

## **UTC Faculty Senate Meeting Minutes AY 2022-23**

*(attendance follows the notes)*

Meeting date: September 15, 2022 (via Zoom)

### **Call to Order**

Welcome: the meeting was called to order by FS President Jennifer Boyd at 3:10 pm.

President Boyd asked for approval of the minutes from the August 18, 2022 Meeting. There were 29 approvals, 3 abstentions, none opposed.

### **Administrative Reports**

#### 1. Chancellor Steven Angle

The Chancellor reported on student enrollments. The numbers are encouraging but overall we are down, about 1.5%. This is a 2 million dollar budget shortfall that we hope to recover through enrollment and retention. Looking at budget reduction with one-time funds this fiscal year. The budget was built on flat enrollment. Also today is Founders Day, UTC is 136 years old.

Tomorrow the Chancellor is giving a State of the University address at 12 noon on Chamberlain Field. Tours of Lupton and Hunter Hall will happen on Friday as well.

President Boyd asks if the budget enrollment numbers are typical across the state, or nationally. At UT-Knoxville, enrollment is up. Nationally we are looking good. We are down 132 FTE. Not a huge number, but enough to make a big. We lost more juniors and seniors than we thought. We are looking at strategies that will engage those students.

#### 2. Provost Jerry Hale

Provost Hale reported on some of the changes happening in the DRC. There are changes in terms of organization and content on the DRC website that instructors should check out. Starting this semester, any student that is requesting an accommodation is required to provide documentation from a medical provider or care giver. We have tried to put some parameters around accommodations that we cannot reasonably expect faculty to make. For example, we will not ask faculty to teach in multiple modalities, or in modalities other than what is listed in the schedule. Students should not be reaching out to faculty about modality instruction, they should be going to the DRC. If instructors are getting these kinds of requests, Hale emphasized that there is no obligation to offer classes in multiple modalities, or other than the modality that is in the schedule. If that is something instructors want to do, they can do so. It is not something the DRC should be recommending. We also expect that accommodations will be a much more dialogical process between instructors and the DRC. If instructors believe that a request from the DRC is not reasonable, they should feel free to push back and explain to DRC staff why that would be unreasonable. Hale and VC Freeman will do monthly checks to follow up on some of these

changes. Instructors are asked to report to their Department Heads if there are any issues or problems when working with the DRC.

### 3. Chief Health Affairs Officer Chris Smith

Officer Smith gave an update about the status of Covid on campus. Anyone is able to be tested at UHS for whatever reason. Appointments are required. They have antigen and PCR tests still available. Some of the tests look for Covid and other illnesses like the flu. In September so far, we have had 24 positive results out of 146 tests. Compared to August, there were 160 tests with at 20% positivity rate. Today Hamilton County had 50 cases, and hopefully we are seeing a downward trend. From August 1, 2021 to this morning, we have done 3322 tests and 578 were positive, which is a 17 % positivity rate. Compared to the county's positivity rate of 33%. The numbers are all good. Officer Smith acknowledges some of the campus partners, like the Dean of Students Office, and the contract tracing team led by Dr. Ford.

Monkeypox is still out there. There is one recorded death nationwide, in California. There are a fairly significant number of cases in the US but we have to take into account the reporting system. There are third world countries or those countries that don't have good public health systems. There are currently 15 cases in Hamilton County. In the US, California and New York lead the case numbers. We have not had a case on campus. We are doing well from a public health perspective. Starting on Monday the flu clinic will be on campus for four days in the UC, open to all faculty, staff and students. Bring your health insurance card. If anyone needs documentation for the flu shot, print that and bring it with you. Health insurance is required for the shot to be free. Officer Smith doesn't know the cost but will inform the campus of that in an email.

The Covid booster is available around the county and locally at the Health Department, Walgreens, and CVS. It is possible that we can administer the new bivalent Covid booster on campus but the logistics are not worked out yet.

### 4. Vice Chancellor of Enrollment Management and Student Success Yancy Freeman

Freeman talked about the strategic enrollment plan that is beginning to be rolled out to campus stakeholders. The plan includes the top sixty enrollment ideas. The document will be available for internal use only. The best recruiting tool is people. They need faculty help in getting students on campus. Students are fully back and fully engaged. Thousands of students have been participating in Student Affairs programs, and the Office has been helping them. Student Outreach and Support is there for instructors and encourages instructors to let the Office know about any student concerns. The UTC student engagement survey that is being conducted across all UT campuses is coming out next week. The survey will be available for about a month. They will send an email to the entire campus and faculty are asked to encourage their students to complete the survey.

Beth Crawford asked if the plan includes ways that instructors to help with Spring 2023 enrollments in order to mitigate the 2 million dollar budget shortfall.

Vice Chancellor Freeman replied that yes, the strategies could be implemented right away. He is excited to share the plan with campus. One strategy is to increase campus tours, because they have proven to be effective in student recruitment.

#### 5. Interim Vice Chancellor for Finance and Administration Vicki Farnsworth

Interim Vice Chancellor Farnsworth reported on areas related to finance and the budget. The short answer is yes, changes in enrollment in Spring 2023 could help with the budget shortfall. Some of the lost revenue from enrollment declines has been able to be covered by HERF money. When enrollment declines, student fee revenue also declines, and this has to be kept in mind. We are investing for the first time in branding and getting our story out there. We need to make some investments in facilities, such as the roof of Lupton Hall. The finance side has done a good job modeling the different scenarios from the enrollment side.

Farnsworth said that it is important to hear from the voices of faculty, and so when engagement surveys come in email all are encouraged to complete them. In a follow up about engagement, Vice Provost Matthews reports that there will be another COACH faculty engagement survey.

#### 6. Vice Chancellor for Communications and Marketing Cassie Mathes

Vice Chancellor Mathes introduced herself and thanked everyone for a warm welcome to UTC, and for faculty contributions to the University. Mathes talked about the Division's strategic initiatives for the FY 2023, and this office is working closely with the Vice Chancellor Yancy Freeman's efforts in enrollment management and student recruitment. There is a Comprehensive Paid Media Plan that targets local media markets. They want students to hear about the UTC brand to get them to come to our website, social media accounts, and eventually to come to UTC. Primary digital tactics include google search, AdWords, digital display and social media. It also includes signage in major venues, billboards, streaming television, etc. The university has invested in marketing positions to help academic units recruit students. These positions will visit with departments and department heads to talk to instructors about their role in the recruitment process. This plan includes a philosophical shift from "communications and public relations" to now serving campus through a marketing and brand leadership lens.

The Office for Communications and Marketing is getting ready to work on brand positioning and they will select a vendor later this year to help with this internal process of figuring out what makes UTC unique. Faculty are some of the biggest brand ambassadors. Mathes hopes that instructors will want to be a part of this work and communicate. The work will take about a year.

The Office for Communications and Marketing is doing a top to bottom audit of the UTC website. This includes both content and structure. They are working with IT to identify a vendor for this audit.

Last, another initiative is to reduce the number of mass emails going out across campus. This has already produced less emails going out to campus. The new weekly Campus Newsletter also aggregates important information for all on campus to know.

Mathes mentioned three key players in the office to know: Gina Stafford, Assistant Vice Chancellor for communications, Stephen Rumbaugh, executive director of brand management and creative content, and Sally Halloran, senior director of marketing.

Jack Zibluk discussed UTC brand identity and said it is an issue that comes up a lot. Faculty are interested in the question of what the UTC brand identity is, and they want to help. President Boyd agreed and said people are excited for these opportunities. Mathes said any instructors who want to help out should email her to connect.

#### 7. Vice Provost Matt Matthews

Vice Provost Matthews gave an update on two faculty affairs issues that are in the process of being completed. Faculty who achieved a rating of exceeds expectations should be getting letters from the Provost this week. The second thing is that faculty who completed tenure-track extension requests by early August should have received an addendum letter that explains the terms of the extension. If faculty have questions about the extensions, they should email him to ask. Faculty were emailed yesterday for faculty to request extensions, depending on when they were appointed. There is one form for faculty appointed prior to August 2022. There is a separate form for anyone appointed after August 2022. The difference is that recently appointed faculty are being asked to provide a brief rationale for the request. This is something being asked for by the UT system. If there are questions, faculty should reach out to Matthews.

#### 8. Vice Provost Lauren Ingraham

Vice Provost Lauren Ingraham reported on the status of General Education. The Reimagining Gen Ed's work is finished and the program work is in the hands of Faculty Senate. Department head approval for all general education proposals in the Curriculog workflow need to be approved by Department Heads by October 15. Faculty with existing General Education courses need to submit a proposal for the new General Education categories, and a syllabus that shows how the course is fulfilling the learning outcomes of the new General Education categories is required. If faculty are introducing new general education courses, they need to submit forms for both a new course form, and the General Education specific categories form. A syllabus is required for that as well. Existing certified courses do not automatically roll into the new General Education program.

Beth Crawford asked for a clarification on the process for program modifications or new programs. If you are doing anything that is prescriptive for General Education, that is going to be different this year. Since the General Education doesn't yet exist, you can't really say we want this course.

Registrar Joel Wells explained that this is correct. Programs that specify requirements for General Education, because the requirements have not been certified, the timing doesn't work for this cycle of program modifications. This is a bit of a challenge but will have to be worked through as courses are certified for General Education.

In the chat, it was asked that if a course is up for recertification under the '14 guidelines, should it be proposed for certification in the new General Education? Ingraham said yes put the course up for proposal to the new GE guidelines. Jenn Stewart will address recertification at a future meeting. The Gen Ed committee is not going to do anything with recertification until Spring 2023 at the earliest.

Joel Wells clarified that all General Education classes that want to continue in the future Gen Ed need to submit a proposal. Details will be coming from Jenn Stewart.

For any instructors with a question or concern, Jenn Stewart and Lauren Ingraham are happy to answer questions about the recertification process.

## **Committee Reports**

### **1. Handbook Committee (Chair Joshua Ozymy)**

Ozmy reported on the annual evaluation process. They have been gathering ideas from Academic Affairs, the Provost's office, and department heads about what outcomes people want. They hope to present some ideas at the next meeting in October.

### **2. Faculty Grants Committee (Chair Andrew Ledoan)**

Ledoan reported on the Fall 2022 round of Faculty Grants. The top 16, or 2/3, proposals were funded. Ledoan provided detailed information on this round of applications in table format (*you can find these at the end of this notes document*). Ledoan offered some observations on the proposals and the review process. Some problems with applications included: budgets were not tabulated correctly, the requested amount exceeds the stated budget available for that activity, and final report budget errors were found. Ledoan gave seven observations based on the Fall round of proposals:

- One, nearly 30 percent of the proposals had errors in their budgets.
- Two, the committee reviewed a proposal from a department head, who approved their own proposal. It was the consensus of the committee that there should be higher level administrative approval in such a situation.
- Third, the committee was unclear in the situation of a department head seeking funding in the program, as it would mean less funding for faculty currently in the RTP process.
- Fourth, the committee observed that funding was prioritized based on experience and not on job category or rank (like lecturer, assistant professor, full professor, etc)
- Fifth, the committee presents a question of whether a faculty member on leave (professional or non-professional) qualifies for funding in the Faculty Grant program. Checking in the FS bylaws and with Academic Affairs indicates that nothing precludes an instructor in this situation from applying.
- Sixth, there is a funding pool averaging \$25,000 for each round of grants. This is a lower average than the 2019-20 year (average \$48,000). Granted that we are continuing to live

in a Covid endemic, the question was put forward if the funding pool will increase to pre-Covid levels.

- Seventh, the latest revisions to the Faculty Grants application form is not on the Faculty Grants website. Ledoan will reach out to Dr. Ford to get the new form prior to the next round of faculty grants.

President Boyd thanked Ledoan for the report and reiterated the importance of having a correct budget when making a proposal to Faculty Grants.

## **New Business**

1. President Boyd moved to confirm Tammy Garland as a Member of the Handbook Committee. There were 34 approvals, 1 abstention, none opposed.

2. University Faculty Council Report (UFC Representative Felicia McGhee)

McGhee reported on deliberations on a nine-month faculty sick leave policy and gave details on the budgetary impact of a proposed new leave policy on each of the UT system campuses. It is thought that the UT system would be amenable to supporting the third of several scenarios presented. One of the tasks of the committee is how to approach quantifying the work hours of a nine-month faculty.

They have only met once, in August. If anyone has questions or feedback, email McGhee and put in the subject line “nine-month faculty sick leave.” The next UCF meeting is next Wednesday, September 21. UT President Randy Boyd will be attending that meeting, because the decision to go forward with these ideas will be made by that office.

Vice Provost Matthews asked for clarification on computing the work time for nine-month faculty. McGhee responded that in addition to the tabulated hours in the classroom, there is time outside of the classroom to consider. She hopes more clarification will come next week.

## **Unfinished Business**

1. Ombudsperson Vacancy Update (Chief of Staff David Steele)

Steele gave an update on the Ombudsperson vacancy. Since the August FS meeting, the Chancellor has appointed Vice Provost Shewanee Howard-Baptiste to chair the search committee for the position, and the search committee should be filled soon. Steele has sent a draft version of the position description and everyone is invited to review the draft document. Some changes that are expected to be implemented include: the position will be full-time instead of part-time, and the reporting structure (going through the Chancellor’s office) will mirror national best practices and is similar to what is in place at UT-Knoxville. Steele noted this is an opportunity to respond to faculty and to make a meaningful impact on the culture of the campus.

President Boyd asked if there is a timeline for filling the position. Steele responded that there is not at this point, due to some of the unique challenges in this particular kind of position search. There is a possible interim solution that may be put forward. They are trying to fill the position

as quickly as possible. Steele said that he would forward the draft position description to President Boyd for internal review only. It should not be posted on a website.

Faculty were reminded to contact Vice Chancellor Stacy Lightfoot, Vice Provost Shewanee Howard-Baptiste, or David Steele for assistance in the interim until a new Ombudsperson is in place. Faculty should also access the resources they currently have in place that are described in the dispute resolutions guidelines in the faculty handbook.

## 2. Faculty Wellness Resources (Assistant Vice Chancellor for Human Resources Laure Pou)

Assistant Vice Chancellor Pou explained the Employee Wellness program page on the UTC Human Resources website. Resources are in two categories: EAP (employee assistance program) benefits, and Behavioral Health benefits. Optum is the provider for employee wellness. EAP is the resource used most often. This program provides free benefits to all employees, their spouses, and their dependents. There is a crisis option for help in the moment, people can call 24/7. Five therapy sessions, focused on a particular concern or issue, are available for all employees, in a calendar year, at no cost and is completely confidential. Pou talked about what constitutes the parameters of an “issue” or concern that determines when the five sessions might be used, since this is a question that is often asked.

In terms of the Behavioral Health benefit, this extends the benefits of the EAP program. This allows employees to continue utilizing services accessed in the EAP program.

In the chat a question was raised about adjunct access to these benefits, and Pou clarified that they are eligible to access these resources. Temporary faculty, which is the category that adjuncts are part of, are eligible for these benefits. If someone has trouble accessing these programs they should reach out to Human Resources for help.

Pou mentioned that UT Cares (423-425-CARES) is a program that faculty can utilize, and the report of concern is also an option if there is concern regarding any faculty or staff. There is a new employee wellness initiative that Dawn Ford is working on. There is a listserv that was announced in a recent Campus newsletter email (9/13/22) that people can sign up for if they want to be involved in that new initiative. Ford mentioned that she would like to hear from instructors about their ideas regarding wellness and future programs. One job category that her team is focusing on in terms of resources on wellness is hourly employees.

It was mentioned that adjunct faculty do not have Optum cards. Pou noted that they should call the number that is listed on the EAP website in order to access these benefits. That is not a barrier to access.

## 3. Faculty Work/Life Balance

President Boyd discussed her desire this year to look at faculty work – life balance, and to develop a workload policy, in conversation with Academic Affairs and the Faculty Senate.

Boyd presented the results from a TUFTS (Tennessee University Faculty Senate) survey conducted in 2021, and several recent surveys conducted by Faculty Senate, related to work/life balance (*these slides are available at the end of this document*). These surveys show that faculty feel over worked, and many neglect time with their families so that they can keep up with work.

Boyd asked if we could put together some appropriate guidelines regarding faculty work/life balance. She would like to convene a small committee of faculty that would like to work on this. Interested persons should email President Boyd before the next Faculty Senate meeting, and this will be discussed more then.

## **Faculty Concerns**

Lucy Schultz asked if the Faculty Senate will be discussing other aspects of faculty wellness in future meetings. President Boyd responded that yes, we hope to discuss issues like workload and mental health. This year she wants to spend time focusing on faculty wellness.

Schultz asked about faculty retention and attrition, and mentioned that several colleagues have recently left UTC or left the profession in general. Is this a national trend? Is this related to workload, or work-life issues, that we are facing? Do we conduct exit interviews when people leave? It seems like there has been a lot of faculty turnover.

Provost Hale responded that we are losing 7-8 % of the faculty each year, and this is not out of line with other places. It doesn't seem to be higher this year. There are efforts to do exit interviews but not all take advantage of that. Assistant Vice Chancellor Pou affirmed this and mentioned that all faculty are emailed a survey that is an exit interview and few complete this. She also said that all faculty are offered an in-person exit interview option. Felicia McGhee said that faculty that she knows that have left UTC feel that they will not be heard and it is not worth their time to complete the emailed exit survey.

CAS Dean Pam Riggs-Gelasco reported in the chat some themes in recent CAS departures: an amazing opportunity for the person, or the faculty member following a spouse to a new job, or returning closer to aging parents.

Hannah Wakefield reported a concern that has been brought to her about the timing of book orders at the Bookstore. This year the deadline is October 1 for Spring 2023 courses, which is three weeks earlier than last year. The concern is that this deadline is moving earlier and earlier, and that means that we are planning Spring classes earlier and earlier in the Fall. Another concern is if faculty are involved in conversations with the Bookstore about these processes. President Boyd echoed these concerns and wondered if the earlier deadline was related to a shorter winter break this year.

Vice Provost Matthews brought up that the Bookstore is concerned that students are aware of the book costs of their classes when they are setting up their schedules. He thinks the Bookstore is trying to be proactive and not punitive to faculty. The Bookstore struggles with some faculty and departments that submit their book orders as late as the week of the start of classes. He



mentioned that he could facilitate managers at the Bookstore to speak with Faculty Senate. It was affirmed that faculty are not concerned that this is punitive, but the concern is that communication channels are there and a solution could be forged that would accommodate both perspectives.

Felicia McGhee reported a concern about a Covid positive student being present in class, after they had been notified of a positive test result. McGhee reported that this faculty is an adjunct and is concerned and is not feeling supported. Brett Fuchs mentioned that we cannot prevent students from being in class if they are Covid positive, per state law. Students are verbally encouraged not to attend class if they have Covid, and they are texted his at well. They are encouraged to reach out to their instructor when they aren't able to attend class.

Someone in the chat mentioned that Faculty Senate could set up a virtual suggestion box regarding faculty wellness. President Boyd said this is a good idea and it would be worked on.

**Announcements**

The full faculty meeting of the Faculty Senate is September 26, on Zoom. More details on that are to come.

The State of the University is tomorrow at noon on Chamberlain Field. Everyone is welcome.

**Adjournment**

Susan Thul motioned to adjourn at 5:24 pm, and Stephanie Devries seconded.

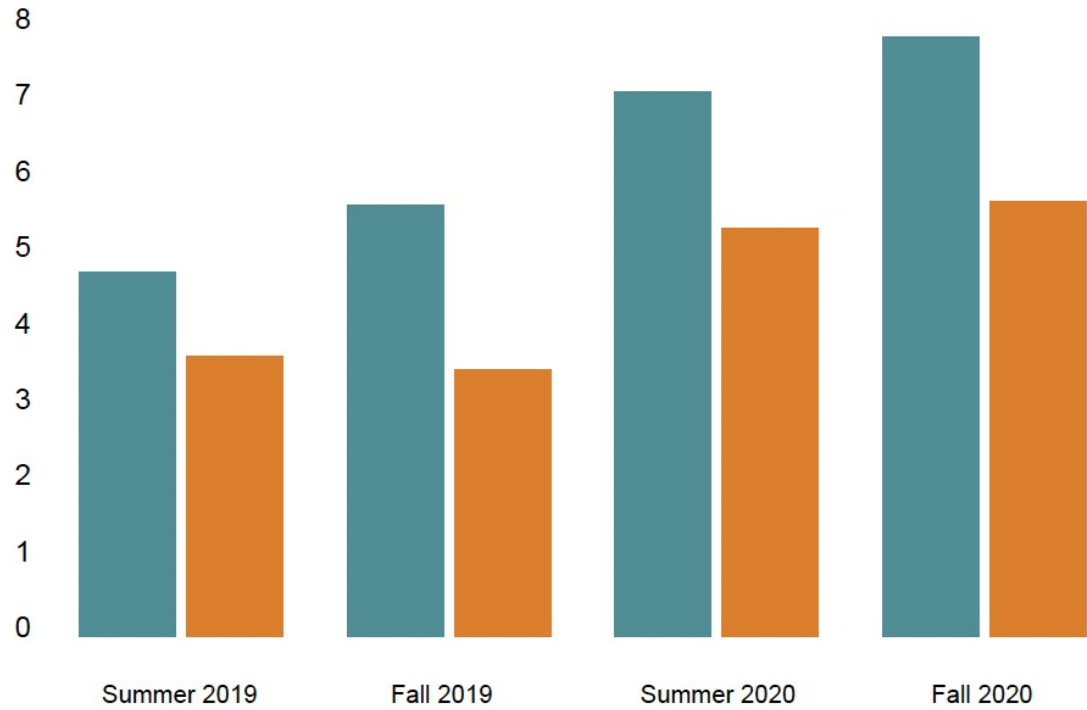
Senator Name	Role	9-15		Senator Name	Role	9-25
Sara Knox	Beh Sci NTT			Dave Locander	BUS T/TT	X
David Croft	FA NTT			Nishani Vincent	BUS T/TT	X
Dominic Heinrici	HUM NTT	X		Ignatius Fomunung	EMCS T/TT	
Devori Kimbro	HUM NTT	X		Hamdy Ibrahim	EMCS T/TT	X
Lucy Schultz	HUM NTT	X		Erkan Kaplanoglu	EMCS T/TT	
David Debter	MS NTT			Mengjun Xie	EMCS T/TT	X
Hadley Holcomb	MS NTT			Beth Crawford	CHEPS T/TT	X
Todd Dockery	BUS NTT			Bernadette DePrez	CHEPS T/TT	X
Alycia Franklin	BUS NTT			Brooke Epperson	CHEPS T/TT	X
Chang Phuong	EMCS NTT			Christopher Hansen	CHEPS T/TT	
Elicia Cruz	CHEPS NTT			Marissa McElrone	CHEPS T/TT	X
Matthew Grubbs	CHEPS NTT	X		Susan Thul	CHEPS T/TT	X

Rachel Nall	CHEPS NTT			Dunstan McNutt	Library	X
Sherah Basham	Beh Sci T/TT			Chantelle Swaren	Library	X
Emma McDonnell	Beh Sci T/TT			Cecelia Wigal (CECS)	At Large	X
Josh Ozymy	Beh Sci T/TT	X		Jack Zibluk (CAS)	At Large	X
Stephen Mandravelis	FA T/TT	X		Courtney Crittenden (CAS)	At Large	
Lee Harris	FA T/TT			Yingfeng Wang (CECS)	At Large	X
Sybil Baker	HUM T/TT	X		Laura Tyndall (CHEPS)	At Large	X
Joseph Jordan	HUM T/TT			Darrell Walsh (CAS)	At Large	X
Heather Palmer	HUM T/TT	X		Oren Whightsel (CAS)	At Large	
Hannah Wakefield	HUM T/TT	X		Jodi Caskey (CAS)	At Large	X
Sandra Affare (CECS)	At Large	X		Jason Medeiros (CECS)	At Large	X
Fernando Alda	MS T/TT			Jennifer Boyd (CAS)	Exec Comm	X
Stephanie Devries	MS T/TT	X		Donald Riesing (CECS)	Exec Comm	X
Roger Nichols	MS T/TT	X		Tammy Garland (CAS)	Exec Comm	X
Han Park	MS T/TT	X		Marcus Mauldin (CAS)	Exec Comm	
Dileep Dileepan	BUS T/TT	X		Jaelyn Michael (CAS)	Exec Comm	X

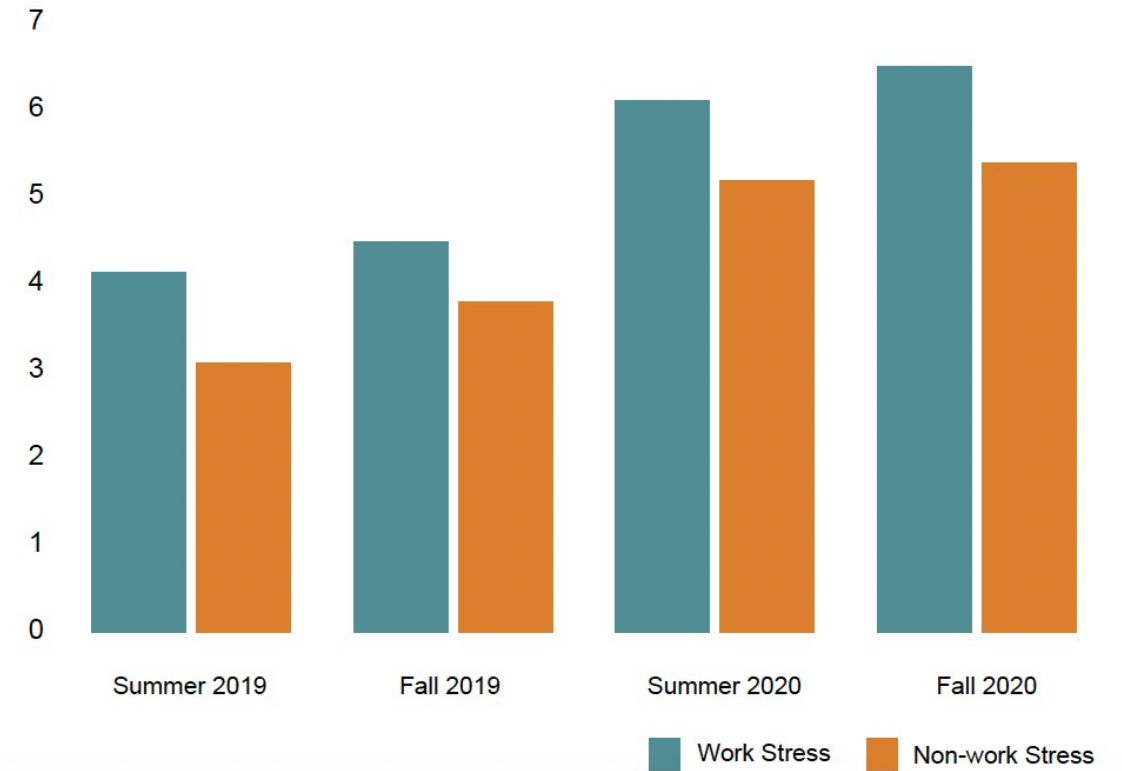
Faculty Rank	Professional Development	Research & Creative Activity
Lecturer	1 applied 1 funded	
Assistant Professor	7 applied 4 funded	1 applied 1 funded
Associate Professor	6 applied 3 funded	1 applied 0 funded
Full Professor	5 applied 5 funded	3 applied 2 funded

1	A	B	C	D	E	F
2	Faculty Rank	Budget	Adjusted Budget	Requested Amount	Adjusted Requested Amount	Award Amount
3	Lecturer	\$2,523		\$1,323		\$1,323
4	Assistant Professor	\$1,500		\$1,500		\$1,500
5	Assistant Professor	\$1,500		\$1,500		\$1,500
6	Assistant Professor	\$2,390.97		\$2,390.97		\$2,390.97
7	Assistant Professor	\$1,499.82		\$1,539.82	\$1,499.82	\$1,499.82
8	Assistant Professor	\$2,458		\$2,000	\$1,500	\$960
9	Associate Professor	\$1,818.85		\$1,500		\$1,500
10	Associate Professor	\$1,324.07		\$1,324.07		\$1,324.07
11	Associate Professor	\$1,042.56		\$1,042.56		\$1,042.56
12	Full Professor	\$1,500		\$1,500		\$1,500
13	Full Professor	\$1,724	\$1,668.60	\$1,500		\$1,500
14	Full Professor	\$2,000		\$1,500		\$1,500
15	Full Professor	\$2,271.21		\$1,771.21		\$1,500
16	Full Professor	\$3,626		\$2,500		\$2,500
17	Full Professor	\$36,298	\$21,298	\$2,500		\$2,500
18	Full Professor	\$2,500		\$1,500		\$960
19				\$26,892	\$26,352	\$25,000
20						
21	Assistant Professor	\$1,383		\$1,383		\$0
22	Assistant Professor	\$963.50	\$1,883.50	\$963.50		\$0
23	Assistant Professor	\$1,995	\$1,695	\$2,000	\$1,695	\$0
24	Associate Professor	\$2,280		\$2,280		\$0
25	Associate Professor	\$1,100		\$1,100		\$0
26	Associate Professor	\$675		\$675		\$0
27	Associate Professor	\$249		\$249		\$0
28	Full Professor	\$3,068		\$2,500		\$0
29				\$38,042	\$37,197	

## Stress Levels - Full-time Faculty

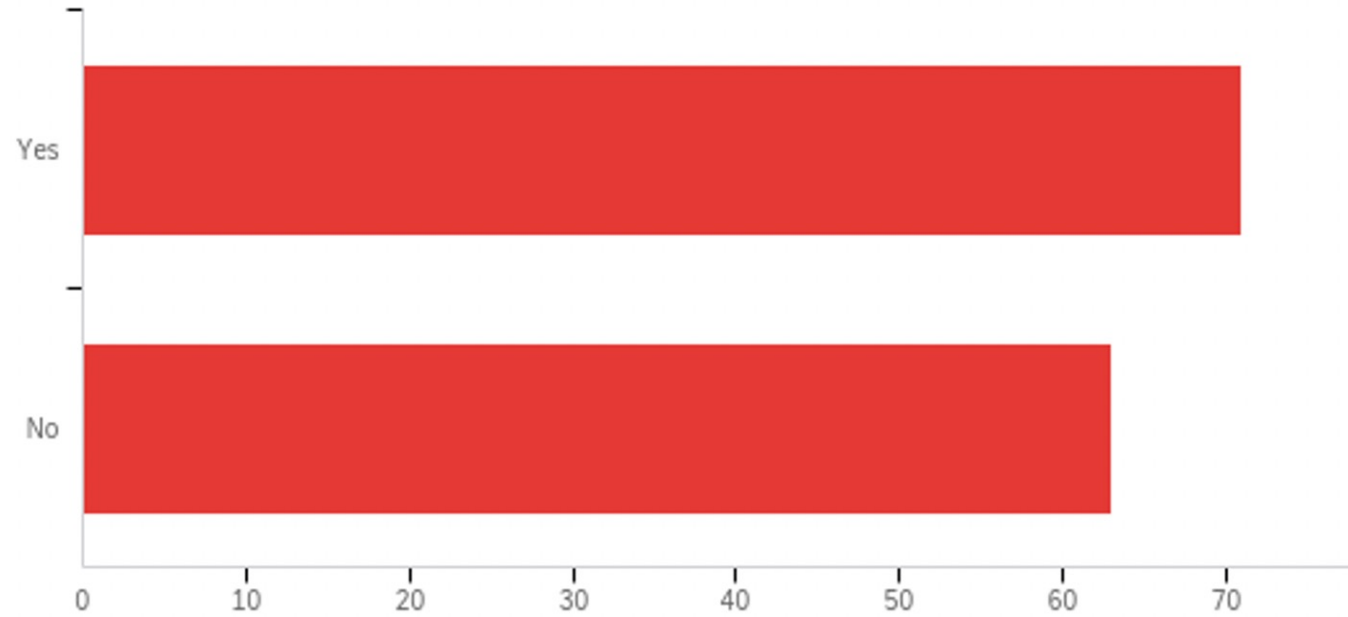


## Stress Levels - Part-time Faculty



Source: TUFS 2021

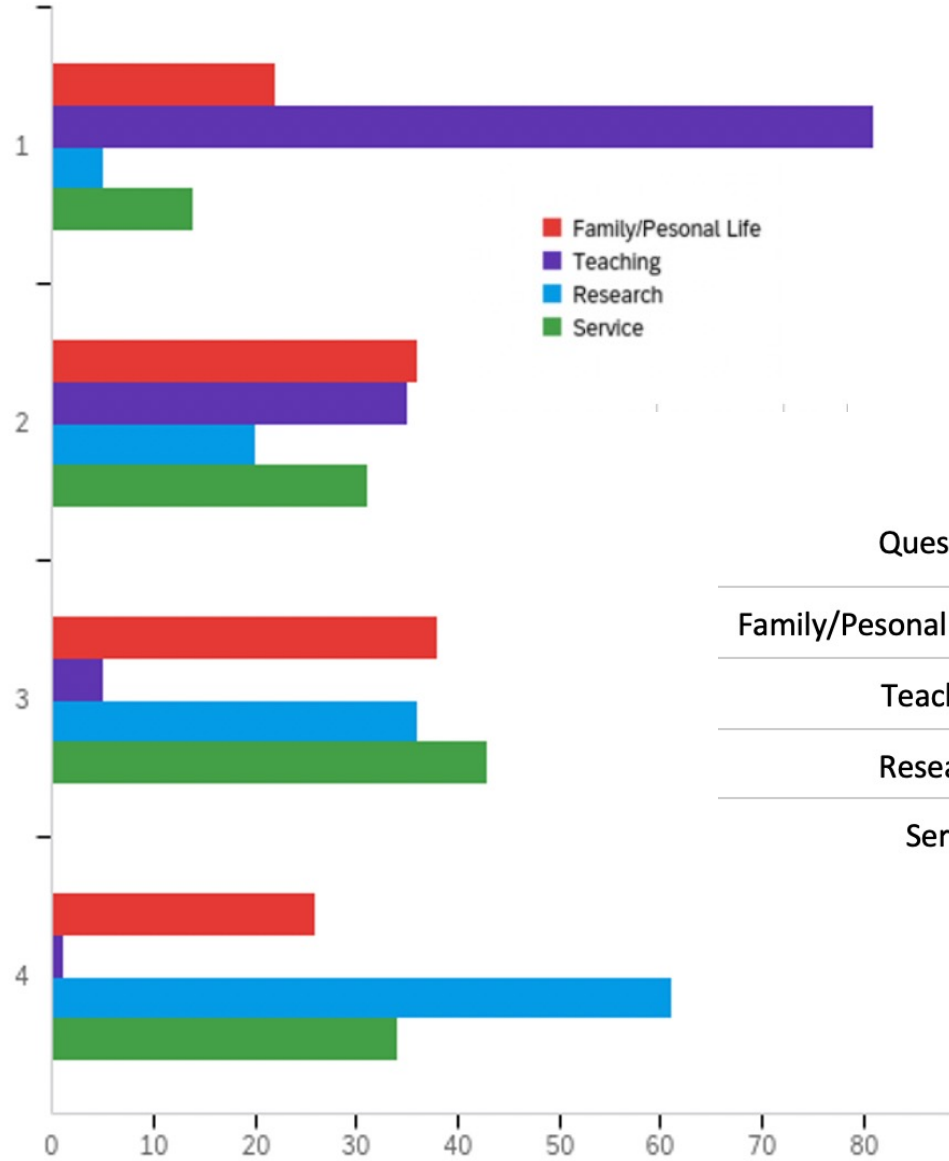
## Are you able to find balance in your home/work life?



Answer	%	Count
Yes	52.99%	71
No	47.01%	63
Total	100%	134

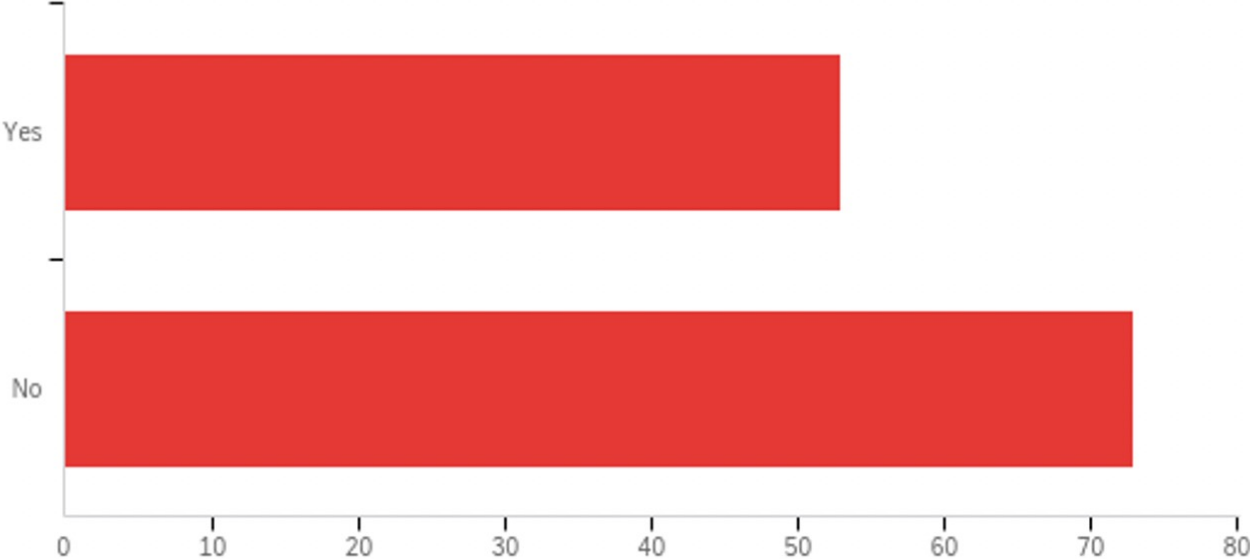
*Source: UTC Faculty Senate, 2022*

## Rank the order in which you allocate the most time during the week:



Question	1	2	3	4	Total				
Family/Personal Life	18.03%	22	29.51%	36	31.15%	38	21.31%	26	122
Teaching	66.39%	81	28.69%	35	4.10%	5	0.82%	1	122
Research	4.10%	5	16.39%	20	29.51%	36	50.00%	61	122
Service	11.48%	14	25.41%	31	35.25%	43	27.87%	34	122

**Does campus leadership promote an environment that allows you to find balance in your career and personal life?**



Answer	%	Count
Yes	42.06%	53
No	57.94%	73
Total	100%	126