

President's Panel
Thursday, September 22, 2011
Chart Room, 2:30 p.m.
Meeting Minutes

Attendees

President Mary Ellen Mazey	Dr. John Folkins – Faculty Senate
Dr. Rodney Rogers – Int. Sr VPAA/Provost	Dr. Mark Earley – Faculty Senate
Jill Carr – Sr Assoc VP Student Affairs	Dr. Terry Herman – Faculty Senate
Sherrri Orwick Ogden – ASC	Dr. Judy Jackson May – Faculty
Jason Dunn – ASC	David Sleasman – GSS
Karen Schwab – CSC	Emily Ancinec – USG
Faith Olson – CSC	Rob Orians – USG

President Mazey: I think the President's Panel may be redundant of the University Council. I'm willing to go through and get as far as possible in each of these questions. If we need to meet more frequently, we can do that. Folkins: The President's Panel is explicitly in the Academic Charter. President Mazey: You could amend that section to the University Council. Many of the same people sit on both groups.

Topics submitted for discussion

1. Update and perspectives on the Enterprise University Plan. (Faculty Senate (FS))

President Mazey: I think it would be good to have an open forum in conjunction with Faculty Senate on this matter. If you're not familiar with the Enterprise University Plan of Ohio, there is a whole document available. I was at the Inter-University Council (IUC) last week; there has been no movement per se. Right now what I've been told, as it is currently written, no university would opt in to it. They will start working next month to make it more workable for the universities. My only concern is that the IUC was going to take a leadership role and work with the Chancellor's Office to develop a more workable document. I thought having the Governor's Office in the room at the same time would make sense. They would be the people who could change that policy. In the old days, the Board of Regents was not a political body. In the new days, it is. The IUC will work on an amended document, which would be sent on to the Governor and then the legislature. I do try to stay in contact with our Representative on this. We couldn't have anyone better to represent us than Randy Gardner. I asked Sherri Stoll to be our liaison to the IUC for these meetings. I asked her yesterday and they have had no meetings. Keep asking, but we probably won't do a forum until sometime in November. We want the IUC and the Chancellor to finish this round of revisions, until we have the second draft of the document. It is a good concept; we don't want mandates that cost us more. No one can really quantify the mandates. We don't want to reduce our state share of instruction (SSI) to get the merit scholarships. They need to have another funding source. I suggested to the Governor that we use the Casino revenues. To take it out of our budgets, we don't want to give up SSI, which would end up in

a central pool, and some other university may get our share of SSI. We could find ourselves in a lose-lose situation. No one is supporting this right now.

2. The vision for graduate programs: (FS)

a. What are enrollment projections?

b. What are perspectives on changes in the number or character of programs, with a specific interest in the process being used to look at the Ph.D. programs in Communication and Policy History?

President Mazey: Enrollment projections have not been done, I don't believe. Provost Rogers: With respect to enrollment projections about a year ago each of the Deans were asked to provide enrollment projections by then Provost Borland. That data was gathered. It's not entirely clear how that data was used. We do have a framework to work with Deans who are working with program Directors. We are collecting data and making projections for the FY2012 enrollment. As you probably know, there was also a memo in the spring about the recommendation from the Deans to close certain masters and Ph.D. programs. The next step, as the Charter requires, would be to go through the Graduate Council and the Faculty Senate eventually. The closure of Ph.D. programs is a monumental decision, it is difficult to get those back once they have been closed down. President Mazey urged caution to be sure we really wanted to close those programs. That recommendation has been suspended around the Ph.D. program in History and Policy History. Mike Ogawa and the appropriate Dean, Simon Morgan-Russell is working with the faculty in both of those departments to establish a process. The Policy History program has been suspended for many years; there are no students in that program. When faculty were asked, they indicated they simply do not have the faculty to mount a Ph.D. program. We, the Deans and my office, have started to try to come up with some key metrics in terms of evaluating graduate education. When you think about a Ph.D. program especially, many times those students need to be externally funded, potentially fee-paying, and or generating student credit hours by teaching in our undergraduate programs and supporting our faculty in teaching. When we begin to think about how we financially sustain high quality graduate education, we need to develop that framework. We're working on those metrics now and those will be shared more broadly soon. I believe Michael Ogawa has met with the Graduate Student Senate (GSS). Sleasman: Yes. Provost Rogers: He will be visiting again soon, I'm sure. Folkins: Are the metrics tied to measuring success in the strategic plan? You don't want them to conflict. Provost Rogers: Yes, they are aligned up through our overall University Strategic Plan. The strategic alignment of graduate studies to the overall strategy of the University is absolutely key. President Mazey: That sentiment is reflected in the first question on the extra sheet.

What is the President's course and philosophy related to the balance between undergraduate and graduate education. (FS)

President Mazey: Bowling Green State University (BGSU) is primarily an undergraduate institution. However, if for instance we were at 25,000 students, I would expect we should have 20,000 undergraduate students and 5,000 graduate students, targeted graduate programs. I think it is reasonable at some point to be there. Increasingly we will need to have masters programs online and blended with fee-paying students. The masters is today what the bachelors was before. If we are going to bill ourselves as a research institution, based on the national ranking, it is in terms of federal external funding and Ph.D. students graduated. My ideal world is that we'd have excellent students who do work with teachers

and then by the second or third year they would be self-funded through external funding from work they have done with the teacher. That is the only way we will have critical mass in those programs. We have to build on our strengths. In the College of Education and Human Development, they have a number of graduate programs that are fee paying. We have to build on that. We have a program in forensic science. That program has great demand. Crime Scene Investigation (CSI) has really spurred interest in this field. This is an area where we can attract women in science, as forensic science is predominantly female. I think we need to look at the array of all of our programs. Do we have the programs that will prepare our students for the future? If not, what programs do we need to add? Can we afford to add them? If we can, they may need to be tuition based. Years ago, 60% of our funding came from the state, today 25% and declining. We're in a very competitive environment. We need to set up an efficiency task force to find where we can be more efficient. We need to be good in a group of selected graduate programs.

3. How will the university approach union issues as they relate to staff; i.e. health benefit contributions? (Administrative Staff Council (ASC))

As I understood it, in the past you decided to go to an 80/20 mix. You're almost there in regard to that metric in terms of benefits. Since we are in negotiations with the faculty, we'll wait one more year to get there. We can't do anything until we know what will happen with the negotiations with faculty. What is important is that we continue the dialog.

4. From President Mazey's perspective, what are some of the main challenges that face BGSU, both short and long term? (ASC)

President Mazey: In both the short and long term, resources. Resources, resources, resources. If we retained those 1,000 students we lost, we would have a million dollars more in the budget. All these fit very well together. Also, deferred maintenance to our campus. What can we do in the short term to correct this deferred maintenance and in the long term add new buildings? We need renovated buildings. That's very important. Kent State came up with a \$700.00 increase for each student for new buildings. Provost Rogers: That was turned down today. President Mazey: I'm trying to find the donors; someone who wants his/her name on a BGSU building. I'll be out there talking with them.

5. In President Mazey's short time here, what does she see as BGSU's biggest strengths? Weaknesses? (ASC)

President Mazey: Our greatest strength, without a doubt, is our people. We have a dedicated faculty, staff, students, and alumni. I've cut a lot of ribbons but the one that intrigued me was the Stroh Center. The majority of that funding came from non-alumni, Mr. Stroh, Mr. Frack, and Mr. Schmidthorst. The students also gave a great deal. Our students and alumni have made a huge difference. The community is also a strength. Weaknesses: The budget. We've been through terrible budget constraints. We need to get beyond the resource shortfalls. The destiny of BGSU is in our hands. We need to talk about the future and where we can go.

6. What is President Mazey's philosophy of shared governance and does she have suggestions on how we might be most effective in our respective constituent groups? (ASC)

Put people in a room. That was the reason I wanted to start the University Council. We have all these wonderful minds. We put the issues on the table and we can solve them. I believe in shared governance and I have the plaques to prove it including one from the American Association of University Professors (AAUP), which I'm very proud of.

7. What would President's Mazey's long and short-term goals be for administrative staff/council? Does she have some specific items she would like to see administrative staff/council do to assist BGSU and its community? (ASC)

President Mazey: Just to get behind the University Strategic Plan. I was livid when I came in this morning. What I was livid about was this US News and World Report; whether you believe in it or not it is the ranking. We were 92 in 2010; now we're 97. We have to stay in that top 100. Retention is so important. The reason I'm livid is that my former institution Western Virginia University went from 97 to 89 in one year. My best friend is the Provost there. She was quoted as saying it was their strategic plan. Folkins: That's how they sell magazines; by changing those rankings a lot every year. President Mazey: They do have the figures that we report. Kent State went from 102 to 111. Miami went down from 34 to 39. Ohio University went up from 60 to 59. We can do better on that and we have to. We need everyone to try to work on these issues. We all need to look at what they are and how we can help.

8. From President Mazey's perspective, what can administrative staff council do to help boost employee morale and improve relations? (ASC)

President Mazey: You don't want my perspective; you want your perspective. What do you think will help? I think recognitions help. I think it is retention, graduation rates. It's what builds the University. During the opening day address we listed those issues that we need to emphasize. We'll be emphasizing the next capital campaign. We have 35 alumni Chapters, and whether they donate or not; it isn't about money; it's about relationships. However, we don't have one in Bowling Green, Ohio or Wood County. That absolutely floored me. We need to work on that. Folkins: Is there any reason for that? President Mazey: I'm guessing it was a leadership issue. We need someone to take a leadership role. We have 35 and we need to find ways to make the 35 stronger and add others. We should be at least at 50.

9. Fair and equitable compensation to classified staff employees: (CSC)

As the number of B.G.S.U. classified staff employees (full-time and part-time) continues to decline (1992 there were 1217 classified, 2000 = 1151, and 723 in February 2011 to 701 on the latest Human Resources apportionment report September 2011), those employees remaining have accepted additional responsibilities and work very hard to serve students, especially freshman (3,864 this year and 3,905 last year, who are in the process of learning how to navigate through the college experience), faculty, other staff, and outside vendors in an ever changing environment. However, their salary increases have not kept pace with even the B.G.S.U. health care costs.

- a. Is it possible to give each of the 701 classified employees a \$500 permanent salary adjustment to help them meet the increased or increasing costs of health care and living expenses? The maximum cost of such an endeavor would not exceed \$350,500 (701 * \$500).

President Mazey: I haven't looked at all of these figures. I do understand there has been a great decline but I would imagine you would find that across the country. My guess is you find less classified staff and more administrative staff. The skill base is changing of what is needed and so we have more administrative staff. We don't use secretaries as we used to and in fact some universities don't even use that term anymore at all in their classification systems. The work is changing. Without a doubt, we also use more and more students. The students need employment and the students are paying the tuition. Any literature you look at will tell you those students who work will be retained at a higher rate. This is part of their education while they are here. As far as compensation, we have to look at all groups together these days. It's not just about classified staff, administrative staff, or faculty. Olson: I don't want to discount the fact that some of these people are doing the work of two or three people because of job eliminations. They have absorbed the work of two or three people. Mazey: I've been surprised that we don't have tiered health care. Olson: We have discussed it. Mazey: We should look at it again. I'm surprised we don't already have it. In terms of health care those who have the highest salaries have a higher cost for health care.

10. Holiday office closings: (CSC)

- a. *Please explain the positive and negative impact(s) of Auburn University holiday closing schedule, i.e., from 4:45 pm on December 16, 2011 through 7:45 am on January 3, 2012, on the University.*
- b. *Is vacation time, personal time or comp time required of employees to be off during these days?*
- c. *Is there flexible scheduling for those who do not have enough accrued leave to be off during these days?*
- d. *How are students/perspective students informed about this closure?*
- e. *Is there any possible way for BGSU to adopt a similar or an abbreviated holiday closing calendar? If so, what preliminary organizational details would have to be addressed?*

President Mazey: When I got to Auburn I couldn't believe they do this. The Chief Executive Officer (CEO) said I would love it. It saves money but it also costs money. It's one of those things an efficiency task force should review. The library has to stay open. In this case we had a Vet School and they had to stay open. Certain people may have to be paid overtime because certain areas have to be open. It was costing certain units more money. Some labs could not close. The offices did close. We had graduation one day and closed the next. The worst problem for me was I had never taken two weeks off in my life and that was a change. This happened during the year there was no salary increase to give the employees and this was a benefit. It wasn't an efficiency issue. The University of Alabama also does this. They also have spring break week. I think there needs to be greater flex time. We need cross training to support that flex time. Flex time schedules work well.

11. Summer hours: (CSC)

Summer Friday Afternoon Office Scheduling Variations - Historical Perspective:

- 1.) *In the past, many of the University offices used to be closed or open with very limited staff on Friday afternoons during the summer. – This was practiced for more than 20 years*
- 2.) *All units needed to be open or areas covered by a central office with the possibility of a reduced crew – Provost Middleton's era*
- 3.) *Some units must be open with no flexibility for reduced staffing.*
 - a. Is there a possibility of all areas being in compliance with #2 and allow for a more flexible environment? Or even consider duplicating Owens Community College practice of a four-day week with 10-hour days during the summer?

This is again something that an efficiency task force should review. Is there a way to save resources during summer with the high cooling costs? I think these things need to be discussed. Olson: I think two weeks is too long. We were discussing between Christmas and New Years.

Other Questions:

1. Although we are celebrating student diversity and international students, are we unlikely to attract them because of the cost?

President Mazey: 22% of our freshman class are students of color. I think we have great diversity in our student body. In fact Saudi Arabia is paying full tuition for any student who wants to attend school here in this country. We need to be out there branding ourselves, recruiting, and bargaining. We are discounting, \$20,000,000 in scholarships of some type for our students. As long as we can continue to do that, the state doesn't take \$8,000,000 more out of our budget. I think we want to continue to recruit quality students. I had a father tell me that I'm from Michigan and I'm paying out-of-state tuition and I may send my second child as well. We need to recruit more in Michigan. The University of Toledo has reciprocity and we're not going to get that. It's how you brand and market yourself.

2. What efforts have been made to expand the diversity of the University administration?

President Mazey: Probably not enough but I would hope that every position that is posted takes that into account and included in as many venues as possible. We really need to work on that.

May: I would like to go back to the second question; I think it is more about graduate students. From my perspective having just become the Coordinator, our scholarship dollars have been reduced so much that we may not consider as many international students as they cost so much more next year. We may be less likely to pay for an international student as opposed to an in-state student. President Mazey: What did we do between this year and last that accounts for this change? May: The moneys were reduced, drastically. It has to do with the funding we received. If we have so many dollars, and

we'd like to offer a student a stipend or scholarship, if I have to pay x amount of dollars for an international student and I can get two in-state students, I'm probably going to choose two in-state students. Provost Rogers: You're talking about the out-of-state tuition? Not just international. May: Yes. President Mazey: Most universities treat all students that come in the same as in-state students. Is that right? Provost Rogers: For the stipend consideration yes. But we've also decentralized the waiver or the scholarship portion out to the units. That is the piece that we're talking about here. Folkins: That was the reorganization that was done last year. I'm not sure what the effect is. May: It's a huge impact. Mazey: I don't understand how this is done. If I'm the Graduate Directory in your Department and I have x number of stipends/assistantships that I can give and they are matched with the same amount of scholarships... May: But they are not. That was changed last year. We get a certain amount of money to fund scholarships for students. They are not even connected to the stipends now. We could give someone a stipend and no scholarship dollars or vice versa. You won't attract anyone to come here though unless they do get both.

Provost Rogers: To give President Mazey more background on that, more flexibility was provided to programs. In the old days you got full waivers for x number of credits. You had .5 or .25 levels for certain stipends. May: Yes, it was a package deal. Provost Rogers: The model now is much more flexible. The dollar amount has been decentralized. The history of this goes back to the SSI and a time when we got 67% from the state and a little bit from tuition. It made sense to have a lot of graduate students. It made a lot of sense to fund things the way we did then. However, that SSI has shrunk and shrunk. We've waived almost all of the graduate tuition at the same time the SSI has diminished substantially. It is impossible to sustain all of our graduate programs. We will waive a portion of the tuition, not all. What we did poorly, we weren't as aware of the importance of helping the graduate coordinators and directors of programs to creatively think about the budget they had and how to put packages together to recruit and fund students. We didn't have a single College that did not under spend their budget. Part of that is that we didn't totally have our act together. We're working on that now. Folkins: And that is the cause of the reduction in graduate enrollment. Rogers: Absolutely. Folkins: Another unintended consequence was that the summer enrollment went down. Rogers: Yes. We were finding there were courses being offered that had only had students on fee waivers. When those were gone, the students didn't enroll. Mazey: 70% of the budget now is from tuition and fees. The undergraduate students are paying the bulk of that. You cannot ask the undergraduate students to pay for the graduate students any longer. That world of how we used to work is not possible anymore. If you still have the stipend and it will only pay for a certain number of hours. You may have to have fewer students and I may have to use some of the stipend dollars for tuition. May: We could not mix those funds. President Mazey: Why not? Provost Rogers: We are looking at this. May: If I only have a certain amount of money to spend, I'm only going to look at in-state students. Mazey: We have to get this resolved as soon as possible (ASAP). Provost Rogers: We are working on this. I hesitate to say more until we have the process worked out. We should have an answer in the next few weeks. President Mazey: It's important to think about this now as we head into recruitment season. Provost Rogers: It does go back to how we evaluate the programs. It depends on if the students are being externally funded, and

maybe we have students who are supporting the teaching effort. This may be a bit controversial, at times I feel the faculty feels we cannot get the students unless we totally waive tuition and provide large stipends. I don't believe that. We have very high quality programs and I believe students would come here. May: We've just never explored that because we didn't have to. President Mazey: The other thing we haven't explored is an accelerated bachelor/masters program. That is another way to get fee-paying students and it does help the students. Sleasman: You could even go masters/doctoral to accelerate. That is another way to attract fee-paying students. Folkins: Communication Sciences and Disorders has a bridge program. President Mazey: You want more flexibility. Students will pay for that. Folkins: The flexible programs attract students. Provost Rogers: That same strategy, the five-year undergrad masters, also attracts high quality bachelor students. President Mazey: We should take this model forward to the Board of Trustees (BoT) for approval. We want this type of degree.

May: We were talking about faculty generating external funds and I understand that. When you are focusing on increasing fee-paying students, are you trying to reduce your graduate assistantships somewhat? President Mazey: Some of that funding must be moved over for the fee waivers. That's what I would see in the future. Folkins: Sometimes there are things that can be done to allow the undergraduate and graduate programs to compliment each other. You start a graduate program and those students get teaching assistantships. This saves money that goes into their assistantships.

Folkins: I'd like to offer a compliment. When I arrived at this campus 11 years ago, there were very few flowers and benches. Today I observed another bed going in and it is wonderful. May: Students are actually sitting in them and using them. President Mazey: I do think the campus is looking very beautiful and now we have to concentrate on deferred maintenance of our buildings.

President Mazey: Other issues? Please bring up anything you'd like. Earley: On the Enterprise System, the University of Cincinnati did a study. I'm not sure if you saw that. But, after that report, none of the institutions were enthusiastic about this prospect. We discussed this at the Ohio Faculty Council. They worked with their CFO to figure out how much money would come in versus the amount of money going out. It was staggering. President Mazey: It is fascinating to watch how this has evolved across the state. At this point, no one would be interested in this proposal. It's sort of sad. Even West Virginia, that is a poor state, was at 22% of state subsidy. Ohio is at 25%. Even Alabama, another poor state was at 40%. Ohio needs more education, more college degrees to be competitive. And, it needs to keep the people who can get those degrees in the state.

Olson: I'd like to go back to three things we've already discussed. One is your efficiency task force you were talking about. What would your efficiency task force look like and what would be their central focus? President Mazey: Having done this before and having chaired an efficiency task force; we followed the model of the University of North Carolina (UNC) Chapel Hill. We came up with some of the same topical areas such as IT, shared services; do we need a fiscal person in every department? Moving toward a more centralized approach in departments. Facilities... a faculty member was in my office this

morning talking to me about the President's Climate and Sustainability Plan. I had assumed we were part of the President's Climate and Sustainability Plan. Institutions across the country are part of that. We never signed on. There is probably a lot we could do with that. And that plan, to sign on we create our own plan and then follow it. In terms of sustainability I'm sure there are many ways we could realize savings. At Chapel Hill they found there were nine layers sometimes in their organization between the President and the front line person. How do you ever know you're getting the same message communicated? Corporate America has flattened the layers in the organization. We need to do that too. We took their report, University of Colorado Boulder has a good one too; we set up a broad base group like this, read the reports and decided how to implement the plan. We spent about six months to come up with action items and have started implementation. Olson: Did that include out-sourcing more than we already have? President Mazey: Yes, probably. What you'll find is that we are going to have to do what we do well. And, we'll have to let the private sector do what they do well. If we didn't have Chartwells, we would not have these new dining halls. What will build the University are good faculty, good programs, and good students. We do that well – and we have to do it really, really, well.

Sleasman: I know the focus has been on undergraduate retention. I was curious about the 13.1% drop in graduate retention. Funding may be a primary reason for this drop. If that trend continues, is there any plan to actively retain graduate students? President Mazey: Most graduate programs' retention is good. I think we need more graduate recruitment fairs. We should be doing coffees, open it up to the region. We need to be more proactive on recruitment. Folkins: If people don't persist in a masters program they were not a good academic match. And some people never finish their Ph.D. Sleasman: I understand that; but I do wonder if that trend might continue. President Mazey: We need to turn that around and we need the strategic plan for graduate programs. Provost Rogers: You need to remember that the head count and full time equivalency (FTE) count are different. We will cover students until they finish the degree. We used to continue waiving fees for classes above and beyond for what they needed for the degree. That dropped the FTE count. Some of that skews the drop. Sleasman: I thought it was a head count. They compared undergraduate and graduate. Provost Rogers: Let's check on that to be sure. President Mazey: I don't know when this group meets next but we could discuss this data further. I don't know if we are having recruitment fairs. Provost Rogers: We are. We are having them at the program and University level. We are also providing funding to individual Graduate Director's for travel and high quality recruitment materials. Many times on the graduate side the Graduate Director is closest to the recruitment activity. President Mazey: I've always found that especially for Ph.D. programs, students are attracted by the quality of the faculty. Ohio has as many if not more private institutions as other states. I wonder to what extent we get out there and recruit because many of them don't have graduate programs. We have so many private four-year institutions within a 200-mile radius. That's an idea and faculty may even want to visit on those campuses.

Ogden: What is your vision for online learning at BGSU? President Mazey: Part of this is history. I think quite literally these for-profit online universities are cleaning our clock. It is distressing to me. I'm amazed at what they have been able to do and we have set back

and let them do it. What they've done is appeal to students who need the flexibility. And, they are using our faculty. We probably have people on this campus who are being paid a full time salary and benefits and are moonlighting for the University of Phoenix. I don't know that... They don't reveal their faculty. They have their testing centers. They keep growing and growing and growing. Why can't we be better than them? I used to think online wasn't that great. The more I interacted with my faculty who were teaching online the more I realized this was high quality instruction. We don't need courses; we need online programs. We need to know what is marketable. What is already out there? What would be a niche market? I learned that from the Provost at Penn State. What are the programs that you have a niche and a good reputation? The one thing that intrigued me was Integrated Marketing out of the Journalism School. They had 500 students. It was a revenue sharing program with central administration. Folkins: We have partnered with Embanet to offer an online Criminal Justice masters program. Our faculty created the content and then Embanet hired others to teach the classes.

President Mazey: Dick Good was a BGSU graduate and faculty member. He is now the Chair of the Geography Department at Michigan State. We did a program review in North Carolina two years ago. He hired one of his best faculty members to put a course online in the summer and they generated over a million dollars worth of revenues. He used the same University of Phoenix model. If we want to be competitive we have to do it. If we want to get to 25,000 students, that's how we get there. Ogden: I've talked to students who have transferred here from the University of Phoenix and I've talked to students in the Community College of the Air Force (CCAF). They have a list of fifty institutions they can choose from. BGSU is on that list because we are brick and mortar who has an online program. They like the fact that we have a football team and our teachers are teaching them. President Mazey: I was at a national meeting where they said there will 250,000 students who are veterans. The new GI bill is full support including tuition and books. That's a whole group of students we could attract. Our destiny is in our hands. That's part of the issue of employee morale. It's about resources and becoming more entrepreneurial. Olson: I do also want to mention that we have an online program in our College. It's the only one in the College of Education and Human Development. Folkins: But the criminal justice masters program brings in a population that are not in Ohio. We make a significant amount of money on this program. Provost Rogers: The enrollment has dropped in that program and there is a question as to whether we'll continue on with this. President Mazey: It's a question of paying the current faculty more in overloads rather than hiring additional tenure-track faculty. We said you had to be tenured to teach in the program. They could teach two classes during the regular semesters and one during the summer. Olson: I still think for them to facilitate that in the cohorts we would recruit and have quality students. May: These are fee-paying students. Folkins: There was also a model in the College of Education and Human Development where our teachers were going out and teaching at satellite locations. May: We still do that. But without revenue sharing this becomes less attractive. President Mazey: Faculty don't want to do that if they aren't getting compensated.