

Expansion and Return POlicy

Fraternity and Sorority Life

145 Iowa Memorial Union

University of Iowa

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# **Expansion Guideline Overview**

This guide references the expansion process for establishing a new fraternity or sorority at the University of Iowa. This is a working document subject to revision and applies to all organizations looking to join the fraternity and sorority life (FSL) community at the University of Iowa. Any questions regarding these expansion guidelines can be directed to the FSL staff or the Office of the Dean of Students (DOS).

DOS contact: Jamarco Clark, Assistant Dean and Director, Leadership and Engagement

## Letter from **Fraternity and Sorority Life**

On behalf of the entire FSL community, we are excited about your interest in joining the community at the University of Iowa. The FSL community consists of four governing councils: Interfraternity Council (IFC), Multicultural Greek Council, Panhellenic Council (PHC) and National Pan-Hellenic Council (NPHC). Each council has a great impact, not only within the sorority and fraternity life community, but in the entire campus community as well.

The FSL staff work closely with chapter leaders and members, advisors, alumni/ae, governing council officers, university staff, and community partners to ensure members of our community have a meaningful educational experience at the University of Iowa. Membership in any sorority or fraternity should complement a student’s academic experience and better prepare them to be a campus leader and global citizen. This guide provides detailed information on joining the FSL community. If questions arise, please feel free to contact the FSL Staff.

After learning more about the FSL community at the University of Iowa, we welcome your organization to consider completing the expansion application process. This guide provides you and your organization explicit procedures to follow as it pertains to the expansion process. All materials must be completed and mailed to the FSL Staff prior to the last day of classes for the spring semester. Late applications will not be accepted by the Expansion Committee. Once again, if you have any questions, please contact us.

Thanks again for your interest in joining the FSL community at the University of Iowa!

Fraternity and Sorority Life Staff

University of Iowa

# **Fraternity and Sorority Life**

To best serve the members of our community and the University of Iowa at large, the FSL staff are dedicated to living out our mission statement.

## Our mission:

*Through collaboration with students, (inter)national organizations, alumni/ae, and Division of Student Life staff, FSL at the University of Iowa fosters a holistic college experience by providing students opportunities for* *belonging, serving, leading, thriving, and succeeding. These opportunities are based on our strategic outcomes: Support, Health & Safety, and Inclusion.*

The FSL staff work with chapters and the governing councils to promote the success of our defining opportunities: Belong, Serve, Lead, Thrive and Succeed. These five opportunities have been outlined by our unit as the foundation of healthy and successful FSL chapters and advance the missions of each of our chapters. The defining opportunities are in line with the Division of Student Life and further the values and goals of the University of Iowa. Below is a description of each of the FSL defining opportunities.

Belong

We all want friendships that are true, that are real, that are more than college acquaintances. FSL presents the opportunity to belong to something big, something important, something unforgettable, and something that will last throughout life.

Serve

We all want to contribute to the greater good. We all want to matter. FSL provides the opportunity to serve our campus, our community, and our world in ways that make a real impact.

Lead

We all want to leave a legacy in our own way. We all want to feel the respect of our peers and the appreciation of our friends. FSL offers the opportunity to lead, to influence, and to guide our organizations and our community.

Thrive

We all want a college experience that is academically successful, but we also want to build collegiate memories that are rich with tradition, full of real relationships, and a sense of personal fulfillment. FSL challenges its members to flourish as a fully engaged student.

Succeed

We all want to graduate, get a job, and have a successful career, but that’s easier said than done. FSL connects its members to the largest and most successful support network available to Hawkeye students. Our alumni/ae are positioned all over the globe and are committed to helping members succeed as professionals and as members of a productive society.

## FSL and DOS Staff

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# **Expansion Procedures**

## General Information

Registered fraternity and sorority organizations (FSOs) can only be established at the University of Iowa through a formal invitation extended by the University. To be eligible for an invitation, prospective FSOs must submit all documentation and certifications required in this policy to the Fraternity and Sorority Life Expansion Committee (“Expansion Committee”), outlined below for review. The Expansion Committee will then convene to review the application and make a formal recommendation to the Vice President for Student Life and the Associate Vice President and Dean of Students stating whether a formal invitation should be granted.

In addition to the University’s policy and procedures, a prospective FSO’s governing council may also have an expansion process the prospective FSO must complete. To be eligible for registration with the university, the prospective FSO must adhere to both the FSL Expansion Guidelines and the respective governing council’s expansion process.

## Application Submission and Review Procedures

The Expansion Committee will review applications during the “Application Review Period” which will begin after the last day of classes of the spring semester. A prospective FSO’s application should include a proposed timeline for when the prospective FSO would like to expand on campus. Application materials should be submitted to the Expansion Committee at least three months prior to the prospective FSO’s proposed expansion date. If an application is not received at least three months prior to this proposed date, it may result in a denial of the application or delay of the desired expansion date. When reviewing applications, the Expansion Committee will take the expansion timeline for the community under consideration during each period of review. It is important to note all FSOs seeking to join the FSL community are subject to the guidelines and procedures of the respective governing council. The expansion calendar will be made available to prospective FSOs by request.

Once a formal application has been received and an FSO has been invited to expand by the University, the FSO will work with the FSL staff to agree on a date to begin the expansion process. If the FSO does not initiate the expansion process within two months of the agreed upon date, the FSO must communicate with the FSL staff to discuss revising their expansion timeline and the reasons for the delay. If an alternative schedule is not agreed upon, then the FSO must submit a new application and restart the process. The FSL staff, in consultation with the Expansion Committee, shall have final decision-making authority with respect to setting and/or modifying expansion dates and timelines.

***Application Review Period***

Last day of spring semester classes: Required documentation and certification due

May 31: Notified of invitation to present on campus

Month of June: On-campus presentations

July 1: Final decision notification issued

ReQuired Documentation and Certification

A prospective FSO’s formal application must include the following documents and certifications:

1. A written letter from the (inter)national president, executive director, or their designee by the (inter)national organization for the prospective FSO expressing interest to establish a chapter at the University of Iowa. The letter will include:
	1. Organization’s purpose
	2. Target audience
	3. Short-term goals (within 1 year)
	4. Long-term goals (3-5 years)
2. The constitution and by-laws of the FSO, both (inter)national and local. If the documents cannot be shared or are not yet created, the prospective FSO must explain why the documents have not been created and/or share a template the prospective FSO will use to create local bylaws. Organization constitution and bylaws must be submitted to FSL prior to the FSO registering with the university.
3. A statement confirming the prospective FSO will comply with all applicable university policies and procedures, including registering as a student organization and confirming the prospective FSO will register with FSL annually by agreeing to sign and follow university and FSL policies and procedures.
4. Proof of general liability insurance for bodily injury and property damage. All FSOs shall carry and maintain general liability insurance insuring the FSO and naming the State of Iowa, University of Iowa, and Board of Regents, State of Iowa, their officers, agents, and employees as an additional insured with minimum limits of $1,000,000 for each occurrence and $2,000,000 in the aggregate. The FSO’s policy shall be primary and non-contributing with respect to any insurance carried by the university. FSOs will be required to submit a copy of their liability insurance to FSL annually.
5. (Inter)national headquarters contact information, including the mailing address, phone number, and email address for the main office, as well as the contact information for a direct point-of-contact at the (inter)national headquarters.
6. Alumni/ae or graduate chapter Information and a statement that explains the interest and support of the local alumni/ae or graduate chapter in establishing a chapter.
7. The names, phone numbers, and email addresses of alumni/ae or graduate chapter members who will serve as the prospective FSO’s advisors. If the chapter does not have any alumni/ae or graduate chapter members appointed to serve on the board, the prospective FSO must describe how the FSO plans to recruit and train advisors to support the FSO.
8. A description of the role of the alumni/ae or graduate advisor and advisory board and the prospective FSO’s expectations of volunteer advisors (e.g., chapter meeting attendance, (inter)national convention/meeting attendance, advisor training attendance).
9. An outline of the (inter)national organization’s requirements that must be met before the prospective FSO will be (re)chartered.
10. Copies of the following organization-specific policies, procedures, and programs:
	1. Risk management policy and procedures, including procedures related to alcohol and substance abuse, sexual assault, and hazing.
	2. Leadership development and officer training and transition programs.
	3. Membership education programs, including new member education, health and wellness, and academic support programs.
	4. Recruitment program and/or membership intake process.
	5. Internal accountability program and standards process.
	6. Advisor training and development.
	7. Chartering requirements.
	8. Chapter accreditation process/standards for chartered chapters.
	9. A detailed explanation of the (inter)national organization’s philosophy around partnership with the host institution.
	10. A description of the policies, procedures, and plans for housing, if applicable, including temporary and permanent plans within the next five years.
11. Statistical information on the prospective FSO’s (inter)national organization (i.e., total number of chapters; total number of chapters chartered in the past five (5) years; key performance indicators used to measure success; total number of initiated members; total number of anticipated expansions and locations scheduled for the next two years; number of chapters closed in the last three (3) years, including where, when, and why; and number of chapters at large public research institutions similar to UI). Additionally:
	1. History and founding principles and values;
	2. Recent expansions with contact information of the campus FSL professionals;
	3. (Inter)national community service and philanthropic efforts;
	4. (Inter)national organization governance structure; and
	5. Any additional information to assist the Expansion Committee.
12. Information on available support and assistance from the prospective FSO’s (inter)national organization, including number of traveling/field consultants, description of the consultant program and commitment of time for FSO, and description of (inter)national office staff assistance to new and established chapters.
13. Membership requirements
	1. GPA requirements for joining and maintaining membership;
	2. Cost of membership and annual dues; and
	3. Code of conduct.
14. The prospective FSO’s three-to-five-year vision for the chapter should be addressed in the expansion packet and during the presentation. At a minimum the vison should include:
	1. Membership numbers, campus involvement, community involvement, academics, leadership development/membership education, and diversity and inclusion initiatives.
15. **Returning FSOs: If a chapter is returning to campus after disciplinary action, or lack of members, please describe the following in addition to the above requirements:**
	1. **Reasons why the chapter left or was removed from campus, including the date, how the organization plans to avoid repeating the same behavior that led to the disciplinary action and/or removal from campus, and structures in place to prevent any such behavior.**
	2. **How the organization has satisfied or otherwise remedied any debts or circumstances left incomplete from their previous time on campus (if applicable).**
	3. **Advisory boards and supports in place locally to assist in the transition back to campus.**
	4. **How the organization has completed any other requirements identified by the University at the time of the disciplinary action and/or removal from campus.**
	5. **A 12-month success plan for the chapter to include leadership support and general membership support.**
	6. **If the organization left campus due to a lack of members within one (1) previous semester, they may be eligible to return without a formal application and presentation**
		* + **The organization is still subject to all requirements of new chapters as outlined below**

Once the application deadline has passed, the Committee will begin to review all applications and will maintain communication with all petitioning FSOs about their status in the review process.

After the Expansion Committee has reviewed all the completed applications, they will determine which petitioning FSOs will be invited to present on campus.

Failure to provide accurate or complete information and/or materials listed above may exclude the petitioning FSO’s application from consideration by the Expansion Committee.

Final approval will include signatures from the following:

* Associate Director, Fraternity and Sorority Life
* Assistant Dean, Director of Leadership and Engagement
* Assistant Dean, Director of Office of Student Accountability
* Associate Vice President and Dean of Students
* Vice President for Student Life

## On Campus Presentation Preview

**Purpose**

Upon its receipt of a FSO’s formal application, the Expansion Committee will review the information provided and, in accordance with the respective governing council process, will determine which FSOs to invite to formally present to the campus community. During that time, additional meetings may be conducted with the Expansion Committee, governing council leaders, sorority and fraternity undergraduate leaders and alumni/ae, university administration, and campus and community partners. These meetings will be coordinated by the FSL staff. Topics for the formal presentation will include:

* + 1. Interest and rationale in expanding at the University of Iowa.
		2. Alumni/ae or graduate chapter support committed to the expansion project and ongoing support for the FSO.
		3. Staffing resources that will be assigned by the (inter)national office during the first semester of the expansion process.
		4. Ongoing resources and support from the (inter)national office provided to the new chapter in its second semester and all subsequent semesters prior to the FSO’s (re)chartering.
		5. Ongoing support provided to help the chapter and its members meet campus expectations of sororities and fraternities after the new chapter has been (re)chartered.
		6. Risk management policies related to hazing, alcohol and drugs, sexual assault, and facility management (if applicable).
		7. Leadership development and officer training programs.
		8. Overview of member education, including the new member/intake process and program.

All participants will have the opportunity to complete an evaluation following the presentation. The presentation guidelines, a sample on-campus schedule, and evaluation form are outlined below.

**Presentation Guidelines**

* Presentations should be no longer than 30 minutes, with a 10-minute question and answer session to follow.
* Presentations should be coordinated and presented by (inter)national representatives.
* Presentations should highlight the application materials and provide additional information and plans should the FSO be selected for establishment.
* Presentations may be presented in a PowerPoint or Prezi format along with any associated printed documents.
* Presentations may be in person or virtually.
* Please inform the FSL staff of any technology needs prior to the presentation.

## Expansion Committee

1. Purpose: The Expansion Committee will review all expansion applications for the FSL community, determine which prospective FSOs to invite for on-campus presentations, and recommend to the Vice President for Student Life and Associate Vice President and Dean of Students if a formal invitation should be granted to a prospective FSO.
2. Membership:
	1. One representative from each of the fourFSL governing councils.
	2. One representative from the FSL staff.
	3. One representative from Leadership and Engagement.
	4. One representative from the Dean of Students organization (non-FSL staff) appointed by the Associate Vice President and Dean of Students.
	5. One representative from the Division of Student Life (non-FSL staff) appointed by the Vice President for Student Life.
3. Duties: The Expansion Committee will meet annually to review expansion materials and applications that have been submitted, make recommendations to the Vice President for Student Life and Associate Vice President and Dean of Students regarding the applications submitted, review IFC, MGC, NPHC, and PHC council constitution and bylaws annually to ensure consistency with the FSL Expansion Guidelines, and share updates with FSL staff and IFC, MGC, NHPC, and PHC governing councils.
4. Recommendations: The Expansion Committee may make the following recommendations to the Vice President for Student Life and Associate Vice President and Dean of Students for each prospective FSO presenting on campus: (1) an invitation should be extended to the prospective FSO for registration with the University, along with a recommended timeline for expansion\*; (2) no invitation should be extended at this time, specifically stating the rationale for the recommendation; or (3) more information is needed before a final decision can be made, specifically identifying what information is needed.

\*The prospective FSO is still subject to the process outlined by the respective governing council.

## New Chapter Requirements

Registered FSOs are expected to comply with all University and FSL policies and procedures, governing council policies and procedures, and UI Code of Student Life. This includes registering with the university through the student organization registration platform as a registered student organization and completing the annual re-registration process and requirements with FSL.

The FSO must consult with FSL regarding all expansion plans and procedures. FSL will help provide any necessary resources and information to the FSO and its (inter)national headquarters regarding establishment of the new chapter and related university policies and procedures. Representatives of the new FSO must attend all IFC/MGC/NPHC/PHC meetings and are encouraged to participate in all FSL community activities. The officers shall be responsible for keeping all records and documentation current with FSL staff and meeting regularly with a designated FSL staff advisor.

The following must be agreed to, upon an FSO receiving final approval to join the FSL community at the University of Iowa:

1. Timeline: The FSO may (re)charter as a registered student organization at the University of Iowa on an agreed upon date. Public communication of the establishment effort and related preparations (e.g., secure room reservations, register for organization fairs) may begin on an agreed upon date.
2. Membership: To be eligible for (re)chartering, the FSO must have at least five (5) members, at least three (3) of which are non-graduating members
	1. This policy can be negotiated at the discretion of the committee
3. Academics: To be eligible for (re)chartering, the FSO will maintain the academic requirement as required by the respective governing council of which the FSO is seeking to become a member.
4. Recruitment/Intake: Recruitment and intake events must follow the constitution and bylaw guidelines as outlined by the respective governing council in which the FSO is seeking membership.
5. Governing Council Involvement: Representatives from the FSO will attend weekly council meetings and play an active role within the council and FSL community. This can include, but is not limited to, community service/philanthropy projects, FSL events, and university-wide events and programs
6. Alumni/ae or Graduate Advisor and/or Advisory Board Involvement: The (inter)national headquarters will appoint the alumni/ae or graduate advisors to work with the FSO. An alumni/ae or graduate advisor will attend required meetings as relevant to the functions of the FSO including, but not limited to:
	1. House corporation board meetings each semester (if applicable)
	2. Alumni/ae or graduate advisor meetings and trainings
7. Liability Coverage: The (inter)national organization will purchase liability insurance coverage of no less than $1,000,000.00 face value with the insurance carrier of its choosing.
8. FSO Visits: The (inter)national organization will provide the FSO with frequent follow-up visits up to and after (re)chartering has occurred.
9. Publicity: FSL staff and respective governing council agree to include the FSO in all publications and websites produced by the council, FSL staff, or Leadership and Engagement to boost visibility of the FSO.
10. Advisement – FSL staff and respective governing council agree to meet with the FSO leadership as much as needed to advise and help them become active members of the University of Iowa and FSL community.
11. Resources – FSL staff agree to provide the FSO with all applicable resources afforded to registered student organizations at Iowa.
12. House Director – If the FSO secures and occupies an official chapter structure, the FSO is strongly encouraged to have a live-in house director hired by the house corporation or (inter)national organization. The house director should be a traditional house director/mother who lives in the facility during the academic year.
13. The FSO agrees to follow all federal, state, and local laws. The FSO agrees to follow all policies as prescribed by the University of Iowa for students and registered student organizations. The FSO agrees to follow all guidelines as set by the FSL staff. The FSO agrees to follow the constitution and bylaws of its respective governing council.

## Important Information—Expansion and Return

* Expansion and return information is available upon request from the FSL staff.
* All expansion and return applications must be received by the FSL staff by the last day of spring semester classes. Late applications will NOT be considered until the next review cycle.
* Application materials may be mailed to
	+ Fraternity and Sorority Life

145 Iowa Memorial Union

University of Iowa

Iowa City, IA 52242-1317

* Completion and submission of an application does NOT guarantee an invitation to present on campus, nor does it guarantee an invitation to (re)establish a chapter at the University of Iowa.
* Applications will be reviewed by the Expansion Committee.
* All petitioning organizations will be notified of their status by **May 31.** If an invitation to present on campus is not given, the application will remain on file and active for one year.
* If the petitioning organization is invited to present on campus, presentations will occur the month of **June.**
* Final decision notification to (re)establish a chapter will be issued via email by **July 1**.
* Organizations looking to expand or return to campus will be on a temporary (working) status for one to two semesters after receiving approval but prior to advancing to full active chapter status
* **For organizations seeking to (re)establish a chapter at the University of Iowa, it is recommended to begin conversations with FSL staff a minimum of one year before the anticipated expansion or return date.**

# **Forms**

## Expansion Committee Application Evaluation Form

All members of the Expansion Committee must review all expansion packet materials prior to voting on which organizations to invite to present on campus. After all evaluations are completed, the Committee will discuss pros and cons of each organization.

Each Committee member will fill out one evaluation form for each organization applying for expansion.

Organization Name:

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Required Documents: (Check all that have been submitted)

\_\_\_\_Application \_\_\_\_Letter of Support and Intent

\_\_\_\_General Information \_\_\_\_Proof of insurance

\_\_\_\_Constitution/bylaws \_\_\_\_Membership requirements

\_\_\_\_Area resources \_\_\_\_National Affiliation (NIC, etc.)

Committee Member: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Notable Information:

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Areas of Concern:

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Rating: \_\_\_Yes, invite to present \_\_\_Yes, with reservations \_\_\_Do not invite to present

## Presentation Evaluation Form

Organization Name:

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Evaluator Name:

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Notable Information:

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Areas of Concern:

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Rating: \_\_\_\_Yes, invite to establish \_\_\_\_Yes, with reservations \_\_\_\_\_Do not invite to establish

Please provide any additional comments about your final rating:

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_