

**Faculty Association**  
**Spring General Meeting**  
**Thursday, January 14, 2010**  
**3:00 p.m. CSU 253-4-5**  
***Unapproved Notes***

Attendance fluctuated throughout the meeting, hitting a peak of 120.

FA President Don Larsson called the meeting to order at 3:14 p.m.

**1. Minutes of the General Meeting of August 18, 2009. Schneck/Keating. Motion passed.**

**2. Officers' Reports:**

**a. President** - Larsson: Two items: i) I just found out today that the Board of Trustees will be in Mankato on Feb 1, 6-8:00 p.m. in CSU 253. I plan to attend and others are welcomed. ii) Pat Arseneault, the IFO state grievance officer, and Connie Howard, general counsel for IFO, will visit campus and hold several meetings. This date will be announced soon.

**b. Vice President** – Grabowska: We have one grievance pending and it will not be settled on campus. This may affect members who teach on ITV. There are different multipliers for teaching graduate and undergraduate classes but with ITV, MnSCU only recognizes one. Our local administration will review this but will probably shift it up to MnSCU.

**c. Treasurer** – Visser: We have about \$3,000 in our account. The allocation process has changed so any request for expenditure goes to the Executive Committee. We are trying to be responsible about your money. We're doing well. We don't have quite as much as in past, but we are trying to be responsible.

**3. New Business/Discussion Items**

**a) State/ MnSCU /Mankato Budget Update** – Larsson: Many of you have heard details before but let me run through the background that leads up to this point. Then we will look at metrics in detail. Where did this all begin? We had a round of budget cuts last year as the State was facing a large deficit. We made cuts but there was no retrenchment. This didn't bring us out of the woods. As described by VP Rick Straka, the federal stimulus money bought us some time. We didn't see serious cuts this year because of that. Next year that money goes away; however, Straka indicates we have enough in reserve to cover immediate contingencies. There are some uncertainties; the State still has a budget deficit to make up. If the University is hit, the reserves should cover this. But a Ramsey County Court recently ruled that Pawlenty's rejecting allotments authorized by the legislature was unconstitutional. Pawlenty is appealing this decision and the case will probably go to the Supreme Court. Everyone wants this resolved quickly but the outcome might throw this year's budget into turmoil.

The big problem is the anticipated deficit of \$5.2 billion in the next biennium; 2012-2013. Part of it is because some of this year's budget issues were pushed to next year. The economy is recovering but slowly. Part of the problem is that baby boomers, like me, are retiring and their demands for health care and pensions are increasing while the number of people paying into the system is decreasing. This is not a pleasant scenario. Based on projections, Straka estimates that MSU's share of the debt could be \$6-11 million. This equates to anywhere from 60 to 100 full time positions based on full time person with benefits. That's a lot of people. Faculty salaries and benefits make up about 80% of the university's budget. The BESI's, offerings of retirement incentives, were taken by about 35 people on campus. Of those, about 22 were faculty members. Two people have since withdrawn

their offers. These will be finalized on Jan 29. That's good and buys us about a million dollars but there is still more needed.

Right now, looking at the MnSCU system, there are mixed reactions. These range from a measured response that is trying to be open, to denial and chaos. Moorehead's administration initiated retrenchment last year but they didn't have to do it. The only other campus doing anything strategic is St. Cloud. The "waterfall" or "abyss" or "cliff" (whatever you want to call it) of 2012 could get better but most don't think it will be much better. It could get worse or it could play out as expected. Any questions on these topics?

Bevacqua – Don, as far as you know, will the BESI retirements reduce one for one the retrenchments? Larsson: Some of us make more than others. Some probably need to cut 1 & 1/3 or even 2 firings to make-up for BESI salaries. Of course some BESI's only got the differential in pay over a replacement. Bevacqua: Where did most faculty fall? Grabowska: There was a preponderance of B's. Larsson: Several decided to take the retirement next year, deadlines got extended. Grabowska: Excuse me; it was the C's (the BESI's with additional considerations) that were the most preponderant. The A's, those that finish this year were next. Some of the C's asked for extensions into the summer or for an additional year. This is the preponderant group. B's, those whose positions are going to be replaced, was the smallest group. Larsson: Other Questions?

**b) Program Evaluation/Suspensions/Closure Process** - Okay, a little history. Beginning last fall we agreed that we do not want cuts across the board, no one wanted this. The decision was made to cut by program. In reality, that is how things play out in retrenchment anyway. The question becomes how do we identify which programs receive cuts and if so, how much? There were extensive communications via many meet and confers. There was a massive 3 hour workshop, involving the 3 main meet and confers plus administration and different processes were reviewed.

BESI's were determined by credit hour productions. In program cuts there are more criteria. 1) *Credit Generation* is an important one but also: 2) *Cost of Program* (could be related to age of faculty, market-value of faculty members or other program expenses like equipment), 3) *Centrality to Mission* which is a little bit vaguer but, as said by the Provost, if MSU was reduced to the bare bones, what is really need to operate a university? Or what programs are more tangential to the mission or those in between. 4) *Employability* which some departments may have data for but others may not, and 5) *Quality* where there are specific ways this will be measured as identified in the metric.

You are seeing the draft of the metric that is being distributed to the entire University. Any questions about the process? Sanchez: Has the FA assisted in developing the metrics? Larsson: Yes, through the meet and confer processes. Sanchez: Is this the mission of the FA. Larsson: Yes, as the voice for the faculty in shared governance. There are different philosophies about this, such as dumping everything into the hands of the administration. But we want an active voice in everything that affects our lives at this university. Sometimes we have to remind the administration that we are involved in activities they may not know about. And there is a point where we have to say, that's it. We've gone as far as we can go and now you have to do it.

Keating: On Step 3, under quality it states Article 22 is related to excellence. Our departments are not going to be asked to pick and choose among our probationary faculty, are we? Larsson: No, this is not what we should be doing. Within your department you can say you want to create or change a program. But these are only recommendations to the administration. We cannot say that other programs should be closed. Within Article 22, we talk about own programs but we can't name or criticize other programs.

Flannery: Besides MN transfer programs what other programs are mandated? Larsson: That is a good question. Let's look at the metric. The criteria are linked to a series of steps. This is how the administration has created this particular process. The Provost is adamant that this is not a perfect process. This was introduced and discussed with faculty chairs last week.

1a. State mandated programs, this is what Brenda was talking about. These programs could still have some cuts and could include retrenchments. As to the kind of program, I don't have one at hand. The MN Transfer Curriculum has certain mandated courses but, with possibly some exceptions, it doesn't mandate the existence of a department or program to fulfill these. More to the point, one of the mandated missions for MnSCU is to train teachers for the State. So, education programs are not immune to cuts or reorganization but they may have some level of safety. 1b. The Governor can't mandate without legislative authority but if it is on paper, if it is a statute or a MnSCU policy, then you have something the mandate speaks to. Most on campus are not mandated. Step 2-This is where the criteria kick in and they are going to be used to evaluate programs and separate them into 3 groups. They are: 2a. Likely to be eliminated: high cost, low enrollment. Those who are mandated can't be in this category. 2b. Likely to have reductions in programs and staffing budgets, most will be in this category. 2c. Unlikely to have substantial cuts at this time, typically low costs and high enrollments. Many of you can guess where your program may fall but I wouldn't take anything for granted.

So how are departments placed into these categories? This comes back to the criteria developed. What the Provost has been working on, and is reviewing with the deans, is a huge spreadsheet. So what is a program? There are several different ways to do it. It could be done within the department where the catalogue describes programs. But these don't match MnSCU categories and rosters vary extremely. The Administrated is using CIP codes, an 8 digit number that describes program in MnSCU's inventory. Some programs are individual to one department. Many have one kind of program but also a graduate program or a general ed and there are a number of departments with multiple programs in them. Sometimes programs are lumped together, sometimes they are separated. This process varies from campus to campus. It is hard to find comparable programs for all on campus.

All programs, one by one, should be on the spreadsheet. Each program will be listed horizontally with the measured criteria. There will be six columns with plusses, zeros, minuses indicating above average, average or below average. For example, there will be columns addressing cost measurement. How do we measure costs? Our administrations will compare to other institutions in cost study. This is a massive document put out by MnSCU. We have pointed out that not all will be valid. Presumably, these are comparing apples to apples but that doesn't address differences between Honey Golds to Honey Crisps. The particularities or values of a particular program might be better measured by other states. So, when these measures come about, departments might want to look at valid comparisons. We can point to where data exists to back that claim. SCH/FTEF = majors, headcount. The most basic way is full time, adjuncts, etc to determine how many faculty are in one department. This is the recommendation of one of those big workshops. This is cost measurement.

Proctor: I have a question about courses. Are you talking about research and independent studies? Are they included or just courses like biology 404? Larsson: Whatever you find in the data book. That excludes thesis hours, independent studies etc. Bevacqua: Many colleges have gender studies and women studies programs but nobody has what we have. Larsson: Good point. I urge you to say the comparison is not valid. Remember, departments cannot attach documents but you can use hyper links. Flannery: The six digits, does it stay at the parent level or get more specific? Larsson: MnSCU's definitions, on their Policy and Procedures page you can find the one about defining programs. I think it is the parent program level. Schneck: The last few years we have seen the on-

line courses with differential tuition. Will this be addressed or not? Larsson: It is being addressed. There is recognition of tuition differentials. Frank: We started a master's program last year and our program expanded. Which data book are they using? Larsson: Officially, the 2008 data is being used but again, that can be a part of departmental responses. 2009 hasn't been officially posted across the system. Okay to move on?

Enrollment measurement is measured by student faculty ratios and growth trends projected forward. How do you know that? Some have good data about further growth and demand for majors. In other cases it may be harder to come by. Another factor might be the number of majors or low enrollments in upper level courses. This will be scrutinized. The other area in terms of enrollment is sustained or enduring high enrollment in excess of target. This is referring to the variable standard lines for departments. For some, this hasn't been revised for quite a while. We are only going to be measured not by how we are going to grow but how we have been growing.

Fitzsimmons: They are only looking at fall and spring but not summer in data book? This is a problem for programs that are year round. In our graduate program they are required to take 8 hours each summer. Growbowska: That's a great question. Marg: Steve Smith said that in MnSCU cost study, summer is included but in cost analysis it may not be. Larsson: Good question and issues to watch for. Once Step 2 is complete, first emphasis is on financial. How many credits, how many majors, how much cost for your program? The idea is to reduce the debt for the university but then other criteria kick in. In mid-January information will be provided to departments, probably not later than next week. Grabowska: Next Thursday, according to the Provost. Larsson: Time limited and word limited feedback can be made from the departments. How a program relates to the mission should be a strong factor and relationship to strategic priorities such as ones under development. This is still looking towards the future. Then there is relationship to supporting other MSU programs. We have many of these through gen ed or others. J. Veltsos: Before we are making arguments, are these two different arguments? Larsson: Yes and you should treat them as separate issues. Parts are qualitative measures but there are also quantitative measures. Not much room to do that, cross references can be made. Fitzsimmons: I want to clarify, there are two different responses? Larsson: No. Fitzsimmons: How did we get to this? Larsson: This will require much work. Fitzsimmons: Was there discussion on this, did the FA agree to this. Larsson: Administration wants to keep this on an even playing field, everyone bringing in same document. 600 seems low to me. Fitzsimmons: I agree to having a limit but did the FA have any input on this? Grabowska: Not much. Romas: 600 for each program? Larsson: Yes, it's per program. Sanchez: Who is going to read this? Larsson: Provost Olson, Warren Sandmann and the respective dean. Handke: If you are doing well on the first part, do we have to write something? Larsson: No, it's like article 22. If you have a good report no need to write back. Handke, If you don't do it will they downgrade you? Larsson: I don't think so. Handke: If you are above the line, can you drop? Larsson: No, I don't think there is an advantage to respond in this situation. They aren't likely to have time to respond. Sizemore: Didn't you say if a program is in Category C they aren't going to look at them? Larsson: Those who are immune from substantial cuts probably won't have to do much at all. Still there might cuts in your M & E accounts. But category C's probably won't need to issue a response. Keep in mind most are going to be in the second category.

Cronn-Mills: You mentioned variable credit standards. They fluctuate greatly. No one can tell me how that target was determined. How fair is that? Larsson: Good question. It continues to bedevil us. We are told that it is the best data we have at hand. Cronn-Mills: But there is a difference between the data at hand and the targets? Larsson: That could affect how a department crafts its argument. How do you determine quality, by accreditation or program review? Originally there were qualifications. But the FA argued that some are more substantial than others. The evaluation is based on outside validation by reviewers or accrediting evaluators. Article 22 excellence refers to

criteria areas. How does the program stack up in indicators of excellence of teaching, scholarship, advising and so on. Grad school outplacement. If programs are geared towards moving elsewhere, what's the track record? We call ourselves a doctoral institution. National awards or recognitions. Employability, this is easier to track for some departments than others. Departments can enter their own data. Demand data: refers to students lining up to get into programs because of prospects for employment after graduation. Further questions?

Schneck: There are national trends in many areas. So what if there is a national need but not demand in Minnesota? Larsson: Some of our programs do well nationally but may be regionally isolated. This can be in the responses. Departments can respond about their particular situations. There are trade-offs made, like big lecture classes pays for smaller classes, or reassigned time for graduate supervision. Departments can provide more recent data if available. Programs can do comparisons with non- MnSCU schools. These will be due on Feb 5 at 5:00, no appendices. Hyperlinks can be used. Try to summarize points. Again, only responses from 2a or 2b will be reviewed before March 1. Romas: Would a hyperlink be considered an appendix? Larsson: Want to summarize data, but not much room? You can use it as a citation to back up what you are saying.

Larsson: What happens in the decision stage? Arguments will be reviewed by Provost Olson, Warren Sandmann and a dean. Some programs will be re-categorized by this process. Some programs may be combined, and some may be spun off for funding purposes. The final list will identify the type of reduction, non-salaried cuts, and staffing reductions which might include non-faculty people as well. And program elimination. Financial cuts made this year will be included in the analysis but not those from last year. This is where deadlines will kick in. However, students will be allowed to finish. Most will need 1-3 years to get through pipeline. Staffing reductions will be measured over time. But if things get better they can be reinstated. But FA has said that if students are leaving because of closings, it will be difficult to recreate programs. This is something we need to be cautious about.

Officially March 1 is deadline for program changes. According to the schedule, right now is campus-wide review of programs using the metrics. Next meet and confer is in two weeks. There will be discussion of possible changes to seniority rosters. They must meet March 1 deadline. Feb 25 is the end of the process. Then March 1 is the deadline for the re-designation of programs and seniority rosters. The retrenchment process, the layoff of probationary or tenured faculty, has contractual deadlines as well. The official process has to be followed.

**c) Retrenchment Process** - Larsson: Let me review the process of retrenchment. The first group in a program that would go is non-permanent faculty: fixed terms and non-tenure tracks. Then it goes to probationary faculty and there is no priority here. Then, once it hits tenured faculty, reversed seniority is followed. There is one other category of faculty, those who have 20 years or more of service and this is a "super-tenured" category. They will not be retrenched but have 3 years and then they could be let go.

Anderson: Must you lose all of your adjuncts before fixed term, all fixed terms before probationary? Larsson: Yes. Anderson: Who decides which person goes? Larsson: Administrative decision made by a dean and the provost. Flannery: What is meant by the notification of faculty entering their third year or later? Holmes: My understanding is that they would be guaranteed 3 years. I think the language can be read in that context. Larsson: Retrenchment makes it a bit different. Once it is announced, you are done at the end of May unless something changes. There are some changes with that in that a first year faculty member would get a year. People who have served one year, in their second year, they can be let go that next year. Holmes: I don't know if that is right. We probably need to check on it, it's a funny area. Larsson: We'll check on that with Pat and Connie.

Let's review the deadlines. Sept 20, 20 class days from start of fall semester. My guess is those will come out earlier. November 1 is the retrenchment of first year faculty entering their second year. No extra year grace period. Anderson: Why would we cut people funded from external sources, unless a program is being closed? Larsson: We need to talk to Connie and Pat about that. This may be contractual language or state law. Romas: As this process unfolds, the media will have tendency to describe events as they will and make them more accurate later on. What provisions have been made to keep the media informed? Larsson; Yes, there's a mixture of benefits here. Given the circumstances, everyone is trying to make this as open and transparent as possible. This runs the risk of misunderstandings. It behooves us if everyone approached by the media refer them to appropriate sources such as the FA, department chair or administration. Pickar: With the Aug. 1 announcement of retrenchment, what effect will retirements have on this? Larsson: It depends. All kinds of things could change. Maybe more people will decide to retire or other things that will reduce your costs. Anderson: The deans are already falling behind on these deadlines. Our dean said it is not coming out until the 21. Larsson: Some deans are more prompt than others. Administration will not be happy with those who delay. Visser: Can we talk about the seniority lists?

**d) Seniority Rosters** - Larsson: If retrenchment has been announced in your program, where is your seniority? We have seniority rosters that are to be reviewed every 2 times every year. The administration has right to change rosters if done by March 1 and the FA has the right to respond. Every college has unique situations with their department rosters. For example, some programs ceased to exist in name but the rosters still exist. Right now the deans and Warren are reconfiguring the rosters. The results should be more aligned with reality for most of us. Phantom departments may disappear but all should see your names on a roster somewhere. Make sure that happens. If credited with 3 or more years teaching in another program, this too, should be noted. Some are chaotic because of grievances or laws suits in the past. That's the next step, concurrent with identifying programs for cuts. Handke: Some programs have been created out of other programs. Are you saying if second younger program is eliminated faculty will not have the right to bump others? Larson: That's probably accurate. Schwartzkopf: When will new rosters appear? Larsson: We should be seeing drafts soon. Schwartzkopf: Is there a process for their review? Larsson: They have to be brought to meet and confer. Let me speak to Gretta's issue. No matter where placed on a roster, the years of seniority will be the same. The difference is who is going to be added above or below you. A department of 3 people is more liable than a department of 17 people. Each situation is individual. Sanchez: Creation of new department is an administrative prerogative. Can they create two and then retrench one? Larsson: Theoretically yes. Handke: That brings my question. Do you have the right to bump back to old department? Larsson: Only if co-listed. Handke: This is fairly hard time to redo the lists. Some in a new program may be out on a limb. Larsson: Yes, it will have ramifications either way. Severns: Have you had any indication that they are going to carve up seniority by CIP code. Larsson: Probably, trying to make seniority rosters as well. Severns: They may make 1-2 members program if they do this. Our department has more CIP codes than faculty. Larsson: Programs may be made to be consistent with programs. Grabowska: There is no attempt by administration to target seniority by employing MnSCU inventory to divide create access to senior faculty. Anderson: Most is not grievable, is any of it? Larsson: Placement in roster and number of years can be grieved. Use of roster for retrenchment cannot. Tomany: It seems strange that these two events are happening at the same time. Larsson: As long as they meet the official deadlines, they are okay. Fitzsimmons: Did this process prompt changes in the seniority rosters? Larsson: It is supposed to be done every year. Grabowska: No doubt that is true. Seniority rosters exist for this type of situation. So because this hadn't happened, actual rosters went lapse. For example, in the College of Education, Curriculum and Instruction has a roster but there is no department. Now they are now paying attention to these rosters. Larsson: There were some lawsuits that also affected

creation of some rosters. Blom: You should know that C & I folks listed in that roster are teaching elsewhere. Larsson: This was made known to the administration, and they had a hard time getting their head around this.

Okay. That's most of what we can speak about this dismal process. As always, if you have individual or programmatic issues, please contact me or Jim or your college representative. We do have IFO folks coming down. The administration recognizes the pain of this situation but we are all trying to make sure we are playing by the rules

**e) Administration Searches/Changes** - Keating: The President said there will be more administrative changes. Larsson: Soon we will have interviews for a new dean of Arts and Humanities. We have a new HR director. We'll help her to learn her job. With the reorganization in diversity, Mike Fagin will return to the faculty. Linda Duckett is the acting head and we will have an internal search for an interim. I can't speak with specificity but the President said he is looking at one other division where he will make changes. These announcements will be coming soon. I want to point out that eliminating the Vice President of Diversity does not save a lot but it is intended to be a more effective way for university to meet its diversity goals. Anderson: Is the decision to use two year old data book common knowledge? Does FA have a position on this? Larsson: Newer data is better but advantages vary by departments. Newer data can be included by departments in their responses. Fitzsimons: Is athletics a part of this? Larsson: As an academic program functioning through human performance, it could be affected. Folsom-Meeks: The only relationship is that they teach some of the activities courses. Larsson: We may see additional changes but major sports are said to be money makers. Coaches are all IFO members as well but they have term limited contracts. Syed: Any idea how Metro state and other states schools are responding? Larsson: It is all over the place. Metro isn't doing too badly but most of their faculty is community faculty. They have more protection than adjuncts. The other universities vary. St. Cloud has created a strategic program assessment but has not yet mentioned retrenchment. Moorhead has gone through some battles and they may have more. Bemidji doesn't know what it is doing. Grabowska: Don forwarded these metrics to the IFO and they got sent to the other campuses. We don't know much about other schools, but they are not immune. Larsson: There may be some presidents in denial. Syed: Are we the only ones doing something? Larsson: Is this something statewide or campus by campus? Sometimes MnSCU insists upon consistency but sometimes autonomy is a good thing. At times it divides us statewide. Most of us would say that Mankato has advantages but there are tradeoffs.

Wagner: Have we ever considered a 5 % cut in salary to save people's jobs? Larsson: To do that would require a change in contract or letter of understanding. State IFO doesn't want to do that. Wagner: Could we do that here? Larsson: Not if IFO won't do it. Where furloughs have been used, such as in California and Wisconsin there have been mixed results. We need to remember that it isn't just the number of hours on duty days but attendant duty days. These add up and make the furloughs almost impossible to administer. They result in limited benefits and have long term ramifications. Folsom-Meeks: Aren't the smaller MnSCU institutions given more state aid? Larsson: The allocation model has been a problem for a long time and that's an issue for the presidents. That's their problem although it affects us.

Heise: I came here in 1976 and had been retrenched 2 years earlier in Michigan. With the Viet Nam War and the end of baby boomers there were serious budget shortages. Even before I came over 100 people were retrenched here. It was more arbitrary and capricious before. Where I taught before didn't have a faculty association. It was much more capricious. I was in a department of 19 that was reduced to 6. I sold insurance for 2 years. This is my 34<sup>th</sup> year here. By having the IFO, the administration is going to do the best they can to be as fair as possible. I know we have gone from euphoria to gloom. I've been through that before. In the late 60's if you interviewed a job, everyone

offered you the job. It wasn't do you want a job but where do you want to go? Then it was gloom and doom. This will be painful for many people. But the process and the metric gives people a fair idea of how you are standing, how it works and hopefully plan for your future a little bit better. Nobody wins in this situation. We have to keep the integrity of our professions and our institution alive. It still boils down to the same thing. Keep throwing people out of the lifeboat until the boat floats. And who gets to decide who is thrown out. It's not fun but it's been worse. Larsson: Thank you, Karl. As a person in the rehires after the 70's, I've been through these situations. In 1980 we had a crest and then a dip and the ripple has only died out recently. This process should reduce those ripples and allow the university to move forward.

Tomany: Article 22 entices faculty to do things that might now cost them their jobs. If you take on other duties and develop good relationships with students, you will be penalized. The more you do what you are asked to do, the more you will be hurt. Larsson: Not on the individual level but at the program level. This is an issue. Individuals may suffer in the numbers but maybe this may be offset by other numbers. Severns: I haven't heard that they will push individual colleges to do that. Some colleges have a generous research time for reasons of accreditations. But that is a 25% increase in cost in the college. We may have to talk about what this means. Release time or jobs? I know where I fall on that choice. Larsson: Much of this is discretionary. Some colleges have looked at this and others haven't. Grabowska: That has been placed into the context. There is allowance for accreditations. The administration is aware that some departments have taken advantage of those opportunities. I'm conflicted because MSU has been stellar, in my opinion, is in the area of sabbaticals. MSU continues to award sabbaticals to faculty. I believe the administration has tried to play fair and even handed manner. Yes, Claudia, an individual faculty member could find but they are trying to balance with accreditation realities. The administration is trying to do the best for their faculty across the board. I believe that. I don't look for them to try and pull a fast one or punish people for providing services. Larsson: The Provost has said that P & T will be looked at purely on one's own merits. Financial issues will be reviewed separately. Everyone appears to be doing the right thing. But sometimes the right things conflicts with each other. Carson: During these times of program evaluation, the FA needs to be monitoring inconsistencies in the behaviors of deans. Larsson: Yes, we will and so will Provost Olson. Truesdale: Could you clarify your comments about sabbaticals? Grabowska: Davenport takes heat for continuing to allowing sabbaticals. To date our administration has resisted cutting them. For the first time on Tuesday the Provost said it may come to a point where they have to discuss this but to date, they have not. MSU has been a leader in MnSCU in using sabbaticals. Other schools cut them as a part of cost saving matters.

Larsson: Our time is up. Thank you all for coming. Meeting adjourned.