

PORTLAND COMMUNITY COLLEGE - BOARD OF DIRECTORS
PO BOX 19000, Portland, OR 97280

BUSINESS SESSION

March 5, 2015

12000 SW 49th Avenue, Portland, OR 97219

Sylvania Campus, CC 238/239 (A/B)

MINUTES

BOARD ATTENDANCE

Jim Harper, Vice Chair Ken Madden, Chair Deanna Palm, Gene Pitts, Kali Thorne-Ladd, and Courtney Wilton

CALL TO ORDER

Chair Palm called the business meeting to order at 6:00 pm and invited all present to introduce themselves.

APPROVAL OF THE AGENDA

The agenda was approved as published. Madden/Pitts

INFORMATION SESSIONS

International Student Fee

Jim Langstraat, Associate Vice President, Finance and Kendra Cawley, Dean of Academic Affairs

Ms. Cawley provided a few statistics for international students. Currently for Winter Term there are 706 students, from 72 countries. Some comparator colleges are Valencia with 763 students, Miami-Dade has 1,606 and Houston Community College System has 5,208. As far as community colleges in Oregon and Washington, the numbers range from 60 to 1,952 students. The data for anything lower than 500 come from the Institute of International Education's Open Doors Data 2015. They do not track the numbers lower than 500, so the data was gathered independently.

International students and out-of state students pay non-resident tuition. Students with non-immigrant Visas and undocumented students pay resident tuition. Students getting an F-1 Visa apply at PCC as an international student and pay a \$50 application fee. They need to demonstrate \$18,000 in financial resources, liquid funds in bank statements or letters within six months of attending. From there PCC issues an I-20 and the student then applies for a Visa. Of the students applying about 50-60% enroll.

A snapshot of the services provided by the International Education are Visa support, orientation, English language support, DHS Compliance via SEVIS (Student and Exchange Visitor Information System), advising, and student activities. Orientation is a big deal. Not all the students come in the Fall; they come Fall, Winter and Spring. Each term there are 150 new students each term. They all require testing to make sure they are in the right English placement. The orientation is intense; it is five full days, by the end of the week they will know which classes they are going into. For the staff in International Education, this is an "all hands on deck" week to make sure the students are well introduced to PCC and ready to go.

SEVIS is required by the Department of Homeland Security. The students are entered into the database when they apply. From there they have to be tracked throughout the year. Staff has to confirm that they are attending from term to term; they are taking the right courses and meeting the right number of credits, and making appropriate progress. If they are not, then a change of status must be filed. This work is done primarily by the advisors. There are 4.75 advisors in International Education for the 709 students. The workload is great.

Mr. Langstraat discussed a few issues around International Education. A few reminders are that these students do not generate any funding from the state, even if we are below the state funding cap. There are no property tax revenues from international students because they are not property owners within the five counties that PCC serves. Property taxes account for half of the general fund dollars. The only additional revenue that we receive from international students is tuition and fees.

At the January Work Session information was shared around international education. As a reminder, international students do generate over \$5 million in revenue for the College. When all direct and indirect cost associated with international students, PCC is losing about \$150,000 per year. Director Pitts asked if this was compared to In-State students? Mr. Langstraat stated that In-State students generate state revenue. To get this number the revenue generated by the international students was compared to the direct and indirect costs and came up with a \$150,000 difference. Director Pitts clarified that this was an incremental cost associated with international students. Mr. Langstraat shared the different ways that were discussed to cover the deficient in place. For example, a \$10 increase per credit hour or a \$121 fee increase per term would cover it, as well as provide \$100,000 for reinvestments and enhancements to the program. At the last board meeting, the board tabled the increase for international students. Right now there is an increase approved for general education students, but there is nothing approved for an increase for international students for next year.

Comparative data for Oregon and Washington between resident and non-resident tuition shows 2.3% to 3.1% differences. PCC is very comparable with the other colleges in the area. Mr. Langstraat provided a historical look at tuition increases at PCC. From FY10-11 through FY 14-15 resident tuition has increased by 21%, while international tuition has increased 7.8% over the same time period. There are many different ways to structure how to establish fees for international education. There could be an across the board ratio where it is established that the rate be 2.4 time the resident tuition. It could be set as a fee per term that covers the services that Ms. Cawley outlined. It helps provide the students with additional services to help them navigate the system. Another option is to increase the per credit fee. There are different options for the Board of Directors to decide.

Chair Palm asked if the slide referencing the cost for resident and non-resident tuition included the fees? Mr. Langstraat stated that it was straight tuition. Chair Palm asked how the fees compared to other colleges. Mr. Langstraat noted that PCC is about 7th of the community colleges in Oregon for fees. If tuition and fees are considered together, then PCC drops to 12th. PCC's fee structure as a whole has been lower than the other community colleges in the state. Director Pitts followed up asking how much of the costs identified are due to the international program per se. Mr. Langstraat stated that the direct costs associated with the program are in the \$3.4 million range, the indirect cost such as the

counseling, which is available for all students. It was calculated by taking all the administrative overhead costs, support services cost divided by the total number of students and then took a proportion of that for International Ed, based on their FTE enrollment. Director Pitts asked if that number was for the international student overhead. Mr. Langstraat said yes, that is how it was calculated. Director Wilton noted the material helped him understand this better. He noted he was estimating where the ratio would be with the increases. He doesn't feel it will change that much, when the regular tuition increase scheduled for next year. He supports increasing this fee, since regular tuition is being increased, it is reasonable to increase this fee or tuition as well. PCC costs are going up, and the idea to cover the costs through tuition is reasonable and not by using state funding and property taxes to subsidize it. It can be argued either way, but it makes sense to try and cover it. The only difference he has with the proposal is that it is to cover the costs that are not covered on an annual basis, which around \$150,000. Then on top of that is another \$100,000 added in, he suggests not doing that. As he listened to the students he noted they are very cost sensitive. If students were asked what their preference would be as far as receiving the additional services proposed in the \$100,000 increase, he suspects they would decline. He suggests not doing the additional marketing. Later if it is decided that this would be the case, then it could be covered from the general fund.

Chair Palm echoed Director Wilton comments about the additional \$100,000 and the price sensitivity that was heard from students makes it difficult to defend it. Recovering actual costs is extremely important and they feel confident in doing that. There are no decisions being made tonight, this report was for the board to gather information and to be able to provide the President with feedback on what they would like to see come forward in a resolution at the March 19 Board Meeting. Chair Palm asked board members to provide feedback.

Director Harper agreed that as hard as it is to do this, it needs to be done. We need to be sure that we are talking about with the students. He has been through a lot of these meetings and people don't always like it, but as long as they know about it and have had a chance to talk about it.

Director Ladd echoed what Directors Harper and Wilton said, that the extra amount is not necessary. It makes sense to cover costs, but beyond that it doesn't seem fair. She appreciated the demographic information, and now understands who the international students are. She thinks the importance of students being aware and not surprised is hugely important.

Director Madden echoed those thoughts as well. He apologized for not being at the last board meeting. He was in DC with the Oregon Workforce Investment Board. He agrees covering the actual costs and if additional funds are needed, then the general fund could be looked at for those.

Jim Langstraat provided that if we just try to recover costs, it would take the \$120 per term fee down to a \$75 per term fee.

Director Wilton stated that it is okay for the board to have a discussion about whether they want to spend another \$100,000. We may or may not, it is not a given. There may be a benefit to doing it and we may decide ultimately to pass. There is a functional program and

don't need to spend the funds.

Chair Palm noted that the direction we are getting to is that the fee proposed to be for recovery of costs. Beyond that, whatever is decided to do with the International Program in terms of additional marketing or educational resources, that would be a different discussion, rather than in the resolution?

Budget Planning Calendar

Jim Langstraat, Associate Vice President, Finance

Mr. Langstraat presented a process where the budget process will be more interactive, so there will be no surprises for the board or the students involved. We have taken a look at the existing process to either add to or enhance the process to provide the opportunities for feedback. In referring to the handout provided to the board members, he noted that items marked in red will be a biennium process; items with an asterisk are new steps to the existing process. Although Budget Forums are planned for the campuses, there will be a special session towards the student leaders. The idea is to have Budget Forums on a quarterly basis to go over the first quarter reporting results and enrollment trends for the year. Another key piece that we will be starting is with the Budget Planning Advisory Group. The plan is to have presentations by the different division, whether it is Academic Affairs, Student Affairs, TSS, or Finance. Each would present their priorities to BPAC and get direction and help. It has been one of the challenges to not have a process like this in place where all the priorities on the table at the same time. Establishing a system to put them in a rank order would prove beneficial. Just as in the past, updates will still be presented in November to the board on the budget process and the adopted calendar. In December updates on what the state is planning and other parameters will be presented. In January, there will be budget forums at each of the campuses will updates will be provided on the 2nd quarter reporting and enrollment trends. Once folks get a couple of reports on enrollment trends folks can get better predications where things might end up for the year.

The calendar also shows meeting with ASPCC in January to discuss the budget. Updating student leaders on how things are progressing and any anticipated fees that may be upcoming. As well as making them aware of the budget calendar and the key events that will be coming up as part of that process.

In February of the biennial years, another new step would be having the final divisional presentations at BPAC to help prioritize the needs as the budget is built. Still in February, it will fall on the board to adopt tuition and fee increases or rate changes for the next year. A lot of the remainder of the budget follows much of the same cycle that we have been on. In March we will still visit with the board about the budget parameters, discussions with BPAC, and the board meeting as the Budget Committee. April will continue to see the delivery of the President's Budget message with a copy of the proposed biennial budget. Also, in April we plan to have the forums at the campuses to continue conversations about the budget and enrollment trends. Just as now, in May there will be the presentation to the Multnomah Tax Supervising Conservation Commission and then hold a public hearing to certify the budget. In June of the biennial years, the official legal budget comes back to the board for adoption and categorization.

The plan is to have a couple of additional meetings with ASPCC as well as each campus to gather feedback and to share information. We hope by adding these steps to the process

can help prevent any more surprises.

Chair Palm thanked Mr. Langstraat for his quick response to this request. She noted the idea of having ASPCC involved in the budget discussions and having the primer of the understanding of the budget will make them much more powerful in Salem. We love it when students go to Salem and talk about the budget and really understand how enrollments and other pressures affect the budget. They will be able to show the legislators that they understand it all and they get it and they know the impact of the decisions made in Salem.

Director Wilton likes the improvement. He knows students are really busy and may not be able to attend meetings so maybe it is worthwhile to come up with an electronic way to reach out to students to obtain feedback. Mr. Langstraat liked the idea and said they will find a way to incorporate it into the structure. Another thought from Director Wilton was that as we have gone to a two year budget, which is allowed under the law and is more efficient that way. The bad thing about it is that it cuts out a public involvement process for the second year and it is unfortunate given the size of our entity. What is also true is that we put our budget together in the year when the legislature is meeting; sometimes it is less meaningful than others, given the uncertainties. Generally, the assumptions are accurate and we end up doing budget adjustments after the primary involvement process. The end result is that we have a two year budget where the involvements occurred prior to it being finalized. There is no involvement in the second year. Some thought to this would be appreciated. We are a very large entity and we have a ton of money rolling through PCC and it would be good to get feedback on an annual basis to the extent that is manageable.

Director Ladd also appreciates the increase in opportunity for people to be engaged in the budget process. She would suggest a lot of consideration around how the budget presented. She thinks it would be helpful to have the budget presented with an equity lens and looking at impacts in different areas. The different budget line items and the impacts it has for different groups. It has been done before, the City of Portland had a process of looking at the budget with an equity lens and understanding what the budget line items impacted, who they impacted and how they impacted. In addition to getting people involved, having people understand what really what it means in real time for students, for faculty, for the different people that the budget impacts. She thinks that a lot of times there are budget discussions that people may attend but they don't fully understand what is going on, so the richness of the conversation and the dialogue is mitigated how the budget it presented and how particularly because we have the Strategic Plan and we have these rules, it being an central piece is really important.

Mr. Langstraat responded that it is certainly PCC's goal to keep the equity lens on everything that is done in the budget. He may have to research how the City presents that information and what elements of that we can incorporate into the process.

Director Pitts liked the fact that there is now a process document. We can look at this thing and know what to expect. That is something historical that we haven't had. He thanked him for the work.

David Betts made a comment; he thanked Jim Langstraat and his time for the work that was done in such a short amount of time. After the last meeting, the students really appreciate this work and look forward to the conversations that happen from this.

Mr. Langstraat thanked Dr. Brown who had a lot of influence in the development of this document.

Director Palm asked if next steps were to see another draft. Mr. Langstraat responded that yes, based on the feedback received tonight and based on feedback from BPAC, we will be coming back to the board as it is fleshed out even more.

Title IX Training Update

Kim Baker-Flowers, Director, Equity and Inclusion

Dr. Baker-Flowers started with letting the board members know that there was an awareness campaign that kicked off in early February. Hopefully, you all have seen these around the different campuses.

There is a Title IX brochure that we have run out of, there is an electronic copy online at the Equity.Inclusion site so that it can be printed off. We held a Title IX Investigator Training that 53 PCC attendee and 10 members from the Oregon Community College Title IX Committee. This training was specifically for those who would participate in investigations throughout the college interviewing witnesses. Then we had a Mandatory Reporting Responsible Employee Training, there were 183 PCC attendees at that training. This training was targeted towards managers and supervisors for a Train the Trainer with the expectation of taking the training back to their staff.

We have also identified an online provider for Title IX. They will be providing online training for faculty, staff and students on Clery, SAFE and all Title IX issues. We hope to have it up and running no later than April. In full effect by Fall term so that we reach all of our students which is required.

The final iteration of the PCC Agenda Based and Sexual Misconduct Policy has been reviewed by the College attorneys. It will be presented soon for board approval.

There is an Oregon Title IX Conference that the Oregon Community College Subcommittee has put together and will be offered March 19-20 that is open to all. We are currently in the process of applying for a Department of Justice Title IX grant with the help of the Grants Office. The grant would provide more funding for Title IX efforts.

Lastly, Dr. Baker-Flowers noted she has been appointed to the State Sexual Assault Taskforce for Oregon. She will share the information she learns.

Director Harper asked if the training was going to be mandatory for all. She noted that yes, it is the law. Under the revised Violence Against Women Act requires that all of our students be trained in Title IX. Basically, we have to give them training that says these are your rights and responsibilities under Title IX. We will use an online training as a way to get to all of our students. She will be talking with other groups for different mechanisms we can use to show that we reached everyone. There is also Clery training that requires that Public Safety be trained every year. VAWA requires that all deputies and Title IX Coordinators have continuous education every year. There are different levels of required training and we are trying to meet all of the mandatory and also be the best practice institution. We are doing it because it is the right thing to do, and we want to make sure that everyone feels safe on our campuses. Director Harper asked what mechanism will be used to make sure people to this

and know that they attended. She responded that if we get the online piece in place, we will be able to keep track of the names of everyone that goes through. For example for students, one of the best practices is to have it tied to registration so that they would have to do that before they are able to attend classes in the term. For faculty and staff, we will have to get creative, especially with part-time faculty to ensure they have done the training. She will be partnering with folks across the College to figure out how to make that happen. Director Harper wanted to make clear that although the trainings may be mandatory, unless a due date is assigned, folks may delay in taking the trainings. Dr. Baker-Flowers noted that most of the trainings are annual and are in effect as of July 1, 2015.

Director Palm noted that we are not alone; every institution will be doing this. Being that it is new, there will be a process and questions around those. Education about the process and noting that this is not PCC mandate, this is a federal mandate. More conversation is happening and voices are getting amplified about what this all means. It will take a while for everyone to understand they are part of the process as well. Dr. Baker-Flowers noted there was some of that with the mandatory training, but when people were there and listened, they started understanding the process.

Director Harper noted that thinking back to the Strategic Planning Committee, one of the items that came up was the diversity theme. It was clear to him that that really wonderful group of people, who worked on it, want something that is meaningful. They just don't want something that is going to hang on a wall and say "we are", they want it to mean something and for all to feel that way. Dr. Baker-Flowers completely agrees with that. She noted a mid-year retreat with the District Leaders of Diversity this past Friday. She will be reporting out later in the month how we are thinking through all of that. We are trying to be as thoughtful and proactive and authentic as we can make it.

PUBLIC COMMENT ON AGENDA ITEMS

International Student Fee

Lan Ho, International Student

Ms. Ho stated she is an international student from Vietnam. She is speaking to the board to let them know what it is like being an international student in the US and voting against a tuition increase for the next year. She hopes that her story and fellow international students are part of the decision making process. To many American people, international students especially those who put up several thousand dollars from their own pockets every year to finance their school tuition and living expenses, must come from wealthy families and have large expendable incomes. Therefore, people seem to ignore our stories and forget that they actually play a very important role of the community. It is absolutely a ridiculous stereotype and misunderstanding about them. Most international students she has meant come from families with such moderate incomes. Personally she comes from a typical middle class family. Her parents work very hard to save their money for her education in America. If more research is done around foreign exchange rates between US dollar and Vietnam currency, you will understand how hard her parents have worked to support her education. It is no joke to compare currencies between a developed country like the US versus a developing like Vietnam. To many people international students are like outsiders and because of their status some conservative people even assume that they are here to take advantage of this nation, that we come here to steal knowledge to better their home countries. It is absolutely wrong. They can still be a very informed part of the community and help this state be a more just place for all. In fact, she has been a very active student

leader at PCC for over two years and has volunteered with so many diverse groups that focus on equity and higher education. She has done it all with integrity and humility, but so often she feels frustrated and hopeless during the countless hours of community work without getting paid to feed herself. It could have made a big difference if there were opportunities to earn money from doing community work. Sometimes the law treats them so strictly and unfairly. People will say, you come here to study, not to work. Well under the law it is true, but it is not easier said than done. In reality, especially to those who come from typically middle class families in developing countries like Vietnam. It is way more than just being in America. Many of them struggle with the same basic money, rent, food, phone fees, and other living expenses. She never thought that a piece of paper could mean so much. [Crying] Due to the financial pressures and limited resources a lot of international students have to choose to break the law. They work under the table at restaurants, and get paid less than minimum wage. She was told some of the female international students have to put up with sexual harassment as part of the job. As they couldn't report it as the boss would threaten their status. Those are the real stories and apparently no body speaks up for them. Some people will ask you choose to study in America; we don't force you to study here. She calls them ignorant people, like you and everyone sitting here in this room. We also have dreams and passions. [Crying] We come to the US to fulfill our dreams of getting an education and using their talents and compassion to make this world a kinder safer and more resourceful to everyone. At the end of the day it is equally beneficial to everybody. In conclusion, she hopes the Board of Directors will be considerate of reducing the increase of tuition. The college needs to be made more affordable to anyone, not just Oregon residents but also international students who have vision and passion to further their educations and most importantly help the community to be a more just place for everybody.

Director Palm commented that she hoped that she had an opportunity to hear the dialogue that was had earlier regarding the issue and the fact that they are really focusing in on just recovering the costs that the school is making in processing the international students. They understand the restrictions and hope that it was heard echoed throughout the board members. They are concerned and they are aware. They appreciate her taking the time to come and talk to them.

Ms. Ho thanked her for listening. She noted she hears her concern and really hope that the board members will listen to more stories from international students and not focus on the figures and numbers. She understands that the board is concerned about the cost of tuition, but their stories are real. They are actually not just here to study; they also do a lot of community work. She hopes they are part of the process. Director Palm reminded the board members that international students cannot work, it is a big restriction.

Michael Sonnleitner, Faculty, Political Science

Mr. Sonnleitner wanted to address the issue of recovering costs. If international students generate \$5 million and the Office of International Education has a budget of \$3.4 million, then there is about \$1.6 million leftover. Is covering the cost that were outlined to you earlier-admission, orientation, DHS paperwork, and such-706 students into \$1.6 million dollars which is covering those costs, is a little less than \$22,000 per student. He would like to see the details on a 5-day orientation, paperwork for DHS, advising and student activities, all those things total out to \$22,000 per student. He questions the costs; he would like to see some of the detail.

Second, it was assumed that international students do not generate any revenue. They do in a sense, because they pay rent. Renters pay property tax; it is imbedded in the rent. It is for real, it is a real cost. The owner of the property that is rented is taking it from the renters and passing on. So he questions whether these international students generate no revenue because they pay rent. The property taxes are added in the rent. Whether it is \$350 for a room in a house, it will be generating some property tax. He can't say whether mathematically that amounts to \$150,000, but that is the alleged deficient that needs to be covered. Cover our costs of \$150,000. He appreciates the board taking the \$100,000 fee, so it is just \$150,000. Mathematically that would be about \$70.86. He questions whether that is necessary. These students are generating some revenue, indirectly through their rent in property taxes, keep that in mind.

Third, other community colleges in Oregon, including Chemeketa and Lane, do have tuition higher than normal for resident students for international students. They do not have any international student fees. PCC whether it slaps on \$120 per term or \$75 will be out of sync in that regards with Lane, Chemeketa and perhaps other Oregon community colleges.

Last, the argument that PCC is a remarkable good deal for international students. He is very pleased to hear that we are low and \$3,300 compared to Clackamas, \$3,700-that is sweet. He is proud of PCC for being lowest, the best deal in the state. But that is not an argument for increasing the fees, or having fees at all. The argue for is really a market argument. As compared to other community colleges, we are a great deal, therefore we can raise fees because we can and we are still competitive with other community colleges. It is a market argument. He doesn't think that is necessarily a persuasive argument when you consider the impact on the international students. He would like to continue to be proud of being the best deal for international students in the state of Oregon. It is not an argument for increasing fees to say that we can and it will be comparable to the other community colleges, to him that is not a persuasive argument if that is the only one left standing.

Frank Goulard, Faculty, Mathematics

Mr. Goulard also wanted to speak to the international student fee situation. He echoes Michael Sonleitner arguments and seconds them of course. A few things, he too would like to see some details. For example, is the recommended \$5 per credit tuition increase take care of the \$150,000 shortfall or do we need an additional \$5 bringing it to a \$10 increase per credit to mitigate the \$150,000 shortfall. He also questions the \$1.6 million in indirect costs. Is 3% of the lighting in the room supposed to be bore by international students since they make up almost 3% of the student FTE? He questions some of those as well and would like to see the details. Aside from the numbers which he enjoys doing, he would like to look at some of the other arguments in support of the international students. As a college, it is a dangerous path to go down for covering costs for every different division or cost center. If we did that we would be covering the costs of every CTE program by jacking up those program fees immensely, but we don't. We offer English, Writing and Math classes at a much lesser costs compared to the CTE programs, but they all go together under instruction, don't they? Sure they do. The self-support idea is dangerous, these international students are friends, neighbors, colleagues of all of us. They enrich our community, they enrich our college. To say that they are just a number, and to make sure that the college breaks even on the \$5.1 costs and revenue side is disrespectful to them and what they bring to the community and our college. We are impacting people's lives, be sensitive and intentional and totally aware of the situation and how it impacts the very

venerable students as the two people before him so eloquently stated as well as the folks two week ago at the board meeting at CLIMB.

BUSINESS MEETING

Chair Palm proposed approval of Resolutions 15-088 through 15-089. The motion passed unanimously. Wilton/Madden

Director Thorne-Ladd noted that there is a retiree listed in the agenda who has been with the college for 25 years. That is great.

PUBLIC COMMENT ON NON-AGENDA ITEMS

None

REPORTS

ASPCC

David Betts, President, District Student Council

Mr. Betts invited all to the musical starting tomorrow night, Hairspray. It is a great collaboration of tons talented students and staff. Today was International Women's Day and ASPCC had a celebration in the CC Mall and handed out flowers to women all over campus. There are a lot of conversations happening amongst the DSC, there will be a presentation tomorrow from Jim Langstraat, and hopefully Dr. Brown can make it. Director Palm plans to attend. They are still working on building communication with administration which they are so very appreciative of.

Board

Jim Harper noted the memo from ACCT regarding the RFP and Nominations for the Conference in San Diego. He is encourage all to look at that, PCC is doing some really great things and should be shared with the national stage.

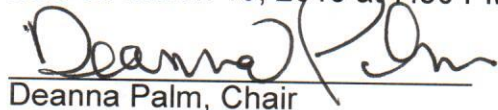
Kali Thorne-Ladd noted although she was not at the last board meeting, she thinks managing the budget is not easy. The financial responsibility that the board holds does seem like a numbers game. Not just speaking for herself, she wanted to note that they do think very long and hard about who their decisions impact. They see every student, not just international students. Every student has a story that comes to PCC and many students have a story of having a hard road. This is not something they ever forget when making these decisions. She really appreciates hearing the stories, but every decision around a tuition increase is a pain-staking one because they realize it impacts lives and they care about the lives of PCC students.


ADJOURNMENT

There being no further business, the meeting adjourned at 7:04 pm.

NEXT MEETING

The next business meeting of the Portland Community College Board of Directors will be held on March 19, 2015 at 7:30 PM at the Sylvania Campus.


Deanna Palm, Chair


Dr. Jeremy Brown, President

Prepared by:



Jeannie Moton, Assistant to Board of Directors

Minutes approved on April 16, 2015.