

DEAR INCOMING HUCSC MEMBERS,

My name is Ziyana Kotadia, and on behalf of the students of Huron, I would like to give you a very warm welcome to HUCSC! Congratulations on being elected!

Each member of our Council – whether an Elected Councillor, Commissioner, Coordinator, Associate Vice-President, or Executive – plays a vital role in the operations of our organization. The success of our Council and its mission to serve students to the best of our ability depends of our collective effort and hard work. As Elected Councillors, you make up the highest governing body of within the HUCSC, the General Assembly ('legislative branch' of Council, so to speak). You have been elected to represent your peers, the Huron community, and direct the initiatives of our organization. My Vice-Presidents and I answer to YOU – so hold us accountable, ask us critical questions, and think about ways to improve the way HUCSC functions.

For some of you, this might be your first time on HUCSC or any student government for that matter. We have created this Councillor Resource Manual to give you a basic overview of what the HUCSC is, the resources/contacts available to you in order to carry out your duties, and an introduction to the organizational procedures of General Assembly meetings (Robert's Rules, Council debate and decorum, how to write a motion, etc). It may seem overwhelming now, but we are here to support you every step of the way.



I hope your HUCSC experience this year is both enjoyable and a valuable learning opportunity. I am committed to making sure you have all the tools that you need to succeed in your positions, and I encourage you to think through what your vision for the year in this position is. Elected Councillors have the power to make significant change if you decide to utilize it – so don't be afraid to bring forward motions, actively work with your constituents, and ask questions in meetings! The more engaged you are, the more value you will get out of this position. Never forget that my door is always open for you (metaphorically since we aren't in-person ③) and that you are more than welcome to contact me about any issue you have – whether it's about a concern that a constituent has brought forward, if you want an opinion on an initiative or motion you are working on, or if you just want to chat! I'm looking forward to working with you this upcoming year and to all the great things we'll accomplish together!

The work we do is only possible with the effort, time, and dedication you give to your role. Given that, I would like to sincerely thank you all for dedicating your time to serving our fellow students and the Huron community.

Yours truly,

Ziyana Kotadia, HUCSC President

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INTRODUCTION: WHAT IS THE HUCSC?

The Huron University College Students' Council (HUCSC) is a student government organization and Not-For-Profit Corporation at Huron that is committed to enhancing the educational experience and quality of life for all undergraduate students at Huron University College. We do this in three main ways:

- 1. We amplify the collective student voice through advocacy on student issues, concerns, and priorities to Huron administration, faculty, and other community stakeholders.
- 2. We provide programming to students in the form of social and academic events, as well as services like our Clubs System, Intramurals, and the Beaver Dam.
- 3. We create opportunities for our students throughservice-learning, leadership-development, and meaningful involvement in the Huron community.

There are typically 70+ members and positions on the HUCSC ranging from Executive positions, elected Councillors and Representatives, hired bartenders, Commissioners, Coordinators, and Associate Vice-Presidents. The HUCSC has an annual budget of almost \$275,000 and consists of 6 portfolios: The President's Portfolio, the Student Affairs Portfolio, the Student Events Portfolio, the Finance and Administration Portfolio, the Communications Portfolio, and the Governance Portfolio.

Lead by the President (Ziyana Kotadia), the Presidential portfolio works to set the vision for HUCSC's network of 70+ volunteers and employees, provides strategic direction and oversight for each portfolio, and represents HUCSC's interests to external partners and stakeholders - including Huron's administration, various student councils and societies, municipal and provincial governments, and more.

Lead by the Vice-President Student Affairs (Lexi Magder), the Student Affairs portfolio focuses on advocacy, equity, and wellness in order to make a tangible impact on the Huron community. Our largest portfolio, Student Affairs is all about translating students needs, wants, and concerns into tangible action at the highest levels of Huron's governance.

Lead by the Vice-President Student Events (Rachael Toffoletti), the Student Events portfolio prioritizes engagement in the Huron community. The portfolio focuses on creating a fun and interactive student experience at Huron. This is accomplished in the student community through social, athletic and academic events.

Lead by the Vice President Finance and Administration (Andrew McCann), the Finance and Administration portfolio is focused on ensuring student funds are distributed appropriately and in the best interest of the student body. This portfolio manages the internal organization of Council and services such as The Beaver Dam and Huron Merchandise.

Lead by the Vice-President Communications (Kendra Hancock), the Communications portfolio strives to keep the student body informed and up-to-date about the operation of HUCSC, connecting the student body to the work we do as a Council and ensuring we function with transparency and accessibility.

Lead by the Speaker of Council (William Chapman-Black), the Governance portfolio manages the logistics of updating policy, running elections, and organizing the General Assembly.

WHAT IS YOUR JOB AS AN ELECTED COUNCILLOR?

The demographic who voted you into your position – whether that be first years, mature students, History students, etc – are the people you are accountable to. Your job in General Assembly meetings is to use your voting and speaking rights to achieve what is in the best interests of your constituents. Elected Councillors are essential to the success and evolution of the HUCSC. You represent a particular demographic of students, and you form a vital link between our organization and the students we aim to serve. It is through this link – through YOU – that HUCSC is able to grow, adapt, and address the needs of students. You are required to attend monthly General Assembly Meetings where your vote will shape the legislative vision of Council. That said, being an Elected Councillor to HUCSC is about a lot more than attending meetings.

BEING AN ACTIVE REPRESENTATIVE

The goal of being a political representative is to affect positive change for the constituents one represents. This means that a representative should support resolutions or initiatives that work to affect this change. So, let's ask ourselves a question: how does a representative know what motions to support and what things to advocate for?

The answer is deceivingly simple: to know how to vote, speak, or argue, a representative must be active in engaging with their constituents. In other words, a representative must take time to understand the needs and concerns of their those they represent, and take on these issues as though they were their own. There are many different ways to be an active representative and a number of techniques one can use (which we will discuss in another section of the manual), but the most important part is maintaining the mindset of being active.

WHAT DOES IT MEAN TO BE 'ACTIVE?'

Being active means that you, the representative, take the initiative to open discussion on important issues, to ask important questions of your constituents, and to make yourself visible as a resource and representative to those constituents. It is not an attitude of waiting for constituents to come to you to complain and assuming all is well otherwise, but rather going out and having conversations with students about how their lives as students could be better than they already are (because "the best student experience" isn't just a tagline). It is about going and finding the answers instead of waiting for someone to provide them to you.

One of the most important mechanisms for engaging with your constituents is Office Hours. In a normal year, you would spend one hour a week in the HUCSC office dedicated to hearing constituent concerns and providing information to any individuals who walk into the office. This year, we will be transitioning to bookable appointments rather than designated Office Hours given the online format of our Fall semester.

You will also have your email posted and made accessible to students who want to get in touch with you. You will be responsible for addressing the concerns of your constituents in a timely manner.

As you can see, being an active representative involves day-to-day work. It is ultimately about ensuring that the motions, advocacy points, and resolutions of the HUCSC and the things the HUCSC advocates for reflect the actual concerns of students-at-large and not just a group of people in a meeting room.

BEING A CHAMPION OF STUDENT ISSUES

Having said that, the business of Council is still done in meetings, at Standing Committees, General Assembly Meetings, and meetings with faculty and administration. Being an active representative doesn't stop with communicating with constituents. At some point, as a representative, you must act on the things you are hearing from your constituents and voice their concerns.

Once you, the active representative, have heard the concerns of your constituents, it is your job to find solutions to the issues that you are presented. At this point it is important to brainstorm possible solutions, possibly in conjunction with other representatives whose constituents have the same concerns, to find the best way to address the problem. Regardless of the avenue that is taken to solve the issue, a representative has a very specific role to play. In addition to the HUCSC meetings, elected department representatives are also required to attend Academic Council meetings and Faculty of Arts and Social Science (FASS) meetings, which are meetings held by administration for faculty and students to discuss issues.

This begets another important point: an active representative must be willing to speak on behalf of their constituents at any opportunity. That is to say that an active representative will not eschew the chance to speak on a motion if their constituents have an opinion on the issue. While one's vote is the ultimate tool for deciding whether a resolution passes or fails, an active representative will make the reasons for their vote known and contribute to the overall discussion. Furthermore, being an active council member means following up with your constituents to communicate your achievements and efforts with your voters.





THE GENERAL ASSEMBLY, EXECUTIVE, AND BUREAUCRACY

The General Assembly (GA) is the body of Council made up of Elected Councillors. Much like the Government of Canada, the HUCSC has elected members that make up a legislative branch, an executive, and a bureaucracy (with each group having different roles within the organization).

The **General Assembly**, composed of the voting members of the HUCSC, is the legislative branch of our Council. They are elected by the student body in annual elections and represent the undergraduate student population at Huron and seek to set priorities for the organization based on the needs of the constituents they represent.

The **Executive** includes the President, Vice-President Student Affairs, Vice-President Student Events, Vice-President Communications, and the Vice-President Finance and Administration. The President, Vice-President Student Affairs, Vice-President Student Events are elected by the student body (just like all of you), so they are also voting members of the General Assembly, which the other two Vice-Presidents are not.

The **Bureaucracy** includes Associate Vice-Presidents, Commissioners, and Coordinators in all the HUCSC portfolios who work with the Executives to make the priorities set by the Legislative branch and Executives a reality. These positions are hired by the Executive, and are welcome but not required to attend any and all meetings of the General Assembly.

THE SPEAKER OF COUNCIL

The Speaker of Council (William Chapman-Black) is your point of contact for anything General Assembly related. The Speaker is responsible for the effective organization and facilitation of GA Meetings and oversees the work done by Elected Councillors. They ensure the rules of GA Meetings are upheld and that each Elected Councillor is treated fairly in meetings. They are responsible for keeping Elected Representatives informed and trained.

The Speaker is available to assist Elected Councillors with the creation of motions, reports and research. They are also an excellent first-point of contact for you in order to access further HUCSC resources. If you ever have questions about what is expected of you or about meeting rules, reach out to them.

STANDING COMMITTEES

The HUCSC governance structure includes five (5) standing committees that act as focused legislative bodies that report to Council. The main role of each committee is to consider motions, policies, and procedures pertaining to the respective portfolio before these items appear before Council and provide recommendations to Council regarding these items. The secondary role of standing committees is to aid in the creation of motions, policies, and procedures by providing input based on the concerns of constituents. Standing committees are also intended to deal with GA matters, streamlining the GA meeting process so that these things don't have to be brought to the council as a whole. Elected Councillors are required to participate in one (1) of our following Standing Committees:

DEFINITIONS, CONTID

Governance Standing Committee – creates and evaluates policy of HUCSC, ensures all HUCSC documents are up-to-date and accurate, and brings forward motions to update/modify them to Council.

Finance Standing Committee – considers motions and requests pertaining to reallocation and disbursement of funds within HUCSC's budget. Has the authority to make decision on requests under \$1000, and makes preliminary decision on requests over \$1000 before they are brought to the GA. Oversees the HUCSC's Grants System.

Clubs Standing Committee – oversees all matters pertaining to HUCSC's Clubs System such as their budgets and policy, as well as the ratification of clubs. **Elections Standing Committee** – makes all decisions regarding election rules and violations and enforces the rules for all candidates as per the HUCSC elections policy.

Discipline Committee – handles any internal HUCSC matters such as complaints about harassment and demerit points against Elected Councillors for not attending meetings or Office Hours.

Standing Committees will discuss matters before they come to Council and deliver a report to Council before any members. The Standing Committee exists to provide forum and discussion over important issues before they appear in front of Council.

There are other committees that aren't directly HUCSC standing committees, such as the Affiliate Appeals Board. This Board reviews decisions made by each of the Student Councils from Huron, Brescia and Kings if they are appealed, and contains two voting members from each of the HUCSC, BUCSC, and KUCSC.

THE AGENDA

The agenda is a crucial document that lays out the structure of how each meeting will take place. Council must agree on the agenda and any councillor can propose changes to the agenda. Here is a template for a HUCSC agenda

- 1. Call to Order Let's start the meeting!
- 2. Oh Canada Just like High School
- 3. Indigenous Land Acknowledgement Remain standing to respect the indigenous people of this land
- 4. Roll Call Attendance
- 5. Adoption of Agenda Let's agree on what we're going to do
- 6. Ratification of Minutes Accept minutes of past meetings
- 7. Speaker's Announcements Governance announcements
- 8. Member Announcements Anyone can speak now. Questions can be about anything.
- 9. Presentations to Council External or internal presentations to Council. Time limits should be given and followed
- 10. Executive Reports The executives tell you what we have been up to
- 11. Questions Arising from Executive Reports Any questions about any of the Executive Reports can be asked here
- 12. Posted Motions Motions distributed to HUCSC members in advance of the meeting
- 13. New Business Motions that have not been distributed prior to the meeting
- 14. Adjournment It's over!

ROBERT'S RULES OF ORDER

The HUCSC, like many other organizations, conducts its meetings according to Robert's Rules of Order. As an Elected Councillor, it is important to know some of the basics of Robert's Rules and how the rules of procedure reflect our principles.

Speaking of motions, there are four different classes of motion and the time when a motion is considered to be in order is directly related to which class the motion belongs to. The specific ordering of these motions and when they are considered in order reflects our principle that **the Council shall only talk about one thing at a time**. The four different classes are as follows: the main motion (the business being transacted, the posted motion, etc.), subsidiary motions (motions that assist in processing the main motion), privileged motions (motions regarding matters of immediate and overriding importance), and incidental motions (motions to decide how to deal with the pending business procedurally, e.g. how the group will vote on the motion).

A **main motion** is the thing that Council is talking about. Under Robert's Rules, Council may only discuss or debate one main motion at a time and must discharge the main motion on the floor before opening discussion on a new main motion. To use the terminology that we have used above, a piece of business on a different topic or level than the one currently on the floor would represent a new main motion and Council would have to wait until discussion on the current main motion has concluded before moving the new piece of business. Of all the classes of motion the main motion has the lowest rank of precedence, which means that one cannot disrupt the discussion of another type of motion to move a new main motion (more on this after we discuss all of the classes of motion).

A **subsidiary motion** helps Council discharge the main motion satisfactorily. In other words, this type of motion helps us decide what we want to do with the main motion, whether it be to amend the motion, refer the motion to Committee, table the motion, postpone the motion (indefinitely or otherwise), or end/limit debate on the motion. These motions take precedence over the main motion as it is necessary for the Council to determine whether or not to refer the motion to Committee, for instance, before holding a vote on the main motion (this also upholds our principle of the **respect for the right for clarity**).

A **privileged motion** does not necessarily relate to the main motion and deals with matters of such importance that they supersede the main motion. An example of this class of motion is a point of personal privilege. A common point of personal privilege involves a member (or group of members) who cannot hear the current speaker and is asking for the speaker to speak louder. In this case, prompt consideration of the motion is required in order for the listening member to be clear on what exactly is being argued by the speaker. Other motions of this class include calling for orders of the day (asking that the chair return to the specified agenda if the meeting has run off course), motioning for recess or adjournment, and fixing a time at which to adjourn the meeting. These motions take precedence over all other classes of motion (with certain, minor exceptions).

ROBERT'S RULES OF ORDER CONT'D

An **incidental motion** arises in relation to the discussion of a main or subsidiary motion and determines how the assembly shall proceed with the pending business procedurally. These motions are only in order in relation to another motion on the floor insofar as incidental motions determine how that motion is to be dealt with procedurally. An example of an incidental motion is a motion to vote by roll call (division) or by secret ballot, which, intuitively, must be decided before the actual voting takes place. Other examples include raising a point of order (requesting that the rules be properly observed by the chair), suspending the rules, objecting to the consideration of a question, and raising a point of information (requesting information necessary for the member to understand or vote on the question). While these motions are only in order in relation to a pending motion, incidental motions take precedence over all other motions currently on the floor and cannot be interrupted by any other motion (including other incidental motions) while on the floor.

To get an idea of how these classes of motions interact, let's look at a typical Council scenario.

Typically, a posted motion will be circulated to Councillors before the meeting and at the appropriate point in the agenda the Speaker will introduce the motion to the floor (e.g. to pass amendments to the Grants Fund Policy). During the course of debate on the motion a member may move to amend the posted motion (subsidiary motion), which is in order. Debate on the amendment will take place before returning to the main motion and during the debate on that amendment a member may ask for a recess (privileged motion), at which time Council would vote on whether or not to take said recess. When the Council returns from the recess, having have had time to confer informally, a member may attempt to bring another motion to the floor to end the HUCSC's distribution of grants entirely. As we discussed before, this would represent another main motion and as such would be out of order considering that the original main motion is still being debated. Meanwhile, the amendment on the floor may be getting contentious and a member may ask for a roll call vote on the amendment (incidental motion). This motion would be in order and the Council would immediately discharge the incidental motion. After the amendment and main motion have been voted on, the Council is then free to consider any other main motion that it wishes (although the order of business is typically set in the agenda and new main motions must wait until the specified section).

A few other important terms include "in camera" which essentially means in private - where the public and press are not allowed to observe the procedure or process. To "second" a motion means that you support that it should be discussed—not necessarily that you support it, but just that you want it brought up at council. In the following pages, you will find a summary chart of the important motions that are commonly used at HUCSC meetings.

SUMMARY CHARTS

Part 1, Main Motions. These motions are listed in order of precedence. A motion can be introduced if it is higher on the chart than the pending motion.

Purpose	You say	Interrupt?	Second?	Debate?	Amend?	Vote?
Close Meeting	l move to adjourn	No	Yes	No	No	Majority
Take a Break	I move to recess for	No	Yes	No	Yes	Majority
Register Complaint	l rise a question of privelege	Yes	No	No	No	None
Make Follow Agenda	I call for the orders of the day	Yes	No	No	No	None
Lay Aside Temporarily	I move to lay the question of the table	No	Yes	No	No	Majority
Close Debate	l move to the previous question	No	Yes	No	No	2/3
Limit or Extend the Debate	I move that debate be limited to	No	Yes	No	No	2/3
Postpone to certain time	I move to postpone the motion to	No	Yes	Yes	Yes	Majority
Refer to committee	I move to refer the motion to	No	Yes	Yes	Yes	Majority
Modify wording of motion	I move to amend the motion	No	Yes	Yes	Yes	Majority
Kill main motion	I move that the motion be postponed indefinitely	No	Yes	Yes	No	Majority
Bring business	I move that ["or to"]	No	Yes	Yes	Yes	Majority

SUMMARY CHARTS

Part 1, Main Motions. These motions are listed in order of precedence. A motion can be introduced if it is higher on the chart than the pending motion.

Purpose	You say	Interrupt?	Second?	Debate?	Amend?	Vote?
Close Meeting	I move to adjourn	No	Yes	No	No	Majority
Take a Break	I move to recess for	No	Yes	No	Yes	Majority
Register Complaint	l rise a question of privelege	Yes	No	No	No	None
Make Follow Agenda	I call for the orders of the day	Yes	No	No	No	None
Lay Aside Temporarily	I move to lay the question of the table	No	Yes	No	No	Majority
Close Debate	I move to the previous question	No	Yes	No	No	2/3
Limit or Extend the Debate	I move that debate be limited to	No	Yes	No	No	2/3
Postpone to certain time	I move to postpone the motion to	No	Yes	Yes	Yes	Majority
Refer to committee	I move to refer the motion to	No	Yes	Yes	Yes	Majority
Modify wording of motion	I move to amend the motion	No	Yes	Yes	Yes	Majority
Kill main motion	I move that the motion be postponed indefinitely	No	Yes	Yes	No	Majority
Bring business	I move that ["or to"]	No	Yes	Yes	Yes	Majority

SUMMARY CHARTS

Part 2, Incidental Motions. No order of precedence. These motions arise incidentally and are decided immediately..

Purpose	You say	Interrupt?	Second?	Debate?	Amend?	Vote?
Enforce rules	Point of order	Yes	No	No	No	None
Submit matter to assembly	l appeal from the dcision of the chair	Yes	Yes	Varies	No	Majority
Suspend Rules	I move to suspend rules	No	Yes	No	No	2/3
Avoid main motion altogether	l object to the consideration of the question	Yes	No	No	No	2/3
Divide Motion	I move to divide the question	No	Yes	No	Yes	Majority
Demand a rising vote	l move for a rising vote	Yes	No	No	No	None
Parliamentary Law question	Parliamentary Inquiry	Yes	No	No	No	None
Request for information	Point of information	Yes	No	No	No	None

Part 3, Motions That Bring a Question Again Before the Assembly. No order of precedence. Introduce only when nothing else is pending.

Purpose	You say	Interrupt?	Second?	Debate?	Amend?	Vote?
Take matter from table	I appeal from the decision of the chair	No	Yes	No	No	Majority
Cancel previous action	I move to rescind	Yes	No	No	No	None
Reconsider motion	I move to reconsider	Yes	No	No	No	None

SUPPLEMENTAL INFORMATION

THE HUCSC EXECUTIVE

Formal descriptions of what the executive members of council do are included in the Executive Terms of Reference document. Here is a casual description of each of the roles:

Ziyana Kotadia, HUCSC President 2020/21 (president@myhuron.ca)

The leader of the HUCSC. The president is the chief decision maker and spokesperson for the HUCSC. The president advocates on key issues, brings concerns forward to administrators, and provides a strategic direction for the HUCSC and its Executives.

Lexi Magder, HUCSC VP Student Affairs 2020/21 (vpstudentaffairs@myhuron.ca)

The VPSA is the principal advocate for the HUCSC. They influence and manage all aspects of the student life at Huron and work to enhance it through advocacy and, to a lesser extent, programming. The VPSA is the main collector of feedback from students and is responsible for addressing direct student issues, as well as managing wellness, enviro, and equity portfolios.

Andrew McCann, HUCSC VP Student Events 2020/21 (vpfinance@myhuron.ca)

The VPFA manages day-to-day business operations of council. They work with the bookkeeper, auditors, and lawyers to keep the HUCSC's corporation afloat. They issue cheques, update the budget, and serve as the chief administrator for the organization. They also oversee the Beaver Dam and operations including merchandise, insurance and SAC rentals.

Rachael Toffoletti, HUCSC VP Student Events 2020/21 (vpstudentevents@myhuron.ca)

The VPSE is in charge of organizing and running student programming at Huron. They work with a large team and budget to plan and execute events. The VPSE also works closely with the Head Soph Team to plan orientation week. They also manage student athletic teams, formal, and grad banquet.

Kendra Hancock, HUCSC VP Communications 2018/19 (vpcommunications@myhuron.ca)

The VP communications is in charge of maintaining fluid communications between the HUCSC and students. They should (1) maintain the brand of council, (2) keep online platforms (website, social medias, etc) up to date, and (3) manage the promotional team. They play a vital role in communicating to students the value of council and opportunities for students to get involved.

SUPPLEMENTAL INFORMATION CONT'D

HURON BOARD/COMMITTEE REPRESENTATION

The HUCSC Executive sits on the following committees at Huron University College (note that this list is not exhaustive and does not include Western and City of London committees and bodies the HUCSC President sits on outside of Huron):

Huron Executive Board: President **Alumni Association:** President

HUC Corporation: President and VPSA

FASS: President, VPSA, HUCSC elected department representatives **Academic Council:** President, VPSA, HUCSC elected department

representatives

Academic Technology Committee: VPFA Library Committee (Huron1Read): VPSA

Experiential Learning Committee: President and VPSA

CURL Committee: VPSA

Indigenous Initiatives Committee: President **Occupational Health & Safety Committee:** VPFA

Student Engagement Committee: VPSE Medal of Distinction Board: President

MacNaughton Teaching Award Committee: President

UWO Honorary Degree Committee: President **Huron Enrolment Management Committee:** VPSA

Equity and Diversity Committee: President **College Discipline Appeals Committee:** VPSA

Research Ethics Board: President (or elected representative at

President's discretion)

Common Intellectual Experience Committee: President (or elected

representative at discretion)

Provost's Planning Committee for Black History Month: Equity

Committee

ADMINISTRATION

Below is a list Huron University College administrators who have frequent interactions with the HUCSC. The President and VPSA also have frequent meetings with these and other administrators independently of committee and board work.

Dr. Barry Craig - President of Huron

Barry is in charge of the school. He manages external relations. Go to him for any large-scale issues or inquiries. His assistant—Anne Turvey— books appointments for him. She also organizes Founder's Day and Convocation

Meaghan Blight - VP University Growth

Meaghan is in charge of the school's growth, recruitment, and enrolment. She maintains the state of the institution. Go to Meg for any large-scale initiatives, fundraising ideas, or for college branding/marketing inquiries.

Dr. Geoff Read - Dean of FASS

The Dean oversees all academic matters within the Faculty of Arts and Social Science. They handle student-related matters. They are also in charge of overseeing matters in the student services office.

Deborah Lucas – VP Administration and Finance

The VP Finance is in charge of handling all financial, administrative, and operational matters related the college.

Others

Jen Morocco – Registrar
Jon Munn – Director of Communications
Jennifer Flynn-Clarke – AVP Students