Minutes

MEETING OF THE SENATE

A meeting of the Senate was held on Thursday, September 24, 2009 in Robert Sutherland Hall, Room 202 at 3:30 p.m.

Present: Principal Woolf in the Chair **Senators:** Archibald, Benn, Bevan, Boag, Brien, Bu, Ceci, Chaudhry, Christie, Colwell, Cordy, Deane, Diederichs, Dimitrov, Dixon, Flanagan, Fulford, Goodspeed, Jahanbakhsh, LaFleche, Laker, Leichner, Lin, MacLean, McCormack, McGrath, Minnes, Murphy, Notash, Oleschuk, Oosthuizen, Salvatore, Santeramo, Saunders, Scott, Stairs, Stevens, Tam, Walker, J. Welsh, P. Welsh, Wiener, Wiens, Woodhouse, G. Moore (Secretary)

Also Present: M. Campbell, L. Jackson, C. Beach, B. Bennett, R. Coupland, R. Denniston-Stewart, A. Girgrah, K. O'Brien, S. Rigden, J. Pierce, H. Smith, C. Sumbler, B. Surgenor, P. Watkin

I OPENING SESSION

1. Adoption of Agenda

Moved by Senator LaFleche,
seconded by P. Deane,

That the Agenda be adopted as circulated with two provisions:

1. **That the report of the Honorary Degrees Committee be received in Closed Session at the end of the meeting.**

2. **That the Senate Committee on Academic Development wishes to add a motion to the Agenda under Committee Reports, concerning the academic name change for the Buchan Department of Mining. This item appeared on today's Agenda as a Matter referred to SCAD, Appendix O, 1, pp, 163-164.**

Carried 09-46

2. Adoption of the Minutes of the Meeting of 20 May 2009 (Appendix A, page 1)

Moved by Senator Oosthuizen, seconded by Senator MacLean, that the Minutes of 20 May 2009 be approved as circulated.

Senator Dixon referred to the minute on page 7, last paragraph which states that the University Registrar "confirmed that there can only be one official grading scheme and that the new system cannot accommodate a blend of percentage and letter grades." Senator Dixon recalled the University Registrar saying that the system could take a blend of both letter grades and percentage grades and he requested that the Minutes record this statement.

Since the University Registrar was not present on September 24, Dr. Beach, Chair of SCAP, responded that it is technically possible at a programming level, but that the financial costs would be excessive.

Associate University Registrar, D. Ness, clarified that it is possible for the system to receive both letter and numeric grades as inputs. However, the output will be standard as a letter grade.

Senator Wiener restated his question from May 20. He had not asked about a blended system of three options, but whether the system could, within the same costs for a letter GPA, maintain a percentage GPA system. He recalled the answer as "Yes" and therefore had moved an unsuccessful amendment in favour of a percentage GPA system.

Given that the University Registrar was not present to respond with a clarification about her response on May 20, the Chair ruled that this question be referred back to the Senate Committee on Academic Procedures.

The motion to approve the Minutes carried.

Carried 09-47

3. Business Arising from the Minutes
None identified

4. Chair's Report

Principal Woolf talked about his first weeks on the job meeting students, faculty and staff about the campus as well as starting more formal duties. Over this time, and the seven months since the announcement of his appointment, Principal Woolf said he had come to appreciate the magnitude of the task ahead and he looked to all members of Queen's, including the Senate, for help and advice.

1. Provost Model

The role of Principal as currently defined requires both presence on campus and representation of Queen's externally with the city, peer universities, and government. Principal Woolf reflected that a single person cannot be everywhere at once and he felt it was time for Queen's to explore the Provost model that is common at the vast majority of peer institutions. Most often this model comprises a Provost and Vice-Principal (Academic), who is not simply the Chief Academic Officer but also the Chief Operating Officer, and who coordinates initiatives on campus while the Principal or President focuses on developing strategy and external relations. Principal Woolf underlined that this would not be an internal/external division and that he did not intend to become detached from the academic life of the campus. He noted that he was already involved in teaching and research as an active member of the Department of History. However, it was also clear that Queen's had been absent recently from external bodies where it is important that the University have a significant, consistent and forceful presence. Therefore it was time to explore the potential of a Provost model for Queen's and Principal Woolf said that he would be initiating discussion at the Board of Trustees meeting on October 3, 2009.

2. Planning

Principal Woolf turned to the importance of the University being clear about its values and its goals, particularly as it faces significant financial challenges. These challenges are recurrent and cyclical and the end goal must be kept in sight. Planning is crucial and Principal Woolf observed that Queen's has a planning gap: there is no significant point of contact between the academic body of the Senate and the fiduciary body, the Board of Trustees. At Queen's the sole point of contact has been the Principal described by Principal Mackintosh in the 1950s as "the narrow isthmus" between the Senate and Board of Trustees. Principal Woolf explained his intention to propose the establishment of a joint Board/Senate Planning Committee, to be the funnel for academic initiatives from units to the Senate and to the Board to ensure that academic decisions are not taken devoid of the financial realities or vice versa. He anticipated that the proposal would be referred to the Senate Operations Review Committee and discussed at the November Senate meeting. Principal Woolf assured Senate that the intention was not to add a committee and any model adopted would be carefully reviewed in the current Queen's context to ensure that value is added and unnecessary duplication avoided. A budget advisory subcommittee is included in the proposal.

All planning must be financially sustainable. The administration is preparing for budget discussions with Board in October. The Board accepted the proposed budget for 2009/2010, the first of a three-year projection, but asked administration to revisit years 2 and 3, which predicted a 33M deficit. Ways to reduce this deficit are being explored, including discussions with QUFA, QUSA and CUPE. At the same time, the budget cannot be "the horse which leads the cart." Academic planning and financial sustainability must be a coordinated team.

To assist in planning, a retreat with forty senior administrators was held on September 2-3 with a view to focusing on essential issues and developing strategies.

In the short term, the Principal has met with Deans and VPs to plan for the 2010-2011 year and this process should be completed by the winter term.

Longer term, the framework for an academic planning exercise will be put in place, with a goal of December 2010 to have completed the necessary governance procedures. This will involve all levels, from the departments and up through faculties and on to an academic planning committee to write a plan to provide a roadmap for our future planning over the next five years and to guide how we spend money on the margin. It will focus fund raising efforts for the next capital campaign for which the silent phase is already underway with a formal launch planned for 2011.

3. Vice-Principal Searches

The Principal reported that things were progressing well with the searches for VP Advancement and for VP Finance and Administration and said he was optimistic that the positions would be filled by January 2010.

4. Medical School Funding

With $28 million funding from the Federal Knowledge Infrastructure Program and matching funding from Infrastructure funds through the 2009 provincial budget, plans for a new Medical School Building are now becoming a reality. Fundraising from the Faculty of Health Sciences will make up the remainder of the cost and, under the terms of the Knowledge Infrastructure Program, the facility will be substantially complete by March 2011 and open to accept a new class of medical students in September 2011.

5. Performing Arts Centre

Fifteen million dollars in funding has been committed from the federal government under the Building Canada Program towards the Isabel Bader Centre for the Performing Arts. Under the terms of the Program, matching funds from the provincial government and a 10% contribution from the City of Kingston are required and both levels of government have committed to these contributions. A groundbreaking ceremony is planned for October 1st in which Alfred and Isabel Bader, who have contributed $18 million towards this project, will participate.

6. Queen's Centre

The Queen's Centre is on track to open in late Fall after delays caused by flooding as a result of torrential rain at the end of the summer.

7. Green Chemistry

On September 18, the provincial government announced the award of $13.6 million to PARTEQ Innovations, in support of GreenCentre Canada, located at Innovation Park at Queen's University. This significant investment follows the federal government's decision earlier this year to award the centre $9.1 million toward the establishment of a national Centre of Excellence for the development and commercialization of green chemistry technologies.

8. External Relations

Principal Woolf reported on a meeting with Premier McGuinty last Thursday afternoon in Toronto. Among other things, the Principal informed the Premier about Queen's significant GTA enrolment: forty percent of the first-year class are from the GTA. Other topics of discussion included Queen's interests in internationalization and Principal Woolf's perspectives based on his experience in other jurisdictions in Canada.

Principal Woolf also spoke to the Premier about Queen's perspective on the recent G5 debate in the press: pointing out Queen's special combination of a rich broader learning environment with a strong track record in research. This approach shifts the debate to the mid-sized research intensive university as an important one and one that speaks to Queen's strength.

The Principal spoke about his recently written opinion piece on the issue of copyright in an increasingly electronic world. Universities must be allowed to carry out their teaching and research mandate in a spirit of "fair dealing." This was strongly argued in the Queen's submission to the copyright consultation underway by the federal government.

9. Town-gown issues

Principal Woolf said he was happy to report that, in general, the return of students and orientation had been very successful.

Vice-Principal Deane and the Deans have worked hard to develop strategies to enhance Queen's relations with the city, recognizing that we are all part of the broader Kingston community,

Principal Woolf noted that this was of particular importance for the weekend of September 26/27. Fall Homecoming has been moved to the Spring for 2009 and 2010, but the risk of an influx of visitors remains nevertheless. Principal Woolf stressed that it will be crucial that the behaviour of anyone associated with Queen's be consistent with the University's standards. Anything that endangers the safety of members of the community or Queen's reputation is damaging and everyone must exercise good judgment and good will. Principal Woolf recognized the excellent speech by the President of the AMS on Welcoming Day that carried the same message in clear terms to all new students.

Senator Walker, Dean of the Faculty of Health Sciences, noting that his faculty was in aggressive fund raising mode, reported that two donors had expressed directly the view that reports of bad behaviour would negatively affect their decisions to donate to Queen's.

5. Other Reports

a) Research Report (Appendix B, page 13) – no questions or comments.

b) Senate Committee Agenda Topics (Appendix C, page 19) – no questions or comments.

c) Preliminary Report on Admissions and Enrolment

Associate University Registrar Ness reported on the preliminary data. September 25 is the last day for course registration/drop without financial penalty. Graduate enrolment is fluid during September as students complete degree requirements.

Enrolment is on plan and target in virtually all programs compared with SCAD projections.

Full-time undergraduate (including professional programs): ~14,600 (+500/3.5% > 2008)

Total Full-time: ~18,200 (+800 ~ 5% > 2008)
Total enrolment (part-time, post-graduate medical, Theological College) ~21,700

The final enrolment report will be provided in November.

In response to a question from Senator J. Welsh about whether Queen's was close to its Reaching Higher targets for graduate students, Associate University Registrar Ness said that a response would be provided at the next meeting.

d) Honorary Degrees Fall 2009 (Appendix D, page 22)

Prinicpal Woolf encouraged senators to attend the Fall Convocations, including the Principal's Installation. He announced that the following members of the Senate had been randomly selected from volunteers to invest the Principal with his robes at the Installation Ceremony on October 26, 2009.

Senator Oosthuizen representing Faculty
Senator Salvatore representing Students
Senator LaFleche representing Staff

e) Queen's University/City of Kingston Joint Committees – Oral Report by Senator Deane, Vice-Principal (Academic)

Using the series of slides below, Senator Deane described the joint enterprise undertaken by the City of Kingston and Queen's University in making progress towards a common goal following some difficulties over recent years.

PROCLAMATION
Shine Day September 12, 2009

WHEREAS Queen's University Arts and Science Orientation Week has partnered with the City of Kingston to improve relations between Queen's and the Kingston community; and

WHEREAS Shinerama is the primary fundraiser for ASUS Orientation Week to support the fight against Cystic Fibrosis; and

WHEREAS Cystic Fibrosis is the most common, fatal genetic disease affecting thousands of young people throughout Canada, with one in 3600 children born with the illness; and

WHEREAS the Kingston community is encouraged to come out and enjoy the Shine Day fundraisers hosted at Confederation Park by ASUS Orientation Committee in order to increase relationships between residents and students and to show solidarity in the fight against Cystic Fibrosis;

THEREFORE BE IT RESOLVED THAT the City of Kingston hereby proclaims the 12th of September 2009 to be SHINE DAY in the City of Kingston, and that all citizens show their support both to finding a cure for Cystic Fibrosis and to working together as a greater Kingston community for a common goal.

Dated at Kingston, this 2nd day of September, 2009
Harvey Rosen, Mayor

Over 80% of Queen's students by the time they graduate have participated in a community event through numerous initiatives.

UNITED WAY

In total, the Queen's community (faculty, staff, retirees and students) raised $308,116 for United Way during the 2008 campaign.

BACKGROUND
Long history of cooperation
Recent past has seen some difficulties
In 2008 a steering committee and working groups were established to address common issues through joint motion from Queen's VP(Academic) and two City Councillors.

WORKING GROUPS
Steering Committee (includes Queen's VP(A), City CAO, Deputy Police Chief Cookman and others from council and the community) established by joint resolution to oversee the working groups and to:

1. To create a more welcoming environment for students in the city and the community
2. To promote more public interaction on related events
3. To facilitate interactions between City students landlords and issues around local housing
4. To address the City's official plan and land use policies

- Student/City Relations – to improve access to and flow of information

- Diversity – recognition that incidents of racism impinge on university and community; shared problems and shared responsibilities

- Student Housing – better understanding of student concerns about rental housing and to determine if these are related to student behaviour; property standards and voluntary inspection.

- Urban Planning – investigate and collaborate on strategies on issues of concern to city and the university.

NEXT STEPS
With the City:
- Sustainability
- Newcomers Portal
- Performing Arts Centre

At Queen's:
- Transparency
- Collaboration
- Communicate

The City has passed a resolution that the CAO will report to the Council on a quarterly basis on progress. In the spirit of complimentarity, the VP(Academic) believed that a similar regular report to the Senate would be desirable.

The VP(Academic) recognized the contributions of the Office of Town Gown, Campus Security, Campus Planning and the officials in student government and clubs.

In response to a question from Senator Fulford, the VP(Academic) confirmed that students are involved in all aspects, and that the enterprise was built on the foundations established by the AMS in 2006 when the proposal came forward to set up a partnership between the student leadership, the university administration and the city administration to address the Aberdeen Street Party.

Senator Wiener asked how these committee opportunities and cooperation are being advertised to students. The VP(Academic) said that his office has information and that he would ensure that the opportunities are more publicly advertised.

Senator Oosthuizen asked about arrangements for city access to the proposed Queen's Performing Arts Centre (PAC).

VP (Academic) stated that the PAC will be a Queen's building but from early on it has been intended to be an asset for the city. Principal Woolf confirmed that discussions continued with the city about the project that remains in the planning stages.

f) H1N1 Academic Planning – Oral Report by Senator Deane, Vice-Principal (Academic)

Senator Deane reviewed the currently published information as follows:

Queen's University has been planning for a potential increase in the number of influenza cases this fall and winter due to a potential resurgence of H1N1 influenza. The University's planning efforts are consistent with the recommendations of the Public Health Agency of Canada and the Ministry of Health & Long-Term Care and are comparable with other universities. The University is not planning on proactive or reactive class cancellations or closures unless the severity of the virus changes, public health orders a closure or operations are significantly affected by illness. The University is planning to monitor illness rates on campus. In the event that illness rates exceed normal levels and begin to impact continued operations, the University will use the emergency management plan to guide a response to the outbreak. Prevention is the key strategy in limiting the spread of influenza on campus. Therefore, the University is stressing proper hand hygiene, cough and sneeze etiquette, self-monitoring for illness and self-isolation when ill. Prevention strategies being used on campus include:

- Hand Washing and Cough and Sneeze etiquette posters across campus
- Hand Sanitizer Stations in building entrances and high traffic locations
- Hand Sanitizer in departments
- Hand sanitizer to all first year students

Communication of prevention strategies and influenza related information have been targeted at faculty, staff, and students using various channels, including:

- The Seasonal Influenza and Pandemic Planning Website (primary source of information linked off the main Queen's web page www.queensu.ca)
- Health Counselling and Disability Services Website
- Links and information on other Queen's webpages (Residences, Community Housing, AMS, SGPS, etc.)
- The Gazette and Journal
- Newsletters and e-mails
- The short powerpoint presentation for instructors to show at the beginning of their lectures during the first week of classes.
- Briefings to employee groups (QUFA, QUSA, CUPE).

- Residences have plans to educate students, monitor for illness and support ill students while they recover.

- Influenza specific cleaning protocols are developed for Physical Plant Services and Residence Custodial Services.

Academic related recommendations had been released to all instructors on campus. The recommendations provide guidance on dealing with students who are absent due to influenza. They also indicate the need for instructors to plan for their absence in the event they get ill.

Human Resources recommendations will be released to departments next week. The recommendations will help guide department in dealing with faculty and staff absences due to influenza.

The University will work with the local health authorities to organize the annual seasonal influenza vaccination clinics, as well as H1N1 vaccination clinics when the vaccine is available.

Senator Wiener asked whether there had been any assessment of the impact on midterm examinations. The Vice-Principal (Academic) said that the Senate Committee on Academic Procedures was looking at December examinations. He recommended that students contact their instructor about accommodation in the event of illness.

II QUESTION PERIOD (Appendix E, page 23)

1. From Senators J. Welsh and A. Stevens

Responses to the questions included in the agenda will be provided at future Senate meetings.

III REPORTS OF COMMITTEES

1. Academic Development (Appendix F, page 24)

a) 2008 – 2009 Omnibus Report – no questions or comments.

b) Academic Name Change – Robert M. Buchan Department of Mining

As agreed under adoption of the Agenda, the Senate considered a recommendation from SCAD approved at is meeting on September 23 , with respect to the matter referred and included as Appendix O, 1, on p. 163,

Moved by P. Deane
Seconded by P. Oosthuizen and agreed

That, on the recommendation of the Senate Committee on Academic Development, the Senate approve that the Robert M. Buchan Department of Mining Engineering at Queen's University be changed to the Robert M. Buchan Department of Mining at Queen's University.

Senator Woodhouse, Dean of Applied Science, noted that name more accurately reflected the breadth of scope of the courses offered in policy and sustainability, and the extension of offerings to science and arts and science students.

At the request of Senator Diederichs, the Dean of Applied Science confirmed that the programs offered were accredited professional programs in Mining Engineering and degrees would continue to be in Mining Engineering.

Carried 09-48

2. Academic Procedures (Appendix G, page 26)

a) Annual Report 2008 – 2009

SCAP has received a request from the AMS to review sessional dates because the exam period is scheduled to finish on May 1, 2010. This may cause conflicts for students with house leases.

Dr. Beach, Chair of SCAP, confirmed that SCAP will make every effort to find a solution.

b) Report on Number and Type of Academic Dishonesty Cases Reviewed in 2008-2009
No questions or comments.

3. Advisory Research (Appendix H, page 28)

a) Proposed Amendments to the Centre for Neuroscience Studies Constitution

Moved by I. LaFleche
Seconded by K. Woodhouse and agreed:

That, on the recommendation of the Senate Advisory Research Committee, the Senate approve the proposed amendments to the Centre for Neuroscience Studies Constitution concerning membership categories and voting rights.

Carried 09-49

4. Creative Arts and Public Lectures (Appendix I, page 37)

a) 2008 – 2009 Annual Report – no questions or comments.

5. Internal Academic Review (Appendix J, page 41)

a) Internal Academic Review Reports

Senator Deane, VP (Academic) noted the exceptionally large number of reviews completed during the past year: eleven completed of which eight were presented to the Senate on September 24 and three will follow. He thanked the members of the Internal Academic Review Committee for their diligence and commitment, and recognized the work of the staff in the Office of the Vice-Principal (Academic).

With the Senate's agreement, Senator Deane moved an omnibus motion for all eight reviews and invited questions on individual reviews.

Moved by P. Deane
Seconded by Maclean and agreed:

That the Senate approve the Internal Academic Committee's Reports on the Internal Academic Reviews for the following eight departments:

i. Department of Civil Engineering

In response to a question from Senator J. Welsh about the equity aspects raised on p. 51, the Dean of Applied Science referred to the backward trend in enrolment of women in faculties in Canada, the United States, the UK and Australia. Queen's enrolment of women in Applied Science had declined from 25% to 23%. Programs in Civil Engineering and Chemical Engineering have normally reported 50% enrolment women.

Carried 09-50

ii. Department of Electrical and Computer Engineering

Senator Dixon asked about the inclusion of students during the IAR consultations. Senator Deane responded that student input during the unit self-study is a key part of the review. Departments are encouraged to solicit comments from students; however, the cycle begins in May and this can cause challenges.

Carried 09-51

iii. Department of Global Development Studies

Carried 09-52

iv. Life Sciences and X-Ray Technology Collaborative Program

Carried 09-53

v. Faculty of Law

Carried 09-54

vi. Department of Mechanical and Materials Engineering

In response to a question from Senator Notash, the Dean of Applied Science spoke about the lack of qualified women Ph.D. applicants for faculty positions. Traditionally, large numbers of women students do not enroll in Mechanical Engineering. The Biomechanical program initiative is expected to attract more women faculty and students. The Dean looked forward to seeing how the Strategic plans being developed by all Applied Science departments address this matter.

Carried 09-55

vii. Department of Political Studies & Canadian Studies Program

Senator Wiener asked for clarification of the action being taken by the Senate. Senator Deane replied that the IARC reports were for the information of the broad academic community and to hold that academic community accountable for action on the recommendations through the budget and staffing process. The VP(Academic) tracks progress on the IAR recommendations.

Carried 09-56

viii. School of Urban and Regional Planning

Carried 09-57

6. Nominating (Appendix K, page 149)

a) Elections

Moved by P. Oosthuizen
Seconded by M. Ceci and agreed

That, on the recommendation of the Senate Nominating Committee, those listed in Appendix K, p. 145, be elected to the committees indicated.

Carried 09-58

7. Operations Review (Appendix L, page 150)

a) Report on the Composition of the Senate

Senator Stairs, Chair of SORC, said that the report reflects the work of the Committee over the past year stemming from motions approved in 2003 but not enacted. In anticipation of a larger governance

review, but wishing to ensure that the valuable work done by SORC was not lost, the report had been presented for information rather than action at this time.

Senator J. Welsh felt that the portion on reallocation of seats could and should go forward. He pointed out that 3000 graduate students were under-represented at the Senate.

Moved by J. Welsh
Seconded by A. Stevens and agreed (4 abstentions):

That Senate agree to receive Notice of Motion that the SORC report and recommendations will be presented at the November 2009 meeting for action by the Senate.

Senator Ceci questioned why the number of Arts and Science student senators was not increased from 5 to 7 in accordance with the calculated projected number of seats shown as 7.3 in the chart on p 153, Appendix L.

Senator Stairs said she would consult with SORC and respond. She hoped that, if SORC deemed it necessary to make a friendly amendment to its report, this would be acceptable to Senate under the approved Notice of Motion. Otherwise, SORC will clarify its rationale on the proposed number of student seats for the Faculty of Arts and Science.

Carried 09-59

IV REPORTS OF FACULTIES AND AFFILIATED COLLEGES (Appendix M, page 155)

1. Notification of the Closure of the Centre for Water and the Environment in the Faculty of Applied Science

Senator Colwell asked why the Centre is closing at a time when environmental issues are important. The Dean of Applied Science explained that this particular Centre had been dependent on an individual researcher who is no longer at the University and thus the Centre no longer met the Senate requirements for a Centre. This does not preclude the identification of other opportunities that might lead to the establishment of another Centre in the future.

2. Introduction of New Field of Study in Master of Management Program.

No questions or comments.

V MOTIONS

None Received

VI COMMUNICATIONS (Appendix N, page 161)

Principal Woolf drew attention to the following provided for information:

1. **Revised status for provisionally approved *Institute of Population and Public Health.***
   On behalf of the Senate Advisory Research Committee, the communication from the Vice-Principal (Research) stated that the Institute will revert to group status and the group will be named the Population and Public Health Research Group.
2. **Revised status for provisionally approved *Queen's – RMC Centre for Advanced Materials and Manufacturing***
   On behalf of the Senate Advisory Research Committee, the communication from the Vice-Principal (Research) stated that the Centre for Advanced Materials and Manufacturing (CAMM) will revert to group status. The Office of the VP Research will advise on the new name of the group.

VII MATTERS REFERRED TO STANDING COMMITTEE (Appendix O, page 163)

1. **Unit Academic Name Change – Buchan Department of Mining Engineering [Referred to the Senate Committee on Academic Development (SCAD)]**
2. **Proposed Graduate Diploma – Accounting Type 4 (OCGS) [Referred to the Senate Committee on Academic Development (SCAD) and the Senate Budget Review Committee (SBRC)]**

VIII OTHER BUSINESS – none

IX CLOSED SESSION – CONFIDENTIAL (Appendix P, Page 179)

1. **Report of the Honorary Degrees Committee**

Moved by Senator Ceci
Seconded by Senator Woodhouse and agreed:

That the Senate approve the list of those to be invited to receive Honorary Degrees at the Spring and Fall Convocations in 2010, Appendix P, p. 179).

Carried 09-60

There being no further business, the meeting adjourned at 5:10 pm