Course Information

Instructor: Mona Vakilifathi
- Email: mvakilif@nyu.edu
- Office Hours: T 4-5pm [Puck Building 3094], W 6:45-7:45pm [outside of GCASL 288]

Teaching Assistant: Lorellee Kampschnieder
- Section: T 9:05-10:05pm [Global Center for Academic & Spiritual Life (GCASL) 275]
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Teaching Assistant: Brittany Mazzurco
- Section: T 5:35-6:35pm [60 Fifth Avenue (60FA) 261]
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Lecture: T 6:45-8:55pm [Global Center for Academic & Spiritual Life (GCASL) 275]

Learning Objectives

Goal 1

The first goal is to provide students an overview of the political actors and institutions involved in U.S. federal, state, and local public policy. We will reference legal, political science, public administration, and public policy research to discuss the four venues of domestic public policy – lawmaking, rulemaking, implementation, and litigation. For each venue, we will (1) introduce the institutional rules and pivotal actors, (2) discuss the interaction of actors and institutions within the context of a case study, and (3) engage with relevant practitioners in a panel and reception event at the end of the semester to discuss current events and potential careers in public policy.
Goal 2

The second goal of this course is to train students how to write a stakeholder analysis, policy memorandum, op-ed, and press release. We will reference economics, political science, public administration, and public policy research to determine a client’s policy goal(s), identify the relevant stakeholders, formulate policy recommendations for a client, execute a policy recommendation for a client, and prepare a public relations strategy to promote the policy recommendation.

Learning Assessment Table

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Course Website

The course website is available on NYU Classes under the “[SEMESTER] [YEAR] – Public Policy (Vakilifathi)” tab. The readings are available on the course website. The lecture slides will be uploaded one hour before each lecture. The assignments will be uploaded to the website at least two weeks in advance of its due date.

Required Readings

The required readings for this class consist of book chapters, journal articles, government or policy reports, documentaries, news articles, case studies, and simulations. These materials are posted on the course website on NYU Classes under the “Resources” tab and the “Readings” folder. In cases where the case study is not available for free, refer to the hyperlink to purchase and instantly access the case study online.

Although there is no formal prerequisite for this course, you are expected to be familiar with American federal government at the undergraduate level. If you are unfamiliar with American federal government, please read the chapters regarding the executive, legislative, and judicial branches and federalism from The Logic of American Politics (current or earlier editions) by Sam Kernell, Gary Jacobson, Thad Kousser, and Lynn Vavreck before attending the first lecture or in the first two weeks of this course. This book is available at Bobst Library.
Assignments


The op-ed assignment consists of a writing sample for submission to an online or print publication. The memoranda and press release assignments consist of: (1) a writing sample for potential employment as a policy advisor to an elected official or interest group, and (2) a worksheet of two short answer questions regarding the application of relevant course readings to the content of the writing sample. The presentation assignment consists of a PowerPoint slide deck and presentation.

The course calendar below in the “Course Schedule” section includes every assignment’s prompt release date, rough draft(s) due date, peer review letters, and final draft due date. Each assignment, the prompt and/or worksheet, will be posted on the course website under the “Assignments (Prompts + Final Drafts)” tab at least two weeks in advance of its due date. Assignments will be graded and returned to students within one week of a student’s submission.


Students are expected to submit an op-ed to advocate a position for or against any public policy topic. The student will submit (1) two rough drafts of the op-ed, (2) peer review letters, and (3) a final draft of the op-ed. The assignment is posted during Week 0, the first rough draft is due on Friday of Week 1, the peer review letters are due on Tuesday of Week 2, the second rough draft is due on Friday of Week 2, and the final draft is due on Friday of Week 3.

[2] Stakeholder Analysis [20%]

Students are expected to submit (1) a stakeholder analysis and (2) a one-page summary of the assigned client’s policy goals and the relevant stakeholders for an assigned public policy topic. In addition, students must complete (3) peer review letters and (4) a worksheet of two short answer questions regarding the application of relevant course readings to this assignment. The assignment is posted during Week 2, the rough draft is due on Friday of Week 4, the peer review letters are due on Tuesday of Week 5, and the final draft is due on Friday of Week 5.

[3] Strategic Options Memorandum [20%]

Students are expected to submit (1) a two-page memorandum to present three original policy options and one policy recommendation (among the three options) for an assigned client that advance the client’s policy goal related to an assigned public policy topic. In addition, students must complete (2) peer review letters and (3) a worksheet of two short answer questions regarding the application of relevant course readings to this assignment. The assignment is posted during Week 5, the rough draft is due on Friday of Week 6, the peer review letters are due on Tuesday of Week 7, and the final draft is due on Friday of Week 7.
Students are expected to (1) attend a workshop on creating client presentations, (2) submit a Power Point slide deck regarding the student’s final policy recommendation in their Strategic Options Memorandum and (3) present the slide deck in recitation. The workshop will occur outside of lecture and recitation during Week 7 or Week 8. The schedule for the workshop will be announced via email during Week 1. The assignment is provided during the workshop (which takes place during Week 7 or Week 8). The slide deck and presentations will be due on Monday or Tuesday of Week 10 or Week 11.

Students are expected to submit (1) a two-page memorandum to provide one policy recommendation for an assigned client that advance the client’s policy goal related to an assigned public policy topic. In addition, students must complete (2) peer review letters and (3) a worksheet of two short answer questions regarding the application of relevant course readings to this assignment. The assignment is posted during Week 9, the rough draft is due on Friday of Week 11, the peer review letters are due on Tuesday of Week 12, and the final draft is due on Friday of Week 12.

Students are expected to submit (1) a one-page press release to publicize an assigned client’s pursuit of a policy recommendation related to an assigned public policy topic. In addition, students must complete (2) peer review letters and (3) a worksheet of two short answer questions regarding the application of relevant course readings to this assignment. The assignment is posted during Week 12, the rough draft is due on Friday of Week 13, the peer review letters are due on Tuesday of Week 14, and the final draft is due on Friday of Week 14.

Assignment Due Dates
Rough drafts due on a Friday must be submitted by 12pm EST on its due date through the “Assignments (Rough Drafts + Peer Review)” tab on the NYU Classes class website.

Peer review letters due on a Tuesday must be submitted by 12pm EST on its due date through the “Assignments (Rough Drafts + Peer Review)” tab on the NYU Classes class website.

Final drafts due on a Friday must be submitted by 12pm EST on its due date through the “Assignments (Prompts + Final Drafts)” tab on the NYU Classes class website.

Late Assignments
If an assignment is submitted five minutes after its deadline, the assignment will be considered one day late. Late assignments will be deducted five percent from the assignment grade per calendar day.
If a student would like to (1) resubmit an assignment before the due date, (2) resubmit an assignment after the due date with penalty (i.e., without a university-approved reason for late submission), or (3) submit a late assignment with penalty (i.e., without a university-approved reason for late submission), email the assigned teaching assistant.

If a student would like to (1) resubmit an assignment after the due date without penalty (i.e., with a university-approved reason for late submission) or (2) submit a late assignment without penalty (i.e., with a university-approved reason for late submission), email Professor Vakilifathi with the documentation to verify your absence. Do not notify or email the documentation before the submission of a late assignment. If Professor Vakilifathi approves your documentation, she will partially or completely waive the late penalty for the assignment.

Re-grading Assignments

If a student would like a re-grade of an assignment, the student must email Professor Vakilifathi a one-page (maximum) response stating their reasons for a re-grade within one week of receiving their grade. Professor Vakilifathi will re-grade the entire assignment, which may result in a lower or higher grade than the original grade within one week of receiving the student’s re-grade letter.

Academic Integrity

Academic integrity is a vital component of Wagner and NYU. All students enrolled in this class are required to read and abide by Wagner’s Academic Code. All Wagner students have already read and signed the Wagner Academic Oath. Plagiarism of any form will not be tolerated and students in this class are expected to report violations to Professor Vakilifathi. If any student in this class is unsure about what is expected of you and how to abide by the academic code, you should consult with Professor Vakilifathi.

Wagner Writing Center

Students are strongly encouraged to email the assigned teaching assistant or Professor Vakilifathi (after emailing the assigned teaching assistant) for additional feedback on their assignments throughout the semester. If you would like additional feedback or training on policy writing, please visit the Wagner Writing Center or the NYU Writing Center.

Henry and Lucy Moses Center for Students with Disabilities at NYU

Academic accommodations are available for students with disabilities. Please visit the Moses Center for Students with Disabilities (CSD) website and click on the Reasonable Accommodations and How to Register tab or call or email CSD at (212-998-4980 or
mosescsd@nyu.edu) for information. Students who are requesting academic accommodations are strongly advised to reach out to the Moses Center as early as possible in the semester for assistance.

**Attendance**

Attendance in lecture and recitation is mandatory. Although attendance is not a part of a student’s final grade, Professor Vakilifathi may increase a student’s final letter grade if (1) the student’s final grade is less than one percentage point from the next letter grade percentage range, (2) the student has attended 13 of the 14 lectures, (3) the student has attended 6 of the 7 recitations, and (4) the student regularly participates in lecture and recitation activities and discussion.

**Lecture Absence**

If you are not able to attend lecture and your absence is not a university-approved absence (e.g. illness without a doctor’s note, work), you are responsible for completing the assigned reading, reviewing the lecture slides, accessing the lectures notes on your own. If you have specific questions about lecture, you can sign up for office hours with Professor Vakilifathi. (See “Office Hours” section below.)

If you are not able to attend lecture and your absence is a university-approved absence (e.g., illness with a doctor’s note, illness or death of a friend or family member, religious commitment), please email Professor Vakilifathi only the documentation to verify your absence and whether you would like to review the lecture materials in a 30-minute meeting (instead of a 15-minute meeting) during office hours.

**Recitation Absence**

If you are not able to attend recitation and your absence is not a university-approved absence (e.g. illness without a doctor’s note, work), do not email Professor Vakilifathi or the teaching assistant. If you are absent during a peer review workshop, you will lose points in the corresponding assignment grade for peer review workshop attendance.

If you are not able to attend recitation and your absence is a university-approved absence (e.g., illness with a doctor’s note, illness or death of a friend or family member, religious commitment), please email Professor Vakilifathi only the documentation to verify your absence. If you are absent for a peer review workshop and Professor Vakilifathi has approved your documentation, you will not lose points in the corresponding assignment grade for peer review workshop attendance.
NYU’s Calendar Policy on Religious Holidays

NYU’s Calendar Policy on Religious Holidays states that members of any religious group may, without penalty, absent themselves from classes when required in compliance with their religious obligations.

As stated in the previous sections:

- If you are not able to attend lecture, please email Professor Vakilifathi only the documentation to verify your absence and whether you would like to review the lecture materials in a 30-minute meeting (instead of a 15-minute meeting) during office hours.
- If a student would like to (1) resubmit an assignment after the due date without penalty or (2) submit a late assignment without penalty, email Professor Vakilifathi with the documentation to verify your absence. Do not notify or email the documentation before the submission of a late assignment. If Professor Vakilifathi approves your documentation, she will completely waive the late penalty for the assignment.

Cell Phone Use

Cell phone use is prohibited during lecture and recitation because it not only distracts you during class but it disrupts other students (especially during group activities.) If you need to make a phone call or send a text message during lecture or recitation, please leave the classroom and return after you completed your call or text. If you need to make multiple phone calls or text messages during lecture or recitation, please pack up your belongings, leave the classroom, and return to the classroom the following week. If you repeatedly use your phone during lecture or recitation throughout the semester, Professor Vakilifathi and NYU Wagner Student Services will schedule a meeting with you to discuss your personal circumstances.

General vs. Individual Student Questions

It is very common for students to email the instructor and teaching assistants the same questions about the course. In order for Professor Vakilifathi and the teaching assistants to maximize time spent on individual questions and minimize time spent on repeating general questions, please post general questions regarding the course lecture, recitation, and assignments on the discussion board under the “Discussion Board” tab on the NYU Classes class website.

For individual questions about the course lectures or university-approved absences, please email Professor Vakilifathi.

For individual questions about the course recitation or assignments, please email your assigned teaching assistant. (If you skip this first step, Professor Vakilifathi will forward your initial email to your assigned teaching assistant.) If the teaching assistant does not provide a sufficient response, email Professor Vakilifathi and Cc the teaching assistant.
Professor Vakilifathi and the teaching assistants are not responsible for brainstorming, editing, or writing your assignments.

Do not email Professor Vakilifathi or the teaching assistants regarding attendance or late assignments unless your absence is a university-approved absence.

Professor Vakilifathi and the teaching assistants will respond to emails within twenty-four hours after an email is received, excluding weekends.

If a student does not follow these email guidelines (i.e., emailing the instructor or teaching assistant about general questions, unexcused absences, etc. two or more times throughout the class), Professor Vakilifathi reserves the right to reduce the student's final letter grade by one letter grade category (e.g., A- to B+).

**Office Hours**

NYU Wagner faculty provide one or two hours for office hours per week. Professor Vakilifathi provides two hours for office hours per week. You can attend office hours to ask specific, individual questions about the course or career planning in public policy. You can sign up for a 15-minute meeting during office hours through the “Office Hours Sign-Up” tab on the NYU Classes class website.

In order to be fair and consistent with students, Professor Vakilifathi will only meet with students outside of office hours with a NYU class conflict. If you have a class conflict, please email Professor Vakilifathi only your NYU class schedule during Week 3 and email Professor Vakilifathi to schedule individual appointments when necessary during the semester.

Teaching assistants are expected to lead recitation, manage the discussion board on NYU Classes, and grade assignments. As a result, the teaching assistants provide office hours by appointment to discuss specific, individual questions about the assignment prompt and final grade that cannot be addressed via email. In order to request an appointment, email your teaching assistant your specific question(s). The teaching assistant will provide you an answer to your question via email or will initiate an in-person appointment. If the teaching assistant provides you an answer to your question via email and you would like more detail or feedback, you may request an in-person appointment or email Professor Vakilifathi and Cc the teaching assistant. The teaching assistant will schedule an appointment with one week of the request or suggest you to sign up for office hours with Professor Vakilifathi.

Teaching assistants are available to meet in person in 15-minute slots during your registered recitation to discuss your final assignment grade. You can sign up for a 15-minute meeting during recitation in Weeks 4, 6, 9, 13, and 15 through the “Office Hours Sign-Up” tab on the NYU Classes class website.
Course Schedule

Please complete all assigned readings (unless otherwise specified) before the assigned lecture.

Week 0: No Class [1/21/2019-1/25/2019]

- **Readings** (i.e., readings to complete before Lecture 0): N/A
- **Recitation** (i.e., activity in recitation in Lecture 0): N/A
- **Prompt Release** (i.e., prompt released during week of Lecture 0): Op-ed
- **Assignment Due this Friday** (i.e., assignment due this Friday at 12pm): None
- **Assignment Due Next Recitation (Tuesday)** (i.e., assignment due next Tuesday at 12pm): Op-ed (online quiz)

Week 1: Course Overview [1/29/2019]

- **Readings:**
  - **How to Read an Academic Article:** “Policy Entrepreneurs and the Diffusion of Innovation” – Mintrom (1997)
  - **Overview of Lecture Case Study:** Combat and Collaboration in Seattle’s Historic Minimum Wage Debate
- **Recitation:** Op-ed (assignment overview)
- **Prompt Release:** None
- **Assignment Due this Friday:** Op-ed (rough draft #1)
- **Assignment Due Next Recitation (Tuesday):** Op-ed (peer review letters)
Week 2: Stakeholder Analysis [2/5/2019]

- **Readings:**
  - **Interest Group Collective Action [Theory]:** “A Theory of Groups and Organizations” from The Logic of Collective Action - Olson (1965)
  - **How to Write a Stakeholder Analysis:** “Stakeholder Analysis” from Managing Policy Reform: Concepts and Tools for Decision-Makers in Developing and Transitioning Countries - Brinkerhoff and Crosby (2001)
  - **Case Study:** Combat and Collaboration in Seattle’s Historic Minimum Wage Debate
  - **Recitation:** Op-ed (peer review)
  - **Prompt Release:** Stakeholder analysis

- **Assignment Due this Friday:** Op-ed (rough draft #2)

- **Assignment Due Next Recitation (Tuesday):** None

Week 3: Lawmaking (Institutions + Actors) [2/12/2019]

- **Readings:**
  - **Overview of Lawmaking Process:** “Introduction to the Legislative Process in the U.S. Congress” – Congressional Research Service (2017) [All students]
  - **How the President Engages in Lawmaking Process:** “The President’s Playbook: White House Strategies for Lobbying Congress” – Beckmann (2008) [Last name: I-P]
  - **How Interest Groups Engage in Lawmaking Process:** “Policy Entrepreneurs and the Diffusion of Innovation” – Mintrom (1997) [Last name: Q-Z]
• **Recitation:** None

• **Prompt Release:** None

• **Assignment Due this Friday:** Op-ed (final draft)

• **Assignment Due Next Recitation (Tuesday):** None

**Week 4: Lawmaking (Case Study) [2/19/2019]**

• **Readings:**
  
  • **Background on Enactment of Affordable Care Act through Lawmaking Process:**
    
    o “Obama’s Deal” – Frontline (2010)
    

  • **Case Study:** Health Care Reform: 2009-2010

  • **Recitation:** Op-ed (optional individual appointments with TA)

  • **Prompt Release:** None

  • **Assignment Due this Friday:** Stakeholder analysis (rough draft)

  • **Assignment Due Next Recitation (Tuesday):** Stakeholder analysis (peer review letters)

**Week 5: Strategic Options Memorandum [2/26/2019]**

• **Readings:**


  • **How to Write a Policy Memorandum:** “Generating and Organizing Your Argument” and “The Decision Memo” from The CQ Press Writing Guide for Public Policy – Pennock (2018)

• **Case Study:** Combat and Collaboration in Seattle’s Historic Minimum Wage Debate

• **Recitation:** Stakeholder analysis (peer review)

• **Prompt Release:** Strategic options memorandum

• **Assignment Due this Friday:** Stakeholder analysis (final draft)

• **Assignment Due Next Recitation (Tuesday):** None

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**Week 6: Rulemaking (Institutions + Actors) [3/5/2019]**

• **Readings:**

  • **Overview of Rulemaking Process:**
    - “A Brief Overview of Rulemaking and Judicial Review” – Congressional Research Service (2017) [All students]

  • **How Legislators Engage in Rulemaking Process:** “Administrative Procedures as Instruments of Political Control” – McCubbins et al. (1987) [Last name: A-H]

  • **How the President Engages in Rulemaking Process:** “Presidentially Directed Policy Change: The Office of Information and Regulatory Affairs as Partisan or Moderator?” – Haeder and Yackee (forthcoming) [Last name: I-P]

  • **How Interest Groups Engage in Rulemaking Process:** “Sweet-Talking the Fourth Branch: The Influence of Interest Group Comments on Federal Agency Rulemaking” – Yackee (2006) [Last name: Q-Z]

• **Recitation:** Stakeholder analysis (optional individual appointments with TA)

• **Prompt Release:** None

• **Assignment Due this Friday:** Strategic options memorandum (rough draft)

• **Assignment Due Next Recitation (Tuesday):** Strategic options memorandum (peer review letters)
**Week 7: Rulemaking (Case Study) [3/12/2019]**

- **Readings:**
  - **Simulation of Rulemaking Process:** Negotiated Rulemaking Exercise: Woodstove New Source Performance Standard [All students (+ assigned role memorandum)]
  - **Case Study on Political Influence on/in Executive Agency Rulemaking:**
    - “War on the EPA” – Frontline (2017) [All students]
    - “Obama’s Mighty EPA Falls Into Pruitt’s Hands” – Restuccia and Guillen (2016) [Last name: A-H]
    - “What It’s Like Inside the Trump Administration’s Regulatory Rollback at the EPA” – Buford (2017) [Last name: A-H]
    - “EPA Year in Review: 2017-2018” – Environmental Protection Agency (2018) [Last name: I-P]
    - “With a Shrinking EPA, Trump Delivers on His Promise to Cut Government” – Dennis et al. (2018) [Last name: Q-Z]
  - **Recitation:** Strategic options memorandum (peer review)
  - **Prompt Release:** Client presentation (attend pre-scheduled Presentation Skills Bootcamp outside of class during Week 7 or Week 8)
  - **Assignment Due this Friday:** Strategic options memorandum (final draft)
  - **Assignment Due Next Recitation (Tuesday):** None

**Week 8: No Class [3/19/2019]**

- **Readings:** None
  - **Recitation:** None
  - **Prompt Release:** Client presentation (attend pre-scheduled Presentation Skills Bootcamp outside of class during Week 7 or Week 8)
  - **Assignment Due this Friday:** None
  - **Assignment Due Next Recitation (Tuesday):** None

- **Readings:**
    - **Problem stream:** “Problems” from Agendas, Alternatives, and Public Policies (2nd edition) – Kingdon (2002) [Last name: A-H]
  - **Punctuated Equilibrium [Theory]:** “Punctuated Equilibria in Politics” and “Policy Images and Institutional Venues” from Agendas and Instability in American Politics (2nd edition) – Baumgartner and Jones (2009) [All students]
  - **Case Study:** Combat and Collaboration in Seattle’s Historic Minimum Wage Debate
  - **Recitation:** Strategic options memorandum (optional individual appointments with TA)
  - **Prompt Release:** Policy recommendation memorandum
  - **Assignment Due this Friday:** None
  - **Assignment Due Next Recitation (Tuesday):** Client presentation (due next week in recitation)

Week 10: Implementation (Institutions + Actors) [4/2/2019]

- **Readings:**
• **How the President Engages in Implementation Process:** “Agencies by Presidential Design” – Howell and Lewis (2002) [Last name: I-P]

• **How Interest Groups Engage in Implementation Process:** “Groups, the Media, Agency Waiting Costs, and FDA Drug Approval” – Carpenter (2002) [Last name: Q-Z]

• **Recitation:** Client presentation (attend pre-scheduled recitation in Week 10 or Week 11)

• **Prompt Release:** None

• **Assignment Due this Friday:** None

• **Assignment Due Next Recitation (Tuesday):** Client presentation (due next week in recitation)

**Week 11: Implementation (Case Study) [4/9/2019]**

• **Readings:**

  • **Background on Federal, State, and Local Government Implementation of Hurricane Katrina Preparation and Disaster Assistance:**

  • **Case Study:**
    - Hurricane Katrina: Preparing for “The Big One” in New Orleans (A)
    - Hurricane Katrina: Responding to an “Ultra-Catastrophe” in New Orleans (B)

• **Recitation:** Client presentation (attend pre-scheduled recitation in Week 10 or Week 11)

• **Prompt Release:** None

• **Assignment Due this Friday:** Policy recommendation memorandum (rough draft)

• **Assignment Due Next Recitation (Tuesday):** Policy recommendation memorandum (peer review letters)
**Week 12:** Policy Communication and Mobilization [4/16/2019]

- **Readings:**
  - **Social Construction Framework [Theory]:**
  - **Framing:** “Framing and Deliberation” – Druckman and Nelson (2003)
  - **Case Study:** Combat and Collaboration in Seattle’s Historic Minimum Wage Debate
  - **Recitation:** Policy recommendation memorandum (peer review)
  - **Prompt Release:** Press release
  - **Assignment Due this Friday:** Policy recommendation memorandum (final draft)
  - **Assignment Due Next Recitation (Tuesday):** None

**Week 13:** Litigation (Institutions + Actors) [4/23/2019]

- **Readings:**
  - **Background on Litigation and Public Policy:**
  - **How the President and Legislators Engage in Litigation Process:** “The Power to Appoint: Presidential Nominations and Change on the Supreme Court” – Anderson et al. (forthcoming) [Last name: A-M]
• **How Interest Groups Engage in Litigation Process:** “Quality Over Quantity: Amici Influence and Judicial Decision Making” Box-Steffensmeier et al. (2013) [Last name: N-Z]

• **Recitation:** Policy recommendation memorandum (optional individual appointments with TA)

• **Prompt Release:** None

• **Assignment Due this Friday:** Press release (rough draft)

• **Assignment Due Next Recitation (Tuesday):** Press release (peer review letters)

**Week 14: Litigation (Case Study) [4/30/2019]**

• **Readings:**
  
  • **Background on Legalization of Gay Marriage through Litigation Process:**
    - “The Freedom to Marry” [available via YouTube] or “The Case Against 8” [available via NYU Libraries or YouTube]
  
  • **Case Study:** Assigned reading from Obergefell v. Hodges (2015)

• **Recitation:** Press release (peer review)

• **Prompt Release:** None

• **Assignment Due this Friday:** Press release (final draft)

• **Assignment Due Next Recitation (Tuesday):** None

**Week 15: Panel on the Four Venues of Domestic Policy Making [5/7/2019]**

• **Readings:** None

• **Recitation:** Press release (optional individual appointments with TA)
- **Prompt Release**: None

- **Assignment Due this Friday**: None

- **Assignment Due Next Recitation (Tuesday)**: None