

Cheryl Broom (8s):

Hi, I am Cheryl Broom, CEO of GradComm, and today is International Women's Day. It's March 8th when I am recording this podcast and I have a fantastic female guest on my show. Just a fantastic person all around Dr. Annebelle Neri. She is the president of Santa Ana College and the first president that's ever been on the Higher Education Coffee and Conversation podcast. She is an amazing leader with just a fantastic philosophy behind how to provide leadership on campus, a deep understanding of marketing with some great tips that she shares on how she's led her institution through double digit enrollment increases semester after semester since the pandemic.

Cheryl Broom (54s):

She also gives us some great advice on how to balance collegiality and collaboration with actually getting work done work that can be actual really timely and has to move fast and be agile. And she tells us how to navigate those systems in your college so that you can make the biggest impact possible. Gosh, you'll hear so much from her. We talked about dual enrollment programs and we start off by talking about her own amazing background and the story of how she became a college president. It's a really inspirational conversation. It's one that I'm so grateful to have had on International Women's Day because it really brings a lot of things into perspective.

Cheryl Broom (1m 35s):

She's a great role model and a fantastic leader and I think you're gonna enjoy the conversation as much as I did All. right, Dr. Nery. Well thank you so much for joining me today. I'm so thrilled to have you on the podcast and you're the first community college president to be on our podcast. Oh, You're a trend setter. I just wanted to start off by asking you about your background. Tell me a little bit about yourself.

Dr. Annebelle Neri (2m 6s):

Well, you know, some people have heard my story, but it's, it's a really, in terms of the success that I'm having, my story is, wouldn't have dictated that. So, so I was born to a 13 year old teenage parents. My mom is from El Salvador, my dad's Filipino, and they're both undocumented. And in fact, my family was so poor in El Salvador that one of the reasons she came undocumented to the United States was to have a better life for herself. She ended up getting pregnant and deported. And so my grandmother and my great-aunt put whatever resources they had and sent her back to cross the border so I could be born in the county hospital, Los Angeles.

Dr. Annebelle Neri (2m 48s):

And nobody in my family had a high school education, let alone a college education. And I grew up speaking Spanish and I knew a little bit of Tagalog, but I, my primary language was Spanish. And then what my mom did understand is that education would get us, get us out of poverty, give our family some hope, and she cleaned houses, she cleaned retirement homes. She even worked in fast food locations like Taco Bell. My dad was a printer when, when he found work. And at the end of the day, they put me through educational systems that would give me opportunity and resources, including sending me to private schools where I

learned how to get scholarship after scholarship and sim, similar to high school, got to Notre Dame, got a full scholarship and then was the first in my family to graduate high school.

Dr. Annebelle Neri (3m 40s):

Then the first in my family to get a college education. I struggled a little bit, but my first degree was at a community college, Los Angeles Pierce College, where I got my first degree as an associate. Like many of our students transferred to a Cal State University where I got my bachelor's in master's and then eventually my doctorate at uc, Riverside. And along that pathway I had a lot of mentors that, you know, align me to the work that in education that I love, which is what kind of prompted me into these different educational roles, ultimately to the president of Santa Ana College.

Cheryl Broom (4m 13s):

Wow. What amazing story. I feel like there could be a full movie following your mom's life. That's where you're He was just 13 when she was 13.

Dr. Annebelle Neri (4m 25s):

Wow. And see, I liked doing the quicker version of the story because if I do more details, I mean it was a really, it was a really hard time. So my eyes swell up, you know, my, my family, my mom. But we're here now and we probably can do several movies in several books.

Cheryl Broom (4m 44s):

What an amazing story. Well, it makes me reflect on my own 14 year old who I can't even get him to like pick his clothes up off the floor, you know, let alone what an amazing journey. And to recognize that education can change everything. And then to instill that in you, she sounds like a fantastic, a fantastic woman.

Dr. Annebelle Neri (5m 4s):

She is, absolutely. But she's feisty. So I have to warn you, if you ever meet my mother, she comes with a warning label.

Cheryl Broom (5m 13s):

And those are, what's that boring women never make history. so you, clearly you have passion for education, but what made you become a college president? Why? Why was that on your radar and how did you get there?

Dr. Annebelle Neri (5m 29s):

So I think earlier in my career, if I just got a full-time job with benefits, I think to me that was a huge win. You know, and if I just completed my educational pathway, but I had mentors who said that not only do I have the ability to lead people and change their minds, but I have the ability to change organizations and that I have to pursue graduate studies, which is how I got into Grad school and my master's program and my doctoral

program. In fact, I tell the story that they blackmailed me. Cuz I think when I was a full-time coordinator at Cal State University Los Angeles, I was really happy with my job.

Dr. Annebelle Neri (6m 10s):

But to me, \$35,000 a year with benefits was a win. But my mentors wouldn't let me stop. And they basically said, we're not gonna renew your work contract unless you apply to graduate studies and go to doctoral programs. Which I never imagined that I could do or would do, or didn't even understand. But when I got there, and eventually I went from changing departments to significant parts of an organization and recognizing that instead of changing one life at a time, when I change these organizations and redirect them to what we're supposed to do, which is about students in the local communities, that I'm literally changing dozens of lives to hundreds of lives now to thousands of lives.

Dr. Annebelle Neri (6m 57s):

And by changing their lives like my life, it didn't just change my life, it changed the trajectory of my family's lives and change the access to resources of my kids and my family exponentially. And once I realized that, you know, I ended up studying sociology and I'm more of a macro theorist. So part of the why I want it to become a college president is because I realize these key decisions that we make, one thing, it's one thing to make them, it's another thing to get them to people and departments, areas, faculty, staff and leadership to follow us. But then when we do, we change lives, we change communities, we change the trajectory of their future for generations to come.

Dr. Annebelle Neri (7m 45s):

And that's why it's not always the easiest work. And you work in the background and sometimes, you know, people don't always see the tough decisions you make or why you have to make them. But our job is to get all that information and ultimately change the lives of our students and then convince people that college is for you. Higher education is for you. We have our doors open to everyone, whether it's your first second chance or your 10th or 20th chance, we're here for you.

Cheryl Broom (8m 14s):

I love that philosophy of being able to make systemic change on a larger scale and the impact that you can make because you don't always think of a college president that way. You know, you set the tone, you're clearly the leader of the college, but you're like, how much change can a president actually do? But you can do a lot because if you are the one driving, steering the ship, you're the one setting the priorities for the campus and saying, this is what's important and these are the things we have to address.

Dr. Annebelle Neri (8m 44s):

Absolutely.

Cheryl Broom (8m 46s):

And I know you've done some really great work. I believe we at College of the Desert, is that where you were before and you did some great work to help students from all different types of backgrounds achieve, can you talk a little bit about some of the projects that you spearheaded and the leadership you provided?

Dr. Annebelle Neri (9m 4s):

Yes. So there I was at College of the Desert for 14 years and it was unfortunate, but when I first arrived, there was a very negative culture. In fact, the community labeled it College of the Desperate or College of the Dysfunctional, which by the way is the saddest thing for community college that has a hundred percent acceptance rate. So by starting to change the culture and refocus on students in the communities, we replicated and scaled some of the best practices so much though it got statewide recognition, it got national recognition. In fact, many of the programs were centered around a completion agenda. And at College of the Desert, it was the edge and pledge program where the college committed to give people an edge into higher education and a pledge to help them complete.

Dr. Annebelle Neri (9m 52s):

And it increased transfer degree, certificate completion, and closed equity gaps. And because that work was recognized, it got two chancellor's Office Student Success Awards, it got the National Bellwether Award, it got two awards in the Association for Community Colleges, which is a national association. And in fact, the recognition of those programs got so much of attention, so much attention from philanthropy that Mackenzie Scott herself donated 18 million along with Big Horn and some other big donors so that the program had endowed resources to continue changing lives.

Cheryl Broom (10m 36s):

Wow, that's fantastic. What, what an unfortunate name. I just tell you, I have another college that I worked with, what that has been nicknamed Tumbleweed Tech. I'm like, who comes up with these terrible

Dr. Annebelle Neri (10m 47s):

Nicknames? This terrible, and especially because this is access to higher education is, you know, an equityizing force.

Cheryl Broom (10m 55s):

And how do you think that we can change those stereotypes of community colleges? What, what's the best way to address that?

Dr. Annebelle Neri (11m 3s):

So it's reintroducing the community back in community college. So people always, they always interchange a junior college and a community college. The junior college was really the stepping stone for transfer, right? The primary function of a junior college is transfer a community college. It's not just transfer degree and certificate completion, but it's being a beacon of hope and an equityizing force for the community itself, which

means regional growth partnerships, working with the nonprofits, working with social services, working with public-private partnerships.

Dr. Annebelle Neri (11m 43s):

And I think the way to change those names or turn around those negative terms or negative labeling of a two year system is when they see the change, not in just their communities, but to their children's lives, to their family's lives, to their friends' lives. And in turn, the college contributes back to the community or the completers contribute and give back to the community. Then the community begins to embrace the role of the community college and turns around the reputation in such a way that instead of being the last choice, it becomes the first choice.

Cheryl Broom (12m 21s):

Right. I think a big part of a community college successfully doing that is being able to tell their story. Well, yes. And I think that's been, you know, our podcast really caters toward marketing directors, public information officers, leaders interested in communication. So I'd love to hear your advice on, on how do you tell your story? How do you do it consistently and effectively with, with limited resources? Cause I think that's what everybody's up against is we have so many great things we want the community to know, but we don't have any money and we don't have any time.

Dr. Annebelle Neri (12m 58s):

So actually this is a good way segue, like you said, most two years are saying, I don't have money, I don't have time. And most of them are in an enrollment decline. But at Santa Ana College, we had double digit growth, spring 2022, double digit growth, summer 2022, double digit growth, fall 2022, spring inter session for 2023 under 30% growth. And we're already in double digit growth. And a lot of what we did was targeted marketing and telling our stories. So a lot of times what we do in the community college is a catchall, but that's not how you engage in audience, right? You're right. It's about storytelling.

Dr. Annebelle Neri (13m 38s):

It's about kind of tugging at the heart. So I'll give you a few examples of what we did. One is, first of all, we have a great price tag for the education we offer and a couple thousands compared to 2030 or 40,000. So we did what the for-profits did, we told two really distinct stories of two of our students who are juggling family work, maybe the first to go to college and captured their story in a 32nd segment. And wherever those for-profits were, we shot those commercials over and over in and instantly our enrollment started going up and we had more hits on those commercials in terms of redirecting to our website, redirecting to certain programs than we had from a bus ad or from a digital ad.

Dr. Annebelle Neri (14m 32s):

Another example of telling our story is we make the advertising unique to the audience. So again, we have a nationally recognized pathway to law program, A nation nationally recognized and certified paralegal

program. So why would we advertise that widely? We went to law firms and see, saw where they advertised and where they wanted to diversify and push those images there and push that story there. And those pathways, in that case in evening college, similar to our bachelor's studies program, but marketing and we, we treat marketing like a science, which is the failure I think of many educational institutions.

Dr. Annebelle Neri (15m 18s):

We look at how many hits where they land, we use the QR codes, we see how many actually yielded enrollments return on investment, and then we put more dollars into those marketing strategies that have proved to be effective. And then we have a really robust research department. So just like Google and Amazon can figure out what your shopping needs are based on what you search, we use the technology tools that we have at the college to study the behavior of the students themselves. So we actually got our current students to enroll, go from three units to an average of 10.7 units with our cash for credit program.

Dr. Annebelle Neri (16m 2s):

W which we told students, w we think education is so important that we're gonna pay you to go to college.

Cheryl Broom (16m 10s):

Excellent. I love this. I think everybody listening to this podcast is probably like dying inside. And they say we want her as our president come to our college. but I think what you've touched on is really important. There's, what I've seen in my career in marketing and higher education is colleges want to just tell the, this college name, we're Santa Ana College, we're wonderful, we're cheap, we have great faculty. But that people don't respond to that anymore. They need more. They wanna hear the stories of people who have gone through and whose lives have been impacted. They want to know about the paralegal studies program or the bachelor's degree. They wanna know about the programs you serve and what kind of job they're gonna get and what their return on investment is.

Cheryl Broom (16m 55s):

That's right. That's really smart to, to make that shift. And it takes a little bit more time and more thought and more resources, but it has such a big impact

Dr. Annebelle Neri (17m 5s):

And, and we don't capitalize on tv, media and radio the way some private industry to do. And a good example is we'll probably be at least one of the first in the California community college system. So I don't mind being the first co community college president on your podcast. We love being the first, we love being innovative. But in April, I will have TV crews all over the campus because we're gonna have a 30 minute segment on the upcoming season of the college tour. And part of the focus of that 30 minutes is 10 different students telling their story, why they came to Santa Ana College, what, what their major is, what Santa Ana College has done for them.

Dr. Annebelle Neri (17m 47s):

What does it mean to their personal lives and their family lives to tell their stories of real outcomes and real change.

Cheryl Broom (17m 54s):

I think you need to go back to Pierce College. We had a video like that.

Dr. Annebelle Neri (17m 60s):

I probably should. I probably should.

Cheryl Broom (18m 3s):

Definitely. Well, it's great to have that leadership understand the power of marketing and, and understand how to make it actually work. So I think that's fantastic. And you have a good marketing department and a team on your campus and as a college president, what are some traits that you look for in that team? Like what makes them successful?

Dr. Annebelle Neri (18m 27s):

So I think, so one of my, or my reputations and my skillset is my ability to build really strong teams that work together, that function, that yield outcomes. And what I mean by that is two things. Sometimes leaders are afraid of, you know, the Superstars, I love Superstars. If I have five people who are smarter than me, have a skillset that is what we're hiring them for. And the other thing is, I think we should avoid what I call the mini mes, right? We, we don't need an echo because we don't, we can't change and we can't innovate and we can't create if we have echoes or mini mes.

Dr. Annebelle Neri (19m 8s):

So when I build a team, and what I look for in the marketing is the diversity of the skillset and the experience of breadth and depth, right? And disagreement is healthy as long as it's all put on the table. Because typically the team will come with a better solution or recommendation than any single person in that room. So kind of the strategies is breath and depth, but, but what I do look for members of the entire team is the ability to innovate, the ability to be creative, and to provide solutions where nobody thought there was a solution. And I like to function in the gray a little bit because I think that pushes the envelope and our students deserve it.

Dr. Annebelle Neri (19m 53s):

Our students deserve, we were hired for our ability to create access and to help them complete. So how do we create the spaces to be ready for the students and the new generation? And I, I want something different, right? I don't want just the billboards and the bus ads, you know, if, and I wanna know what's the new social media. So I look for that. What is the new tool? Who are the influencers and what can we do to get 'em in the room and get our students to come in complete?

Cheryl Broom (20m 26s):

Great. so you need, you're looking for someone with knowledge, with experience, but also someone who's willing to take some risks. Oh yes. And maybe, maybe even push back against you.

Dr. Annebelle Neri (20m 36s):

Yes, yes. Right. I've had that. So that's a skill I had to learn, right? The I the ability to pivot. Yeah. Because maybe I've always done it this way and it maybe worked, but the culture is different, the context is different. So let's try it this way. But what I've learned to do with teams, if you ask people to innovate, you can't kill the idea automatically. You have to say, okay, what worked, what didn't work? What are we gonna change? How do we improve upon this?

Cheryl Broom (21m 1s):

As a leader, how do you balance given your team enough space to do their job and not, not mental or get involved. I know you have a million things probably going on, so you can't be involved in everything. I, is it difficult to back away and trust H How do you manage that?

Dr. Annebelle Neri (21m 18s):

So I think that was a skill I learned over the years, my ability to delegate and yeah, stand back and trust. So I rarely get into operations, right? That's what I hired you for. I hired you for operations for your team and so forth. So by surrounding myself with Superstars, I can trust that what they're doing and what they're bringing forward will be kind of the best recommendation. And even when they're hesitant, they'll, they'll give me three options. I go, what, what do you recommend and why? And then give them the freedom to say it didn't work and let's figure out what didn't work. And you know, how do we pivot?

Dr. Annebelle Neri (21m 60s):

What resources do you need? But I've gotten pretty good at staying out of operations. However, when, as you know, being at a college, something's just happened and then I have to dive in and start addressing it and holding people accountable or, or addressing the situation. but I'm pretty good at letting the Superstars do what they were hired to do and build their own teams. And then my role is to get them the resources or be the voice that advocates for these space, the money, the people they need to make it happen.

Cheryl Broom (22m 32s):

Excellent. I've had my own supervisors in my own past who have been really good at what you described giving you the space and then other ones who just like crush your creative spirit because they just meddle in everything.

Dr. Annebelle Neri (22m 45s):

I've been in both as well.

Cheryl Broom (22m 49s):

That experience is really valuable. One thing I think I hear from a lot of marketing directors on college campuses is that there's such a culture of collaboration and everybody is a consumer of marketing. We all consume media, we look at advertisements so people feel like they're the expert and they wanna collaborate and they wanna have a voice. And, and sometimes that can slow down the progress or make over-complicate, you know, what the message or what the tactic is supposed to be. How do you balance that spirit of collaboration and collegiality with actually having to get stuff done? Is there any advice that you could give to marketing directors who might struggle with that?

Dr. Annebelle Neri (23m 31s):

So that that's a skillset and not, I, I must admit not all leaders that I've seen higher education have it. So we have legally required shared governance or collegial consultation. but I found if the structures are in place and people know where they can voice support or dissent and we record it, that it will move faster, right? And with the reminder that at the end it's a recommendation and, and another in most cases to the president and I have to make the decision. And what I do with those cases, I try to differentiate like what's the role of faculty, what's the role of classified staff?

Dr. Annebelle Neri (24m 17s):

And when it comes to marketing, I leave marketing as an enrollment management strategy so that the marketing and public information office department has the ability to be agile and move quickly, All, right? And then feedback can come in, okay, after they see the data. Because before we criticize what's about to go out or not go out, we have to see if it's effective and then we can share the data and then go through those traditional channel channels of planning or committees in a timely way so they can feel like their voice is heard and record that form even if they don't agree. I have a philosophy, you know, and sometimes some leaders are surprised by it, but my philosophy is dissent is healthy, but we have to give people the form for dissent and record it not, you know, quietly over here so that all those ideas can be shared.

Dr. Annebelle Neri (25m 11s):

Because many of the times they're advocating for their constituents or their students. But with marketing, my marketing department is certainly a lot more agile than it, it was at other educational institutions and partially because that is what they were hired for, you know, and they're the experts and the way we see the results is in the data when they do the presentation to see what yielded the most enrollments or return on investment.

Cheryl Broom (25m 39s):

So it sounds like you give people the chance to have their opinion, you record their opinion. Yeah. so you acknowledge that you've listened, it's, it's been recorded, it's been thought about. And then sometimes you allow things to happen and you take that risk and you're, you're a risk taker. You take the risk and then you

look at the data, did it work? Did it not work? And then reflect on it then. Yeah. Because if you don't try, you don't, you'll never

Dr. Annebelle Neri (26m 2s):

Know. You'll never know. Exactly. You, you have to try. And then again, you know, killing, you know, you can't kill innovation or creativity. Our students deserve all of us, our experience, our combined expertise, our disciplines to find them the solutions that make it easier for them to complete whatever their educational or career goals are.

Cheryl Broom (26m 26s):

One thing I wanted to ask you about that's, that's popular across California, but I think it's really taken off at Santa Ana College is your dual enrollment programs. I think you have a really strong dual enrollment program. And I hear out there all sorts of different philosophies like, oh, you're giving things away for free and these, you know, like you're, I don't even know what the saying was. I heard somebody say once, like, you're stealing your own feed. Or some weird farmer saying about like taking, taking the seed from your crop before it's grown as a negative thing. But, but what, what is dual enrollment? Why is it important to the college and, and how is it helping you with enrollment?

Dr. Annebelle Neri (27m 7s):

So just to give you an indication of how much we've grown, we went from 500 enrollments to over 5,000. Wow. Yeah. Wow. Okay. So, and we've done it in such a short period of time. And the reason dual enrollment is so people don't realize the minute we have a dual enrollment student, which could be a high school student taking a course during their high school day, a college credit course, or could be a high school student taking a course with college students outside of their high school day. But my point is we get paid at a higher rate for serving those students. So those are ongoing growth dollars that can come back to the college and that pay at the highest rate.

Dr. Annebelle Neri (27m 52s):

But more importantly than that is when students enroll in dual enrollment classes, especially first generation or students from underrepresented groups, they increase exponentially their chances of going to higher education cuz they're already taking college courses, but completing higher education and a lot of the new laws around dual enrollment has made the process, the application process much easier because it's intended to target those students who are not otherwise identified as college bound. So it's not necessarily for the AP students as many think, there's not necessarily for someone who was going to, whose family has been traditionally going to college for decades.

Dr. Annebelle Neri (28m 35s):

It's intended for those students who were not otherwise identified as college bound or were are from underrepresented groups. And the data has shown that dual enrollment will increase their chances 30, 40 or

a hundred percent chance of completing a certificate degree or transfer and completing a bachelor's degree. And that's the most important board because it's an equitizing force for those groups who were not otherwise on a college trajectory.

Cheryl Broom (29m 4s):

That's right. I I was just reflecting, I said to my husband a couple nights ago that our, our 14 year old who's a slob, I love him to death, but he's gonna go to me college and take a class next summer, right? When he is a sophomore going into a juniors, he can go take college classes. And what you just said just solidified it because what an amazing thing to know that not only is it more likely that he'd go to college, but more likely he'd complete. And as a parent, that is a fantastic like thing to give to your child, is this experience where you're set up for success.

Dr. Annebelle Neri (29m 38s):

That's exactly

Cheryl Broom (29m 39s):

Right. Yeah. Fantastic.

Dr. Annebelle Neri (29m 41s):

And a chance to explore, right? Without no cost tuition, no cost to books. And we want them to explore so that they land in a career that they love.

Cheryl Broom (29m 51s):

And you must have really great relationships then with your local school districts.

Dr. Annebelle Neri (29m 55s):

Yes, I absolutely do. So I must admit, when I first started, many of them will tell you themselves that we did not, and I had to essentially prove, win them over. But that was, it wasn't just about the conversation because we have lives at stake. So they wanted outcomes. So I had to work with superintendents, all the principals, charter schools, nonprofits to convince them that Santa Ana College is ready to respond, is ready to partner, is ready to say yes, and then prove to them by rolling out aggressively dual enrollment courses and programs in such a way many of their early college programs doubled, tripled, and quadrupled and trust that even though it would be a bumpy rollout between our faculty, staff leadership and our partners and not our high school partners, that we would see what worked and maybe scale it and we would see what didn't work and try to address it instead of cutting off the partnership.

Cheryl Broom (31m 3s):

Wow. Well from 500 to 5,000 students, let's say it's working. Yes. Well, as we wrap up our conversation, I also want to acknowledge that we're recording this on March 8th, which is International Woman's Day. And

you truly are a remarkable woman and come from a, a lineage of remarkable women. So even though we do have men listening to this podcast too, I'd just love to hear any advice you might have for, for women out there who aspire to become leaders, what can they do to get the skills they need to position themselves for success?

Dr. Annebelle Neri (31m 39s):

You know, I, there's a few things I I think first, you know, as women, most of the time in my career I was either the only woman in the room, the only person of color in the room, and certainly the only woman of color in the room. And shedding that insecurity in such a way to know not only do I deserve to be here, I earned every right to be here and command the attention of the room. Because what we can contribute from our experience, from our education, from our breath and death will add so much value to whatever we focus on and whoever we serve.

Dr. Annebelle Neri (32m 21s):

So kind of shedding that imposter syndrome maybe is one thing, but then to always believe that you, that we deserve to be there, that we worked hard to be there, and that we can change lives and lead as effectively, if not more effectively than our male counterparts. And in terms of our resilience, our grit, and our hope confining all our strengths and changing the organizations, changing the culture or changing the world to make it better, to make it what we believe it should be is I think core to our strength as well.

Cheryl Broom (33m 4s):

Oh, fantastic advice and a beautiful philosophy. And I just wanna thank you so much for being the first college person in on the podcast, taking the time outta your busy day to come and talk to me. I think this has been a great conversation and I really have enjoyed getting to know you a little bit better. And I can't wait to see what's next for Santa Ana College.

Dr. Annebelle Neri (33m 25s):

It's gonna be big and it's gonna be nationwide, I must warn you and pretty soon international. But in the meantime, Cheryl, thank you so much. I appreciate the opportunity, like I said, to certainly brag about the college and the great work we're doing and recognize our faculty, staff, and leadership. And I really appreciate being the first and I hope you have more community college presidents to come.

3 (33m 49s):

That wraps up this month's episode of Higher Education Coffee and Conversation. I Hope you enjoy the discussion and learn something new. And if you liked the podcast, I would love it if you would leave us a review and make sure to take a screenshot and email me or hit me up on LinkedIn and I'll send you one of our fantastic GradComm shot glasses and a little something, something to go with it. On behalf of all of us at GradComm, thank you for listening and thank you for working hard to make higher education a reality for students across the nation. Until next time.