Union Executive Committee 2019-20

Student Union Executive Committee 2019-20	
President	Matt Condon
Black, Asian & Minority Ethnic Officer	Tegan Sewell
Entertainment and Charities Officers	Zoe Cole/Will Hamer
Welfare and Disabilities Officer	Cian McNicholas
Finance Officer	Glen Leyser
Secretary	Tegan Sewell
International Officer	Clara Nyberg
Lesbian, Gay, Bisexual and Transgender (LGBT) Officer	Travis Birgan
Environment and Ethics Officer	Georgina Dicker
Sports and Societies Officer	Rosie Smith
Associate Officer – School of Performance	Bethan Barke
Associate Officer – School of DMTA	Josh Tweedy

Christopher Court Officer	To be appointed
---------------------------	-----------------

5. College Committees



Committees are the mechanism through which the College manages itself. They are forums for discussions and decision-making about current and future plans. Most of the College committees have student representatives – either members of the Students' Union, Programme Reps or members elected from the whole student body.

Committees at Rose Bruford College are divided into two operating and reporting structures: **Academic Stem** (reporting through the Academic Board to the Board of Governors) and **Management Stem** (reporting through the Senior Management Committee directly to the Board of Governors or via its sub-committees).

Academic Stem:

Academic Board:

- 1 member of the SU Executive Committee
- 1 student representative

Purpose: The College's most senior academic Committee, the purpose of the Academic Board is to advise the Principal and Board of Governors on a range of matters relating to the academic activities of the College.

Normally meets 5 times per year

Academic Development Committee

- 2 student representatives

Purpose: On behalf of the Academic Board, to oversee the development of the College's academic portfolio, to monitor academic provision within the sector and stimulate discussions and actions about new and revised possibilities and initiatives. To consider and advise on the development of the College's academic activities in respect of its portfolio of taught courses, including the resources required to support these proposed developments.

Upon approval of programme proposals, the development of the programme will be overseen by the Learning, Quality and Standards Committee.

Meets 3 times per year

Learning Quality and Standards Committee

Students' Union President (or nominee)

2 student representatives (with the aim of representing different constituencies across FT/PF/DL/UG/PG)

Purpose: On behalf of the Academic Board, to develop and oversee the implementation of strategies and procedures to secure academic standards and enhance the quality of students' learning opportunities. To evaluate the effectiveness, impact and currency of such strategies and procedures, and make recommendations to the Academic Board. The committee has particular responsibility for developing and monitoring the application of College-wide policies.

Meets 7 times per year

Student Experience Committee

Students' Union President

Students' Union Vice President of Entertainments and Charities

Students' Union Vice President of Welfare and Disabilities

Students' Union International Executive Officer

Students' Union LGBT Executive Officer

Students' Union BAME Officer

1 on-campus rep from the School of DMTA

1 on-campus rep from the School of Performance

1 online student rep

1 postgraduate student rep

Purpose: The purpose of the Student Experience Committee is to advise the College's Academic Board on all matters relating to the student experience beyond the immediate learning and teaching environment.

Meets 2 times per year

Research Committee

1 PG or research degree student rep

Purpose: To devise policies to foster the development of a research culture throughout the College, and to promote, review and monitor research projects, opportunities and resources, including the College's special collections, both within the College and collaboratively with external research partners. To advise the Associate Director of Research on matters relating to the learning opportunities of postgraduate research students.

Meets 4 times per year

Programme Committees

Programme Committee per Programme

Usually 2 x year reps from each year

Purpose: To act as a forum for the discussion and effective delivery and monitoring of the programme.

Note: The meeting cannot proceed unless at least 25% of those present are students.

Meets 2 times per year

School Boards

One Board for each School

3 x student from the School for each Board

Purpose: To advise the Head of School on maintaining and developing the School's learning, teaching and scholarship; assuring and enhancing quality of provision and ensuring that College policy is effectively taken forward. The Schools Boards will also monitor and review the production process.

Management Stem

Meets 2 times per year

Management Stem:

Environment and Sustainability Committee

Students' Union Environment and Ethics Officer (or his or her representative)

2 additional students

Purpose: To maintain and develop environmental and conservation policy, in response to legislation, voluntary agreements and the Office for Students' sustainable development strategy and its related initiatives. To make recommendations, to the Senior Management Committee regarding environmentally sustainable solutions to the College's energy needs and the procurement of all materials and equipment. To gather and disseminate information about environmental and conservation issues and development which may affect the running and the future development of the College. To assure responsible stewardship of the flora and fauna of Lamorbey Park.

Meets 3 times per year

Equality and Diversity Committee

Students' Union LGBT Officer

Students' Union Welfare & Disabilities Officer

Students' Union International Officer
Students' Union BAME Officer

Purpose: To act as a forum to consider equal opportunities and disability issues relating to the College, its staff and students.

Meets 3 times per year

Health & Safety Committee

SU Executive Committee Member

Purpose: To assist the Principal, in his role as Chief Executive, to ensure that the requirements of the *Health and Safety at Work* and other relevant legislation are being met. To create a positive health and safety culture within the College. To monitor health and safety issues across the College and to take preventative and positive action in respect of potential difficulties or concerns.

Meets 5 times per year

6. Student Reps and External Examiners

We are in a somewhat unusual position at present because – following the College's acquisition of Taught Degree Awarding Powers - the majority of students are studying for Rose Bruford College's awards and a small number for The University of Manchester's awards. This leads us to having External Examiners being appointed to programmes by either/or both institutions.

They are normally academics from other institutions or, exceptionally, industry specialists who have expertise in the same area of study as the programme they are appointed to examine. Their role is not so much to examine *your* work as to examine the *programme* and the way in which students are assessed. Therefore, they provide a vital and essential role in monitoring programmes and are appointed to take an overview of:

- the academic standards of each award;
- the rigour and fairness of the assessment processes;
- the standards of student performance;
- comparability of the academic standards and student performance with those in other higher education institutions;
- any good practice they have identified.

Each year the External Examiner(s) prepare a report which is sent to both the College and The University of Manchester. Programme teams consider and respond to any comment made by the external examiner(s) and the report and programme's response are considered in Programme Committees by both staff and Student Reps as part of the annual monitoring process.

External Examiners normally cover at least one programme and are normally appointed for a period of four years.

The External Examiners on undergraduate degree programmes for 2019-20 are:

Programme	External Examiner
Acting	Alex Taylor
Actor Musicianship	Alex Taylor
American Theatre Arts	Dr Ellie Nixon
European Theatre Arts	Dr Laura Bissell
Music Studies	Prof Stephen Muir
Opera Studies	Prof Stephen Muir
Theatre Studies	Dr Tom Maguire
Costume Production	Louise Chapman
Creative Lighting Control	Prof Emeritus Chris Baugh
Lighting Design	Prof. Peter Raynham
Performance Sound	Prof Emeritus Chris Baugh
Scenic Arts	Liam Doona
Stage Management	Richard Reddrop
Theatre Design	Liam Doona

7. More about Programme Committees – Autumn 2019

Below is a sample agenda for the autumn Programme Committees that will take place in Late October/November. You will find the schedule of meetings at the end of this section. The main focus of the autumn committee meeting is to receive and consider the External Examiner's report and the Annual Monitoring Report. You will have the opportunity to discuss both documents with your year groups, so you can represent their views about what actions your programme team should take in response to these reports.

ROSE BRUFORD COLLEGE OF THEATRE & PERFORMANCE **PROGRAMME COMMITTEE FOR BA (HONS)**

MEETING TO BE HELD ON
Xxx Autumn Month 2019
IN ROOM yyyy,

A G E N D A

1. **Apologies for absence and welcome to new committee members.**

2. **Terms of reference**
3. **Confirmation of minutes of XXX** (*insert date of previous meeting*)
4. **Matters arising from minutes of XXX** (*insert date of previous meeting*)
5. **To receive and consider External Examiner's report for 2018-19**
Attached.
6. **Annual monitoring 2018/19**
To undertake annual programme monitoring and develop a programme action plan for 2019-20 which will include responses to:
 - (i) External Examiner reports
 - (ii) student surveys including the FIS, level 5 survey and NSS
 - (iii) evaluation of registry generated data
 and consideration of published information related to the programme

A copy of the draft annual monitoring template is attached
7. **To consider any programme-related student issues:**
Level 6
Level 5
Level 4 – and in particular any issues arising from the induction process
8. **To consider proposed programme modifications for 2020-21, (*delete unless required*)**
9. **Any other business.**

Scheduled Programme Committees 2019-20 (correct as at 17 October 2019)

You will be notified as soon as possible of any changes to this schedule of meetings

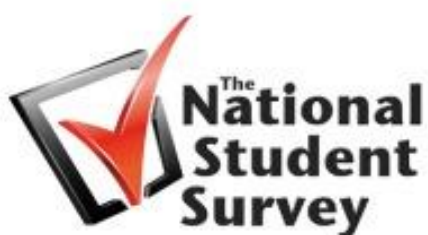
Programme Committees – two per programme

School of Design, Management and Technical Arts			
Programme	Date	Time	Venue
autumn 2019			
Costume Production	1 November	10.00 – 11.30	LH001
CLC	4 November	14.00 – 15.30	LH001
Lighting Design	5 November	14.00 – 15.30	LH001
Performance Sound	6 November	14.00 – 15.30	LH001
Scenic Arts	8 November	14.00 – 15.30	LH001
Stage and Events Management (SEM)	31 October	14.00 – 15.30	LH001
Theatre Design	30 October	10.00 – 11.30	LH001

spring 2020			
Costume Production	15 May	9.30 – 11.00	LH001
CLC	12 May	14.00 – 15.30	LH001
Lighting Design	11 May	14.00 – 15.30	LH001
Performance Sound	7 May	14.00 – 15.30	LH114
Scenic Arts	7 May	10.00 – 11.30	LH114
SEM	11 May	9.30 – 11.00	LH001
Theatre Design	15 May	14.00 – 15.30	LH001

School of Performance			
Programme	Date	Time	Venue
autumn 2019			
Acting	1 November	9.30 – 11.00	LH114
Actor Musicianship	4 November	9.30 – 11.00	LH001
ATA	30 October	14.00 – 15.30	LH001
ETA	7 November	10.00 – 11.30	LH001
Opera Studies			
Theatre Studies			
spring 2020			
Acting	11 May	9.30 – 11.00	LH114
Actor Musicianship	12 May	9.30 – 11.00	
ATA	13 May	14.00 – 15.30	LH001
ETA	14 May	14.00 – 15.30	LH001
Opera Studies	13 May	9.30 – 11.00	LH001
Theatre Studies	14 May	9.30 – 11.00	LH001

8. The National Student Survey



What is the NSS?

The National Student Survey (NSS) is a national survey, which has been conducted by Ipsos MORI annually since 2005. It gathers opinions from mostly final year undergraduates on the quality of their courses. Aimed at current students, the survey asks undergraduates to provide honest feedback on what it has been like to study their course at their institution.

The survey runs across all publicly funded Higher Education Institutions (HEIs) in England, Wales, Northern Ireland, and Scotland. Additionally, Further Education Colleges (FECs) in England and Further Education Institutions (FEIs) in Wales with directly funded Higher Education students are eligible to participate.

A nationally recognised and independent survey

The NSS is an independent survey asking students to rate the quality of their Higher Education experience.

The main purpose of the NSS is to help prospective students, their families and advisors to make study choices. Participating institutions and students' unions also use the data to improve the student learning experience. The data is publicly available on Unistats; institutions and students' unions have access to more detailed results via the Ipsos MORI NSS Results Website.

The NSS is widely recognised as a key measure of student satisfaction and as such the results are highly visible and often reported in the media. As an annual survey, it has helped to build a broader picture of the quality of Higher Education and monitor trends over time.

The survey is undertaken independently by Ipsos MORI. The survey respects the privacy of those taking part, as such individual responses made are confidential and at no point will students be identified to their institution.

A powerful resource for change

Since its inception, the NSS has highlighted where institutions do well and not so well. For example, in 2005, at a national level 'assessment and feedback' scores were relatively low. As a direct result of what students have said in the NSS, action has been taken at institutional and faculty level to address this and scores in this area have improved significantly over time.

The results of the NSS often drive improvements across Higher Education Institutions in relation to the quality of teaching and the overall student learning experience.

The NSS results are a prominent part of the Key Information Sets (KIS) and Unistats, the official resource for comparing UK Higher Education courses. The NSS provides prospective students with comparable data to aid their decision making about where to study.

Quick to complete

It takes about five minutes to complete the NSS and gives students a platform by which they can make their voice heard. The survey takes place between January and the end of April annually.

9. Module Evaluation

There is the opportunity for you to give individual module evaluation feedback.

10. The First Impressions Survey



We are keen to learn of your experiences of life at Rose Bruford College so far.

Consequently, if you are a Level 4 student we will be contacting you later this academic year with a survey on your 'First Impressions'.

The survey should only take you about 5 minutes to complete and is anonymous.

We will consider your responses carefully and will use them to discover what we are doing well and what we need to improve. We will report to you on any changes that are made as a result of the responses we receive.

As ever with such surveys, the more responses received, the more useful the survey. So we'd be particularly grateful if you could complete this.

11. Level 5 Survey

Now that you are half way through your programme, we are keen to learn of your experiences of life at Rose Bruford College so far.

Consequently, if you are a Level 5 student we will be contacting you later this academic year with a survey on your impressions to date.

The survey should only take you about 5 minutes to complete and is anonymous.

We will consider your responses carefully and will use them to discover what we are doing well and what we need to improve. We will report to you on any changes that are made as a result of the responses we receive.

As ever with such surveys, the more responses received, the more useful the survey. So we'd be particularly grateful if you could complete this.

12. Finding information and help



1. Student Rep Resources on the VLE

<http://vle.bruford.ac.uk/course/view.php?id=587¬ifiededitingon=1>

You can also access these resources from the Link on the front page of the VLE

We have set up a VLE page to support you in your role as a student rep. Over the coming weeks, you will find resources and advice on a range of topics – but the page is new and we are in the process of populating this. Like everything else in the College, your views are important. So if you can think of ways to improve this page or have ideas for resources we should include, do not hesitate to contact Gill Simson.

2. DoRIS

<http://vle.bruford.ac.uk/course/view.php?id=458>

You can also access DoRIS from the front page of the College Intranet or VLE

Document Resource and Information System (DoRIS) is the College's information library. Each Section contains a range of documents and information that will be relevant or have relevance to existing staff and students of the College or those who are considering application, or whose applications are already being processed.

DoRIS is divided into a number of areas:

Programmes

Within this area you will find folders for all of the College's academic programmes. Each folder contains the most recent documents relevant to each programme including Programme and Module Specifications, as well as reports from External Examiners and Advisors and Programme Committees etc.

Handbook of Academic Policies and Procedures

The Handbook is a collection of key documents that relate to academic quality management and enhancement at Rose Bruford College. The key documents which may be of particular interest to you amongst others are:

Assessment policy
Mitigating Circumstances
Student Complaints
Academic Appeals

Committees

In this section you will find information, Terms of Reference and minutes for the College's Committees. You should note that some of the College's Committees (indicated with an asterisk *) deal with sensitive and personal information and for this reason their minutes may not be included in this section. If you require further information, you should contact the relevant committee Chair or Clerk.

Staff HR Policies and Procedures

This is the area mainly for staff that has the policies relating to their employment with the College etc. This area is restricted to staff only.

Health and Safety Documents

In this section you will find a range of documents relating to Health and Safety aspects of the College. The folders contain the College H&S Policies and Procedures, information and guidance on safe working practices, College Risk Assessments and downloadable forms relating to H&S issues (e.g. risk assessment pro formas, accident reporting etc.)

3. Pop in and ask

You'll quickly learn that all the staff are happy to help and support you in your role from your programme tutors and programme administrators to other academic and professional support staff.

