

**EAST CENTRAL COLLEGE
BOARD OF TRUSTEES MEETING**

Monday, June 10, 2019

CALL TO ORDER: The regular meeting of the Board of Trustees was called to order at 5:30 p.m. by Board President Ann Hartley. Other Board members present for the meeting were Joseph Stroetker, Cookie Hays and Eric Park. Also present were President of the College Jon Bauer; Administrators - Interim Vice President of Academic Affairs Robyn Walter, Vice President of External Relations Joel Doepker, Vice President of Student Affairs Heath Martin and Vice President of Finance and Administration Phil Pena; Other Staff – Executive Director of Institutional Effectiveness Michelle Smith, Director of Financial Services Annette Moore, Director of Public Relations Jay Scherder, Human Resources Director Wendy Hartmann, Campus Police Officer Tommie Lowe, NEA President Tom Fitts, Faculty Association President Jenifer Goodson, Professional Staff President Jenny Kuchem, Classified Staff Association Secretary Angie Siebert, Director of Admissions JC Crane, Director of Early College Programs Megen Strubberg, Accounts Payable Specialist Sharon Jost, and Executive Assistant to the President Bonnie Gardner.

RECOGNITION OF GUESTS: Mr. Scherder introduced Amanda Postma from the *Missourian*.

PUBLIC COMMENT: There were no public comments.

APPROVAL OF AGENDA: Each item on the consent agenda shall be deemed to have been duly approved with the same validity as if each action were separately moved, seconded and adopted.

Motion: To **approve** the agenda for the June 10, 2019 meeting of the Board of Trustees.

Motion by Joseph Stroetker; Seconded by Cookie Hays; Carried Unanimously

***APPROVAL OF MINUTES:** The Board approved the minutes of the May 6, 2019 meeting of the Board of Trustees.

TREASURER’S REPORT AND FINANCIAL REPORT: Vice President Phil Pena reviewed the financial statements.

Motion: To **approve** the treasurer’s report, the financial report and the payment of bills subject to the annual audit.

Motion by Joseph Stroetker; Seconded by Eric Park; Carried Unanimously

ACCEPTANCE OF BID: Dr. Bauer noted that only two bids were received for custodial services at Rolla North. In response to Dr. Park’s question about the need for two separate facilities in Rolla, it was indicated that there is not sufficient space available at Rolla Main for all offerings. Rolla North was initially leased to provide space for the Nursing program. It is now utilized for other classes as well. While it would be better to have everything in one facility, this was the best solution available.

Motion: To **approve** Cleanway Service, LLC of Rolla, Missouri as the provider of custodial services for the Rolla North facility for a two-year period from July 1, 2019 through June 30, 2021 at a cost of \$18,676 per year with an option for renewal for two additional one-year periods at a mutually agreed upon cost.

Motion by Cookie Hays; seconded by Joseph Stroetker; Carried Unanimously

PRE-AUTHORIZATION OF GRANT FUNDED PURCHASES: Dr. Bauer reminded the Board that this motion is presented annually to allow purchases of grant-funded equipment that may need to be made prior to the beginning of fall semester. A report of these expenditures will be provided to the Board at the end of summer.

Motion: To **authorize** in advance items to be purchased with state vocational enhancement grant funds and Trade Adjustment Assistance Community College and Career Training (TAACCCT) grant funds in order to facilitate purchases that need to be made prior to the start of the fall semester.

Motion by Joseph Stroetker; Seconded by Cookie Hays; Carried Unanimously

BUDGET/STAFFING PLAN – FY20: Vice President Pena noted that there is a typo in the summary statement in the front of the budget book; it should state “. . . enrollment trends are expected to increase.” Projections for Funds 10 and 25 combined indicate a revenue increase of 8.65%. Assumptions for the budget include: flat state aid, increase of 3% in credit hour generation, and an increase in medical insurance premiums of 10%. Fund 40 represents auxiliary services including the bookstore, food service and Center for Workforce Development. It is projected to have a deficit of \$389,312 for the coming year. The Budget Committee is looking at these areas to determine potential means to increase revenue. In response to questions, Dr. Pena indicated the cash balance is held at United Bank of Union and fluctuates depending on the time of year; these funds are used to pay daily operational expenses and a payroll of approximately \$11.6 million per year. There are two long-term investments in the form of certificates of deposit at Citizens Bank and the Bank of Franklin County. There is also a CD held for the Phoebe Hearst Foundation. The Board restricted fund is currently \$1.76 million which includes the investments and cash on hand; \$995,928 must be maintained in the checking account to maintain the restricted reserve. The current reserve represents about ten percent of the budget and is adequate; however, it would be prudent to build the reserve over time. The Higher Learning Commission also considers the college’s CFI (Composite Financial Index) which is an indicator of financial stability. The current CFI is -.49 which is considered “below the zone.” The three CFI ratings possible are “below the zone” (below 0), “in the zone” (0-1), and “above the zone” (1.1-10). The CFI considers the historical primary reserve index, net operating revenue index, return on net assets index, and liability index. The requirement to show pension liability in the financial statements has significantly impacted the liability index; removing this liability would increase the college’s CFI to 1.24. In addition, bonded debt is captured in total while the college collects revenue on an annual basis in the debt service fund to retire the debt. This also impacts the CFI ratio.

Motion: To **approve** the general operating budget and staffing plan for FY20 as presented.

Motion by Joseph Stroetker; Seconded by Eric Park; Carried Unanimously

PROFESSIONAL SERVICES CONTRACTS: Dr. Bauer indicated the college is very satisfied with both service providers and recommended approval of the extension of the contracts.

Motion: To **approve** the renewal of professional service agreements for FY20 as follows:

Legal Services – Tueth, Keeney, Cooper, Mohan & Jackstadt, P.C., St. Louis
Auditing Services – KPM, Springfield, MO

Motion by Eric Park; Seconded by Cookie Hays; Carried Unanimously

INSURANCE BROKER: The existing contract was approved for a three-year term and subject to annual approval by the Board.

Motion: To **approve** the continuation of JW Terrill as the College's insurance benefits consultant for FY20 at an annual cost of \$30,000.

Motion by Joseph Stroetker; Seconded by Eric Park; Carried Unanimously

FACILITIES LEASES: Dr. Bauer noted that as the strategic plan is being developed, one of the strategies identified by the campus committee is growing the college's presence in Rolla. There is growth potential to be realized and one consideration is the need for facilities. Location costs are broken out in the financial system and staff are currently working to fine tune the tracking of instructional costs by location as well as online. Instruction has been more intentional about the offerings in Rolla for summer and enrollment is responding to those changes.

Motion: To **approve** the renewal of off-campus leases for fiscal year 2020 as follows:
Rolla Technical Center, 500 Forum Drive -- \$145,530 annually (*no change*)
Rolla North, 2303 North Bishop -- \$111,080.28 annually (*\$4,272.36 increase*)

Motion by Eric Park; Seconded by Joseph Stroetker; Carried Unanimously

VENDING CONTRACTS:

Motion: To **approve** the renewal of the existing vending contracts with Pepsi-Cola of New Haven, Missouri and Krueger Vending of Sullivan, Missouri for an additional one-year term.

Motion by Cookie Hays; Seconded by Eric Park; Carried Unanimously

***PERSONNEL:** The Board **approved** the appointment of Emily Durham as Campus Life and Leadership Coordinator effective July 1, 2019 with an annual salary of \$44,000; Diane Burnett as Human Resources Specialist effective June 17, 2019 with an annual salary of \$50,000; and Jon Gruett as Director of Financial Aid effective August 12, 2019 with an annual salary of \$78,000.

The Board also **accepted** the resignation of Sara Marler, Admissions Representative, effective June 14, 2019 and **approved** the addition of Matthew Vogeler, Sociology Faculty, to the list of adjunct faculty for the Summer 2019 semester approved at the May 6 meeting.

BOARD PRESIDENT'S REPORT: There was no report.

REPORTS:

- A. FACULTY ASSOCIATION REPORT:** Faculty Association President Jenifer Goodson reported that Tom Fitts attended the Commission on Allied Health for EMS Programs accreditation conference.
- B. ECC-NEA REPORT:** NEA President Tom Fitts reported the Collective Bargaining Agreement (CBA) has been revised and will be going out for ratification. Dr. Bauer noted that administration has been in touch with NEA regarding the need to approve the budget this month, which does not impact the CBA since it has no budget implications.
- C. PROFESSIONAL STAFF ASSOCIATION REPORT:** Professional Staff Association President Jenny Kuchem reported that Lisa Farrell is serving a two-year term on the

MOBIUS e-resource committee. Elections have been held and the new slate of PSA officers is: Jenny Kuchem, president; Kristin Milligan, vice president; Sarah Johnson, treasurer, and Paul Lampe, secretary. Election of an at-large representative to the Shared Governance Council will occur soon.

- D. CLASSIFIED STAFF ASSOCIATION REPORT:** Classified Staff Association Secretary Angie Siebert reported that six staff members will be attending the upcoming MCCA classified staff workshop in Columbia. The annual Celebrate CSA luncheon will be held on June 21.

PRESIDENT’S REPORT: Dr. Bauer asked Vice President Heath Martin to review the course success rate report for spring semester. The Spring 2018 completion rate was 76.9%; the current year’s rate is 78.2%. Factors in the increase include the integration of the early alert system with 487 referrals, as well as the new student texting platform.

Following the assessment of closing the campus during fall and spring breaks (*shared with the Board via email*), Dr. Bauer recommended continuing this time off. The data showed no negative impact to students. It was clarified that the question indicating this time was provided in lieu of raises was improperly worded. These two items are independent of each other; if there is an opportunity to provide raises, closing at fall/spring break will remain a part of the calendar as long as continued assessment shows no negative impact to students.

Summer enrollment is strong with an increase of about 200 students (30.5% headcount, 25.1% credit hours). About half those numbers are related to the successful Three for Free program. Rolla enrollment for summer increased from 43 students to 77 due to scheduling changes. Fall enrollment has been fluctuating and is currently up 1.5% in credit hours and 0.5% in headcount. Rolla is up 4.5% in headcount and 5.5% in credit hours for fall. To meet enrollment goals, ten students per day need to be enrolled for fall.

The HVAC project continues with work centering on the training center and theatre area this week; the fourth floor of Hansen Hall has been completed. Ameren will be working on campus over the next month to replace incoming lines and provide more reliable service.

The state budget has been signed and includes funding for the Fast Track program focused on training adult students for high demand fields. The Department of Higher Education will be providing direction on how this program is to be administered. Spring or summer will be the earliest students can take advantage of this funding.

EXECUTIVE SESSION – REVISED STATUTES OF MISSOURI 2004, SECTION 610.21 (3) PERSONNEL:

Motion: To enter into executive session per RSMo 2004, Section 610.21 (3) Personnel at 6:39 p.m.

Motion by Joseph Stroetker; Seconded by Cookie Hays

The following roll call vote was taken, and the motion carried.

<u> </u> yes	A. Hartley	<u> </u> yes	C. Hays
<u> </u> yes	J. Stroetker	<u> </u> yes	E. Park

Motion: To **resume** open session at 8:03 p.m.

Motion by Eric Park; seconded by Cookie Hays

The following roll call vote was taken, and the motion carried.

<u>yes</u>	A. Hartley	<u>yes</u>	C. Hays
<u>yes</u>	J. Stroetker	<u>yes</u>	E. Park

ADJOURNMENT:

Motion: To **adjourn** the June 10, 2019 public Board of Trustees meeting at 8:04 p.m.

Motion by Joseph Stroetker; Seconded by Eric Park; Carried Unanimously.

President, Board of Trustees

Secretary, Board of Trustees

Course Success Rate Comparison: Spring 2018 to Spring 2019

Category	Spring 2018				Spring 2019				% Change in Success Rate
	Student Headcount	Course Enrollments	FTE	Success Rate	Student Headcount	Course Enrollments	FTE	Success Rate	
All Students	2583	8029	1595.3	76.9%	2475	7506	1506.2	78.2%	1.3%
Race/Ethnicity									
American Indian	12	32	6.4	62.5%	17	48	10.1	52.1%	-10.4%
Asian	20	59	12.7	76.3%	21	63	12.8	85.7%	9.4%
Black	23	75	15.7	54.7%	27	101	21.2	76.2%	21.5%
Hispanic/Latino	52	173	35.0	67.6%	52	175	34.3	76.0%	8.4%
Native Hawaiian	3	10	1.7	100.0%	2	3	0.7	100.0%	0.0%
Nonresident Alien	6	30	6.2	86.7%	11	44	9.5	84.1%	-2.6%
Two or more races	37	110	23.4	75.5%	50	178	34.5	70.8%	-4.7%
White	2404	7472	1482.3	77.3%	2258	6816	1368.3	78.7%	1.4%
Unknown	26	68	12.0	80.9%	37	78	14.8	61.5%	-19.4%
Age									
Under 18	401	668	127.3	92.2%	386	624	123.6	92.8%	0.6%
18 - 24	1539	5538	1104.6	74.8%	1491	5254	1050.9	74.7%	-0.1%
25 - 39	471	1368	277.0	76.2%	429	1234	252.7	82.7%	6.5%
40+	172	455	86.4	81.5%	169	394	79.1	86.8%	5.3%
Gender									
Female	1573	4778	976.3	77.8%	1482	4382	900.9	79.2%	1.4%
Male	1010	3251	619.0	75.7%	993	3124	605.3	76.7%	1.0%
Pell Eligible									
Yes	1040	3753	754.3	69.9%	990	3457	702.9	71.7%	1.8%
No	1543	4276	841.0	83.1%	1485	4049	803.3	83.7%	0.6%
Veteran	50	177	33.3	70.6%	71	246	48.8	76.8%	6.2%

Notes:

- 1) FTE defined as credit hours/15.
- 2) Success is defined as A, B, C or P.
- 3) Veteran or Active Duty status self reported on enrollment application.
- 4) Data as of 5/31/2019
- 5) Excludes all incomplete grades

Summary of Fall/Spring Break Closure 2018-19 Impact to Students/Potential Students

(includes data gathered by staff as well as survey responses)

Student Development Emails/Phone Call Activity During Spring Break 2019 (March 18 – 23):

-all student services staff used phone messages that announced the college was closed for Spring Break – some allowed messages to be left by the callers, others used the function to block messages and asked callers to return their call after the college reopened on March 25th.

-all student services staff used out of office email messages so that anyone emailing would know that the entire college was closed and that their emails would be returned on/after March 25th.

Activity from the Financial Aid Area:

Missed phone calls/messages:

- 1 - FA questions
- 1 - needed help with a forbearance form – previous student

Emails:

1 question about how to read web advisor and wondered if her FA was taken out of her SU/FA fees

- 1 1098-T question – forwarded to cashiers
- 3 turning in verification documents for 19-20
- 3 were questions about disbursement date
- 1 turning in loan paperwork for summer
- 1 turning in a suspension appeal application for fall
- 1 question about how much her fall semester eligibility
- 1 student asking about 19-20 FAFSA – graduating in May so it's not needed
- 3 were from previous students
 - 1 about a tuition and fee appeal
 - 1 about help with FA for another institution
 - 1 about percentage of Pell used

Front Desk for Student Services:

- 12 phone messages – 9 had questions about ECC (other 3 were marketing type calls).

Registrar/Associate Registrar/Transcript Clerk:

-transcript requests are fulfilled thru the National Student Clearinghouse now, so there was no delay in requests – Transcripts were outsourced with a note that "Hold for Pickup" was not available that week.

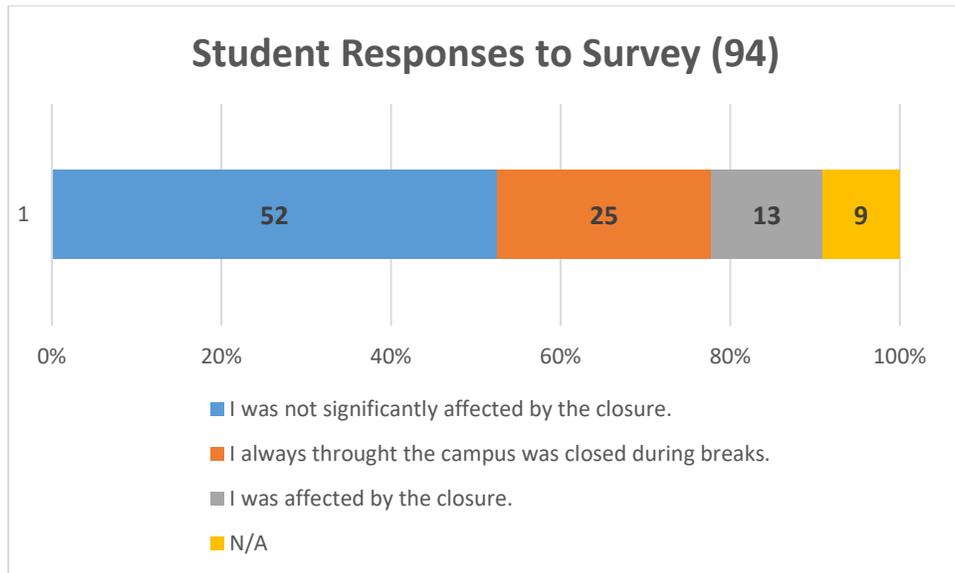
Missed calls – 4 relating to graduation questions.

Student Development: -4 emails that needed a response after we returned to the office

Admissions: -On-line applications received – 29

Library Chat Services:

Our evening chat staff and weekend services were still available. Saturday 10am–10pm, Sunday 10am–8am, and Monday through Friday 5 pm overnight until 8 am. Spring Break 2019 – zero chats during week and 1 chat on weekend prior answered by chat staff.



Comments from students:

Is the parking lot ever going to get repainted? Are the potholes ever going to be properly filled? Will speed limit signs ever be posted on the campus roadways? Why aren't there any visibly designed crosswalks? Asking for a friend.

Closures are normal and do not affect me personally.

Keep closing the campus on fall/spring breaks. We are small enough for this not to have an effect.

I was only affected because of the loan disbursement being the same week as our break.

Teachers who assign work over breaks that wasn't given notice of before hand* are fuck heads. You should not have to check if there is work for an online class over break, while the college is closed (@Jenny Kuchem -- Marriage and Family).

*this wouldn't include things such as a paper with a due date a couple/few weeks out that begins before spring break and continues through spring break, potentially ending with spring break.

I spend as little time as possible at the school

have to get sitter for those weeks

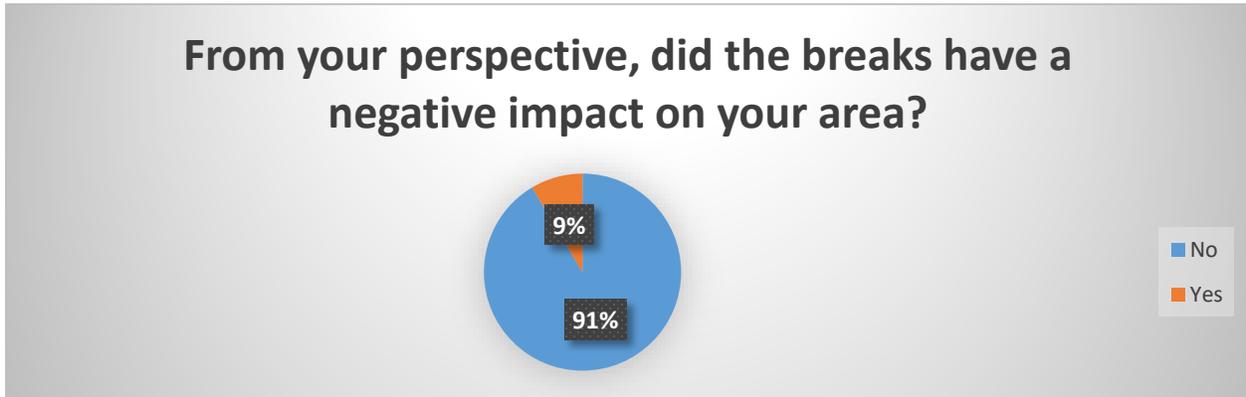
I had a late start class and wasn't able to pick up the book until after spring break which put me behind in the class.

N/A

Makes getting classwork done harder over the break

Employee Responses to Survey

Participants	
Administrator	1
Professional Staff	34
Support/Classified Staff	51
Faculty/Adjunct	25
CMU	1



If yes, please explain your reasoning.

since I am stressed out two weeks before break, everyone wants everything done before we are off for a week. Being off for a week is nice, but the stress before hand really wasn't nice at all.

We were just very busy but we planned ahead for it.

That is a slow time. We don't see that many students if any. I do miss having that time to catch up on work and work on other projects though.

Yes, only because even during college / campus closed times the campus is still open, which means the maintenance-custodial department have to be here, so we really do not get the freedom of the campus closed breaks.

I loved having time off and not having to come back to a pile of work. Yet these breaks are when Dept can work on projects. Personally I loved the time.

We had to be there and work anyways

I worked the break to make sure we had IT on campus

In the fall, Wednesday/Thursday/Friday classes meet less often than other classes making it difficult to keep a consistent schedule and curriculum offering for the same class. A week-long spring break is a must if we are going to be a "real" college!

When we don't have students on campus, it isn't profitable to stay open.

If students are on break, we don't need to stay open. It has not been profitable in the past years.

Unable to meet with students / advising because college was closed

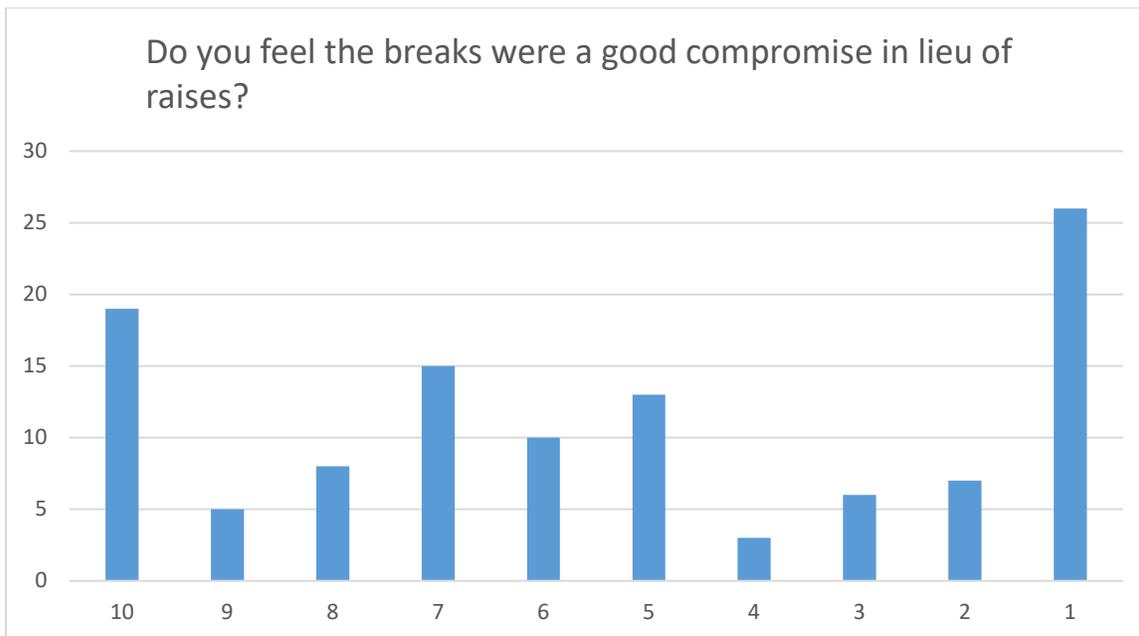
Area public schools had Spring break the next week, so the students were taking 2 weeks off and slow to return. I still worked during the breaks.

The only negative impact was for part time employees in my area. It would be nice if they were paid like full time.

It is in effect a 3% raise for everyone other than Faculty.

deliveries could not be made nor were payments processed

- **98.3% of employees** said they had not heard of any complaints from employees or the community.
- **84% of employees** responded with 7 or higher on a ten point scale to the question: *Do you think the breaks had a positive effect on employee moral?*



Additional comments regarding Fall and Spring Breaks.

Don't take the break away. We have no students in my area during those times over my many years here. It was better than nothing.

For me personally, I liked the extra time off. For others, I'm sure they would like a pay increase.

Maybe for staff, but not for faculty...Faculty got no additional compensation while professional and support staff got 1.4 additional weeks of paid vacation.

It was truly refreshing to not have to worry about work while on vacation since the college was closed.

It would be really nice to know that it is definite so we could plan for them.

7 days paid vacation is a wonderful benefit to staff and there is no begrudging it. But most people here probably don't know that for faculty, Fall and Spring Breaks have always been unpaid (just like summer--not paid vacation...). So in terms of raises, everyone but faculty got this benefit in lieu of raises.

Fall and Spring break were not originally proposed in lieu of a raise. Does that mean if we get a raise, we'll be working during Fall and Spring break?

Students and the community have always thought we were closed during Spring Break. Many times, students have told me to enjoy my break.

We were told raises weren't going to be possible this year. I feel like the breaks were given after much discussion and thought...not in lieu of getting a raise.

I really could use the additional funding to cover bills and such. I had to stay home during Fall & Spring breaks because I didn't have the money to really do anything.

Spring break had more challenges since it was a week long, definitely coming back and playing catch-up but it was still worth it.

I don't think the raise would have been as much in value as the time off is worth.

I would assume the staff that were given these breaks would rather have an increase in salary. Also to be noted, faculty were not compensated equally (or at all).

It's always nice to have a break, but more time off than what we already get does not take precedent over raises. Time off is accrued and earned overtime, the cost of living continues to go up along with insurance policies and eventually time off will not be seen as important as yearly raises.

Students think we are closed anyway.

My understanding was the breaks were to offset the Monday/Wednesday change and the 8 less days faculty were required to be on campus. In lieu of raises I'd like a 36 hour week during 8 weeks of summer, paid for 40 with campus closing at noon on Fridays. Dept works staff for 36 hours as they are scheduled. That would be 32 hours of leave in lieu of

raises. Remember staff have no means of advancement like faculty can move up in their current position. There is no assistant 1,2,3. Only assistant as staff. While faculty with associate, assistant, professor options can get upgrades.

A raise is always desirable, even with Fall and Spring breaks. Please don't under value those working at ECC.

If closure for Spring break continues, the college should try to align better with area school spring breaks so employees don't have to take additional time while their kids are on break.

I would like to see some alignment in with the K-12 spring breaks if possible...

I only disagree because I don't think the breaks should be tied to raises at all. Start doing that and the rumor mill will churn out some real doozies. It is okay to have the breaks off and get a raise if the budget warrants it. They should remain separate things and not be contingent upon one another.

I like having something if not pay, it feels like we are at least recognized in some way as valuable.

No. The couple of days in the fall and spring (Easter time) are not as valuable as a raise. Seems to be the most recent reason for dodging the issue of raises.

I believe we should get the breaks, as well as a raise. It doesn't feel as though it should be one or the other.

Wow! Poorly done committee. Slick, poorly done. Raises go with cost of living and are not only deserved but are a necessary part of life. The raise for this year was off the table before the two breaks were given. If they were on the table as discussions in committees w/o letting employees know they were in LIEU of a raise - bad form. Suck us in, get moral up and then say they were a COMPROMISE in lieu of raises. Shame on the committee, etc if that was the case.

Did not realize the breaks were given in lieu of a raise, so cannot answer.

A raise impacts my pension so it can never be considered equivalent. A flexible work week in the summer would be an ideal way to continue the compromise. The extra break time really only made us continue to have equivalent time required when the faculty was given an extra week with the shortened semesters.

Fall break there is nothing going on so there are no issues. Fall break was originally sold to staff as a way that faculty would have to be here for PD. Faculty were told they get a day off. Spring break may have had more things happening on campus, but it was not anything that would impact students. Students and their parents already think we are off anyway. While a raise would be nice, it's not going to happen since we have an administration that refuses to hold people accountable and terminate them based on performance and we have to incur hundreds of thousands of dollars in salary for people that don't do work. We better keep getting these days off because many of us are so burnt out covering up shoddy work by others.

I feel like the college spends more money keeping the campus open for the few students that might utilize some of the areas. Giving that time off to staff also is a much needed break. I for one hope they do not take it away. Then not only would we be out of the raise when this was decided, but then out of the time off too.

I don't believe we missed out on any foot traffic. Most people plan ahead before they show up anywhere. Like you would call a store or doctor's office to check hours or look on their website. Those that are current students are not going to come to campus when they are on break!

obviously, a raise is ideal, to keep up with cost of living and inflation, but having the break off was a huge moral boost and I have not heard a single complaint from students-and I meet with many students every day.

I think everyone would prefer a raise but having this time off was the next best option

Days off in lieu of raises did not affect faculty, who were already off those days.

I mean, if it was a choice between no raise and no break...and no raise and a break...I'll obviously take the latter. Of course, a raise and a break would be best. It shouldn't be one or another.

I am thankful that ALL employees were given holiday leave for Fall & Spring Breaks. It provided the college with savings on utilities, electricity, and water. Students and community members already believe that the college is closed during Fall & Spring Breaks, so officially closing the college makes the most sense. It was a good morale booster for all employees, especially since we did not receive raises this year. I agree that the college should continue to close for Fall & Spring Breaks; however, I do not believe that these closures should replace any available option for employee raises in the future. If employee raises are economically and ethically available for the coming school year(s), these raises should be approved and Fall & Spring Breaks for all employees should not be taken away. In other words, it should not be an "either-or."

I would prefer a raise over a break. Breaks do not pay the bills.

I feel it shouldn't be an "either or" situation. The students and community members think we are closed anyway. With ECC being closed it saved money on utilities/water. By making it in lieu of raises just brings down moral even more than it was to begin with. Minimum wage is going up .75 in 2019, .85 in 2020 and 2021, it would be nice to see a proper living

expense wage increase and consideration for merit based raises instead of across the board raises. The more money staff makes the more of raise they get when it is done by %.

There are really only two work compensations worth regarding...money and time. Since the college has no money to give raises, the only other worthwhile option is time.

Not everyone had the luxury of having those days off. With my position, there were scheduled events that could not be changed - I still had to work.

It all depends on how much of a raise we will receive, whether or not I think it is a good compromise. It will take a pretty good raise to come out financially better than 7 or 8 days off. (Theoretically, assuming that I can actually take the days off.) I think it worked this year, but it will take a lot of discussion if it is taken away or to replace a raise.

The fall and spring breaks do nothing for part time employees. Pretty much like all other benefits at ECC.

It was a good cost cutting measure.

Well, What do Faculty get?

I loved the spring break. Thank you for this. I really appreciate it!

Since faculty already were off contract on those breaks, it didn't change anything for me.

"On a scale of 1 - 10, do you feel like the Fall & Spring breaks were a good compromise in lieu of raises?" I am not sure these are seen as a raise necessarily for that comparison to actually work it would be best to talk to those parties that we are assuming this is presented to as a "raise" versus the take home pay change.