

Welcome to

Northridge High School

# Marine Corps Junior Reserve Officers' Training Corps (MCJROTC)



# Overview



- Introductions
- What we are not
- Purpose & Program Objectives
- Standards
- Activities
- Administration



# Before We Begin...

- Computer Cameras
  - RESPECT
  - EFFORT
  - Cell phones
  - Note taking
  - Commitment





# Instructors



Marine Instructor

(MI):

**MGySgt Yarolem**

Senior Marine  
Instructor (SMI):

**Major Kintzley**







# What MCJROTC is NOT

- **Military Recruiting Mechanism**
  - College ROTC vs. JROTC
  - Not allowed to Recruit
- **“Boot Camp”**
- **Combat Skills/Tactics Class**
- **Criminal Rehabilitation Program**
  - Honors Program





# Program Stats

- Only (2) Marine JROTC programs in CO
  - Only JROTC in Greeley
- 8<sup>th</sup> Year @ Northridge
  - Current Enrollment: 135 Cadets
  - Ave. Enrollment: 13% of Student Body
  - Ave. Male/Female ratio: 58%/42%
- National Naval Honor School (2<sup>nd</sup> – 7<sup>th</sup> Year)



# Purpose of MCJROTC



- To instill:
  - 1) Value of citizenship (social responsibility)
  - 2) Service to the United States
    - *It starts here!*
  - 3) Personal responsibility
  - 4) Sense of accomplishment





# Why is there a MCJROTC

**JROTC is more than just a philosophy.**

**It is a program of professionally developed, time proven systems that work year after year, producing successful young adults.**

**It prepares high school students for responsible leadership roles while making them aware of their rights, responsibilities, and privileges as American citizens.**

**The program is a stimulus for promoting graduation from high school, and it provides instruction and rewarding opportunities that will benefit the student, community, and nation.**





# Why is there a MCJROTC

**Lessons in leadership, self-confidence, and self-discipline are the cornerstones of the JROTC program. Many students who have never been challenged in their lives are challenged physically, mentally and morally through the demands of student leadership positions where they develop a sense of “Authority, Responsibility and Accountability.” Students quickly mature in the JROTC program and become effective, reliable and honest young men and women who have definite ideas of where they want to go with their lives. JROTC is the one High School course which is truly a “Life Skills” course in every sense of the word.**



# Mission of MCJROTC

- Develop leadership & build character
- Create informed, patriotic, and responsible citizens
- Develop responsible young adults who are physically, mentally, and morally fit
- Develop informed & civic-minded young adults prepared for higher education, civilian careers, and public service
- Instill discipline, respect, and responsibility through military-related subjects and activities





# Overview



- Elective Class (Leadership Education): 4-years
- Focus: Character, Responsibility, Discipline, Respect, Integrity
- Typical week: Drill, Academics, Uniform inspection, Fitness (PT)

Great group of students with positive attitudes -  
ALL Motivated Freshmen Welcome!



**MCJROTC TENETS ARE TO BE  
LIVED BY AT ALL TIMES...NOT  
JUST WHEN YOU ARE IN THE  
JROTC CLASS.**





# Semester Plan:

- Program background & overview
  - Uniform class & issue
  - Physical Training
  - Basic Drill Movements
  - Marine Corps Customs & Courtesies
  - Leadership Definition & Objectives
  - Marine Corps Core Values
  - Ethics, Morals & Values
- Leadership Traits
  - Marine Corps & Cadet Ranks
  - Chain of Command
  - Leadership Principles
  - Early Marine Corps History
  - US Constitution / Bill of Rights
  - Land Navigation



# Uniforms



- Marine Corps Uniforms
- Uniform/Personnel Inspections - Weekly
- Hair & Grooming Standards:
  - Males – Hair 0 to 3 inches on top (Marine Corps regulation)
    - Clean Shave (Regulation mustaches okay)
  - Females – Hair put up in a bun or cut so it does not touch the collar of the uniform
  - Hair Coloring
- Body Piercing & Gauges
- These standards are not optional
  - Cadets must wear the uniform to be in this class
  - Must be worn all day on required days for credit



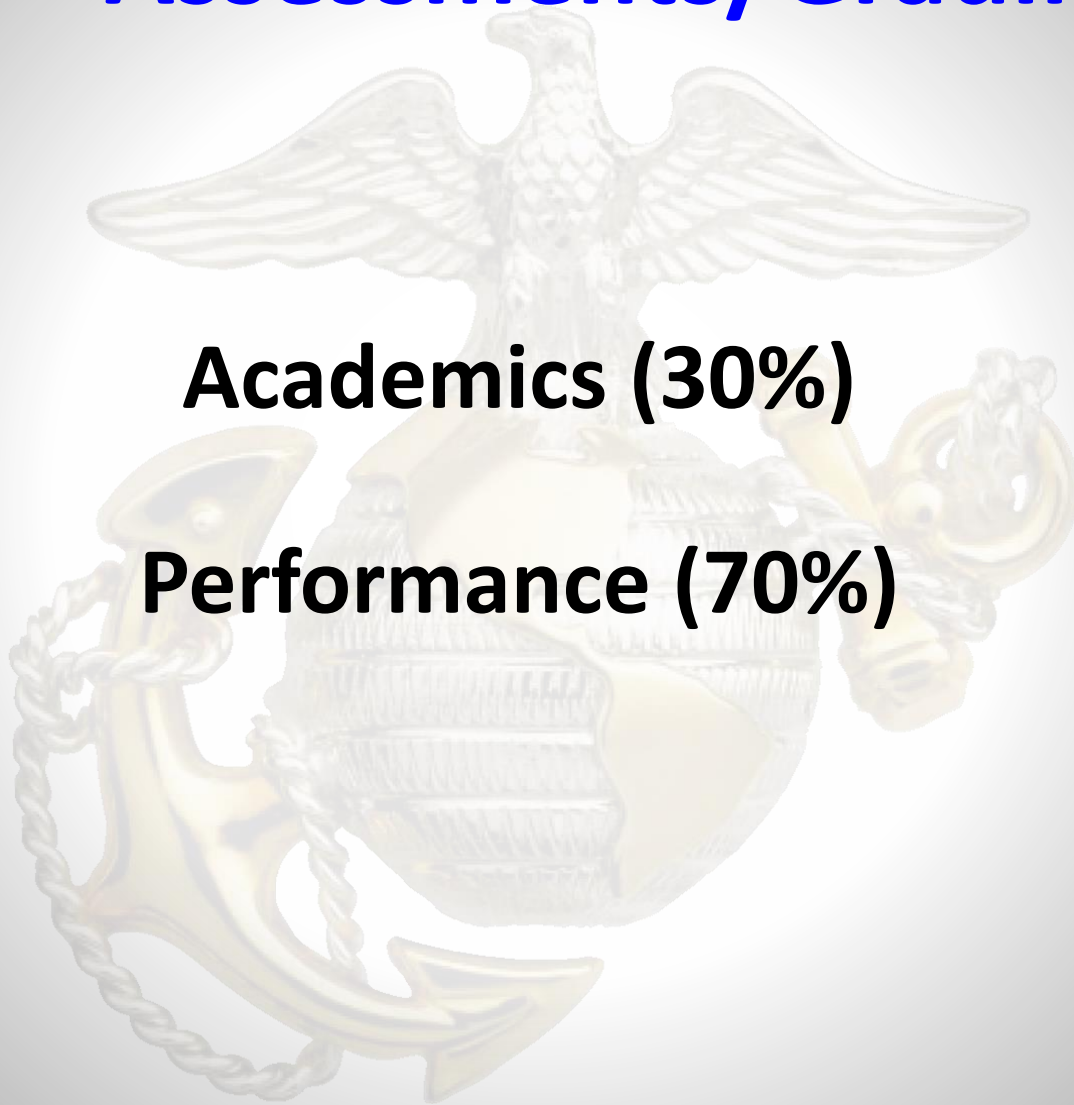




# Assessments/Grading

**Academics (30%)**

**Performance (70%)**





# Naval Honor School



- **Top MCJROTC programs in the nation.**
- **2014-2020 Annual Average Stats:**
  - **13 Cadets in Student Government**
  - **75 Cadets involved in sports and other programs**
  - **3,700 hours of Community Service**
  - **80 earned Academic Awards**
  - **\$660K in Academic Scholarships**
    - **\$3.7 Million total** including (4) College ROTC and (4) Daniels Fund
  - **60 Color Guards & Drill Exhibitions**
- **Additional Stats:**
  - **Multiple PT & Marksmanship competition awards**
  - **Senior Cadet Leadership Camps & Academies**
  - **Cadet Leadership Camps**
  - **Superior evaluations on CGI inspections**





# Color Guard/ Drill Teams

- Color Guard / Drill Tm
- C.G.I.
- Sporting events
  - School
  - Veterans / Rockies / Eagles
- Parades
- Honor Guard (Homecoming / Ball)
- Non-Regulation Drill, Stomp Team







# USMC Birthday Ball

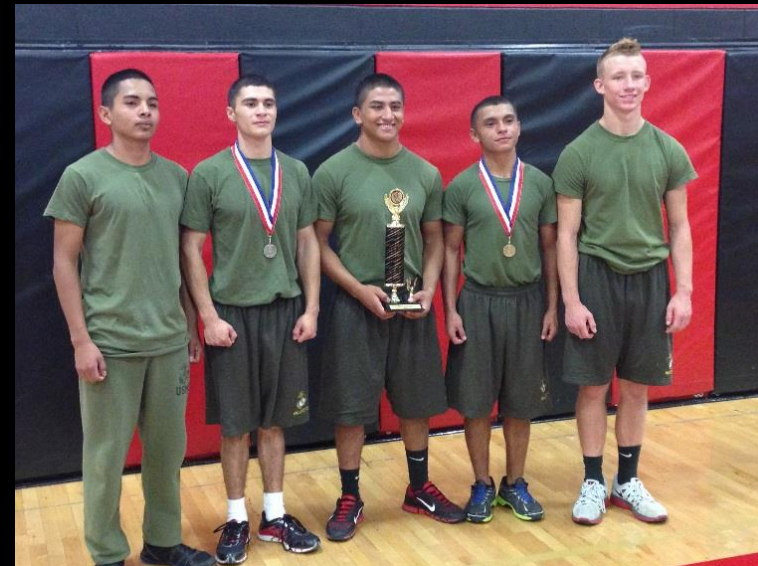






# Physical Fitness Team

- “Postal” & resident competitions
- Raider Meets
- Training before school







# Marksmanship Training & Teams

- Olympic style 3 positions
  - Sporter competition
- Postal & resident matches
- Practice before school







# Community Service



- Toys-for-Tots
- Weld County Food Bank
- Veterans Day & Memorial Day Events
- Honor Flights
- Elementary School mentors
- Wreaths Across America
- School & City beautification

\*\*\* 10 Hours per Cadet is required each semester



# Leadership Camps





# Leadership Camps









# Fundraising

- What we need it for?

- Battalion Events
- Leadership Camps
- Ropes Courses
- Competitions
  - PT
  - Marksmanship
  - Drill / Color Guards
- USMC Ball
- JROTC & Team Shirts
- Field trips
- Travel

- Opportunities:

- Snap Raise
- Challenge Coins
- USMC Lanyards
- Poker Chips
- Chuck-a-puck
- Sponsors
- Serving Breakfast







# Global Outreach

## “Unforgotten Faces”



Mastewaul



Ribka

**\$35/month per child = \$70/month \*\*\* (\$2 donation/cadet per semester)**

# Promotions

- Awarded to Cadets who demonstrate outstanding performance and potential for positions of increased responsibility.
- Recognize the dedication to the ideals of the program and the contributions of individual members to the success of the program.
- Enable Cadets to understand that with increased authority comes greater responsibility.
- Cadets must be aware that **promotions are not a reward for good attendance or meeting minimum academic standards.**
- **Meritorious Promotions:** Based on academic performance (all subjects), attendance, punctuality, & conduct.
  - A below average grade (D/F) in any subject may disqualify a Cadet for consideration.



# Cadet of the Month

- Nominated by Peers
- Recognize one outstanding Cadet each month





# General rules of conduct:

- Profanity
- SIR or MA'AM
  - All Northridge Staff
  - Senior Cadet Officers
- Gum
- Cell Phones
- Sitting on desks
- Cadets will conduct themselves with dignity and self-respect and show the same respect for the property and feelings of others.





# General rules of conduct:

- MCJROTC Cadets will stand proudly and walk erect, be accountable for their actions and seek opportunities to exercise leadership.
- MCJROTC Cadets will always treat the National Colors (American Flag) with dignity and respect. This includes all Cadets standing at attention for the reciting of the Pledge of Allegiance in any classroom.
- All rules in the school's Code of Conduct will apply within the MCJROTC unit.
- **DELIBERATE MISCONDUCT WILL NOT BE TOLERATED!**
  - Remember...It's YOUR program.
- **HAVE FUN AND LEARN!**



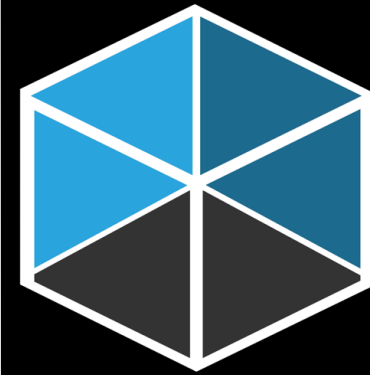
# **Goal for ALL MCJROTC Students**

**Development of young citizens instilled with patriotism and a deeper understanding of your responsibilities to country, community, school, families & friends.**

**Cadets departing the JROTC program are prepared to contribute to the betterment of society, thus making the Country we live in a better place.**



# Turning Point Application



- Two options:

1. [Computer] [www.ttpoll.com](http://www.ttpoll.com)

2. [Phone] Turning Point App

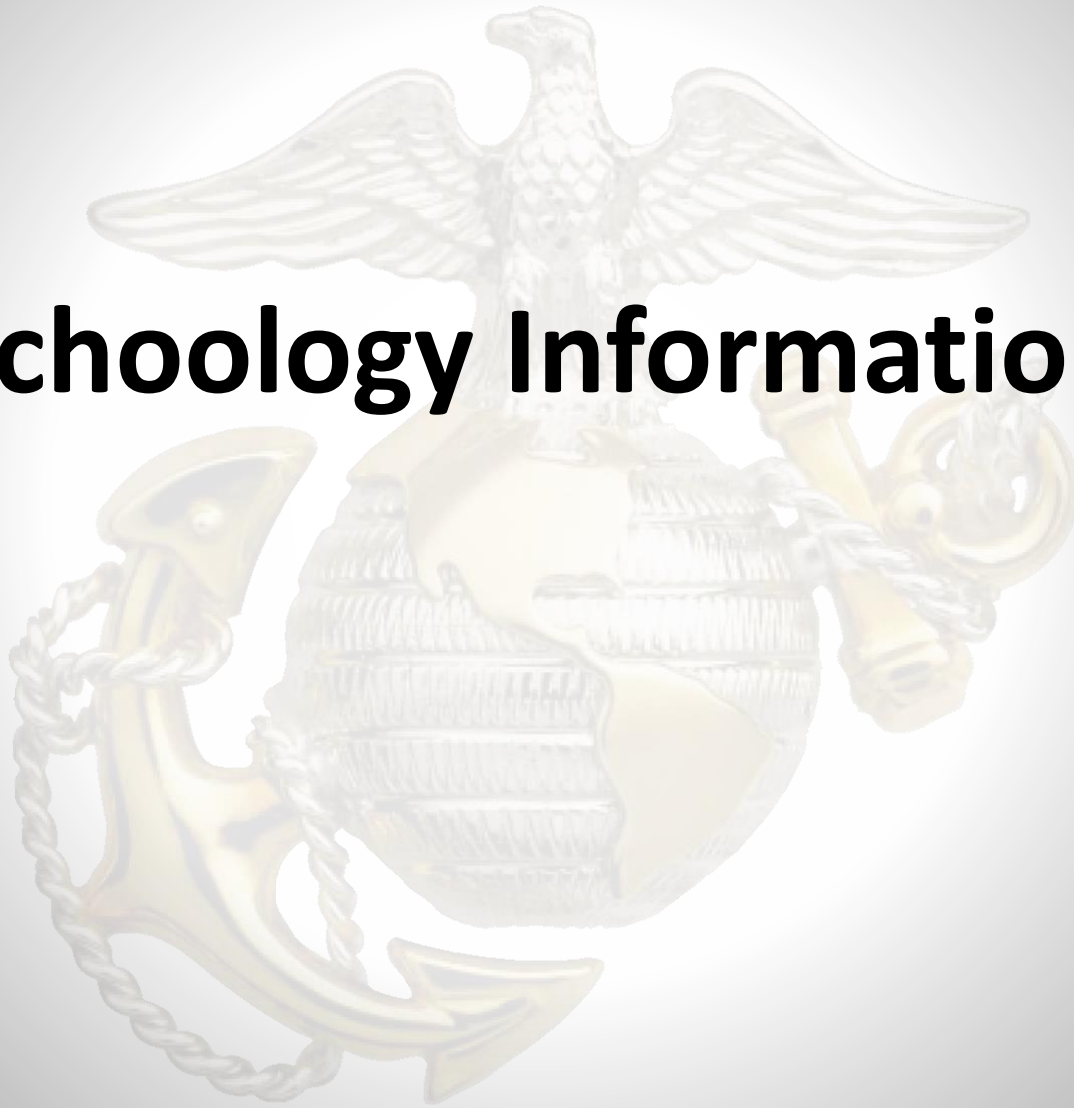


TurningPoint

- Always sign in as “Guest”
  - Use First & Last name



# **Schoolology Information**





# **MCJROTC Website Information**





# NORTHBRIDGE HIGH SCHOOL





## Programs Directory

2 A C E G M P S T

### 2

- 21st Century Program - Northridge

### A

- Advanced Placement Program
- Advancement Via Individual Determination (AVID)

### C

- Concurrent Enrollment

### E

- Expelled and At-Risk Student Services (EARSS)

### G

- Gear Up

### M

- Marine Corps Junior Reserve Officer Training Corps (MJROTC)

### P

- Pro-Start

### S

- Student Recovery Program (SRP)

### T

- Teacher Cadet
- The Greeley Dream Team





**NORTHTRIDGE**  
HIGH SCHOOL

## Marine Corps Junior Reserve Officer Training Corps (MJROTC)

HOME PROGRAMS MARINE CORPS JUNIOR RESERVE OFFICER TRAINING CORPS (MJROTC)

Home  
Calendar  
Home



[HTTP://UNIONCOLONYMARINES.COM/](http://unioncolonymarines.com/)



## U.S. Marine JROTC Program

A District 6 Career Pathway @ Northridge High School

The Marine Corps Junior Reserve Officer Training Corps (JROTC) program prepares high school students for leadership roles while making them aware of their rights, responsibilities, and privileges as American citizens. It provides instruction and rewarding opportunities which will benefit the student, community, and nation. JROTC teaches young men and women the kind of self-discipline, self-confidence, and leadership skills that can help them successfully meet the challenges of adulthood. This program curriculum, taught by a retired Marine Officer and Enlisted, emphasizes citizenship, character development, leadership development and community service. Education classes introduce cadets to the elements of leadership, drill instruction and ceremonies, military customs, uniform inspections, physical fitness training, marksmanship, and military history. Classroom instruction is augmented throughout the year by community service activities, drill competition, field trips & leadership camps, marksmanship training, and other extra-curricular activities. Cadets are required to participate in civic service and they will wear a uniform once a week. The JROTC program is a strong opportunity not only for those who are interested in a career in the military, but for all students. Participation in the JROTC program includes the following benefits:

- 1) Growing into an informed and responsible citizen.
- 2) Character building through training in ethics, leadership, and self-discipline.
- 3) Exploration of possible career and educational opportunities after high school.
- 4) Learning about the elements and structure of national security and the U.S. military.
- 5) Developing strong relationships with fellow cadets.

Additional Benefits:

**SCROLL  
DOWN**





FUN - Yes fun! Summer Cadet Leadership Camps, activities and events throughout the year, day trips, the

annual Marine Corps Leadership Camp, and more to help make your child's school year a great one!

[HOME](#) [OUR SCHOOL](#) [FAMILIES](#) [STAFF](#) [ACADEMICS](#) [STEM](#) [PROGRAMS](#) [CO-CURRICULAR](#) [COUNSELING](#)

## *Marine Corps Junior Reserve Officer Training Corps (MJROTC)*



### **\* Staff Contacts:**

- MAJOR STEPHEN KINTZLEY
- MASTER GUNNERY SERGEANT BRIAN YAROLEM

### **\* Application:**

APPLICATION: MCJROTC PROGRAM APPLICATION

### **\* Student/Parent Consent Packet: CONSENT FORMS**

### **\* Cadet Information & Tools:**

CADET HANDBOOK  
SYLLABUS  
NAVMC 2795 (USMC COUNSELING GUIDE)  
MCWP 6-11 (LEADING MARINES)  
CADET COUNSELING FORM  
CADET EVALUATION FORM  
SHORT ANSWER GRADING RUBRIC



MCWP 6-11 (LEADING MARINES)

[HOME](#) [OUR SCHOOL](#) [FAMILIES](#) [STAFF](#) [ACADEMICS](#) [STEM](#) [PROGRAMS](#) [CO-CURRICULAR](#) [COUNSELING](#)

[CADET COUNSELING FORM](#)

[CADET EVALUATION FORM](#)

[SCHOOL GRADUATION](#)

## *Marine Corps Junior Reserve Officer Training Corps (MJROTC)*

### **\* Study Materials**

[INSPECTION STUDY GUIDE \(PDF\)](#)

[RANK INSIGNIA REVIEW \(PPT\)](#)

[INSPECTION KNOWLEDGE REVIEW \(PPT\)](#)

[INSPECTION KNOWLEDGE REVIEW \(PDF\)](#)

[PRINTABLE FLASH CARDS \(INSPECTION KNOWLEDGE\)](#)

[PRINTABLE FLASH CARDS \(RANKS\)](#)

[UNIFORM CLASS \(INTRODUCTION\)](#)

[LEADERSHIP TRAITS CLASS](#)

[MARINE CORPS CORE VALUES](#)

[LEADERSHIP PRINCIPLES CLASS](#)

[PURPOSE OF CHAIN OF COMMAND](#)

[RANK STRUCTURE CLASS](#)

[USMC HISTORY \(1812-1918\)](#)

[POWER OF POSITIVE THINKING](#)

### **\* Links**

[MCJROTC RECRUITING VIDEO](#)

[JCLC 2015 VIDEO](#)

[CLC 2016 VIDEO](#)

[CLC 2018 VIDEO](#)

[GREELEY TRIBUNE: NORTHRIDGE, GREELEY SCORE BIG WITH JROTC PROGRAM](#)

[GREELEY TRIBUNE: NORTHRIDGE AWARDED ROTC PROGRAM](#)

[GREELEY TRIBUNE: PHOTO STORY: MARINE CORPS JROTC AT NORTHRIDGE](#)

[GREELEY TRIBUNE: THE FEW THE PROUD...THE NORTHRIDGE GRIZZLIES](#)

[GREELEY TRIBUNE: FIRST-YEAR JROTC PROGRAM AT NORTHRIDGE OUTGROWING ITS SUCCESS](#)

[GREELEY TRIBUNE: PHOTO STORY: MARINE CORPS BALL HOSTED 110 STUDENTS AND THEIR FAMILIES](#)

[GREELEY TRIBUNE: CHILDHOOD OBESITY IS A RISING CONCERN FOR THE MILITARY...](#)

[GREELEY TRIBUNE: NORTHRIDGE HIGH SCHOOLS HONORS JROTC STUDENTS](#)

[OFFICIAL MARINE CORPS JROTC WEBSITE](#)

[MARINE CORPS LEADERSHIP TRAITS](#)

[NORTHRIDGE MCJROTC FACEBOOK](#)



# **Marine Corps Junior Reserve Officers' Training Corps**



## **Cadet Handbook**

*Northridge High School  
Greeley, Colorado*

# QUESTIONS?

LEADING  
FROM THE  
FRONT







# JROTC Cadet & Parental Consent Forms

*(Located on Northridge Website)*

# Parent/Guardian Consent Form for Participation in Marine Corps JROTC

\_\_\_\_\_  
(Print Cadet First Name)

\_\_\_\_\_  
(Print Cadet Last Name)

\_\_\_\_\_  
(Class Year)

\*\*\* Parent/Guardian: Please indicate participation consent by initialing each statement below \*\*\*

1. \_\_\_\_\_ PARTICIPATION: We do here authorize our child to participate in the Northridge High School Marine Corps Junior Reserve Officers' Training Corps (MCJROTC) Program.
2. \_\_\_\_\_ PARTICIPATION: We give our permission for our child to participate in all MCJROTC activities, both on and off campus pending receipt of a parent/guardian permission slip describing the nature of the event, date, time and location.
3. \_\_\_\_\_ EVENT TRAVEL: We authorize our child to be transported via school district buses, commercial transportation (bus/van) or by parent carpool, to MCJROTC sanctioned events pending receipt of a parent/guardian permission slip that describes the nature of the event, date, time, location and transportation plan.
4. \_\_\_\_\_ DRILL: We authorize our child to participate in close order drill instruction that may involve marching with a 10 pound non-firing rifle during normal class time.
5. \_\_\_\_\_ MARKSMANSHIP: We authorize our child to participate in JROTC marksmanship training and understand that it will involve firing a .177 caliber air rifle. I understand that I may coordinate with the school administration to visit the range facilities in order to acquaint myself with the procedures and safety precautions being utilized to conduct the training.
6. \_\_\_\_\_ PHYSICAL CONDITIONING: We authorize our child to participate in progressive physical training (PT) each week. We also understand that our child will be required to dress out in their issued PT uniform and participate in all PT activities as part of his/her grade in the class. Physical fitness training will be based on the ability of each child to participate at their own physical fitness level. Parents are reminded to encourage their children to drink plenty of water and to eat breakfast/lunch offered at school prior to exercising.
7. \_\_\_\_\_ UNIFORMS: We authorize our child to wear the Marine Corps JROTC Uniform provided by the program, and we agree to supervise our child in caring and safeguarding the uniform items. We also acknowledge that our child will be required to wear the appropriate uniform each week as part of his/her evaluation & grade in the course. We further understand that all uniform items are property of the U.S. Government, and that students will be required to turn in the complete uniform at the conclusion of the school year or upon disenrollment from the program. Any uniform or uniform item that is lost, stolen or misplaced will require the parents to purchase/replace the item. Legitimately damaged, destroyed, or worn out uniforms may be replaced at no cost at the discretion and approval of the Senior Marine Instructor.
8. \_\_\_\_\_ TRANSPORTATION: We understand that cadets and their families are responsible for transportation to and from the high school prior to departing for, or upon the return from JROTC events.



9. \_\_\_\_\_ MEDIA RELEASE: We authorize our child to be photographed participating in JROTC events. Photographs may be used to promote the JROTC program in local news articles and in student publications such as the school yearbook. Photographs may also be used in unit historical files and on unit, school and district web pages.

10. \_\_\_\_\_ LIABILITY RELEASE: As a condition of participating in the MCJROTC Program and its related activities, we, the below named parent(s)/guardian(s) hereby release the U.S. Marine Corps, Northridge High School, the MCJROTC unit and all their associated officers, agents and representatives from any and all claims, demands, actions or causes for action, due to death, injury or illness arising from participation in the above described MCJROTC programs, activities and trips.

11. \_\_\_\_\_ MEDICAL EMERGENCIES: The parents/guardians are reminded that every precaution will be taken to provide for the safety, care and welfare of students. In the event of an accident requiring medical care, parents/guardians will be notified immediately. If the parents/guardians cannot be contacted in the event of an accident or illness, permission is hereby given to the Senior Marine Instructor (SMI)/Marine instructor (MI) to authorize any necessary medical treatment or hospitalization deemed to be in the best interest of the above named student. The parents/guardians hereby assume financial responsibility for hospitalization and medical treatment expenses provided to this student.

I have read and agree to comply with all the above statements and terms unless otherwise brought to the attention of the instructor staff.

\_\_\_\_\_  
Print name of Parent/Guardian

\_\_\_\_\_  
Signature of Parent/Guardian

\_\_\_\_\_  
Street Address, City, State, ZIP Code

\_\_\_\_\_  
Home Telephone

\_\_\_\_\_  
Emergency Contact Person

\_\_\_\_\_  
Cell Telephone

\_\_\_\_\_  
Emergency Contact telephone #

## MCJROTC UNIFORM PLEDGE

**I am a Marine JROTC cadet enrolled in Northridge High School, Marine Corps Junior ROTC. When I put on my cadet uniform, I will wear it with the *same pride and dignity* as the Marines it represents. I acknowledge my uniform is the same as those worn by Marines, past and present, who worked extremely hard to receive the Eagle, Globe and Anchor as a symbol of their honor, courage and commitment.**

I understand the many sacrifices Marines have made in their long and illustrious history, including giving their lives for their country, the United States of America. I know these Marines expect me, a JROTC cadet with a loaned uniform, to *show respect* to those who earned wearing the uniform of a United States Marine. I promise I will humbly and respectfully wear a complete uniform correctly to honor those who wear it in the defense of our country.

*I make this commitment* to honor the uniform of United States Marines and I will well and faithfully *conduct myself with honor, dignity and respect* at all times while wearing my uniform.

By my signature below, I accept complete responsibility for wearing the Marine Corps JROTC uniform as instructed and outlined herein. As a first year cadet, should I fail to wear my uniform 3 times in a semester; the SMI has the option to drop me from the program. As A second thru fourth year cadet I can be dropped after I fail to wear my uniform 1 time in a semester.

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Cadet Name (Printed)

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Cadet Signature

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Date

---

Signature of Parent or Guardian



### Memorandum of Agreement for Participation in MCJROTC

1. Students are required to participate in progressive physical training (PT) which includes instruction on health, wellness, nutrition as well as warm-up, stretching, exercise and physically challenging activities. Students are required to dress out in their PT uniform and to participate in all PT activities. \_\_\_\_\_INIT.
2. Cadets are required to wear their MCJROTC uniform one full day to all classes (designated Uniform Day). During their MCJROTC class they are inspected by senior cadets and/or MCJROTC instructors for neatness and compliance with regulations. They are inspected for hygiene and MCJROTC knowledge and given a grade for this event. Except for traveling to/from school on Uniform Day and off campus MCJROTC events, cadets are not allowed to wear any MCJROTC uniform, in part or whole, at any other time while off campus. \_\_\_\_\_INIT.
3. Male cadets are required to have neatly trimmed and tapered haircuts. Female cadets hair length may be any length as long as it does not exceed the lower edge of the uniform shirt collar or can be put up (instruction is given). Hair color must be a natural color and hair dying other than natural colors is not acceptable. Body piercing jewelry is not allowed while wearing uniforms. Females may wear conservative earrings after given instruction on the acceptable types. Smoking in uniform is strictly prohibited and discouraged at other times. \_\_\_\_\_INIT.
4. As cadets represent the entire MCJROTC Program on and off campus, they are expected to conduct themselves in a manner as good citizens and students. The reflection of one cadet's misbehavior or misconduct can damage the reputation of the entire program and impair our ability to gain local school and community support. \_\_\_\_\_INIT.
5. As our curriculum emphasizes "leadership, citizenship and scholarship," we expect cadets to abide by the rules established by Weld County School District 6 as well as those regulations we teach in MCJROTC. We accept honest mistakes, but expect Cadets' behavior in school and all classes to be exemplary. Other teachers know our expectations and support us as well. \_\_\_\_\_INIT.
6. Uniforms and equipment are issued to cadets on a loan basis. That means we want these items back when the student leaves the program. They are not given to students to keep! All uniform items are US government property, not school property and are accountable to the U.S. Marine Corps. School fines or other formal legal action may be used to recover our property, should cadets fail to return them upon leaving MCJROTC. \_\_\_\_\_INIT.
7. Any uniform lost, stolen or misplaced will require the parents to purchase/replace the item. Legitimately damaged, destroyed, or worn out uniforms may be replaced at no cost at the discretion and approval of the Senior Marine Instructor. \_\_\_\_\_INIT.
8. Cadets will be given opportunities to perform community service throughout the year. It should be noted we depend on cadets to keep their obligations when they sign up for activities. When cadets fail to show, it requires us to find a replacement at the last minute or go shorthanded; it is unfair to others who may have wanted to participate but, were unable to, due to the sign up list being full. \_\_\_\_\_INIT.
9. As we perform many activities each year, we must ask the cooperation of cadets and parents to assist us getting cadets to events. We solicit and encourage parent support and assistance, and only though this support were we able to do all the things we want and need to do. \_\_\_\_\_INIT.
10. We perform numerous fundraising activities year round in order to support all the activities we do. All cadets are required to do their fair share. Funds help pay for cadet activities, parties, local trips, and scholarships. Every penny raised goes back to cadets in one form or another. \_\_\_\_\_INIT.
11. Students enrolled in MCJROTC must be "fully physically qualified" to participate in our "physical training" activities; waivers are granted on a case-by-case basis by the instructor. We push the students to perform to their abilities. Cadets with disabling physical handicaps may be unable to meet MCJROTC physical requirements and may be unable take the youth physical fitness tests, but will still receive a grade based on effort and attitude. Doctor notes with specific limitations and assessed recovery periods are required to temporarily excuse cadets from physical activities. \_\_\_\_\_INIT.
12. Cadets going on field trips will be required to return a field trip permission slip to the MCJROTC instructors signed by parents or legal guardians that will include a completed "Verification of Health Insurance Form" listing Health Care Provider/Company, Policy#, Address and Phone Number. We will send permission slips home for each event. \_\_\_\_\_INIT.
13. Our Program is structured around leadership training. This requires us to place cadets in positions of authority commensurate with their abilities/skills/knowledge. New cadets must understand the need for their willingness to learn as followers before they can become leaders in this Program. Willing and immediate obedience to lawful orders from senior cadets or MCJROTC Instructors is expected by all. \_\_\_\_\_INIT.

By my signature below I acknowledge compliance to this Memorandum of Agreement as instructed and outlined herein.

Cadet's Printed Name \_\_\_\_\_

Cadet's Signature \_\_\_\_\_

Date \_\_\_\_\_