

Board of Management

Meeting of the Board of Management

MINUTE OF 1st MEETING (BoM1) HELD ON WEDNESDAY 4 OCTOBER 2023
AT 1600 HRS ON CITY CAMPUS, ROOM C.06.106

Present	
Alisdair Barron (Chair)	Paul Little
Dave Anderson	Stuart Mcdowall
Douglas Baillie	Charandeep Singh
Nicola Cameron	Leo Subido
Lorna Hamilton	Audrey Sullivan
Paul Hillard (Remote)	Josh Taylor
Ewart Keep	
In attendance	
Ian Beach HMI	Drew McGowan
Claire Carney	Jackie McLellan HMI
Andrew Dickson	May Miller
Jon Gray	
John Gribben	Ann Butcher (Minute)
Observers	
Frances Curran	Don Mackeen
Apologies	
Stuart Patrick	Ronnie Quinn

Item BoM1-1	Welcome to New Members	
Paper No: Verbal	Lead: Chair	Action Requested: Note
Decision	<p>A Barron welcomed new non-executive members, D Baillie, D Anderson and C Singh, the new support staff member, S Mcdowall and the new student member L Subido. He also welcomed A Dickson, the new Chief Financial Officer (CFO) to his first meeting of the Board.</p> <p>A Barron informed the Board that he had granted approval for two members of the public to attend and observe the meeting. These individuals were present as observers and would not participate actively. It was clarified that they would be asked to leave the meeting if the item under discussion was deemed non-disclosable.</p>	

Item BoM1-2	Apologies for Absence	
Paper No: Verbal	Lead: Chair	Action Requested: Note
Decision	<p>Apologies were received from S Patrick and R Quinn. R Gillespie and S Breckenridge were not in attendance.</p>	

Item BoM1-3	Declarations of Interest	
Paper No: Verbal	Lead: Chair	Action Requested: Note
Decision	A Barron declared an interest under Item 5.4, Honorary Fellowship, and stated that he would excuse himself from the meeting during the discussion of that item. D Baillie would Chair the meeting in his absence.	

Item BoM1-4	Education Scotland Annual Engagement Visit Report	
Paper No: BoM1-A	Lead: I Beach/J McLellan	Action Requested: Note
Discussion	<p>I Beach provided an overview on the 2023 Annual Engagement Visit's (AEV) overall satisfactory outcome, which was the result of contributions across the College involving dialogues with managers, staff, learners and key stakeholders. Areas of positive progress were highlighted including:</p> <p>Recruitment: informative events for potential learners; comprehensive online materials for applicants; 'Get Ready for College' programme; straightforward applications process; collaboration of Students' Association (SA) with managers for Freshers' Week and implementing updated entry to College programmes;</p> <p>Retention: achieving lower withdrawals for full time programmes; actively engaging with external industry and education partners to improve satisfaction rates; cultivating positive and supportive relationships with teaching staff and learners; collaborating to monitor and respond to high learner withdrawal rates; establishing a timetabling review group and; implementing a range of early interventions for learners at risk of early withdrawal;</p> <p>Attainment: achieving successful completion rates above national performance levels for various attendance modes; effectively utilising hybrid delivery modes; maintaining positive relationships with staff and partner agencies to support learners facing personal issues; implementing flexible alternative assessment arrangements and; developing regular performance and quality review cycles;</p> <p>Progression: supporting learners progressing from community provision; ensuring high learner progression to positive destinations; beneficial work experience opportunities for learners; effective collaboration with external partners and employers for additional curriculum experiences; offering impartial career guidance to learners expressing a desire to leave; supporting learners facing financial pressures; stop-check-support meetings to identify issues affecting progress and progression and; regular portfolio review meetings to monitor and enhance development.</p> <p>The key areas for improvement were summarised under Retention and Attainment with no areas identified under Recruitment and Progression. No main points for action were identified and it was noted that the College has made satisfactory progress with the capacity to continue to improve.</p> <p>The Board particularly noted that the decline in successful completion rates for full-time FE programmes was a three-year national trend which included lockdown due to Covid. It was also agreed to reference the date of the figures considered within the report.</p>	

	<p>A Sullivan reminded members of the ongoing efforts to embed meta skills and updated the Board on the development of City Attributes, the term used by the College. At the time of the visit, this initiative was in progress but has now advanced and is currently being implemented with Faculties piloting this during 2023-24.</p> <p>A Barron congratulated the College on the positive outcome and expressed his gratitude to I Beach and J McClellan for the insightful presentation. He also extended thanks to all staff and students across the College for their valuable contributions.</p>
Decision	To note the outcome of the 2023 Annual Engagement Visit by Education Scotland and the actions being taken forward.

I Beach and J McLellan left the meeting.

Item BoM1-5.1	Minute of the previous Board of Management meeting held on 14 June 2023	
Paper No: BoM1-B	Lead: Chair	Action Requested: Approve
Decision	<p>That subject to minor amendment and addition of an action to provide a Code of Conduct refresher session for Board members, the minute was approved.</p> <p>Laptop Loan Scheme P Little reported that while the Laptop Loan Scheme would be discontinued, short-term (daily) borrowing however is still available.</p>	

Item BoM1-5.2	Homologation (Vice Chair/Senior Independent Member)	
Paper No: Verbal	Lead: D McGowan	Action Requested: Approve
Discussion	<p>D McGowan reminded members of the proposal and subsequent decision to appoint D Baillie as Vice Chair and Senior Independent Member (SIM) through written correspondence which was subsequently formally ratified at the meeting. D Baillie expressed his willingness to give other members the opportunity to become SIM and indicated his openness to reconsider this in the future.</p>	
Decision	To approve D Baillie as Vice Chair and Senior Independent Member.	

Item BoM1-5.3	Committee Terms of Reference Amendment	
Paper No: BoM1-C	Lead: D McGowan	Action Requested: Approve
Discussion	<p>D McGowan proposed amendments to Committee memberships with the addition of L Subido, Student President as a member of the Finance Committee and C McCarthy, Vice Student President Diversity and Wellbeing as a co-opted member of the People and Culture Committee.</p>	
Decision	That the proposed amendment was approved.	

A Barron left the meeting at this time. D Baillie took the Chair for item 5.4.

Item BoM1-5.4	Honorary Fellowship Nominations	
Paper No: BoM1-D	Lead: P Little	Action Requested: Approve
Discussion	P Little nominated A Barron and L Woolfries for an Honorary Fellowship for their long-standing contributions to the leadership, corporate good and success of the College. The Board approved the nomination request.	
Decision	To approve Honorary Fellowship awards for A Barron and L Woolfries, noting that these awards will be presented at the forthcoming Graduation Ceremony on 20 November 2023.	

A Barron returned to the meeting. Observers left the meeting.

Item BoM1-5.5	Draft SFC Self-Evaluation Report	
Paper No: BoM1-E	Lead: J Gray	Action Requested: Approve
Discussion	<p>J Gray provided a brief overview of the papers, explaining the requirements for funding from the Scottish Funding Council (SFC) and the obligation for each College region to report on the impact and progress made. This involved the production of a self-evaluation report, which not only records achievements but also provides an opportunity to contextualise performance.</p> <p>Although certain sections of the report are still awaiting end of year financial data (in particular the credit volume breakdown), the overall report remained positive and continues to meet SFC Outcome Agreement Guidance. Once finalised, the report will be submitted to the Glasgow Colleges' Regional Board (GCRB) by 31 October 2023 and will be presented at the next Board meeting in December for noting.</p> <p>The Board reviewed the extent of activities aimed at supporting the student experience and their impact on student outcomes. They also acknowledged and noted the work relating to sustainability and the economic and social contributions made to the region.</p> <p>During the discussion, A Sullivan proposed including a paragraph on City Attributes which will be considered. C Singh also highlighted the significant increase in student satisfaction rates which rose from 79.20% in the previous year to 84.74%, expressing congratulations to all involved in this achievement.</p> <p>While recognising the evolving reporting structure and quality processes would be part of the developing tertiary quality framework, the Board emphasised the importance of receiving feedback from GCRB for further insight.</p> <p>A Barron extended thanks to all staff involved in producing the comprehensive report.</p>	
Decision	<ul style="list-style-type: none"> • That the AY 2022-23 SFC Self-Evaluation Report was approved. • To present the final report at the next meeting of the Board for noting. 	

Observers returned to the meeting. J Gray left the meeting.

Item BoM1-5.6	Strategic Risk Review	
Paper No: BoM1-F	Lead: D McGowan	Action Requested: Approve
Discussion	<p>D McGowan presented the outcome of the latest quarterly strategic risk review, highlighting the following proposed risk changes:</p> <p>SR1 <i>Failure to support successful student outcomes and progression</i>: change in risk score from 5 (Green) to 20 (Red); SR5 <i>Failure of corporate governance</i>: risk score change from 10 (Amber) to 5 (Green) and; new risk SR26 <i>Failure to prepare and respond to emerging public health incidents and crises</i>: proposed risk score 10 (Amber).</p> <p>D McGowan further reported that the Conveners' Committee agreed to remove SR25 (<i>Covid-19</i>) and replace it with SR26 (<i>Public Health Incidents and Crises</i>). The Learning, Teaching and Student Experience Committee (LTSEC) also agreed to merge SR1 (<i>Student Outcomes</i>) and SR3 (<i>Student Outcomes/Progression</i>) due to overlap.</p> <p>The proposed strategic risk revisions and score changes were approved. The Board expressed their appreciation for the updated reporting, streamlined risk Management Action Plans (MAPs) and the refreshed Risk Register, noting the improved clarity.</p> <p>Referring to SR17 <i>Negative impact of industrial action</i>, C Carney provided the Board with a brief update on the measures in place to help address and mitigate this risk. She acknowledged that different levels of disruption to teaching were being experienced across the College, including the potential impacts on development and assessment deadlines. While many staff were actively implementing positive mitigation measures, it was clear that there was still a significant level of disruption to learning. She reminded that while students attended primarily for learning, the environment continues to serve as a safe space for students to meet friends, access the library and specialist resources. The Board noted that the full extent of the disruption and its potential financial consequences were not yet clear.</p> <p>A Sullivan added that the LTSEC had discussed this matter and an increase in the risk score to 20 (Red) had been agreed. The Committee will continue to review relevant risks at all Committee meetings.</p>	
Decision	<ul style="list-style-type: none"> • To approve the strategic risk revisions and score changes. • To approve the Strategic Risk Register. • To note the Risk MAPs. 	

Item BoM1-6.1	Students' Association Update	
Paper No: BoM1-G	Lead: L Subido/J Taylor	Action Requested: Discuss
Discussion	<p>L Subido informed the Board of the new Students' Association (SA) Presidential Team for 2023-24 as follows: Josh Taylor, Vice President Learning and Teaching; Polly Vaker, Vice President Social and Activities and; Ciara McCarthy, Vice President Diversity and Wellbeing. The Board noted the key priorities for the year including continued development of transgender and non-binary awareness campaigns; creating inclusive societies and sports; neurodivergence in education campaign; improving the value and engagement of Class Rep systems; supporting students</p>	

through the cost of living crisis and; engaging students with internal, regional and national student-led campaigns.

L Subido provided a comprehensive overview of the key initiatives undertaken by the SA during Semester One.

Freshers Fair: More than 3000 students participated in Freshers events held on City and Riverside Campuses during August and September which led to a significant growth in the SA social media presence and revenue generated from stalls. After successfully securing an advertising contract, it was noted that stringent advertising conditions have been implemented to ensure their appropriateness. A Barron confirmed his attendance at the event and congratulated the SA Team for their excellent start to the year.

Community Pantry: The community pantry operated by volunteers, has now been softly launched to enhance the wellbeing of students. This initiative provides access to essential food and resources 3 days per week. This is being done in conjunction with the Free Breakfast campaign.

Gender Affirming Grant: The new Gender Affirming Grant has also been launched with the aim of supporting students who cannot afford gender-affirming items that would help alleviate gender dysphoria. To date, over 26 applications have been received.

SA Student Survey: A survey will be launched this week to gather feedback from students regarding disruptions in their learning. This will help assess the extent of the impact on students caused by recent national and local strike action. Organised focus groups are also being planned.

A Barron suggested that an additional opportunity to establish a women's football team should be investigated. L Subido acknowledged that this would be considered but highlighted the challenges due to a shortage of football coaches.

Decision

To note the update report.

Item BoM1-6.2	Chair's Remarks	
Paper No: Verbal	Lead: A Barron	Action Requested: Discuss
Discussion	<p>A Barron advised members of recent opportunities to raise the current funding crisis with both Graeme Dey, Minister for Higher and Further Education and Mike Cantlay, Chair of the SFC however the sector has been firmly advised that no more funding would be made available.</p> <p>A Barron provided a brief update on his involvement at recent National Joint Negotiating Committee (NJNC) meetings where discussions regarding lecturing and support staff pay awards are still ongoing. Additionally, College Employers Scotland (CES) meetings have been held to advance the Lessons Learned exercise aimed to enhance national negotiations. These efforts are intended to break the cycle of annual disputes within the sector and facilitate more constructive and positive negotiations in the future.</p> <p>A Barron also acknowledged the recent Commander of the Order of the British Empire (CBE) awarded to the Principal for his outstanding</p>	

	contributions to the field of education. P Little emphasised that this national honour was made possible through collaborative efforts of numerous teams across various jurisdictions and college institutions which he has led. The Board offered their congratulations to P Little.
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Decision	To note the update report.
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Item BoM1-6.3	Principal's Report	
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Paper No: Verbal	Lead: Principal	Action Requested: Discuss
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Discussion	<p>P Little extended a warm welcome to the new Board members and the new CFO who has recently joined the College during this particularly challenging period. He reminded these new members that the College had previously encountered numerous challenges in the past, including merger, funding issues, design of the super campus and the impact of the international health crisis and considered that the current rising cost of living crisis and national funding crisis added to this list of challenges. Despite these difficulties, P Little reminded members that the College remains successful and continues to deliver high-quality education to students. However he acknowledged that the recent EIS-FELA disruption had impacted on the students negatively.</p> <p>He reiterated the Chair's remarks given after meetings with the Minister for Further and Higher Education, seeking additional funding to address the financial crisis. Unfortunately, he was informed that no further funding would be allocated, a decision that had also been communicated directly to the Secretary General of EIS. He further emphasised that early indications suggest further flat cash funding or potential reductions in the future. These reductions could also risk in-year funding such as Flexible Workforce Development Funding.</p> <p>P Little further emphasised the importance of being clear that the rightsizing measures were taken in direct response to the reduced funding available and the external financial pressures. He reported that this corrective action is nearing completion and in a matter of weeks the College will have successfully turned a corner financially, securing the necessary in-year savings. He paid tribute to all those involved, including leadership teams and the wider academic and support staff.</p> <p>P Little expressed regret again for the extended disruption to learning, acknowledging that some students were now facing assessment deadlines with just one week of teaching. The Board noted that the extent of disruption to student intakes this year remains uncertain. While the College may not suffer financially (due to the 5-week funding cut-off-date), the potential impact on attendance and drop-out rates was currently unpredictable. At this stage there was no way of predicting if the College will meet its projected credit target and at some point before Christmas, the viability of courses may need to be assessed through a cycle of portfolio reviews.</p>	
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Decision	To note the update report.	
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Observers left the meeting.

Item BoM1-6.4	Transformation Update	
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Paper No: BoM1-H	Lead: J Gribben	Action Requested: Discuss
Discussion	<p>J Gribben provided the Board with an update on the progress made. Following a significant number of formal meetings with trade unions and individual employees, a review of business cases was conducted. These have since been updated and amended and the proposed reductions in FTE and associated cost savings and short but manageable shortfall were noted.</p> <p>J Gribben also reported on the planned EIS-FELA re-ballot for industrial action. The current local industrial action mandate is set to last until 17 October 2023 and according to legal advice (received through College Employers Scotland), Colleges are being advised to expect staff to resume inputting results from this date onwards.</p> <p>The Board acknowledged the importance of addressing overdue results and agreed that it was reasonable to instruct lecturing staff to release results from 17 October. Recognising that marking and inputting results was a fundamental aspect of a lecturer's duties, it was emphasised that failing to do so could be considered a partial failure in fulfilling their contractual obligations and consequently the possibility of implementing a proportionate reduction in salary for neglected responsibilities might be necessary.</p> <p>The Board further requested that lecturing staff be informed well in advance about the potential consequence of withholding results, and that any deduction in salary would only be used as a last resort.</p>	
Decision	<ul style="list-style-type: none"> • To note the update report. • 	

J Gribben left the meeting.

Item BoM1-6.5	Impact of Strike on Learning & Teaching	
Paper No: BoM1-R	Lead: C Carney	Action Requested: Discuss
Discussion	<p>C Carney provided an update on the ongoing local strike action and the impact of Action Short of Strike (ASOS). The College has been experiencing ongoing strikes since week 2 of Semester 1 this academic year. An additional notification was also received of a further 8 days of strike leading up to the October week. As a result, some students have already experienced a significant reduction in teaching time which is expected to increase if the strike continues.</p> <p>The impact of strike action has varied across different areas of the College, ranging from no disruptions to significant impacts. The College has implemented a series of mitigations often requiring significant additional work and effort and C Carney commended the majority of staff who are going above and beyond for College students. The full impact on the continuation and attainment of students over the coming weeks and the adverse effects on new and progressing students; apprenticeships, placements; commercial delivery; international and fee-paying students; school numbers and vulnerable students along with the financial stability remains uncertain. The reputational damage may also affect future recruitment.</p>	

A Dickson provided the Board with an update on the financial position for 2022-23. The current forecast outturn shows improvement compared to the budget reflecting a decreased underlying operating deficit. This outturn is still subject to external audit. The projected outturn for 2023-24 is now more achievable due to the measures taken to rightsize the College, with the aim of sustainability in a flat cash environment. This approach will help ensure the long-term viability of the College.

Decision To note the update report.

C Carney left the meeting.

Item BoM1-6.6		Board Self-Evaluation 2022-23	
Paper No: BoM1-I	Lead: D McGowan	Action Requested: Discuss	
Discussion	<p>D McGowan presented the outcome of the Board’s most recent annual self-evaluation which is a requirement of the Code of Good Governance and a key component for continuous improvement. He highlighted recent changes to the methodology and reporting.</p> <p>Members were advised that the self-evaluation indicated generally high levels of satisfaction across the Board. D McGowan said that the results demonstrate that members understand their roles and responsibilities and believe that the Board remains effective in setting the strategic direction of the College and having due regard for the student experience in their decision-making. He highlighted that reporting against strategic priorities and raising awareness of committee business were among the areas for development. The information collected from this exercise, along with information received following member annual reviews, will help inform the continuous improvement work of the Board and the Board Development Plan.</p> <p>Discussion followed on the methodology, in particular the RAG rating threshold for red categories (ie <70%), which also includes ‘undecided’ and ‘neutral’ responses, emphasising the need for improvement in those areas. P Hillard confirmed that this approach aligns with practices in other sectors and stressed the importance of focussing on the necessary actions for improvement.</p>		
Decision	To approve the Board Self-Evaluation Report 2022-23 for publication.		

A Dickson left the meeting.

Item BoM1-6.7		Board Development Plan	
Paper No: BoM1-J	Lead: D McGowan	Action Requested: Discuss	
Discussion	<p>The Board Development Plan 2023-24, outlining the continuous improvement and development activities for the Board for the year, was submitted for review.</p> <p>D McGowan informed members that due to key personnel changes last academic year, the Board Development Plan 2022-23 was carried over from the previous year. The progress made against its objectives was noted.</p>		

Decision To approve the Board Development Plan 2023-24 for publication.

Item BoM1-7.1	Governance Report	
Paper No: BoM1-K	Lead: D McGowan	Action Requested: Note
Decision	To note the update on governance-related matters in the last quarter.	

Item BoM1-8.1.1	Data Protection Officer Report	
Paper No: BoM1-L	Lead: D McGowan	Action Requested: Note
Decision	To note the Data Protection Officer Report submitted at the Audit and Assurance Committee held on 12 September 2023.	

Item BoM1-8.1.2	Committee Annual Reports 2022-23	
Paper No: BoM1-M	Lead: D McGowan	Action Requested: Note
Decision	To note the 2022-23 annual reports for the Audit and Assurance Committee; Finance and Physical Resources Committee, Performance and Nominations/Remuneration Committees and Learning and Teaching Committee. Outstanding Committee annual reports will be tabled for noting at the December Board meeting.	

Item BoM1-8.2.1	Conveners' Committee	
Paper No: BoM1-N	Lead: D Baillie	Action Requested: Note
Decision	To note the draft minute of the Conveners' Committee meeting held on 28 August 2023. D Baillie particularly highlighted discussions on organisational change and the update on the finance structure.	

Item BoM1-8.2.2	Audit & Assurance Committee	
Paper No: BoM1-O	Lead: P Hillard	Action Requested: Note
	<p>P Hillard advised the Board that a follow up report was presented on the recommendations made in the Internal Audit Financial Memorandum Breach Report. The Committee received assurance that progress has been made against all actions outlined. The Internal Auditor was also present at the meeting and expressed confidence in the progress achieved. After thorough discussion, the Committee decided that they were satisfied with the progress made and considered the matter closed. The Committee also agreed to reduce the associated risk SR15 from 10 (Amber) to 5 (Green).</p> <p>It was confirmed that the Principal had also shared relevant correspondence which provided reassurance that the relationship with the SFC had not been negatively impacted.</p> <p>P Hillard also reported that appointment of the Convener was deferred due to members' absence.</p>	

Decision	To note the draft minute of the Audit & Assurance Committee meeting held on 12 September 2023.
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Item BoM1-8.2.3	Learning, Teaching & Student Experience Committee	
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Paper No: BoM1-P	Lead: A Sullivan	Action Requested: Note
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Decision	To note the draft minute of the Learning & Teaching Committee meeting held on 20 September 2023. A Sullivan highlighted the outcomes of the national SFC Student Satisfaction Survey 2022-23, noting the increase in satisfaction rate from last year's survey.	
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Item BoM1-8.2.4	Finance Committee	
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Paper No: BoM1-Q	Lead: R Quinn	Action Requested: Note
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Decision	To note the draft minute of the Finance Committee meeting held on 27 September 2023.	
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Item BoM1-9	Any Other Notified Business	
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Paper No: Verbal	Lead: Chair	Action Requested: Note
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Decision	<p>D McGowan informed the Board that A Butcher joined the Glasgow College of Nautical Studies, one of the College's legacy institutions, on 3 October 1983. Knowing that the Board would not wish to let A Butcher's distinguishable 40-year service anniversary go unremarked, he felt it necessary to raise at the stage in the meeting.</p> <p>A Barron told members that he and the Principal had had the pleasure of working with A Butcher for more than a decade. He described it as an honour and a privilege to work with someone so professional and able, who is always there to support the Chair and members of the Board. The Principal and members offered their congratulations and thanks to A Butcher for her significant service and contribution to the College.</p>	
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Item BoM1-10	Disclosability of Papers	
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Paper No: Verbal	Lead: D McGowan	Action Requested: Note
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Decision	The Board agreed that the Board Self Evaluation 2022-23 report was now disclosable and that the Impact of Strike on Learning and Teaching was non-disclosable. The disclosability status of all other papers remained unchanged.	
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Item BoM1-11	Date of Next Meeting	
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Decision	Thursday 14 December 2023	
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The meeting closed at 1950 hours.

ANNEX TO THE MINUTE

ACTION POINTS ARISING FROM THE MEETING

Item	Description	Owner	Target Date
BoM1-5.5 04 10 23	Draft SFC Self-Evaluation Report: Present final report at the next meeting of the Board.	JG	BoM Mtg 14 12 23
BoM1-6.4 04 10 23	Transformation Update: To instruct lecturing staff to release results from 17 October.	PL	From 17 10 23

ACTION POINTS ARISING FROM PREVIOUS MEETINGS

Item	Description	Owner	Target Date
BoM7-3.4 14 06 23	Appointment of VC & SIM: Consider expressing interest in roles.	Board members	ASAP Complete
BoM7-4.5 14 06 23	Complaint Report: Provide Board members with a refresher session on the Code of Conduct.	DM	ASAP Complete
BoM7-6.1.4 14 06 23	Laptop Loan Scheme: Write-off the student loan laptop debt in the financial statements. To discontinue the loan laptop scheme at the end of AY 2022-23.	MD/BA	ASAP Complete