CoSB Guidelines

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Credit Hours

One credit hour represents a minimum of three hours of student academic work per week for approximately fifteen weeks for one semester, or an equivalent amount of student academic work distributed over a different time period. Student academic work may include lectures, seminars, tutorials, applied and studio instruction, laboratories, supervised fieldwork, as well as reading, writing, homework, research, community-engaged experiences, practica, rehearsals, and performances.

The nature of the three hours of expected academic work and the way in which that work will be evaluated by faculty will be documented in proposals to the University Curriculum Council for new or revised courses, and will be included in all course syllabi.
A minimum of 124 credit hours is required for a baccalaureate degree in most majors, except in Engineering Science (129 credit hours), in Choral or Instrumental Music (132 credit hours), and in Music Performance or Composition (141 credit hours).

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**Academic Workload**

Payment of full tuition permits an enrollment of 12-18 hours per semester. An undergraduate student is regarded as being enrolled full time if the student is registered for 12 credit hours of course work in the fall and spring semesters, or for six hours of course work in the summer. Students who wish to take more than 18 hours during one semester, or 36 credit hours in one nine-month academic year, must receive a waiver of the university policy from the Office of Academic Affairs (prior approval needed from faculty adviser).

An undergraduate student in the final semester prior to his or her graduation is regarded as being enrolled full time if the student is registered for one or more credit hours of coursework representing the remaining degree requirement.

To be considered full time for financial aid purposes, an undergraduate must be enrolled in at least 12 hours at the end of the add/drop period of each enrollment term (summer, fall, or spring), including the final semester prior to his or her graduation. Financial aid may be available for undergraduate students who enroll for fewer than 12 hours per term.

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**Undergraduate Enrollment in Graduate Courses**

Students who have nearly completed the requirements for a bachelor’s degree at Trinity are occasionally permitted to enroll for a limited number of graduate courses.

Undergraduate students at Trinity will be permitted to enroll in 5000-level courses and receive credit toward their baccalaureate degree under the following conditions: In order to qualify, a student must be within 30 hours of graduation, have an overall grade point average of 3.50, and an average of 3.75 in his/her major field. The student is required to have approval from the chair of his/her major department and also approval from the Vice President for Academic Affairs. If a student wishes to enroll in a course in a department other than his/her major field, additional approval from the chair of the department offering the course is needed. Students are limited to one 5000-level course each semester and are required to have separate approval for each semester in which they wish to take a graduate course. They are not required to apply for graduate admission. The graduate credit hours may not be applied to both the graduate and undergraduate degrees.
Classification of Students

Students are classified on the following basis:

<table>
<thead>
<tr>
<th>Classification</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate</td>
<td>Completion or near completion of the requirements for a baccalaureate degree and admission to one or more graduate classes for graduate credit.</td>
</tr>
<tr>
<td>Senior</td>
<td>A minimum of 88 credit hours on record.</td>
</tr>
<tr>
<td>Junior</td>
<td>A minimum of 58 credit hours on record.</td>
</tr>
<tr>
<td>Sophomore</td>
<td>A minimum of 26 credit hours on record.</td>
</tr>
<tr>
<td>First Year</td>
<td>Fulfillment of entrance requirements and less than 26 credit hours on record.</td>
</tr>
<tr>
<td>Postgraduate</td>
<td>Baccalaureate degree and enrollment in undergraduate courses for undergraduate credit.</td>
</tr>
<tr>
<td>Special</td>
<td>A student taking courses at Trinity with temporary permission and not a candidate for a degree from Trinity.</td>
</tr>
<tr>
<td>Noncredit</td>
<td>Recipient of full instructional attention and participation in class without academic credit. No course taken as noncredit may subsequently count for credit unless the course is repeated.</td>
</tr>
</tbody>
</table>

Grades

GRADING SYSTEM

The grading system at Trinity involves letter grades which are assigned a quality point value per credit hour as follows:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Description</th>
<th>Quality Point Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Excellent</td>
<td>4.000</td>
</tr>
<tr>
<td>A-</td>
<td></td>
<td>3.667</td>
</tr>
<tr>
<td>B+</td>
<td></td>
<td>3.333</td>
</tr>
<tr>
<td>B</td>
<td>Good</td>
<td>3.000</td>
</tr>
<tr>
<td>B-</td>
<td></td>
<td>2.667</td>
</tr>
<tr>
<td>C+</td>
<td></td>
<td>2.333</td>
</tr>
<tr>
<td>C</td>
<td>Adequate</td>
<td>2.000</td>
</tr>
<tr>
<td>C-</td>
<td></td>
<td>1.667</td>
</tr>
<tr>
<td>D+</td>
<td>Poor</td>
<td>1.333</td>
</tr>
</tbody>
</table>
### Grades in Major or Minor

As part of a student’s degree requirements, a cumulative grade point average of at least 2.0 is required on all courses taken in each of the student’s major or minor disciplines.

A course taken for a student’s major (minor) in which the student earns a grade of D (for example) satisfies the
requirements for the major (minor), but the student must have an overall average on all courses for the major (minor) of 2.0. Should the student choose to repeat a course in which a grade of D (for example) was earned, both grades are included in determining the grade point average in the major (minor). If a student is a double major, each major is considered separately and without regard to the other major in determining whether graduation requirements are satisfied. If a course, such as a cross-listed course, is required for both majors, it is included in the grade point calculation for each major.

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### Grades for Prerequisite Courses

A student may satisfy the prerequisites for any course at Trinity only by receiving a grade of C- or higher in each of the prerequisite courses.

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### Grade Reports

Reports of grades for all students are available online from the Trinity University website at the close of each semester. Hard copies of grade reports are available from the Office of the Registrar upon request by the student. The semester grades become a part of the student’s permanent record. Mid-semester grades of C- and lower are not permanently recorded but are posted online for information and guidance.

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### Pass/Fail Option

A student may register for an elective course on a Pass/Fail basis and not be in competition with majors in that field for a course grade. This option is intended to encourage the student to explore new academic areas without endangering the student’s grade average.

Limitations on Pass/Fail registration are:

A. Only one course per semester may be taken Pass/Fail.
B. No course counted for the major or minor and no course being used to meet a Common Curriculum or Pathways requirement may be taken Pass/Fail unless the course is offered exclusively on a Pass/Fail basis.
C. Pass/Fail courses must be listed at the time of registration and may not be changed after the date specified in the academic calendar (15 days from start of classes) to a letter grade basis; conversely, courses taken for a letter grade may not be changed subsequently to Pass/Fail after the 15th class day.
Not all departments permit Pass/Fail registration. Courses which may not be taken Pass/Fail are notated in the Courses of Study Bulletin.

Incomplete Grades

An I, meaning "incomplete," indicates that a student has done work of a passing grade in a course but has failed to do some portion of the required work because of an emergency. An I grade may not be given solely to allow additional time to complete a course. It is the student's responsibility to have this deficiency removed before the end of the first semester following the time of receiving the grade of I or the grade will be changed to F.

If no change has been made by the instructor after one semester has elapsed, the Registrar is authorized to change all grades of I to F.

If the instructor involved is no longer connected with Trinity University and the Registrar is unable to communicate with the instructor, the Registrar will record an automatic F.

For the purposes of determining scholastic probation, incomplete grades will not be counted as hours attempted.

Repeating of Courses

Any student who fails a course at Trinity University and then elects to repeat that course must do so at Trinity University. All of the grades for repeated courses will be included in the cumulative grade point average. Credit will only be awarded once for repeated courses unless the course has been designed as “may be repeated for credit.”

Grade Appeals

Trinity University recognizes that students are responsible for maintaining standards of academic performance established for each course in which they are enrolled. However, the University also recognizes that students should have protection through orderly procedures against prejudicial or capricious academic evaluation. In all cases, the burden of proof rests on the student initiating the appeal.

The procedures for student appeal of semester grades contain the presumption that student grades are the responsibility of the course instructor. As a matter of academic principle, the process of appeal remains in the hands of the teaching faculty. Except for the actions specified in Section 2 and Section 5 below, members of the Administration are not involved in the grade appeal process. Following the decision involved in each step of this
appeal process, if the student wishes to appeal to the next level he or she must notify the appropriate party in writing of his or her intent to do so within the first two weeks of the following semester (i.e., fall, spring, summer). (If, in the following semester, the student will be studying away from Trinity or the faculty member will be on leave, then the request for appeal still must be filed within two weeks, but the appeals process will be deferred until the student and faculty member return to Trinity.)

1. To initiate the appeal of a semester grade, the student will speak to or notify the instructor of his or her appeal. Upon initiation of the appeals process (and upon return of both student and faculty member to Trinity, if the appeals process was deferred), the instructor has one week to notify the student of the outcome of his or her review of the grade. If the student remains convinced that the contested grade results from inappropriate or mistaken evaluation of a course grade, then the student may proceed to step two below.

2. To initiate step two, the student will notify the instructor’s departmental Chair (or acting department Chair) and explain in writing the grounds on which an appeal is being sought; the instructor will receive a copy of this statement. The student must request the appeal and present the grounds for it no later than the tenth class day of the succeeding Fall or Spring semester. The Chair will attempt to mediate a discussion between the student and the instructor to clarify the matter and suggest possible resolutions. If the Chair happens also to be the instructor involved, then the student may request that the Associate Vice President for Academic Affairs: Student Academic Issues and Retention ask another faculty member of the department to receive the student’s appeal.

3. If this mediation is unsuccessful, the Chair (or the Chair’s substitute) will appoint two tenured members of the department to serve as a review committee, and will notify the student and the instructor of this action. In the case of a General Education or cross-listed course, the instructor’s Department will serve as the site for the appeals process. If the student is a major or minor in the Department, the student may ask his or her adviser to be an additional member of the committee. If a small department cannot provide two eligible faculty members to serve on the committee, then the Chair (or the Chair’s substitute) will ask a faculty member from a department similar in curriculum and academic evaluation to serve on this committee. Departmental review committees may be convened only during an academic semester. The departmental review committee will receive written statements from both the student and the instructor, as well as copies of any graded work involved. In addition, both the student and the instructor (and the student’s academic adviser, if requested) may be present for the duration of the hearing (prior to voting), during which both parties may offer clarifying statements. The department Chair will also be present at the meeting, but will not be involved in the determination of the appeal. If, after considering these statements, the committee decides that there has been no breach of proper or stated procedure in the determination of the grade, the Chair (or the Chair’s substitute) will give written notification of this decision to the student and the instructor. However, if the departmental committee determines that there has been an improper evaluation, the Chair (or the Chair’s substitute) shall advise the instructor to reconsider the student’s semester grade in a manner consistent with proper and stated procedures. If the instructor rejects this advice or fails to comply in a manner satisfactory to the committee, then the committee may undertake an evaluation of the student work in question and assign the grade it deems appropriate.

4. If either the student or the instructor contests the decision of the departmental committee, the student or the instructor may pursue a further appeal. The student or the instructor will submit a written statement to the Chair of the Faculty Senate who, with the advice and consent of the Chair of the University
Curriculum Council, will appoint three members of the faculty from outside the department in question. All three members of this Faculty Grade Appeals Committee should come from one or more departments similar to the instructor’s department in terms of curriculum and student evaluation. The findings of this committee will determine the final semester grade.

5. If either the student or the instructor contests the decision of the Faculty Grade Appeals Committee, the appellant may petition the Vice President for Academic Affairs for further consideration, who may then rule in one of three ways, the outcome of which will conclude the University process of grade appeal:

   A. That the decision of the Faculty Grade Appeals Committee will stand as rendered;
   B. That the Faculty Grade Appeals Committee reconsider its findings and render a decision based on the reconsideration; or
   C. That the Chair of the Faculty Senate, with the advice and consent of the Chair of the University Curriculum Council, appoint a new Faculty Grade Appeals Committee, composed of three tenured faculty members who have not previously participated in the appeal. This committee will hear the appeal and render a final judgment.

Dean’s List

In order to merit the honor of being placed on the Dean’s List, a student must have completed 15 or more grade point carrying hours of credit in one semester and have earned a grade point average of 3.65 or above. Names of students achieving this distinction are published at the close of each semester.

Access to Records

The University complies with the provisions of Public Law 93-380, the Family Educational Rights and Privacy Act. Prescribed educational records of students are open to their inspection upon formal request, in accordance with federal regulations. Every effort is made, within the letter and the spirit of the law, to prevent release of data and records to third parties, except upon specific request of the student.

Requests to inspect records should be addressed to the appropriate University official as follows:

<table>
<thead>
<tr>
<th>Academic Records</th>
<th>Registrar</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal record of students</td>
<td>Associate Vice President for Student Affairs</td>
</tr>
<tr>
<td>Teacher education records</td>
<td>Chair, Department of Education</td>
</tr>
<tr>
<td>Financial aid records</td>
<td>Director of Financial Aid</td>
</tr>
<tr>
<td>Financial records</td>
<td>Associate Vice President for Finance</td>
</tr>
</tbody>
</table>
Graduate personal records

Letters of recommendation and student rating sheets supplied in the admission process are used as working papers only and do not become a part of the permanent educational record of the student.

Transcripts of Credit

Transcripts of credit will be issued by the Registrar to all students and former students requesting them, subject to certain conditions. One of these is that all amounts owed to the University must be paid. Official transcripts of credits will be forwarded directly to the student or to a recipient designated by the student.

Because of limitations posed by privacy laws, transcript requests should be made in writing.

As a courtesy to current and former students, official transcripts will normally be prepared at no charge. Transcripts usually require three full working days to be prepared and mailed. Rush delivery requests are accepted but will incur a service fee of $10 plus any additional postage. At the end of a term, ten working days after the date grades are due may be required to issue transcripts including current grades and graduation information.

Academic Standing

Good Standing

Good standing refers to the academic progress of students who are not on probation or on academic dismissal. The minimum requirements for academic good standing are as follows:

A. 1.80 cumulative GPA for first semester students who have attempted at least 12 credit hours.
B. 2.00 cumulative GPA for students beyond the first semester who have attempted more than 12 credit hours.

Satisfactory Academic Progress

I. Students who carry a full load of courses are expected to make satisfactory progress toward completion of a degree within a reasonable time. The standards for Satisfactory Academic Progress (SAP) are as follows:

A. Students must average at least 12 hours per semester.
B. Students must complete at least 24 hours per academic year unless on an officially approved leave.
C. Students who enroll mid-year must complete at least 12 hours prior to the start of the fall semester.
D. Summer hours earned after matriculation may be included in the calculation of SAP.
E. Credit by examination and transfer hours earned prior to matriculation may not be included in the calculation of SAP.

II. Student-Athletes

For students who officially represent the University in intercollegiate athletics sanctioned by the National Collegiate Athletics Association, Satisfactory Academic Progress will be evaluated by the Registrar once a year at the end of the Spring semester. To be eligible to participate in NCAA-sanctioned athletics during a given academic year, student-athletes must satisfy the standards for SAP prior to the beginning of the Fall semester and must also be enrolled for at least 12 hours during the semester in which competition takes place.

III. Transfer Students

A. A transfer student will be expected to fulfill the standards for Satisfactory Academic Progress (SAP) as stated above in Section I.
B. A transfer student’s academic good standing will be measured only on grades earned at Trinity University.

Satisfactory Progress Requirements for Undergraduate Financial and Recipients

In order to receive financial assistance, a student must be making satisfactory academic progress toward a degree in accordance with policies established by Trinity University as required by the Department of Education. For a full definition of satisfactory academic progress for financial aid, please refer to the financial aid section of this Bulletin.

Probation and Dismissal

Only students whose scholastic averages are maintained at or above good standing will be permitted to continue in the University.

Student records are reviewed by the Committee on Academic Standing at the end of each semester and the summer session. Students are placed on probation when grade averages drop below the following standards:

1.80 cumulative – for the first semester students who have attempted at least 12 credit hours.
2.00 cumulative – for students beyond the first semester who have attempted more than 12 credit hours.

Students will be placed on probation after two consecutive semesters in which less than a 2.0 semester average is achieved.
All courses, regardless of content, are used to determine classification although only those courses carrying grade points are used in determining averages.

To remove the probation, the student must earn a 2.0 semester average the following semester and continue to maintain the required cumulative average. Students who earn a satisfactory semester average (at least 2.0) and make substantial progress toward achieving the required cumulative average (usually 2.0) in the next semester will be continued on probation. Students who fail to remove probationary status and do not satisfy the requirements to be continued on probation within one semester will be placed on temporary dismissal from the University for one semester. Exceptions to this policy may be granted in extenuating circumstances on appeal from the student to the Academic Standing Committee.

Students placed on temporary dismissal must apply to the Office of the Registrar for readmission at least one month before the start of the semester for which they want to re-enroll. If readmitted, the probationary student has one more semester of enrollment to achieve good standing or to make substantial progress toward achieving good standing allowing an additional semester of enrollment.

A student dropped from enrollment a second time for scholastic deficiency is permanently barred from the University.

Students on probation may enroll for no more than 13 credit hours of courses carrying grade points.

Probation may not be removed by study done at another college. Students barred from Trinity University for scholastic reasons may not transfer credit earned at another college or university during the time they are barred from Trinity, unless they receive special written permission from the Vice President for Academic Affairs to take the work they propose to transfer.

A student dropped from the University for any duration by the Committee on Academic Standing may appeal the decision, but the appeal must be made in writing by the student within ten days of the decision, stating reasons for the appeal and explaining any extenuating circumstances. The appeal should be addressed to the Office of the Vice President for Academic Affairs. Students should request their faculty advisers to submit a recommendation regarding their appeal.

If readmitted, the student will be notified in writing and the conditions of reinstatement will be stated in the notification.

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Dismissal From a Class and Student Attendance

The University expects regular class attendance by all students. The instructor in each course is expected to state an attendance policy in the course syllabus. Each student is expected to familiarize himself or herself with this policy at the beginning of each course.

Instructors then have the prerogative of informing the Registrar to drop or withdraw a student from a course for nonattendance within the published deadlines for such actions. After the last date to withdraw, a student
dismissed from the class roll for excessive absences will receive an F in the course.

Absence from class does not constitute official withdrawal from the class or from the University. A student must initiate withdrawal from the class or from the University in the manner prescribed for "Withdrawal from a Course" or "Withdrawal from the University" in this bulletin.

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**Policy Regarding Disruption of Class**

Students will not be permitted to behave in such a manner as to disrupt the orderly conduct of classroom activities. When such behavior occurs, it is the responsibility of the instructor to discuss the matter with the student involved, warning the student that continuation of such behavior may result in dismissal from the class. If the behavior continues, the faculty member may drop the student from the class. Notification of such action shall be communicated in writing to the student, the student's faculty adviser, the department chair, and the Vice President for Academic Affairs. This notification must include a statement of the reasons for the decision and a summary of the appeal procedures. The student has a period of two school days in which to file a written appeal with the Vice President for Academic Affairs. A copy of the dismissal notification will remain in a file created for this purpose in the Office of Academic Affairs; the copy will be destroyed when the student is graduated. If the dismissal from class occurs before the published deadline for withdrawal from a class, the student will receive a grade of “W” in the class; if it occurs after the deadline, the grade will be “F.”

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**Representation of the University by a Student**

Any student who represents the University in any public manner as a member of a music or dramatic organization, delegate to any association meeting or convention, or as an officer of any of these organizations must be enrolled as a full-time student, must have a passing grade in at least 9 of these credit hours, and must have earned 9 credit hours during the last semester attended.

Candidates for the athletic squads must be accepted and registered students before they may compete in intercollegiate sports. Eligibility is carefully checked at the time of acceptance and reviewed at the end of each semester in the same manner as all other students, in accordance with NCAA regulations.

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**Internships**
Internships

Trinity University allows students to earn credit for internships that complement their academic program. Faculty involvement is essential to ensure the internship effectively combines work experience with academic learning. Therefore, only work experiences that are pre-approved by an academic department will qualify for academic credit or recognition on the academic transcript. The decision to award academic credit will be based on the educational merits of the internship experience as determined by University faculty.

Description

The internship is to be a structured and supervised professional work experience with an accepted employer in the private, public, or non-profit sector. To be recognized, the experience must be pre-approved by an academic department and must include specific learning objectives. An internship is typically done by a student who has attained sufficient preparation in an academic field. The experience may be paid or unpaid.

Academic Guidelines

1. Academic departments have the option to formally recognize professional work experiences undertaken by students, but there is no institutional requirement to do so.
2. Departments that recognize internships will designate one or more faculty member(s) to act as the internship instructor(s) prior to the student beginning the experience.
3. Departments that recognize internships will establish criteria and eligibility for student participation in the internship program.
4. Academic credit is regulated as follows:
   A. The recommended standard for awarding credit is at least 40 hours of work per one hour of academic credit.
   B. A maximum of 6 credit hours per experience is allowed.
   C. A maximum of 6 hours of internship credit may be applied to a Trinity degree.
   D. If no credit is awarded, a department may create, with University Curriculum Council approval, a zero credit internship course to be graded on a pass/fail basis as a mechanism by which to recognize the experience on the academic transcript.

5. Prior to each internship for credit, the student will complete and submit a Learning Agreement to the department chair and/or the supervising instructor. The Learning Agreement will include:
   - The student’s personal learning goals for the internship
   - The student’s academic responsibilities
   - Phone(s), address, and contact information for both the employer and supervisor
   - The Job Description, including number of work hours to be completed (provided by employer)
   - Student affirmation of good academic standing
   - Acknowledgment of receipt of the departmental internship guidelines
   - Number of credit hours
   - The document will be signed and dated by the student and approved by the internship instructor,
the student’s advisor and/or department chair (as specified in the departmental internship guidelines).

6. Only courses that are clearly specified as internships in the Courses of Study Bulletin can be used for internship credit (i.e., courses such as Independent Study, Directed Studies, etc., cannot be used).

7. The academic department will provide the student with guidelines that clearly specify the grading criteria for the course. These guidelines will be a component of the Learning Agreement referred to above.

8. Internships will generally be graded on a pass/fail basis. Exceptions require departmental or program chair approval.

9. Credit will generally not be given for internships that are served where either the owner or manager of the host organization or the host supervisor/manager is an immediate relative of the student intern.

Student Guidelines

1. The responsibility for obtaining an internship lies solely with the student; students are encouraged to utilize faculty, Career Services, and other personal and alumni networking resources.

2. Students must be in good academic standing in order to participate in an internship.

3. No internship for academic credit shall be permitted without a pre-approved Learning Agreement.

4. Students are responsible for officially registering for an internship course through the Office of the Registrar. Credit will not be awarded retroactively.

5. The student will normally register in the internship course for the semester or summer term that encompasses the start date of the work experience. However, if the internship or academic work following the internship carries over into the next semester (or summer term), the course can be registered in that following semester or summer term.

6. The university recognizes that internships will not necessarily conform to university semester and summer schedules; there will be times that students must receive an Incomplete grade (“I”) until the experience is completed.

7. Students will comply with all applicable state and federal employment laws; students will also comply with the human resources policies of their work location.

Internship Instructor Guidelines

1. Approve and sign the Internship Learning Agreement form prior to the start of the internship.

2. Ensure the student is properly enrolled for the internship course.

3. Establish and communicate to the student specific learning goals, academic assignments and expectations prior to the beginning of the internship (i.e., a substantial paper, project, presentation, work journal, etc.).

4. Obtain and review employer feedback on student performance prior to issuing final grade.
Employment Site Guidelines

1. The employer must provide the name and contact information of a site supervisor/manager who is in charge of the internship program or the student’s supervisor for the duration of the internship. This information is to be submitted on the Learning Agreement form.
2. The employer must submit a job description to the student, which will be a component of the Learning Agreement.
3. The employer will inform the student, prior to the start of work, whether the position is paid or unpaid. If paid, the student will be informed of the rate of pay.
4. When deemed appropriate by the academic department, the employer should, in conjunction with the student and internship instructor, review specific learning goals and assignments to be completed by the student as specified in the Learning Agreement.
5. The employer is encouraged to submit an interim progress report and a final evaluation at the end of the experience to the student’s internship instructor. Any significant deficiencies in the student’s performance should be reported to the internship instructor.

Center for Experiential Learning and Career Success

The Center for Experiential Learning and Career Success (CELCS) has numerous resources to support the establishment of internships and to improve efficiency in the management of interns. These services are available to any academic department at its request.

At the department’s request, the CELCS will:

1. Assist with job development and employer/recruiter relations.
2. Assist with the development of internship guidelines, appropriate learning objectives, and employer requirements.
3. Provide resources to students for obtaining internships including the use of TigerJobs for intern posting and resume referral.
4. Provide assistance to employers wanting to develop, improve, or meet University criteria for an internship program.
5. Assist employers with the intern recruitment process.