

STRATEGIC PLAN SUMMARY REPORT FY 2017 – 2018

OBJECTIVE 1 • EFFICIENT RESOURCES

Target and efficiently use resources to maximize successes through the Implementation of a mission-driven budget.

The annual budget at Bridgerland Technical College (BTECH) is a significant part of the Strategic Planning process for each fiscal year (FY). Ultimately, the budget exists to distribute scarce financial resources across the institution to efficiently and effectively maximize student success and meet the most critical business and industry needs. Finalizing the budget is the result of completing the Strategic Planning process and it becomes the place to start the next cycle. From a financial point of view, this process includes getting direction and ideas from all stakeholders (e.g., students, employers, the community, faculty and staff, students, administration, and the Board of Directors).

For FY 2017-2018, the budget request and eventual appropriation combined the identified expansion needs of the College with GOED industry sector initiatives to continue progress toward the Governor's 2020 Vision Goal. Bridgerland's budget related Strategic Planning is comprised of three primary budget categories: Operating, Capital Improvement, and Capital Development. Input from all the various constituencies is requested by these categories so they can be properly compiled and prioritized. The budget implementation efforts to target and efficiently use resources for FY 2017-2018 is summarized below.

Operating Budget – The expenditures associated with Bridgerland's Operating Budget are funded through a variety of sources including legislative appropriations; student tuition and fees; federal, state, and local contracts and grants; and donations and contributions from business and industry partners. With these different funding sources, the College was able to implement the following list of Operating Budget initiatives during FY 2017-2018:

- Two new instructors were hired in the Automated Manufacturing program. One new employee was hired for the Logan Campus and one for the Brigham City Branch Campus. As Bridgerland works to cultivate a pipeline of new high school students into the Automated Manufacturing program in both Logan and Brigham, many of the students who started in high school three years ago, and then took some time off for ecclesiastical service, are starting to return. These new instructors have been hired to accommodate that ever increasing demand.
- A complete makeover of the Welding program was implemented and a new faculty position was added.
 The makeover included replacing virtually every welder and developing a process to rotate the welding equipment every 30 months. The makeover also included the purchase of a plasma cutter.
- The process of re-opening the Dental Assisting program in Brigham City was started by adding faculty to cultivate a pipeline of secondary students with the eventual goal of having an adult program. This would be contingent on materializing student and employer demand as anticipated. This funding also covered the addition of a Dental Assisting Clinical Supervisor to manage student internship/externship experiences in both Logan and Brigham City along with adding a full-time, benefits-eligible position in Pharmacy Technician.

• The College received funding for FY 2018-2019 to work on creating and seeking approval for two new programs – Paramedic and Cybersecurity.

Capital Improvement – Bridgerland Technical College started construction and implementation of a large capital improvement project to update and modernize the HVAC systems at the Logan Campus - Main. The complete HVAC upgrade will take many years to complete, but this project is designed to address substantial air quality issues in Auto Collision, Cabinetmaking, Welding, and the Administrative areas of the building. This HVAC project utilized the Capital Improvement funding for both FY 2017-2018 and FY 2018-2019. It was designed and started during FY 2017-2018 but will not be completed until December 2018.

Capital Development – Bridgerland temporarily suspended the request for a new Health Sciences building during FY 2017-2018. This was an effort to help the other two projects in the system get funded and to explore ways to maximize the use of existing state owned facilities by working with Utah State University and any of the local school districts. In addition, a substantial amount of alternative source funding for the new building has been pledged and is starting to accumulate.

OBJECTIVE 2 • PROFESSIONAL PRACTICES

Enhance professional practices.

Council on Occupational Education (COE) Site Visit – Wendy Carter, the College COE Liaison, led the Steering Committee in preparation and intense evaluation for the COE site visit September 18-21, 2017. This comprehensive process provided opportunity to make needed changes to improve the effectiveness of the College while also providing recognition of many areas of excellence. The College is excited to announce that Bridgerland Technical College received continued accreditation with the next reaffirmation visit in 2022. "Reaffirmation denotes that an institution has maintained quality programs, again undergone an extensive self-study and team review process, and has continued to meet the Commission's Standards and Conditions for Accreditation."

Professional Development

August 21, 2017 – Summer Planning Meeting – Faculty and staff assembled for the annual planning meeting as a kick-off to the new school year. Agenda items included UTech/BTECH updates, accreditation visit preparation, risk management with OSHA compliance, wellness, Technology Enhanced Instruction updates, and marketing campaigns. This meeting was especially memorable as employees took a break to view the eclipse.

October 18, 2017 – Professional Development Day – Jim White provided training on professionalism. Faculty and staff were reminded to treat students professionally and without discrimination. He emphasized the importance of kindness and never leaving labs unattended. In addition, John Davidson provided training on work-based agreements.

December 6, 2017 – Bear River Region Pathways Conference – The annual Bear River Region Pathways Conference was held at Bridgerland Technical College. Nearly 300 CTE educators (grades 7-12), counselors, administrators, Career Center staff, and DWS employees from the region attended the conference. Kim Giles, an international expert on human behavior, was the keynote speaker. Her groundbreaking human development programs are helping people all over the world to think more clearly, beat their fears, and behave better. She is disrupting the mental health industry with her simple techniques that work to help people improve their lives and performance. There are coaches, therapists, and social workers certified to use her ClarityPoint mental, emotional, and social skills programs. She

helped those in attendance understand how their behavior affects not only their students but other faculty and staff.

May 25, 2018 – Professional Development Day – Paul Finley, a licensed Marriage and Family Therapist, trained faculty and staff on mental health. He works at the Bear River Health Department as a counselor. Employees had the opportunity to submit questions anonymously beforehand and Paul addressed the topics as they related to student and employee mental health. In addition, he provided resources for additional support and crisis lines. The meeting concluded with a faculty breakout session sponsored by the Technology Enhanced Instruction (TEI) department.

Governor's Education Summit "Year of Technical Education" – On October 13, 2017, educators from technical colleges all over Utah gathered together at Utah Valley University (UVU) to participate in the Governor's Education Summit. Attendees were treated to an in-depth presentation by UVU's President, Mathew S. Holland. He shared his experience as a continuing education student at Oxford College. He shared the immense benefits students receive when they combine a technical education with a four-year degree at a university. The summit also included an in-depth discussion panel on the Statewide Vision of Technical Education for Utah. The audience was treated to conversations from Senator Deidre Henderson and Senator Evan Vickers about their confidence in technical education for all Utah citizens. Governor Gary Herbert capped off the meeting by declaring 2018 as the "Year of Technical Education" in the state of Utah.

National American Graduate Mentor – Matt Fuller, an instructor in the Automated Manufacturing Department, was recognized by the Utah Education Network as one of fourteen American Graduate Champions at the Utah Futures Celebration on October 12, 2017. These mentors help Utah learners reach academic and professional milestones, which are aligned with Utah's commitment to workforce development through education and career pathways.



OBJECTIVE #3: REDUCE OR ELIMINATE BARRIERS

Reduce or eliminate enrollment barriers and improve student access, participation, and completion

Talent Ready Grant – \$225,000 – The Department of Workforce Services announced \$1.8 million in grants to better meet the state's skilled workforce needs. Talent Ready Utah grants are designed to strengthen collaboration among industry, education, and economic development leaders to create talent pipelines for high-demand, highwage occupations. Bridgerland received \$225,000 to develop advanced work-based learning and hands-on labs for Controls Engineering Technology and Automated Manufacturing.

Stella H. Oaks Scholarship Fund Donation – Bridgerland received a supporting gift of \$15,000 from the Stella Oaks Foundation in Salt Lake City to provide scholarships for single parents returning to school. Thirteen percent of households in the United States are headed by a single parent, and 40 percent of them are at the



poverty level. Obtaining an education is a clear way for single parents to both provide for their families and be a productive part of the communities in which they live. Stella H. Oaks Scholarship recipients have historically had a 95 percent graduation rate.

UTech Scholarships – With 2018 being the "Year of Technical Education" and the passing of House Bill 437, Governor Herbert allocated \$7 million for career advancement in the technical system. These scholarship funds are targeted for students who will receive a certificate within seven months after graduating high school in software development (Web & Mobile Development). The Utah System of Technical Colleges started working on an application process and future legislation for broadening the eligible programs for next fiscal year.

Event Sponsorship – Annual events, such as Career Days, have been supercharged with more corporate sponsorships and city/hospitality participation. The state's largest VEX Robotics competition brought high school teams from all across the state competing for regional and national exposure. The previous year's winners made it to Dubai and placed No. 2 in the world! Corporate sponsors onsite were able to interact with talented participants and talk about career pathways.

OBJECTIVE 4 • NEW TECHNOLOGIES

Increase new and innovative technology practices.

Avochato – To receive more accurate completion, placement, and licensure data, Bridgerland adopted Avochato, a mass texting resource. This resource allows Bridgerland to text students to find out if they are employed in the industry area they studied while in school. This has been a very successful mode of communication because students have been more willing to respond via text rather than by phone call.

Career Ready – Last year Bridgerland purchased the Career Ready software program as a means of assessing students' prior knowledge. It was tested with four pilot programs and was very successful. This year, the assessment software was expanded to include the rest of the programs at Bridgerland.

Tableau Reader – Tableau Reader is a software that pulls various data including completion, placement, and licensure reports for viewing. Student Services has been working with department heads over the past year to train them on installation and use of the software.

Chromebooks — Earlier this year, Bridgerland purchased some Chromebooks, laptops that back up information in the cloud, for the Automotive Services and Auto Collision Departments. Because of the success in using them in these programs, Bridgerland is currently ordering more for the Animal Sciences Program.

Parallel – Parallel is a recently purchased software for the Automated Manufacturing Program. It allows offsite locations to run software programs remotely.

Dropout Detective — Dropout Detective is a learning analytics resource in Canvas, the learning management system Bridgerland uses. This resource allows instructors to pulls reports from Canvas to see which of their students are progressing at satisfactory progress or not. This is being piloted in the Business Technology, Information Technology, Drafting, Automated Manufacturing, Controls Engineering, and Electronic Engineering Technology Programs to determine effectiveness.

OBJECTIVE 5 • OUTCOMES & ACHIEVEMENT

Enhance and improve outcomes through increased student proficiency and achievement to meet accreditation standards and ensure students are career ready by completing industry recognized credentials.

Student of the Year – The FY 2017-2018 Student of the Year title and award of \$1,000 was presented to Makayla Gibson, a graduate of the Business Technology Program. Everybody who knows Makayla gave her glowing reviews. After finishing the program, Makayla was offered a full-time position as the Accounts Receivable Technician in the Accounting Department at Bridgerland.



Code to Success Graduates – More than 50 students attended the nine-week Code to Success boot camp sponsored by the Web & Mobile Development Program over the summer. The boot camp consisted of guided online lessons, hands-on projects, and networking opportunities. Utilizing the programming languages they were



learning, including HTML, CSS, JavaScript, and REACT, students built a time management and productivity tool used to schedule their day, set goals, track progress, and limit distractions. The students who completed the Code to Success boot camp were honored at a graduation ceremony on August 14, 2018. Guest speaker Jerry Henley, CEO of Rubicon Capital, congratulated the graduates on their accomplishment and encouraged them to never quit when things get tough. Chuck Swann encouraged all Code to Success graduates to take advantage of the option to attend the Web & Mobile Development Program tuition free during high school, and to apply for scholarships after graduating from high school to help them finish the certificate. He also stated that students can

leave his program and go directly into the workforce or transfer their certificate from Bridgerland toward 30 credits at USU.

20 Years of Nursing – The Nursing Program proudly completed its 20th year of excellence in nursing education. The program has produced over 780 nurse graduates over the past 20 years providing a significant proportion of the local nursing workforce. These facts along with individual student success stories improved the community's awareness of the value of nursing education at Bridgerland. Some success stories include:



Danielle Pitcher — "I am proud to be a graduate of the Bridgerland Nursing Program and even more honored to be among the first class of graduating nursing students. The instructors at Bridgerland are of the highest quality. They truly care about the professional development of their students. The program is very well organized and structured for success while setting high expectations for excellence. This foundation gave me the very best beginning as a professional. The program instilled values of integrity, quality, compassion, diligence, and overall excellence in me."



Heidi Bowler – "I began my nursing career in 2003 in the Bridgerland Technical College Nursing Program. It was quickly apparent as I began my nursing education that I was fortunate to be a part of one of the best nursing programs. My instructors had a strong work ethic, dedication, and passion for excellent teaching which helped shape my nursing skills and gave me the foundation needed to further my nursing career. My instructors genuinely cared for all of their student's education and success."



Brett Lyman – After deciding that I wanted to become a nurse, Bridgerland provided a pathway for me to achieve my goals and opened doors for future education. Bridgerland allowed me to maintain my residence and employment in Cache Valley while pursuing a career in nursing. My experience in the Nursing Program at Bridgerland was fantastic, and the faculty were truly inspirational! My instructors motivated me to continue my education and helped me develop the skills and confidence I needed to do so.

Presidential Scholarship Recipient Recognition -

The Bridgerland Technical College Presidential Scholarship is a prestigious award recognizing high school seniors from across the intermountain west who were nominated by an instructor of applied technology endorsing merit, accomplishments, and future plans. Recipients of this scholarship demonstrate exceptional ability and accomplishment in a technical training area and have a sincere desire to enroll and complete training at Bridgerland. The following five students were selected as the first-ever recipients and were recognized at the Board of Directors meeting with their parent(s) and nominating instructors:



- Ethan Egbert from Logan, UT Automated Manufacturing
- Brittany Hardy from Oakley, UT Machining Technology
- Braxton Hysell from Mountain View, WY Diesel
- Krystina Kiser from Bear River, UT Interior Design
- Parker Murray from Wellsville, UT Machining Technology

These scholarships are designed to cover tuition and fees along with an allowance for books and materials. These scholarships are non-refundable; meaning any unused portion of the scholarship will not be refunded to the student as a cash award.

General Graduation – Improving outcomes is an ongoing goal for the College. This year, the Administrative Team made the decision to increase the value of graduation for the students. It is acknowledged that graduation from Bridgerland Technical College, in many cases, is the only graduation these students will ever have. And, as the student success stories are told, it is evident there have been many first-generation graduates. Caps and gowns were added and the location was moved to a local high school to allow additional seating and more advanced sound/stage accommodations. The College received glowing reviews for the improvements and students really appreciated the extra effort given for their special day.



OBJECTIVE 6 • PARTNERSHIPS

Increase career aligned education options and success through enhanced advisory committees, business relationships, and educational partnerships.



USU Advisor – Misty Balls, an Advisor from Utah State University, sets up regularly scheduled appointments at Bridgerland to advise the students on stackable credentials. She explains how students can directly convert their 900+ hour BTECH certificate to 30 semester credits at Utah State University.

Manufacturing Career Fair – Bridgerland hosted a Manufacturing Career Fair on April 19, 2018. The event featured area employers specifically in the manufacturing and electronic industries. Students in the Automated Manufacturing, Controls Engineering Technology, and Electronic Engineering Technology programs were given the opportunity to introduce themselves and network within that community.

Attendees were served lunch while they listened to an introduction of Bridgerland's programs and career opportunities after graduation. Students were also able to hear about how they can directly convert their 900+ hour BTECH certificate to 30 semester credits at Utah State University.



VEX Robotics Super Tournament – The Automated Manufacturing Department hosted the Vex Robotics Super Tournament on January 26, 2018. The tournament consumed both of the buildings at Logan Campus with kids in elementary, middle school, and high school attending to compete. Sponsors for the tournament included: The Eccles Foundation, Autoliv, Badger Printing, Cache Valley Bank, Campbell Scientific, Fanuc Robotics, Nucor, Fiero Fluid Power, Setpoint, Gossner Foods, Schreiber, Specialized Analysis Engineering, Cache Valley Visitors Bureau, and Zions Bank.



Stewardship/Recognition of Donors and Education Partners -

Starting a development program from scratch provides a fresh review to see what has been done in the past and to assess where to begin. One of the first items was recognition signage for the past, current, and new donors and partners in education. Donor walls throughout both the Logan Campus – Main and West buildings also showcase employment opportunities and reputations to students. In addition to donor signage in hallways and entry ways, free standing signage for different events and purposes was acquired.

Scholarship Development from Private/Corporate/Foundation Fund Raising – Cultivation and relationship building are at the core of the Development Office. The donor strategy is about creating friendships, telling stories of the students, and asking for their participation. Several new



scholarships were added in this first year: Rick Lawson – Nursing, Whitaker Construction – Heavy Equipment Operator/ CDL, Stella Oaks Foundation – Single Parents, Gene Haas Foundation – Machining, and more. One of the key development strategies is to move the fund raising up the pyramid for larger donations each year based on the donors' desire to support students.

OBJECTIVE 7 • FUNDING RESOURCES

Maximize learning opportunities and assets through other funding resources



National Science Foundation (NSF) Grant Awarded – Bridgerland's NSF grant was highly ranked and subsequently awarded \$225,000 from the ATE program. This project will make a significant impact on the capacity and quality of advanced manufacturing technicians statewide by directly impacting high school and college students, Bridgerland Technical College, the Utah System of Technical Colleges, and industry partners.

The benefits to students will be

- improved curriculum
- higher retention rates
- access to a pathway into a career into automated manufacturing and robotics, and
- strong connections to local industry leaders.

The benefits to the College will be

- improved curriculum
- new branding of recruitment strategies
- enhanced tracking/retention

- advanced leadership development in project management/grant writing, and
- a pathway for the College to become a regional training leader in automated manufacturing.

The benefits to the Utah System of Technical Colleges will be

- a pilot of curriculum development and collaboration across technical colleges, and
- a mechanism of how to share and scale best practices across the state of Utah.

The benefits to industry partners will be

- a growing number of students pursuing careers in automated manufacturing, and
- curriculum more reflective of industry needs.

Advanced Hybrid and Electric Vehicle Systems – Thanks to a \$30,000 Talent Ready grant, the Automotive Services program successfully partnered with Weber State University (WSU) to purchase equipment for hybrid training. WSU provided training for the instructors and students are now learning cutting edge technology on a 2018 Toyota Prius that was purchased by the department.



Corporate Engagement – During the first year, the Chief Development Officer alongside the President, has set the tone for larger projects and vision such as the new Health Sciences building campaign. Cultivating corporate participation showcases BTECH students, their successes, and allows interaction for where employment opportunities exist. This engagement is also important for identifying what kind of technical skill is needed. Over 25 corporations and foundations were involved with BTECH in FY 2016-2017 with the expectation of continued growth and significant interaction.

Metric of Success

Corporate Sponsorships/ Foundations \$60,000

New Scholarships \$25,000

Gifts in Kind \$890,000

These successes include companies such as Autoliv, Intermountain Healthcare, Gossner Foods, Komatsu, LW Miller, Schreiber Foods, etc.

OBJECTIVE 8 • AWARENESS

Improve perception and awareness in the value of technical education.

Governor Herbert Declares 2018 "The Year of Technical Education" – The Governor's Education Summit was held October 13, 2017, at Utah Valley University. At this event, Governor Gary Herbert declared 2018 the "Year of Technical Education" in the state of Utah and unveiled his proposed budget of \$7 million for technical colleges. At the summit, Bridgerland's Automated Manufacturing & Robotics graduate, John Robinson, represented the College on the 'Student Perspectives' panel as an excellent example of stackable credentials.

11th Annual Career Days – More than 3,200 students visited the Logan Campus – Main during Bridgerland's two-day event, where they had the opportunity to engage in dozens of hands-on activities. Area business and industry partners were onsite with activities related to industry careers. The businesses and volunteers who

partner with Bridgerland Technical College have a common goal: to inspire students to "Get Their Tech On" and pursue technical education. Wendy Carter, Vice President of Instruction at Bridgerland Technical College stated that "Technical education has historically been seen as 'different' from a traditional college education. All across the nation that is changing, but Utah is paving the way." Several guests of honor came to show their support for Career Days, including Holly Daines, Logan City Mayor; Spencer Cox, Lt. Gov.; and Tami Pyfer, Education Advisor to Gov. Gary Herbert. They took the opportunity to participate in several of the

activities and talk to students. "This is a fantastic event that provides students an opportunity to find an area of study that really excites them," Pyfer said.





Career Days Sponsors:

- Autoliv
- Badger Printing
- Box Elder School District
- Bridgerland Technical College
- Cache County School District
- Cache Valley Electric
- Campbell Scientific

- Geneva Rock
- Komatsu Equipment
- Lee's Marketplace
- Logan City
- Logan City School District
- Niagara Bottling
- PepsiCo

- Specialized Analysis Engineering (SAE)
- Staker Parson Companies
- Sunroc Building Supplies
- Utah Occupational Safety & Health (UOSH)
- Utah STEM Action Center
- Whitaker Construction

Diesel Dyno Days — In May 2018, the Diesel Program invited area truck drivers to bring their rigs to the



program shop for free diagnostics. Students in the Diesel Program had the opportunity to run diagnostics on each of the visiting trucks using the "dyno," which provided excellent hands-on experience. The truck drivers enjoyed free diagnostic checks to ensure their commercial trucks were running in top condition. The Diesel Program instructors then fired up the BBQ and grilled hamburgers for everyone in attendance.

Tech Week – The Public Relations Department hosted monthly tech weeks. The theme was, "Get Your Tech On." Each month students would participate in a variety of activities, post their comments on social media with #getyourtechon, and have their name submitted to be the Tech Week Winners. Topics included: projects and accomplishments, monthly, pathways and scholarships, Women in Tech Trades, and business partners.



Summer Manufacturing Camp: Nuts, Bolts, and Thingamajigs - On June 4 - 8, 2018, The

Automated Manufacturing and Electronic Engineering Technology Programs in partnership with Nuts, Bolts, & Thingamajigs (NBT), hosted a week-long Summer Manufacturing Camp for kids ages 12 – 16. NBT is the non-profit foundation of the Fabricators & Manufacturers Association, which awards grants to schools capable of hosting the

camps. The camps serve as a catalyst for solving the skilled labor shortage by

introducing kids to the high-tech career options available in the manufacturing industry. Attendees of Bridgerland Technical College's Summer Manufacturing Camp explored several fascinating areas of technology, including:

- Safety
- Entrepreneurship
- Circuits / Wiring
- Soldering
- Programming
- Laser Cutting
- CAD & design



Kids who participated in the camp got real-world insights into the manufacturing industry from professionals like Mel Torrie, the founder of Petersboro-based Autonomous Solutions and others.

Cosmetology Engages with the Community — Cosmetology students participated in a number of community events to promote the program over the past year. Some examples include: displaying students' work in booths at Box Elder Middle School, promoting Cosmetology during Career Week and College week at Bear River High School, doing hair and makeup for several theatrical productions at Box Elder High School, allowing schools to tour the department to receive demonstrations (shampooing/hairstyling), and going to the local mortuary to get a different perspective on community service.



Town Hall Meetings

Senator Lyle Hillyard – November 9, 2017 – Some of the topics Senator Lyle Hillyard discussed at the town hall meeting include: non-traditional educational opportunities in public and higher education; educating students with technical skills in high school and technical colleges; evening school opportunities and online education to improve employment; stackable credentials between Bridgerland and USU; and dual immersion programs in public schools, and their benefits.

Presenters:

- o Frank Schofield Superintendent, Logan School District
- Tom Lee Dean and Executive Director of the USU Brigham City Campus
- o Chad Campbell President, Bridgerland Technical College
- o Senator Lyle Hillyard Senate Chair of the Public Education Appropriation Committee

Governor Mitt Romney – June 4, 2018 – Governor Mitt Romney attended the Logan Campus – West to have a round table discussion on technical education and economic development. He met with local leaders, businesses, students, teachers, and staff. Governor Romney paid a visit to the Animal Sciences Department where held a python, played with dogs, and learned more about lizards and birds. With the Heavy Equipment Operator/CDL Program the Governor jumped right in to the big loader and began scooping



up dirt like a pro! He also got to visit the Automated Manufacturing Program where the students put him to work practicing on a robotic arm.

Culinary Arts Wins the Spice on Ice People's Choice Award — The Culinary Arts and Meat Services Programs put their skills to the test at Spice On Ice and came out victorious. Spice On Ice is the Eccles Ice Arena's annual fundraising event that includes a friendly competition amongst Cache Valley's finest chefs. At the end of the evening, ballots were distributed to each table and patrons voted for the entree they enjoyed most. The Culinary Arts team from Bridgerland was the fan favorite and received the People's Choice Award.



FFA Animal Sciences and Meat Services Skills Competition –

FFA students from all over northern Utah competed in the Animal Sciences and Meat Services skills competition on April 20, 2018. Awards were given to the students with the highest scores, which included thousands of dollars in scholarship money. Jason Rindlisbacher, the Meat Services Department Head said that he loves this event because participants have great exposure to the meat industry. "I was introduced to the meat industry through this FFA competition and it has turned into a rewarding career. Hosting this event feels good, it feels like it gives me the chance to pay something back."