

BOARD OF GOVERNORS

AGENDA

November 15, 2019

MEMBERS

Gregory Barker Sally Cline Barry Crist Jane Harkins Andrew Kennedy Srini Matam Andrea Petry Trevor Stanley Kent Wilson Daniel Wright

Eunice M. Bellinger President

BOARD OF GOVERNORS

BRIDGEVALLEY COMMUNITY AND TECHNICAL COLLEGE

Montgomery Campus, UKV Building

326 Third Avenue, Montgomery, WV 25136

November 15, 2019, 9 a.m.

AGENDA

Ι.	Call	to	Order

- II. Roll Call
- III. Approval of Minutes

Minutes of September 6, 2019 1

IV. Administrative Items

a.	Action Item:	Approval of Audit Report for FY 2019	4
b.	Action Item:	Revision of BOG Rule A-10—Roy Simmons	6

c. Information Item: FY 2019-20 Budget Update—Cathy Aquino...... 10

V. Academic Affairs

VI. Reports

a. President's Report

VII. Possible Executive Session Under the Authority of WV Code §6-9A-4 to Discuss the Purchase, Sale, or Lease of Property

- a. Consideration of New Campus Locations in Charleston, WV
- b. Consideration of Additional Buildings in Montgomery, WV

VIII. Additional Board Action and Comments

IX. Dates to Remember

- a. November 27-29—Thanksgiving Break (Campus Closed)
- b. December 5—Last Day of Classes
- c. December 6—Montgomery Christmas Parade
- d. December 7—South Charleston Christmas Parade
- e. December 7-13—Final Exam Week
- f. December 23-January 3—Winter Break (Campus Closed)
- g. January 21—First Day of Classes

X. Next Meeting

Friday, February 7, 2020 9 a.m. South Charleston Campus

XI. Adjournment

BOARD OF GOVERNORS

BRIDGEVALLEY COMMUNITY AND TECHNICAL COLLEGE

MINUTES

SEPTEMBER 6, 2019

A meeting of the BridgeValley Community and Technical College Board of Governors (BOG) was held on Friday, September 6, 2019, at 9:00 a.m. at the South Charleston campus located at 2001 Union Carbide Drive, South Charleston, WV.

Board members present: Sally Cline, Barry Crist, Andrew Kennedy, Shellie Oden, Trevor Stanley, Kent Wilson, and Daniel Wright. Board members absent: Greg Barker, Jane Harkins, and Srini Matam. Also in attendance were President Bellinger and BridgeValley faculty and staff.

I. Call to Order

Chair Cline called the meeting to order at 9 a.m. She welcomed Andrea Petry to the Board. Andrea replaces Shellie Oden as the new Classified Staff Council Board representative.

II. Roll Call

Roll was taken by Alicia Syner noting that a quorum was present.

III. Approval of Minutes

Daniel Wright moved to approve the meeting minutes of June 7, 2019. Kent Wilson seconded the motion. Motion carried.

IV. Board Updates

a. ACCT 2019 New Trustee Governance Leadership Institute Update

Andrew Kennedy provided an overview of his attendance at the ACCT 2019 New Trustee Governance Leadership Institute held in Washington, DC.

V. Administrative Items

a. Information Item: FY 2018-2019 Budget Update

Cathy Aquino provided a budget update noting revenue was at 98.5% and state appropriations were at 100%. She stated fund balances remain stable and are slightly up.

VI. Academic Affairs

a. Information Item: Program Update

Pete Soscia presented a new academic programming structure. He noted that BridgeValley currently has 55 associate in science degree programs and more than half of those programs only graduate five students or less per year. He explained the difference between an associate in science and an associate in applied science program and noted that the number of program offerings will be reduced from over 50 to approximately 20.

He will seek approval of the new academic portfolio modifications at the next Board meeting. Barry Crist recommended that Board members be invited to participate in academic portfolio review committee meetings.

VII. Reports

a. Marketing and Communications

Crystal Berry with 25th Hour Communications provided an update on marketing efforts for BridgeValley. She noted that BridgeValley does advertise through local media channels.

Chair Cline thanked Crystal and her team for their hard work and partnership.

b. President's Report

President Bellinger announced that enrollment is up about 2%, and thanked Roy Simmons and his team for processing over 1,000 WV Invests applications.

VIII. Possible Executive Session Under the Authority of WV Code §6-9A-4 to Discuss the Purchase, Sale, or Lease of Property

Kent Wilson moved to enter executive session under the authority of WV Code §6-9A-4 to discuss the extension of West Virginia Regional Technology Park service agreements and consideration of new campus locations in Charleston, WV. Andrew Kennedy seconded. Motion carried.

Open session resumed at 11:49 a.m.

Chair Cline moved to give college administration authority to negotiate an extension on current service agreements with the West Virginia Regional Technology Park Board. Kent Wilson seconded, and the motion carried.

Additionally, Chair Cline moved to provide college administration authority to continue considering new locations for the South Charleston campus. Daniel Wright seconded. Motion carried.

IX. Additional Board Action and Comments

Andrea Petry provided a brief introduction and stated that she works as the executive secretary for Dean Kristi Ellenberg.

X. Upcoming Dates to Remember

- a. September 18-19—NAACLS Site Visit
- b. October 2-Dental Hygiene Open House
- c. October 17—Annual Capital City Pumpkin Drop
- d. October 21-22—HLC Site Visit

XI. Next Meeting

Friday, November 8, 2019 9 a.m. Montgomery Campus

A tour of Pathfinder Hall will immediately follow the November meeting.

XII. Adjournment

There being no further business, the meeting was adjourned.

_____, Sally Cline, Chair

_____, Kent Wilson, Secretary

BOARD OF GOVERNORS BRIDGEVALLEY COMMUNITY AND TECHNICAL COLLEGE MEETING OF NOVEMBER 15, 2019

ITEM:Approval of the Audit Report for
BridgeValley Community and Technical
CollegeRECOMMENDED RESOLUTION:Resolved, That the BridgeValley Community &
Technical College Board of Governors approves
the audit of the BridgeValley Community and

the audit of the BridgeValley Community and Technical College Financial Statements for the Fiscal Year Ending June 30, 2019.

STAFF MEMBER:

Cathy Aquino

BACKGROUND:

The audited financial statements for BridgeValley are presented under the Governmental Accounting Standards Board (GASB) format which places emphasis on the overall economic resources of the College. This format includes the Statement of Net Position, Statement of Revenues, Expenses, and Changes in Net Position, and the Statement of Cash Flows. The Management's Discussion and Analysis beginning on page six, is a narrative section designed to provide an objective and readable analysis of financial activities based upon facts, decisions, and known conditions. Electronic copies of this audit along with the auditor's report to the Board will be distributed separately from this agenda and paper copies will be available at the Board meeting. An important point to note is BridgeValley received an unqualified opinion for this audit and had no material weaknesses.

While the Management's Discussion and Analysis beginning on page 5 provides a detailed analysis of the audit, some important items to discuss are noted below:

Net position increased approximately 6.7% or \$2,098,058. This increase was primarily attributable to an increase in capital assets. Unrestricted Net Assets increased nearly 41.9% or \$711,600.

- Operating revenues decreased by nearly 4% or \$375,500 primarily related to decreases in Federal and State grant revenue.
- Operating expenses increased by nearly 2% or \$396,600 primarily related to increases in the salaries, scholarships and supplies categories.
- Due to the increase in operating expenses and the decrease in operating revenue, the Operating Loss increased by approximately 6.4% or \$772,000.

For FY2019, the BridgeValley Community and Technical College Foundation, Inc.'s audited financial statements were presented as a component unit of the college. The Foundation's audit was conducted by Ellis & Ellis, PLLC.

Suttle and Stalnaker, PLLC conducted the financial audit for BridgeValley as well as some of the other colleges and universities through a state-wide contract. Representatives from Suttle and Stalnaker will be at the meeting to make a brief presentation regarding the audit and answer any questions.

BOARD OF GOVERNORS BRIDGEVALLEY COMMUNITY AND TECHNICAL COLLEGE MEETING OF NOVEMBER 15, 2019

ITEM:	Revision to BOG Rule A-10 – Service Animals
RECOMMENDED RESOLUTION:	<i>Resolved</i> , that the BridgeValley Community and Technical College Board of Governors approves the revision of Rule A-10, Service Animals, for distribution to constituencies and posting for a 30-day comment period and submission to the West Virginia Council at the conclusion of the period if no substantive comments are received.
STAFF MEMBER:	Roy Simmons

BACKGROUND:

This policy has been revised to reflect the definition of service animal according to guidelines set forth by The Americans with Disabilities Act Sec. 36.302.

BRIDGEVALLEY COMMUNITY AND TECHNICAL COLLEGE BOARD OF GOVERNORS

POLICY A-10

SERVICE DOGS ANIMALS

Section 1. General

- 1.1. Scope This policy defines what a service dog <u>animal</u> is, guidelines for students, faculty, and staff, as well as procedures to have a service dog <u>animal</u> on campus or in any of its rented spaces or facilities.
- 1.2. Authority The Americans with Disabilities Act Sec. 36.302 (1) requires that a public accommodation modify its policies, practices and procedures to permit the use of a service animal by an individual with a disability in any area open to the general public.
- 1.3. Effective Date July 12, 2013; Revised Effective Date

Section 2. Definitions (Americans with Disabilities Act Sec. 36.1(4)

- 2.1. Service <u>Animal Dog</u>: Any <u>dog or miniature horse that has been</u> individually trained to do work or perform tasks for the benefit of an individual with a disability, including, but not limited to, guiding, alerting, pulling a wheelchair, fetching, opening doors is classified as a service animal under the Americans with Disabilities Act.
- 2.2 **Guide Dog or <u>Miniature Horse</u>**: Is a carefully trained <u>animal</u> dog that serves as a travel tool by persons with severe visual impairments or who are blind.
- 2.3 **Hearing/Signal Dog or <u>Miniature Horse</u>**: Is trained to alert a person with significant hearing loss, or who is deaf, when a particular sound occurs.
- 2.4 **Sensory Signal (or Sig) Dog or <u>Miniature Horse</u>:** Is trained to assist a person with autism. The animal alerts the partner to distracting, repetitive movements and may provide support similar to that provided by a dog for a person who is vision or hearing impaired.
- 2.5 **Seizure Response Dog or <u>Miniature Horse</u>**: Is trained to assist a person with a seizure disorder. The dog animal may stand guard over the person during a seizure or may go for help. Some have learned to predict a seizure and warn the person in advance.

2.6 **Companion/Therapy Dog:** <u>Emotional Support Animal (ESA)</u>: The Americans with Disabilities Act and the U.S. Department of Justice have established two training requirements for <u>an animal</u> dog to be considered a service animal. The first is that a service animal must be individually trained to perform tasks or work for the benefit of a person with a disability. The second is that a service animal must be trained to behave properly in places of public accommodation. <u>Animals</u> Dogs with the sole function of providing emotional support, well-being, comfort or companionship, are not considered service <u>animals</u> dogs under the Americans with Disabilities Act.

Section 3. Documentation Requirements

- 3.1 **Students**: Students with disabilities who require the use of a service animal are not required to register with <u>Disability Accessibility</u> Services. However, those students are encouraged to contact the <u>Disability Accessibility</u> Services <u>Office</u> (located in the Division of Student Services) for assistance when needed.
- 3.2 **Faculty and Staff**: Should provide documentation to the Human Resources Office. Faculty/Staff who are not seeking accommodations are not required to submit documentation regarding the service animal.
- 3.3 **Visitors**: Need not report service animals on campus but are expected to follow the BridgeValley service dog animal policy. This policy may be found on the BridgeValley website and in the Division of Student Services.
- 3.4 **Dogs** <u>Animals</u>: Students bringing a service animal to the BridgeValley campus must abide by all state and local requirements for the presence of animals in public places including vaccinations, licensure, and identification tags, as appropriate. BridgeValley is not responsible for care or supervision of a service animal. The owner of a service animal is personally responsible for any damages to a facility or sponsored event.

Section 4. Owner Responsibilities

- 4.1 The owner is responsible for clean-up, care, feeding, and supervision of their dog animal at all times while on campus.
- 4.2 The owner is responsible for providing appropriate documentation in a timely fashion to the appropriate campus administrator.
- 4.3 The owner needs to maintain control of the dog <u>animal</u> at all times to ensure that it is not disruptive to the rest of the campus community.
- 4.4 The owner is responsible for any damage done to any college property by the <u>animal dog</u>. Damages should be reported to the appropriate campus administrator immediately.

Section 5. Exclusion from Campus

- 5.1 Every attempt for accommodations for service <u>dogs</u> <u>animals</u> on BridgeValley's campus will be made at all times. However, a service <u>dog</u> <u>animal</u> may be banned or denied on campus for reasons including but not limited to below:
 - 5.1.1 **Disruptive Behavior**: This will includes behavior that interferes with classroom instruction or college activities, including but not limited to, barking, whining, growling, wandering, sniffing (people, food, tables, others belongings), initiating contact with someone without owner's permission.
 - 5.1.2 **Illness**: Any animal that is ill shall not be permitted on any campus grounds.
 - 5.1.3 **Hygiene**: This includes but is not limited to all <u>animals</u> dogs that are dirty, strong odor, not groomed, has fleas or ticks.
 - 5.1.4 **Aggressive Behavior**: Any <u>animal dog</u> that is aggressive towards another individual on campus shall not be tolerated. This will be determined on a case by case basis by the appropriate campus administrator.
 - 5.1.5 **Owner Not Being Responsible**: Should the owner break any sections listed in the service <u>animal</u> dog policy, accommodations may be revoked. This will be determined on a case by case basis by the appropriate campus administrator.

Section 6. Conflicting Disabilities

6.1 Persons with conflicting disabilities (i.e., asthma, allergies) should contact the appropriate campus administrator and provide verifiable medical documentation to support their claim. All parties involved will be taken into consideration and resolution will be announced as soon as possible.

Section 7. Concerns

- 7.1 Concerns regarding a student's service <u>animal</u> dog should be submitted to the Division of Student Services. The Vice President for Academic and Student Affairs or his/her designee will work together with the affected party to discuss and resolve all concerns related to service <u>animals</u> dogs on campus in compliance with this policy.
- 7.2 Concerns regarding a faculty or staff member's service <u>animal</u> dog should be directed to Human Resources. The Human Resources Director will work with the affected party to resolve all concerns related to service <u>animals</u> dogs on campus in compliance with this policy.

BOARD OF GOVERNORS BRIDGEVALLEY COMMUNITY AND TECHNICAL COLLEGE MEETING OF NOVEMBER 15, 2019

ITEM:	Fiscal Year 2019-20 Update for BridgeValley Community and Technical College
RECOMMENDED RESOLUTION:	Information Only
STAFF MEMBER:	Cathy Aquino

BACKGROUND:

With the completion of the first three months of the fiscal year, what follows is the budget update comparing year to date actual spending for one quarter of this fiscal year to budget.

Some important items are as follows:

- > Overall revenue is at 31.1% of budget:
 - State appropriations are at 20% of budget due to the allocation formula that the State utilizes where less allocation is in the first three quarters of the year and the remaining percentage occurs in the last quarter of the fiscal year.
 - Tuition and fees revenues are on target with Education and General at 44.5%, Auxiliary at 43.9%, and Capital at 45.4%. Enrollment has increased over last year.
- > Expenses:
 - Salary and benefits are at 24.0% and are on target.
 - Non-payroll expenses are slightly above budget at 27.5%. Certain items must be paid in the first quarter for the entire year.
 - Total expenses are on target at 24.8%.
 - Only 50% of Operational budgets were released in the first quarter to departments. This conservative approach is utilized by the institution to handle any budget reductions throughout the fiscal year.

- ➢ Fund Balances:
 - While fund balances remain healthy at this point in the fiscal year, the primary reason is the fall tuition and fees revenue is collected mainly in the first quarter.
- A possible 4.6% Budget Reduction for FY2020 is being considered by Governor Justice. BridgeValley's reduction would amount to \$372,545. If imposed, the college will review all vacancies and operational expenses for critical need in order to absorb the budget reduction.

BRIDGEVALLEY COMMUNITY AND TECHNICAL COLLEGE Fiscal Year 2020 Budget Compared with Actual Ending September 30, 2019

	FY 2020 Budget		FY 2020 YTD Actual	
General Revenue & Tuition and Fees Budget	Annual Amount	%	Amount	% to Budget
Total Projected Funds Available:				
General Appropriations	\$ 8,098,811	54.5%	\$1,619,763	20.0%
E&G Tuition and Fees	5,620,000	37.8%	2,500,519	44.5%
Auxiliary Tuition and Fees	385,000	2.6%	169,125	43.9%
Capital Tuition and Fees	725,000	4.9%	329,501	45.4%
Other Operating Revenue	30,000	0.2%	0	0.0%
Total Available Funds	\$ 14,858,811	100.0%	\$4,618,908	31.1%
Expenses:				
Payroll				
Salaries	\$ 9,032,111	60.8%	\$2,168,726	24.0%
Benefits	2,176,900	14.7%	519,974	23.9%
Total Salaries and Benefits	\$ 11,209,011	75.4%	\$ 2,688,700	24.0%
Non-Payroll - Current Year				
Institutional Support	\$301,797	8.3%	\$86,566	28.7%
Budget Reduction	\$0		\$0	
Academic Affairs	576,130	15.8%	\$88,856	15.4%
Student Affairs	294,954	8.1%	\$62,337	21.1%
Financial Affairs & General College				
Obligations	401,194	11.0%	\$141,144	35.2%
Payment of Capital Debt & Leases	1,122,901	30.8%	\$286,878	25.5%
Community Service	5,000	0.1%	\$2,385	47.7%
Capital Projects	0	0.0%	\$10,811	0.0%
Safety & Facilities	947,824	26.0%	\$324,305	34.2%
Total Non-Payroll Expenses	\$3,649,800	24.6%	\$1,003,281	27.5%
Total Expenses	\$ 14,858,811	100.0%	\$ 3,691,981	24.8%
Increase / Decrease in Net Assets	\$ (0)		\$926,927	
Beginning Fund Balances	\$ 2,368,626		\$ 2,368,626	
Ending Fund Balances	\$2,368,626		\$ 3,295,553	

November 4, 2019

Greetings Colleagues,

It is my pleasure to provide you with a follow up to our Fall '19 Convocation discussion regarding our *Six Big Ideas*. As you might recall, we presented and discussed initiatives that will position us as leaders in West Virginia's higher education marketplace. At the close of our convocation discussion I suggested a few potential methods to get together and communicate progress. As we explored these options we found that, given everyone's schedules, a good old fashioned memo seems to be the best way to keep everyone in the loop.

To recap, the "Six Big Ideas" initiatives are:

- · Career Pathway Meta Majors
- Badges and Alternative Credentialing
- Assessment and Benchmarking
- Early College High School
- Instructional Technology, COIL, Virtual Reality and On-line program development
- Creative Entrepreneurship

Career Pathways and Meta-Major

At the start of the Fall 2019 semester 5 teams were established for each of the following five career pathway options:

- Health and Wellness
- Computer Science Engineering and Manufacturing
- Business, Behavioral, and Professional
- Creative Entrepreneurship
- Fabrication Arts

Each team is charged with two essential items to deliver by the middle of October. The first deliverable is to develop a structure for each meta-major that defines a common first semester freshmen course schedule. The second is to identify best practices and methods for Academic Affairs to assure programming is consistent with the employment and labor opportunities in the State or West Virginia and that it meets the expectations of employers so students who receive WV Invest Grants are able to fulfill their grant obligations.

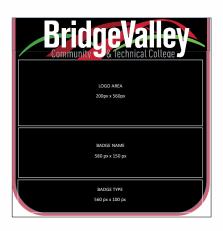
Our five team chairs have had multiple meetings with each group and are making good progress. These are complicated curricular discussions and each team has been thoughtful and deliberate in their approach to the project. We should be on a path to complete this phase

of our portfolio project by the end of October. We will present our concepts for student input in early November.

Badges and Alternative Credentialing

The BridgeValley badging platform should be technologically ready to go for the Spring 2020 semester. We are preparing samples of the BV badge graphic (example below). We are ready to form Badging administration team to develop and administer standards for badge creation and issuance. The team will include the following functions:

- Academic Administration
- Registrar
- Digital Learning
- Assessment
- Student Services Administration
- Workforce Administration
- Community Education Administration



Assessment and Benchmarking

Our participation in the National Benchmarking project is underway and we expect a comprehensive report to be delivered to us before the end of October. When we receive the report we will distribute it to the college community. We will use this project to build an Academic Unit Effectiveness assessment strategy. During Spring 2020's welcome back week we will meet in groups to identify essential metrics that we want to track and methods to effectively collect data and manage goal attainment.

Early College High School

I am very pleased to report that the Benedum Foundation has awarded us a \$200,000 grant to fund the planning process and program design for West Virginia's first early college high school to locate on a community college campus. A formal Steering committee has been formed. The committee is comprised of 4 members of the college, 4 members of KCSD, 2 from the CTCS office, and on rotating seat from our cadre of Industry partners.

An overview of the project is as follows:

Mission

• To elevate academic expectations of Kanawha County's traditionally underrepresented students in the second, third, and fourth quintiles of secondary education academic performance, building their confidence by engaging them with authentic collegiate opportunities as a normal part of their secondary education career

Goals

- Establish two turnkey early college high schools, one each on the South Charleston and Montgomery campuses
- Students will be fully matriculated college students on or before the 11th grade and complete at least 30 credit hours towards their degree while completing their high school course requirements
- 100% of students will graduate high school with college level Math and English proficiency
- At least one college level program course will be delivered on-line for all students to assure students master asynchronous and\or digital learning skills

Program Features

- College Course Readiness8-9-10th grade students will be assessed
- Summer Bridge Programs Developmental support for English, math, and/or science Students will have the ability to achieve career oriented terminal degrees (A.A.S) or select a pathway programs(A.S\A.A) to upper level degrees
- The program will be free of charge for all students who participate

Instructional Technology, COIL, Virtual Reality and On-line Programs

From Dr. Ritter... Collaborative Online International Learning (COIL)

BridgeValley is upskilling for the 21st century workplace by providing Collaborative Online International Learning (COIL) opportunities for our students. COIL is a Virtual exchange program that fosters global competence through a multicultural learning environment that links BridgeValley students to various countries around the world. Presently BV has 77 students participating in the program with another 134 students joining from international institutions. BV is collaborating with India, Brazil, and Zimbabwe to offer COIL classes.

By participating in COIL, students will have an opportunity to:

- Practice effective communication skills with students from various cultures by listening, speaking, and writing using appropriate technology.
- Use quantitative and scientific knowledge effectively to solve problems, manipulate and interpret data, and communicate findings with teammates from diverse cultures.

- Demonstrate interpersonal skills and ethical behavior appropriate for living and working in a diverse society.
- Apply critical thinking skills to analyze problems and make informed decisions with students from intercultural communities.

LinkedIn Learning (formerly Lynda.com)

Often referred to as a video textbook, LinkedIn Learning is an online educational platform that helps you discover and develop business, technology-related, and creative skills through expertled course videos.

LinkedIn Learning allows learner to engage from any desktop or mobile device in thousands of bite-size tutorials for just-in-time learning experience. Learners can customize Learning Paths that can lead to earning a Certificate of completion for their work. We currently have over 100 students, faculty, and staff actively engaged in LinkedIn Learning, with over 302 videos viewed and 241 videos completed. Popular course include Photoshop, Autocad, and Microsoft Office products.

Instructions with access codes will be issued very soon.

Virtual Reality Lab

BridgeValley has two Virtual Reality (VR) Labs, one located in the library on the South Charleston Campus and one on the Montgomery site. VR provides outstanding visualizations that are not possible in the traditional classroom and increases students' engagement. Video simulations allow students to explore different realities and have an alternative learning experience that is impossible in the traditional classroom. VR can help students easily understand complex concepts, theories, and subjects allowing them to digest and retain complex information at a much higher rate than traditional means. An average person can remember only 20% of information that they hear and 30% of information they see it, but getting this information through personal experience, they remember up to 90%. VR technology creates an immersive experience that helps students learn effectively.

Creative Entrepreneurship

Technical Program Open House

Technical Occupations will be hosting an open house and new facilities ribbon cutting on November 12 from 4-6 pm on the Montgomery campus. The main event will be hosted in the showroom of the diesel shop. Participants will have the opportunity to see all three shops: diesel, machine tool, and welding.

Advantage Valley Grant

The college, in partnership with Advantage Valley, received a three-year, \$300,000 POWER/ ARC/Benedum grant. Funding will be used for entrepreneurship course development, hiring a full-time recruiter, and a business coach.

Hospitality

Are newly configured Hospitality program is approved and will launch Spring 2020. The program will be used to enable BridgeValley to increase our cultural impact on the community by hosting a wide range of events and live performances.

Brewing Program Accreditation Status

Our HLC visitors reviewed our facility, faculty credentialing, curricular, and financial plans during the larger Institutional visit last week. We are waiting to hear from HLC, and given a positive response to the site visit, will begin to recruit students into the program for a Spring 2020 cohort start.