

Academic Senate of College of San Mateo



Tuesday, November 14, 2023
2:30pm - 4:30pm

Building 18, Room 206
1700 W. Hillsdale Boulevard, San Mateo,
CA 94402

<https://smccd.zoom.us/j/85134096982>
Meeting ID: 851 3409 6982
Phone: +1 669 444 9171

| Officers | |
|---------------------------------|---------------------------|
| President | Todd Windisch |
| Vice President | Daniel Keller |
| Secretary | Yvette Butterworth (Zoom) |
| Treasurer | Stephen Heath |
| Immediate Past President | |

| Standing Senate Committee Chairs | |
|---|-------------------------|
| Curriculum Committee | Jeremy Wallace (absent) |
| Distance Education Committee | Jennifer Howze-Owens |
| Committee on Teaching & Learning | Susan Khan |

| Division & Student Representatives | |
|---|------------------------|
| Student Representative | Lianna Lim |
| Academic Support & Learning Technologies / Library | Valeria Estrada (Zoom) |
| Academic Support & Learning Technologies / Library | Susan Khan |
| Business/Technology | Hellen Pacheco |
| Business/Technology | |
| Creative Arts/Social Science | |
| Creative Arts/Social Science | |
| Kinesiology/Athletics/Dance | |
| Kinesiology/Athletics/Dance | |
| Language Arts | Rene Anderson |
| Language Arts | Mick Sherer |
| Math/Science | Michelle Beatty |
| Math/Science | Catherine Ciesla |
| Counseling | Leo Cruz |
| Counseling | |
| Enrollment Services and Support Programs | Makiko Ueda |

| 1. Opening Procedures | | | | |
|-----------------------|--|-------------------------|------|-----------|
| No. | Item / Description | Presenter(s) | Time | Action? |
| 1.1 | <p>Call to Order (2:31 pm)</p> <p><i>According to CSM Academic Senate By-Laws, "A quorum for a meeting of the Senate and all Senate committees shall consist of 50% plus 1 of the committee's faculty members."</i></p> | President / Facilitator | 1 | Procedure |
| 1.2 | <p>Roll/Introductions (Also present today: Kristy Baird from Fire Tech, Beth LaRoche from Dental Assisting, Evan Kaiser from AFT,)</p> | Secretary | 1 | Procedure |
| 1.3 | <p>Adoption of Today's Agenda (A couple of changes are proposed: 1) Remove item 3.3 which is the by-laws review and add two new items, 3.1 which will be the discussion and statement around the support of the Fire Tech program, 3.2 which was proposed by Susan Khan which will be discussed and acted upon today to change the name of the room where we hold our meeting to the Center for Integrated Profession Learning. Because the signs for the room will be ordered during the next week in for its new location in Bldg 19, thus we need to vote to approve the name change before signs are made. Moved by Catherine Ciesla & 2nd by Mick Sherer. 12 in favor, 0 nay, 0 abstentions)</p> | President / Facilitator | 1 | Action |
| 1.4 | <p>Adoption of Consent Agenda (There are three items today: 1) Approval of the meeting minutes for 10/11; see the link below, 2) approval of Diana Bennett to the District Faculty Equivalency Committee; the only person to respond to the call, 3) Approval of Jeramy Wallace to the District Class Min/Max Work Group; this is a formalization for the appointment that we have discussed in Senate and decided that since Jeramy worked on this last year and is our Curriculum Chair he would be the best candidate and that a call to all faculty would not be put forth. Moved by Daniel Keller & 2nd by Jennifer Howze-Owens. 12 in favor, 0 nay, 0 abstentions)</p> <p><i>All items on the consent agenda may, by unanimous vote of the Academic Senate members present, be approved by one motion after allowing for Senate member questions about a particular item. Prior to a motion for approval of the consent agenda, any Senate member, interested student, citizen, or member of the staff may request that an item be removed from Consent to be discussed in the order listed, after approval of remaining items on the consent agenda.</i></p> <ul style="list-style-type: none"> • Approval of minutes from October 10 meeting • Appointment of Diana Bennett to District Faculty Equivalence Committee | President / Facilitator | 2 | Action |

| | | | | |
|-----|--|--------|---|-------------|
| | <ul style="list-style-type: none"> Appointment of Jeremy Wallace to District Class Min/Max Work Group | | | |
| 1.5 | <p>Public Comment (Christy Baird, Fire Technology Coordinator, brings a comment about the Fire Academy. She is a retired fire fighter with a little under 24 year's experience with the Palo Alto fire department and has been with the college for over 20 years. A little background on the program: Fire Technology has both a Fire Academy and an EMT program with special courses and classroom-based degree courses. Prior to this semester a student finishes their course work at CSM in Fire Technology, they took a pre-service course and then they applied to departments where they would then have to do training with their Fire Cap. Christy has been working, for the past 6 years, with the fire chiefs and Fire Training Officers and the college to get the fire tech directors to approve our Fire Tech Academy to train their people without doing their individual programs. Kristy succeeded in her quest for the bid and to the surprise of the 50 Fire Technology Directors up and down the state of California, announced her success at a meeting in San Diego. This Fall was the first Academy and they have 14 hired (sponsored) students graduating and 13 non-sponsored graduates in the program. Of the 13 non-sponsored graduates, 10 have been given offers as cadets which is a volunteer program from which they can be hired. They were worried about the student that had been sponsored versus the ones that had not, and clearly the fear was unfounded based on the numbers just mentioned. They are expecting a huge turn-out of 300 to 400 for their inaugural graduating class of 27 which will include city council members, fire chiefs, and friends and family. The reason Christy is joining us today is because on Thursday, 11/9, Christy was sitting in on a Zoom meeting about Spring budget and she was told, without prior discussion, by the Vice President that the program was to be put on pause in the Spring because they are over budget. If that happens, Christy believes that the program will fail because they will not be able to recover; the student come because of the program's reputation and the fire chiefs are have put their faith in Christy and our program and that faith and trust will be lost by all if this program is paused. Loss of students and loss of instructors will be hard to reverse, especially given instructors are hard to find due to the shortage of qualified personnel across the state. Our EMT program is number five out of 220 programs in the state. Losing our program will have an effect on our community. The shortage of qualified fire tech and EMT personnel is disastrous (10,000 EMTs and 1200 wildland firefighters short across the state) and our program helps to train new personnel. CSM is the only Fire Tech program in San Mateo County and CSM feeds the San Mateo County fire chiefs their people. Of the people in the county that work in fire, 70-80% of them have graduated from CSM and 90% of the</p> | Public | 5 | Information |

teachers in the program are former students. Christy wanted to share this devastating news because she hopes we can help. Todd Windisch let the Senate know that we have added an item to the agenda to write a statement of support; this will be brought up later. Beth LaRoche, also a CTE director, the Director of the Dental Assisting Program, wants to add to the comments about the Fire Tech program being paused. She feels that it is the wrong time and the wrong tactic to pause a program as students are in the middle of a program. She wants to know why, if it were a budget issue, that it wasn't brought up before and with warning, especially with Fall being when budget is planned for the school year, and with 6 weeks remaining in the Fall and students already registering for Spring it seems to be bad publicity and something the school can ill-afford to stall people in the middle of their educational program with little warning.

Valeria Estrada has a comment on behalf of Stephanie Roach, an adjunct librarian and the library systems application developer. Stephanie was on campus yesterday and had to sign on to the public Wi-Fi, and found that the requirements of signing into the system included giving your first and last name, your email address, and agreeing to the terms of use. Stephanie feels the change has a very big-brother feel and will have a chilling effect of self-censorship. When Stephanie asked her Web Services supervisor about the changes, she was told that they were made to better support people using the network so they could identify their use and track it to any issues. She fears the additional questions may lead to censorship and equity issues where students that can't afford other internet options are forced to allow the tracking and others that can afford other options choose those. The college may not have considered that this could lead to censorship. Stephanie connected with classified staff about the issue and they were as shocked by the monitoring as well. She feels that there should potentially be a discussion with the other colleges to see if the same thing is happening District wide and potentially follow-up with the District Academic Senate about the issue if it is consistent across campuses. Perhaps this could be an Agenda item in the future.

Yvette Butterworth spoke about the Webinar she attended today about AI in the classroom from Lumens Learning. The Webinar was a student panel of three students, two from New York's CUNI system and one from Oregon State. The students shared their experiences in the classroom and outside the classroom. All encouraged teachers to embrace the technology and help students learn to use it responsibly to assist in learning. She will attach the Webinar recording in the minutes, unfortunately she reported back that she has never

| | <p>received the promised recording information. Jennifer Howze-Owens added to the comment about the Jan AI Flex focus. The committee is working to bring a student panel to discuss AI as well.)</p> <ul style="list-style-type: none"> • Questions/comments on non-agenda items | | | |
|-----------------------------|--|-------------------------------|------|-------------|
| 2. Standing Schedule | | | | |
| No. | Item / Description | Presenter(s) | Time | Action? |
| 2.1 | <p>Presidents' Report (District Academic Senate will be recommending the approval of the District Professional Development Proposal that Susan brought to our Senate with one release for a faculty coordinator to be approved by the District Academic Senate.</p> <p>In Institutional Planning Committee the were discussing an analysis of membership and making sure that there was full representation across the all constituency. IPC is also continuing to discuss how to utilize Program Review.</p> <p>The next Board of Trustees meeting is 11/29 and no agenda has been posted yet. On November 8th, there was a special meeting on Class Max. Those present at the meeting included members of the public, the District Academic Senate President Lindsey Ayotte, District Curriculum Chair Jessica Hurless, Carla Grandy representing the VPIs, a Skyline dean, and the Board members. The purpose was to discuss the district memo about the financial impact of class size and how to maximize efficiency, to review the faculty response letter, and understand the issues so they can go about creating the policy. The discussion was meant to inform the work group to which we recently appointed Jeramy Wallace. Todd thinks that the meeting went well. The administration was maybe trying to point out what is going well and how it is for both faculty and students that are subject to the policies. The board seemed open to hearing ideas and asked interesting and pointed questions.</p> <p>Todd also commented that the District Participatory Governance Council, which advises on board policy, will be discussing Board Policy 8.11 (linked in the agenda below) at their next December meeting and he was asked to bring this to the attention of the Senate and</p> | Todd Windisch & Daniel Keller | 10 | Information |

elicit feedback as to how he should vote in terms of changing Board policy. He feels the vote is not controversial. Todd brought up the policy 8.11 and shared that it is about the district budget. As the District's contingency planning the Unrestricted General Fund reserves shall be no less than the recommendation made by the California Community College Chancellor's Office. The reserves will be set annually with the adopted to ensure financial stability, but there is nothing in the Board policy about was the reserves should be, though it seems that the district policy has been to keep 15% in reserves. That amount is high and about the recommendation from the Chancellor's office. Please take this back to the constituents. This was not anywhere in the policy, so that may be the reason why they wanted it putting it in the Board policy officially. Mick Sherer, brought up if there is a limit on how the funds could be spent. Todd felt that the way the policy was explained that he was very comfortable with it, but didn't feel comfortable trying to recite all the details and cite specifics such as what Mick Sherer was asking.

Dual enrollment updates will from this point be given by Leo Cruz. Leo says that team is just in the beginning stages of forming a cohesive group; though it has been around a while, it has a lot of different perspectives and opinions and has been very fragmented. Leo Cruz hopes as stepping into the role that he will be adding cohesiveness by opening communication between the dual enrollment team and the people in this room. Right now Todd added that Leo and Andrea are working on a policy for evaluating high school partner teachers and we will be keeping updated on that process as it moves forward.

Todd made the announcement that District Academic Senate is looking for Sustainable Sustainability Career Center Faculty Mentors (see the faculty letter Thurs., 11/9). In particular they are looking for faculty in the sciences and engineering interested in sustainability. Faculty would received compensation for their mentorship.

Fall Plenary is this weekend, Thursday, Friday, and with voting on Saturday. Todd sent messages out to pertinent parties, so just know that he is soliciting recommendations. Some specific resolutions for which he has solicited advice are Business, History, Political Science, and counseling. If you didn't receive a targeted email, then there wasn't really anything in your area pertaining to a specific resolution. Feel free to look at the more formal update was in last week's Thursday, 11/9 letter and make any recommendations to things that catch your eye.)

- District Academic Senate update(s)

| | | | | |
|-----|---|----------------------|---|-------------|
| | <ul style="list-style-type: none"> ● Institutional Planning Committee update(s) ● Board of Trustees update(s) ● District Participatory Governance Council (DPGC) <ul style="list-style-type: none"> ○ BP 8.11 District Budget ● Dual Enrollment update(s) ● Campus calls for participation <ul style="list-style-type: none"> ○ Sustainability Career Center Faculty Mentor ● Fall Plenary & Resolutions | | | |
| 2.2 | Curriculum Committee Chair Report (Jeremy Wallace is absent today so we will be skipping this today) | Jeremy Wallace | 2 | Information |
| 2.3 | Distance Education Committee Chair Report (Distance Ed is functioning well at CSM so it was nice to know that we could be used at the district level as a model based on the Board meeting last week. DEAC met the first Wednesday of November (11/8) and the one major discussion was updating the by-laws which will either be happening in December or January's meeting. One of the major conversations is the CVC-OEI which is a state-wide initiative. Students can base their classes from their home campus but take courses that may not be offered there at other colleges throughout the state so they can graduate on time. DEAC have an invigorated interest with the addition of new faculty, especially adjunct members, to become a home college. They still need some enrollment services that need to be worked out, but we are working toward joining the almost 100 campuses that have already made the adoption of the CVC-OEI. Coming soon are bylaws and strategic plans, and goals for the next few years.) | Jennifer Howze-Owens | 2 | Information |
| 2.4 | Committee on Teaching and Learning Chair Report (Susan Khan shared that they haven't met since the last meeting so there isn't much to update. Flex Day schedule will be reviewed in the next meeting, and if there are any ideas please provide that by Friday, 11/17) | Susan Khan | 2 | Information |

| | | | | |
|---------------------------|---|---|-------------|----------------|
| 2.5 | Student Representative Report (Lianna Lim shared that there will be one last big event from student government and student life. The event will be held on November 21 11:30am to 2pm in Bldg 10. There will be tons of food (Indian, Mexican, American and Mediterranean) and hopefully virtual reality and counselors to come to the event to help students to finish their student plans as the semester closes. Jennifer Howze-Owens congratulated the students on their successful Halloween event.) | Lianna Lim | 2 | Information |
| 2.6 | Other Officer & ASCCC Liaison Reports (No reports. Stephen Heath forgot his notes, so will bring those to the next meeting.) | Stephen Heath, Yvette Butterworth, & ASCCC Liaisons | 2 | Information |
| 3. Senate Business | | | | |
| No. | Item / Description | Presenter(s) | Time | Action? |

| | | | | |
|-----|--|---|----|------------|
| 3.1 | <p>OER/ZTC Grant Discussion/Implementation Fire Tech Program Discussion (We voted at the beginning of the meeting to change the agenda, see earlier notes. Todd included the proposal in support of the program for everyone to read.</p> <p>Evan Kaiser wanted to echo what Christy Baird said earlier about the work that has gone into building relationships with community partners and setting an example of what the community expects of the college. He has had experience in building these types of relationships and wants to reiterate their value and how hard they can be to build. He noticed that board policy says, “Board Policy 6.13.4 “All new programs or program discontinuances shall be approved by the Board of Trustees and submitted to the California Community Colleges Chancellor’s Office for approval as required.” He feels that without their consultation or the consultation of the faculty and other stakeholders, this seems to violate policy and he is in support of our statement. Evan also wants to recommend that we forward to the EC (executive committee) of the AFT for a vote on this as cosigners. Todd clarified about when the meeting would happen and that EC meeting would occur at the end of the month, so that might not work as the president will make a vote on this by the end of the week.</p> <p>Tamara Perkins also commented and wants to include what Evan shared and wants to see if there is some way to include language to challenge or have an injunction put in place to pause this decision, because if the program is paused it would be hard to recover. Todd commented that he’d thought maybe in context of an injunction that maybe the statement that the Academic Senate should be consulted and the PIV (Program Improvement & Viability) process be used, but that couldn’t be done until November 28th which will be too late. Daniel wants to know if the rationale for pausing the program can be discussed. Todd would like to be able to state, but doesn’t want to step in without the information necessary. Kristy Baird says in a nut-shell it is budget. She has been told multiple times that the program is too much money to run this program; she is frustrated because when she is responsible when her program costs too much money but not when the decision was made to cut her program. Daniel Keller says there is past process (2008) to support this. Tamara Perkins comments that it is one of the top programs in the state. Beth LaRochelle agreed with Daniel Keller about the 2008 process, but wanted to note that those cuts effected all programs and not just one program. Beth doesn’t think that the program can be paused in the middle due to accreditation. Beth also wanted to return to her earlier public comment point about the budget having already been delivered and there is a confusing</p> | <p>Jennifer Howze Owens Todd Windisch & Kristy Baird</p> | 20 | Discussion |
|-----|--|---|----|------------|

dichotomy in the choices seemingly being made mid-budget cycle.

The program has 27 students, they have 12 committed from the fire chiefs in the county. This would be a hard ship for the fire training officers and fire chiefs because they are expecting this program to be available. Kristy feels this is telling the fire chiefs that we don't value the public safety. Some of the negative "things" that have been in the news concerning the District and now we are telling the students that there is no money... Also, the fact that we are looking at free college based on a bond measure and then we cancel this program, this is potentially very concerning.

We need more time, so Todd asked for a motion to extend time by 10 minutes. Rene Anderson Motion & Daniel Keller 2nd to extend time on this item.

Stephen Heath empathizes with Kristy Baird. Stephen wants to know how we are basing this on Academic Senate authority, because we need to make sure it is a program for it to be within our purview. Todd feels that since the programs are listed in the catalog as Academic programs, that makes it within our purview.

Catherine Ciesla wants to know if we can get the information together to show the information about this being the only program of its type and the massive amount of collaboration between entities that went into creating the program. Catherine feels that we need to include all these pieces into the support so it becomes stronger support and truly indicates the huge breach of trust that this decision will represent. A decision from which there is no practical way to recover, especially because this program has to do with public safety. Some of Catherine's questions about budget and time lines, Kristy tried to speak to budget, when the program was created and why the budget is now a problem all of a sudden. Kristy Baird was not involved in any of the decision making process. Michelle, who has passed away, was more a part of the decision making process on the budgetary side, and once she passed the program is all of a sudden being paused and Kristy is not being included in the process. Todd brought to our attention that when Kristy met with the President that he had the details and specifics that we have been discussing today about the size and scope and importance of the Fire Technology program at hand, and in addition one of the retired fire-chiefs and a representative from the Consortium of Community Colleges was present when Kristy last spoke with the president. Todd did not include all this information in the statement he wrote because he wanted to try and keep it in context of

Senate purview. Todd wants to make sure that we have guidelines so we can make the changes and vote on this today.

Mick Sherer made comments about the wording in the third paragraph; instead of acknowledge the lack of viability, but want to highlight that this will make it more challenging to make the program more viable. Susan Khan feels this is an existential threat to all programs because if they start looking at budget to cut a program, it doesn't seem like it is a good enough reason unless it was across the board. Susan Khan wants to bring the budget into this to make it stronger. Beth LaRoche made more comments about the expense and how that has been known. Beth also wanted to make sure that she supported the program due to its importance for the community. Mick Sherer wants to know if Michelle's position has been replaced and if some of the budget is to replace that position. He believes that if that is part of the issue, that there should be time to return to bring someone new up to speed and validate. Arianna Avendano has taken over for Michelle and Arianna doesn't have the familiarity with the police or fire, but it is really a hard program to understand. Arianna doesn't understand budget or course credits, that was what Michelle did. Michelle know everything about the program and did all these things without being asked, probably more than she should have been taking on alone, but she was passionate about the program that she considered "her program," and the they were lucky to have her, but her loss has left a huge hole which Arianna is trying to step in and fill without the knowledge that Michelle had. Jennifer Howze-Owens wants to add an "s" in the title of the statement because there is more than one program.

Motion from Jennifer Howze-Owens to approve this statement once we have determined that it is complete & 2nd from Catherine Ciesla. Rene Anderson moved to extend time 10 more minutes & Daniel Keller 2nd. We now have 10 more minutes to work on wording. Todd has only made a couple of changes, so we need to figure out what else we need to change.

Beth LaRoche suggest EMT Program in heading. Catherine Ciesla wants us to say that this will be a breach of trust with our community partners which will lead to a permanent end to the program. Since there is language in our mission statement that makes our statement stronger in terms of Senate's purview. Tamara Perkins wants to tie this to a more Global breach of trust and how this will effect how the community sees the district. Todd didn't put in EMT because it is Fire Technology program. Jennifer Howze-Owens wants to

know if an end time was indicated. Kristy Baird said she was just told that it would be paused for Spring 2024. Kristy Baird wants the program to be where the fire chiefs to find their people and then their people come back to teach. Catherine Ciesla wants to be able to talk about the short-sightedness because this is not how business is done in the Fire industry and it is really a poor business practice.

Motion by Rene Anderson & 2nd by Danielle Keller to take things off the agenda and continue our discussion so we finish.

Daniel Keller began researching the equity of this decision. Daniel feels the PIV argument is a little weak. He wants to instead make one sentence to incorporate institutional priorities from strategic planning, effective communication both internally and externally, as well as the high success rates for students of color, equity is also an issue. Catherine Ciesla made a language recommendation to incorporate all these ideas. Mick Sherer wants to make sure that we strongly state that we don't want this program paused. Daniel Keller, Jennifer Howze-Owens and Catherine Ciesla all made contributions as we rewrote the statement. Todd brought in a little more background about the inclusion of the PIV. Rene Anderson said it is hard to say everything, so maybe incorporate these important concepts into one sentence. As our community's college, "pausing" this program is short-sighted and violates institutional priorities, effective communication, student-focused support, community partnerships and (given the high success and enrollment of students of color enrolled) equity. Mick feels we say that the we don't feel that the program should be paused; full-stop. We should say that we need to encourage exploration of viability if they feel that is necessary, but not by pausing without following the appropriate channels which includes the Academic Senate to be consulted which would include the use of a PIV (Program Improvement & Viability process as stated in the Board Policy. Call for final edits? Susan Khan wants to add that the program be continued without interruption.

Vote since the motion was earlier opened. 12 approved, 0 nay, 0 abstentions. Thank you for all and Daniel Keller and others for allowing us to push your agenda items to the next meeting. Kristy reminded us that their graduation is on December 9th.

| | | | | |
|------------------------------|--|--|-------------|----------------|
| 3.2 | <p>Vote to Approve the Name Change for (As proposed earlier in the agenda we want to vote on whether to approve a name change for the Center for Academic Excellence (CAE) where we are sitting today to the Center for Integrated Professional Learning (CIPL) when it moves to Bldg 19, where it will also house the DE (Instructional Designers and Technologists) and PD teams and be used as a work space for PD. The PD team, along with Todd Windisch and the VP of Instruction, Carla Grandy, got together at the beginning of the semester to begin talking about the physical and virtual space, as well as the goals of the CIPL. They brought forth a vision (To foster a culture of continuous improvement and innovation, through professional leaning around closing equity gaps and providing a liberatory education for all students) and mission (To provide a hub for collaborative profession learning in alignment with the campus' mission, strategic priorities and goals, inclusive of all employee groups, and intentionally student-centered in focus) statement for the CIPL. They thought they would have time to make the changes and proposal, but the signage for the name change became quite important when they learned that the sign information needs to be given before next week when it will be sent out for creation. Catherine Ciesla and Daniel Keller moved to accept the name change. Mick Sherer asks, if there is any focus on technology? Jennifer Howze-Owens thought that the word Integrated encompasses technology. Susan Khan feels she can see the need for technology in the mission statement, but she feels we all use technology in our teaching and thus it doesn't need to be a focus or distinction in the wording or name. Jennifer Howze-Owens agrees. 12 approved, 0 nay, 0 abstentions. They are now the CIPL team.)</p> | Todd Windisch, Susan Khan & Jennifer Howze- Owens | 20 | Discussion |
| 3.3 | By laws Review Part 1 | Todd Windisch | 20 | Discussion |
| 3.4 | <p>Tour of Building 19 with Acting President Richard Storti (Now we are headed to Bldg 19 for a walk through at 4:07)</p> <ul style="list-style-type: none"> • End meeting at 4:05pm; walk together over to Building 19 for a tour 4:10pm - 4:30pm | Richard Storti | 25 | Information |
| 4. Closing Procedures | | | | |
| No. | Item / Description | Presenter(s) | Time | Action? |

| | | | | |
|-----|--|----------------------------|---|-------------|
| 4.1 | Final Announcements (Tour of Bldg 19 concluded the meeting) <i>President or facilitator elicits final announcements about upcoming deadlines, events, scheduling changes, etc.</i> | President / Faciliator | 4 | Information |
| 4.2 | Adjourn | President / Facilitator | 1 | Procedure |