

CLASSICAL AND ANCIENT NEAR EASTERN STUDIES: CLASSICS, PHD

This is a named option within the Classical and Ancient Near Eastern Studies PhD. (<http://guide.wisc.edu/graduate/classical-ancient-near-eastern-studies/classical-ancient-near-eastern-studies-ma/>)

Soon after the founding of the University of Wisconsin in 1848, the department was created as one of the first academic units at the university. The Department of Classical and Ancient Near Eastern Studies (CANES) has enjoyed a long tradition of excellence in **philological scholarship, literary criticism, archaeology, and ancient history**. At the graduate level, the department offers the master of arts and doctor of philosophy in classical and ancient near eastern studies. Students may follow one of two courses of study, **classical languages and literatures (Classics)**, or **Hebrew bible**.

The **primary goal** of the program is to familiarize students with the **core linguistic, historical, and philological** aspects of classical and ancient near eastern studies. Students also learn to **conduct original research** in such varied areas as *gender studies, literary theory, translation studies, and classical reception* under the guidance of established scholars in these areas.

In addition to specified coursework, students participate in **directed readings** with individual faculty members in their areas of specialization and gain valuable professional experience **teaching** in courses on the languages, literature, and culture of the ancient world. Additional work may be done in allied fields such as *archaeology, art history, linguistics, comparative literature, history, philosophy, and political science*. Affiliated faculty in many of these fields regularly offer courses, supervise theses and dissertations, and participate in department activities.

A wide range of **professional networks** provides graduate students with enhanced opportunities for education and career development. In addition to faculty connections to scholars and institutions in their fields of study, the department has formal affiliations with the Society for Classical Studies, the Classical Association of the Middle West and South, the American School of Classical Studies in Athens, the Society of Biblical Literature, and the American Schools of Oriental Research.

The Pillinger Library and Mansoor Reading Room, both located within the department, provide convenient access to a large number of texts, while the larger Greek and Latin Reading Room in the Memorial Library contains an extensive, noncirculating research collection of texts and commentaries. The Memorial Library maintains an excellent research collection of books and periodicals in classics and Hebrew bible, with many of its resources available online.

ADMISSIONS

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Please consult the table below for key information about this degree program's admissions requirements. The program may have more detailed

admissions requirements, which can be found below the table or on the program's website.

Graduate admissions is a two-step process between academic programs and the Graduate School. **Applicants must meet the minimum requirements (<https://grad.wisc.edu/apply/requirements/>) of the Graduate School as well as the program(s)**. Once you have researched the graduate program(s) you are interested in, apply online (<https://grad.wisc.edu/apply/>).

Requirements	Detail
Fall Deadline	January 5
Spring Deadline	This program does not admit in the spring.
Summer Deadline	This program does not admit in the summer.
GRE (Graduate Record Examinations)	Not required.
English Proficiency Test	Every applicant whose native language is not English, or whose undergraduate instruction was not exclusively in English, must provide an English proficiency test score earned within two years of the anticipated term of enrollment. Refer to the Graduate School: Minimum Requirements for Admission policy: https://policy.wisc.edu/library/UW-1241 (https://policy.wisc.edu/library/UW-1241/).
Other Test(s) (e.g., GMAT, MCAT)	n/a
Letters of Recommendation Required	3

Applicants are expected to have covered at least the equivalent of an undergraduate major in Classics, which consists of at least three years of both Greek and Latin. Applicants whose preparation fall short of the minimum requirements may be admitted with deficiencies at the discretion of the department, but will be required to complete additional courses within the first year of the program. Applications are evaluated on the basis of previous academic record, letters of recommendation, the writing sample, and a personal statement.

All applicants to the program must apply online (<https://grad.wisc.edu/apply/>) by the fall deadline.

As part of the online application process, you will be asked supplemental questions regarding your level of language preparation and expected to upload the information listed below:

1. Writing sample of scholarly work no more than 25 pages.
2. Transcripts or academic records from each institution attended. You may upload **unofficial** copies for department review. International academic records must be in the original language accompanied by an official English translation. Note: official, hard copy transcripts will only be requested by the Graduate School upon Department recommendation for admission. Further information will be provided upon department admission.
3. English proficiency proof (<https://grad.wisc.edu/apply/requirements/>) for all international applicants.
4. Statement of purpose (citing your reasons for graduate study).
5. Curriculum vitae listing language experience, awards, honors, etc.

6. Three letters of reference. You must submit your **requests** to all three of your references as part of the online application. Recommenders will receive a notice via email and will submit their letters accordingly.

Please do not hesitate to contact us at info@canes.wisc.edu should you have any questions about the application process.

FUNDING

FUNDING GRADUATE SCHOOL RESOURCES

Resources to help you afford graduate study might include assistantships, fellowships, traineeships, and financial aid. Further funding information (<https://grad.wisc.edu/funding/>) is available from the Graduate School. Be sure to check with your program for individual policies and restrictions related to funding.

PROGRAM RESOURCES

The Department of Classical and Ancient Near Eastern Studies works to support all graduate students in good standing who continue to make satisfactory progress toward their degree. The department makes every attempt to distribute its resources as fairly as possible outside of guaranteed support offers. Thus, it is the department's intention to give the maximum number of graduate students in the program an opportunity to hold teaching assistantships (TA) consistent with the department's needs and criteria. It should be remembered that teaching funds are variable, depending on budget and class enrollments. All students are encouraged to pursue opportunities for support outside the department at all stages of their study. Details can be found below.

Teaching Assistantships

Criteria: Teaching assistant appointments will be offered to eligible graduate students on the basis of the following criteria: contractual obligations made to the student, satisfactory progress towards degree, satisfactory student evaluations and faculty teaching observations, departmental judgment of the student's qualification to teach scheduled courses, and availability of budgeted positions.

Eligibility: To be eligible to become a teaching assistant, graduate students should ordinarily meet the following requirements: students should be enrolled in the Classics graduate program (exceptions will be made due to lack of qualified or available students), students should be making satisfactory progress towards an advanced degree, and students should not have exceeded the limited allotment of teaching within the department (five years after the BA or three years after the MA).

Students who are non-native speakers of English must complete the SPEAK test for assessing English proficiency. The SPEAK test is the institutional version of the Test of Spoken English (TSE), which is administered by the Educational Testing Service. The SPEAK test measures oral proficiency and is frequently used to evaluate the spoken English of international TAs. The test is available only to students holding or under consideration for a teaching assistantship. For information and scheduled tests, please consult the English as a Second Language website (<https://esl.wisc.edu/testinginformation/>). Students must achieve a score of 45 or higher before being placed in the classroom.

Class Assignments: Class assignments are made by the department chair in consultation with department faculty with consideration of the following items in order of importance: previous positive assessment of teaching ability, fair rotation of teaching among qualified graduate

students, background and experience of the TA in course materials, the need for graduate students to have a variety of teaching experiences, the preference of the TA, and the preference of the instructor.

Training Program: All TAs are required to attend the department's annual Graduate Student Orientation and Teaching Assistant Workshop. Subjects discussed in the department's annual workshop include preparation, organization, sensitivity to ethnic and gender issues, and pedagogical methods. Experienced TAs are encouraged to share successful teaching methods and ideas with the group in an open discussion. Information is also provided on such university resources as the Writing Center.

New TAs are also required to attend the L&S Teaching Assistant Workshop and the Graduate Assistants Equity Workshop (<https://diversity.wisc.edu/graduate-assistants-equity-workshops/>) within the first two semesters of teaching appointments. In addition, for TAs with a first-time Communication B appointment, the Writing Across the Curriculum Communication B Training workshop (<https://dept.writing.wisc.edu/wac/wac-comm-b-training/>) will also be required. TAs are also encouraged to take advantage of the writing workshops offered by the Writing Center at the start of the academic year and throughout each semester.

For each course, the TA must meet with the professor to outline the goals and objectives of the course, the exam and grading procedures, the syllabus and assigned readings, and specific pedagogical methods appropriate for the course. The syllabus of each course should include the name, office number, and phone number, of the supervising professor, the TA, and the current department chair. Should there be concerns about the course that the TA feels unable to address, he or she can refer students to the professor in charge of the course for initial consultation. Regular meetings between the TA and the professor are held throughout the semester to discuss the progress and success of the course.

Review: Within the first few weeks of class, the supervising professor will observe the TA, with new TAs being a priority. After the visit, the professor will discuss the strengths and weaknesses of the class and put forward a set of recommendations for further teaching development. A written evaluation, to be discussed in person, is then provided to the department chair and will be placed in the student's file. If the chair deems necessary, a second faculty member will make an additional classroom observation with a written evaluation. At the end of each semester or course, student evaluations for the TA classes are to be completed and kept on file in the department for future reference.

Workload/Percentage of Appointment: Teaching assistantship appointments are percentage based. All CANES appointments are 50% which corresponds to the total expected hours of work throughout the course of the semester. Each TA will receive a breakdown of expected workload with their official appointment letter. The TA is expected to review and discuss the workload with the supervising faculty member of the course. By signing and returning the workload to the department administrator, the TA is accepting his or her appointment for the semester.

Stipend & Benefits: Please review the Graduate School's resource webpage, Graduate Assistantships (<https://grad.wisc.edu/funding/graduate-assistantships/>), for details.

Departmental Travel Support

Eligibility Guidelines: The CANES department can provide some funding for Classics students who are presenting a paper addressing a topic in the classics field or interviewing for hire. Applicable conferences include the SCS, AIA, and CAMWS, but other conferences such as graduate student colloquia will also be considered. First-time recipients

of this award may be asked to present a departmental Pillinger Talk in preparation for their conference presentation.

All applications for department travel must be supported by satisfactory progress in the student's program. Graduate students may submit one request for travel support to the department per academic year. Every attempt will be made to fund student travel up to a maximum of \$750. Students should recognize that funding is based on availability. The Fellowships Committee will assess the validity of all applications and determine the amount of each individual award if granted.

Before requesting travel funds from the department, graduate students should conduct due diligence to learn about and apply for travel awards offered by other units (Graduate School, ASM, etc.) at UW-Madison and by sponsors of the event for which travel funds are requested. Evidence of awards applied for and/or received should accompany all requests for department travel funding. Being competitive for awards outside the department is a matter of professional development.

Application: Having applied for travel awards and supplements from external sources, students should then petition the CANES department for travel support. All petitions are considered on a case-by-case basis and evaluated on the basis of academic merit and satisfactory progress in the graduate program.

Petitions should take the form of a letter addressed to the chair of the graduate Fellowships Committee detailing the title of the talk, proof of acceptance, the date and place of the conference, and any other relevant information. All petitions should include a budget and should disclose details of awards or denial of funding from other sources.

Awards from other sources will not necessarily disqualify students from classics department funding. The applications will be read and voted on by the committee which will attempt to respond to requests in a timely fashion. The student will be notified in writing by the chair of the committee normally within a few weeks of the submission of application.

Since applications will be read on a rolling basis and funds are usually more plentiful at the beginning of the year, students are encouraged to apply early.

Scholarships & Fellowships

Adams-Lemoine Dissertation Fellowship: This fellowship is awarded in memory of C.K. Adams, Professor of Latin & History and University of Wisconsin President from 1892 to 1902, and Fannie Lemoine, Professor of Latin from 1906 to 1923. The Adams-Lemoine Fellowship is utilized for student recruitment or completion of degree. It provides tuition remission, a stipend, and benefits in accordance with published University award amounts. Award periods vary and funding may be available for one or two semesters of study.

Moses S. Slaughter Fellowship: This fellowship is awarded in memory of Moses S. Slaughter, University of Wisconsin Professor of Latin from 1906 to 1923. The Slaughter Fellowship is given to a current or incoming graduate student who maintains **Wisconsin residency**. It provides tuition remission, a stipend, and benefits in accordance with published university award amounts and may supply funding for one or two semesters of study.

Frank R. Kramer Summer Fellowship: A predoctoral summer research grant awarded in memory of Dr. Frank R. Kramer, who earned a BA in Humanities in 1929, an MA in Greek & Latin in 1931, and a PhD in Classics in 1936. The Kramer Fellowship is meant to enable graduate students in their second year of study or above (pre-dissertation) to receive support for research connected to the advancement of their studies in Classics. Calls

for applications typically come out in December and recipients are notified in late January. Award totals range between \$750-\$2,000.

Hieronimus Prize for Greek Composition: This monetary award is given in memory of Professor John Paul Hieronimus (PhD '31). Entrants are asked to translate a selected passage into ancient Greek or compose an original piece in ancient Greek addressing a specific topic. Awards are given in late spring.

Pillinger Prize for Latin Composition: This monetary award is given in memory of Assistant Professor Hugh Edward Pillinger (1965-70). Entrants are asked to translate a selected passage into Latin or compose an original piece in Latin addressing a specific topic. Awards are given in late spring.

Other Funding Options

The Graduate School provides additional information helpful to graduate students in need of funding.

Find information about:

Types of funding available (<https://grad.wisc.edu/studentfunding/types/>)

Funding for international students (<https://iss.wisc.edu/students/new-students/funding-scholarships/>)

- Center for Jewish Studies (<https://jewishstudies.wisc.edu/students/scholarships/>)
- Dana-Allen Dissertation Fellowship (<https://irh.wisc.edu/staff-type/dana-allen-dissertation-fellowships/>)
- Robert J. Reinhold Dissertation Fellowship in Classics (<https://irh.wisc.edu/irh-fellowships/>)

External funding options (<https://grad.wisc.edu/funding/fellowships/>)

- American Association of University Women (<http://www.aaup.org/what-we-do/educational-funding-and-awards/>)
- American Council of Learned Societies (<http://www.acls.org/programs/comps/>)
- Archaeological Institute of America (<https://www.archaeological.org/grants/>)
- Classical Association of the Middle West and South (<https://camws.org/awards/>)
- Dolores Zohrab Liebmann Fund (<http://fdnweb.org/liebmann/>) (specific to Armenian studies)
- Gorgias Press (<https://www.gorgiaspress.com/awards/>)
- Jacob K. Javits Fellowship Program (<https://www2.ed.gov/programs/jacobjavits/>) (U.S. Dept. of Ed)
- Society for Classical Studies (<https://classicalstudies.org/awards-fellowships/>)
- Woodrow Wilson Dissertation Fellowship in Women's Studies (<http://woodrow.org/fellowships/womens-studies/>)

Conference presentation funds (<https://grad.wisc.edu/studentfunding/grantscomp/conference/>) (at bottom)

Research Travel Awards

Research travel awards (<https://grad.wisc.edu/studentfunding/grantscomp/research/>) available through the Graduate School

Albright Institute of Archeological Research (<http://www.aiar.org/available-fellowships/>)

American Academy in Rome (<http://www.aarome.org/apply/affiliated-fellowships/>)

Rome Prize (<http://www.aarome.org/apply/>)

American Center of Oriental Research (<https://acorjordan.org/fellowships-2/>)

American Council of Learned Societies (<http://www.acls.org/programs/comps/>)

American School of Classical Studies at Athens (<https://www.ascsa.edu.gr/fellowships-and-grants/graduate-and-postdoctoral/>)

American Schools of Oriental Research (<https://www.asor.org/fellowships/>)

Biblical Archaeological Society Dig Scholarships (<https://www.biblicalarchaeology.org/digs/>)

Chateaubriand Fellowship (<https://www.chateaubriand-fellowship.org/>)

Classical Association of the Middle West and South (<https://camws.org/awards/>)

German Academic Exchange Service (<https://www.daad.org/en/find-funding/>) (DAAD)

Getty Foundation (<http://www.getty.edu/foundation/apply/>)

Harvard Society of Fellows (<https://socfell.fas.harvard.edu/about/>)

Lady Davis Fellowship Trust (<http://ldft.huji.ac.il/>)

The Palestine Exploration Fund (<http://www.pef.org.uk/grants/>)

Royal Historical Society (<http://royalhistsoc.org/grants/research-expenses/research-expenses-for-overseas-students-guidelines/>)

Marshall & Centenary Fellowships (<http://royalhistsoc.org/grants/marshall-centenary-fellowships/>)

Mary Isabel Sibley Fellowship (<https://www.pbk.org/sibley/>)

Society for Classical Studies (<https://classicalstudies.org/awards-fellowships/>)

REQUIREMENTS

MINIMUM GRADUATE SCHOOL REQUIREMENTS

Review the Graduate School minimum academic progress and degree requirements (<http://guide.wisc.edu/graduate/#policiesandrequirements>), in addition to the program requirements listed below.

NAMED OPTION REQUIREMENTS

MODE OF INSTRUCTION

Face to Face	Evening/ Weekend	Online	Hybrid	Accelerated
Yes	No	No	No	No

Mode of Instruction Definitions

Accelerated: Accelerated programs are offered at a fast pace that condenses the time to completion. Students typically take enough credits aimed at completing the program in a year or two.

Evening/Weekend: Courses meet on the UW-Madison campus only in evenings and/or on weekends to accommodate typical business schedules. Students have the advantages of face-to-face courses with the flexibility to keep work and other life commitments.

Face-to-Face: Courses typically meet during weekdays on the UW-Madison Campus.

Hybrid: These programs combine face-to-face and online learning formats. Contact the program for more specific information.

Online: These programs are offered 100% online. Some programs may require an on-campus orientation or residency experience, but the courses will be facilitated in an online format.

CURRICULAR REQUIREMENTS

Requirement Detail	
Minimum Credit Requirement	69 credits
Minimum Residence Credit Requirement	36 credits
Minimum Graduate Coursework Requirement	69 credits must be graduate-level coursework. Refer to the Graduate School: Minimum Graduate Coursework (50%) Requirement policy: https://policy.wisc.edu/library/UW-1244 (https://policy.wisc.edu/library/UW-1244/).
Overall Graduate GPA Requirement	3.25 GPA required.
Other Grade Requirements	n/a
Assessments and Examinations	Three preliminary examinations related to ancient languages and one modern language examination (or equivalent).
	Dissertation required.
Language Requirements	<ul style="list-style-type: none"> • One "special" Ancient Greek language/literature preliminary examination • One "special" Latin language/literature preliminary examination • One Greek and Latin literature preliminary examination • Modern language examination or equivalent coursework (e.g., German, French, or Italian for reading knowledge), excluding language assessed for MA.

Graduate School Breadth Requirement All doctoral students are required to complete a doctoral minor or graduate/professional certificate. Refer to the Graduate School: Breadth Requirement in Doctoral Training policy: <https://policy.wisc.edu/library/UW-1200> (<https://policy.wisc.edu/library/UW-1200/>).

Students may not complete a minor with the same name as their named option. Course work for breadth may begin prior to admission to PhD program (in the course of MA program).

REQUIRED COURSES

Code	Title	Credits
Greek and Latin		54
Chosen in consultation with advisor, students must complete at least 54 credits of coursework in GREEK and LATIN, including 21 credits of courses numbered 500 and above.		
Seminars		6
Students must complete at least 6 credits of graduate seminars, including CLASSICS 900.		
Breadth		9
Total Credits		69

POLICIES

GRADUATE SCHOOL POLICIES

The Graduate School's Academic Policies and Procedures (<https://grad.wisc.edu/acadpolicy/>) provide essential information regarding general university policies. Program authority to set degree policies beyond the minimum required by the Graduate School lies with the degree program faculty. Policies set by the academic degree program can be found below.

NAMED OPTION-SPECIFIC POLICIES

PRIOR COURSEWORK

Graduate Credits Earned at Other Institutions

With program approval, students are allowed to transfer no more than 9 credits of graduate course work from other institutions. Coursework earned ten or more years prior to admission to a doctoral degree is not allowed to satisfy requirements.

Undergraduate Credits Earned at Other Institutions or UW-Madison

No credits from a UW-Madison undergraduate degree are allowed to transfer toward the degree.

Credits Earned as a Professional Student at UW-Madison (Law, Medicine, Pharmacy, and Veterinary careers)

Refer to the Graduate School: Transfer Credits for Prior Coursework (<https://policy.wisc.edu/library/UW-1216/>) policy.

Credits Earned as a University Special Student at UW-Madison

With program approval, students are allowed to transfer no more than 9 credits numbered 300 or above taken as a UW-Madison University Special student. Credits may not satisfy the 50% graduate coursework minimum unless taken in coursework numbered 700 or above or are taken to meet the requirements of a capstone certificate and has the "Grad 50%" attribute. Coursework earned ten or more years prior to admission to a doctoral degree is not allowed to satisfy requirements.

PROBATION

Refer to the Graduate School: Time Limits (<https://policy.wisc.edu/library/UW-1221/>) policy.

1. Good standing (progressing according to standards; any funding guarantee remains in place).
2. Probation (not progressing according to standards but permitted to enroll; loss of funding guarantee; specific plan with dates and deadlines in place in regard to removal of probationary status).
3. Unsatisfactory progress (not progressing according to standards; not permitted to enroll, dismissal, leave of absence or change of advisor or program).

ADVISOR / COMMITTEE

Candidates for the PhD should form a provisional dissertation committee the semester before they intend to complete their last preliminary exam and reach dissertator status. This committee should consist of at least four members representing more than one graduate program, three of whom must be UW-Madison graduate faculty or former UW-Madison graduate faculty up to one year after resignation or retirement. At least one of the four members must be from outside of the student's major program or major field (often from the minor field).

During the first semester of dissertator status, candidates will schedule a dissertation proposal defense to discuss the proposal's viability. Under the guidance of their dissertation advisor, candidates will provide all committee members with a detailed abstract of the proposed dissertation, including a synopsis of each chapter and a timeline for scheduled completion. After the provisional committee has approved the proposal, the candidate may begin writing in consultation with their committee.

CREDITS PER TERM ALLOWED

15 credits

TIME LIMITS

A candidate for a doctoral degree who fails to take the final oral examination and deposit the dissertation within 5 years after passing the preliminary examination may be required to take another preliminary examination and to be admitted to candidacy a second time.

Refer to the Graduate School: Time Limits (<https://policy.wisc.edu/library/UW-1221/>) policy.

GRIEVANCES AND APPEALS

These resources may be helpful in addressing your concerns:

- Bias or Hate Reporting (<https://doso.students.wisc.edu/bias-or-hate-reporting/>)
- Graduate Assistantship Policies and Procedures (<https://hr.wisc.edu/policies/gapp/#grievance-procedure>)
- Hostile and Intimidating Behavior Policies and Procedures (<https://hr.wisc.edu/hib/>)

- Office of the Provost for Faculty and Staff Affairs (<https://facstaff.provost.wisc.edu/>)
- Dean of Students Office (<https://doso.students.wisc.edu/>) (for all students to seek grievance assistance and support)
- Employee Assistance (<http://www.eao.wisc.edu/>) (for personal counseling and workplace consultation around communication and conflict involving graduate assistants and other employees, post-doctoral students, faculty and staff)
- Employee Disability Resource Office (<https://employee disabilities.wisc.edu/>) (for qualified employees or applicants with disabilities to have equal employment opportunities)
- Graduate School (<https://grad.wisc.edu/>) (for informal advice at any level of review and for official appeals of program/departmental or school/college grievance decisions)
- Office of Compliance (<https://compliance.wisc.edu/>) (for class harassment and discrimination, including sexual harassment and sexual violence)
- Office of Student Conduct and Community Standards (<https://conduct.students.wisc.edu/>) (for conflicts involving students)
- Ombuds Office for Faculty and Staff (<http://www.ombuds.wisc.edu/>) (for employed graduate students and post-docs, as well as faculty and staff)
- Title IX (<https://compliance.wisc.edu/titleix/>) (for concerns about discrimination)

Students should contact the department chair or program director with questions about grievances. They may also contact the L&S Academic Divisional Associate Deans, the L&S Associate Dean for Teaching and Learning Administration, or the L&S Director of Human Resources.

OTHER

All applications received by the fall deadline are eligible for fellowship, scholarship, and graduate assistantship opportunities. For applications received after the deadline, applicants will not be eligible for university fellowships or scholarships, although they may be eligible for department funds such as teaching assistantships, project assistantships, research assistantships, or department fellowship.

PROFESSIONAL DEVELOPMENT

PROFESSIONAL DEVELOPMENT GRADUATE SCHOOL RESOURCES

Take advantage of the Graduate School's professional development resources (<https://grad.wisc.edu/pd/>) to build skills, thrive academically, and launch your career.

DEPARTMENT EFFORTS

We fully support and encourage our students to attend and participate in any professional development events hosted by the Graduate School. These may include everything from writing workshops to exploring careers outside of academia. We also regularly offer opportunities for professional development specific to our field, often based on student feedback. In addition, we encourage students to seek out and participate in conferences and offer funding to support these endeavors.

PEOPLE

PEOPLE

Please visit the Classical and Ancient Near Eastern Studies website (<https://canes.wisc.edu/people/faculty-and-staff/>) (<http://guide.wisc.edu/graduate/classical-ancient-near-eastern-studies/classical-ancient-near-eastern-studies-classics-phd/canes.wisc.edu>) for a complete list of faculty, instructional, and academic staff.