

	AC.3.1.1 GRADING AND PROGRESSION – CREDIT COURSES
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APPROVED:	
	President and CFO

POLICY

The policy of the Board of Governors is to establish and maintain clearly defined systems of grading and progression.

PROCEDURE

DEFINITIONS

Academic Calendar SAIT's official document that describes its approved academic,

apprenticeship, and pre-employment programs. It includes information about admission, tuition fees, important dates and deadlines, student services, international students, financial assistance and academic and institutional regulations. The online calendar is SAIT's official Academic

Calendar.

Academic forgiveness Removal of the total institutional GPA from a student's

previously-taken SAIT courses to give the student a fresh

start in academic standing.

Academic Probation (AP) The status assigned to a student who did not meet the

progression requirements for a program, or who was academically withdrawn from a program and who has now returned to that same program or to another program at SAIT.

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Academic Withdrawal (AW) The status assigned to a student whose previous academic

standing had been Academic Probation (AP) and who has failed to achieve both a Term GPA of 2.0 and a Total

Institutional GPA of 2.0.

Add/Drop The period of time that registration adjustments can be made

within specified start and end dates. Courses dropped do not

appear on transcripts.

Assessment An activity that assesses a student's learning in a course. It

can be used to evaluate student achievement, provide feedback to a student, or move the students forward in their learning process. It can be marked or not marked, and may or may not be included in the calculation of the student's final

grade in the course.

Business days Monday through Friday, excluding statutory holidays and other days

when SAIT may be closed.

Component mark A mark given for an individual assessment within a course,

and which is included in the calculation of the student's final

grade in the course.

Course outline The official document that identifies a course's learning

outcomes and how students will be assessed in that course.

Credit course A course that is part of a program approved by the

Government of Alberta, and that has a credit value associated with it. It is included in the calculation of a student's grade

point average.

Credit program A program that is approved by the Alberta government.

Dual credit program A SAIT program authorized by the Government of Alberta that

allows secondary school students to simultaneously earn both SAIT and secondary school credits that count towards a SAIT

course or program.

End of course The last day of the course as set out in SAIT's official student

database course registration information.

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Grade

The measure of a student's overall academic achievement in a course.

Grade Point Average (GPA)

The measure of a student's SAIT academic achievement. It is calculated in three ways:

- Degree Awarded GPA: The weighted grade point average for all the courses the student has completed and that are used in awarding the credential for the program that the student has completed.
- **Term GPA:** The weighted grade point average for all the credit courses that a student has completed in a particular term, regardless of whether those courses are part of the program in which the student is registered.
- Total Institutional GPA: The weighted grade point average for all credit courses that the student has completed at SAIT, regardless of whether or not those courses are part of the program in which the student is registered.

Major

A primary area of specialization and a first level of differentiation in a bachelor's degree. It must be approved by the Alberta government.

Mark

Values a student's level of achievement on an assessment.

Non-credit course

A non-credit course is not part of an Alberta governmentapproved program, and does not have a credit value associated with it. It is not included in the calculation of a student's grade point average.

Optional work-integrated learning course

An optional course in a credit program; students may choose to take this course but it is not a graduation requirement for the program, it has a zero-credit value, it is graded with a Pass/No Pass and it is not included in the calculation of a student's grade point average.

Pre-requisite

A pre-requisite course encompasses specific knowledge and skills that a student is required to acquire in order to advance to a subsequent course. It must be satisfactorily completed prior to enrollment in the subsequent course.

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A prescribed curriculum leading to a SAIT credential. A Program

program is divided into a number of courses.

Progression A student's advancement from term to term within a program.

Residency The number of credits that a student must complete at SAIT in

order to be awarded a credential for a SAIT program of study.

Returning student Status applicable to any student re-enrolling in a SAIT

program or non-credit certificate after being inactive for one

or more academic terms.

An area of differentiation within a SAIT credential other than a **Specialization**

bachelor's degree, such as in a diploma.

Term A period of time where instruction is broken down in an

Transcript

- 1. SAIT is committed to maintaining high academic standards, promoting student success, and ensuring that students are aware when their success in a course or program is in jeopardy. SAIT is also committed to ensuring that grading practices are consistent and
- 2. Students must have sufficient and timely feedback on their performance in their courses so they can make informed decisions about their progress and standing in their courses. Feedback can be formative and/or summative, and can include marks, instructor
- to effectively balance their academic workload.
- 4. This procedure applies only to credit courses and to optional work-integrated learning courses as defined above. For apprenticeship programs, refer to procedure AC.3.1.2

academic year. A complete and unabridged record of a student's course history, grades, and standing at SAIT. **GOVERNING PRINCIPLES** fairly assess students' learning and achievements. comments, etc. 3. Evaluations should be spread out during the length of a course so that students are able <u>Grading and Progression – Apprentices</u>. For non-credit courses, refer to procedure The official controlled version of this document is held in the Board of Governors Office. Page 4 of 17



AC.3.1.3 Grading and Progression-Non-Credit Courses. Note that dual credit programs may have different grading and progression requirements.

5. A student who has been suspended or withdrawn from SAIT due to academic misconduct or non-academic misconduct may not take any SAIT courses or SAIT programs, credit or non-credit, during that suspension or withdrawal.

PROCEDURE

A. Grading Systems

- 1. This grading system applies to all SAIT courses, with the exceptions noted in paragraph A.4.
- 2. A student's grade in a course is calculated as specified in the course outline.

3. A student's grade in each course shall be denoted by a letter grade as follows. Note that a student's grade in an English Language Foundations or Academic Upgrading course shall be denoted by a percentage grade, and that an optional work-integrated learning course shall be denoted by a Pass/No Pass grade. Percentage Letter Grade Grade Grade **Points** 90-100 Α+ 4.0 85-89 Α 4.0 A-80-84 3.7 77-79 B+ 3.3 73-76 В 3.0 70-72 B-2.7 67-69 C+ 2.3 63-66 C 2.0 60-62 C-1.7 55-59 D+ 1.3 50-54 D 1.0 Minimal Pass 0-49 F 0.0 4. A "D" grade is the minimal pass for a course. Note that external regulatory bodies may require a higher passing grade in specific courses in order for students to attain recognition or certification from those bodies. The official controlled version of this document is held in the Board of Governors Office. Page 5 of 17



- 5. An exam can be weighted at no more than 40% of the course's final grade, subject to the following exceptions:
 - a) The dean/associate dean, or director/associate director, responsible for the course may approve an exception whereby an exam in a course has a weighting of more than 40% of the course's final grade.
 - b) Accommodations for an individual student made in exceptional circumstances as approved by the program's academic chair/coordinator.
- 6. Instructors will provide component grades in a timely manner.
- 7. Student marks and grades shall not be distributed, posted, shared or shown in any way that breaches SAIT's obligations to maintain and respect student privacy under privacy legislation and/or under its policies and procedures. See procedure <u>AD.1.1.2</u> Confidentiality of Student Information for further information.
- 8. Special grades may be assigned as follows. These special grades are not included in the calculation of grade point averages.

AEG (Aegrotat Standing)

May be granted to a student who, through serious illness or exceptional circumstances, cannot complete the final evaluation in a course, in situations where a supplemental evaluation or course deficiency remedy is not possible. The dean/director or designate must approve the grade.

AF (Administrative Failure)

Is assigned to a student who has been given an I (or Incomplete) grade and where the student has not cleared the I grade within the deadline to do so or where the instructor has not entered a grade for the student.

ATT/FA (Attended)/(Failed to Attend)

Is assigned to a student who is registered in a course for which no formal evaluation of the student's performance is provided, other than the student's attendance or failure to attend that course.

AUD (Audit)

Is assigned to a student who is registered in a course for which no formal evaluation of the student's performance is provided. The student will pay the normal tuition for this course, but does not

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complete/submit evaluations, does not receive marks or a letter grade in the course, and does not receive credits for the course. The academic chair/coordinator must approve a student's registration in the course as an auditing student.

CR (Credit Rating)

Is assigned to a student who has received recognition of prior learning based on transfer credit or based on prior learning assessment recognition, in accordance with procedure AC.3.18.1 Recognition of Prior Learning - Credit Courses.

(Incomplete)

Is assigned to a student who has been granted an extension under extenuating circumstances to complete a course. The "I" grade is not a substitute for an "F" grade. It is not a permanent grade, and will become an AF grade if it is not cleared within the deadline to do so, as set out further in B.4 of this procedure. If the course is a pre-requisite, the academic chair/coordinator must, in consultation with the

relevant instructor, approve the student's registration in the subsequent course(s). NW (Administrative Withdrawal) Is assigned to a student who has registered in a course but who has not attended or participated in the course or in any of the classes or, in the case of an online course, who has never logged into that course. P/NP (Pass)/(No Pass) Is assigned to a student who is registered in a course where students are evaluated on a pass/no pass basis. RW (Required withdrawal) Is assigned to a student who SAIT withdraws as a result of academic misconduct or non-academic misconduct, or as a result of breaching a program's specific attendance requirements. W (Withdrawal) Is assigned to a student who officially withdraws from a course or program. 9. Each credit course shall carry a course credit value as published in the Academic Calendar. The official controlled version of this document is held in the Board of Governors Office. Page 7 of 17



- 10. All grade point averages shall be calculated by:
 - a) Multiplying the grade point achieved by the credit value assigned for that course, excluding the special grades listed in paragraph A.8;
 - b) Totaling the grade points from a) above; and
 - c) Dividing the total from b) above by the total of the course credit values.

Note that the grade point average is calculated to two decimal places, and is rounded up to the second decimal place.

- 11. Fail grades ("F") will appear on the student's transcript and are used in the calculation of grade point averages.
- 12. In the case of subsequent repeat attempts of a course, the grades will be calculated in the student's Term GPA and Total Institutional GPA, but only the higher grade will be calculated into the student's Degree Awarded GPA.

13. When a deficiency in a credit course is remedied by supplemental assignment or supplemental exam as described in procedure AC.3.2.1 Course Deficiencies, the "D", "P" or 50% grade will replace the "failed" grade and shall be calculated into the GPA for the term in which the deficiency occurred. 14. Students are allowed a maximum of two attempts to successfully complete a course. If significant extenuating circumstances exist, such as illness, court appearances, bereavement, or other personal circumstances a student may be permitted to attempt a course for a third or fourth time, subject to the following: a) Before the student is able to register in the course for a third time, i) The student must meet with the academic chair/coordinator or designate responsible for the course. ii) The academic chair/coordinator or designate must be satisfied that significant extenuating circumstances warrant the student attempting the course for a third time. iii) The student must submit a student success plan to the academic chair/coordinator or designate. The official controlled version of this document is held in the Board of Governors Office. Page 8 of 17



- iv) The student and academic chair/coordinator or designate must review and agree upon the plan.
- b) Before the student is able to register in the course for a fourth time,
 - i) The student must meet with the associate dean/director or designate responsible for the course.
 - ii) The associate dean/director or designate must be satisfied that significant extenuating circumstances warrant the student attempting the course for a fourth time.
 - iii) The student must submit a student success plan to the associate dean/director or designate.
 - iv) The student and the associate dean/director or designate must review and agree upon the plan.

B. Deadlines

c) A student's registration in a course for a second, third or fourth time is subject to space availability in that course. The academic chair/coordinator must consult with Accessibility Services if a student's particular situation falls under a protected ground of discrimination under Alberta's human rights legislation, as that student will generally have priority in registration where space availability is limited. d) A withdrawal (W) from a course is considered an attempt, but is not calculated into a student's Grade Point Average. e) If the student fails all attempts in the course or its equivalent, a SAIT credential shall not be issued for any program, or for any major or specialization in that program, in which that course is a requirement unless the timelines have passed for completion of that credential, as set out in paragraph D.2 of this procedure. 1. Students wishing to receive recognition of their prior learning should refer to AC.3.18.1 Recognition of Prior Learning – Credit Courses. 2. Final grades must be submitted to the Office of the Registrar by the end of the second business day following the conclusion of the final exam period for 15-week courses. For courses of shorter duration, final grades must be submitted by the end of The official controlled version of this document is held in the Board of Governors Office. Page 9 of 17



the second business day following the end of the course. It may not be possible for this deadline to be met, however, where a third-party organization evaluates the assessment.

- 3. A student who wishes to add and/or drop a course must do so within the designated add/drop period for that course. Not all programs allow add/drop. Students should consult with the Academic Chair or Coordinator to verify whether add/drop is permitted for a course within their program. Note that a student who begins attending a course after it has started may experience challenges in successfully completing that course.
- 4. An "I" grade must be cleared within eight weeks from the end of the course, or it automatically reverts to "AF". The student is responsible for arranging to clear an I grade. The school is responsible for submitting a Change of Grade form to the Office of the Registrar either to verify that the I grade should be an AF or to clear the I grade. If the course is a pre-requisite, the academic chair/coordinator must approve the student's registration in the subsequent course(s). Any accommodations currently in place for the student as per procedure AC.3.16.1 Accommodations for Students with Disabilities will continue during this eight-week period to clear the "I" grade.
- 5. Grade changes must be completed within eight weeks from the end of the course.
- 6. To be assigned a "W" grade in a course or program, a student must withdraw from that course or program prior to completing 70% of the course or the program term, as applicable. If a student believes that there are extenuating circumstances supporting their withdrawal from a course or program after this deadline, the student must follow the Withdrawal in Extenuating Circumstances process, set out in Schedule B, an Associated Document to this procedure.

C. Progression

- The progression requirement for students taking credit courses is a Term GPA and Total Institutional GPA of 2.0, with the exception of English Language Foundations and Academic Upgrading programs.
- 2. The initial calculation of academic standing is made when the student has first attempted a minimum of nine credits at SAIT. If the student has failed to achieve a Term GPA and a Total Institutional GPA of at least 2.0 at this time, the student will be placed on academic probation (AP), and the provisions of paragraph C.3 will apply.
- 3. The student's academic standing will be recalculated at the end of each term:

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- a) If the student has achieved a Term GPA and a Total Institutional GPA of at least 2.0 in the term, the student will be in good academic standing.
- b) If the student has achieved a Term GPA or a Total Institutional GPA of less than 2.0 in the term, the student will be placed on academic probation for that term. The Office of the Registrar will advise the student to meet with the academic chair/coordinator to develop strategies to improve academic standing and to complete the program.
- c) If the student is already on academic probation and has achieved a Term GPA and a Total Institutional GPA of less than 2.0 in the term, the student will be academically withdrawn (AW) from SAIT.
- 4. While the student is on academic probation, the student may continue to register in courses for which the student has completed the pre-requisites.
- 5. If a student is academically withdrawn from SAIT for the first time:
 - a) The student must wait eight calendar months before returning to SAIT to take credit courses or credit programs. During this waiting period, the student may take only non-credit courses, apprenticeship technical training, Academic Upgrading, English Language Foundations (ELF), or non-credit programs at SAIT. In some limited situations; however, an academically withdrawn student who has paid for and who is at least 30% of the way through credit courses in the next term may be permitted to continue with those courses.
 - b) If the student wishes to return into the same program from which the student was withdrawn, the student must meet with the academic chair/coordinator to determine if space is available in the program to accommodate the student's return, and to determine changes to graduation requirements.
 - c) If the student wishes to return into a different program from which the student was withdrawn, the student must apply to and be accepted into the program.
- 6. If a student is academically withdrawn from SAIT for a subsequent time:
 - a) The student must wait five years before returning to SAIT to take credit courses or credit programs. During this waiting period, the student may take only noncredit courses, apprenticeship technical training, Academic Upgrading, English Language Foundations (ELF), or non-credit programs at SAIT.

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- b) If the student wishes to enroll in a SAIT credit program in which the student has never before been enrolled, the student may appeal to reduce this five-year requirement to one or two years, depending on the length of the program. This appeal is separate from the academic continuance appeal process, and is subject to procedure AC.1.5.1 Admission. For further information, see sait.ca.
- 7. A student who returns to SAIT in any credit program after having been academically withdrawn will return on academic probation for that term.
 - a) If the student achieves a Term GPA and a Total Institutional GPA of at least 2.0 in that term, the student will be returned to good academic standing.
 - b) If the student achieves a Term GPA or a Total Institutional GPA of less than 2.0 in that term, the student will remain on academic probation.
 - c) If the student achieves a Term GPA and a Total Institutional GPA of less than 2.0 in that term, the student will be academically withdrawn from SAIT and will not be able to return to SAIT as per paragraph 6 above.

d) The student may submit their intent to return form and register starting on the first day of the month that is two months before the term in which they plan to return, as follows; • Fall term registration: July 1st (intent to return in September) • Winter term registration: November 1st (intent to return in January) • Spring term registration: March 1st (intent to return in May) • Summer term registration: May 1st (intent to return in July) 8. A student who wishes to appeal the results of an academic withdrawal standing may do so through the Academic Continuance Committee. The student will be required to complete the appeal form and pay the associated fee for the appeal. Note that if the student's appeal is successful, the student will be reimbursed that fee. Please see Schedule A, an Associated Document to this procedure, for the appeal form and for further information on this process. 9. A student who has been academically withdrawn from SAIT and who has taken courses at another post-secondary institution during the period of academic withdrawal may be eligible to apply for transfer credit for those courses towards SAIT courses, as per procedure <u>AC.3.18.1 Recognition of Prior Learning – Credit Courses.</u> However, the academically withdrawn student cannot fulfill all outstanding requirements through transfer credit alone but must return to SAIT as an active student for a minimum of one term before graduation. The official controlled version of this document is held in the Board of Governors Office. Procedure AC.3.1.1 Page 12 of 17



- 10. A student may be withdrawn from a program if the student does not meet the program's specific attendance policies. Refer to procedure AC.3.8.1 Attendance.
- 11. a) A student may apply for academic forgiveness of their total institutional GPA in situations where the student has taken at least a one-year break from SAIT and has changed programs or where the student has been away from SAIT for at least three years, provided that:
 - i) Their total institutional GPA does not reflect a second or third academic misconduct sanction or a non-academic misconduct sanction;
 - ii) They have not successfully appealed their academic withdrawal as per paragraph C.9 of this procedure; and
 - iii) They have obtained a term GPA of at least 2.0 in their current term of studies.
 - b) The effect of academic forgiveness means that the total institutional GPA is removed from all courses that the student has taken and a transcript notation Note that courses granted academic forgiveness cannot be used to meet the

added indicating that academic forgiveness has been applied to those courses. graduation requirements of any SAIT program. c) A student may receive academic forgiveness once. D. Graduation Requirements 1. A student must achieve the required minimum Degree Awarded GPA of at least 2.0 for all courses used to meet the student's credential requirements, in order to graduate. 2. a) A student is expected to complete the graduation requirements of a program within five years for a certificate, post-diploma certificate or post-bachelor's certificate, within seven years for a diploma or applied degree, and within ten years for a bachelor's degree. This time limitation begins on the date that the student started the first course in the credential. b) Under significant extenuating circumstances, the associate dean, in consultation with the Office of the Registrar, may approve a student's request to extend the program completion time. 3. Course and program changes can occur during the time a student is completing the program. A student who has completed a course that is subsequently revised is The official controlled version of this document is held in the Board of Governors Office. Procedure AC.3.1.1 Page 13 of 17



usually not required to re-take the course, as long as the student completes the program within the completion time limit for that program.

- 4. The longer a student takes to complete a program within the stipulated time limit for that program, the more likely it is that the program's curricula and completion requirements will change, which may result in slower progression and potential delays in graduation. A student must consult with the program's academic chair/coordinator if the student plans to complete the program on a part-time basis or if the student is returning to the program after an absence of one or more terms from the program.
- 5. A student is required to meet the graduation requirements that existed for the program at the time the student started in the program's first course.
- 6. A student who is admitted to a full-time program and who takes a term or longer break from the program is classified as a returning student, subject to the exceptions set in paragraph D.7 of this procedure.
 - a) If the student is ready, willing and able to return to the program, the student must consult with the program's academic chair/coordinator to identify changes to graduation requirements, to address the student's currency of knowledge in relation to the program and its outcomes, and to determine if space is available in the program to accommodate the student's return.
 - b) If the academic chair/coordinator is in support, the student must complete an Intent to Return form and submit the form to the Office of the Registrar. The timeline to do so starts no more than 90 calendar days before the start of the term and ends when the add/drop period is over. If the student is returning from an academic withdrawal, they may submit their intent to return form and to register as of the first day of the month that is two months before the start of the term into which they are returning, as per section C.7.d of this procedure. Note that the academic chair/coordinator may not know if space is available in the program for the returning student until the end of the add/drop period.
 - c) An academic chair/coordinator must consult with Accessibility Services if a returning student's situation falls under a protected ground of discrimination under Alberta's human rights legislation. as that student will generally have priority in registration where space availability is limited.
 - d) A returning student who wishes to complete a work-integrated learning course may be required to complete an assessment as per the process that individual programs and/or schools have established, in order to protect the public interest, public safety or public health.

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- 7. A student needs to reapply for admission to their program in the following situations:
 - a) A student who is admitted to a full-time program but who has completed less than 50% of courses in the first term of the program is not considered a returning student. They must consult with their academic chair/coordinator and reapply to the program. If the student's situation falls under a protected ground of discrimination under Alberta's human rights legislation, the academic chair/coordinator must consult with Accessibility Services, as outlined in procedure AC.3.19.1 Student Leaves.
 - b) A student who has taken a break of more than three consecutive terms from the program is not considered a returning student and must reapply for admission. Each fall, winter, and spring term counts as a term regardless of whether or not the program was on a scheduled break during that term.
- 8. Academic chairs/coordinators and the Office of the Registrar will develop a plan to manage changing program requirements for students. This plan may include recognizing prior learning, creating bridging requirements between old and new courses/programs, and determining transfer eligibility to alternative programs.
- 9. A student must meet the 50% residency requirement. This means that:
 - a) To obtain a SAIT credit credential, a student must complete at least 50% of the credential's credits through SAIT.
 - b) The student may use no more than a maximum of 50% prior learning recognition towards the SAIT credential, as set out in procedure <u>AC.3.18.1 Recognition of Prior Learning Credit Courses.</u>
- 10. A student who is in the last term of a credit program (degree, applied degree, diploma or certificate) must apply to graduate to complete the program and to receive the credential, regardless of whether or not the student chooses to attend the convocation ceremony. See sait.ca for information on deadlines to apply to graduate.
- 11. Once SAIT has awarded a credential to a student, the student cannot ask SAIT to rescind the credential in order to qualify for a different credential. For instance, a student may not complete additional course requirements to qualify for a different credential, such as by adding a minor or a major program to an awarded credential.
- 12. A student with a credential from SAIT or another recognized institution may be admitted to a second credential of the same program if the student:

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- a) Meets SAIT's admission and residency requirements;
- b) Completes a minimum of 50% of the new credential in unique credits, in addition to the credits utilized for the first credential; and
- c) Meets all program and graduation requirements for the second credential beyond those required for the first credential.

E. Honours Designation

- 1. A student may be awarded a SAIT credential stating "with honours" if:
 - a) The program in which the student is enrolled is approved by the Government of Alberta.
 - b) The student achieved a Degree Awarded Grade Point Average of at least 3.8.
 - c) The student passed all courses on the first attempt, excluding withdrawals from a course and courses to which academic forgiveness has been applied.
 - d) The student completed the graduation requirements for the program within the applicable time limit for that program.
 - e) The student has met the 50% residency requirement as described in paragraph D.9 of this procedure.

F. Transcripts

1. Official transcripts will be issued at the student's request. See sait.ca for more information.

G. Appeal of Marks and Grades

- 1. Component Marks
 - a) A student who disputes a component mark shall first discuss that mark with the instructor.

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- b) If the student is not satisfied with the outcome of that discussion or is unable to contact the instructor, the student shall discuss the mark with the academic chair/coordinator responsible for delivering the course, and whose decision is final and binding. The academic chair/coordinator should discuss the situation with the instructor before making a final decision.
- c) Formal grade appeals are reserved for final grades only.

2. Final Grades

- a) A student may choose to formally appeal a final grade in a course, with the exception of a grade that is the result of a finding of academic or non-academic misconduct as per procedures AC.3.4.3 Student Academic Conduct and AC.3.4.4 Student Non-Academic Conduct. See Schedule C, an Associated Document to this procedure, for further information on this process and on the fees associated with this process.
- b) A student who accepts a method to remedy a course deficiency pursuant to procedure <u>AC.3.2.1 Course Deficiencies</u> is not eligible to appeal the original grade.
- c) A student is allowed to register in a subsequent course pending the outcome of the formal grade appeal.

AC.3.1.2

ASSOCIATED DOCUMENTS Schedule A Academic Continuance Committee Process Schedule B Withdrawal in Extenuating Circumstances Process Schedule C Formal Grade Appeal Process POLICY/PROCEDURE REFERENCE AC.3.1 Grading and Progression policy <u>Grading and Progression – Apprentices procedure</u> AC.3.1.3 Grading and Progression – Non-Credit Courses procedure The official controlled version of this document is held in the Board of Governors Office. Page 17 of 17