

Cheryl Broom (8s):

Hi, I'm Cheryl Broom, CEO of GradComm. Imagining, a phone call on Thanksgiving from your college president that the president of the United States was gonna be on your college campus in just a few days. It's time to put down that Turkey. No more stuffing, no more wine. You have to get onto campus over the weekend and get ready for perhaps the biggest event of your life. Well, that's exactly what happened to Emily Zimmer, who works at Dakota County Technical College and Inver Hills Community College in Minnesota. She got that phone call from her college president and got to work over the weekend, got the chance to work with the Secret Service, the White House Communications team, and pulled off a fantastic event featuring the president of the United States.

Cheryl Broom (59s):

What she went through, what it took to prepare, what it took to manage the event is really impressive and she learned a lot and has had a fantastic time doing it all. This is a great conversation with really good takeaways and I think you are gonna learn a lot. Enjoy it. Well, thank you so much Emily for being on the podcast. I'm really excited to talk to you. You've gotten to do something that I think a lot of marketing directors only dream about or maybe have nightmares about. We'll learn after we talk to you. But before we get started talking about your experience I let the listeners know who you are and the college you're from.

Emily Zimmer (1m 39s):

Sure. My name is Emily Zimmer and I'm with Dakota County Technical College and Inver Hills Community College. And with the colleges I serve as the marketing project manager. My role largely consists of the public relations piece of our house and then also a lot of event planning, so graduations and so this what we'll be talking about kind of fell into two of my primary roles.

Cheryl Broom (2m 2s):

Great. And where are you located? Where in the country are you?

Emily Zimmer (2m 5s):

We're in Rosemount, Minnesota, which is just southeast of the Twin Cities, so Minneapolis and St. Paul.

Cheryl Broom (2m 12s):

Excellent. So let's talk a little bit about this presidential visit. Starting from, when did you first hear about it? How long did you have to prepare? What was that like when you got the, the phone call or the email? I don't even know how you got notified. What was it like?

Emily Zimmer (2m 26s):

Sure. So I think our president was notified a little bit sooner. I think he knew on Thanksgiving day of 2021, the rest of us, he was kind of waiting confirmation that they really were gonna come. The rest of us learned about it that Friday after Thanksgiving. We traditionally have that day off, so we all got the phone call and we all thought the worst because we just, you know, that's one of those things. But it ended up being a super exciting opportunity to host the

president of the United States. He was coming that Tuesday, I think that was November 30th. So we had about four days to turn this all around. I think that actually worked in our favor. It of course was very stressful, but it also just meant we had to get up and and do the thing and it kind of prevented maybe overthinking some things.

Cheryl Broom (3m 13s):

So it's like happy Thanksgiving. The president of the United States will be here Monday.

Emily Zimmer (3m 17s):

Yeah, that was exactly how it went.

Cheryl Broom (3m 22s):

Do you know why it, why it was such short notice? Is this purposeful on their part?

Emily Zimmer (3m 28s):

Yeah, I think it is his schedule, especially for this sort of thing. So he came to unroll the bipartisan infrastructure bill that had recently been passed and it was kind of his Hallmark speech for, for that piece of legislation, which was a pretty major accomplishment. But it can be usurped by any number of global things that happen. And so they do with his planning come in fast and kind of get out fast just because I think it's the nature of how they work based on the way that the White House communication staff and the Secret Service operated, I would say that this was very much their traditional way they plan and come into places for an event.

Cheryl Broom (4m 9s):

Okay. And why did they choose your college?

Emily Zimmer (4m 12s):

Yeah, that's a great question. So we at the colleges have maintained really good relationships with our Congress people. Before it was Jason Lewis and now it's representative Angie Craig. And we've done a number of visits with her office, including some bipartisan where we've had other people. We had someone from Michigan and I'm blanking on his name right now, come in. But we've done a lot of visits with them and showed off what our colleges do. And so she had actually recommended our college because we do have programs that were related to this piece of legislation. There was a considerable amount of money in this for education and training.

Emily Zimmer (4m 56s):

We provide that education and training. So we were selected because of that and her relationship with the White House and then plus.

Cheryl Broom (5m 4s):

So this is where those relationships, I mean really pay off. This is why you have relationships with your Congress people and have people on campus doing that. So

Emily Zimmer (5m 15s):

Yeah, absolutely. And I mean it kind of use serves your wildest dreams. We never could have imagined that it would end up in this, but it's been a really great relationship that we, you know, we'll always hopefully maintain whether it yields this sort of visit or not because it, it benefits our students. It really does.

Cheryl Broom (5m 32s):

So you got, so you got this call and now you know the president's coming, so it's on it's game on what happened from that point, what did you have to do? What were some things you had to think of or plan for?

Emily Zimmer (5m 44s):

Yeah,

Cheryl Broom (5m 44s):

What did that

Emily Zimmer (5m 45s):

Entail? It was a little bit of a whirlwind. So the first step was that we met with our local Secret Service agent and then the kind of the lead White House communication staff and the lead White House events planning staff. They came in that Friday and they kind of gave it our team, the lay of the land, like how this was gonna go, what they were looking for, the process. They're really thorough in that meeting about explaining the good, the bad, and you know, the in between, which was really fantastic that they were so frank because then we knew, had a good idea of what we to expect and, and really they were almost spot on with everything.

Emily Zimmer (6m 26s):

So from there we took them around our campus because while they had identified our campus as a place to host this event, they hadn't actually like where on our campus. So we did some touring, kind of identified a few different spaces that they could come. And then the Secret Service does kind of a safety analysis of those spaces because obviously they need to know whether they can get the president out of there quickly if something were to happen. You know, entry, exit, all, all of the things, I can't even say I understand it all, but, so eventually they settled on our heavy duty truck lab and, which is an interesting spot, but it w it worked out really well. It really hit the theme of the event and then we were basically handed kind of a sheet of these are the things that we'll need you to do.

Emily Zimmer (7m 14s):

While the White House communication staff did everything with the national media, I coordinated everything with our local media and we helped them with all the event stuff, whatever equipment and whatnot that we had. It just kind of runs into a big blur. But it was definitely an all hands on deck type of event. Not a lot of time for egos or anything like that, people just had to get in and do the parts that they, you know, were hired to do. And it really, that part was sort of fun and amazing to see how everyone just stepped up to the plate and did the thing. I mean, it really was incredible.

Cheryl Broom (7m 47s):

Well, I wanna ask you about that, about what everybody's roles, but something you said really interested me was your local secret service agent. Like I was like, you don't even think that you have like a local, like somebody in the Secret Service. It's local.

Emily Zimmer (8m 2s):

Yeah, every state has one. I learned that. Yeah. And it's interesting because when they're not dealing with presidential visits, because obviously the president doesn't visit that often. They are investigating financial crimes, like federal crimes and so it, it was really neat to meet her and to know that she's here and she knows she knew her business. Aha, I mean she was an incredible partner to work with. I really could be more complimentary of her. And so

Cheryl Broom (8m 28s):

Yeah, it kinda sounds like a movie, you know, like so who, who was involved? Like who did the president of your campus pick like a team or put a team together? How many people had to be involved in this?

Emily Zimmer (8m 49s):

So initially it was I think a team of six. Our operations and security department was immediately involved. Communications, which was my role was immediately involved. Our IT staff had, he was involved in the initial planning, obviously our president and then we belonged to Minnesota State, which is a system of colleges here in Minnesota. And they also had a representative come down since this was kind of been extraordinary event. And so that was kind of our initial planning team as things got going. Then some others, vice presidents, deans, that sort of thing were invited in as well. What did,

Cheryl Broom (9m 25s):

What role did the IT department play?

Emily Zimmer (9m 28s):

Well, that's really interesting. So our building is a huge concrete box. Think about like a mall or something that's kind of what it's shaping. So it's really hard to get satellite service and whatnot in here. So I didn't end up playing. He ended up playing a pretty huge role because he had to help get them hooked up to be able to stream everything out to the world. Also, the secret service goes through every inch of your building. And when I say that I am not exaggerating, they go through your duct work, they go through your tunnelings, we have tunnels under our building. They go through all of that. They go through your wiring, they know every chemical that's on your campus, you know, biohazard chemicals, explosive chemicals, I, they just don't, their, their thing is nothing to chance and they are very serious about that.

Emily Zimmer (10m 17s):

And so they end up going, you know, checking our systems for hacking and all that sort of thing too. Wow. So it's pretty extensive their work beforehand to make sure that that the, the space is safe.

Cheryl Broom (10m 30s):

How many, how many agents ended up coming out?

Emily Zimmer (10m 33s):

Oh, that's a great question. It started with the one local and by the end there must have been 40 or 50 maybe, maybe I'm exaggerating. But it was quite a few because there was a team that like patted people down as they came into the building. There was a team just standing guard. There was the president's personal detail, which I think is four to six people. I mean, so it, it's quite a few people that are in the president's

Cheryl Broom (10m 58s):

Group. And this is like a total in the weeds question. But you didn't have to feed all those people, did you?

Emily Zimmer (11m 3s):

No, actually they, I think, yeah.

Cheryl Broom (11m 10s):

Good. I was like, see like the communications person is always like the catchall and I was imagining like you having to run out and get sandwiches and like thank goodness you didn't have to do that on top of everything else.

Emily Zimmer (11m 25s):

Oh that is, it's true. Usually in our work that is kind of how it falls. But no, they were pretty self-sufficient. They, they tried to make it and they told us this when they came in. They tried to make it a positive experience. Like everyone that we met was super friendly. You know, as soon as we had questions like if I would walk down there with a question, they would stop what they were doing. And I mean they, that has to be a super stressful experience for them as well coming in and trying to put this together in such a short timeframe. But they were always very accommodating, super kind for that. Their professionalism was just off the charts, which you would expect from the highest, you know, office in the land. But if to experience it really was an honor cause they were fantastic.

Cheryl Broom (12m 5s):

Yeah, well then they have to be, I mean this is the most important figurehead in our nation, right? And I can't imagine how stressful their jobs are, especially when there's just such little notice to have to, to make all these decisions and make sure your building's safe and everything's set up and it's professional and news media's accommodated. It's, it's major. So you got, you got your notification, you got your team together, everybody had a role to play leading up to the event. What were the things that you in particular were doing to support it?

Emily Zimmer (12m 39s):

The two primary buckets that mine were, were to make sure that they had what they needed to get the event going. So to bring the stage in and that sort of stuff. Me and the operations crew worked closely with them just to make sure they had had everything they needed. Our second, and this became the primary was then communication, communicating with our students, faculty and staff about the day. And then also the local media. We weren't allowed to let our campus community know that he was coming until after it had been put on his official schedule. And that happened early Monday morning. Our president decided in the end to cancel classes for that day because we are in one contiguous building and the security considerations just got to be a lot.

Emily Zimmer (13m 28s):

It would've been a very disruptive day. So he just kind of decided to call it a wash. And so communicating that with our students in a timely manner as well as our faculty and staff so that they could kind of roll over for those who had labs and stuff like that. So that was a, a big lift. And then trying to get the local media's questions answered, make sure that they had access if they needed it, that sort of thing.

Cheryl Broom (13m 51s):

So you weren't able to tell your campus until the day, the day of the event,

Emily Zimmer (13m 56s):

The day before the, before Tuesday we about messaging on Monday morning.

Cheryl Broom (14m 2s):

Okay. I was like, wow. So you did, they did have a day to make sure they received it. And then when were you, is that when you told the media as well?

Emily Zimmer (14m 11s):

Yeah, so the White House sent out an official press notification. I think they actually ended up sending it out late Sunday night because it did make the papers early on Monday. But our communication kind of followed there, their lead.

Cheryl Broom (14m 29s):

Great. So you're now set up for the event, it's Tuesday. Tell me what that was like, how many people were there and then what was your role on Tuesday?

Emily Zimmer (14m 40s):

Yeah, so we had a couple hundred people. Most of the Minnesota delegation, government delegation was here. We had both senators, Angie Craig, many of our congress people, people, some of our local dignitaries, the Rosemount Mayor, some of those folks came in. We had quite a few of our business partners, especially those in the transportation and industries. And then we were also able to bring our students senate in as guests as well as some of the students

who would've normally been in class that day in that lab, just so they could see, you know, why their lives had been upended like this. And then a few faculty that were in that area was kind of decided to, to let them have that.

Emily Zimmer (15m 23s):

And then our VPs and the president and whatnot. My primary role that day ended up actually being social media, making sure that we were getting the day out there to the public. We had a photographer on staff and then we had our social media person. Like I kinda played back up to both of those roles. So just to make sure that everything was getting out and good stuff going. It was really fun. Yeah.

Cheryl Broom (15m 46s):

And how was it working with the White House communications team?

Emily Zimmer (15m 50s):

They were really, really great. I actually had a total fan. We, I had several fan girl moments of whatever. I got to actually sit down with the president's speech writer cause because they liked to add local flair to, to his speech. And so they were asking all these questions and he, he wanted to tell a joke about kind of a local transportation pain point and we've got this awful train crossing. And so I had said, you know, this, people laugh at this. And it actually got into the president's speech and I told kids about it. So my husband was like, they went crazy when the, the president told the your, and I was like over the, the president's speechwriter and then Jen Pataki was also on our campus and we all kind of were like, oh

Cheryl Broom (16m 40s):

Wow. I mean how many people can say that they wrote a joke for the president of the United States. Like that's pretty incredible. You had to put that on your LinkedIn profile.

Emily Zimmer (16m 48s):

That's, I've been, I don't how to do that, but I thought about it cause it's like I've, my, my husband and children probably are like, come on, just drop it now. But it was cool. It was really neat. If

Cheryl Broom (17m 1s):

You ever play like two truths and a lie, like people will think that's your lie. Yeah, that's like, I actually might take that as my lie cuz it's pretty cool. That's awesome. Wow. What a great opportunity too to see kind of how all of this is made and the people that support, you know, a dignitary and and their specialized roles are pretty incredible.

Emily Zimmer (17m 23s):

Yeah, it really, they were such a neat group of people and it was really interesting to hear about their lives cuz that, I mean, you know, like that I was like, do you have families? And they tend to be in those roles for 18 months. They do 'em in like rotations, especially the Secret Service folks. So that because it is so overwhelming, you're at his, you know, your Thanksgiving is never gonna be yours while you were working for the president. And so it was really interesting to hear

their perspective and you know, they're really doing our country as service as much as, you know, whatever party's in you might wanna think one way or the other. These folks are there to do the work of the government. It was it was neat to work with them and to see them in action.

Cheryl Broom (18m 6s):

Now your college is located in like a purple area of the state and the country, so I'm, I'm sure not everybody was thrilled or supportive of the president being there. Did you have any protestors and, and if you did, how was that handled?

Emily Zimmer (18m 24s):

Yeah, so we had what we affectionately called a free speech area outside of campus and it was right along the major corridor in which he was driving up. So people got to see the limo come in, but they were cordoned off into like a designated area. The event was by invite only, so you, you weren't, you know, we didn't get any in our building but we did have a number of protestors come. It was interesting, there were several different groups and not all, you know, like very different in their, their wants or you know, why they were upset with the president and it was really interesting to see. But that was kind of, that was the secret services suggestion was to do a free speech area and it actually worked really well.

Emily Zimmer (19m 8s):

Basically as soon as his limo went by, they scattered. So

Cheryl Broom (19m 13s):

Yeah. Great. How, how many protestors were there?

Emily Zimmer (19m 16s):

Oh, that's, I would say a couple hundred. Okay. Like I said, there were kind of three main groups that came and, and it was also hard to tell because they, they kind of got mixed in with some of the people who are just curious who just wanted to see the vehicle drive by. So, but I mean there were, the signage was funny, some of it was punny and some of it was awful. And

Cheryl Broom (19m 43s):

When the president, when he arrived, how long did he spend on the campus? Was it pretty quick?

Emily Zimmer (19m 49s):

Yeah, he was probably here for about an hour. He came in and welcomed people, our president and some other of the, you know, Angie Craig and our senators. He gave probably about a 20 minute speech and then he stuck around and did pictures and shook hands for probably another 20 minutes. So I think about an hour. Did you get a

Cheryl Broom (20m 12s):

Picture? Did



Emily Zimmer (20m 12s):

You get a picture? No, I did not. Oh,

Cheryl Broom (20m 15s):

You should have told 'em. I wrote your joke. Lemme lemme get in a picture.

Emily Zimmer (20m 22s):

We tried to push our students cause that was, you know, we really wanted them to get in there and get Oh, and he was great about talking with them. One of our students actually introduced him and her mom got to sit like front and center and so, and he was so kind and gracious, he took a picture with her and he took a picture with her and her mom at the, you know, afterwards. And so that part was super awesome. I mean that probably was the highlight of the whole thing for us is just seeing our own student on that stage and getting to help her story. Cuz she has a pretty awesome story. So

Cheryl Broom (20m 58s):

Yeah, what a, what a wonderful opportunity for the student but also just for your college to be able to share a student story like that. That's amazing.

Emily Zimmer (21m 8s):

Yeah, yeah. No it was, it was really fun and she did a great job. Her name is Sarah Rivier Haron and she's got a cool story. She's a veteran, she's a female in a male dominated field and just she's, she's gonna rule the world someday and you know, so it was super fun to see her up there.

Cheryl Broom (21m 27s):

Oh that's great. Anything unexpected happen during the

Emily Zimmer (21m 30s):

Event? So yes, we, shortly after the event, there was a kind of a conspiracy type video that was created by a couple of people who claimed to be students. We've never been able to figure out who they were, but they claimed that we had bused in fake students and that the college didn't notify folks that they were coming and it actually got fairly good traction. I think it got like 40 or 50,000 views. And so kind of dealing with that aftermath was interesting. That was its own learning process. It was neat in the fact that a lot of the major press was there, you know, and, and so they had representatives on the ground kind of right away saying, well that's probably not right.

Emily Zimmer (22m 16s):

And so we got to go through the fact check process with a number of them, including the AP and PR and yeah those are the kind of the two big ones. And so we had our students who were there, we did kind of a press training with them, so not to tell them what to say but just to make them comfortable with what the process would be in talking to a major reporter. And then they talked with them, we share some records about like the message, the timing of our messaging

and stuff like that, our system timestamps, those sorts of things. So it was fairly easy to disprove the video but it didn't make it any easier that it was out there and people were sharing it. And that, that was hard for me personally.

Emily Zimmer (22m 56s):

And it was hard for a lot of our folks who were involved in that event because it kind of felt like a slap in the face a little bit. But you, you can't help but people put out there. And I think we were all familiar enough with the internet to know that stuff happens.

Cheryl Broom (23m 11s):

Did you respond to it at all

Emily Zimmer (23m 13s):

Or? So that was a hard thing to do because it kind of went from, well this little thing is out there, you know, we know it's not true. Let's see what it happens. And then all of a sudden it was like out there, out there. So we decided, because almost immediately, as soon as it started to get traction Leader that day, I had the AP call with the fact checker. So I was like, why don't we go at it from that angle instead of trying to argue in message boards And on Facebook we had a few people on our Facebook page share the video and on for those people who were like genuinely asking questions, we were willing to answer those in, you know, a respectful and kind way.

Emily Zimmer (23m 54s):

But we, we didn't go out and try to argue the trolls cuz that seemed not like a good use of time.

Cheryl Broom (24m 2s):

Was this something that the White House communication staff was interested in or is this common for them?

Emily Zimmer (24m 8s):

It is common for them and it's interesting because if you kind of follow where the president goes, these things pop up almost everywhere and they're very similar nature. They're made to disrupt and to, to take credibility away from the president and his office. They, when I brought it up to their communication staff, they said give it about 48 hours and it'll, it'll people quit sharing it and it almost to the minute, I swear that was how it went, you know, it was a big deal until the next shiny thing came up and then, you know, I haven't seen it again. So isn't

Cheryl Broom (24m 45s):

Funny like fake stu, like bus fake students like this is so silly but people yeah put out there but

Emily Zimmer (24m 51s):

Well I've even thought like if I even wanted to be involved in such a thing, could I have pulled it off Diabol? I dunno

Cheryl Broom (25m 7s):

What, anything else in the follow up? Like was there more media interest or,

Emily Zimmer (25m 13s):

Our students had a lot of interests. I think there were probably about a half a dozen local media that interviewed and talked to her, including her hometown paper, which I think is the one that mattered most to her. So that was really fun. And then just going back to normal, it was, you know, it was weird because that next day I had a full slate of meetings back to you know, the normal campus rigamarole and I was just like, what? What is happening? You know, just kinda, and I had talked to some of the others that were heavily involved in the planning and execution and they kind have that same sense like your world just totally got end dented and now you're expected to go right back to to the normal stuff.

Emily Zimmer (25m 54s):

So that was fun. Yeah,

Cheryl Broom (25m 56s):

It's kinda like Christmas, like all the planning, planning, planning, planning, planning goes by fast and then, and then it's over. You sad. So you know, there's other colleges, actually the old college that I used to work for in your role, which is Marico College here in San Diego County, I think it was maybe December the president came, I didn't get invited. I called the woman who replaced me. I'm like, why didn't I get invited? But it was like you or it was just a small event, couple hundred people. So you just never know. You never know if you are gonna be selected if this is gonna be somewhere dignitary wants to come.

Cheryl Broom (26m 39s):

So what advice do you have to other college leaders who might find themselves in a similar situation?

Emily Zimmer (26m 46s):

I would, my first bit of advice would be to lean on the Secret Security and White House teams. They really know what they're doing and like I said before, they were fantastic in answering any questions, addressing any issues that came up throughout the whole process. So I think we tend to wanna be really self-sufficient, especially on our campuses because these are our buildings and our things, but they really are the, the professionals who know this process the best. So I think leaning on them. The other thing early in our process when I got back to our office after that initial meeting, I kind of took a deep breath and I was like, what do we need to get, you know, to make it through this?

Emily Zimmer (27m 26s):

And I sat down and I kind of created a timeline of at least our office and what we were gonna need to do and what it would look like and just taking that couple of minutes to actually put a plan on paper was huge for us. I shared it with our president and some of the others and I think it was helpful for them because they had an idea of when we needed to have like

communications ready when you know, in even in terms of putting the event stuff together with the stage and all that stuff when that process needed to be complete with. And it just really helped to, to put it on paper so everyone could see exactly how the process was gonna play out.

Emily Zimmer (28m 7s):

I don't know why it struck me to do that, but it really was helpful. And then rely on your team that, that was probably the proudest part of the whole thing for me was just seeing how well our team came together to put it together. We're like any college, you have your territorial silos and whatever, but when it push came to shove everyone came together and just made it happen. And it, I, I really was immensely proud of our institution for, for making it go down and, and then I'm a maximizer so it's hard for me to necessarily stop and enjoy things, especially cuz after an event I'll always be like, we could have done this in this. But when I got home my husband said, was it fun?

Emily Zimmer (28m 50s):

And I'm like, it was fun, it was awesome. So enjoy it because it is a once, probably a once in a lifetime opportunity and nobody else knows the wrong logo was used or you know, whatever the thing is. So let it go.

Cheryl Broom (29m 6s):

So you would do it again if you got the call?

Emily Zimmer (29m 9s):

Yes, I would, yes, without a doubt. I know the things I would do slightly differently and

Cheryl Broom (29m 15s):

Well great

Emily Zimmer (29m 17s):

DC recently and

Cheryl Broom (29m 25s):

A job. I bet you could, they'd remember working with you.

Emily Zimmer (29m 29s):

Well, I hope so.

Cheryl Broom (29m 32s):

Well what an amazing experience. I I am jealous but happy for you that you got to, to do something so extraordinary and play a role and, and something really important to your students and to your community. It's a really amazing opportunity.

Emily Zimmer (29m 49s):

Yeah, it was, it was so fun. Yeah. Thank

Cheryl Broom (29m 52s):

You. Well, anything else you wanna share? Any words of wisdom or you think we covered it all?

Emily Zimmer (29m 58s):

I think we got it.

Cheryl Broom (30m 0s):

All right. Well great job. If anybody wants to see pictures, do you still have 'em up or can they go to

Emily Zimmer (30m 6s):

Yeah, they're on our flicker account off of our thing. I can send you a link if you want me

Cheryl Broom (30m 12s):

To. Oh, that'd be great. Send me the link and I'll put it in our show notes and that way if anyone's interested in seeing your campus and what the event was like, they can, they can poke on over to your flicker. I think I'll go as well.

Emily Zimmer (30m 23s):

Yeah, absolutely.

Cheryl Broom (30m 26s):

Well thank you so much for joining me and congratulations.

Emily Zimmer (30m 30s):

Yeah, thanks for having me. This was great.

Cheryl Broom (30m 34s):

That wraps up this month's episode of Higher Education Coffee and Conversation. I hope you enjoyed the discussion and learned something new. And if you like 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.