

## Faculty Committee on University Life Report 2014-2015

Chair: Dr. Kathy Davis

### 2014-2015 Faculty Committee on University Life Winthrop University

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### Academic Affairs

<http://www2.winthrop.edu/public/policy/fullpolicy.aspx?pid=209>

### Policy Title

### University Life Committee

#### Policy Description

(Committee of the Faculty Conference) This committee shall be responsible for examining concerns submitted by faculty members that affect the conduct of university life, and shall have the authority to address these concerns by communicating directly with appropriate administrators and members of the University faculty and staff to understand the concern more fully and to effect a positive resolution to the concern. The committee shall report the concerns received, its findings, and the status of the concerns to Faculty Conference, to the Committee on University Priorities, and to the President at least once each semester.

The committee shall consist of nine (9) members: two (2) members elected from each of the degree-granting colleges and one (1) member elected from the Library faculty. At least one member elected from each of the degree-granting colleges and the member elected from the Library faculty shall be tenured. The Chairperson of the committee shall attend open meetings of the University Relations Committee of the Board of Trustees. (For Faculty By-Laws go to Policy Link 1).

#### 2014-2015 Issues & Resolutions

This year, the Faculty Committee on University Life had **twenty (20)** issues brought to the committee upon which to focus. Ten of those issues (#1-10) were dealt with by the FCUL committee members, and eight of those issues (#11-19) were sent to the FCUP committee (because of financial implications, or because of directly asking Debra Boyd about the issue). Issue #20 was brought to the committee too late to consider this year.

The FCUL committee did not feel that most issues required a full meeting of the committee, but rather, a committee representative charged with seeking information from the appropriate member of the staff or administration was asked to investigate and report back to the committee. Brief reports on those issues are included below. There were **four (4)** issues that were not resolved completely.

- 1) **FCUL:** Concern about only one car in the motor pool; motor pool cars get 56 cents/mile reimbursement, but faculty members using their own cars get only 52 cents/mile for only a 50-mile radius. **Resolution:** *John Badke sent an email out to all faculty on 12/15/2014 stating that all state employees will be reimbursed for travel in their personal cars at the rate of 53.5 cents/mile (state rate; there is no limit on the geographical radius).*
- 2) **FCUL:** Concern about the difficulty in making conference calls on our office phones; many phones do not have a mute button; it is a 2-month process to get a new phone from Telecommunications; analog phones are only \$22/month; need to upgrade telephone capabilities. **Resolution:** *There should be a mute button on every phone; caller ID is not on every phone on campus – if there needs to be an upgrade on faculty phones, the faculty member needs to see their chairperson or dean to get the upgrade from Telecommunications.*
- 3) **FCUL:** Concern about the survey “Great Colleges to Work For” results last year – where are the results and what has been done about them? We need the results for the work of the FCUL committee. **Resolution:** *Debra Boyd shared the results of the survey by email on 1/14/2015, and again during the March Faculty Conference meeting (see Appendix A).*
- 4) **FCUL:** Faculty members have raised questions regarding where to go to report inappropriate or discriminatory behavior being engaged in by one of their superiors. Faculty members have expressed a desire to see the university be proactive about representation for faculty who are untenured to report problems. There also needs to be a clear, simple, straightforward, and law-compliant way to make a complaint or raise a concern without being afraid for your job or tenure/promotion chances. **Resolution:** *The committee on Academic Freedom and Tenure is the outlet for faculty to raise concerns of a discriminatory nature in regard to academic freedom and/or the tenure or promotion process. If the behavior is related to discrimination according to race, gender, etc., then the faculty member needs to report it to Human Resources, who will investigate the situation.*
- 5) **FCUL:** A faculty member has raised some health and safety questions about the Kinard building on campus. The HVAC system in Kinard Hall needs to be examined; they also do not have a sink in the 3<sup>rd</sup> floor lunch room. **Resolution:** *This issue was brought to the committee last year also; the faculty member bringing this issue to the committee has been told to seek help from Walter Hardin in Facilities Management, and he will put in a work order to have these things fixed.*
- 6) **FCUL:** Faculty members have raised questions about the hours of operation of the West Center. One faculty member observed a lot of activity at 11:00pm, when students are forced to leave because of the West Center closing at 11:00pm. Should we re-examine the hours of operation in terms of extending them or adjusting them based upon use? **Resolution:** *Kathy Davis followed up with Grant Scurry last year, and he said they looked at the records/data of participation and found no excessive use of West Center after 10:00pm; therefore, there is no need to extend West Center’s hours of operation.*
- 7) **FCUL:** A faculty member has asked questions about painting white stripes over the crosswalks that are external to campus. The faculty member doesn’t think the Rock Hill community recognizes our current pedestrian crosswalks (brick) as such, and since the zebra stripes are the universal symbol for a crosswalk, it might help. **Resolution:** *Alice McLaine served as the representative for FCUL on this issue, and she talked with the campus parking people about it; the crosswalks this*

*faculty member is referring to are under the governance of the Rock Hill City Council, and therefore, not under the jurisdiction of Winthrop University. There are very specific marking rules for crosswalks in SC, and Alice was given a copy of those rules.*

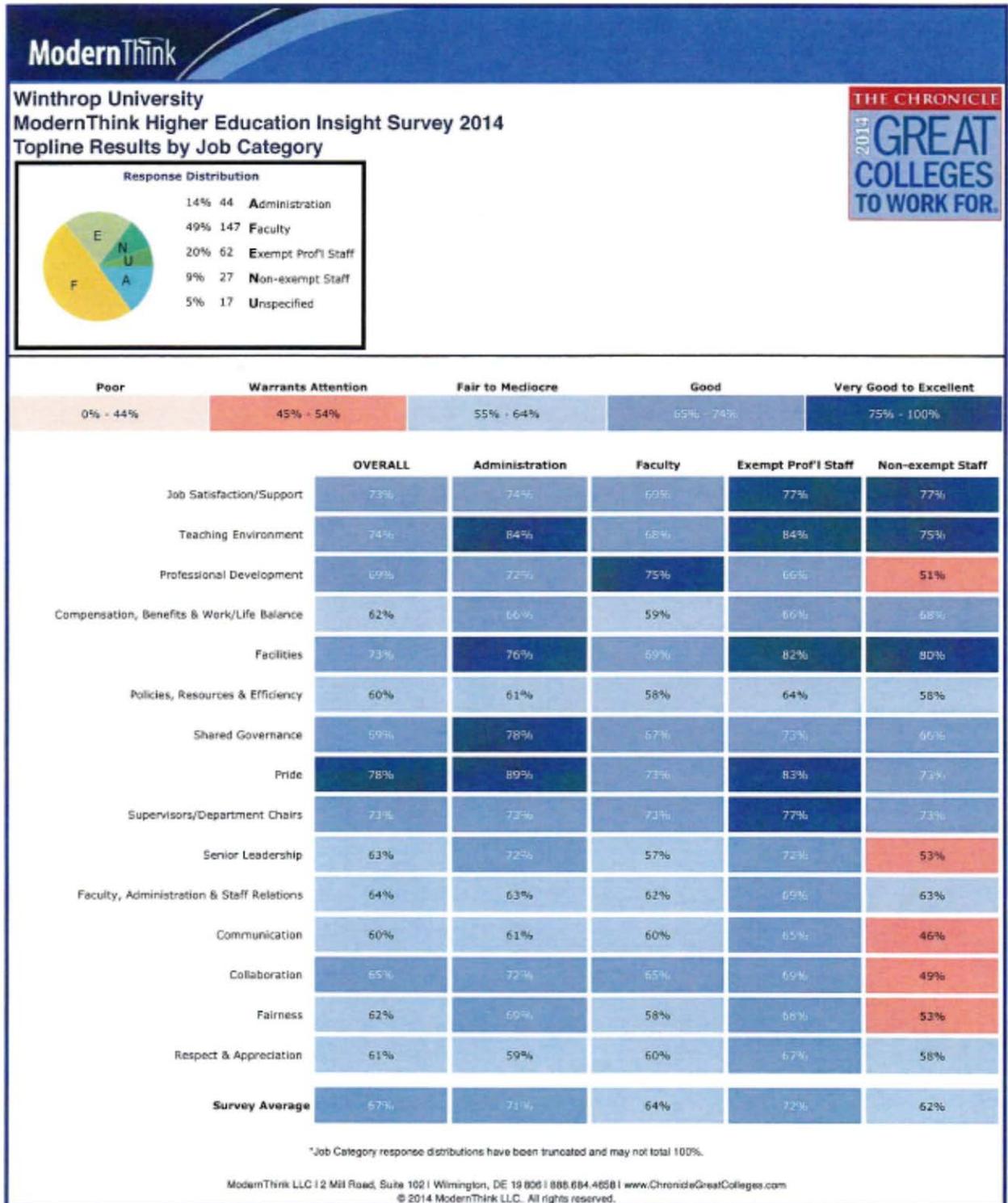
- 8) **FCUL:** A Human Resources form is needed to “un-designate” dependents during the summer months. In the past, HR would allow faculty to fill out a form that would change our dependent designator for the summer only. That way, we would receive more of our summer pay. This was a service that helped faculty. Could Winthrop do this for faculty in the future? **Resolution:** *The new system of payroll does not automatically change the dependents in the summer, as it used to do. However, it can be done manually. The faculty member has to submit a new W-4 form for the summer and then resubmit a new W-4 in the fall. The form may be found at: <http://www.winthrop.edu/hr/default.aspx?id=31809>*
  
- 9) **FCUL:** A CAS faculty member was told that they cannot add any student fees to support instruction. Several of the advisees in English Education have reported that they must pay the COE a \$200.00 fee, and they have no idea what it’s used for. This seems to me to be a lot of money. A faculty member asked if it was to help pay their mentor teachers in the schools, and the students said it was not. At the least, the students should know what the money is paying for. **Resolution:** *The College of Education just raised its fee to \$250 to support the travel for supervisors to visit interns teaching in the schools mainly. A course fee may be added to any course for instructional purposes; however, the request for that fee to be added goes to a committee, and the request may be denied for justification reasons. This course fee has to be “consumable” so that the students are directly benefitting from the fee.*
  
- 10) **FCUL:** Faculty have questioned the new parking sticker designation of FS/E; faculty member is worried that this initiation of hierarchy runs counter to the rhetoric of “all-of-us-being-in-this-together” and the assertion that there is no real difference in the aims and reward structures provided to faculty and administration. This faculty member pointed out that s/he could find no mention of the new sticker designation online, and wonders whether the secrecy of this new designation (whether or not that secrecy is intentional) doesn’t further contribute to the suspicion of faculty about the motives and transparency of the administration. **Resolution:** *Originally, Alice McLaine represented the FCUL and talked with the campus parking people about this issue. She reported to the FCUL that the parking folks said we must be referring to the new Staff of the Month temporary parking areas. This resolution was reported to the April meeting of the Faculty Conference. However, soon after that meeting, Kathy Davis was sent a picture of the parking sticker with an F/S “E” designation on it. Debra Boyd met with Kathy Davis and Alice McLaine on Monday, June 8<sup>th</sup> to talk about the different parking sticker designation. In the past, the F/S “E” stickers were given to Vice Presidents and other types of administrators, who had to make many off-campus visits, and needed a parking sticker to get a parking place back on campus. There will no longer be any F/S “E” parking decals issued as of July 1, 2015. There will also be several changes proposed to the parking designations on campus for the 2014-2015 year.*
  
- 11) **FCUL/FCUP:** Create a FCUL survey of faculty concerns for this year, as suggested by Matt Hayes at the September FCUL meeting. **Resolution:** *The FCUP/FCUL committees combined to have a meeting to have faculty voice concerns on Tuesday, December 2, 2014 during the Common Hour. Many concerns were voiced at that meeting, but all of them were related to finances – therefore, the FCUL did not address those (list of faculty concerns are in Appendix B).*

- 12) **FCUL/FCUP:** Concern about department chairs being paid for only 10 months and being expected to work during the extra 2 months off anyway; can they be hired for 12 months? (issue was brought by Kathy Davis at September FCUL meeting). **Resolution:** *Issue was sent to FCUP because of financial implications; it was discussed in meetings with Debra Boyd, but the answer was that Winthrop cannot afford to pay all department chairs on a 12-month basis at the present time.*
- 13) **FCUL/FCUP:** Concern for low faculty morale on campus as a result of high pay raises going to select administrators versus few to no raises for faculty; “Winthrop is trying to trap me by squeezing more time out of me and research is non-existent.” **Resolution:** *Issue was sent to FCUP because of financial implications; it was discussed in October meeting with Debra Boyd, and brought to the attention of all Presidential candidates in interviews. Faculty were asked for ideas for raising faculty morale immediately that “do not cost money.”*
- 14) **FCUL/FCUP:** Uneven numbers of office hours in different colleges; 37.5 hours of work expected by university); 10 hours of office hours in COE, 4 hours in CAS, 8 hours in CBA; we are above and beyond the number of hours in work week, and there are unequal teaching loads within colleges and departments. **Resolution:** *Not resolved. Issue was sent to FCUP because of administrative implications; it was discussed with Debra Boyd, but no resolution was evident. Colleges decide on office hours according to their student populations.*
- 15) **FCUL/FCUP:** Faculty members have raised questions about Winthrop University’s compliance with the anti-nepotism policy and making sure that there is no hiring, supervisory, or managerial advantage gained among and between family members among the administration, faculty, and staff. For example, can a search committee be told that they must hire the family member of an administrator (library)? **Resolution:** *This issue was brought up several times with Debra Boyd by the FCUP group; in regard to the specific issue in the library, there has been no violation of the nepotism laws in SC. The personnel/search committees in the various colleges make recommendations for hiring according to certain rules, but the hiring agents make the decisions to hire. The issue suggested by the faculty is that the “appearance” of favoritism does not help the university’s reputation – but no SC laws have been broken.*
- 16) **FCUL/FCUP:** There is a need for the evaluation of administrators above the Chairperson level, particularly Deans. This issue was brought to the FCUL committee by several faculty members, and also last year’s committee. **Resolution:** *This issue was referred to FCUP because of their direct conversations with Debra Boyd in October, February and April. After the FCUP gathered data on 21 universities comparable to Winthrop, it was found that all 21 universities have faculty members directly evaluate their Deans on a yearly, 2-year, or 3-year basis. All example surveys were given to Debra Boyd at the April meeting, and it was decided that the evaluation of Deans will begin with the 2015-2016 year.*
- 17) **FCUL/FCUP:** Several faculty members have raised questions about administrative travel. Faculty are particularly upset that during a time when faculty are being told that funding for their travel to present and participate in conferences is restricted, Winthrop is still able to find money to send administrators to conferences for professional development. Faculty members asked the following questions about what appears to be a discrepancy in the treatment of administrators and faculty regarding travel: a) Where does the money for administrative travel come from? Is it from the same pot as the money for faculty travel? b) Are administrators being asked to fund significant portions of their travel costs the way that faculty are, in reality, being required to fund their travel? c) What

is the purpose of administrative travel? Are there reasons for why it should be more highly valued than faculty travel? What are those reasons? Perhaps there are good answers to these questions, but, at the very least, the optics on these discrepant practices are not good. **Resolution: Not resolved.** *This issue was sent to FCUP because of the financial considerations; there was no resolution to this issue or answers to these questions, so it needs to be carried over to next year's FCUP committee.*

- 18) FCUL/FCUP:** According to the Faculty Manual (or the Policy Repository), the definition of Assistant Professor includes: "A nominee for appointment to the rank of Assistant Professor is required to hold the appropriate terminal degree for the nominee's discipline or to have professional achievements that the University recognizes as sufficient for waiving the requirement for a terminal degree." A faculty member noted that two positions currently open (the Director of External Relations and Assistant Professor of Business Administration position, and the Data Management Coordinator and Assistant Professor of Business Administration position) carry the Assistant Professor title but do not require a terminal degree and do not seem to have alternate professional achievements sufficient to waive the terminal degree requirement. The descriptions are at <http://www.winthrop.edu/hr/faculty/>. The faculty member doesn't know why these positions are being offered at the Assistant Professor level since they are clearly joint faculty/ administrative appointments, and I would hate to see our terminology bent around in such a manner. **Resolution:** *This issue was taken to the FCUP to ask Debra Boyd directly; Debra said she would go back to the Deans and ask about this situation, because this policy needs to be consistently applied across colleges. The determination of "sufficient" experience has to be justified for SACS accreditation.*
- 19) FCUL/FCUP:** There is a concern that faculty members are able to "sit on" more than one tenure committee; e.g, a faculty member sits on both the departmental tenure and promotion committee and on the college tenure and promotion committee, or the college committee and the university committee, or the department committee and the university committee. This situation causes a "conflict of interest" by allowing one person to have more input into a faculty member's tenure decision than others, giving them more "power" to tenure or not tenure someone; and it eliminates "fresh eyes" seeing the tenure/promotion folio at every level. There is no policy in place that prohibits a single faculty member from serving on all three levels of committees, or on at least two levels. This policy needs to be adopted by the university to make the tenure process more fair and open. **Resolution: Not resolved.** *This issue was taken to the FCUP to ask Debra Boyd directly; because of time constraints, it was mentioned but not discussed as a policy initiative, so it needs to be carried over to next year's FCUP committee.*
- 20) FCUL:** There is a concern that the curriculum process at Winthrop is too lengthy because of so many committees needing to approve curriculum (program, department, college, TEC, Graduate Council, CUC, Academic Council, etc.), which takes over a year to complete the curriculum process and get the changes correctly put into the catalogs. Also, administrators have too much control over the curriculum process (sending curriculum forward that has not been voted on by the faculty or has been voted down by the faculty) – the process should be totally controlled by the faculty. One way to alleviate the lack of a faculty vote is to have the meeting minutes recording the faculty vote at all levels attached to any curriculum proposal before going to the next level. Also, more information about the courses being proposed should be included in the online system (what is the actual content being taught, not just the objectives?). **Resolution: Not resolved.** *This issue was brought to the committee late in the semester, after all FCUL and FCUP meetings had taken place. It needs to be considered by next year's FCUL and/or FCUP committees.*

**Appendix A: 2014 “Great Colleges to Work For” Survey Results (Winthrop University)**



**Combined FCUP and FCUL Meeting**  
**December 2, 2014**  
**40 in attendance**  
**Notes Taken By: Dr. Jennifer Leigh Disney**

The committees are trying to create a permanent portal online for anonymous concerns to be submitted to chairs of FCUL and FCUP.

**Roger Weikle** reported on Competitive Compensation Committee: It has met twice, once to get the charge, once to get the data sources of what we will need. We have set up our work into three stages. By mid-April, Debra has charged us to have a report to identify the biggest areas of deficiency we can, to start the process of how to systematically do data collection on compensation across the board covering everybody: faculty, staff, administrators, part-timers, etc. We do not have time to update job descriptions, but that will happen between April 2015-April 2016. We will make sure job classifications are accurate. For now, we are working on collecting data. There will be at least two data sources for each job: local jobs such as trade employees, and labor market defined by how you recruit. If you recruit nationally, your labor market is national. The goal is to make this more of a permanent and ongoing committee. This is different than any salary study we have ever done. We launched one long ago to try to do something similar but it was never funded. This is why this is different. It started with the recognition by the Board of Trustees that this has to happen, and they have a committee. So this is a big deal, probably the biggest. Previous salary studies were given a dollar amount. How would you spend a specific dollar amount? This study has no specific numerical amount of money as a constraint. This one is starting out to find the problem. Elevate compensation as a budget item just like we do everything else. It is as important as programs, buildings, and so why should it not be included in the normal budget process. I asked Michael if I could just come. Stage two is the policy stage. We hope somebody gets a raise in April. This committee will make recommendations on everything. If it comes down to performance based raises than it will come down to supervisors to make those decisions. We will not decide anything.

**Debra Boyd:** The issue is to get to it sooner rather than later. Put whatever the scope to the problem is into the discussion of the budget for the new fiscal year. The Board of Trustees is eager to make this work. The Board is now saying compensation cannot be tied to enrollment, but must be tied to the overall budgetary process. The steering committee for the competitive compensation study is small, but the Faculty Conference and Staff Assembly are the touchstones.

**Roger Weikle:** HR has a way to look at 9 v. 10.5 v. 12 month contracts and adjust for faculty members who have administrative appointments. They will adjust to a unit of analysis for comparison purposes. They would seek to avoid inflated averages for people doing administrative work. We will make sure we are comparing apples to apples. The committee will have ideas as to what the problem is policy-wise we will make recommendations.

**Debra Boyd:** How to identify the source of the increase will come from the leaders of the university in the budgetary process. We have to make decisions based on priorities. Let's assume next year's revenues will be the same as this year's revenues. We have to set our priorities: what will we put toward technology, building repair, programs, etc.

**Q:** *How does this relate to the presidential search? How do we know this will continue?*

**Roger Weikle:** I believe candidates know that this is a priority. I cannot imagine anyone would get this job who would say competitive compensate is no longer a priority because it is on the agenda of the Board. This is a sea change.

**John Bird:** I am co-chair of the search committee, and I will make sure this is on the agenda of every candidate and top on the list.

**Debra Boyd:** I say this because I feel it in my gut. We are changing the way the institution runs, not something that any one person can add or subtract. This is about who we are and what we do.

**Q: Is there a sequencing of priorities that includes the worst inequities?**

**Roger Weikle:** Inversion and conversion and compression come first at the structural level. Any performance based stuff would come after structural inefficiencies. Ivy League or Aspirant Peers will give us different comparisons. We have zip code aggravated data from other institutions. The newest year rolls out in March. We cannot use data from each discipline. That is collected differently. We are looking at data collected the same way by other institutions organized by zip codes. The level of aggregation will be difficult, because for example, Economics is in the COB here and not at a lot of other universities.

### **Agenda-Setting for University**

**Audience Comment:** Last year Dr. Comstock came to a meeting and spoke about her husband paying for her to go to a conference. APSA in San Francisco costs \$1500 to go to a conference. Maybe this is not a big deal if you are married to Larry. Newly minted PhDs have loans to pay back, mining their dissertations to present papers, so they have to come up with the most money when they need to give papers when they are junior faculty and will get some pathetic amount of money to go. We could go to regional conferences. But on a merit approach, these will not count as much. I have been here in academia since 1980. It is almost like you have to have a spouse to do your work and I do not want to set that paradigm. Maybe I am just lazy, but I have a hard time writing a paper when I am going to have to pay to deliver it. I think we need to come up with an alternative paradigm. Our friends at Coastal and College of Charleston have a lot more money. Sports teams get a whole lot of money. Maybe we should go to Division II sports. Maybe we are more like Francis Marion as opposed to Charleston and Coastal. Maybe we need to go on teaching tracks for a few years. Are there non-traditional ways to think about giving papers? I want to think outside the box.

**Audience Comment:** I do not think it is fair to say compensation v. travel. This is a false choice. When you are at the bottom of the salary scale, and you are putting everything on your credit card, having trouble paying your mortgage, things are different back here. Let's compare compensation with raises that happened this summer and with sports travel, etc. Let's not compare compensation v. travel.

**Audience Comment:** Faculty members are the ones working with students, recruiting students, working to help retain students. Should we get on buses and go to Columbia? I do not feel that we have been empowered to help solve the problems. Ten years ago we almost destroyed the LEAP Program. It was faculty and staff that said "Don't kill LEAP."

This summer when I looked in my portfolio, I remembered I used to make calls for admissions in the 90s. Maybe there is something we could do to partner more with admissions like we used to. Maybe we get fired up about something. If I thought that maybe once a month, communicating with someone may help raise enrollments for the university, I would do it. Maybe we can think about new ways to divide up the 4/4 load. Has anyone ever thought about letting faculty choose if they want to use the summer as part of completing their 4/4 load for the year? Faculty could choose to be paid for summer courses or teach them as part of their annual load. This could help both save money (unpaid faculty summer salaries) and raise money (more summer sections means more students enrolled) for the university. Let us be creative about it. I feel that we can be creative. I have 140 students and I give essay exams. I have not resorted to multiple choice. And I am afraid that I will give out.

**Audience Comment:** Giving papers at Winthrop will help if we acknowledge it in our annual reports and promotion process, but it will not help if we are on the job market.

**Audience Comment:** There should be Post-tenure with Distinction. There should be a financial boost. Jamie liked the idea and said it would be implemented.

**Audience Comment:** We are going to lose top-notch faculty. If we only retain people who are not mobile, the quality of our education will really go down. Long term cost, short term gain. People who have become full professors long ago: That was our last bump...

**Audience Comment:** We need to look into faculty and staff taking on a second job at Winthrop but not having it added to their base pay. So then any raise that comes is not coming on the full salary, only on the base pay. Can raises be given on 100% of salary? If you have a dual position, can raised by added to the salary and the stipend combined?

**Audience Comment:** Can we partner to bring conferences to Winthrop, Charlotte, Columbia? Bring our national conferences here. Charlotte is certainly capable of bringing 6,000 people here.

**Audience Comment:** Many talented teachers at Winthrop, because they need to make ends meet, become administrators because that is what gives a raise. And that is really sad. I will be in the classroom less. And I came here to teach. But I have found that that is the only way to get extra money. Is there any way to wrap this into the compensation study? Removing talented full-time tenure-track and tenured faculty from the classroom only increases our adjunct budget. And I am not sure adjuncts provide the best education compared to full-timers.

**Debra Boyd:** We have some superb adjuncts that I would put up against any full-time faculty. But it is not best practices to rely on part-timers for an extended period of time. Every institution in the country relies more heavily on adjuncts today than they did ten years ago. Remember to think about the Total compensation piece: salary, benefits, travel, access to institutional facilities, etc. We are looking at our business model right now. It is all a discussion of our priorities. Someone mentioned the issue of athletics. We have a top-notch athletics program. I just went to my first Big South Athletics meeting. Where are the priorities? Many of our student-athletes are here because of athletics. Where do we put our money? Are there ways to improve morale that does not require money?

**Audience Comment:** The teaching load wears you down and cuts into your enthusiasm. One way we might think about improving morale is to think about ways of being less insistent that we always have to teach 4-4 or 3-3 every semester. Could we get a class reduction once every 4 or 5 semesters based on some set of criteria? That would really help recharge faculty batteries. Maybe it could be looked at as a way to compensate faculty for sitting on honors theses and master's theses, etc.

**Debra Boyd:** I am going to ask you to rethink your question. Some faculty in CAS have 40 total students v. 140 total students. In other words, faculty work might include other things. Some faculty with a 4-4 load can teach fewer students than 3-4 or 4-3 load. We have to look at the numbing consistency of those loads. I would welcome looking at suggestions for that.

**Audience Comment:** Perhaps we can consider total numbers of students taught or student credit hour production to think about a class reduction once every 4 or 5 semesters. Lots of folks here work from their teaching outward...

**Audience Comment:** What I see in my faculty is the other things we are being asked to do. The new reporting structures, evaluating faculty, new ways to do things, new stressors. That's one more thing I have to learn how to do. I can let some things slide because I am a full professor. My junior faculty cannot and they will burn out. Maybe the people who come up with the great ideas for how to simplify our lives 5 years from now might realize that all the changes are rubbing our abrasions right now.

**Audience Comment:** Is there a better way for faculty research to be recognized at the college level? Research contributions? Could a Research Council category be created for faculty to present their research?

**Audience Comment:** Adjunct teaching issue. I am sure there are excellent adjuncts. But there are also adjuncts that do the minimum. And this is because they are being paid a minimum amount. That is a problem.

**Michael Matthews:** We have had greater transparency from Debra and Jamie about our financial situation. "We are audited by 3 sources. All that information is public. Current assets are considered over current liabilities, "Revenues on top, Bills on Bottom." Our fraction is 1.03, meaning we have just enough to pay what we have. We have had to take money out of reserves to help pay for bills...For a business model that is not healthy and sustainable over the long term. We also got lose to our debt limit max to build new buildings We may have had priorities in buildings in the past, and now we have to have priorities in people. According to Senator Hayes, we are 80 million short of lottery funds which would reduce the amount of money and students coming to Winthrop. That is an external threat. Retention rates have gone up for, 72-76% that is 50 students, which is \$500,000. We have some elasticity with tuition, but only tuition and fees at Clemson are higher.

**Audience Comment:** I wonder about all the trips to Texas and NJ for admission. I wonder about how many students we have coming from these states? How will admissions information be reported back to us? If students from Clover are not coming here, why not? Faculty could go to Clover High School. We could help! Student Marshals are all from SC except 1 from Brazil

**Audience Comment:** How will the 10% budget cut be factored into the competitive compensation study and new budget model and budget priority discussions we have been having? In other words, if we are to assume we will have the same pot of money next year, how will we decide which programs, departments, divisions have been overfunded, and which ones have been underfunded? Who will make the tough decisions to decide who is NOT getting their 10% budget back so we can put more money into travel to present papers, or faculty staff salaries, for example?

**Audience Comment:** What about funding people to present a conference paper, and, while there, being asked to visit high schools while they are there, interviewing candidates, etc. I think people would do that if they had their travel covered.

**Audience Comment:** It is cheaper to retain a student than it is to recruit a new student. That is what we need to do and focus on as faculty

**Audience Comment:** Maybe the buildings will bring more students. But the priority has been on buildings. Now it needs to be on people. The priority is shifting at the presidential search level, at the Board level, and among US. We sat around a long time and let people - a dictator - tell us the priorities. The Board sat around a long time and took what a dictator put on us. We are not sitting around anymore. We want to be a part of setting the priorities for the university.

**Audience Comment:** We want to institute this into a process every year and/or every semester. There is a history of apathy and a lack of political efficacy here. I feel better today than I have for seven years. I feel now like people care about what I think. For the last seven years I thought the best thing for me to do is shut up and do my job. Now, I feel like I can speak and someone will listen.

**Audience Comment:** We do have shared governance. We have to make sure it is actual shared governance.

**Michael Matthews:** Thank you all for coming.