

BOARD OF DIRECTORS AGENDA PORTLAND COMMUNITY COLLEGE Reference

board of directors agenda portland community college

Understanding the intricacies of the Board of Directors agenda at Portland Community College (PCC) is essential for students, faculty, staff, and community stakeholders who wish to stay informed about the institution's governance, strategic priorities, and decision-making processes. As one of the largest community colleges in Oregon, PCC's Board of Directors plays a pivotal role in shaping the educational landscape, allocating resources, and ensuring the college's mission and vision are upheld. This article provides an in-depth look into the typical agenda items, the structure of meetings, and how stakeholders can engage with PCC's governance.

Overview of Portland Community College's Board of Directors

Portland Community College's Board of Directors is a governing body composed of elected officials who oversee the administration of the college. The board is responsible for setting policies, approving budgets, and ensuring the college meets the educational and community needs of its diverse student body.

Key Functions of the Board:

- Policy formulation and oversight
- Approval of budgets and financial planning
- Strategic planning and goal setting
- Oversight of college administration and president
- Community engagement and stakeholder communication

Typical Structure of the Board of Directors Meetings

Board meetings at Portland Community College are scheduled regularly, often monthly or quarterly, and follow a structured agenda to facilitate effective governance.

Common Components of the Agenda:

- Call to order and roll call

- Public comments and community input
- Approval of minutes from previous meetings
- Reports from college leadership
- Action items for decision-making
- Discussion items
- Closed session (if applicable)
- Adjournment

The agenda is usually distributed in advance to allow stakeholders to prepare and participate effectively.

Key Items on the Portland Community College Board of Directors Agenda

The agenda of PCC's Board of Directors often includes a mix of routine items and strategic discussions. Below are some of the most common and significant topics addressed:

1. Financial Reports and Budget Approvals

Financial stewardship is at the core of the board's responsibilities. The agenda typically features:

- Monthly financial statements
- Budget proposals for upcoming fiscal years
- Grant allocations and funding sources
- Capital project funding and investment updates

This ensures transparency and accountability in how funds are managed and allocated.

2. Policy Development and Amendments

The board reviews and approves policies that guide college operations, including:

- Academic standards and curricula
- Student conduct and disciplinary policies
- Diversity, equity, and inclusion initiatives
- Facilities and safety policies

Policy decisions are crucial in aligning the college's activities with its mission.

3. Strategic Planning and Institutional Goals

Long-term planning is a key agenda item, often involving:

- Review of strategic goals and progress
- Initiatives to increase student success and retention
- Community engagement strategies
- Innovation in teaching and learning methods

These discussions help shape the college's future trajectory.

4. Academic and Program Approvals

New programs, course offerings, and academic partnerships are regularly reviewed. The agenda may include:

- Approval of new certificate or degree programs
- Program discontinuations
- Accreditation updates
- Partnerships with businesses and community organizations

5. Facilities and Infrastructure Projects

Physical campus development and maintenance are vital topics, including:

- Construction or renovation projects
- Lease agreements
- Technology infrastructure upgrades
- Sustainability initiatives

6. Equity and Diversity Initiatives

Promoting an inclusive environment is a priority. Agenda items may include:

- Equity plan updates
- Diversity training programs
- Accessibility improvements

- Community outreach efforts

7. Reports from College Leadership

The college president or chancellor provides updates on:

- Academic achievements
- Enrollment statistics
- Student support services
- Workforce development programs

8. Community and Student Engagement

Ensuring that the college remains responsive to its stakeholders involves:

- Feedback from student government representatives
- Community partnership updates
- Public comments and open forum sessions

How Stakeholders Can Engage with the Board Agenda

Stakeholders interested in the PCC Board of Directors agenda can participate in various ways:

- Attending board meetings (virtually or in person)
- Submitting public comments during designated periods
- Reviewing agenda packets posted on the PCC website
- Providing feedback on specific agenda items
- Engaging through community forums or outreach programs

Transparency is a cornerstone of PCC's governance, and the college encourages active participation from its community members.

Importance of the Board Agenda for the PCC Community

Understanding the board's agenda is vital for several reasons:

- Keeps stakeholders informed about college priorities and decisions

- Allows for timely input on critical issues affecting students and staff
- Promotes accountability and transparency in governance
- Provides insights into future initiatives and opportunities for collaboration

By staying engaged, the PCC community can help shape the college's future and ensure it continues to serve its mission effectively.

Recent Trends and Focus Areas in the PCC Board Agenda

Recently, the PCC Board of Directors has focused on several emerging issues, including:

- Enhancing online and hybrid learning modalities
- Addressing racial equity and social justice
- Expanding workforce development partnerships
- Investing in campus safety and mental health services
- Promoting sustainability and green initiatives

These focus areas reflect the evolving needs of the community and the college's commitment to continuous improvement.

Conclusion

The **board of directors agenda portland community college** serves as a vital tool in maintaining effective governance, transparency, and strategic direction for one of Oregon's leading educational institutions. By understanding the typical agenda items, meeting structure, and ways to participate, stakeholders can become active contributors to the college's success. Staying informed and engaged ensures that Portland Community College remains responsive to the needs of its students, staff, and the broader community, fostering an environment of growth, innovation, and equity for all.

Additional Resources:

- Portland Community College Board of Directors Meeting Schedule and Agendas
- Public Comments Submission Guidelines
- College Strategic Plan Documents
- Contact Information for Board Members

Engage with Portland Community College's governance to help shape the future of education in the Portland area.

Board of Directors Agenda Portland Community College is a critical component in shaping the strategic direction, operational oversight, and governance of one of Oregon's largest and most diverse community colleges. The agenda prepared for each board meeting serves as a roadmap for discussions, decision-making, and policy development, ensuring that the college remains aligned with its mission to provide accessible, high-quality education to a broad community. This article provides an in-depth review of the structure, content, and significance of the Board of Directors agenda at Portland Community College (PCC), exploring how it influences institutional governance, the key topics covered, and the overall effectiveness of this process.

Understanding the Role of the Board of Directors at Portland Community College

The Board of Directors at PCC, often referred to as the Board of Education or Board of Trustees, is responsible for overseeing the college's operations, setting policies, approving budgets, and ensuring accountability. Their decisions directly impact student success, faculty support, infrastructure development, and community engagement.

Key Responsibilities

- Approving annual budgets and financial plans
- Establishing policies that govern college operations
- Monitoring institutional performance and accountability
- Hiring and evaluating the college president or chancellor
- Planning for future growth and community needs

The agenda for each meeting is crafted to facilitate these responsibilities, ensuring that discussions are focused, comprehensive, and aligned with the college's strategic priorities.

Structure and Components of the PCC Board Agenda

A typical PCC Board of Directors agenda is meticulously organized, balancing informational reports, policy discussions, and decision items. The structure allows for transparency, stakeholder engagement, and effective governance.

Standard Sections of the Agenda

- Call to Order and Roll Call
- Public Comment Period
- Approval of Minutes from Previous Meeting

- Reports
- President's Report
- Financial Reports
- Academic and Student Affairs Reports
- Facilities and Infrastructure Updates
- Unfinished Business
- New Business
- Policy Considerations
- Committee Reports
- Board Member Comments
- Adjournment

This structure ensures that all relevant aspects of college governance are addressed systematically.

Key Topics Covered in the Board of Directors Agenda

Each agenda typically highlights a variety of topics, reflecting the multifaceted nature of community college governance.

Financial Matters

Financial oversight is a cornerstone of the agenda, including:

- Budget approvals
- Grant and funding proposals
- Financial audits and compliance updates
- Tuition and fee adjustments

Pros:

- Ensures financial transparency
- Facilitates strategic resource allocation

Cons:

- Can become overly technical, challenging for non-financial members to fully grasp

Academic and Student Success Initiatives

Focus on curriculum development, accreditation status, student support programs, and enrollment strategies.

Features:

- Updates on new programs or courses
- Data on student retention and graduation rates
- Initiatives to improve equity and access

Impact:

- Directly influences college quality and student outcomes

Facilities and Infrastructure

Topics include campus development projects, maintenance, safety protocols, and technological upgrades.

Pros:

- Keeps the college facilities modern and safe
- Supports innovative teaching and learning environments

Cons:

- Large projects can lead to budget overruns or delays

Policy Development and Review

The agenda often includes discussions on existing policies, proposed amendments, or new policies aligned with legal or regulatory changes.

Features:

- Clear documentation of policy changes
- Opportunities for stakeholder input

Community and Stakeholder Engagement

The agenda facilitates community involvement through public comment periods and reports from various stakeholders, including student representatives, faculty, and community partners. This openness fosters transparency and inclusivity in decision-making.

Pros:

- Promotes trust and accountability
- Ensures diverse perspectives are considered

Cons:

- Public comments can extend meeting durations
- Managing conflicting opinions may be challenging

Strategic Planning and Long-Term Goals

Strategic initiatives, such as diversity and inclusion efforts, workforce development, and sustainability, regularly appear on the agenda. These discussions shape the college's future trajectory.

Features:

- Review of progress against strategic goals
- Adjustments based on changing community needs

Impact:

- Aligns operational activities with long-term vision

Effectiveness of the Board Agenda at Portland Community College

The success of the PCC Board of Directors agenda depends on several factors, including clarity, comprehensiveness, stakeholder involvement, and follow-through.

Strengths

- Well-structured to cover all governance areas
- Promotes transparency through public engagement
- Facilitates informed decision-making with detailed reports

Challenges

- Balancing detail with conciseness to maintain focus
- Ensuring equitable participation from all board members
- Managing complex issues within limited meeting time

Recommendations for Improvement:

- Incorporate more data visualization in reports for clarity
- Increase opportunities for community input
- Enhance training for board members on financial and policy issues

Conclusion

The Board of Directors agenda Portland Community College plays a pivotal role in ensuring effective governance and strategic direction for the institution. Its comprehensive structure, covering financial, academic, infrastructural, and policy-related topics, provides a solid foundation for informed decision-making and community involvement. While there are challenges to maintaining clarity and engagement, ongoing efforts to refine the agenda process can further enhance transparency, accountability, and the college's ability to meet the evolving needs of its students and community. As PCC continues to adapt to changing educational landscapes, its board agendas will remain a vital tool in shaping the future of this influential community institution.

Question What are the key topics typically discussed at Portland Community College's Board of Directors meetings? Key topics often include budget allocations, strategic planning, academic programs, student success initiatives, facility development, diversity and inclusion efforts, policy updates, and community engagement strategies. How can community members access the agenda for Portland Community College's Board of Directors meetings? Agenda documents are usually published on the college's official website prior to meetings, and community members can also attend the meetings in person or via live-streaming when available. What is the process for public comments during Portland Community College's Board of Directors meetings? Public comments are typically scheduled at the beginning of meetings, with community members required to sign up in advance or during the meeting, allowing them to voice concerns or suggestions related to college governance. How does Portland Community College ensure transparency in its Board of Directors' decision-making? The college shares detailed agendas, minutes, and supporting

materials online, holds open meetings, and encourages community participation to promote transparency. Are there any recent initiatives discussed at Portland Community College's Board meetings related to equity and inclusion? Yes, recent agendas have included discussions on initiatives aimed at increasing access for underserved populations, implementing anti-racism training, and expanding support services for diverse student communities. How frequently does the Portland Community College Board of Directors meet, and where are these meetings held? The Board typically meets monthly or quarterly, with meetings held at college campuses or available via virtual platforms for broader accessibility. What role does student representation play in the Portland Community College Board of Directors agenda planning? Student representatives often participate in meetings, providing input on agenda items related to student needs, campus life, and academic programs, ensuring their voices influence decision-making. How can faculty and staff at Portland Community College contribute to the Board of Directors agenda items? Faculty and staff can submit proposals, participate in committees, and provide input during public comment periods to influence topics discussed in Board meetings. What are some recent priorities identified by the Portland Community College Board of Directors for the upcoming year? Recent priorities include expanding online learning, improving student retention strategies, investing in campus infrastructure, and enhancing workforce development programs.

Related keywords: Portland Community College, Board Meeting, Agenda Items, College Governance, Academic Programs, Policy Review, Budget Approval, Strategic Planning, College Leadership, Public Comments

bihar board date sheet

bihar board date sheet is an essential document for students preparing for their board examinations under the Bihar School Examination Board (BSEB). It provides a detailed schedule of exam dates, timings, and subjects, helping students plan their studies effectively. Whether you are a student, parent, or teacher, understanding the Bihar Board Date Sheet is crucial for ensuring timely preparation and avoiding last-minute surprises. In this comprehensive guide, we will explore everything you need to know about the Bihar Board Date Sheet, including how to access it, important dates, tips for exam preparation, and frequently asked questions.

Understanding the Bihar Board Date Sheet

What Is the Bihar Board Date Sheet?

The Bihar Board Date Sheet is an official timetable issued by the Bihar School Examination Board that details the schedule for board examinations. It outlines the dates and times for each subject's

exam, allowing students to organize their revision timetable effectively. The date sheet is usually released a few months before the exams commence, giving students ample time to prepare.

Importance of the Bihar Board Date Sheet

Knowing the exam schedule helps students:

- Manage their study time efficiently
- Avoid last-minute stress
- Prioritize subjects based on exam dates
- Arrive at the exam center on time
- Maintain a steady preparation routine

When and How Is the Bihar Board Date Sheet Released?

Typical Timeline for Release

The Bihar School Examination Board generally releases the date sheet for Class 10 (Matriculation) and Class 12 (Intermediate) examinations:

- For Class 10: Usually published around 1-2 months before the exams, often in January or February.
- For Class 12: Typically announced a similar timeline, around February or March.

However, these dates can vary depending on administrative decisions or unforeseen circumstances like the COVID-19 pandemic.

How to Access the Bihar Board Date Sheet?

Students can access the Bihar Board Date Sheet through various official and reliable sources:

- Official BSEB Website: biharboardonline.bihar.gov.in
- Official Notification: Published on the Bihar Board's official social media handles
- School Notice Boards: Often shared by school administrators
- Educational News Portals: Reputable educational websites and news portals

Steps to download the date sheet:

- Visit the official Bihar Board website.
- Navigate to the 'Examinations' or 'Latest Notifications' section.
- Look for links related to the 'Class 10/12 Date Sheet 2024'.
- Click on the link and download the PDF or view the timetable online.
- Save a copy for reference.

Key Features of the Bihar Board Date Sheet 2024

Structure of the Date Sheet

The Bihar Board Date Sheet typically includes:

- Exam dates for each subject
- Exam timings (usually morning or afternoon sessions)
- Subject codes
- Instructions for students

Common Subjects Covered

- Mathematics
- Science (Physics, Chemistry, Biology)
- Languages (Hindi, English, and regional languages)
- Social Science (History, Geography, Political Science, Economics)
- Optional Subjects (as per curriculum)

Highlights of the 2024 Date Sheet

- Exams spread over multiple weeks to ensure adequate coverage
- No overlapping exams for subjects with similar timings
- Clear instructions on reporting time and exam day protocols

Tips for Students Preparing According to the Bihar Board Date Sheet

Effective Study Planning

- Create a revision timetable aligned with the exam dates.
- Prioritize subjects based on difficulty level and exam schedule.

- Allocate more time to subjects scheduled earlier and those you find challenging.

Preparation Strategies

- Focus on understanding concepts rather than rote memorization.
- Practice previous years' question papers.
- Take regular short breaks during study sessions.
- Join study groups or coaching classes if needed.

Exam Day Preparation

- Pack your exam materials (admit card, stationery, etc.) the night before.
- Ensure punctuality on the exam day.
- Read instructions carefully before starting the answer sheet.
- Manage your time efficiently during the exam.

Important Dates to Remember for Bihar Board Exams 2024

| Event | Date (Expected) |

|-----|-----|

| Release of Class 10 Date Sheet | February 2024 |

| Release of Class 12 Date Sheet | February 2024 |

| Commencement of Exams | March 2024 |

| End of Exams | April 2024 |

Note: These dates are tentative and subject to official confirmation.

Frequently Asked Questions (FAQs) About Bihar Board Date Sheet

Q1: How can I verify the authenticity of the Bihar Board Date Sheet?

A1: Always download the date sheet directly from the official Bihar Board website or trusted educational portals to ensure authenticity.

Q2: What should I do if I miss my exam date?

A2: The Bihar Board generally does not allow rescheduling unless there's a genuine reason like illness, supported by official medical certificates. Contact your school authorities immediately.

Q3: Will the Bihar Board release a practical exam schedule separately?

A3: Yes, practical exam dates are usually announced separately after the theory exam schedule, often a few weeks prior.

Q4: Is the Bihar Board Date Sheet available in regional languages?

A4: The primary language of the date sheet is Hindi or English. Some schools or portals may provide regional language versions for better understanding.

Q5: Can I change my exam date if I have a clash between two exams?

A5: If you face an exam clash, inform your school authorities immediately. The Bihar Board generally arranges for a new date or alternate arrangements.

Conclusion

The Bihar Board Date Sheet is a vital resource for students aiming to succeed in their board examinations. Staying updated with the official schedule helps in meticulous planning and reduces exam-related anxiety. Remember to regularly check the Bihar Board's official website for the latest updates and notifications. Proper preparation, guided by the date sheet, can significantly enhance your performance and lead you towards academic success. Keep your focus, stay organized, and approach your exams with confidence!

Keywords for SEO Optimization:

- Bihar Board Date Sheet 2024
- Bihar 10th Exam Date Sheet
- Bihar 12th Exam Schedule
- Bihar Board Exam Timetable
- Bihar Board Class 10/12 Exam Dates
- Bihar Board Practical Exam Schedule
- Bihar Board Exam Calendar 2024
- Download Bihar Board Date Sheet

By following this comprehensive guide, students and parents can ensure they are well-informed and prepared for the upcoming Bihar Board examinations.

Bihar Board Date Sheet: A Comprehensive Guide for Students and Educators

The Bihar Board Date Sheet is an essential document that every student, parent, and educator eagerly anticipates each examination season. It outlines the schedule for various board examinations conducted by the Bihar School Examination Board (BSEB), providing clarity on exam dates, subjects, and timings. With the increasing importance of timely preparation and effective planning, understanding the nuances of the Bihar Board Date Sheet becomes crucial for all stakeholders. In this article, we delve deep into the significance, structure, and features of the Bihar Board Date Sheet, offering valuable insights to ensure students are well-prepared and stress-free during their exams.

Understanding the Bihar Board Date Sheet

The Bihar Board Date Sheet is a formal timetable released by the Bihar School Examination Board, typically a few months before the commencement of examinations. It serves as a strategic guide, helping students organize their study schedules effectively. The date sheet includes details such as exam dates, subjects, timings, and exam centers, enabling students to plan their revision and logistics accordingly.

Key Features of the Bihar Board Date Sheet:

- Clearly specifies the date and day of each exam
- Lists all subjects in the order of examination
- Provides exam timings (usually morning or afternoon sessions)
- Includes instructions for students regarding exam day procedures

Importance of the Date Sheet:

- Facilitates early preparation and revision
- Avoids last-minute confusion or clashes
- Helps in logistical planning for students and parents
- Ensures transparency and fairness in scheduling

How the Bihar Board Date Sheet Is Prepared and Released

The process of preparing the Bihar Board Date Sheet involves several stages:

- Planning and Coordination

The Bihar School Examination Board consults with various stakeholders, including school heads, subject experts, and examination authorities, to design an optimal timetable that minimizes conflicts and ensures smooth conduct.

- Drafting the Schedule

A tentative schedule is drafted, considering factors like the number of exams, subject difficulty levels, and resource availability.

- Finalization and Announcement

After thorough review, the final date sheet is published on the official Bihar Board website and through official notifications. It is also disseminated via schools and local newspapers for wider reach.

- Updates and Notifications

If there are any changes or adjustments, the Bihar Board promptly issues notifications to inform students.

Typical Structure of the Bihar Board Date Sheet

The Bihar Board Date Sheet is usually organized in a tabular format for clarity. Here?s a typical structure:

Exam Date	Day	Subject	Paper/Subject Code	Timing	Additional Notes
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Date	Day	Subject Name	Subject Code	10:00 AM - 1:00 PM	Instructions or special notes

This structure helps students easily locate their exam details and plan their preparations accordingly.

Latest Updates and Trends in Bihar Board Date Sheet 2024

As of 2024, the Bihar Board has made several notable updates to its examination schedule:

- Earlier Release of the Date Sheet

The Bihar Board has aimed to release the date sheet earlier than previous years, giving students more time for preparation.

- Inclusion of Practical Exam Dates

Alongside theory exams, practical examination schedules are also included, with clear dates and instructions.

- Digital Accessibility

The date sheet is now more accessible via the official Bihar Board website and mobile apps, ensuring students can view it conveniently on smartphones and tablets.

- Exam Duration and Format Changes

There is a shift towards more flexible exam durations and formats to adapt to modern educational standards and safety protocols, especially concerning health guidelines.

How to Access and Download the Bihar Board Date Sheet

Getting the Bihar Board Date Sheet is straightforward:

Steps to Download:

- Visit the official Bihar Board website (biharboardonline.bihar.gov.in)
- Navigate to the "Examinations" or "Latest Notifications" section
- Look for the link titled "Bihar Board 10th/12th Date Sheet 2024"
- Click on the link to open the PDF or webpage
- Download and save the file for reference

Additional Tips:

- Save multiple copies for easy access
- Set reminders for exam dates in your calendar
- Cross-check the schedule with your school notifications

Preparing for Exams Using the Date Sheet

The date sheet is more than just a timetable; it's a tool for strategic preparation. Here's how students can leverage it:

- Create a Study Plan
 - Prioritize subjects based on exam dates and difficulty levels
 - Allocate revision time proportionally
 - Include buffer days for revision and mock tests
- Organize Study Material
 - Gather textbooks, notes, and previous year papers for upcoming subjects
 - Focus on subjects scheduled earlier to avoid last-minute cramming
- Manage Time Effectively
 - Stick to the timetable
 - Avoid multitasking; concentrate on one subject at a time
 - Take regular breaks to maintain focus
- Practice Mock Tests
 - Simulate exam conditions
 - Identify weak areas and revise accordingly
- Take Care of Health

- Maintain a balanced diet
- Ensure adequate sleep
- Incorporate physical activity to reduce stress

Common Challenges and How to Overcome Them

While the Bihar Board Date Sheet provides a clear schedule, students may face challenges such as:

- Overlapping exams: Plan ahead to avoid clashes, especially if exams are scheduled close together.
- Procrastination: Use the date sheet to set daily goals and stay motivated.
- Stress and Anxiety: Regular revision and mock exams can boost confidence.
- Logistical issues: Confirm exam centers and transportation arrangements well in advance.

Pros and Cons of the Bihar Board Date Sheet

Pros:

- Provides a clear timetable for exam preparation
- Helps in effective time management
- Reduces last-minute confusion
- Facilitates early revision planning
- Enhances transparency and fairness

Cons:

- Rigid schedule may limit flexibility
- Sudden changes can cause confusion if not communicated promptly
- May increase anxiety if the schedule is announced late
- Not all students may have easy access to digital platforms

Conclusion

The Bihar Board Date Sheet is a vital resource that plays a significant role in students' academic journeys. Its timely release and clear structure enable students to plan their studies effectively, reduce exam-related stress, and perform to the best of their abilities. As Bihar continues to modernize its examination system, the availability of digital, easily accessible, and updated date sheets will further empower students and educators alike. Remember, success in exams is not just

about knowing the schedule but also about disciplined preparation, smart planning, and maintaining a positive mindset. Make the most of the Bihar Board Date Sheet, and approach your exams with confidence and clarity.

QuestionAnswer When will the Bihar Board 10th and 12th exam date sheets be released? The Bihar Board is expected to release the date sheets for Class 10 and 12 exams in the last week of December 2023 or early January 2024. Stay tuned to the official Bihar Board website for the latest updates. How can I download the Bihar Board exam date sheet online? You can download the Bihar Board exam date sheet from the official Bihar School Examination Board (BSEB) website by navigating to the 'Results' or 'Date Sheet' section and selecting your respective class and examination year. What are the key dates to remember for Bihar Board 2024 exams? While the exact dates are yet to be announced, Bihar Board 2024 exams are generally held between February and March. The date sheet will specify the start and end dates for each subject's examinations. Will the Bihar Board date sheet include practical exam dates? Yes, the Bihar Board date sheet typically includes both theory and practical exam dates. Practical exams are usually scheduled a few days before the theory exams begin, and the schedule will be detailed in the official notification. Are there any important tips for students to prepare based on the Bihar Board date sheet? Students should review the date sheet carefully to plan their preparation, allocate time for each subject, and ensure they are aware of exam dates well in advance. Starting revision early and practicing previous year's papers can also boost confidence before the exams.

Related keywords: bihar board exam schedule, bihar board timetable, bihar matric date sheet, bihar inter date sheet, bihar board exam dates, bihar board timetable 2024, bihar board exam schedule, bihar board admit card, bihar board results, bihar board syllabus

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