

**THIS FORM MAY BE REPLICATED
BUT UNDER NO CIRCUMSTANCES CAN THE LANGUAGE BE ALTERED.**

BOG, California Community Colleges Chancellor's Office - 6870	DISTRICT USE ONLY	
	District (Grantee): <u>Chabot-Las Positas CCD</u>	College: <u>Chabot College</u>

Grant Agreement		BOG-CCCCO USE ONLY	
Nursing Education Program		Grant Agreement No.: 10 - 107 - 004	
Enrollment Growth and Retention -- Assessment, Remediation & Retention Allocation for ADN/RN Programs RFA # 10 - 107		Funding Fiscal Year <u>2010-11</u>	Total Amount Encumbered : \$ <u>203,687</u>

This grant is made and entered into, by and between, the BOG, California Community Colleges Chancellor's Office and the aforementioned district, hereafter referred to as the Grantee. The grant shall consist of this Grant Agreement face sheet and the Grantee's application, with all required forms. The RFA Specification and the Grant Agreement Legal Terms and Conditions (Articles I, Rev. 10/10 and II, Rev. 4/08), as set forth in the RFA Instructions are incorporated into this grant by reference.

The total amount payable for this grant shall not exceed the amount specified above as "Total Amount Encumbered". Each funding period is contingent upon the availability of funds, and is subject to any additional restrictions, limitations, or conditions enacted in the State Budget and/or Executive Orders that may affect the provisions, terms, or funding of this agreement in any manner.

The term of this grant shall be from June 1, 2011, to June 30, 2012. The Final Report must be submitted within sixty (60) days of the grant end date.

This grant is subject to any additional restrictions, limitations or conditions enacted in the state budget and/or Executive Orders that may affect the provisions, term, or funding of this agreement in any manner.

GRANTEE

Project Director: <u>Connie Telles</u> Connie Telles	Total Grant Funds Requested: \$ <u>203,687</u>
	Total Match Funds, (if applicable): <u>N/A</u>

Signature, Chief Executive Officer (or authorized Designee)

[Signature] Date: 8/22/11

Print Name/Title of Person Signing: Noel Kinnaman, Chancellor

District Address: 5020 Franklin Drive
Pleasanton, CA 94588

STATE OF CALIFORNIA

Project Monitor: Helga Martin

Agency Address: 1102 Q Street, 4th Floor
Sacramento, CA 95811

Item:	Object of Expenditure	Chapter	Statute	Fiscal Year	Amount
6870 - 101 - 0001 (23)	3233 - 751 - 29510	712	2010	2010-11	\$ 203,687
Total Amount Encumbered : \$					203,687

Signature, Accounting Manager (or Authorized Designee) Budgeted funds are available for the period and purpose of the expenditures stated above.

[Signature] Date: 8/23/11

Signature, Executive Vice Chancellor (or authorized Designee)

[Signature] Date: AUG 23 2011

Print Name/Title of Person Signing:
Steve Bruckman, Executive Vice Chancellor

RECEIVED AUG 14 2011/05/2010

APPLICATION BUDGET SUMMARY

RFA Specification No.: 10-107-04

Fiscal Year: 2010-11

District: Chabot-Las Positas Community College District

College(s): Chabot College

Object of Expenditure	Classification	Line	Total Program Funds Requested (rounded)
1000	Instructional Salaries	1	122,856
2000	Noninstructional Salaries	2	15,388
3000	Employee Benefits	3	14,325
4000	Supplies and Materials	4	5600
5000	Other Operating Expenses and Services	5	7000
6000	Capital Outlay	6	30,684
7000	Other Outgo	7	0
Total Direct Costs		8	195,853
Total Indirect Costs (4% of line 8)		9	7,834
Total Project Costs		10	203,687

I authorize this cost proposal as the maximum amount to be claimed for this project and assure that funds shall be spent in compliance with State and federal regulations.

Project Director Name/Title Connie Telle - Director 6/27/2011
(Authorized Signature) Date

District Chief Business Officer [Signature] 6.28.11
(Authorized Signature) Date

APPLICATION BUDGET DETAIL SHEET

District: Chabot-Las Positas Community College District

College: Chabot College

Chancellor's Office
California Community
Colleges

RFA Specification No.: 10-107-04

Program Year: 2011-12		Project Funds Requested	Project Funds Requested
Source of Funds: Nursing Education Program			
Object of Expenditure	Classification	Project Funds Requested	Project Funds Requested
1000	Project Director (0.05 FTE @ \$99,127 annual salary - Column 5, Step 14) to provide project oversight and to complete reporting	4,956	
	6 Nursing Faculty on alternate assignment for medication pass (6 faculty x \$75/hr x 4 hrs/wk x 30 weeks)	54,000	
	2 Nursing Faculty on alternate assignment for skills lab (2 faculty x \$75/hr x 8 hrs/wk x 36 weeks)	43,200	
	Nursing Faculty for Sim Lab (\$75 x 5 hrs/wk x 36 weeks)	13,500	
	Nursing Faculty RN Tutors (\$50/hr x 4 hrs/wk x 36 weeks)	7,200	
	Subtotal		122,856
2000	Nursing Administrative Assistant II - \$45,200 \$4588/month	4,588	
	Sim Lab Assistant (\$30/hour x 10 hours/week x 36 weeks)	10,800	
	Subtotal		15,388
3000	Project Director fringe @ 35% of salary	1,735	
	Nursing Adjunct Faculty @ 8% of pay	9,432	
	Nursing Administrative Assistant II fringe @ 50% of salary	2,294	
	Sim Lab Assistant fringe @ 8% of pay rate	864	
	Subtotal		14,325
4000	Instructional Supplies and Computer Software	2,100	
	TEAS testing (\$35/test x 100 students)	3,500	
	Subtotal		5,600
5000	Conferences and workshops (2 conferences x 3 faculty @ \$500/conference)	3,000	
	Curriculum Consultant	3,000	
	Professional Membership - National League of Nursing (\$1,000/year)	1,000	
	Subtotal		7,000
6000	Computerized charting equipment for Sim Lab	30,684	
	Subtotal		30,684
7000			
	Subtotal		-
Total Direct Costs			195,853
Administration or Total Indirect Costs (4% of Direct Costs)			7,834
Total Project Costs			203,687

¹ These represent frequently used account codes. Refer to Crossover Chart for further options.

California Community Colleges
Nursing and Allied Health

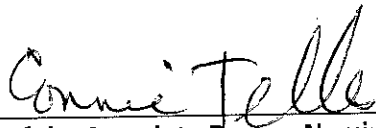
NURSING EDUCATION PROGRAM
ASSESSMENT, REMEDIATION AND RETENTION
WORK PLAN COVER PAGE

District: Chabot-Las Positas Community College District

College: Chabot College

Grant No.: 10-107-04

The signature below of the Nursing Program Director, or other authorized person, certifies that they have read and agree to implement the attached Workplan Objectives and Activities and to work toward achieving the Outcomes specified with funds provided through this grant for this purpose. The allocation of funds is dependent upon the Chancellor's Office receiving funds from the State government. Funds shall be used exclusively to expand associate degree nursing programs and to provide assessment, remediation and retention activities to assist students to succeed in the nursing program and to prepare them to successfully complete the National Council Licensure Examination to become eligible for licensure as a registered nurse.



Signature of the Associate Degree Nursing Program Director

6/22/2014

Date

Connie Telles, DNP, CNE, RNC-OB , Nursing Program Director

Printed Name

Title

Augmentation Work Plan
Required Objectives and Activities to be Conducted During Grant Performance Period

Periods of Performance
 June 23, 2011 – June 30, 2012
 01

Please Note: Objectives, activities and performance outcomes are provided. The objectives and activities are required. You may revise the performance outcomes or use those provided. You may not delete the outcomes. All objectives and activities must be conducted during the project time frame. Performance Outcomes highlighted in yellow may require information/fill in the blanks.

Objective One

1. Expand current enrollment capacity or maintain enrollments in the nursing program.	Activity	Performance Outcomes
1.1 Select Activity a. or Activity b. or both by placing an "X" in the box next to the activity or activities you plan to do. You are required to do one or the other. Selecting both is optional.	a. Expand capacity by enrolling additional students in the Fall of 2011 or Spring of 2012 above current additional enrollments and for which you are requesting additional funds. Programs with attrition rates of less than 15% may do this activity without doing b. below. b. Provide assessment, remediation and retention activities to existing student cohorts to improve retention and completion. Programs with retention rates greater than 15% are required to use funds to improve retention and completion rates, but also may enroll additional students.	1.1 Fill in the blanks with the number of additional students you intend to enroll during the Spring or fall of 2011 and for which you are requesting additional funds. Provide the number of current enrollments for retention only activities. a. _____ (number of additional students) enrolled in the Fall semester of 2011. b. _____ (number of additional students) enrolled in the Spring semester of 2012. X b. Current cohorts of students continue program to completion. Number of current students: 103 students in total program. Requesting funds for 30 students.
1.2 Review student applications and determine eligibility for admission using college nursing admission protocols appropriately validated or approved by the Chancellor's Office.		1.2 Students selected for provisional enrollment.

Work Plan

Required Objectives and Activities to be Conducted During Grant Performance Period

Please Note: Objectives, activities and performance outcomes are provided. The objectives and activities are required. You may revise the performance outcomes or use those provided. You may not delete the outcomes. All objectives and activities must be conducted during the project time frame.

Objective Two

Activity	Performance Outcomes
2. Provide a program whereby students demonstrate readiness through diagnostic assessment or successful completion of remedial pre-nursing coursework prior to commencing the registered nursing program.	
2.1 Provide diagnostic assessment testing to students prior to enrollment in the nursing program.	2.1 Chancellor's Office approved assessment test administered to selected provisional students. Those that achieve the cut score are enrolled in the program. Those that do not achieve the cut score are referred for remediation.
2.2 Implement pre-admission protocols for when a student does not reach the cut score.	2.2 Pre-admission protocols were implemented for students who did not achieve the cut score on the assessment test.
2.3 Develop a pre-admission plan for remediation for students who do not achieve the cut score indicating readiness for the nursing program.	2.3 A pre-admission plan was developed for each student who did not achieve the cut score.
2.4 Refer students who do not achieve the cut score to a counselor or case manager for assistance with a pre-admission plan to assist the student in achieving readiness for the nursing program.	2.4 Students who do not achieve the cut score are referred to a counselor or case manager for assistance with a pre-admission plan to assist the student in achieving readiness for the nursing program.
2.5 Develop and implement educational pre-entry coursework, including, but not necessarily limited to, tutorials or noncredit instruction, that is aligned to the entry level nursing standards and curriculum for students who fail to demonstrate readiness based upon the diagnostic assessment tool.	2.5 Individualized remediation plans were developed for each student and the students were given <u>one year</u> (enter a specific time frame, i.e., one year, two years, etc.) in which to complete their plan. The number of students who started a pre-entry remediation plan was documented.

<p>2. Provide a program whereby students demonstrate readiness through diagnostic assessment or successful completion of remedial pre-nursing coursework prior to commencing the registered nursing program.</p>	<p style="text-align: center;">Performance Outcomes</p> <p>2.6 Students completing their remediation plan within _____ one year _____ (provide time frame for completion, i.e., one year, two years, etc.) were (or will be) admitted to the nursing program.</p> <p>2.7.1 Students are considered successful in their remediation (pre-entry plan) if they:</p> <p>a. <u>Successfully complete a remediation plan and successfully retake the assessment/readiness test with a passing composite score, or</u></p> <p>b. <u>Demonstrate passing grades in college remediation coursework in the appropriate disciplines to address areas identified as needing improvement by the assessment readiness test, or</u></p> <p>c. <u>Document successful completion of a remediation plan that satisfies the intent of assuring readiness for success in the nursing program that is approved by the Nursing Program Director.</u></p> <p>(Underline the option used by your program).</p> <p>2.7.2 The effectiveness of specific pre-entry plans, including instructional and campus support services are determined and modifications developed for implementation</p> <p>2.8 Data collected and reported to the Chancellor's Office on students who did not demonstrate readiness, who participated in a remediation plan, and who successfully completed their remediation plan.</p> <p>2.9 Coursework prescribed in individual remediation plans will be made available to the students within the remediation time frame and students who successfully complete the remediation plan are returned to the college's enrollment process.</p>
<p style="text-align: center;">Activity</p> <p>2.6 Enroll students in the ADN program who meet the statewide cut score for diagnostic assessment test.</p> <p>2.7 Evaluate the effectiveness of specific pre-entry plans, including instructional and campus support services.</p>	<p>2.8 Compile data for all students who do not demonstrate readiness and require a remediation plan as outlined under Reporting Requirements below.</p> <p>2.9 Ensure that students participating in an educational remediation plan in order to demonstrate readiness, based upon the diagnostic assessment tools, are not disadvantaged in the program enrollment process.</p>

Work Plan

Required Objectives and Activities to be Conducted During Grant Performance Period

Please Note: Objectives, activities and performance outcomes are provided. The objectives and activities are required. You may revise the performance outcomes or use those provided. You may not delete the outcomes. All objectives and activities must be conducted during the project time frame.

Objective Three

Activity	Performance Outcomes
3. Provide a retention program for students enrolled in the ADN program.	
3.1 Provide support services for students enrolled in the nursing program.	3.1 Students will have campus resources available to promote retention in the nursing program.
	3.1.2 Support services in terms of peer mentoring, tutoring, advisement, and counseling are provided to the students.
3.2 Provide a nursing counselor and/or support staff to provide intensive case management and support for students.	3.2 A case management approach is utilized to promote student success in the nursing program.
3.3 Provide tutoring and other support services for students at risk of dropping out of the ADN program.	3.3 Identified at risk students will have support services available.
3.4 Provide appropriate supplies and software to assist in student success.	3.4 Student learning is enhanced by up-to-date equipment, instructional material & software.
3.5 Implement early identification, referral and effective intervention strategies for students at risk of failing the ADN program.	3.5 Identified at risk students will receive early and effective intervention to help ensure success.
3.6 Provide faculty opportunities for professional development.	3.6 Professional development opportunities will be facilitated.
3.7 Develop and implement a plan for professional development for nursing faculty to improve or increase instructional methodologies.	3.7 Faculty will attend professional development activities to enhance teaching, learning and student support.

3. Provide a retention program for students enrolled in the ADN program.	
Activity	Performance Outcomes
3.8 Implement faculty recruitment and orientation strategies.	3.8 New faculty will be provided a faculty orientation.

Work Plan

Required Objectives and Activities to be Conducted During Grant Performance Period

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Objective Four

4.	Provide support services, review courses or software and practice to assist graduating students to prepare for the National Council Licensure Exam (NCLEX).	
	Activity	Performance Outcomes
	4.1 Provide an NCLEX review course or software for students who are completing the nursing program.	4.1.1 Students will receive assistance in preparing and practicing for the NCLEX exam. 4.1.2 NCLEX review courses will be available each semester for students completing the program.
	4.2 Monitor student success on the NCLEX exam and make adjustments to program curriculum or the review course and software to improve NCLEX results.	4.2 Monitor NCLEX success and evaluate NCLEX Progress Reports to guide curriculum and program revisions.
	4.3 Evaluate the effectiveness of the program by tracking students who benefit from this project to determine the NCLEX pass rate.	4.3 Students are tracked to determine success on the NCLEX pass rate.

Work Plan

Required Objectives and Activities to be Conducted During Grant Performance Period

Please Note: Objectives, activities and performance outcomes are provided. The objectives and activities are required. You may revise the performance outcomes or use those provided. You may not delete the outcomes. All objectives and activities must be conducted during the project time frame.

Objective Five

<p>5. Disseminate any tools, software, tracking methodologies, best practices, special lessons learned or developed to other community colleges at conferences, or through the Regional Health Occupations Resource Centers and the Chancellor's Office. Copies of any materials developed are to be provided to the Chancellor's Office</p>	<p>Performance Outcomes</p>
<p>Activity</p> <p>5.1 Disseminate any tools, software, tracking methodologies, special lessons learned or developed to other community colleges at conferences, or through the Regional Health Occupations Resource Centers and the Chancellor's Office. Copies of any materials developed are to be provided to the Chancellor's Office.</p>	<p>5.1 Tools, software, tracking methodologies, special lessons learned or developed are disseminated to other community colleges at conferences, or through the Regional Health Occupations Resource Centers and the Chancellor's Office. Copies of any materials developed are provided to the Chancellor's Office.</p>

Work Plan

Required Objectives and Activities to be Conducted During Grant Performance Period

Please Note: Objectives, activities and performance outcomes are provided. The objectives and activities are required. You may revise the performance outcomes or use those provided. You may not delete the outcomes. All objectives and activities must be conducted during the project time frame.

Objective Six

6. Collect and report data to the Chancellor's Office as required	
Activity	Performance Outcomes
6.1 Collect data as listed below and report to the Chancellor's Office in a timely manner, as required.	6.1 Data collected and reported to the Chancellor's Office in a timely manner.

Data Collection Requirements:

Education Code Section 78261, Subdivisions (g) and (h):

- (g) As a condition of receiving grant funds pursuant to paragraph (2) of subdivision (d), each recipient district shall report to the chancellor's office the following data for the academic year on or before a date determined by the chancellor's office:
- (1) The number of students enrolled in the nursing program.
 - (2) The number of students taking diagnostic assessments.
 - (3) The number of students failing to meet proficiency levels as determined by diagnostic assessment tools.
 - (4) The number of students failing to meet proficiency levels that enroll in pre-entry preparation classes.
 - (5) The number of students who successfully complete pre-entry preparation classes.
 - (6) The average number of months between initial diagnostic assessment, demonstration of readiness, and enrollment in the nursing program for students failing to meet proficiency standards on the initial diagnostic assessment.
 - (7) The average number of months between diagnostic assessment and program enrollment for students meeting proficiency standards on the initial diagnostic assessment.
 - (8) The number of students who completed the associate degree nursing program and the number of students who pass the National Council Licensure Examination (NCLEX).
- (h) (1) Data reported to the chancellor under this article shall be disaggregated by age, gender, ethnicity, and language spoken at home.

STATEMENTS OF ASSURANCES
Enrollment Growth and Retention Program – Associate Degree Nursing
Registered Nurse (RN) Programs

COLLEGE: Chabot Community College

DISTRICT: Chabot-Las Positas Community College District

The district assures, understands, and may assist the state in meeting the following requirements of the Enrollment Growth and Retention Program – Associate Degree Nursing Registered Nurse (RN) Programs Grants:

- Primary missions of the Colleges are to offer academic and vocational education at the lower division level for both younger and older students, including those persons returning to school. Another primary mission is to advance California's economic growth and global competitiveness through education, training, and services that contribute to continuous work force improvement. Essential and important functions of the Colleges include: remedial instruction for those in need of it and in conjunction with the school districts, instruction in English as a second language, adult noncredit instruction, and support services that help students succeed at the postsecondary level.
- Colleges that apply for Enrollment Growth and Retention Program – Associate Degree Nursing Registered Nurse (RN) Programs funds will abide by requirements contained in Education Code Chapter 9, Article 6, 79210, Section 2 (a) (2), (see AB 87, Statutes of 2001, attached) and Section 78261 (SB 139, Statutes of 2007.). Future funding for this program will be jeopardized if requirements are not met.
- Funds shall not be used by community college districts to supplant existing courses, but shall be used to significantly expand enrollments and enable students to successfully complete the course of study.

Applicants understand that forms and specifications are provided for use by the applicant and are not to be revised or edited by the applicant. Forms such as the Application Budget Summary and Contact Page may be completed with the applicant's information. Applicants may not modify Articles I and II, *Terms and Conditions*, Request for Application Specifications, or terms on the Grant Agreement Face Sheet. Grant Agreement Face Sheets will be provided to the college/district by the Chancellor's Office. The Grant Agreement Face Sheet may be replicated but under no circumstances can the language be altered.

Joel Kinnamon
Joel Kinnamon Ed. D.
District Superintendent/Chief Executive Officer

6/23/11
Date

Lorenzo Legaspi
Lorenzo Legaspi
Chief Business Officer

6.23.11
Date

Connie Telles
Connie Telles DNP
Project Director

6/23/2011
Date

BILL NUMBER: AB 87 CHAPTERED
BILL TEXT

CHAPTER 514

FILED WITH SECRETARY OF STATE OCTOBER 5, 2001
APPROVED BY GOVERNOR OCTOBER 4, 2001
PASSED THE SENATE SEPTEMBER 12, 2001
PASSED THE ASSEMBLY SEPTEMBER 12, 2001
AMENDED IN SENATE SEPTEMBER 7, 2001
AMENDED IN SENATE AUGUST 28, 2001
AMENDED IN SENATE JULY 19, 2001
AMENDED IN SENATE JUNE 21, 2001
AMENDED IN ASSEMBLY MAY 31, 2001

INTRODUCED BY Assembly Members Jackson and Thomson
(Principal coauthor: Senator Poochigian)
(Coauthors: Assembly Members Alquist, Aroner, Chu, Koretz, Liu, NegreteMcLeod,
Strom-Martin, Washington, and Wiggins)
(Coauthors: Senators Margett, Monteith, Polanco, and Vasconcellos)

JANUARY 8, 2001

An act to add Article 6 (commencing with Section 79210) to Chapter 9 of Part 48 of the Education Code, relating to community colleges, and making an appropriation therefor.

LEGISLATIVE COUNSEL'S DIGEST

AB 87, Jackson. Community colleges: worksite-based training.

Existing law requires the Board of Governors of the California Community Colleges to review and approve all educational programs offered by community college districts and all courses that are not offered as part of an educational program approved by the board of governors. Existing law requires the board to appoint a chief executive officer, to be known as the Chancellor of the California Community Colleges, who is required to execute the duties and responsibilities delegated to him or her by the board.

This bill would require the chancellor to award grants to community college districts for the purpose of developing curricula and pilot programs that provide training to licensed nurses, including training in the nursing specialty areas of critical care, emergency, obstetrics, pediatrics, neonatal intensive care, and operating room nursing. The bill would appropriate \$1,000,000 from the General Fund to the Chancellor of the California Community Colleges for allocation as grants to community college districts for purposes of this bill and \$4,000,000 to provide for enrollment growth in community college nursing programs. The amounts allocated under the bill would be applied toward the minimum funding requirements for school districts and community college districts imposed by Section 8 of Article XVI of the California Constitution.
Appropriation: yes.

THE PEOPLE OF THE STATE OF CALIFORNIA DO ENACT AS FOLLOWS:

SECTION 1. Article 6 (commencing with Section 79210) is added to Chapter 9 of Part 48 of the Education Code, to read:

Article 6. Grants for Worksite-Based Training Programs

79210. (a) The office of the Chancellor of the California Community Colleges shall award grants to community college districts for the purpose of developing curricula and pilot programs that provide training to licensed nurses, including, but not necessarily limited to, training in the following nursing specialty areas:

- (1) Critical care.
- (2) Emergency.
- (3) Obstetrics.
- (4) Pediatrics.
- (5) Neonatal intensive care.
- (6) Operating room.

(b) A grant application shall include all of the following:

- (1) Demonstration that a shortage of trained nurses in the areas listed in subdivision (a) exists in the region served by the applicant and a description of the manner in which the proposed program would reduce that shortage.
- (2) Identification of hospital partners that have agreed to participate in the development of curricula and pilot programs. Participation by hospital partners shall include a one-to-one match in the form of any one or combination of the following:
 - (A) Direct financial support.
 - (B) Tuition, fee, or other reimbursement of students.
 - (C) Involvement of salaried nurse mentors, clinical nurse specialists, or other specialty prepared staff.
 - (D) Provision of paid clinical experiences for program participants.
 - (E) Use of equipment for training purposes.

(c) The office of the Chancellor of the California Community Colleges shall verify the grant agreement between local community college districts and their hospital partners, including the specific form of the one-to-one matching contribution described in paragraph (2) of subdivision (b).

SEC. 2. (a) The sum of five million dollars (\$5,000,000) is hereby appropriated from the General Fund to the Chancellor of the California Community Colleges for allocation as follows:

- (1) One million dollars (\$1,000,000) for grants to community college districts pursuant to Article 6 (commencing with Section 79210) of Chapter 9 of Part 48 of the Education Code. If there are more programs eligible to receive grants than there is funding available for the grants, the chancellor shall prorate the funding per grant. Nothing in this paragraph precludes prioritizing the program proposals pursuant to the criteria specified in subdivision (b) of Section 79210.

(2) Four million dollars (\$4,000,000) in augmentation of Schedule (3) of Item 6870-101-0001 of Section 2.00 of the Budget Act of 2001. These funds shall be used to provide for enrollment growth in community college nursing programs.

(b) For the purpose of making the computations required by Section 8 of Article XVI of the California Constitution, the amounts allocated pursuant to this section shall be deemed to be "General Fund revenues appropriated to community college districts," as defined in subdivision (d) of Section 41202 of the Education Code, and shall be included within the "total allocations to school districts and community college districts from General Fund proceeds of taxes appropriated pursuant to Article XIII B," as defined in subdivision (e) of Section 41202 of the Education Code, for the fiscal year for which they are allocated.