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Cal State Northridge Continues to Post Record Enrollment

Freshmen 'Disadvantaged' Minority Enrollment Numbers Improve As Well

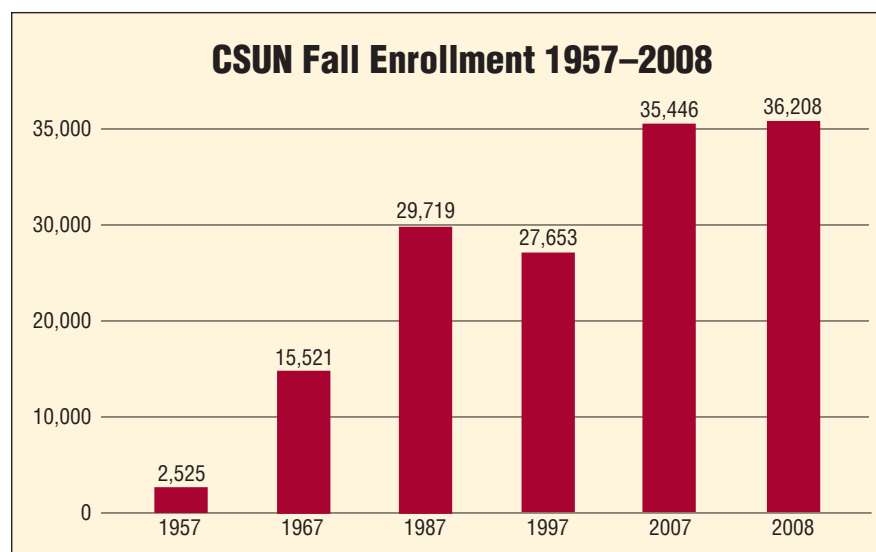
Cal State Northridge continued its status as a leading educational institution in the region with record fall 2008 enrollment.

The university welcomed 36,208 students for fall 2008, 762 more than last year.

"The campus is becoming the campus of choice in the L.A. and Southern California region," said Harold Hellenbrand, provost and vice president for academic affairs. He attributed the growth to students taking more credits and a shortage of jobs for people between 18 and 25 years of age.

"Many folk in that age precinct are taking advantage of going to school," Hellenbrand added.

The provost said he was also pleased that enrollment of new freshmen from disadvantaged minority backgrounds grew disproportionately. Their enrollment increased 20.5 percent from 2,105 in fall 2007 to 2,536 this fall. This grouping includes African



American, American Indian and Latina/o students.

"The minority student numbers in the freshmen class the last couple of years have been showing positive signs

of going up," Hellenbrand said. However, he hopes an effort to limit the growing number of applicants to CSUN due to budget constraints does not "discourage" minorities from applying.

At CSUN, one way to control the number of freshmen applications is early closure of the application period, which starts Oct. 1, 2008, for fall 2009 freshmen. Coupling this approach with an earlier deadline for taking the mathematics and English placement exams next spring should better manage the numbers of first-time freshmen.

"We're telling high school counselors now that the application period will close early," said Cynthia Rawitch, associate vice president for undergraduate studies.

Rawitch said the university struggled in summer 2008 to accommodate the more than 4,600 first time freshmen who enrolled at CSUN for the fall, about 500 more than were expected. Particularly hard-pressed to find enough faculty and classrooms were the departments that teach mathematics, developmental mathematics, freshman composition and developmental writing. However, she said, all of the students were accommodated. ■

CSUN Launches Program to Enhance Management Skills

First in Series Seeks to Debunk Myths about Women's Success and Ambition

From college campuses to the Oval Office, women are "ambivalent" and "uncomfortable" about their ambition to lead. But College of Humanities Dean Elizabeth Say urged women to move out of their comfort zone and pursue their aspirations.

"You might be uncomfortable at times, but leadership ultimately is not about being comfortable. It's about creating change," said Say during a discussion, Sept. 24 on "Ambition Isn't a Dirty Word—Debunking Myths about Women's Success." The presentation was repeated on Sept. 25.

"It's always uneasy when you step outside your comfort zone," she added.

The discussion was the Professional Development Program's first in a series of eight leadership forums on women's issues. The 90-minute sessions are available to anyone who serves in a leadership role at the university and is interested in issues which primarily affect women in academia. The intent of the series is to provide a venue for the dissemination of current information on such issues, and an opportunity for the sharing of ideas through interactive dialogue.

"We want to improve the capability of our leaders and promote community

among our supervisors and leadership," said Bob Foldesi, associate vice president, Office of Human Resources. "We want to create more of a caring environment."

Foldesi also noted that the series marks the launch of Cal State Northridge's Talent Management Initiative. The goal of the initiative is for CSUN administrators and managers to utilize professional development opportunities as part of their continual learning, which is critical for effective leadership. The

programs are designed to facilitate the professional growth of administrators in the CSUN context through exposure to formal learning opportunities and extensive interaction with colleagues from across the university.

"At Cal State Northridge, I think we are fortunate to have role models of women and men who have pushed the boundaries of stereotypic gender expectations," said Say, referring to the stereotypes that men should be stern, tough and aggressive. Women

are often stereotyped as nice, nurturing and passive.

The other scheduled presenters are: Sylvia Alva, dean of the College of Health and Human Development, Oct. 22 and 23, "Managing Transitions: Personal Reflections on Organizational Change"; Patty Lord, associate director of operations of admissions and records; Suzy Babikan, associate director of admissions, records and graduation; and Carol McAllister, assistant director of international, *Management continued on page 2.*



Elizabeth Say, dean of the College of Humanities

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Northridge

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Founders Day Welcomes Hundreds of Alumni, Faculty, Staff

Attendees Impressed by CSUN's Progress Over the Last 50 Years

When the University Student Union was built in 1977, John Crowther said the design was considered "cutting edge." The 84-year-old retired sociology professor was part of the original committee that drafted plans for the first USU. He said it was "rustic" with a handful of eateries and services.

But Crowther, who saw the USU and the campus for the first time in more than a decade during CSUN's Founders Day celebration on Monday, Sept. 22, said the university has surpassed his expectations.

"We who put together the original plans for the USU could not have dreamed of what it is now," he said. "It's unbelievable what I've seen here today."

The USU has undergone huge changes since Crowther, who worked at CSUN from 1961 to 1989, helped draw up the original plans. In 2006, a \$15.2 million renovation that nearly doubled the number of buildings in the student union and expanded services to include computer labs, and several eateries, was completed. The university opened a Satellite Student Union in 1991.

Crowther was among more than 600 alumni, faculty, and staff who attended the university's first-ever Founders Day celebration. The event



John Crowther, an *emeritus* sociology professor, who retired in 1989 after teaching at CSUN for 28 years, takes part in the Founders Day festivities.

was part of CSUN's year long observance of its 50th anniversary. It included the induction of 57 alumni and former faculty and staff into the 50 Year Club, a luncheon and the dedication of the James and Mary Cleary Walk along a section of Magnolia Walk. The day ended with the official

opening of the Oviatt Library's 50th anniversary exhibition, "Fifty and Fabulous: California State University, Northridge/San Fernando Valley State College at the Half-Century Mark."

President Jolene Koester said Founders Day honored those alumni, faculty and staff who laid the "foun-

datation of excellence that the university was built on."

She said the achievements, renovations and new construction on campus are "emblematic of the university's future."

Harley Higginbotham, '59 (*Business*), said he was "proud" to be an alumnus of CSUN.

"We had great faculty," recalled Higginbotham, 77, a retired human resources manager from Burbank. "This has been a really great day."

He was also glad to be reunited with classmate, Robert Preising, '59 (*Business*). They had not seen each other since graduation, 50 years ago. Both were Korean War veterans who enrolled at the college to find new careers.

"They (university leadership) have done a great job for us (alumni)," said Preising, 77, a retired businessman and computer engineer. "This place looks really good."

CSUN's anniversary festivities will continue into 2009 with the community and a "Grand Reunion" of all alumni on April 25, 2009. The official conclusion of the anniversary celebration will take place at CSUN's 2009 commencement ceremony.

For more information about the 50th anniversary celebration, visit www.csun.edu/50/. ■

Management...

continued from page 1.

graduate and transfer admissions, Nov. 19 and 20, "Creating Deliberate Relationships—The Importance of Alliances"; Barbara Gross, chief of staff, Office of the President; and Debra Hammond, executive director of the USU, Jan. 21 and 22, 2009,

"Success Strategies for Mid-Career Women"; Penny Jennings, associate vice president of faculty affairs; and Linda Chassiakos, director of the Student Health Center, Feb. 25 and 26, 2009, "The Importance of Attending to Our Well Being"; Mildred Garcia, president of Cal State

Dominguez Hills, March 11, 2009, "A Conversation with Mildred Garcia"; Hilary Baker, vice president for information technology and CIO; and Cynthia Rawitch, associate vice president of undergraduate studies, March 25 and 26, 2009, "The Work—Life Balance Beam"; President Jolene

Koester; and Harry Hellenbrand, provost and vice president for academic affairs, April 13 and 14, 2009, "How to Attract and Retain Talented Leaders to CSUN."

For more information or to register for the sessions visit: <http://www-admn.csun.edu/obrs/talent>. ■

BudgetWatch

Gov. Arnold Schwarzenegger approved a state budget on Sept. 23 that returned \$97.6 million to the California State University system, providing the CSU system with "essentially" the same level of state support as during the 2007-08 fiscal year.

"What this means for California State University, Northridge is we are funded for enrollment at the 2007-08 level," said Tom McCarron, vice president for administration and finance and CFO, in a Sept. 30 e-mail to faculty and staff. He said the vice presidents of the university have been working since last spring on a plan to live within the anticipated budget. However, the university's financial obligations for 2008-09 are not yet all known.

Specific budget allocations to the

university's divisions will be approved by President Jolene Koester in October.

In the meantime, Harry Hellenbrand, provost and vice president for academic affairs, has recommended that:

- Each college plan to reduce nongeneral fund costs to students by \$500 to \$700 per FTE over the next year by taking measures such as reducing book costs. He suggests getting book orders in early, using e-texts and the textbook rental program as methods of reducing costs. He also reminds faculty and staff to advise students that at CSU, they pay per term, not per credit.
- The President's Cabinet approved the move to block scheduling beginning next fall. Departments should be careful in building

schedules so that they rotate required classes through time blocks during the year. The overall effects will be to maximize the use of classrooms outside the 9 a.m.-2 p.m., Monday through Thursday, window. This will respond to faculty and student demand for longer class lengths.

Hellenbrand said the university will begin planning for next year soon.

"We expect, at the end of the day, no new money that is free of obligations, untethered to mandated costs like benefits and salaries," wrote Hellenbrand, on Sept. 24, in his analysis of the state's budget impact on CSUN. He said university leadership will ask each college to redouble efforts to make budgeting transparent to everyone in the unit. He will ask each college to show how its work

"advances the causes of sustainability and wellness."

Hellenbrand said CSUN must understand that it is in the campus' vital interest to develop nongeneral streams of revenue because the state reservoir has shrunk.

"Advancement, grants and contracts, clinical services, and extension all play roles. This poses an organizational problem. Typically, regional universities are organized to collect and disburse funds centrally; however, nongeneral fund activity requires vigilance and coordination on the frontier, the borderland between the university and the public," he wrote. "We need consistent business practices, an astute understanding of risk, and mutual awareness so that we can cross refer clients so that they can get appropriate help."

FYI

Events

Tuesday, Oct. 14

Underground Undergrads

The Center for Southern California Studies in the College of Social and Behavioral Sciences will host UCLA Labor Center Director Kent Wong and the student authors of "Underground Undergrads: UCLA Undocumented Immigrant Students Speak Out." The book features the moving stories of undocumented immigrant students from UCLA. The event is set for 7 p.m., Sierra Hall 451, Whitsett Room. *fmi*-Josh Sides, josh.sides@csun.edu or x6518.

Thursday, Oct. 23

Gender & Sexual Orientation

The Richard W. Smith Lecture in Cultural Studies in the College of Social and Behavioral Sciences will present "Gender & Sexual Orientation: Biology? Social Influence? Free Choice? What the Latest Research has Found," by Milton Diamond, professor of anatomy, biochemistry and physiology at the John A. Burns School of Medicine, University of Hawaii. The event takes place at 7 p.m., Sierra Hall 451, Whitsett Room. *fmi*-x4777

Friday, Oct. 24

The Neurobiology of Consciousness

The College of Science and Mathematics will present, "The Neurobiology of Consciousness," by Christof Koch, a world leading authority in the field of neuroscience, at the Oviatt Library, Presentation Room, 3 p.m.-4 p.m. *fmi*-Irene Rivera, irene.rivera@csun.edu or x2004.

Public Meetings

Associated Students Finance Committee

Meets 2 p.m.
Monday, Oct. 6, 13, 20
Associated Students Office

Associated Students Senate

Meets 2 p.m.
Tuesday, Oct. 7, 14, 21
USU Grand Salon

Personnel Planning and Review Committee

Meets 2 p.m.-5 p.m.
Wednesday, Oct. 8
University Hall 277

Educational Policies Committee

Meets 4 p.m.
Wednesday, Oct. 8
University Hall 211

Educational Equity Committee

Meets 11:30 a.m.-1:30 p.m.
Monday, Oct. 13
University Hall 320

For Your Information publishes announcements of events, public meetings, notices, classes and deadlines. Submission deadline is noon on Monday, one week before the next issue.

The deadline for the October 20 issue is Monday, October 13. We strive to include all items submitted by deadline occurring until the next issue. Submit future items by e-mailing them to

pubinfo@csun.edu, sending them to mail drop 8242 or faxing them to (818) 677-4909. E-mail is the preferred method of submitting.

Note: *fmi*-means for more information. ■

Educational Resources Committee

Meets 2 p.m.-4 p.m.
Tuesday, Oct. 14
University Hall 211

Senate Executive Committee

Meets 1 p.m.-4:30 p.m.
Thursday, Oct. 16
University Hall 277

Notices

Condolences

The College of Social and Behavioral Sciences and the campus join in extending deep condolences to the family of Gerald Prescott (*History*), who passed away on Sept. 10. A founding member of the Whitsett Committee, the *emeritus* history professor taught for over 30 years at CSUN. He had an instrumental role in the expansion and success of the program and went on to serve as a member of the board of directors of the Historical Society of Southern California.

Deepest Sympathy

The Mike Curb College of Arts, Media, and Communication and the campus join in extending sympathy to the family of Dolores Yonker (*Art*), who passed away recently. The *emerita* art history professor taught for over 30 years at CSUN. She served as chair of the art history program for 17 years and the African Studies program for four years. Yonker published numerous works on African and African-American art and culture and did extensive research on Haitian Vodoun.

CSUN Flu Shot Clinic

The Klotz Student Health center will provide flu shots on campus for faculty and staff. Health Center professionals will be in Oviatt Library, HR Training Room 16, Thursday, Oct. 16 from 12 p.m. to 1 p.m. No registration or reservations are necessary for this session. The cost is \$15. Please bring employee identification. If participants have Flexible Spending Accounts, staff will provide a receipt to submit for reimbursement. If unavailable for the Oct. 16 clinic, those interested can make an appointment with the Klotz Student Health Center at x3666. *fmi*-Marianne Hudz, marianne.hudz@csun.edu or x5246.

CSUN AIDS Walk L.A. Team

Team CSUN sponsors the 2008 AIDS Walk Los Angeles on Sunday, Oct. 19. CSUN participants have raised more than \$25,000 for the event over the last five years. Buses are provided the day of the walk from campus to AIDS Walk L.A. Breakfast and bandanas will also be provided. Register online at www.aidswalk.net/losangeles. *fmi*-Krista Renella, krenella@hotmail.com.

University News Clippings

The University News clippings, formerly distributed daily via e-mail, are now available at <http://blogs.csun.edu/news/clips>, and are updated daily. Those

interested may bookmark (or save to "Favorites") the online news clippings feature and enjoy news items of interest about CSUN, its alumni, athletics, higher education and other education news.

The CSU International Programs

The California State University's Office of International Programs (IP), a statewide study abroad program of the CSU, urges CSU faculty members to consider an assignment as a resident director. IP also provides other avenues for professional development such as the Wang Faculty Fellowship Program. *fmi*-Aki Hirota, ahirota@csun.edu, x3460 or visit <http://www.calstate.edu/ip>.

Benefits Open Enrollment

The annual open enrollment period for medical, dental, FlexCash, Healthcare and Dependent Care Reimbursement Account plans expire, Friday, Oct. 10. The effective date for all changes during enrollment is Thursday, Jan. 1, 2009. For enrollment forms and information, please visit, <http://www-admn.csun.edu/ohrs/benefits/enrollment/index2008.htm>.

Psychology and Counseling Acting Chair

Shari Tarver-Behring (*Educational Psychology and Counseling*) has been appointed acting chair of the Department of Educational Psychology and Counseling for the 2008-09 academic year.

Student Projects Grants

The University Corporation's Student Projects Committee is accepting student proposals for funding of innovative projects. Guidelines and application forms are available in The University Corporation office, Sierra Center, 3rd floor or online at <http://www.csun.edu/universitycorporation/>. Proposals must be received by 5 p.m. Monday, November 17. *fmi*-Liz Kioussis, liz.kioussis@csun.edu.

Classes

Leadership Seminar

The Professional Development Program will conduct a seminar, "Making the Performance Management Process Work for You," presented by Bob Foldesi, associate vice president for human resources and Spero Bowman, associate vice president for academic resources. To register, please visit CSUN Office of Human Resources online at <http://www-admn.csun.edu/ohrs/development>. The seminar takes place 10 a.m.-12 p.m., Tuesday, Oct. 7, in the Shoshone Room, Satellite Student Union. *fmi*-Lauren Nile, Lauren.nile@csun.edu.

The Course Organizer Routine

The Faculty Development Program will conduct a workshop, "The Course Organizer Routine: How to Plan a Course around Critical Concepts to Enhance Students' Learning," facilitated by Beth Lasky (*Special Education*),

10 a.m.-11:30 a.m., Tuesday, Oct. 7, CIELO Conference Room, Sierra Hall 439. *fmi*-Faculty Development, facdev@csun.edu or x6536.

Earthquake 101 and Emergency Preparedness

The Professional Development Program will present a workshop on earthquake and emergency preparedness. The workshop will be presented by Kit Espinosa (*Public Safety*), 9 a.m.-11 a.m., Tuesday, Oct. 7, Oviatt Library, HR Training Room 16, Garden Level. *fmi*-x3820 or register at: http://www.surveymonkey.com/s.aspx?sm=IFffPN9M5yESfG71gyPuig_3d_3d

Public Speaking

The Department of Communication Studies will present the Communication for Youth Institute, a six-week program of Saturday morning public speaking courses for students in grades 5-12 during the 2008 fall semester. The program will help students to develop confidence in oral communication skills. Classes begin Saturday, Oct. 11, 9 a.m.-11:30 a.m. Applications are now being accepted. *fmi*-Lisa Thranow, lisa.thranow.761@csun.edu or x6546.

Managing Transitions

The Professional Development Program will conduct a session, "Managing Transitions: Personal Reflections on Organizational Change," presented by Sylvia Alva, dean, College of Health and Human Development. Alva will share her reflections on both personal and organizational transitions as she has recently changed her position and her CSU campus. The session takes place Wednesday, Oct. 22 and Thursday, Oct. 23. Human Resources Training Room, Oviatt 16, garden level. *fmi*-Lauren Nile, Lauren.nile@csun.edu.

Deadlines

Human Subjects Research

All faculty and students performing research that includes the use of human subjects must submit their projects to the Standing Advisory Committee for the Protection of Human Subjects. Forms are available at http://www.csun.edu/research/03_Research/06_HumanSubjectsResearch.html. For the Oct. 28 committee meeting date, the deadline for submission of protocols is Oct. 14. *fmi*-Office of Research and Sponsored Projects, x2901.

Call for Proposals: Probationary Faculty Support Program

The Probationary Faculty Support Program assists tenure-track faculty in meeting the qualifications for retention, tenure or promotion through three units of reassigned time. The RFP can be found at http://www.csun.edu/facdev/grants_home.htm. The deadline for spring 2009 is Monday, Oct. 27 at 4 p.m., CIELO, Sierra Hall 437. *fmi*-Kelly Kroeker, x6536 or Kelly.kroeker@csun.edu. ■ ■ ■

In Brief

Women's Health Conference

Cal State Northridge's Marilyn Magaram Center will co-sponsor the Women's Health Conference, with Kaiser Permanente and the UCLA Center for Human Nutrition, Friday, Nov. 21, 8 a.m.–4 p.m. at the USU Grand Salon.

Topics for the conference will include maternal/neonatal diet, bone health, heart disease and aging. Early bird registration fees prior to Nov. 14 will be \$100 for professionals and \$35 for students. After Nov. 14 or on-site fees are \$125 for professionals and \$40 for students. For more information please contact, magaram.center@csun.edu or (818) 677-3102.

Counseling Center Offers Help

In the wake of the recent deaths of several CSUN students, Counseling

Center staff recommend students affected by the tragedies talk about their reactions with friends, family, clergy or a counselor.

Mark Stevens, director of University Counseling Services, said it is important to reach out for help and support. Counseling services are free to enrolled CSUN students.

The most recent incident occurred on Sept. 29 when a car crash in the Hollywood Hills led to the death of 23-year-old CSUN student David Brackett. He and his twin brother, Jesse died after they collided into a parked truck. CSUN student Johoney Lobos, 19, was killed by a hit-and-run driver in a crosswalk on Lindley Avenue on Sept. 23. For more information about counseling services visit, www.csun.edu.counseling or call (818) 677-2366.

Vigil for CSUN Student Aida Magdaleno



A procession and candlelight vigil for Aida Magdaleno, the 19-year-old CSUN student who was killed in the Sept. 12 Metrolink train crash, was held on campus on Wednesday, Sept. 24. The procession started at the University Park Apartments, where Magdaleno lived, and ended at the Chicano House. Also among the 25 people killed in the crash was also alumna Beverly Mosley, '99 (*Speech Communication*).

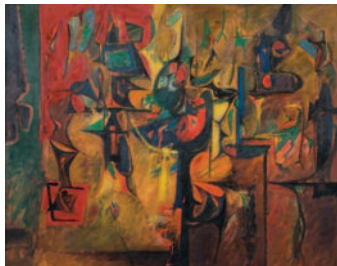
Photo by Lee Choo

Calendar

The A.S. Ticket Office in the University Student Union sells tickets to many events on campus, except for some held by outside groups. The Ticket Office is open from 10 a.m.–6 p.m. Mon.–Fri. For prices not given, call (818) 677-2488. **To park on campus for performances, athletic events, lectures and other activities, guests must purchase a \$5 parking permit.**

Art and Exhibits

For gallery info, call (818) 677-2156. Main gallery hours: Mon. through Sat. 12-4 p.m. and Thursdays noon–8 p.m. Admission is free unless specified. For library exhibits, call (818) 677-2285.

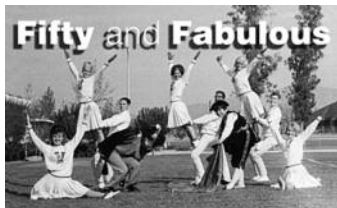


▲ Hans Burkhardt: The CSUN Collection

Runs through Sat., Oct. 11. Main Art Gallery

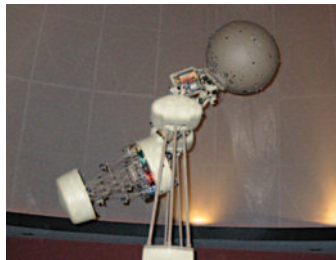
Illustration Club

Annual juried exhibition of diverse pieces by club members. Advisor: Laurel Long. Runs Fri., Oct. 17 through Thu., Oct. 23. West Gallery, Art and Design Center



▲ Fifty and Fabulous

California State University, Northridge/San Fernando Valley State College at the half-century mark. The Oviatt Library presents an exhibition on the history of CSUN from 1958 to 2008. Runs through Aug. 2, 2009. C. K. and Teresa Tseng Gallery



▲ Bianchi Planetarium

For ticket info, (818) 677-2488 or visit www.csun.edu/physics/planetarium. Telescope viewing follows second show.

"Autumn Sky Show" and "Building Palomar's Big Eye" Fri., Oct. 17, 7:30 p.m.

Athletics (home games):



▲ Men's Soccer

10/18 CSU Fullerton 2:30 p.m.



▲ Men's Swimming

10/18 Alumni Meet noon



▲ Women's Soccer

10/17 UC Davis 2:30 p.m.
10/19 Pacific 2:30 p.m.



▲ Women's Swimming

10/18 Alumni Meet noon



▲ Women's Volleyball

10/11 CSU Fullerton 7 p.m.
10/17 UC Davis 7 p.m.
10/18 Pacific 7 p.m.

Cinematheque

Screenings are free and take place in the Alan and Elaine Armer Theater on the first floor of Manzanita Hall at the southwest corner of campus. Seating not guaranteed. For more info, call (818) 677-3192 or see www.cinematheque.csun.edu.

▲ 'Strength and Honour'

Directed by Mark Mahon. 35mm screening. Tue., Oct. 7, 7 p.m.

▲ 'One from the Heart'

Directed by Francis Ford Coppola. Wed., Oct. 8, 7 p.m.

▲ 'Body of Lies'

Studio pre-release screening of Ridley Scott's thriller starring Leonardo DiCaprio and Russell Crowe. CTVA class will be pre-seated. Thu., Oct. 9, 7:30 p.m.

▲ 'I'm Going Home'

Directed by Manoel de Oliveira. Wed., Oct. 15, 7 p.m.

▲ 'A Talking Picture'

Directed by Manoel de Oliveira. Thu., Oct. 16, 7 p.m.

▲ 'Belle Toujours'

Directed by Manoel de Oliveira. Association of Retired Faculty series. Fri., Oct. 17, 2 p.m.

Music

Admission to all music events (unless otherwise specified): \$10 general, \$7 faculty, staff and seniors, \$5 students.

▲ Wind Ensemble

Lawrence Stoffel, conductor. Tue., Oct. 7, 8 p.m. Plaza del Sol Performance Hall

▲ Jazz 'A' Band

Matt Harris, director. Bill Reichenbach, guest artist, bass trombone. Fri., Oct. 10, 8 p.m. Plaza del Sol Performance Hall

▲ Laurine Phelut

Classical guitarist. American Guitar Society International Concert Series. Sat., Oct. 11, 8 p.m. Music Recital Hall \$10–\$20

Theater/Performance



▲ The Importance of Being Earnest

Long before Monty Python, this wickedly irreverent masterpiece earned its place as Britain's top comedy with an acerbic mix of wits, manners and mistaken identity. October 15 features post-show discussion.

Directed by Ron Popenhagen.

Written by Oscar Wilde.

Fri., Oct. 10, 8 p.m.

Sat., Oct. 11, 8 p.m.

Sun., Oct. 12, 2 p.m.

Wed., Oct. 15, 7:30 p.m.

Thu., Oct. 16, 7:30 p.m.

Fri., Oct. 17, 8 p.m.

Sat., Oct. 18, 8 p.m.

Sun., Oct. 19, 2 p.m.

Little Theatre, Nordhoff Hall 121

\$8–\$16



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